Coordinator’s Annex Toolbox

Intellectual Output 2

Co-funded by the Erasmus+ Programme of the European Union

Summary

1. Introduction

Welcome to bEUjo+ original Coordinator's Annex Toolbox!

This document before you is the result of the coordinated effort of 6 European organisations working together in order to produce a compound of material that can fulfil two important roles: support the management and monitoring of international projects as well as function as educational material for those who are only getting to know as of now the world of project management. In both cases, the Toolbox provides specific support to initiatives funded by the European programme Erasmus+: in any case, the validity beyond the realm of educational projects can be easily expected given the applicability of the same basic project management principles.

It is the hope of the development team that the Toolbox can become an important element in the set of materials which modern organisations aspiring for a wider and deeper internationalisation led through cooperation projects wield already.

The Toolbox is structured according to a clear structure, following the main steps of a project lifetime, starting off from its inception, with the development of the core idea, to all the phases and transversal aspect characterising the daily implementation of the project. They are the following:

1. Drafting a proposal
2. Managing and reporting
3. Developing outputs
4. Engaging target audience and stakeholders
5. Promoting & disseminating
6. Evaluating & generating impact

Each section has been developed by one of the organisations participating in the international consortium of bEUjo+. The structure is consistent in order to create an organic approach and workflow for the user. Each section is divided in three subsections, describing their main components. Aiming to produce in fact a Toolbox, the approach has been to pick important "tools", in fact documents, that are considered necessary to execute the work associated to each section. Associated to each tool, a template is provided in the Annexes, which is expected to be used by the less experienced user so to carry out an activity included in the tool's description.

2. The Toolbox

2.1 Drafting a proposal

2.1.1 Concept Note

Brief description	The Concept Note is a summary of a proposals' main idea.
General description	The Concept Note summarises the key elements of a proposal. It must be clear and concise and ideally not have more than three pages. It refers to the programme call main information – key-action, sector, priorities to address, topics — and includes general information about the project, such as: ▪ Name and acronym ▪ Applicant organisation ▪ Context and aim ▪ Target groups and final beneficiaries ▪ Description of the main results and activities ▪ Information about the partners (if relevant)
Who prepares it	A staff member (e.g., project manager) of the organisation coordinating the project, ideally the main person responsible for writing the proposal.
When it is used	The concept note must be sent to the potential partners of the project as soon as possible after the call is open as an invitation to integrate the project consortium.
Difficulty to prepare	Normal
Activity proposed	**1.** Read the following statements from the New European Agenda for Adult Learning, 2021:

	▪ "The Education and Training Monitor 20203 reports that participation in adult learning is low, with an EU average of only 10.8 % of adults (women: 11.9 %, men: 9.8 %) aged 25-64 participating in adult learning in the last four weeks preceding the 2019 survey. Furthermore, Eurostat 2020 data shows that participation in adult learning is lower than before the COVID- 19 pandemic, with an EU average of only 9.2 % of adults (women: 10.0 %, men: 8.3 %) aged 25-64 participating in adult learning in the last four weeks preceding the survey." ▪ "The impacts of the demographic change, as well as the green and digital transition, require new approaches to facilitate the participation of adults, including those not inclined to attend learning activities and the 65+ age group, in adult learning in order to support their full integration and participation in society." **1.1.** A project designed to address the challenges referred in the previous statements should be submitted under which sector? **2**: Consider the following: The project "LOCAL: Boosting Silver Economy through local community mentoring" (LOCAL) aims at supporting the setting up and access to an upskilling pathway in the fields of Silver Economy and Community Mentoring by creating a blended continuous professional development programme, with a competence matrix and learning materials to improve the competences of educators and other adult education staff in supporting 50+ adults, based in local and remote areas, to discover the potential of Silver Economy as drive to economic development in local and rural areas. **2.1.** Search online for the ERAMUS+ Programme Guide in force, select and underline the possible policy priorities that this project could cover.

	2.2. Draft a concept note for the project mentioned in point 2.
Key points	When writing the concept note, the following questions must be answered: ▪ What are the challenges that the project will address? ▪ Who are the project target groups and final beneficiaries? ▪ How relevant is the project proposal to the needs of each partner country? ▪ Which are the objectives, expected results and main activities of the project?
Tips	Start the Concept Note with the challenge that led you to the project's core idea. Use reliable sources to explain it and why is it important to address it. Then, briefly explain your idea and why it is a solution.

2.1.2 Gantt Chart

Brief description	The Gantt Chart is a timeline of all the activities to be implemented during the project lifetime.
General description	A Gantt Chart is a project management tool that represents graphically a project time plan and supports to coordinate and track project activities. It can also be used to display the progress of the project implementation. Commonly designed in an Excel format, the Gantt Chart is built on a horizontal axis – which represents the total time span of the project, divided into incremental phases (e.g., days, weeks, months) – and a vertical axis – which represents the project tasks or activities.

<table>
<tr><td>Who prepares it</td><td>A staff member (e.g., project manager) of the organisation coordinating the project, ideally the main person responsible for writing the proposal.</td></tr>
<tr><td>When it is used</td><td>The Gantt Chart is usually prepared while writing the proposal. It helps to visualise the tasks to perform. It is commonly uploaded as an annex in the application phase. The Gantt Chart must be used during the entire project life span as a support tool to easily track the project activities and tasks.</td></tr>
<tr><td>Difficulty to prepare</td><td>Normal</td></tr>
<tr><td>Activity proposed</td><td>Use the proposed Gantt Chart template and plan the following project management activities for a 24-month project, starting in November of the current year.
Overall and financial management:
5 transnational project meetings
6 financial reports
Every two-months to do lists
Quality and evaluation:
Quality and evaluation manual
Evaluation tools
Project evaluation reports (e.g. semestral or annual)
Dissemination:
Dissemination manual
Dissemination reports
Project branding
Flyer
e-newsletters</td></tr>
<tr><td>Key points</td><td>Developing a clear project timeline is crucial for a good project time management
An efficient Gantt chart illustrates the interdependence between activities and tasks</td></tr>
</table>

Tips	Use the Gant Chart built at the beginning of the project to track projects' progress during its lifetime. Update the Gantt Chart if necessary considering the effective implementation and development of the activities and tasks.

2.1.3 Partner Information Form

Brief description	The Partner Information Form is a document containing essential information about a partner organisation.
General description	The Partner Information Form, also referred as Partner Identification Form (PIF), is a document profiling organisation applying for a call. It provides an overview of a partner organisation, including the following information about it: area of scope, activities, expertise, staff relevant experience for the project, and experience regarding the implementation of same subject-related national and European projects.
Who prepares it	A staff member (e.g., project manager) of the partner organisation.
When it is used	The PIF is requested by the applicant organisation and filled in by partner organisations during the application phase.
Difficulty to prepare	Low
Activity proposed	Complete the PIF template proposed with the information of your organisation, imagining that you it was invited as partner for the following project:

	"The project "LOCAL: Boosting Silver Economy through local community mentoring" (LOCAL) aims at supporting the setting up and access to an upskilling pathway in the fields of Silver Economy and Community Mentoring by creating a blended continuous professional development programme, with a competence matrix and learning materials to improve the competences of educators and other adult education staff in supporting 50+ adults, based in local and remote areas, to discover the potential of Silver Economy as drive to economic development in local and rural areas."
Key points	▪ The items requested in the PIF document template are based in the information requested in the ERAMUS+ application form. ▪ Usually, the PIF template is sent during the partners' invitation phase together with the project Concept Note to collect relevant information for the project design.
Tips	Maintaining your PIF updated is important, for that reason you must, at the begging of each call, revise the application form to collect the relevant information you are going to ask to your potential partners.

2.2 Managing and reporting

2.2.1 Bilateral agreement

Toolbox – Activity Document Template	
Title	Bilateral agreement
Brief description	A bilateral agreement is a contract between the lead partner and a partner of a project. This contract sets out the rules, activities and financial arrangements between the project leader and its partner.
Section	1. Drafting a proposal / **2. Managing and reporting** / 3. Developing outputs / 4. Engaging target audience and stakeholders / 5. Promoting & disseminating / 6. Evaluating & generating impact
General description	The bilateral agreement binds the lead partner with its partner. Each partner in the project has to sign this document to ensure the smooth running of the project and also to protect the interests and work of all parties. The agreement is important because it outlines the partner's commitment to the activities and the terms of the Lead Partner's grant.
Who prepares it	The leading partner prepares the document based on the form application and its agreement with the national agency, which defines the rules to be followed and the modalities for subsidising the project.

When it is used	The bilateral agreement is to be made at the very beginning of the project, once the agreement with the agency has been signed and sent. The agreements must be signed by both parties before the start of the project activities.
Difficulty to prepare	Low / Normal / **Advanced**
Activity proposed	The proposed activity aims to help you collect all the information needed to create the bilateral contracts for your project. To do this, complete Table A in the appendix with information from one of the projects you are monitoring. This table allows you to list the necessary financial, administrative and other information This table allows you to list the financial, administrative and organisational information of the project and your partners, such as the address and bank details of the partners, the distribution of tasks, the amount of the grant provided for in the agreement with the national agency, etc. Once this table has been filled in, all you have to do is use it to quickly and securely create the various bilateral contracts to be sent to your partners.
Key points	• The bilateral contract is an essential document to be established at the very beginning of your project. • It must be signed by both parties (lead partner and project partner). The bilateral contract must set out the role of the partner concerned and the terms of payment.

Tips	Use the form application to identify the activities of each partner Use the agreement with the national agency to define the modalities for carrying out pre-financing Create a template with general rules that will be adapted to each partner and each project.

Table A

Partner organisation	Partner address	Partner role for transversal activities (Management, Monitoring&Evaluation, Communication)	Partner Role for the development of IOs	Partner role for multiplier event	Partner budget	1st pre-payment	2nd pre-payment	3rd pre-payment	Final pre-payment	Partner Bank info
Lead PARTNER:										
Partner 1:										
Partner 2:										
Partner 3:										
Partner 4:										

2.2.2 Timesheet

Toolbox – Activity Document Template	
Title	Timesheet
Brief description	The timesheet is a document to keep a record of the days worked by each partner's project team.
Section	1. Drafting a proposal / 2. Managing and reporting / 3. Developing outputs / 4. Engaging target audience and stakeholders / 5. Promoting & disseminating / 6. Evaluating & generating impact
General description	The timesheet is used to record the work of each partner on the various project activities. The timesheet is nominative and should represent one employee of a partner. Therefore a team of 6 working for a partner organisation in a project will produce 6 different timesheets. The timesheet records the number of days worked per person (man/day) in 1 month. 1 day corresponds to a day's work of 7 hours. The days can be counted in the following way: 1 day (7 hours of work) or 0.5 days (3.5 hours of work). The timesheet is nominative. It will be provided for each month of the project in order to monitor the consumption of days throughout the project.

