

## **Annex 7 - Results of the first round table discussions on implementation and monitoring**

### **I. SUMMARY**

To the question *“What are the main issues you encounter due to the gap between what was planned and the actual situation?”* ,

4 tables of participants have raised concerns and questions on:

- **Variation in budget and/or activities** (unforeseen change, decrease, increase, shift, how to communicate it with EC, substantial change···)
- **Partnership management** (coordination, conflict management, lack of involvement, communication issue···)
- **Ensuring sustainability** (political commitment, economic context, beneficiaries involvement, external support, methodology to prepare for sustainability···)

To the question *“When asked to assess the performance of your activities/implementation, what are the main problems you encounter ?”* ,

3 tables of participants have raised concerns and questions on:

- **Indicators** (how to identify, link with logframe matrix, quality vs quantity···)
- **Methodology & tools for performance assessment** (external evaluation, impact assessment, linking activities-outputs-outcomes)
- **Assessing impact** (specificities and challenges of DEAR projects)
- **Assessing performance on sustainability** (method, tools, financing issue···)
- **Assessing performance on project management** (criteria for sound project management, consequence on relationship between partners, consequence on grantee-donor relationship···)
- **Communicating on performance** (with target group, partners, EC···)

To the question *“What are the key challenges for designing and implementing a good monitoring system in your projects?”* ,

2 tables of participants have raised concerns and questions on:

- **Monitoring systems and tools** (how ? When? Who design? challenge in multi-country context, specificities of financial reporting, reporting frequency and scheme, user need? Link with logframe matrix··· ···)
- **Reports** (quality requirements, length and content, templates, frequency, reporting to EC and reporting to others···)
- **Project reviews** (with teams / with partners, challenge in multi-country context, balanced discussion on results and process···)
- **Guidance on monitoring & reporting** (from EC, among partners···)

- **Monitoring & reporting and partnerships** (communication challenges, involvement and engagement, challenge in multi-country context, common standards, coherence, M&R and partnership agreements···)

## II. FEEDBACK FROM ROUND TABLES SESSION – TOPIC 1: MANAGING REALITY

*“What are the main issues you encounter due to the gap between what was planned and the actual situation?”*

<b>TABLE 2</b> <b>(Topic 1: Managing reality -- Table facilitators: Célestin and Karina)</b>	
<b>Questions/issues</b>	<b>Solutions</b>
<p><b>Budget Variations adjustments</b></p> <ul style="list-style-type: none"> <li>• Differences between actual budget/increased budget spend due to operational issues</li> <li>• Unforeseen costs: human resources, equipment, increased overhead</li> <li>• Spend less or more in a year compared to planned budget</li> </ul>	<p><i>See plenary feedback</i></p>
<p><b>Variations in Activities/time issues</b></p> <ul style="list-style-type: none"> <li>• Move planned location of project management</li> <li>• Different approaches/actions to achieve results</li> <li>• Activities planned in Y2 actually needed in Y1</li> <li>• Target group : success in different ages of children</li> <li>• Time needed to build confidence in communities</li> </ul>	<p><i>See plenary feedback</i></p>
<p><b>Partnership/Conflict resolution</b></p> <ul style="list-style-type: none"> <li>• If disagreements arise with partners should we involve the EC?</li> <li>• Conflicts with overseas partners</li> </ul>	<p><b>Partnership/Conflict resolution</b></p> <ul style="list-style-type: none"> <li>• General: Clarify EC terminology: Partner, subcontractor, associate</li> </ul> <p><i>See plenary feedback</i></p>
<p><b>Sustainability and strategic issues</b></p> <ul style="list-style-type: none"> <li>• Reduced buy-in due to current economic climate</li> <li>• Changed agenda in education priorities</li> </ul>	<p><b>Sustainability and strategic issues</b></p> <ul style="list-style-type: none"> <li>• Revise activities at annual planning meetings/adjust accordingly</li> <li>• Adapt the teaching approaches to suit education priorities</li> </ul>

<b>TABLE 2</b> <b>(Topic 1: Managing reality -- Table facilitators: Célestin and Karina)</b>	
<b>Questions/issues</b>	<b>Solutions</b>
<ul style="list-style-type: none"> <li>• Sustainability beyond the lifecycle of the project</li> <li>• Youth work: expectation management</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage fundraising for long-term projects beyond this period</li> <li>• Think of the long-term impact of implementing a short-term project. Is it more detrimental in the long-term: what happens post-project, clearly communicate timeline to stakeholders</li> <li>• Be transparent from 1st conversation regarding project length and purpose</li> </ul>

