Key Action 2 – Partnerships for Cooperation

Handbook on the lump sum funding model

Erasmus+ Programme - Call 2022
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Contents

1. Introduction

This guide aims to offer methodological guidance on how to interpret and correctly follow the rules of the Cooperation Partnerships and Small-scale Partnerships actions, as described in the Erasmus+ Programme Guide. It provides indications covering the entire project life-cycle, from the preparation and presentation of the application to the management of the project, reporting and controls.

This handbook is applicable only to actions under 'Erasmus+ Key Action 2 – Partnerships for Cooperation' managed by National Agencies (decentralised actions).

The purpose of this document is informative. Should there be inconsistencies between the information provided in this document and the provisions of the Erasmus+ Programme Guide, the latter would prevail.

The following annexes provide additional methodological guidance aiming to support the design of a project:

Annex 1 provides general guidelines on project management to help project applicants preparing a successful grant application.
Annex 2 shows how to design the indicators and provides examples from former strategic partnerships funded in the 2014-2020 programming period.

2. Partnerships for cooperation: description

Partnerships for cooperation supported under Erasmus+ allow organisations and institutions to increase the quality and relevance of their activities in the fields of education, training, youth and sport.

This section – summarising information contained in the Erasmus+ Programme Guide - provides a general description of the objectives, structure, criteria and rules applying to Partnerships for cooperation.

2.1. Objectives

Partnerships for cooperation aim at:

- **Increasing quality in the work, activities and practices of organisations and institutions involved,** opening up to new actors, not naturally included within one sector;
- **Building capacity of organisations** to work transnationally and across sectors;
- **Addressing common needs and priorities** in the fields of education, training, youth and sport;
- **Enabling transformation and change** (at individual, organisational or sectoral level), leading to improvements and new approaches, in proportion to the context of each organisation.

In addition to the above, Small-scale Partnerships aim to:

- **Attract and widen access for newcomers, less experienced organisations and Small-scale actors to the programme.** These partnerships should act as a first step for organisations into cooperation at European level.
- **Support the inclusion of target groups with fewer opportunities**
- **Support active European citizenship and bring the European dimension to the local level**

2.2. Structure

A **Cooperation Project** typically consists of four stages, which start even before the project proposal is selected for funding: planning, preparation, implementation and follow-up. Participating organisations and participants involved in the activities should take an active role in all those stages and thus enhancing their learning experience.

- Planning (define the needs, objectives, project and learning outcomes, activity formats, schedule etc.);

- Preparation (planning of the activities, development of work programme, practical arrangements, confirmation of the target group(s) of envisaged activities, set up of agreements with partners etc.);
- Implementation of activities;
- Follow-up (evaluation of the activities and their impact at different levels, sharing and use of the project's results).

For Small-scale Partnerships in the field of sport, it is recommended to include in the proposals at least one local or regional sport club.

3. The funding model

3.1. Overview

The funding rules of Partnerships for Cooperation have been simplified compared to similar actions supported under Erasmus+ during the period 2014-2020. These rules are based on the following principles:

- The grant will take the form of one single fixed amount (single lump sum), covering all costs of eligible activities linked to the implementation of the project;
- The Erasmus+ Programme Guide sets different single lump sums amounts (see section 3.2) to cover different types of partnerships with different levels of complexity in terms of administrative and reporting requirements.
- The type of Partnership (Small-scale Partnerships or Cooperation Partnerships) and the corresponding single lump sum amount chosen by the applicant will determine:
    - The level of complexity of the administrative and reporting requirements (in respect of the proportionality principle), and
    - The type of selection process and ranking carried out by the National Agencies, in respect of the principles of equal treatment and fair competition.
- When planning their projects, the applicant organisations – together with their project partners – will need to choose the most appropriate single lump sum amount to cover the costs of their project, based on their needs and objectives. Their choice needs to match the ambitions and expected outcomes of the project.
- Proposals must describe the activities that the applicants commit to carry out in line with the lump sum amount requested. When submitting their application, the applicants should:
    - Propose to implement a series of activities which must be compliant with the eligibility criteria described in the Programme Guide and relevant to the objectives of KA2, so as to justify the request of the chosen single lump sum amount;
    - Submit a budget summary, which must satisfy the principles of economy, efficiency and effectiveness in relation to the objectives of KA2.
    - Provide information on “key-success factors” of the project (see Annex 1).
- At the end of the selection process, the granting authority (EACEA or NA) will select on the basis of a distinct ranking list for each of the predefined lump sum amounts proposed in the call, so that competition only takes place among proposals applying for equivalent budgets.
- The final payment of the lump sum will only be subject to the occurrence of the triggering event, that is to say the completion of the action. The beneficiaries of the grant will not have the obligation to provide evidence of the actual costs incurred when their project is finished. However, they will be asked to report on their achievements. As explained further, if these achievements are lower than initially planned, the National Agency shall apply grant reductions to ensure that the grant remains proportional to the quality of the activities implemented by the project (see section **Error! Reference source not found.**).