	Once the timesheet has been completed, it must be signed by the employee and the organisation's manager.
Who prepares it	Generally, a timesheet template is produced by the project leader. This template allows each partner to calculate their working time on the project according to the time allocated and foreseen in the application. Then, each partner must fill in the timesheet following the indications and the template created by the lead partner. It can be filled in by the designated project officer on the project or any other competent person (financial department). Each partner must fill in the time sheet for each month and each person in the organisation working on the project. Thus, several sheets will be made for different people.
When it is used	The timesheet is to be filled in during the different financial reports of the project: progress report and interim and final report. The interim report comes at the end of the first year of the project and the final report at the end of the project.
Difficulty to prepare	**Low** / Normal / Advanced
Activity proposed	Case study: Your organisation is a partner in an Erasmus + project. You are in charge of carrying out activities for the development of a project outcome. In the following activity, you will be asked to draw up a work plan for your organisation based on the tasks and

	working days allocated. The idea is to assign the number of days that you think is appropriate for each task. This exercise enables you to estimate the number of days needed for each task to facilitate the filling of your timesheets. Here are the different tasks to be carried out for your organisation: **Project result 1**: Field research and ebook A1. Developing the research methodology and tools for the research and translation. 1. For the best practices collection : a questionnaire to collect youth knowledge and needs on climate change. 2. Guidelines containing methodology and templates. A2. Identification/First contact with research targets 1. Field research 2. Survey : distribution and collection of 40 questionnaires to be filled in by youth. A3. Preparing the state of the art and map of reports summarizing the results of the research: writing the national field research report. A4. Peer review on the ebook developed by partner X from all partners contributions A5. Translation: translation of the ebook into the language of the organisation's country. Distribute the 100 days allocated to your organisation according to the different activities: A1-1: ... A1-2: ... A2-1: ... A2-2: ... A3: ... A4: ... A5: ...

Key points	• The timesheet is nominative • It must be signed and stamped before being sent to the leader • Only enter days related to the intellectual output/project result. • 1 day corresponds to 7 hours of work
Tips	If you are working on several projects, use a time management tool or calendar to record the days worked on each project. This will avoid any inconsistencies, such as declaring the same working day for 2 different projects.

2.2.3 Interim report

Toolbox – Activity Document Template	
Title	Interim report
Brief description	The interim report is a report on the progress of the project at several levels: financial, administrative and implementation. The interim report often takes place halfway through the project to report on the progress of the project, the outputs achieved and the work in progress. It is often conditional on the achievement of a second pre-financing of the project. The project manager must then gather all the necessary information and enter it into the mobility tool platform:

	- days worked on the different points of the project (timesheets) - contracts between staff and their organisation - boarding passes and other documents justifying the trips made - invoices or other documents relevant to justify exceptional costs. The final report is similar to the interim report in terms of focusing on the same points. It is about reporting on the project and justifying the successful completion of all activities decided in the application form. The final report is used to report on the consumption of the grant. It is conditional on the final payment of the project.
Section	1. Drafting a proposal / **2. Managing and reporting** / 3. Developing outputs / 4. Engaging target audience and stakeholders / 5. Promoting & disseminating / 6. Evaluating & generating impact
General description	The interim and final reports are constructed in the same way: INTERIM REPORT 1) Background: This pre-filled section contains all general information about the project. 2) Project identification: also a pre-filled part by the agency when the project is accepted and registered on the mobility tool. This part contains all the specific information about the project.

	3) Summary of participating organisations: as indicated by the name of this part, this is a summary of the project partners including their organisation ID, country of origin, type of organisation, etc. 4) Project implementation and management: This section is used to provide a clear picture of the project and the activities carried out during the first year/period of the project. These are the main points of project management, partnership and activities. 5) Transnational meetings: This is the presentation of the different transnational meetings that took place in the project (description, number of participants...). 6) Work Packages: This is the presentation of the Tasks and relative Results described in the application form. It includes the product type, the description of the results, the start and end date of the production, the languages and media available, the lead organisation and the participating organisations. 7) Multiplier event: the different dissemination events are presented in this part of the report. It is necessary to give an exhaustive description of the events, indicating the date, the number of participants and the programme. In the context of an interim report, if no events took place in the first period of the project, it is not appropriate to complete/change the elements of this part. 8) Learning/teaching/training activities: Similar to the multiplier events, the training activities of the project should be detailed on the mobility tool. Several pieces of information should be mentioned such as the title of the event, the number of people, the type of activity, the description...

<table>
<tr><td></td><td>9) Follow-up: This should include an assessment of the impact of the project in its first year, as well as dissemination and exploitation of the project results.

10) Budget: This is a summary of the project budget. It includes details of the use of the first pre-financing in the various (what you declare for the interim carry-over).

11) Annexes: In this section all the annexes you wish to submit to your agency. The declaration of honour is to be collected in this section and signed/stamped before uploading it in this section.</td></tr>
<tr><td>Who prepares it</td><td>The project leader is responsible for drafting and modifying the interim report, and more generally for all the reports to be submitted to the national agency.

The leader can rely on the partners to enrich the report and encourage collective work.</td></tr>
<tr><td>When it is used</td><td>The interim report should be produced after one year of the project's life. It often marks the completion of half of the project and its activities.</td></tr>
<tr><td>Difficulty to prepare</td><td>Low / Normal / Advanced</td></tr>
<tr><td>Activity proposed</td><td>Based on the application form of a project you are responsible for and your organisation is the leader, complete a table comparing the activities and the timeframe planned in the application with the activities and the timeframe actually carried out.

<table><tr><th>Application form activities</th><th>Activities completed</th></tr><tr><td>Management :</td><td>Management :
Kick-off meeting - date XX/XX/XXXX</td></tr></table></td></tr>
</table>

<table>
<tr>
<td></td>
<td>
<table>
<tr><td>Kick-off meeting - date XX/XX/XXXX
Online meeting 1
...</td><td></td></tr>
<tr><td>Dissémination :
Dissemination plan
...</td><td>Dissémination :</td></tr>
<tr><td>Evaluation/quality :
....</td><td>Evaluation/quality :</td></tr>
<tr><td>PR1 :
...</td><td>PR1 :</td></tr>
<tr><td>PR2 :
...</td><td>PR2 :</td></tr>
<tr><td>PR3 :
...</td><td>PR3 :</td></tr>
</table>

This activity will allow you to establish all the activities carried out and to visualise the evolution of the project according to the application.
</td>
</tr>
<tr>
<td>Key points</td>
<td>The interim report must be submitted by the date specified in the mobility tool.

You should provide a financial report to the partners (timesheets, exceptional cost, and management grant).

The interim report reflects the progress of your project and its impact during the first months of the project. You must demonstrate that all activities carried out are coherent and have made good use of the first pre-financing.</td>
</tr>
<tr>
<td>Tips</td>
<td>Use the application form as well as the Gantt chart and the minutes of the meetings to enrich the different information on the project and its development.
Do not hesitate to involve partners and collect their contributions (especially when partners are</td>
</tr>
</table>

	responsible for activities related to dissemination, evaluation, and intellectual outputs/project results…) ● Be precise and concrete in the information given in the report. ● Do not hesitate to include links to documents or files to share with the national agency reviewer. ● Do not hesitate to include information on mobility tools as your project develops. ● Keep in mind that the report should reflect your project and the proposal you submitted in the application. ● Use examples of reports that have already been produced and accepted to help you.

2.3 Developing outputs

2.3.1 Workplan

Brief description	Basic working information for the development of the outputs.
General description	The workplan is a document that contains relevant information about the products to be developed. It establishes the objectives of the products, as well as the distribution of tasks among the partners and the time for their execution.
Who prepares it	The organization leading the development of these Outputs is in charge of preparing and sending this document to the rest of the partners. This document must be submitted prior to the start of product development.
When it is used	This document will be used before starting the development of each output.
Difficulty to prepare	Normal
Activity proposed	Steps to make a workplan: -Read the proposal: It contains all the relevant information for the elaboration of the workplan: execution time, tasks, objectives... -Prepare a document or presentation to send to all partners with the workplan. -This document must include: ▪ The objectives of the materials to be developed

	▪ Establish the target group to whom the outputs are addressed ▪ Establish the tasks to be performed ▪ Determine the execution time for each task ▪ Proposed assignment of tasks to each partner
Key points	It is very important to review the proposal in order to respect the deadlines set in it, as well as to adjust the workplan to the objectives.
Tips	- Information must be clear and concise, in order to achieve this, you can use diagrams or charts. - Take into account the skills of each partner in assigning tasks.

2.3.2 Peer review template

Brief description	Detailed description for performing the tasks of an outputs.
General description	The development of the outputs is based on the performance of different tasks to be executed among the partners. It is important that the tasks performed by all partners have a similar structure so that the final document is consistent. In addition, all partners must be clear about their roles and how to perform them. Therefore, prior to the execution of a task, instructions on how to perform the task, deadlines, and templates to collect task information are sent.
Who prepares it	In many cases, the organization leading the outputs development is also in charge of creating the guidelines and templates. But there are other occasions when this is not the case. This is especially the case when there are very different

	tasks within the same product, each partner is responsible for the creation of templates and guidelines for a task.
When it is used	This document will be used before starting the development of each task.
Difficulty to prepare	Low
Activity proposed	Steps: 1) Create a document with guidelines: his document will be sent to all partners and should contain the following information: ▪ The objective of the task ▪ The deadlines for its realization ▪ The responsibilities of each partner ▪ Explanation of the methodology to be used ▪ The explanation of the task and how to perform it 2) Creation of templates: ▪ Templates can be created so that all partners use the same format and collect the same information. ▪ Depending on the product, the template will be different, it can be a word document to be filled in by the partners, a presentation, a video...
Key points	It is important that each partner is clear about his or her functions and how to perform them, so do not be afraid to give many details and explain things that may seem obvious.
Tips	-It is better to give a lot of information than to leave things unexplained.

	-When creating templates, try to make them easy to manipulate and modify.

2.3.3 Guidelines for developing outputs

Brief description	Receive feedback on the outputs developed with the aim of improving their quality
General description	After the creation of the products, it is important to analyze their quality, and to identify aspects for improvement, in order to do that, a process is opened in which partners can make their contributions to improve the materials developed.
Who prepares it	Generally, it is the organization leading outputs development that is responsible for soliciting feedback and making changes accordingly.
When it is used	when the final Outputs are finished it is time to ask for feedback
Difficulty to prepare	Low
Activity proposed	There are different ways to obtain feedback: ▪ Through a questionnaire: a questionnaire can be sent to partners asking for product improvement aspects. In many cases there is a piloting phase in which the materials are tested with the target groups. ▪ Qualitative feedback: another option is to ask for an opinion of the developed products. This can be, for example, through a mailing to partners asking for their opinion, or a meeting among partners to discuss

	areas for improvement.
Key points	Normally feedback is requested when the final products are already developed, but sometimes feedback is obtained throughout the process. It is important to note down all possible improvements.
Tips	If a questionnaire is used to obtain feedback, it is important that the questions are clear and well understood.