<b>TABLE 6</b> <b>Topic 1 (Managing reality) -- - Table facilitators: Antonio</b>	
<b>Questions/issues</b>	<b>Solutions</b>
<p><b>Budget</b></p> <ul style="list-style-type: none"> <li>• unforeseen costs</li> <li>• prices increasing</li> <li>• need to adapt/shift parts of the budget</li> </ul>	<p><b>Budget</b></p> <ul style="list-style-type: none"> <li>• Find other source of funding/fund raising strategies</li> <li>• Budget/Activities</li> <li>• Flexibility and support by the European Commission with good and immediate communication</li> <li>• Be able to shift parts of the budget or shift budget headings</li> </ul>
<p><b>Relations between partners</b></p> <ul style="list-style-type: none"> <li>• what to do when we lose one of the partners or if there is any change in partnership</li> <li>• Lack of involvement of partners/communication between</li> </ul>	<p><b>internal and external communication</b></p> <ul style="list-style-type: none"> <li>• Relation with partners:</li> <li>• be present using marketing strategies</li> <li>• Communication/involvement of partners</li> </ul>

<b>TABLE 6</b>	
<b>Topic 1 (Managing reality) -- - Table facilitators: Antonio</b>	
<b>Questions/issues</b>	<b>Solutions</b>
<ul style="list-style-type: none"> <li>partners</li> <li>• A group of the south can't come to Europe at the last minute</li> </ul>	<ul style="list-style-type: none"> <li>• use modern forms of communication(e.g. social medias)</li> <li>• Interactive forum operated by the EC</li> </ul>
<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Some of the proposed activities might need to be adjusted</li> <li>• Changing in the working plan during the implementation</li> <li>• Coordination of projects require human resources</li> <li>• Planning detailed activities is difficult for coordination projects</li> </ul>	<p><b>Activities</b></p> <ul style="list-style-type: none"> <li>• Time for planning</li> <li>• Implementation guidelines for partners</li> <li>• For activities: use partners' feedback as resources</li> <li>• steering committee of partners to monitor activities</li> </ul>
<p><b>Impact crisis</b></p> <ul style="list-style-type: none"> <li>• Impact of economic crisis on the involvement of LA in development</li> </ul>	<i>See plenary feedback</i>
<p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>• How can we involve beneficiaries so they can continue actions</li> <li>• Find/address further partners/supporters</li> </ul>	<i>See plenary feedback</i>
<p><b>Political factors</b></p> <ul style="list-style-type: none"> <li>• Lack of political support/change of priorities</li> </ul>	<i>See plenary feedback</i>
<p><b>Communication/Dissemination</b></p> <ul style="list-style-type: none"> <li>• Lack of enough participants because of financial reasons</li> </ul>	<i>See plenary feedback</i>

<b>TABLE 7</b>	
<b>Topic 1 (Managing reality) -- - Table facilitators: Maria</b>	
<b>Questions/issues</b>	<b>Solutions</b>
<b>Sustainability</b> <ul style="list-style-type: none"> <li>• How to foresee sustainability</li> <li>• Role of the coordinator : facilitate/empower, not dependency</li> </ul>	<i>See plenary feedback</i>
<b>Flexibility/Activities scheduling</b> <ul style="list-style-type: none"> <li>• Timescale: building momentum with volunteers (including activities and ownership)</li> <li>• Timetable internal scheduling/Activity scheduling</li> </ul>	<ul style="list-style-type: none"> <li>• a clear schedule, activities instructions and coordination timetable provided by the coordinator</li> </ul>
<b>LA specificities</b> <ul style="list-style-type: none"> <li>• Elections: change in government issues</li> <li>• National governance dependency</li> </ul>	<i>See plenary feedback</i>
<b>Communication Issues</b> <ul style="list-style-type: none"> <li>• Information channel with the EC</li> </ul>	<ul style="list-style-type: none"> <li>• Regular coordination meetings and trainings</li> </ul>
<b>Partnership issues</b> <ul style="list-style-type: none"> <li>• Problem of communication and coordination with partners</li> <li>• How to reponsabilize partners</li> </ul>	<ul style="list-style-type: none"> <li>• Identification upstream of the project of the most motivated partners</li> <li>• strong leadership from lead partner</li> <li>• MoU or partnership agreement with key or funded partners</li> <li>• work with EC to identify partners/expertise based on previous projects</li> <li>• participative strategy and effective involvement of partners</li> </ul>
<b>Budget issues</b> <ul style="list-style-type: none"> <li>• needed changes in budget due to changes in activities</li> </ul>	<ul style="list-style-type: none"> <li>• Think guidelines and communicate on the outside</li> </ul>