3.2. Lump sum amounts

The Table below shows the different amounts as set out in the Erasmus+ Programme Guide.

Action	Single lump sum
Small scale partnerships	30.000 EUR
	60.000 EUR
Cooperation Partnerships	120.000 EUR
	250.000 EUR
	400.000 EUR

3.3. Co-financing and no-profit

As all grants funded by the European Union budget, contributions in the context of this action shall comply with the principles of co-financing and no-profit.
The principle of **co-financing** implies that the resources necessary to carry out the action are not provided entirely by the grant. Co-financing may be provided in the form of the beneficiary's own resources, income generated by the action or financial or in-kind contributions from third parties.

In the context of Partnerships for Cooperation, in application of the co-financing principle, it is expected that total amount of the project activities presented in the application is actually higher than the grant amount requested. However, it is not required to demonstrate this by means of a detailed budget. As an example, if an applicant requests a lump sum of 120.000 EUR, they will not be required to submit a detailed project budget where all the items sum up to more than 120.000 EUR, but only to show that the estimated value of the planned activities is higher than the grant amount requested.

In line with the **no-profit** principle Grants shall not have the purpose or effect of producing a profit within the framework of the action or the work programme of the beneficiary.

3.4. Activities covered by the lump sum

The single lump sum shall be used to cover all costs related to the implementation of eligible activities falling within the scope of Erasmus+ Key Action 2 Partnerships for Cooperation (both Small scale Partnerships and Cooperation Partnerships), such as for example:

- Project management (planning, finances, coordination and communication between partners, monitoring and supervision, etc.)

- Learning activities
- Teaching and training activities
- Meetings and events
- Project deliverables (publications, materials, documents, tools, products, etc.)
- Activities aimed at sharing project's results

Typical costs linked to such activities would be: travel and subsistence; equipment; costs for publication and editing of materials; IT development (such as creating a website); staff and human resources costs; administrative costs; etc.

Please note that any activity can be accepted when considered relevant for the project and compliant with the eligibility criteria. If an application presents activities that are deemed not relevant to achieving the objectives of the programme or are disproportionate in terms of costs, the project might be either ranked with a low scoring during the selection phase or even rejected.

If the budget of a proposal is considered inadequate, there is no possibility to "downgrade" the proposal to a lower lump sum amount: the proposal will just not be selected.

3.5. Budget management

Once a project is selected and the grant amount corresponding to the selected lump sum is awarded, beneficiaries have flexibility in the management of the budget allocated to each work package. However, at reporting stage, the amount paid for each work package will always be the same as what was allocated at application stage and will only depend on the level of achievement of the objectives of the work package.

In case that, during the implementation of the project, a beneficiary needs to modify the budget allocated to a work package and the related list of activities, this can be done by requesting an amendment. The amendment request will be assessed by the NA/EACEA and, if approved, it becomes part of the grant agreement.

In the case of Small-scale Partnerships, the same rules apply with reference to the project activities.

4. Small-scale Partnerships

4.1. Award criteria

Relevance of the project
 	
(maximum score 30 points)
	The extent to which:
	▪ the project proposal is relevant to the objectives and the priorities of the Action. In addition the proposal will be considered as highly relevant if:
	    – it addresses the priority "inclusion and diversity";
	    – In case of projects managed by the Erasmus+ National Agencies at decentralised level: if it addresses one or more "European Priorities in the national context", as announced by the National Agency;
	▪ the profile, experience and activities of the participating organisations are relevant for the field of the application;
	▪ the proposal brings added value at EU level by building capacity of organisations to engage in cross-border cooperation and networking.

Quality of the project design and implementation (maximum score 30 points)	The extent to which:
	▪ the project objectives are clearly defined, realistic and address the needs and goals of the participating organisations and the needs of their target groups;
	▪ the activities are designed in an accessible and inclusive way and are open to people with fewer opportunities;
	▪ the proposed methodology is clear, adequate and feasible:
	    – the project work plan is clear, complete and effective, including appropriate phases for preparation, implementation and sharing project results;
	    – the project is cost-effective and allocates appropriate resources to each activity;
	▪ the project incorporates the use of digital tools and learning methods to complement their physical activities, and to improve the cooperation with partner organisations;
	    o If applicable: the extent to which the project makes use of Erasmus+ online platforms (School Education Gateway, eTwinning, EPALE, European Youth Portal, EU Youth Strategy Platform) as tools for preparation, implementation and follow-up of the project activities.
	▪ the project is designed in an eco-friendly way and incorporates green practices in different project phases.

Quality of the partnership and cooperation arrangements (maximum score 20 points)	The extent to which: ▪ the project involves an appropriate mix of participating organisations in terms of profile.; ▪ the project involves newcomers and less experienced organisations to the Action; ▪ the proposed allocation of tasks demonstrates the commitment and active contribution of all participating organisations; ▪ the proposal includes effective mechanisms for coordination and communication between the participating organisations.
Impact **(maximum score 20 points)**	The extent to which: ▪ the project proposal includes concrete and logical steps to integrate the project results in the regular work of participating organisation; ▪ the project has the potential to positively impact its participants and participating organisations, as well as the wider community; ▪ the project proposal includes an appropriate way to evaluate the project outcomes; ▪ the project proposal includes concrete and effective steps to make the results of the project known within the participating organisations, to share the results with other organisations and the public, and to publicly acknowledge the European Union funding.