2.4 Engaging target audience and stakeholders

2.4.1 Press release

Brief description	A press release is an **official statement** that an organization or individual issues to the press. It contains all the **important information** about a particular matter. A press release aims to **get coverage** by a target audience and to **create interest** around any corporate news.
General description	A press release is a short statement, approximately 500-word description of a company or individual's news or newsworthy announcement prepared to be shared and catch the attention of the press and media outlets. It is a communication tool used to promote something significant and specific. To put it in another way, this document is a written communication that reports specific but brief information about an event, circumstance, product launch... In general, press releases are available for "immediate release" which means that anyone can share the

	information as soon as it is made public. But other press releases may have time limits: the information remains confidential until a specific date or time determined in advance. The press release format is straightforward, and it contains information, supported by data, about events and/or strategies related to a particular matter. A press release should be composed in a way to provide answers to the Five Ws: Who, What, When, Where Why. The structure of a press release should be as follows: – Headline: the headline of a press release tells readers what the release is about. It is the most important part of the press release being the first thing that people see. It should be concise and clear and grab the reader's attention and make them want to keep reading. Do not use closing punctuation in headlines, and exclamation marks are not recommended in your press release. – Summary: it summarizes the key points and answers the "Five Ws". The reader will get a general idea about the news in few sentences. – Date and location: This section contains the release date and usually the originating location of the press release – Body: This is for further explanation, statistics, data, background, or other details – Boilerplate: It provides independent background on the issuing company, organization or individual. – Close: The end of the press release should be indicated by the "###" symbol, or the text "ends"
Who prepares it	The press release is prepared by the person responsible for communicating about the project. This person may be a

	project manager or a communication professional from an internal or external organization/company.
When it is used	The press release is used to promote an event, output or news about the project. It could be used as many times as you need to disseminate about the project. For example, you could communicate on the finalization of one of the project outputs and what it involves.
Difficulty to prepare	Low
Activity proposed	• Project output finalization • Local event • Event involving stakeholders • End of the project
Key points	This communication tool is an effective lever to promote an event and raise awareness among stakeholders/target groups at key stages of the project.
Tips	Be clear and concise. The press release should convey information to the public, target groups and stakeholders in an effective manner and catch the reader's attention at the first sight. Keep in mind that a press release should not exceed two pages to be effective

2.4.2 Stakeholder Engagement Plan

Brief description	

	A stakeholder engagement plan is a formal document to communicate with project stakeholders to achieve their support for the project.
General description	A stakeholder engagement plan is a document that is developed prior to or at the beginning of a project and is kept on file and updated throughout the project as necessary. A stakeholder engagement plan aims to identify project's key stakeholders, and to outline a methodology and approach on how the project team will interact and communicate with those stakeholders. In other words, it is about how to communicate, collaborate and interact with key stakeholders who have influence on your project, whether it is positive or negative, and impact its success. Identifying stakeholders is essential for a project because these are individuals who have an interest in the success of the project for personal or/and professional reasons. It is important to know how to communicate with them and how to engage them in the project. It is crucial to know their needs and expectations in order to build an efficient strategy and to deliver appropriate information to the right person at the right time. The stakeholder engagement plan consists of a list of stakeholders with their role, level of influence, level of interest, level of support, strategy for engaging them, who will engage them and when, and additional comments. Brainstorm a list of stakeholders including everyone who has an interest in the project, and/or you can administer a questionnaire in your network and partnership to identify relevant stakeholders. It is also essential to analyze stakeholders and particularly their interest and influence. You should profile the

	stakeholders in order to properly engage them. To do so, you could add additional criteria such as expertise, capacity or any other criteria that are suitable to you, but it is recommended not to exceed four criteria. Using an interest-influence matrix is useful to map stakeholders and to classify them as key players, context setters, subjects and the crowd: ● Priority should be given to the **key players** and efforts should be made to engage actively with this group ● **Context setters** require particular effort to engage with them but regarding their high level of influence it may be useful for achieving the success of the project ● **Subjects** are stakeholders with high levels of interest but low levels of influence: engaging with them is essential to get a strong support and over the project they may become influential in a later stage through alliances with other influential stakeholders ● The **crowd** are stakeholders with low levels of interest and low levels of influence on the outcomes. No particular effort needs to be carried out, however this group of stakeholders should not be set aside or neglected. Once the project stakeholders are identified and mapped, the stakeholder engagement plan involves selecting an engagement approach. There is four main type of engagement approaches: ● **Satisfy**: Stakeholders with little involvement or vested interest in your project but are very powerful. Do your best to keep them satisfied, but don't take up too much of their time. Seek their insights around big decisions and make sure they understand how your work will positively affect

	them. These stakeholders make powerful allies once you win them over • **Manage:** Stakeholders with great interest in your work and the power to help you succeed. It's essential to fully engage these people and make sure they're satisfied. Consult them before beginning a new project, pay attention to their input and implement their ideas when possible. Keep them in the loop when someone else's ideas are chosen and let them know why • **Monitor:** This is about the group of stakeholders who are the least affected by your project and should take up little time and attention. • **Inform:** This group of stakeholders is passionate about the project and voice their support to others, but have little power or influence. Keep them in the loop and inform them of any major developments. Your work may directly impact these people, so they are usually more than willing to help you out and make an effort to do so.
Who prepares it	The project manager or the partner responsible for the communication prepares the stakeholder engagement plan. Stakeholders should be consulted to help shape the stakeholder engagement plan.
When it is used	This document is prepared before starting a project or at the very beginning of the project. However, this is a living material, and it must be updated regularly throughout the project. It must ensure commitment of stakeholders at all stages of the project and if their expectations are met.
Difficulty to prepare	Advanced

Activity proposed	• Stakeholder identification • Stakeholder Engagement activities
Key points	This communication material is effective to communicate with stakeholders who have interest or potential interest in a project. It allows the project manager to build an appropriate strategy to ensure that information is delivered to the right person at the right time effectively and efficiently. Engaging stakeholders in a project is crucial because they will have a direct impact on its success or failure, it is more than just setting an appropriate communication strategy. This document updated regularly from the beginning is essential to ensure commitment of stakeholders at all stages of the project.
Tips	Start designing and preparing the stakeholder engagement plan earlier in the project: take the time to profile your stakeholders and make sure you have identified the important issues and needs. Review this material: it must be updated regularly with new information. Ensure your mapping of stakeholders is accurate and decide the best way to engage with your stakeholders accordingly.

2.4.3 Focus Group

Brief description	A focus group is a research technique used to collect data through group interaction on a particular issue or work area.

General description	A focus group is a research method involving a small group of people (usually 6 to 8 participants max), typically representative of your target groups, who are guided by a moderator through a discussion on a particular topic to gather information. In other words, focus groups are used by organizations to collect data and perspective on particular topics directly from the stakeholders involved. Along with collecting data, focus groups build engagement and voice in the process. First, you have to determine who should participate in the focus group. You need to consider criteria that properly meet the purpose of the focus group and the target groups. It is a key step because the quality of the FG results depends on the appropriacy of the participants. Then, a questionnaire must be prepared beforehand to collect information during the focus group. It must include a series of questions that cover all the dimensions of the focus group topic. Once completed, you should prepare a focus group template including several parts that cover all the aspects of the focus group as Goal, Context, Checklist, Tips, Script, Participants and Results (Interesting points, Pains/Gains). In the “Goal” and “Context” sections, write down the reason and the purpose of the focus group. The “Checklist” section is helpful to check if any material is missing to perform the event. The “Script” section aims to describe how the event will be performed: this section should be comprehensive in order to cover all key steps, from preparation, through welcoming participants, to asking questions to gather information.

	The “Tips” section gathers helpful points/actions. In the “Participants” section, you should describe them in order to have a precise idea of who they are. The “Results” section includes the most interesting or remarkable results. This template is completed during or after the focus group. It will be helpful to summarize what came out of the focus group and to conduct it properly so that key steps and questions are not forgotten.
Who prepares it	The focus group template is prepared by the person in charge for conducting the focus group, namely the focus group moderator/facilitator who could be the project manager.
When it is used	The focus group template is used during the conduct of the focus group to assist the facilitator/moderator in conducting the event.
Difficulty to prepare	Normal
Activity proposed	Focus group
Key points	The focus group template facilitates the implementation of the focus group by providing key steps and information to support the moderator and increase stakeholder engagement during this event.
Tips	Carefully fill out the focus group template with all available information. The script should be detailed and complete: it will be useful during the focus group to carry it out and to cover all the steps and questions prepared beforehand.

2.5 Promoting & disseminating

2.5.1 Dissemination strategy

Brief description	The **Dissemination Strategy** is the **cornerstone** document for the whole dissemination process of an Erasmus+ project. It outlines the **main activities** for **communicating** and **promoting** the project's **activities** and **objectives** both internally within the partnership's organizations and externally.
General description	The **Dissemination Strategy** is a document produced in the context of Erasmus+ project (and not only) whose main goal is to **come up** and **sort** all the necessary **information** for the partnership pertaining to the **dissemination** and **promotion** of the project. Sometimes also called Dissemination Plan or Communication Plan, the Strategy is produced in order to **organize** in a **coherent** way all the **activities** of the **dissemination** work package. This is done through a very **structured** approach which is briefly outlined in the project **proposal**, and it is further elaborated in the **Strategy** itself. Differently from the actual Plan, the Strategy is tasked with the development of the **objectives** the partnership sets for itself in the area of dissemination. In particular, the Strategy should be structured as follows: - Dissemination objectives - Target groups of the dissemination effort - Dissemination channels - Dissemination actions - Dissemination partner roles

	This document in fact, differently from the Dissemination Plan (even though they are often confused) has a more strategic approach: by setting the objectives for the whole dissemination effort, it does not dwell long on specific actions at least in its very core. The core of the Strategy should be to elaborate the core strengths and the objectives of the project in connection with the specific target groups identifies and who are going to be the recipients of the dissemination actions. For example, the Strategy identifies as **strength** of the project the high number of countries directly involved in the project (e.g., 4/5+), the great expertise of the partnership, the direct contact with the **target groups** etc. The Dissemination Leader links these strengths to the objectives of the project and in so doing outlines the **main strategy** of the partnership for communicating these strengths and objectives to the recipients. This, along with a brief introduction to the project as a whole, is the crucial and very first part of the Dissemination Strategy. Further, the Strategy can explore other areas of dissemination in order to refine its core objectives. These are the Channels, the Actions and the Partner Roles. The **channels** are the communication **outlets** which are both available and achievable by the partnership, which will be exploited as vectors of the dissemination messages. For Erasmus+ project the channels are usually divided in two: single partnership organizations-**owned** channels and **project-specific** channels. Particularly valuable for their extensive outreach are also **third-party** channels, such as networks in which one (or more) of the partners are involved, that can boost the reach directly at hand of the partnership. The Strategy can discuss how these channels will be employed by the partnership according to the **positioning** of the project (in marketing terms, the

	“**branding**”). The frequency of use will be defined later by the availability of single partners and proposals’ obligations. Further on, two other sections can be included in the Dissemination Strategy. These two are more practical in scope, and they pertain to the **execution** of dissemination **activities** and **to whom** the responsibilities will fall upon. The Dissemination Leader is tasked with the identification of the relevant activities stemming from the project proposal as well as the dissemination strategy. In fact, the leader has also the responsibility of coordinating and monitoring the **allocation** of tasks within the partnership to those identified as single tasks leaders, in the context of dissemination. The activities can also be described according to their **period** of execution: sorting all the dissemination activities according to this criterion will allow the partnership to come up with a coherent Dissemination Plan as well.
Who prepares it	The Dissemination Leader is usually charged with the drafting of the Strategy. The Leader is identified in the proposal phase and leads all or most of the activities of the dissemination work package according to their hard and soft competences.
When it is used	The Dissemination Strategy is produced at the beginning of the project as it organizes the overall set of activities for disseminating the project. It remains an important document throughout the implementation of the project. It can be modified or updated over the implementation months with new activities.
Difficulty to prepare	Normal
Activity proposed	

	The activity proposed is to come up with an appropriate **positioning** in the context of a dissemination **strategy** for the following three project ideas: - Inclusion of migrants in VET - Internationalization of Secondary Schools - Development of seniors' digital skills The activity foresees the identification of the main communication **channels** (external) which a hypothetical partnership could approach, the most basic dissemination **tools** to be exploited and the **tone** the dissemination leader would suggest for the communication with stakeholders.
Key points	- Identify the main strengths and points of the project - Come up with clear project positioning - Allocate the tasks in a clear and coordinated way
Tips	Do not draft an extremely extensive Strategy. The document is meant to provide the basic strategic guidelines for the project partnership to be aware of what their own communication efforts can build upon. This is the main goal of the Strategy.