<b>TABLE 7</b>	
<b>Topic 1 (Managing reality) -- - Table facilitators: Maria</b>	
<b>Questions/issues</b>	<b>Solutions</b>
<ul style="list-style-type: none"> <li>• problem of communication with EC on budget questions</li> <li>• question on co-financing</li> </ul>	<ul style="list-style-type: none"> <li>parameters</li> <li>• - Have a dedicated financial officer</li> </ul>

<b>TABLE 9</b>	
<b>Topic 1 (Managing reality) -- - Table facilitators: Joseph</b>	
<b>Questions / issues</b>	<b>Solutions</b>
<p><b>Substantial change</b></p> <ul style="list-style-type: none"> <li>• what is a “substantial change” ?</li> <li>• what can we adapt to reality without asking the EC?</li> <li>• How to adapt changes in implementation within the original framework?</li> <li>• changing external “hooks” with impact on timing: do we ask the EC?</li> <li>• unexpected costs (to reallocate now or later)</li> </ul>	<p><b>The EC has to inform more and better on “substantial change” to “initial proposal”</b></p> <ul style="list-style-type: none"> <li>• General consideration: Put less details in project proposal and more vision</li> <li>• Online tool for non-budget related substantial change or for budget changes below 15%</li> <li>• Ask for clarification of “substantial” case by case</li> <li>• More transparency in the selection process</li> <li>• knowing more why a proposal has been selected/a report</li> <li>• More details in call for proposals on EC expectations</li> </ul>
<p><b>Problems with partners (South/EU)</b></p> <ul style="list-style-type: none"> <li>• Partners don’t answer</li> <li>• what if a partner does not have staff anymore?</li> <li>• what if a partner is not able to fulfill commitments?</li> <li>• partner involvement and communication differ</li> <li>• what if a partner has difficulty with match funding?</li> </ul>	<ul style="list-style-type: none"> <li>• More contact between EC and project partners</li> <li>• The EC only needs to be INFORMED of changes regarding partners</li> <li>• use networks</li> </ul>

### III. FEEDBACK FROM ROUND TABLES SESSION – TOPIC 2: ASSESSING PERFORMANCE

*“When asked to assess the performance of your activities/implementation, what are the main problems you encounter ?”*

<b>TABLE 1</b>	
<b>(Topic 2: Assessing performance - Table facilitator: Marie-Claire)</b>	
<b>Questions / issues</b>	<b>Solutions</b>
<p><b>Political changes</b></p> <ul style="list-style-type: none"> <li>• when the context changes how can Activity/Budget be adapted?</li> </ul>	
<p><b>KPI: Key performance indicators</b></p> <ul style="list-style-type: none"> <li>• What are good KPI?</li> <li>• How to set up a system to monitor KPIs (media coverage, how to measure impact on public)?</li> <li>• How to explain/share the importance of the indicators with partners who are not used to use them?</li> <li>• How to assess quality? Privilege quantity?</li> </ul>	<p><b>KPI</b></p> <ul style="list-style-type: none"> <li>• Differentiate between Outputs/ Outcomes and how to collect Feedback</li> <li>• Using a monitoring framework: expected outputs, outcomes, responsibilities</li> <li>• Sharing assessment values and indicators with partners</li> <li>• External Intermediate evaluations</li> <li>• Starting from personal experience of the target group to reach ownership</li> </ul>
<p><b>Outcomes/outputs + Feedback</b></p> <ul style="list-style-type: none"> <li>• Clear understanding of outcomes vs outputs</li> <li>• How to effectively collect feedback from your target group in order to assess performance?</li> <li>• Is there an EU instrument for feedback?</li> </ul>	<p><i>See plenary feedback</i></p>
<p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>• Big problem when our activities are part of networks' activities beyond the EU financed project</li> <li>• How to continue/feed the EU partnership also after the end</li> </ul>	<p><i>See plenary feedback</i></p>

<b>TABLE 1</b> <b>(Topic 2: Assessing performance - Table facilitator: Marie-Claire)</b>	
<b>Questions / issues</b>	<b>Solutions</b>
of the project?	