4.2. Application

Considering that Small-scale Partnerships are designed for inclusion and access of newcomers to the programme, the level of information required to apply for a grant under this action should be simple, while ensuring compliance with EU Financial Regulation rules. The project description should provide in simple terms the objectives, the proposed activities/deliverables and the expected results.

The description of activities shall clearly show the results they are intended to produce and the link with project objectives.

The description of expected results shall show logical correlation with objectives and project activities. Expected results correspond to the achievement of project objectives. The achievement of such objectives shall be shown with a discursive explanation supported by factual and provable evidence.

Although no detailed budget is required (e.g. no need to indicate the exact number of participants to an activity or the actual costs estimated for meals per participant), applicants should provide sufficient information so that evaluators can assess the appropriateness of each activity with the objectives of the action and with the requested amount, as well as the coherence of one activity with the others. As an example, if the activity in question is the organisation of a meeting, the description should indicate the order of magnitude (e.g. between 15 and 20 participants, coming from 5 different countries).

Applicants shall also provide a general project timeline with the expected date for completion of the activities.

Example:

Objective: promote the exchange of practices in teaching languages among different countries.
Activity: workshop for the exchange of good practices among teachers
Expected result: successful participation of 40 participants (teachers) from at least four different countries in the workshop.

4.3. Reporting

For Small-scale Partnerships, the simplified reporting template requires beneficiaries to show the consistency of project outcomes and results with the proposal presented at application stage. The report presents a similar structure to the application form and shall explain how the action was implemented and the results were reached after completion of the project in line with the initial award criteria: Relevance of the project, Quality of the project design and implementation, Quality of the partnership and cooperation arrangements and Impact. However, considering that reporting takes place at the end of the project implementation, the perspective in the analysis of the criteria changes slightly:

- **Quality of the partnership** refers to the quality of the cooperation among partners for the implementation of the project. This takes into account the respect of the project timeline and the overall management of the project.

- **Quality of the project implementation** refers to the quality and results achieved with the activities carried out in the context of the project.

- **Relevance and Impact.** In this section, beneficiaries shall show the correlation between the quality and results of the project activities carried out and the objectives stated in the application.

For each of the above, beneficiaries are requested to provide a description of how the criteria are fulfilled, a self-assessment in the form of a score from 1 to 100 and a list of elements of supporting evidence, as summarised in the table below.

Criteria	Description	Self-assessment	Evidence
Quality of the partnership			
Quality of the project implementation			
Relevance and Impact			

Beneficiaries shall only list the pieces of evidence supporting their self-assessment, they do not need to submit each document with the final report. However, during the quality assessment, evaluators can request specific documents to analyse them in depth. NAs shall use a risk assessment and/or sampling methods for the selection of the cases subject to in-depth analysis.

4.4. Quality assessment

In Small-scale Partnerships, evaluators attribute an overall score to the project, calculated as the average of the individual scores attributed to each of the criteria, namely quality of the partnership, quality of the project implementation, relevance and impact as they are described in the final report.

Criteria	Description	Self-assessment	Evidence	Quality assessment score
Quality of the partnership				
Quality of the project implementation				
Relevance and Impact				
Final score				

In case a grant reduction needs to apply, this is calculated on the total amount of the grant according to the following scale:

Project score	% Grant Paid
60 - 100	100%
45 - 59	90%
30 – 44	70 %
0 – 29	30%

5. Cooperation Partnerships

5.1. Award criteria

Relevance **(maximum score 25 points)**	The extent to which: ▪ the proposal is relevant for objectives and priorities of the Action. In addition the proposal will be considered as highly relevant if: – it addresses the priority "inclusion and diversity"; – In case of projects managed by the Erasmus+ National Agencies at decentralised level: if it addresses one or more "European Priorities in the national context", as announced by the National Agency; – In case of projects submitted by ENGOs in the fields of education, training, and youth to the European Education and Culture Executive Agency: the extent to which the applicant runs activities that support the implementation of EU policies in one of these sectors. ▪ the profile, experience and activities of the participating organisations are relevant for the field of the application; ▪ the proposal is based on a genuine and adequate needs analysis; ▪ the proposal is suitable for creating synergies between different fields of education, training, youth and sport or it has potentially a strong impact on one or more of those fields; ▪ the proposal is innovative; ▪ The proposal is complementary to other initiatives already carried out by the participating organisations; ▪ the proposal brings added value at EU level through results that would not be attained by activities carried out in a single country.
Quality of the project design and implementation **(maximum score 30 points)**	The extent to which: ▪ the project objectives are clearly defined, realistic and address needs and goals of the participating organisations and the needs of their target groups; ▪ the proposed methodology is clear, adequate and feasible: - the project work plan is clear, complete and effective, including appropriate phases for preparation, implementation and sharing project results; - the project is cost-effective and allocates appropriate resources to each activity; - the project proposes appropriate quality control, monitoring and evaluation measures to ensure that the project implementation is of high quality, completed in time and on budget; ▪ the activities are designed in an accessible and inclusive way and are open to people with fewer opportunities; ▪ the project incorporates the use of digital tools and learning methods