2.5.2 Monitoring tool

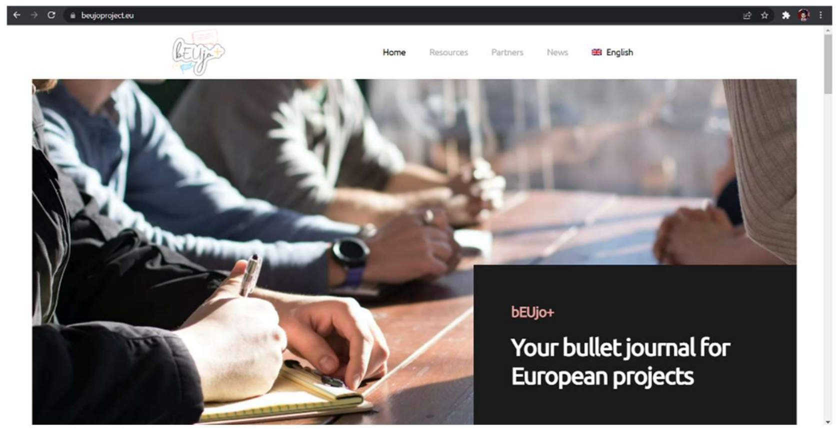
Brief description	The monitoring tool is the mechanism set in place in order to track and sort all the main information regarding the dissemination activities carried out.
General description	Even before than carrying out dissemination activities, it is important that this mechanism in order to report such

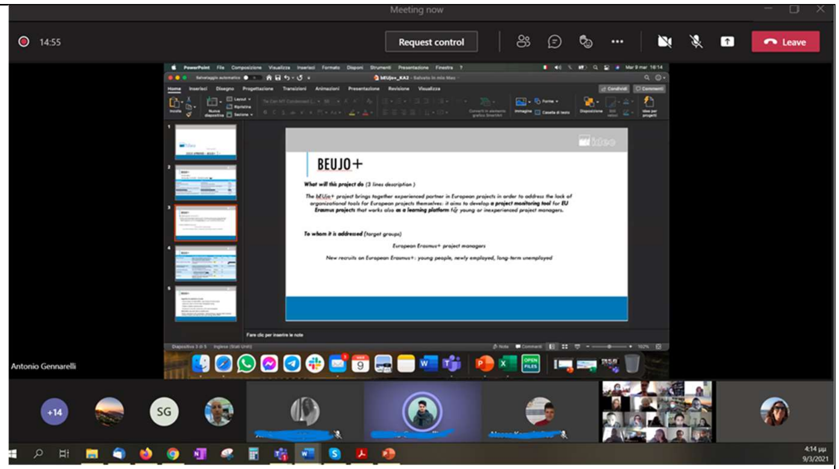
	activities is clearly established within the partnership. This mechanism is put in place by the dissemination leader at the beginning of the project implementation, shortly after the adoption of a common mechanism upon which the agreement of the whole partnership is found. The structure of the monitoring tool is not completely fixed. In principle, the goal is to provide a space that is common among partners for them to log and report the promotional activities they have performed for the project. Any form of activity that communicates the project (in all its aspects) outside the single persons directly involved in the implementation. For this reason, even co-workers can be recipient of dissemination activities. However, the non-fixed structure of the monitoring tool derives from the fact that the nature of the dissemination activities is without any specific limits. There may be partners specialized in forms of communication that are uncommon to other organizations. The standard categories are: - Project Website - Organisations' websites - Project Social Media pages - Organisations' social media pages - In-person meetings - Phone calls Other organisations may be specialized in press relations, in tele-visual communications or organization of conferences for clients (for example Chambers of Commerce). In general, when logging activities in a dissemination report, the necessary information to report are the following: - Progressive n. of activity

	- Date - Type (as above) - Short description - Meaningful indicator - Dissemination proof. As per the short description, it is useful to highlight the basic characteristic of the activity logged, such as 1. Where, 2. Who and 3. What. Indicators and proofs are arguably the most important elements that are to be reported, as both validate and quantify the relevance of the activity. The indicators, per se, are the number of persons reached with this activity. A team members' meeting can reach 15, 20, 30+ people. A conference can reach 100+ persons, and a post on social media can reach extremely high clicks with the correct network and communication strategy. Sometimes it is not easy to log a number. For example, the reach of an article on a website or a blog should be reported according to the visit on that specific page. However, often this operation is difficult and requires the provision of an average number on behalf of the webmaster, for example. On the same line, the provision of a proof of dissemination is what actually gives substance to the activity logged. The good faith of partner organizations' word unfortunately do not play a role when it comes to dissemination. The provision of a proof can varies according to the activity itself performed. A post on social media can be reported with an appropriate screenshot (e.g., showing the "views" indicator if accessible). A phone call or a meeting in person can be more difficult to prove: in these cases, the activity could be logged and left without proof.

Who prepares it	Dissemination Leader
When it is used	Throughout the implementation of the project
Difficulty to prepare	Low
Activity proposed	The activity proposed to the learner is to use the template provided and log the following dissemination activities in the tracking system: 1.


Antonio Gennarelli
European Project Management / International Relations (Europe - Asia) / Sus...
2w • Edited •
It is with great pleasure and excitement that we launch today the social media activities of the Erasmus+ project #bEUjo+ funded by the European Commission EU
...see more
bEUjo+
34 followers
2w •
bEUjo+ is here!
The activities of our new Erasmus+ project have just started and we' ...see more
bEUjo+
7 • 2 comments
Like
Comment
Share
Send
290 views of your post in the feed

	2.  beujoproject.eu Home Resources Partners News English bEUjo+ Your bullet journal for European projects


Meeting now
14:55
Request control
Leave
BEUJO+
Antonio Gennarelli

3.

4.


OUR GOALS
PROJECT CHECKS

Key points	- Common and simple tool for the whole partnership to use - Clearly organized and accessible for all partners (common working platform, e.g., Google Drive)
Tips	- You can leave some freedom to the partner organization when it comes to filling the tables. However, in order to make the process smoother for the following activity, the Dissemination Report, it is advisable to organize some categories in origin so to coherently sort all the activities the very moment the partner inserts them. - Dissemination reporting can be a task easily delayed since it is time-consuming to go back through all the activities performed. Suggest your partnership to log them on a regular basis (e.g., monthly) in order to keep a more constant track of the dissemination efforts achieved.

2.5.3 Dissemination report

Brief description	The **Dissemination Report** is a **document** produced in order to **present** in a meaningful and insightful way all the **promotional activities** conducted. These are limited to the context of a single project. The timespan covered in time varies according to what is foreseen in the project proposal as well as the project dissemination strategy.
General description	The Dissemination Report describes the promotional activities that partners have carried out in the context of a

	project, within a specific timeframe. The report is to be submitted, usually in the first place, to the Project coordinator, reviewed and then submitted once again to the project funding organization (in Erasmus+, the National Agencies). As dissemination represents an important component of all projects as it ensures the maximum impact and exploitation of the resources invested in the production of the results, reporting on such activity represents an important moment of evaluation. The document is usually produced in two phases of the project: halfway through, as part of the interim report, and at the end of the project. The first Report covers the organization and the initial implementation of the promotional activities. In terms of structure, it briefly describes the strategy adopted by the partnership by going through the main objectives of the project. Following this section, the dissemination report covers the main activities that have been carried out transversally by the partnership. These can be the project website, leaflet or other promotional material branded by the project itself. Overall, the report will assess the general numbers reached by the partnership in terms of engagement, as organized through the monitoring process. Finally, the report would go deeper into the activities and performances of each single partner. In this case, the dissemination leader will have gathered all the information regarding the promotional activities of the partnership through the monitoring tools, along with the necessary proofs. The report will then describe each partners' approach and quality of engagement in general.

	The last point of the dissemination report produced in this phase will highlight the main steps to be followed in the second part of the project implementation. The dissemination report produced at the end of the project analyses the same elements in terms of structure, but it provides an overall evaluation and assessment of the promotional activities carried out throughout the project. In this second phase of implementation, the project will engage target groups and stakeholders extensively and it will thus be an important moment for the further exploitation of the project.
Who prepares it	Dissemination leader in cooperation with the Project Coordinator
When it is used	Halfway through the project and at the end
Difficulty to prepare	Normal
Activity proposed	The activity proposed for the dissemination report builds upon the two activities previously carried out, in particular: - 5.1 Dissemination Strategy - 5.2 Monitoring Tool The learner is invited to produce the first draft of a Dissemination Report taking as a reference the results produced in the two previous activities as well as the template provided. The first part of the report follows the dissemination strategy produced in section 5.1 and it links it with the activities reported in 5.2. By doing so, the learner is invited to describe the general approach undertaken by the partnership.

	Secondly, the learner is invited to describe through a narrative approach the activities that have been reported in 5.2. On this point, the learner will focus more on the single activities, describing them in detail, rather than on the general approach underlying the communication approach.
Key points	- Covering in detail all the dissemination activities carried out - Being able to deliver it on time to the funding organization
Tips	The dissemination report is a tricky document to produce. As it relies on the input of all partners, to collect all the necessary information requires a great deal of coordination. It is thus important to remind all organisations to provide their input in time for the dissemination leader to review everything and produce the report in time for the submission to the National Agency.

2.6 Evaluating & generating impact

2.6.1 Quality assurance plan

Brief description	The Quality Assurance and Evaluation Plan aims to lay out the project's approach / strategy for assuring the utmost quality of produced deliverables / outputs and the widest possible impact throughout its duration. The plan defines project's quality assurance and control procedures and provides guidelines to partners on how to conduct quality monitoring and measure / evaluate the effectiveness of planned project activities.
Section	6. Evaluating & generating impact
General description	The overall aim of the Quality Assurance Plan is to ensure that all foreseen project deliverables, outputs and tasks are delivered punctually according to the project's time plan and under certain quality standards, in compliance with the quantity and quality indicators set out in the approved Application Form and the Erasmus+ Programme. The quality assurance and evaluation plan sets forward an effective and operational internal quality assurance and control system for the project; it acts as a useful guide for project partners to get involved in relevant procedures. Quality assurance, control and evaluation are integral functions of project management, which are inherently connected, dependent on each other and work in close coordination. Quality assurance is about preventing the production of low-quality deliverables at the planning stage, while quality control helps to detect failures during implementation, correct them and deliver results that meet minimum quality standards. This plan is the main instrument to support the above processes. It assists to a) maintain a high-quality level of outputs throughout the project, b) minimise the risk of

	poor implementation from the planning stage, c) provide the project's consortium with evidence to be used in future external audits, and d) maximise the potential for follow-up initiatives and exploitation actions.
Who prepares it	The plan is prepared by the partner responsible for quality assurance in the project and then approved by the consortium.
When it is used	This is created at the beginning of the project and is the basis for Quality Assurance throughout the lifetime of the project. The plan should be reviewed during the project lifetime, and if necessary adapted. For example, this was done in some projects due to COVID, some descriptions needed to be changed.
Difficulty to prepare	Normal
Activity proposed	Draft an outline of a Quality Assurance Plan
Key points	The Quality Assurance Plan should contain information such as: ● Strategy - how to identify and detect potential risks and failures, as well as how to employ a proactive quality control approach ● Define the organizational structure and roles of the consortium. This section includes information on outputs, multiplier events, quality assurance, dissemination etc. ● Quality Control Areas. This section can include an overview of the main activities, which could be taken from the Gantt Chart. ● Quality Standards/Requirements: This includes what kind of standards should be instilled to assess transnational meetings, deliverables, events and materials, which should be made available to the public.

	• Quality Control Procedures: This includes the processes and approaches to be used in order to ensure high quality results. • Impact Evaluation: Include which indicators to monitor performance of and what evaluations will be needed. • Risk management: Detail the approach to identifying, evaluating and responding to any risk during the lifetime of the project.
Tips	In order to develop a quality assurance plan, a partnership should set some benchmark/qualitative and quantitative indicators already at the stage of project application development.