<b>TABLE 3</b> <b>(Topic 2: Assessing performance - Table facilitator: Lucia)</b>	
<b>Questions / issues</b>	<b>Solutions</b>
<p><b>External Evaluators</b></p> <ul style="list-style-type: none"> <li>• Which tools to be used to evaluate: questionnaires, interviews</li> </ul> <ul style="list-style-type: none"> <li>• How to justify that expected results are not achieved</li> <li>• To what extend can results be different from the log-frame</li> <li>• Issues of divergent results between partners/countries</li> </ul>	<ul style="list-style-type: none"> <li>• Work with the evaluator from the beginning of the project <ul style="list-style-type: none"> <li>- Assess impact through evaluation of target groups ((e.g. analyze guest books of exhibits)</li> <li>- Have tools for evaluation</li> <li>- Anticipate indicators before the implementation of the project</li> <li>- Follow up a group of beneficiaries throughout project duration to assess change</li> </ul> </li> <li>• Use external expertise and analysis <ul style="list-style-type: none"> <li>- Conduct evaluation and the beginning, mid-term and end of the project</li> <li>- Networking to share expertise and solutions</li> </ul> </li> </ul>
<p><b>Quality versus Quantity and How to measure sustainability</b></p> <ul style="list-style-type: none"> <li>• How to report on qualitative impact of activities</li> </ul>	<i>See plenary feedback</i>

**TABLE 3**  
**(Topic 2: Assessing performance - Table facilitator: Lucia**

<b>Questions / issues</b>	<b>Solutions</b>
<ul style="list-style-type: none"> <li>• How to balance between quantity and quality/potential conflict between quantity and quality indicators and methodologies</li> <li>• How to assess impact of awareness raising projects in EU on partner countries</li> <li>• Does EC take into account that qualitative results are only visible after project completion: long-term</li> <li>• What is the value of petitions and case studies as indicators</li> <li>• Difficult to assess impacts on (e.g the level of awareness) target groups</li> </ul>	<ul style="list-style-type: none"> <li>• Use channels such as medias and politicians</li>   <li>• Adapt activities, evaluation and tools to target groups (e.g. means of communication adapted to young people, contest as an indicator of involvement, role games)</li> <li>• Use different types of indicators depending on involvement of target groups</li> </ul>

**TABLE 5**  
**Topic 2 (Assessing performance)-- - Table facilitators: Elena & Nuria)**

<b>Questions / issues</b>	<b>Solutions</b>
<p><b>How to assess impact ?</b></p> <ul style="list-style-type: none"> <li>• How to find the right indicator?</li> <li>• Methodologies such as impact assessment (e.g. swap) but are too time intensive/complex for the project</li> <li>• What specific impact assessment tools exist, why not an</li> </ul>	<p><b>Suitable Tools for assessing quality and long term effects</b></p> <ul style="list-style-type: none"> <li>• For quality assessment: Take your time and get bird's eye perspective: external support needed</li> <li>• Have donor funds available for project ex-post evaluation</li> </ul>

**TABLE 5**  
**Topic 2 (Assessing performance)-- - Table facilitators: Elena & Nuria)**

<b>Questions / issues</b>	<b>Solutions</b>
<p>impact assessment toolbox</p> <ul style="list-style-type: none"> <li>• How to demonstrate or prove links between activities and outcomes?</li> <li>• You reach people (e.g. via events) but how do you know they have taken actions afterwards as effect of our activities)</li> <li>• Traceability of the impacts on living conditions of a worker for DEAR projects</li> </ul>	<ul style="list-style-type: none"> <li>• Interviewing beneficiaries one year after project completion</li> <li>• Involve external evaluation studies (use reserve budgets for these studies)</li> <li>• Use simplified participatory methodologies (SWAP, MARP)</li> <li>• Build in depth interviews feedback (independent) from key stakeholders on project outputs</li> <li>• Have process and results Indicators</li> <li>• Follow up procedures are solutions but not the all cases</li> <li>• Ask participants to report after events and to take further actions and verify compliance</li> <li>• Always use evaluation questionnaires/Follow up surveys</li> </ul>
<p><b>What do you measure?</b></p> <ul style="list-style-type: none"> <li>• How to assess quality rather than quantity?</li> <li>• How suitable indicators can be identified?</li> <li>• What is partner’s understanding of indicators</li> </ul>	<p><b>What do you measure?</b></p> <ul style="list-style-type: none"> <li>• Have Quality and Quantity Indicators</li> <li>• Focus on close cooperation and not big numbers</li> <li>• Process: <ul style="list-style-type: none"> <li>- 1/ underlines the needs of each partners in the field of intervention,</li> <li>- 2/ Identify indicators related to those needs (short term),</li> <li>- 3/ Try to harmonize them</li> </ul> </li> </ul>

