Project Reporting

in European Territorial Cooperation

Programmes: Analysis of 2007-2013 Practices

Introduction

Project implementation phase starts after project approval. From the programme point of view it consists of project monitoring which is the ongoing analysis of project progress towards achieving planned outputs/results with the purpose of checking if the project is on track. Progress reports are used as main communication tools towards the programme. This handbook explores the reporting practices and provides an overview of those in European Territorial Cooperation programmes across Europe. The outcome of monitoring is to acknowledge progress towards the project's objectives and targets and to identify and solve implementation problems which cannot be addressed by the project autonomously.

INTERACT undertook an analysis of approximately thirty European Territorial Cooperation [ETC] programmes representing all three strands of ETC programmes. The focus of the analysis was on the project reporting procedures and tools used. Both, regular progress and final report forms were examined. Programme documents (programme manuals, reporting forms) published on programme websites were the main source of information, however, where available, internal programme documents used to guide the process were also studied.

In the handbook the main observations are summarised in a descriptive way outlining common practices, similarities and differences between the programmes – both as regards the reporting procedure, the information to be reported and the structure of reports.

It can be stated that in spite of clearly discernible similarities between the basic reporting structures in ETC programmes, the variety of different practices is significant. In most cases it is not the general set-up which is so different between programmes, but the solutions found to deal with practical details. Trying to group topics and similar questions turned out to be quite a challenge because report forms are organized in so many different ways.

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1 Project reporting process

The aim of the reporting process is to establish whether project objectives have been achieved, what resources have been expended, what problems have been encountered, and whether the project is expected to be completed on time and within budget. If performance is sufficient the project will receive payment from the programme for costs incurred, paid and reported.

The process begins on the partner level where each project partner needs to report to the First Level Controller [FLC] which certifies the expenditure declared. Activities, outputs and costs approved by the FLC are summarised and aggregated in the project progress report prepared by the lead partner who sends it to the Joint Technical Secretariat [JTS] for approval. Payments are carried out by the Certifying Authority to the lead partner only if the expenditures have actually incurred, are in line with the Subsidy contract and were paid by the project partners. It is the responsibility of the lead partner that the subsidy received from the programme is transferred to project partners in full and without a delay. The procedures for the transfer of funds are to be defined in the Project partnership agreement.

Figure 1: Project reporting and payment process
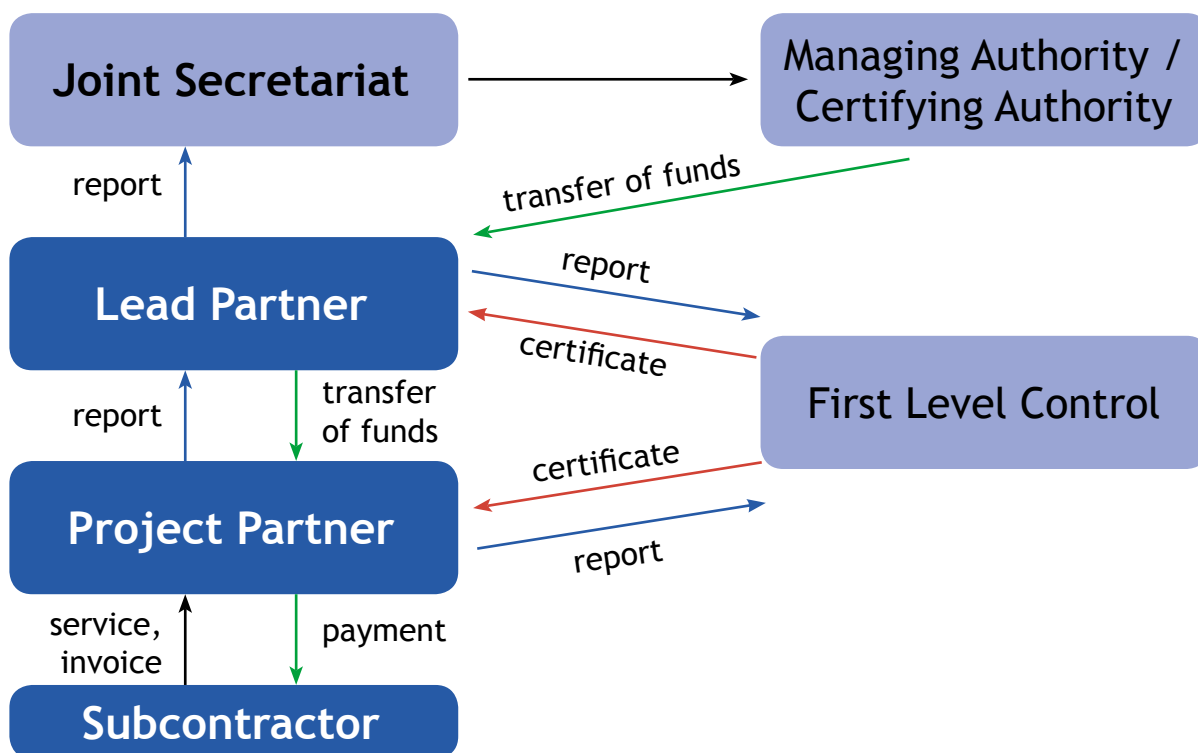
2 Reporting tools and procedures