2.6.2 Risk monitoring tool

Brief description	The Risk Monitoring tool identifies potential fields of risks and their impact on the project progress. This is updated regularly throughout the project in order to attend immediately to things that may be not aligned, threatened to be or are delayed during the lifetime of a project.
General description	The Risk Monitoring tool identifies risks and assesses the level of impact they may have on a project. The project management team or steering committee usually fills out the tool. Depending on the goal of the project some risks can include: 1) **Delays** - in order to avoid this risk follow the Gantt activity chart detailing project milestones. The project outcomes are divided into activities with time allocated for their completion. A time scale, in which reviewing times are identified at appropriate intervals, should be clear to deal with possible delays

	in delivering the outputs throughout the work phases. **2) Budget mismatches/overspending** – in order to keep the budget in mind it is important to review all program rules with details as well as periodically check with the consortium. **3) Low quality of outcomes** – can be avoided by carrying out constant checks of achieved indicators versus those that are planned, using the key evaluation criteria listed above which is done by not only the responsible work package leaders, but also the entire consortium and delegated individuals of the quality management team in the individual institutions. **4) Lack of contact between people** – this includes contact within the partnership, as well as in relation to the target group and various stakeholders of the project. Communication based on the principles provided in the application (partner meetings, email, Skype, project communication platform, telephone calls for urgent topics). It is important that the Risk Monitoring not only identifies and assesses risks, but also provides the solutions to try and solve the risks should they occur.
Who prepares it	The coordinator will create during the project application period a structured approach to monitoring, which could include the risk monitoring tool. This should serve as the basis of the document. The partner responsible for quality assurance and impact is then responsible for creating a template. All partners of the consortium should provide their input throughout the lifetime of the project.

When it is used	The risk monitoring tool is developed at the beginning of the project development. The consortium will revisit and address any news risks throughout the lifetime of the project. This may be quarterly, biannually and usually coincide with other reporting deadlines.
Difficulty to prepare	Low
Activity proposed	Look over the Gantt Chart Activities and create a list of milestones. Based on the milestones and the current situation assess the risks of not completing the milestones as well as what kind of impact the risk would have if it not be completed. It is important to also include the measures to address any risks should they occur.
Key points	It is most important to be able to identify promptly any deviation from the established project plan.
Tips	Assess and review the list frequently throughout the lifetime of the project.

2.6.3 Evaluation questionnaire

Brief description	The questionnaire tracks and evaluates the effectiveness and (achieved or expected) impact of project activities (e.g. meetings and piloting) and intellectual outputs implemented/produced in the context of the project throughout its duration.
General description	The questionnaire aids to pinpoint areas for improvement, recognize when remedial actions should be put in place

	when project outputs appear to fall short of the objectives set by the project, and identify how to maximize post-project impact based on the feedback from stakeholders and target groups. The impact is measured here qualitatively and should be monitored throughout the lifetime of the project. The qualitative impact assessment will be based on the evaluation of the contribution of project: • Feedback from external stakeholders. This will include other stakeholders who engage with the project at events (including the project's multiplier events) and online (via social media, the project portal). • Feedback evaluation questionnaire with comments, feedbacks and suggestions from the piloting phase of the training • Feedback, information and data collected through the project activities by the consortium.
Who prepares it	Evaluation questionnaires are prepared by the partner responsible for quality management together with the Lead Output partner and/or the coordinating institution.
When it is used	Evaluation questionnaires can be used in an array of situations throughout the project lifetime. This begins before developing content for outputs, e.g. evaluation of questionnaires during the project preparation phase from target group. Then during the lifetime of the project when collecting feedback from target groups using the said

	developed-tools and materials during piloting on user-friendliness, usability and relevancy. This can also include feedback from pilot trials with target users or secondary target groups e.g. observers or learners. A questionnaire could be developed on teaching/learning methodology and the practicability of learning resources during multiplier events, dissemination and follow up phases. Evaluation of Joint Staff Training is crucial to identify the effectiveness and success of the project activities.
Difficulty to prepare	Low
Activity proposed	Create an evaluation questionnaire to collect feedback from staff after Joint Staff Training.
Key points	Make use of Likert Scales Make sure to make it clear which notes are “good” and which are not “good”.
Tips	Leave areas open for persons to provide written feedback. Keep it simple. Make sure the information you are asking to collect is information, which you will be able to use for future work or to assess the evaluation of outputs.

3. Annexes

3.1 Drafting a proposal

3.1.1 Concept Note

Erasmus+ programme call	
Year	
Deadline for submission	
Key action	
Sector	
Programme policies priorities	
Country priorities	
Topics	

Project full name	
Acronym	
Applicant	

Country	
Context, baseline, target group & expected results	

3.1.2 Gantt Chart

Coordinator's Annex Toolbox

1. Drafting a proposal

Gantt chart template

Name of the project:
Start date:
End date
Coordination

	Month/Year	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30
WP	Work package title																														
A1	**Activity title**																														
	T1.1. Task title																														
	T1.2. Task title																														
	T1.3. Task title																														
	(ass more, as necessary)																														
	...																														
WP	Work package title																														
A1	**Activity title**																														
	T1.1. Task title																														
	T1.2. Task title																														
	T1.3. Task title																														
	(ass more, as necessary)																														
	...																														
WP	Work package title																														
A1	**Activity title**																														
	T1.1. Task title																														
	T1.2. Task title																														
	T1.3. Task title																														
	(ass more, as necessary)																														
	...																														

Legend	
WP	Work package
A	Activity
T	Task
	(add more, as necessary)
	...
	...
	...

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1.2_Drafting a propo

3.1.3 Partner Information Form

General Information	
Applicant organisation OID	
Legal name	
Country	
Region	
City	
Adress	
Telephone	
Website	

Profile	
Type of organisation	
	☐Public body ☐Non-profit

Contact persons	
Legal representative	
Title	
Gender	
First name	
Family name	
Department	
Position	
Email	
Primary contact person ?	☐Yes ☐No
Person responsible for the project	
Title	
Gender	
First name	
Family Name	
Department	
Position	
Email	
Primary contact person ?	☐Yes ☐No

Background and experience
Please briefly present the organisation (e.g., its type, scope of work, areas of activity and if applicable, approximate number or paid/unpaid staff, learners)
What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

Other information
How is this project complementary to other initiatives that you already carried out? Provide, at least, two examples of projects (when applicable).
List here two possible associated partners that could contribute to the project implementation and development.

3.2 Managing and reporting

3.2.1 Bilateral Agreement

How to use this template?

The bilateral agreement template is an example of a bilateral contract between 2 project partners (leader + project partner). You will find all the articles necessary for the establishment of a bilateral agreement. You can add any element you think is important and necessary to the contract.

This template allows you to add only the necessary information mentioned. Get the information from your partners and complete the contract. Reminder: 1 contract per partner must be signed by both parties in 2 copies.

PARTNERSHIP AGREEMENT for the Project
[Title], under the ERASMUS+ Programme
AGREEMENT NUMBER: [AGREEMENT_NUMBER]

According to the Grant Agreement n°[**AGREEMENT_NUMBER]** between **[LP]** (« The Coordinator ») and the **Agence Erasmus+ [Country]**, (National Agency) acting under delegation by the European Commission (Grant agreement annex A):

This contract shall govern relation between:

[LP] (« the Coordinator »)
[LP_Addres]
Represented by [LP_Represented_by],[LP_Fonction]
of the one part

And

[Partner_Organisation] (« Partner n° [Partner]»)
[Partner_Address]
Represented by [Partner_Represented_by], [Partner_Fonction]
of the other part,
who have agreed as follows:

Article 1: Subject matter of the partnership agreement

1. The Erasmus + [country] National Agency has decided to award a grant, under the terms and conditions set out in the Special Conditions, the General Conditions and the other Annexes to the Agreement, for the Project entitled **[Title], [AGREEMENT_NUMBER]** ("the Project") under the Erasmus+ Programme Key Action 2: Strategic Partnerships. The Coordinator and the Partner commit themselves to carrying out the project as set out in the Annex 2 of the contract.

2. This contract shall regulate relations between the parties, and their respective rights and obligations with regard to their participation in the Project **[Title]** under the Agreement n° **[AGREEMENT_NUMBER]** passed between the National Agency and the Coordinator.

The objectives of the Project **[Title], [AGREEMENT_NUMBER],** are: to promote entrepreneurship competence, creativity and the sense of initiative, especially among young people as well to foster the importance of innovation, creativity and the ability to plan and manage processes.

3. The maximum grant of the Project **[Title]** for the contractual period referred to by the Agreement number **[AGREEMENT_NUMBER]**, is estimated at [Total_Budget] EUR.

4. The Coordinator, [LP], and [Partner_Organisation], partner n° [Partner] commit themselves to carrying out the work programme covered by this contract about the Project [Title] according to the Erasmus+ Programme Key Action 2: Strategic Partnerships as describe in the grant agreement already signed between the Coordinator, [LP], and the Erasmus + [Country] National Agency (Agence Erasmus + France/Education Formation) as called « National Agency » (please refer to the grant agreement annex A).

5. By signing this partnership agreement, [Partner_Organisation], partner n° [Partner], is committed to respect all special and general conditions of the grant agreement already agreed between the Coordinator and the National Agency.

Article 2: Duration

1. The Agreement shall enter into force on the date on which the last party signs and it will last until [Date] but has a retroactive effect from the starting date of the Project **[Title], [AGREEMENT_NUMBER],** as mentioned in article 2.2 below.

2. The Project **[Title], [AGREEMENT_NUMBER],** shall run between **[Date_Beginning_Project]** and **[Date_End_Project]** both inclusive. This is the

period of eligibility of the costs.

3. This Agreement is binding [LP], as Coordinator, and [Partner_Organisation], partner n° [Partner], at least until **[Date_Final_Report]** in order to answer questions and meet requests of the National Agency. In the event of a control from the National Agency after **[Date_Final_Report]**, this date might be delayed and will bind both parties until the end of the control of the National Agency.

Article 3: Obligation and role of the partner.

1. [Partner_Organisation], partner n° [Partner], will contribute to following activities, as described on Annex I of the grant agreement signed between Coordinator and the national Agency (annex A.1 – project description):
    a. Transversal activities (Management, Monitoring & Evaluation, Communication), in particular: [Partner_Role_for_Transversal_Activities_]

2. [Partner_Organisation], partner n° [Partner], will be also responsible for the organization of one the steering committees of the project.

3. [Partner_Organisation], partner n° [Partner], will be committed in the following activities:
    a. **Intellectual Outputs**:
        I.[Partner_Role_for_Development_of_the_inte]
    b. **Multiplier Events**:
        II.[Partner_Role_for_Multiplier_Events]

Article 4: Payment of the action

1. The total cost of the project [Title], [AGREEMENT_NUMBER], financed by the National Agency is estimated at **[Total_Budget] EUR**, in accordance with the forecast budget on Annex II of the Grant Agreement signed between Coordinator and the National Agency (Annex A.2 – Estimated Budget).

2. The NA grant shall be of a maximum of **[Total_Budget] EUR**.

3. Total eligible costs of the action allocated to [Partner_Organisation], Partner n° [Partner], is estimated at **[Partner_Budget] EUR** in accordance with the estimated budget in Annex B – Detailed Budget.

4. The grant takes the form of unit contributions and reimbursement of eligible costs actually incurred in accordance with the following provisions:
    a. eligible costs as specified in Annex III of grant agreement signed

between Coordinator and the National Agency;

b. the estimated budget as specified in Annex II of grant agreement signed between Coordinator and the National Agency;

c. financial rules as specified in Annex III of grant agreement signed between Coordinator and the National Agency.