	to complement their physical activities, and to improve the cooperation between partner organisations; − If Erasmus+ online platforms are available in the field(s) of the participating organisations: the extent to which the project makes use of Erasmus+ online platforms (School Education Gateway, eTwinning, EPALE, European Youth Portal, EU Youth Strategy Platform) as tools for preparation, implementation and follow-up of the project activities. ▪ the project is designed in an eco-friendly way and incorporates green practices in different project phases; If the project plans training, teaching or learning activities: ▪ the extent to which these activities are appropriate for the project's objectives and involve the appropriate profile and number of participants; ▪ the quality of practical arrangements, management and support modalities in learning, teaching and training activities; ▪ the quality of arrangements for the recognition and validation of participants' learning outcomes, in line with European transparency and recognition tools and principles.
Quality of the partnership and the cooperation arrangements **(maximum score 20 points)**	The extent to which: ▪ the project involves an appropriate mix of participating organisations in terms of profile, including grassroots organisations, past experience in the Programme and expertise to successfully complete all project objectives; ▪ the project involves newcomers and less experienced organisations to the Action; ▪ the proposed allocation of tasks demonstrates the commitment and active contribution of all participating organisations; ▪ the proposal includes effective mechanisms for coordination and communication between the participating organisations, as well as with other relevant stakeholders; ▪ if applicable, the extent to which the involvement of a participating organisation from a third country not associated to the Programme brings an essential added value to the project (if this condition is not fulfilled, the participating organisation from a third country not associated to the Programme will be excluded from the project proposal at assessment stage).
Impact **(maximum score 25 points)**	The extent to which: ▪ the project proposal includes concrete and logical steps to integrate the project results in the regular work of participating organisations; ▪ the project has the potential to positively impact its participants and participating organisations, as well as their wider communities; ▪ the expected project results have the potential to be used outside the organisations participating in the project during and after the project

	lifetime, and at local, regional, national or European level; ▪ the project proposal includes concrete and effective steps to make the results of the project known within the participating organisations, to share the results with other organisations and the public, and to publicly acknowledge the European Union funding; ▪ if relevant, the extent to which the proposal describes how the materials, documents and media produced will be made freely available and promoted through open licences, and does not contain disproportionate limitations; ▪ the project proposal includes concrete and effective steps to ensure the sustainability of the project, its capacity to continue having an impact and producing results after the EU grant has been used up.

5.2. Application

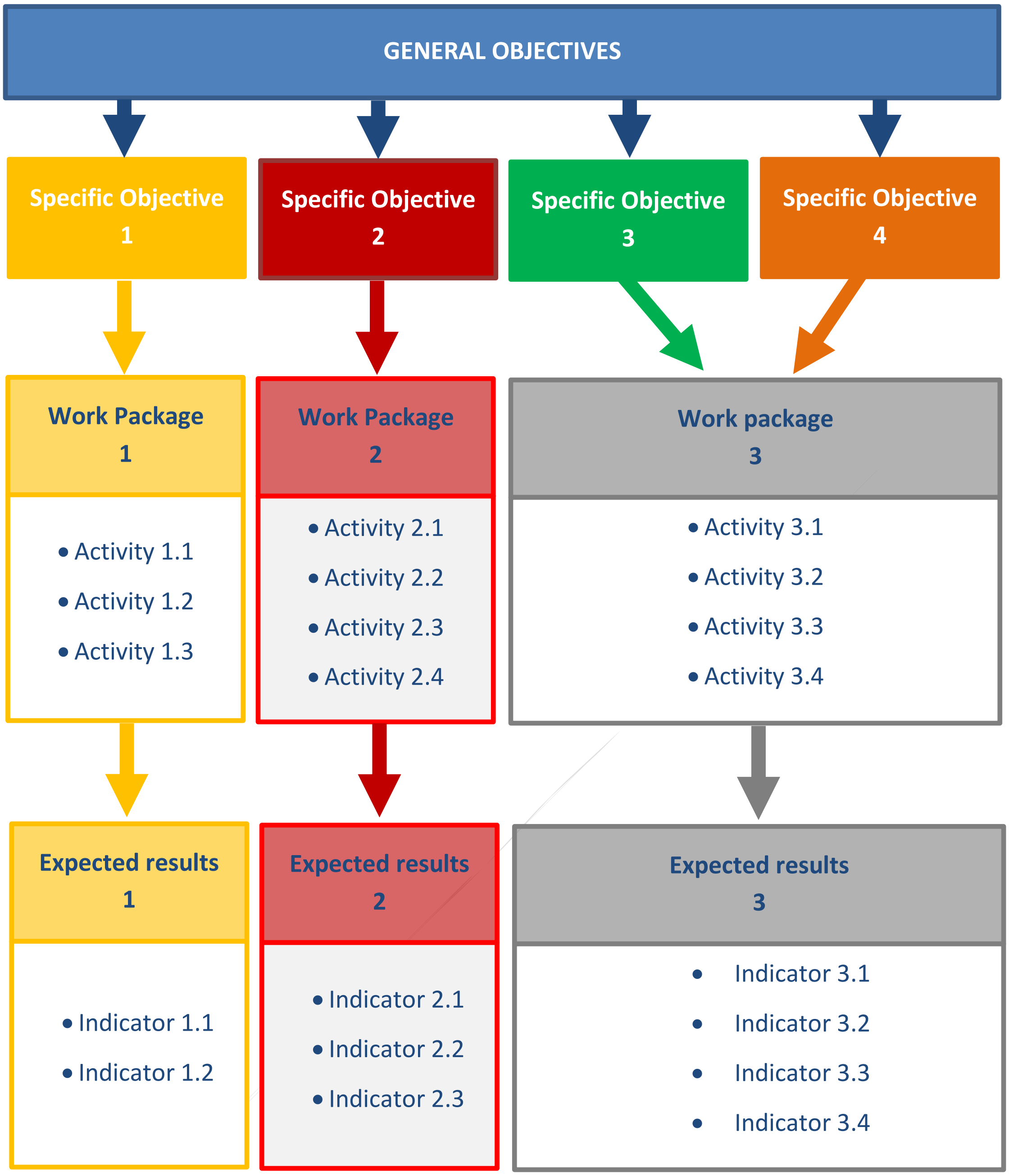
In Cooperation Partnerships, the project description shall make a distinction between one work package dedicated to project management and other work packages for implementation of the project activities. The budget allocation between the work package for project management and the other work packages shall be indicated in the application form.