All programmes of the analysed (as part of this report) require progress reporting during project implementation. Project progress reports sent by the lead partner to the programme bodies are a necessary pre-condition for payments to the project. The most common practice is that programmes have one progress report form which includes both financial and content related information and has to be supplemented by required attachments. Additionally, programmes often have a separate final report form, which is submitted at the end of the project. The frequency of the reports submitted is decided by the programme and it varies from programme to programme.

2.1 Types of report forms

The reporting requirements in the programmes analysed vary significantly and depend on several programme rules decided at the programme start-up. There is significant amount of information that appears in all programmes' report forms. Programmes use different types of report forms for different purposes. There were five different types of reports identified:

1) Start-up report
Some programmes use this to complement information needed for monitoring of project implementation. It mostly includes formal information about contact details and partnership organisations. Normally it doesn't require any formal approval and its data can be changed anytime.

2) Preparation costs report
Programmes for which preparation costs are eligible often have a separate report form for the reimbursement of preparation costs incurred prior to submission of project proposal. This report could be:

- a separate report form called preparation costs report;

- a part of the start-up report (if a programme is using it);

- a part of the first progress report.

3) Progress report
The progress report is a written document describing the activities that have taken place during the project implementation by project partners that conveys details such as what objectives have been achieved, what resources have been expended, what problems have been encountered, and whether the project is expected to be completed on time and within budget.

The analysis has shown very different ways how to include information required into the progress report:

- Some programmes use titles such as: Execution Report, Interim Report, Annual Report, Status Report or add prefixes like Project/Joint/Consolidated Progress Report.

- About half of the programmes analysed require content and finance related information in the same form, which is often subdivided into different parts.

- The content part of the report is commonly called Activity Report, but there are several titles used for the finance part such as: Payment Claim, Project Claim, Application for Reimbursement, Payment Request, and Application for Payment.

- Programmes ask for the finance information either in the progress report or in the annexes of the progress report.

- In a few programmes separate forms for finance and content related information are used.
- In some programmes the Certifications of Expenditure forms are regarded as sufficient and no separate Payment Claim form has to be added.

4) Final report

The last report submitted to the programme is in most cases called final report, but also terms such as Closure Report and Project End Report have been used. Different practices of the final report content and procedure were observed:

- For some programmes a final report is the last regular project progress report with some additional questions or annexes related to the overall achievements of the project and its sustainability. It may also include feedback to the programme.
- Other programmes have split up their final reports into different parts. For example, they have one more technical part (similar to the project progress report or completely different) and another part which is more focused on the project's final achievements. The information collected in this part is sometimes intended to be published, e.g. on the programme website.
- Most of the programmes, though, use specific final report form, which is neither very similar to the regular project progress report nor split up into several parts.
- Sometimes the final report replaces the last project progress report (or at least its activity related part); in other cases it is a complementing part of the project progress report.