**TABLE 5**  
**Topic 2 (Assessing performance)-- - Table facilitators: Elena & Nuria)**

<b>Questions / issues</b>	<b>Solutions</b>
<ul style="list-style-type: none"> <li>• In the assessments should one strictly follow the indicators envisaged by the project LOG-Frame matrix?</li> <li>• In some cases (e.g number of participants to events) it is difficult to measure impacts (e.g. to what extend the core message was capitalized)</li> <li>• What kind of indicators should I use for raising awareness actions and how to measure them?</li> </ul>	
<p><b>Performance in project management</b></p> <ul style="list-style-type: none"> <li>• Difficulty in respecting procedures</li>   <li>• Potential changes in implementing activities</li>   <li>• What if results are not in line with Log-Frame?</li>   <li>• Contact with project partners</li> <li>• Involvement of local partners</li>   <li>• Get response in due time on both sides</li> <li>• Respect of the time plan</li> </ul>	<p><b>Indicators for Project management performance</b></p> <ul style="list-style-type: none"> <li>• Develop distinct indicators by partner, not just for project as a whole</li> <li>• Tools to be used during project implementation</li> <li>• Revision of project documents: <ul style="list-style-type: none"> <li>- to be discussed in contract negotiation</li> <li>- Liaison with EC on specific issues</li> </ul> </li> <li>• Revision of project documents: <ul style="list-style-type: none"> <li>- Involve specific recognized expertise;</li> <li>- Review your indicators and discuss with task manager</li> </ul> </li> <li>• Constant sharing/mutual evaluation/collaborative planning</li> <li>• Cooperation and work directly in countries and cities</li> <li>• Give responsibility to local partners (built-in decision making process to involve them)</li> </ul>

<b>TABLE 5</b>	
<b>Topic 2 (Assessing performance)-- - Table facilitators: Elena &amp; Nuria)</b>	
<b>Questions / issues</b>	<b>Solutions</b>
<ul style="list-style-type: none"> <li>• How to ensure coordination of quality assessment/evaluation</li> <li>• How to ensure coherence in all activities</li> </ul>	

**IV. FEEDBACK FROM ROUND TABLES SESSION – TOPIC 3: MONITORING & REPORTING**

*“What are the key challenges for designing and implementing a good monitoring system in your projects?”*

<b>TABLE 4</b>	
<b>Topic 3 (Monitoring &amp; reporting)-- - Table facilitators: Christine &amp; Renée)</b>	
<b>Questions / issues</b>	<b>Solutions</b>
<p><b>Difficulties in partnerships related to:</b></p> <ul style="list-style-type: none"> <li>• partners in different countries (specific documents)</li> <li>• different currencies</li> <li>• there is a need of capacity building of our partners as they have different levels of knowledge of EU procedures</li> <li>• Different to involve partners when there are many</li> <li>• different approaches by different partners: coherence</li> <li>• what is the minimum standard for grant agreement between partners</li> </ul>	<p><b>V. PARTNERSHIPS</b></p> <ul style="list-style-type: none"> <li>• Regular communication between partners:               <ul style="list-style-type: none"> <li>- have yearly meeting plus regular mailouts between meetings</li> <li>- Set up an internal mailing list where we advert events, publishing of publications (e.g. communicate joint activities)</li> </ul> </li> <li>• Examples/good practices for partnership agreements               <ul style="list-style-type: none"> <li>- EC recommendations: template for MoU</li> <li>- Partnership: Grant agreement manual of requirements</li> </ul> </li> </ul>
<p><b>Monitoring systems</b></p> <ul style="list-style-type: none"> <li>• Designing good monitoring tools ( criteria, involving all partners, external evaluation)</li> <li>• Designing a system that is realistic in terms of time and data available</li> <li>• Monitoring project taking place in several countries</li> <li>• Evaluating the impacts of our activities: to what extent can we be flexible regarding expected results</li> <li>• Balancing purpose/benefits of monitoring for EC and for internal feedback</li> </ul>	<p><b>VI. MONITORING SYSTEMS - REGULAR REPORTING</b></p> <ul style="list-style-type: none"> <li>• Financial reporting:               <ul style="list-style-type: none"> <li>- Excel sheets</li> <li>- Export to accounting software</li> <li>- On a quarterly basis</li> </ul> </li> <li>• Narrative reporting/use google docs</li> </ul>