Each project shall include a standard work package for project management and additional work packages for project implementation.
The description of the **project management** work package shall include a project management methodology with a clear distribution of tasks and the financial arrangements among partners, a detailed timeline with milestones and main deliverables, the monitoring and control system and the tools put in place to ensure a timely implementation of the project activities.
The **project management** work package can represent maximum 20% of the budget and does not require the indication of specific objectives, as it is considered to contribute horizontally to all the objectives of the project.
The description of each of the other **work packages** should include the following information:

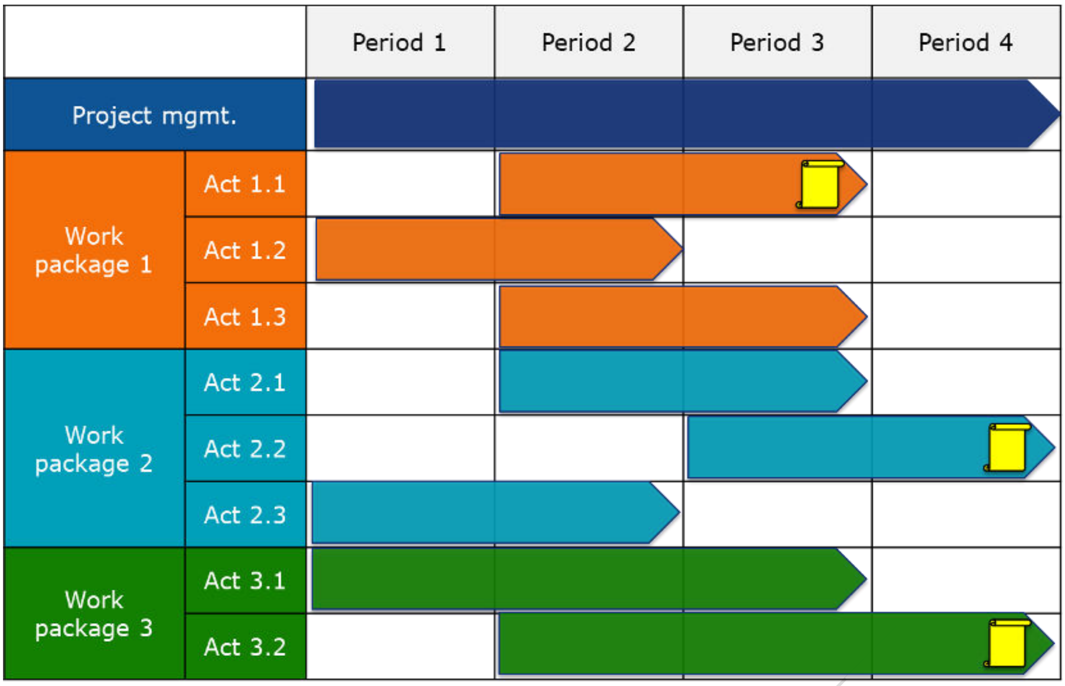
WP 1
Title:
Allocated budget:
Specific objectives:
Activities:
Expected results: Estimated start and end date:
Quantitative result indicators:
Qualitative result indicators:
Targets (value of the indicators at the end of the activity):

The description of all other work packages shall include a reference to the relevant specific objectives, illustrate the activities and deliverables proposed and clearly show how such activities are contributing to the achievement of the objectives. The description of the expected results shall be supported by a system of quantitative and qualitative indicators enabling to assess the performance of the project and the relevance of each activity.