5. Pre-financing is a payment intended to provide the beneficiary with a cash advance. The pre-financing remains the property of the National Agency until the final payment.

Article 5: Terms of Payment [*3 or 4 payments*]

1. **First pre-financing payment**: according to partner's allocation of budget, a first pre-financing payment shall be allocated to [Partner_Organisation], Partner n° [Partner]. It shall be paid after signature by both parties of the partnership agreement. The amount of the first pre-financing payment of [Partner_Organisation], Partner n° [Partner], will be **[Partner_First_Prepayment] EUR**, representing [Partner_First_Prepayment_on_its_total_b] of its total estimated budget (rounded percentage).

2. **Second pre-financing payment**: according to partner's allocation of budget, a second pre-financing payment shall be paid to [Partner_Organisation], Partner n° [Partner], after the approval and validation of the Interim Report (to be submitted not later than [**Date_Interim_Report**],) by the National Agency. The amount of the second pre-financing payment of [Partner_Organisation], Partner n° [Partner], will be **[Partner_Second_Prepayment] EUR** representing [Partner_Second_Prepayment_on_its_total_] of its total estimated budget (rounded percentage).

3. **Third pre-financing payment**: according to partner's allocation of budget, a third pre-financing payment shall be paid to [Partner_Organisation], Partner n° [Partner] after the reception of your financial data and progress report on [**Date_Internal_Report**] and the payment done by the National Agency. The amount of the third pre-financing payment of [Partner_Organisation], Partner n° [Partner], will be **[Partner_Third_Prepayment] EUR** representing [Partner_third_Prepayment_on_its_total_] of its total estimated budget (rounded percentage).

4. **Final payment**: will occur after the approval and validation by the National Agency of the Final Report (to be submitted not later than **[Date_Final_Report]**). The amount of the final payment of [Partner_Organisation], Partner n° [Partner], will be **[Partner_Final_Payment] EUR**, representing [Partner_Final_Prepayment_on_its_total_b] of its total estimated budget.

Article 6: Reports and other documents

Four administrative and financial statements including all documents requested to inform the Coordinator about costs and actions undertaken, shall be done on the following terms:

1. [Partner_Organisation], Partner n° [Partner], is committed to send 4 administrative and financial statements to the Coordinator (this includes 3 interim progress reports and 1 final report) with following documents: [*to be fill in according to project plan*]
    a. 4 quantitative and qualitative report about the action eligible undertaken;
    b. 3 interim and 1 final financial statement;
    c. supporting documents to prove that the cost claimed during the period of the reports are eligible;
    d. all supporting documents proving that the action is or has been taken by [Partner_Organisation], partner n° [Partner].

2. [Partner_Organisation], Partner n° [Partner], will provide following reports:
    a. **First administrative and financial statement** (1st Interim Report): to be sent to the Coordinator not later than [**Date_Interim_Report**].
    b. **Second administrative and financial report** (Internal Report): to be sent to the Coordinator not later than [**Date_Internal_Report**].
    c. **Final report** must be sent to the Coordinator not later than **[Date_Final_Report]**.

3. All reports have to be written in English or [Country].

Article 7: Non-submission of documents

When [Partner_Organisation], Partner n° [Partner], has failed to submit an interim report due or final report accompanied by the documents referred to above, the Coordinator shall send a formal reminder within 15 calendar days of the deadline. If [Partner_Organisation], Partner n° [Partner], still fails to submit such a request within 30 calendar days following this reminder, the Coordinator reserves the right to terminate the Agreement, and request the reimbursement of the full amount of pre-financing payments in accordance with article 5 above.

Article 8: Termination of the agreement

1. Termination of the agreement by the Coordinator: In duly justified cases, the Coordinator, on behalf of all beneficiaries, may terminate the Agreement by formally notifying the National agency thereof, stating clearly the reasons and specifying the date on which the termination shall take effect. The notification shall be sent before the termination is due to take effect.

If no explanations are given or if the National Agency considers that explanations exposed cannot justify the termination, it shall formally notify the Coordinator, specifying the grounds thereof, and the Agreement shall be deemed to have been terminated improperly, with the consequences set out in the General Conditions of the Multi-Beneficiaries Grant Agreement [Year].

2. Termination of the participation of one or more beneficiaries by the Coordinator: In duly justified cases, the participation of any one or several beneficiaries in the Agreement may be terminated by the Coordinator, acting on request of that beneficiary or those beneficiaries, or on behalf of all the other beneficiaries. When notifying such termination to the National Agency, the Coordinator shall include the reasons for the termination of the participation, the opinion of the beneficiary or beneficiaries the participation of which is terminated, the date on which the termination shall take effect and the proposal of the remaining beneficiaries relating to the reallocation of the tasks of that beneficiary or those beneficiaries or, where relevant, to the nomination of one or more replacements which shall succeed that beneficiary or those beneficiaries in all their rights and obligations under the Agreement. The notification shall be sent before the termination is due to take effect.

If no explanations are given or if the National Agency considers that explanations exposed cannot justify the termination, it shall formally notify the Coordinator, specifying the grounds thereof, and the participation shall be deemed to have been terminated improperly, with the consequences set out in the General Conditions of the Multi-Beneficiaries Grant Agreement [Year]. Without prejudice to General Conditions of the Multi-Beneficiaries Grant Agreement [Year], an amendment to the Agreement shall be made, in order to introduce the necessary modifications.

3. Termination of the Agreement or the participation of one or more beneficiaries by the National Agency: The National Agency may decide to terminate the Agreement or the participation of any one or several beneficiaries participating in the Project, in the following circumstances:

a. if a change to the beneficiary's legal, financial, technical, organisational or ownership situation is likely to affect the implementation of the Agreement substantially or calls into question the decision to award the grant;

b. if, following the termination of the participation of any one or several beneficiaries, the necessary modifications to the Agreement would call into question the decision awarding the grant or would result in unequal treatment of applicants;

c. if the beneficiaries do not implement the Project as specified in Annex I or if a beneficiary fails to comply with another substantial obligation incumbent on it under the terms of the Agreement;
d. in the event of force majeure or in the event of suspension by the Coordinator as a result of exceptional circumstances, notified in accordance with the General Conditions of the Multi-Beneficiaries Grant Agreement [Year], where resuming the implementation is impossible or where the necessary modifications to the Agreement would call into question the decision awarding the grant or would result in unequal treatment of applicants;
e. if a beneficiary is declared bankrupt, is being wound up, is having its affairs administered by the courts, has entered into an arrangement with creditors, has suspended business activities, is the subject of any other similar proceedings concerning those matters, or is in an analogous situation arising from a similar procedure provided for in national legislation or regulations;
f. if a beneficiary or any related person, as defined in the second subparagraph, have been found guilty of professional misconduct proven by any means;
g. if a beneficiary is not in compliance with its obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which it is established or in which the Project is implemented;
h. if the National Agency has evidence that a beneficiary or any related person, as defined in the second subparagraph, have committed fraud, corruption, or are involved in a criminal organisation, money laundering or any other illegal activity detrimental to the Union's financial interests;
i. if the National Agency has evidence that a beneficiary or any related person, as defined in the second subparagraph, have committed substantial errors, irregularities or fraud in the award procedure or in the implementation of the Agreement, including in the event of submission of false information or failure to submit required information in order to obtain the grant provided for in the Agreement;

For the purposes of points (f), (h) and (i), "any related person" shall mean any natural person who has the power to represent the beneficiary or to take decisions on its behalf.

4. Before terminating the Agreement or the participation of any one or several beneficiaries, the National Agency shall formally notify the Coordinator of its intention to terminate, specifying the reasons thereof and inviting the Coordinator, within 30 calendar days from receipt of the notification, to submit

observations on behalf of all beneficiaries and, in the case of previsions set in the General Conditions of the Multi-Beneficiaries Grant Agreement [Year], to inform the National Agency about the measures taken to ensure that the beneficiaries continue to fulfil their obligations under the Agreement.

If, after examination of the observations submitted by the Coordinator, the National Agency decides to stop the termination procedure, it shall formally notify the Coordinator thereof.

If no observations have been submitted or if, despite the observations submitted by the Coordinator, the National Agency decides to pursue the termination procedure, it may terminate the Agreement or the participation of any one or several beneficiaries by formally notifying the Coordinator thereof, specifying the reasons for the termination.

The formal notification shall specify the date on which the termination takes effect and the termination shall take effect according to previsions set in the General Conditions of the Multi-Beneficiaries Grant Agreement [Year].

5. Effects of termination: Where the Agreement is terminated, payments by the National Agency shall be limited to the amount determined in accordance with Article II.17 on the basis of the eligible costs incurred by the beneficiaries and the actual level of implementation of the Project on the date when the termination takes effect. Costs relating to current commitments, which are not due for execution until after the termination, shall not be taken into account. The Coordinator shall have 60 calendar days from the date when the termination of the Agreement takes effect, as provided for in previsions set in the General Conditions of the Multi-Beneficiaries Grant Agreement [Year], to produce a request for payment of the balance in accordance with previsions set in the General Conditions of the Multi-Beneficiaries Grant Agreement [Year]. If no request for payment of the balance is received within this time limit, the National Agency shall not reimburse or cover any costs which are not included or which are not justified in the interim or final reports approved by it. In accordance with previsions set in the General Conditions of the Multi-Beneficiaries Grant Agreement [Year], the National Agency shall recover any amount already paid, if its use is not substantiated by interim or final reports.

Where the participation of a beneficiary is terminated, the beneficiary concerned shall submit to the Coordinator a report on the implementation of the Project and, where applicable, a financial statement covering the period from the end of the last reporting period according to the General Conditions of the Multi-Beneficiaries Grant Agreement [Year], for which a report has been submitted to the National Agency to the date on which the termination takes effect. The documents shall be submitted in due time to allow the Coordinator to draw up the corresponding payment request. Only those costs incurred by the beneficiary concerned up to the date when termination of its participation takes effect shall be reimbursed or covered by the grant. Costs relating to current commitments, which were not due for execution until after the termination, shall not be taken into account. The request for payment for the beneficiary concerned shall be included in the next payment request submitted by the Coordinator in accordance with the schedule laid down in the General Conditions of the Multi-Beneficiaries Grant Agreement [Year].

Where the National Agency, in accordance with previsions set in the General Conditions of the Multi-Beneficiaries Grant Agreement [Year], is terminating the Agreement on the grounds that the Coordinator has failed to produce the request for payment and, after a reminder, has still not complied with this obligation within the deadline set out in previsions set in the General Conditions of the Multi-Beneficiaries Grant Agreement [Year], the first subparagraph shall apply and it will be subject to the following:

a. there shall be no additional time period from the date when the termination of the Agreement takes effect for the Coordinator to produce a request for payment of the balance; and

b. the National Agency shall not reimburse or cover any costs incurred by the beneficiaries up to the date of termination or up to the end of the period, whichever is the earlier, which are not included or which are not justified in the interim or final reports.

In addition to subparagraphs, where the Agreement or the participation of a beneficiary is terminated improperly by the Coordinator, or where the Agreement or the participation of a beneficiary is terminated by the National Agency, the National Agency may also reduce the grant or recover amounts unduly paid in accordance with the General Conditions of the Multi-Beneficiaries Grant Agreement in proportion to the gravity of the failings in question and after allowing the Coordinator, and, where relevant, the beneficiaries concerned, to submit their observations.

Neither party shall be entitled to claim compensation on account of a termination by the other party.