<b>TABLE 4</b>	
<b>Topic 3 (Monitoring &amp; reporting)-- - Table facilitators: Christine &amp; Renée)</b>	
<b>Questions / issues</b>	<b>Solutions</b>
<ul style="list-style-type: none"> <li>• How to communicate with EC between reporting: how detailed information should be given on changes in activities during reporting</li> </ul>	
<p><b>Monitoring &amp; Team meeting</b></p> <ul style="list-style-type: none"> <li>• Ensuring system is shared, understood and used by partners</li> </ul>	<p><b>Monitoring &amp; Team meeting</b></p> <ul style="list-style-type: none"> <li>• Have a steering group meeting twice a year</li> <li>• Face to face meetings, democratic - decision making processes where each partner has a say</li> <li>• Focus on the process, quality of the partnership not just on the results</li> <li>• Online survey for partners on aim and expectations regarding evaluation</li> </ul>
<p><b>Practical guidance</b></p> <ul style="list-style-type: none"> <li>• Create a reporting manual at the start</li> <li>• EC's guide is a bit vague regarding monitoring</li> </ul>	<p><b>Guidance to partners on procedures and EC requirements</b></p> <ul style="list-style-type: none"> <li>• Have an "internal" project guideline written for partners which is an extract of Annex II (to make sure partners meet reporting criteria)</li> <li>• Give an introduction of the EC guidelines to all partners</li> </ul>

<b>TABLE 8</b>	
<b>Topic 3 (Monitoring &amp; reporting) -- - Table facilitators: Alfredo</b>	
<b>Questions / issues</b>	<b>Solutions</b>
<p><b>What monitoring tools exist to follow advancement of the project: monitoring tables, sheets...?</b></p>	<p><b>Monitoring tools</b></p> <ul style="list-style-type: none"> <li>• Tools should be developed in relation to the expected</li> </ul>

<b>TABLE 8</b>	
<b>Topic 3 (Monitoring &amp; reporting) -- - Table facilitators: Alfredo</b>	
<b>Questions / issues</b>	<b>Solutions</b>
<ul style="list-style-type: none"> <li>• What management tool (system) you recommend for monitoring the project</li> <li>• What is the key element for a successful monitoring system if there is a lack of indicators in the project?</li> </ul>	<p>results</p> <ul style="list-style-type: none"> <li>• Implement an instrument of monitoring and control</li> <li>• Agreement between partners and EC on indicators</li> <li>• Rely on log-frame matrix to design indicators</li> </ul>
<p><b>Partnership and monitoring</b></p> <ul style="list-style-type: none"> <li>• Dealing with partner exclusion</li> <li>• Monitoring in multi-country context</li> <li>• For internal monitoring between partners in the project: should the reports be done every 3 months or 6 months?</li> </ul>	<ul style="list-style-type: none"> <li>• If a partner has to be excluded: Argumented request to EC to exclude a partner</li> <li>• Monitoring in multi-country context: prior information to EC before out-sourcing too many activities and be aware of specific constraints (e.g. distance, culture...)</li> </ul>
<p><b>Reports</b></p> <ul style="list-style-type: none"> <li>• What is the best (required) period to measure the indicators (per month, quarterly)</li> <li>• What are the evaluation criteria of a progress report (narratif) and a financial report</li> <li>• What should be included in reporting: Implementation of activities, objectives achieved and results, financial completion?</li> <li>• What is the size of the progress report: everything or more synthetic?</li> <li>• Should we only use the report model made available by the EC?</li> </ul>	
<p><b>Reporting / requesting for modifications</b></p> <ul style="list-style-type: none"> <li>• What minor modifications can be done to the budget?</li> <li>• How can we use administrative costs and contingency reserve?</li> </ul>	<ul style="list-style-type: none"> <li>• An amendment is necessary for changes above 15%</li> <li>• It is necessary to request a priori the EC approval</li> <li>• use of contingency reserve when there are political or administrative changes that require a change in the</li> </ul>

<b>TABLE 8</b>	
<b>Topic 3 (Monitoring &amp; reporting) -- - Table facilitators: Alfredo</b>	
<b>Questions / issues</b>	<b>Solutions</b>
	activities. Need to provide the EC with a strong argumentation