LOGICAL FRAMEWORK



In order to support the evaluation process, a Gantt chart can be included in the application form, presenting the timeline for all activities and deadlines for deliverables within the work packages, as in the example provided below. The chart can be complemented with a descriptive part.



The distribution of the budget shall be presented at the level of work package, as in the example below. In addition, applicants can also indicate the allocation at the level of activities.

	Coordinator	Partner 1	Partner 2	Partner 3	Total
PM	40.000	20.000	10.000	10.000	80.000
WP 1	50.000	20.000	30.000	20.000	120.000
WP 2	10.000	50.000	70.000	30.000	160.000
WP 3	10.000	15.000	5.000	10.000	40.000
Total	110.000	105.000	115.000	70.000	**400.000**

INDICATORS

Applicants for Cooperation Partnerships are requested to describe each work package with an indication of specific objectives, targets, qualitative and quantitative result indicators. This section provides methodological guidance for the selection of a set of indicators to support the assessment of the results achieved by the project.

What is an indicator?

An indicator is the measurement of a value in view of an objective to be met. An indicator can be quantitative or qualitative:

- **Quantitative:** defines measurable information about quantities, facts, and can be mathematically verified;
- **Qualitative:** describes events, reasons, causes, effects, experiences etc. Qualitative indicators can be made quantitative through scoring methods

Quantitative and qualitative indicators complement each other: in addition to quantities and facts, it is also important to measure qualitative elements, so that the assessment on the achievement (or non-achievement) of objective is not purely mechanical. Annex 2 to the present document provides a list of indicators used in projects funded under the 2014-2020 Erasmus+ programme.

There are two main kinds of indicators:

- **Elementary Indicators:** provide basic information on which other indicators can be built
  - *Ex: Number of trainees, number of participants to a meeting, number of visits to a website, etc.*
- **Derived indicators:** based on the calculation of the ratio between two elementary indicators
  - *Ex: number of students who passed a test, participants to a conference who presented a paper, visitors to a website who downloaded a document, % budget used, etc.*

Indicator ≠ Target

An indicator is the measurement of a value at any moment in time. A target is the desired value of the indicator when the action is completed.

Example:

- *Target: 1000 visits to the website by December 2020*
- *Indicator: 500 visits in July; 750 in October; 1100 in December*

How many indicators?

There should be enough indicators so that all the major results of the project are covered, but not too many, so that the measurement of indicators requires more effort than the actual project activities.

A list with examples of result indicators used in the previous programmes can be found in Annex 2 - How

5.3. Reporting

The interim and the final reports for Cooperation Partnerships follow the structure of the application form, with the award criteria re-assessed by the (internal or external) experts when the project reaches its mid-term and at its completion. The overall structure of the report is:

- Project management
- Project implementation
- Dissemination and impact

In the section on **project management**, beneficiaries are requested to report on aspects related to the cooperation among partners, working arrangements, distribution of tasks and coordination, respect of project timeline.

In the section on project implementation, quantitative and qualitative indicators identified at application stage shall support the assessment of the degree by which project objectives have been achieved. Beneficiaries shall confront the quantitative and qualitative evidence of results obtained with the indicators and with the expected results stated in the application.

In the section on dissemination and impact, beneficiaries shall show how the results of the projects were made available and produced benefits for other stakeholders

For each of the sections above, a self-assessment on the degree of achievement of the proposed objectives, indicated on a scale from 1 to 10, 10 corresponding to full achievement, is also included in the report. In this section, beneficiaries express their own judgement on the degree of achievement of project objectives and make their comparison between the indicators proposed at application stage and the results achieved with project activities. To illustrate the achievement of an objective, or in case an objective is not fully achieved, beneficiaries shall complement the factual information presented by the indicators with background and context elements that can enable evaluators to make a more accurate and fair assessment.

The description of results shall include the reference to relevant supporting documents such as meeting minutes, course materials, project deliverables, etc. All necessary documents providing evidence for the achievement of reported results shall be submitted with interim and final reports. However, during the quality assessment, evaluators can request specific additional documents to analyse them in depth. NAs shall use a risk assessment and/or sampling methods for the selection of the cases subject to in-depth analysis.

Work Package	Budget	Objective(s)	Activities	Indicators / expected results	Reported results (incl. impact)	Evidence	Self-assessment
WP1	%						
WP2	%						
WP…	%						

5.4. Quality assessment

Based on the description of project management, implementation, dissemination, and impact as presented in the report, experts carry out the quality assessment and attribute a score to each criterion.

Criteria	Description	Self-assessment	Evidence	Quality assessment
Project management				
Project implementation				
Dissemination and Impact				

Each work package is evaluated separately on the basis of the criteria above and receives a separate score. The overall project score is calculated as the weighted average of the scores for each work package. However, for each work package, the percentage of the budget to be paid is calculated separately, based on the table presented below.