Article 9: Banking Reference

1. **All payment** shall be made **in euros** to bank account of [Partner_Organisation], partner n° [Partner], as indicated below:
[Partner_Bank]
2. The account should make possible to identify funds paid by the Coordinator.

Article 10: Disagreement

1. The competent court determined in accordance with the applicable national law shall have sole jurisdiction to hear any dispute between the National Agency and any beneficiary concerning the interpretation, application or validity of this Agreement, if such dispute cannot be settled amicably.
2. The law applicable to this contract shall be **[Country] Law**.

Article 11: Additions to the contract

1. Conversion of costs incurred in another currency into Euro: Payment shall be submitted according with the article 5 above by [Partner_Organisation], partner n° [Partner], with financial statement in euro. Where the beneficiary keeps its general accounts in euro, [Partner_Organisation], partner n° [Partner], shall convert costs incurred in another currency into euro according to **monthly accounting rate** established by the Commission and published on its website (http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/inforeuro_en.cfm), **in force on the date of signature of project agreement between the Coordinator and National Agency by the last of the two parties.**

2. Public Procurement and the EU Competition Rules: When sub-contracts are concluded by partners, in order to implement the actions, and then the cost of it will be referred into the estimated budget, partners must look for the **most efficient and economically advantageous offer and shall take all necessary measures to prevent any conflict of interest**.

When the contract awarded in accordance with the above provisions is greater than EUR 12,500, the partner must meet, in addition to Article II.9 of the General Conditions of the grant agreement signed between the Coordinator and the National Agency (see grant agreement Annex A), the following rules:

1. Contracts with a value between more than EUR 12.500 and EUR 25.000 are subject to a procedure involving at least three tenderers;
2. Contracts with a value between more than EUR 25.000 and EUR 60.000 are subject to a procedure involving at least five tenderers;
3. For contracts with a value exceeding EUR 60,000, national rules for public procurement should be applied.

3. Visibility of European Union Funding
    1. Information on European Union funding and use of European Union emblem: Any communication or publication related to the project, made by the beneficiaries jointly or individually, including at conferences, seminars or in any information or promotional materials (such as brochures, leaflets, posters, presentations, etc.), shall indicate that the

Project has received funding from the Union and shall display the European Union emblem: http://eacea.ec.europa.eu/about-eacea/visual-identity_en. When displayed in association with another logo, the European Union emblem must have appropriate prominence.
2. Disclaimers excluding NA and Commission responsibility: Any communication or publication related to the Project made by the beneficiaries jointly or individually in any form and using any means, shall indicate that it reflects only the author's view and that the NA and the Commission are not responsible for any use that may be made of the information it contains.

4. Additional provisions on use of the results: [Partner_Organisation], partner n° [Partner], shall ensure that it has all the rights to use any pre-existing industrial and intellectual property rights during the implementation of the Agreement. If beneficiaries produce teaching materials in the project, such materials shall be made available through the Internet, free of charge and under open licenses.

5. Parental/guardian consent: [Partner_Organisation], partner n° [Partner], shall obtain the Parental/Guardian consent for participants of minor age prior to their participation in any mobility activity.

Article 12: Annexes
Annex A: Partnership agreement signed between the Coordinator and the National Agency
Annex A.1: Project Description
Annex A.2: Estimated budget
Annex B: Detailed budget

Done at [Place] , [Date_Signature[, in two copies.

[LP_Represented_by], [LP_Fonction]
[LP]

Signature

[Partner_Represented_by],

[Partner_Fonction]

[Partner_Organisation]

Signature

3.2.2 Timesheet

	Project Logo			Erasmus+	
Project Title + project number					
Organisation name:					
Name and surname of the employee:					
Staff category[1]:					
Year/Month:					

Date(s)	Working time on the project	Reference of the intellectual output/ project result[2]	Title of the intellectual output/ project result	Description of the task(s) performed	Place
Total	**0**				

[1]Please use the following categories: 1. Manager; Researcher/Teacher/Trainer/Youth worker; 2. Technical; 3.Administrative

[2]Time unit to use: 0.5 day or full day

Date and signature of the employee	Name, surname of the legal representative Date, signature and stamp

bEUjo+_O2_2.Timesheet.xlsx

3.2.3 Interim report template

Interim report

Context

Programme	Erasmus+
Key-Action	
Action	
Action Type	
Main Objective of the project	
Partnership between regions	
Call	
Round	
Report Type	Interim
Language used to fill in the form	EN

Project Identification

Grant Agreement Number	2019-1-FR01-KA202-062219
Project Title	
Project Acronym	
Project Start Date (dd-mm-yyyy)	
Project End Date (dd-mm-yyyy)	
Project Total Duration (months)	
Beneficiary Organisation Full Legal Name (Latin characters)	

Project management and implementation

1. Please provide an overall state of play of your project: what are the achievements of the project at this stage? Are the initial project activities and objectives being carried out and reached so far?

2. Please describe further in details the project activities supported by the grant for Project Management and Implementation that have been carried out until now.

3. How is the monitoring of the project being carried out so far and by whom?

4. How did the project partners contribute to the project so far? Has the distribution of tasks been adjusted since the application stage?

5. If your project involves other organisations, not formally participating in the project, please briefly describe their involvement.

6. If relevant, please describe any difficulties you have encountered until now in managing the implementation of the project and how you and your partners handle them.

Transnational project meetings

(1 table per TPM)

Meeting ID	Provide by mobility tool
Meeting Title	
Description of the meeting	
Start Date	
End Date	

Receiving Organisation	
Receiving Country	
Receiving City	
No. of Participants	

Intellectual Outputs / Project results

(1 table per IO/PR)

Output Identification/ Project result	
Output title	
Output Type	
Description of the intellectual output	
Start Date (dd-mm-yyyy)	
End Date (dd-mm-yyyy)	
Available Languages	
Available Medias	
Leading Organisation	
Participating Organisations	

Multiplier Events

(1 table per event)

Event Identification	
Event Title	
Description of the multiplier event	
Country of Venue	
Start Date (dd-mm-yyyy)	
End Date (dd-mm-yyyy)	
Intellectual Outputs Covered (using Output Identification number)	
Leading Organisation	
Participating Organisations	

Learning/ Teaching/ Training Activities

(1 table per event)

Activity No.	C1
Field	
Activity Type	
Description of the activity	
Country of Venue	
No. of Participants	
Participants with Special Needs (out of	

total number of Participants)	
Accompanying Persons (out of total number of Participants)	
Is this a long-term activity?	
Funded Duration (days)	
Participating Organisations	

Follow-Up

Impact

What has been the project's impact so far on the participants, participating organisations, target groups and other relevant stakeholders?

Dissemination and Use of projects' results

In case already applicable, to whom did you disseminate the project results inside and outside your partnership so far? Please define in particular your targeted audience(s) at local/regional/national/EU level/international and explain your choices.

Budget

To be completed directly in the Mobility tool application. Use the timesheets provided by your partners.

Annexes

Annexes are any additional documents that may complement the report.
The declaration of honour produced by the mobility tool is a compulsory annex that must be signed and integrated into the report.

3.3 Developing outputs

3.3.1 Workplan

Introduction
Brief summary of the output to be developed

Output objectives
Explanation of the general objective of the Output.
List of specific objectives:

Project objectives
Project objectives
Project objectives
Project objectives

Time frame
Start date: XX/XX/XXXX
End date: XX/XX/XXXX

Output activities
Explanation of the activities to be carried out for the development of the output

A1: Name of the task
Name of subtask 1 (name of the entity or entities responsible for the task) (start and end date)
Name of subtask 2 (name of the entity or entities responsible for the task) (start and end date)
Name of subtask 3 (name of the entity or entities responsible for the task) (start and end date)

A2: Name of the task
Name of subtask 1 (name of the entity or entities responsible for the task) (start and end date)
Name of subtask 2 (name of the entity or entities responsible for the task) (start and end date)

Name of subtask 3 (name of the entity or entities responsible for the task) (start and end date)

A3: Name of the task

Name of subtask 1 (name of the entity or entities responsible for the task) (start and end date)
Name of subtask 2 (name of the entity or entities responsible for the task) (start and end date)
Name of subtask 3 (name of the entity or entities responsible for the task) (start and end date)

A4: Name of the task

Name of subtask 1 (name of the entity or entities responsible for the task) (start and end date)
Name of subtask 2 (name of the entity or entities responsible for the task) (start and end date)
Name of subtask 3 (name of the entity or entities responsible for the task) (start and end date)

Workplan summary table

Activity	Who?	When?
A1. NAME OF THE TASK		
Name of subtask 1	XXX	XXX
Name of subtask 2	XXX	XXX
Name of subtask 3	XXX	XXX
Name of subtask 4	XXX	XXX

Name of subtask 5	XXX	XXX
A2. NAME OF THE TASK		
Name of subtask 1	XXX	XXX
Name of subtask 2	XXX	XXX
Name of subtask 3	XXX	XXX
A3. NAME OF THE TASK		
Name of subtask 1	XXX	XXX
Name of subtask 2	XXX	XXX
Name of subtask 3	XXX	XXX

3.3.2 Feedback template

Name of the output:

Date:

Feedback		Results
Goal *(Recall the purpose of the feedback, which output do you want to evaluate?)*	**Type of feedback** ☐ quantitative ☐ qualitative	**What improvements have been detected?** *(notes the improvements detected in the feedback)* *-Improve* *-Improve* *-Improve* *-Improve*
Context *(explanation of the chosen method for obtaining feedback, as well as the way feedback is obtained)*	**Notes** *Here you can write down anything you consider important, pending tasks, doubts, e-mails from members, a link to the evaluation questionnaires...*	**What can be improved?** *(marks the identified improvements that can be made)* ☐Improve 1 ☐Improve 2 ☐Improve 3 ☐Improve 4 ☐Improve 5 *(in the event that an improvement cannot be implemented, explain why)*
Partners *(Select the partner who has sent feddback)* ☐ Partner 1 ☐ Partner 2 ☐ Partner 3 ☐ Partner 4		**Improvements made** *(notes the improvements that have already been made)* ☐Improve 1 ☐Improve 2 ☐Improve 3 ☐Improve 4

3.3.3 Guidelines for the development of outputs

In this section it is necessary to explain in detail how the activities and tasks set out in the workplan are to be carried out.

It is common for the same task to be carried out by all the partners. In these cases, the task is divided into different sections to be developed by the partners. This is the moment to assign and explain the sections to be carried out by each partner.
It is in this section too where the templates for carrying out the different activities and tasks should be included.

In addition to the templates, information should be included for each template, such as:

- How should the template be filled in?
- Do all partner have to fill out the template?
- What is the way to deliver the template when it is already filled in?
- Who will be responsible for compiling all the templates?
- Will a common document be developed with all the templates? Who will carry it out? What is the time frame?

In addition to all this information, it is useful to add indications such as:

- What font, size, and colour to use in the documents.
- How the document should be named.
- The format in which the document must be.

3.4 Engaging target audience and stakeholders

3.4.1 Press release

EVENT PRESS RELEASE

Contact Information:
[Organisation]
[Contact name]
[Phone Number]
[Email]

logo

Release date:
[Date]

FOR IMMEDIATE RELEASE*

[*(Organisation/Person)* Presents *(Event Name/Description)*]

(City, State)* — *(Organisation/person)* will present *(Event Name)* at *(Location)* on *(Date)*, featuring *(highlights, stakeholders, outputs, etc.) (Briefly and explicitly state the information you need to share — Who, Where, When, Why and How?)