Work Package	Budget share	Activities	Indicators	Reported results (incl. impact)	Evidence	Evaluation (score 1-100)
WP 1	20%	1.1 ___ 1.2 ___				50
WP 2	25%	2.1 ___ 2.2 ___ 2.3___				80
WP 3	35%	3.1 ___ 3.2 ___				70
Project score						**68**

The evaluation score for each work package contributes to the overall project score. The system calculates this automatically as the weighted average of individual scores and budget shares, rounded to the nearest integer.
*In the above example: WA = [(50*20)+(80*25)+(70*35)]/80 = 68, 125 =>* ***68.***

If the overall project score is insufficient, a proportionate reduction shall be applied to the whole grant, based on the standard scale:

Project/WP score	% Grant Paid
70 - 100	100%
55 - 69	90%
40 – 54	60 %
0 – 39	30%

In the example above, with an overall project score of 68, the National Agency shall apply a [10%] reduction on the entire grant amount and therefore only pay 90%: EUR 400.000 x 0,9 = EUR 360.000

If the overall project score is sufficient (i.e. higher than 70), but the score of one or more work packages is not sufficient (i.e. lower than 70), a specific grant reduction shall be applied only to those work packages, based on the same scale.

In the example, WP1 has a score of 50, so only [60%] of the budget allocated to it should be paid.

In any case, the grant reductions cannot be cumulative: if the project score is above 70 points, they can only be applied at the level of individual work packages; if the score is below 70, only at the level of the overall project budget, but not at both levels for the same project.

6. Checks and audits

As the model includes no financial reporting but only implementation reporting, there are no financial checks as such at the time of the final report. Control activities are aimed at verifying the actual implementation of project activities and supporting the quality evaluation.

The basis for quality checks are the expected results or result indicators included in the application form and approved by the evaluators. Controllers will verify the actual achievement of the results and the reliability of the information presented in the interim and final report.

There are three levels of control:

- **Desk checks**

All interim and final reports will be checked by NA/EACEA to assess the actual delivery of project documentation. The desk check is based on an analysis of the report and accompanying documentation proving the reality and quality of activities and deliverables. It verifies the existence, correctness and compliance of project documentation with regulatory and contractual requirements. These are administrative checks and their scope is different from the one of the quality assessment. Quality assessment is focused on the evaluation of the quality of results and deliverables of the project.
Desk checks also follow the proportionality principle:

  - For Small-scale Partnerships, the scope of checks is limited to the analysis of documental evidence for the actual implementation of project activities. In case specific risks are identified, NAs can select individual projects for in depth and on the spot checks. Documents proving the actual implementation of the activity could be, for example, attendance lists for meetings, training materials, deliverables produced, photos and videos taken during an event, etc.

  - For Cooperation Partnerships, checks will also analyse the pieces of evidence supporting the quality assessment and justifying the values attributed to the indicators. As an example, if the indicators used for a WP included the number of participants in a training and their level of satisfaction, documents showing these values shall be provided.

In all cases, evaluators can request beneficiaries to provide or produce additional evidence in case the information they provided spontaneously is not sufficient to support the assessment.

- **On-the-spot checks**

National Agencies perform checks at the premises of the beneficiary to collect additional evidence of activities carried out and deliverables produced. NAs carry out a double selection of projects to be included in the list for on-the-spot checks: one random and one risk-based sample. Apart from the checks carried out in the context of this periodical exercise, NAs can decide to organise at any time an on-the-spot check, provided that the beneficiary is informed in a timely manner.

- **Audits**

After closure of an agreement, any project can also be selected for an audit by the independent audit body or by the European Commission. The scope of the audits can vary and is communicated to the beneficiary in due time, together with the necessary practical and logistic information. Also in this case, the documentation requested from the beneficiary will mainly be related to the implementation of the project activities and production of deliverables, and will not put the lump sum principle into question.

Beneficiaries are not requested to provide evidence for the actual costs incurred. However, in order to ensure sound financial management (efficiency, economy effectiveness), they should follow accounting procedures in line with national legislation and international standards.

Occasionally, in the context of a specific audit scope aimed at the periodical revision of the system of lump sums, auditors can request documentation proving the real costs incurred for some of the project activities. However, there are no obligations concerning the accounting system to be followed by beneficiary and any findings reported in such audits (except for cases of fraud) will only have the purpose to assess the effectiveness of the funding model, without any financial consequences for the beneficiary.

Annex 1 – Designing the project

Needs analysis

An evidence-based needs analysis is key to the good planning and implementation of a project. Needs can be defined as desired changes in the context in which an organisation is functioning. Once a number of needs have been identified, their analysis consists of two main aspects:

a) ranking the needs in terms of expected benefits for the organisation;
   Based on the expected benefits, needs can be categorised as follows:
   a. **Primary:** These needs must be addressed in order to complete the project successfully;
   b. **Secondary:** these needs can be addressed if project resources allow to;
   c. **Side effects:** These needs could be positively affected by the project but will not be addressed directly.

b) In the formulation of the project proposal, the main needs identified shall be operationalised by comparing the initial situation with the desired one (also known as "gap analysis"). As described in the following section, the formulation of general and specific objectives shall correspond to the description of all the conditions needed in order to fill the gap identified in the needs assessment. In this process, the expected benefits should be compared with the expected costs (cost-effectiveness).

Once project needs are identified and before they are translated into objectives, applicants shall carry out an initial assessment of the overall cost of project, aimed to quantify the financial support required and hence the lump sum amount to be requested as a grant.

Objectives setting

Having defined project needs and quantified the required financial support, applicants shall set the project objectives.
A general objective can be set as a summary of the desired benefits to be achieved with the project and in line with the Action's priorities set out in the call for proposals.
The general objective shall then be detailed into more specific and operational objectives, constituting the purposes of the concrete activities carried out in the framework of the project.
Project objectives should be Specific, Measurable, Achievable, Relevant and Time-bound (i.e. 'S.M.A.R.T')[1]

What are S.M.A.R.T. objectives?	
Specific	Objectives should be precise and concrete enough not to be open to varying interpretations by different people.
Measurable	Objectives should define a desired future state in measurable terms, to allow verification of their achievement. Such objectives are either quantified or

[1] Based on the European Commission Better Regulation toolbox #16 – How to set objectives - https://ec.europa.eu/info/sites/info/files/file_import/better-regulation-toolbox-16_en_0.pdf

	based on a combination of description and scoring scales.
Achievable	Project aims should be set at a level which is ambitious but at the same time realistically achievable.
Relevant	The objectives should be directly linked to the problem and its root causes.
Time-bound	Objectives should be related to a fixed date or precise time period to allow an evaluation of their achievement.

Under the new funding model, it is particularly important to show a clear correlation between objectives, activities carried out and results achieved, as this constitutes the logical framework used in the quality assessment of projects. The quality assessment, in turn, constitutes the basis for payments and financial corrections.

Annex 2 - How to build your indicators

Are your indicators "RACER"?

Relevant	Closely linked to the objective to be achieved. They should not be overambitious and measure the right thing
Accepted	The definition of the indicator and the way it is measured should be agreed by all partners and responsibilities should be clearly attributed
Credible	Not ambiguous and verifiable, also for external observers
Easy	Data collection should be easy and not expensive. The information provided by the indicator should be easily understandable
Robust	The value of the indicator is not easy to manipulate

The set of indicators below is non-exhaustive, purely indicative and aims at facilitating the work of applicants in defining quantitative and/or qualitative measures for the achievement of project objectives.

Examples of indicators	
Quantitative	**Qualitative**
<u>**Number of**</u> • Participants in events, meetings, training activities, etc. • Partner meeting reports • Public events connected with objectives and results of the project • Registrations to e-learning courses • Hits at the project website • Unique visitors to websites • Visits to project's blog and documents downloaded • Public and private entities to which project's results are shared • Stakeholders and multipliers reached through the networking activities of the partners • Manuals in different languages • Certificates developed and their use in the participating countries	• How to improve media literacy by, for example, rating the information in the net, validating the resources, carrying out intelligent searching, etc. • Satisfaction level of the participating institutions • Participants' satisfaction in training activities • Satisfaction of participants with the provided educational materials and guest lecturers • Improved competences of the partners to teach intercultural competences • Quality and extent of the evaluation reports from participants • Involvement of the partners in the project activities through the lead-partners and quality of the results • Teachers with improved skills in curriculum delivery, employing a wider range of classroom strategies, evidenced in observations of teaching

• Modified or constituted internal norms or procedures that have been established in each country aimed at companies or teaching institutions • Gained Open Badges and usage of other digital tools • Questionnaires distributed and number of respondents **<u>Percentage of</u>** • Students who consider that their skills (e.g. IT) have been significantly enhanced • Students who consider that their intercultural values have been significantly promoted • Students who consider that their active youth participation voting have been significantly encouraged • Teachers who consider that their teaching competences have been significantly improved • Headmasters who consider the project has contributed significantly to cope with needs of the school • Teachers willing to exploit Handbooks as new method for early identification of learning difficulties in primary education	• Level of organisational know-how in the field of youth workers' training and learning app development • Positive feedback from end-user groups and experts as well as participants in the testing phase of the project • Best practices and stories developed and disseminated by participants • Socially responsiveness and willing to participate in change; • Assessment through comparing the project outputs with the original status quo before the beginning of the project activities • Feedback from students and direct observation of them in the classroom and virtually will show visible progress and the attainment of the planned aims and goals will be recorded by analysing their active participation in the activities • Compliance with work plan both in administrative and technical activities: respect of outputs/results standard provided within the proposal; • Punctuality, completeness and timeliness in the preparation and delivery of outputs, reports and other information; • Level of communication and participation of partners (meetings, workshop, conference call, collaboration in arranging working material and activities, etc.)