[Why and details: Start with why its's newsworthy] *(Organisation/person)* proudly presents *(Event Name)* for *(special event, the first time, etc.). (Event Name)* will *(further description of what will take place at event, attractive highlights of the event).*

[More details about the event]

[Quote from the organisation, stakeholders, critics, guests, …]

[Boilerplate about the organisation/person/event/leader(s)]

[Conclude your press release with ###]
###

**Indicate "under embargo" with a specific date of release and conditions if you want to keep the information confidential until the embargo is released.*
e.g.:

UNDER EMBARGO UNTIL 23 SEPTEMBER 2023 11:00 (CEST).
This news release is strictly confidential until the embargo is released.
Do not publish anything before this date

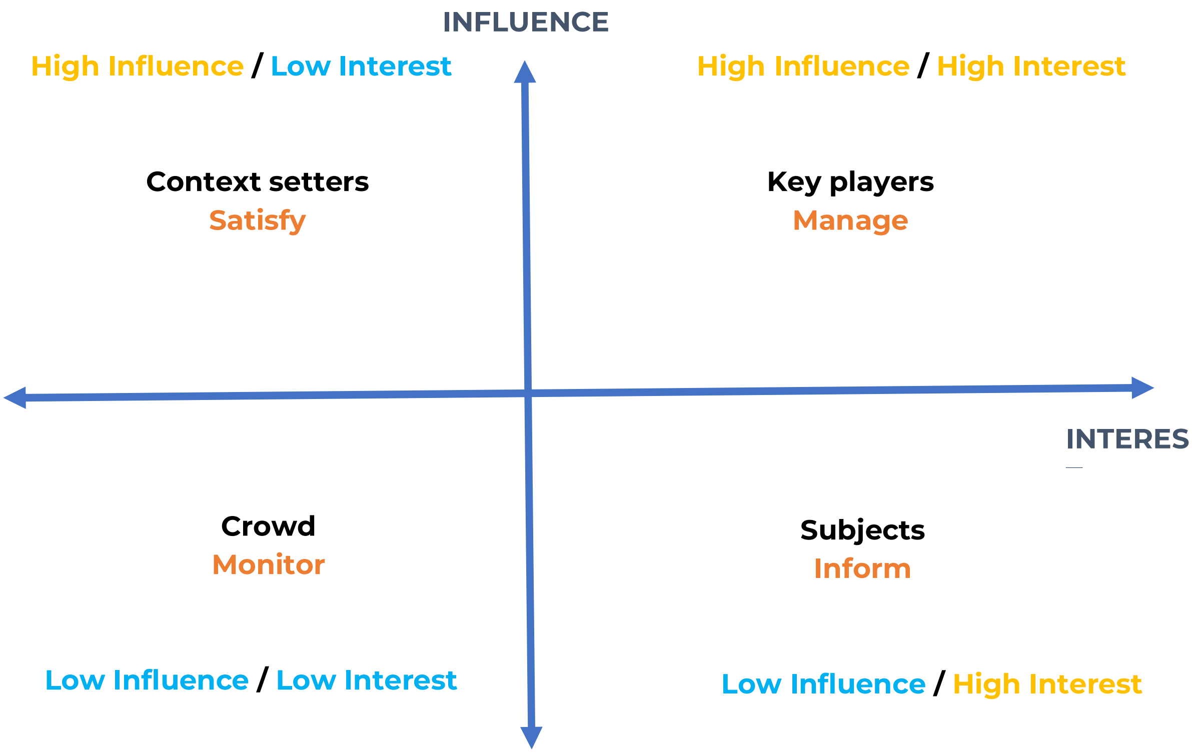
3.4.2 Stakeholder Engagement Plan

Stakeholder engagement plan template

Stakeholder Engagement Plan									
Project Name:					Project manager:			Date:	
Who	What				How		Who	When	Other
Stakeholder	Stakeholder' Role	Influence High/Low	Interest High/Low	Support Neutral Against	Monitor Inform Satisfy Manage	Strategy	Strategy owner	Strategy Date	Comments

Stakeholders Influence/Interest Matrix

You may use this additional tool to identify, map and prioritizing stakeholders. Its scope is to think about the right approach to take with each of them.



3.4.3 Focus Group

Project Title:
Date:

Partner:
Country:

Preparation		Results
Goal *To collect data through group interaction on a particular issue or work area*	**Checklist** ☐Script ☐agenda ☐recorder ☐flipchart ☐pencils & paper ☐computer ☐data collection material (questionnaire, interview…)	**Most interesting/ striking insights** *(Note any interesting points that came up during the focus groups …)*
Context *Focus groups are conducted to collect data that will serve as a basis for product/project development*	**Tips** *(Write down here tips to make sure that you do not forget to address some key points, actions to do, time allocated…)*	**Pains** *(Note the challenges/issues emerging from the focus group…)*
Participants *All stakeholders who have an interest/expertise in the project. These can be experts, target groups (beneficiaries, end users….), third. List them specifying their role, characteristics etc.…*		**Gains** *(Note any positive aspects that come out of the focus group …)*
Script *(Write a script to conduct properly the focus groups and thus have a smooth management and not forget important steps …)*		

3.5 Promoting & disseminating

3.5.1 Dissemination strategy

Project Introduction

- Project objectives
- Project results
- Partners involved
- Duration of the project

Dissemination objectives

- To raise awareness.
- To engage in discussion with.
- To reach out to usually excluded groups.

Dissemination target groups

- Age group if relevant
- Location if relevant
- Profession if relevant
- Educational background if relevant
- Goals and ambitions
- Etc.

Dissemination channels

Partner organisations' channels

- Website
- Mailing lists
- Social media channels
- Etc.

Project channels

- Project website
- Social media accounts
- Other material (physical)
- Etc.

Third-party channels

- Networks
- Publishing companies
- PR Partnerships
- Etc.

Dissemination activities

- Creation of project brand identity
- National stakeholders list
- Creation of social media pages
- Etc.

Partners' roles

- Partner 1 responsibilities
  - Task 1
  - Task 2

- Etc.
- P2 responsibilities
  - T1
  - T2
  - Etc.
- PX responsibilities
  - T1
  - T2
  - Etc.

3.5.2 Monitoring tool

	LOGO	Name of the Project	Dissemination Report	Name of the partner organization		
N.	Date	Type of Activity	Title / Comment	N. of individuals reached	Target	Evidence
1						
2						
..						

bEUjo+_3.5.2_.
Promoting and Diss

3.5.3 Dissemination report

1. Dissemination activities conducted so far

1.1 Introduction

The set of promotional and dissemination activities that the partnership [..] has put in place during the first year of project implementation reflects the importance[..] and relevance [..] that it has been accorded to the communication [..] of the project activities and results [..] to all those who might benefit from this project.

The project coordinator [..] and the partner identified to lead the dissemination activities [..] have worked in order to set up all the necessary mechanisms [..] for the partnership to efficiently perform [..].

This report is produced [..] in cooperation with the whole partnership [..] Its objective is to clearly present all the activities [..] communication effort of the partnership as well as actively promote [..] the project to external stakeholders.

The cornerstones of the project dissemination activities are the following:

[..]

The first Plan sums up [..] for what the project aspires to achieve in terms of communication [..] and shared responsibilities among the partnership. The second document [..] has been developed in order to have a simple yet timely tool to monitor the most important platforms for external purposes [..].

Figure 1 – [..]

Figure 2 – [..]

[..]

Figure 3 – [..]

1.2 P1

Description of P1 promotional activities [..]

List of activities [..]

1.3 P2

Description of P2 promotional activities [..]

List of activities [..]

1.4 Px

Description of Px promotional activities [..]

List of activities [..]

1.8 Overall Remarks
[..]

2. Dissemination activities planned for the second part of the project
[..]

3.6 Evaluating & generating impact

3.6.1 Quality assurance plan

1. INTRODUCTION

2. THE QUALITY ASSURANCE & CONTROL STRATEGY

3. QUALITY MANAGEMENT: ORGANISATIONAL STRUCTURE & ROLES

3.1 Quality Assurance Manager
3.2 Intellectual Output Leaders
3.3 Multiplier events organisation
3.4 Partners involved in tasks implementation (IO Partners)

4. QUALITY CONTROL AREAS

QUALITY REVIEW AREA A: INTELLECTUAL OUTPUTS AND EVENTS

- Project Management and Implementation Outputs
- Intellectual Outputs
- Multiplier Events

QUALITY REVIEW AREA B: PROCESSES

5. QUALITY STANDARDS/REQUIREMENTS

5.1 Deliverables

3.6.2 Risk monitoring tool

Project title: ***Add here***
issue and change control log
Partner: ***Add here***
Date: ***Add here***

Issue and change control log					
Project Activity / Intellectual output	**Status of the activity (Open, in progress, finalised)**	**Description of issue**	**Proposed change**	**Date of completion according to the plan**	**Proposed date of completion**

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Quality & Impact_Ris

3.6.3 Evaluation questionnaire

Add Project name/logo

Quality evaluation of Implementation activities and Intellectual Outputs

(Add Reporting Period)

Partner organisation: **Name:**

INTERNAL EVALUATION OF THE PROJECT DEVELOPMENT
With the aim to evaluate the quality of the conducted tasks and internal procedures, it is necessary that you give us your sincere opinion about the basic aspects of the Project, **developed up to date.** Please score the following aspects of the project using a scale from 1 to 4 (being **1 the lowest and 4 the highest**) marking with an X the correspondent section. Complete the suggestion section and the aspects to be improved.

TRANSVERSAL WORKS

1. PROJECT MANAGEMENT	**1**	**2**	**3**	**4**
1.1. The coordination of the Project has been clear, participative and effective.				
1.2. The organisation of the activities (information, performance of dates….) has been precise and according to the common agreements.				
1.3. The participation of the partners in the development of the activities has been complete and balanced.				
1.4. The communication between all the partners has been permanent, enriching and varied in suggestions and ideas.				
1.5 Project Management and Development Meetings				

2. DISSEMINATION, MAINESTREAMING AND EXPLOITATION	**1**	**2**	**3**	**4**
2.1. The dissemination plan is clear and effective				
2.2. The project web-site contains up-to-date information on the project, its outputs and link to the on-line learning platform				
2.3. The dissemination actions conducted by the partners has been sufficient, varied, and with expected impacted.				
2.4. The results obtained are useful for educational and training purposes within your organisation and/ or in contact with the beneficiaries of the project.				
2.6 Promotional materials (press releases, newsletters)				
2.7 Dissemination events including multiplier events				

3. QUALITY ASSURANCE	**1**	**2**	**3**	**4**

3.1. The methods of quality control and evaluation (questionnaires, validation of deliverables, and consultation within the consortium) have been useful and adequate to meet the objectives.				
3.2. The information on the deliverables has been circulated on time and the comments and suggestions have been taken into account to produce the final versions.				
3.3. The outcomes and/or partial products have been satisfactory regarding the initial expectation.				

4. Questions specifically referring to output – Add specific name and details (Repeat this section as needed)	
4.1. The activities and tasks included on this Output have been completed on foreseen date.	☐**YES** ☐**NO**
4.2. The numbers of working days and the programmed deadline for its performance have been enough.	☐**YES** ☐**NO**
4.3. The procedures and instructions to fulfil the tasks have been communicated and relevant.	☐**YES** ☐**NO**
4.4. The means and resources foreseen have been adequate and have been used with efficiency.	☐**YES** ☐**NO**
If you answer “no” please provide an explanation	

The outcomes and/or partial products have been satisfactory regarding the initial expectation.	**1**	**2**	**3**	**4**	
1. content analysis					
2. interviews with teachers					
3. interviews with migrants and refugees					
4. interviews with representative of selected sectors: industry, retail and commerce and agriculture					
5. national reports					
6. collective report					

Suggestions and aspects to be improved