5) Follow-up report

The use of follow-up report was observed in one programme. It's a report about sustainability of results which has to be submitted once a year for some years after project closure.

2.2 Report form annexes

Typically there is a variety of annexes required as attachments to the progress or final report and they depend on programme reporting rules. Most often programmes require the following:

- proof of the activities carried out and outputs delivered;
- proof that information and publicity rules were followed;
- project communication plan (with the first progress report);
- agendas, minutes and participants' lists of all meetings held;
- achievement of indicators;
- change requests;
- project evaluation (either projects are asked to give a spontaneous project evaluation or/and they are required to give information on systematic project evaluations planned or carried out - partly including results);
- Certifications of Expenditure (also called: Statement of Expenditure, Declaration on Validation of Expenditure) of all project partners;
- First Level Controller Designation Certificates (usually only once) and First Level Control Reports;
- bank statements confirming the reimbursed amounts transferred to the project partners.

The attachments required only in the final report are often related to project results (proof of delivery or source of verifications).

2.3 Report form design

From the **technical** point of view, the progress reports are designed in either Word or Excel format, or as on-line application. Whilst forms in Excel are chosen for both activity and finance reporting,

forms in Word are predominantly chosen for content related reporting. For final reports the Word-format seems to be most common format. Online Monitoring systems are already being used by many programmes.

Most reporting templates include **pre-filled information** (e.g. general project information). Likewise, most reports include automatically calculated financial information. This means that projects only have to fill-in certain basic columns and rows and the rest of the information are automatically calculated where possible. However, some programmes do not make use of any of these possibilities or they only use it in the progress report or financial part of the progress report.

In the case that programmes use pre-filled templates, these are usually sent by the JTS to the lead beneficiary for completion, respectively the form is made available in the monitoring system. If programmes do not use pre-filled information, the reporting templates can also be put on the programme website for download, which is a relatively common practice within cross-border programmes.

All programmes analysed provide **reporting guidance**. A more general description of the reporting procedure is usually described in the programme or implementation manual whereas more detailed information on how questions have to be answered is provided either in special user's guides (terminology may differ) or are directly included within the reporting forms.

2.4 Reporting frequency and submission

Each programme has its own rules concerning reporting dates and reporting frequencies, which can be summarised as follows:

a) Frequency

- Most programmes require projects to report twice a year with reports covering 6 monthly intervals. However in the cross-border programmes reporting frequencies vary from 1 to 4 reports per year of project implementation.
- Programmes have either fixed reporting periods (the same date for all projects) or the reporting periods vary from project to project (depending on the date of approval or signature of subsidy contract).
- There is often some flexibility as regards the reporting periods for the first and last progress report (reporting periods might be shorter or longer).
- Reporting intervals sometimes depend on the character of the project (investment or "soft" projects).

b) Timing

- In most cases projects need to submit the progress report 2 or 3 months after the end of the reporting period but deadlines of 2,5/3,5 or 4 months after the end of the reporting period were also observed.
- The final report has to be submitted at the latest 3 months after project end in many programmes. If not replacing the last regular progress report, the final report is often submitted together with the last regular progress report.

The most usual practice is that the entire report has to be sent both electronically and in paper version or that at least parts of the report (e.g. special attachments) have to be sent as hard-copy as well. Usually all reports are sent to the JTS, but there are exceptions in some cross-border programmes.

3 Analysis and findings of main report form categories

The amount of detail required on project progress can be very different between programmes. A general observation is that transnational programmes usually have more detailed reporting requirements than most cross-border programmes. They tend to follow a very structured approach with many reporting categories and pre-defined fields (of restricted text length) whilst in some cross-border programmes projects just have to answer a few questions without further specifications on how detailed the report should be.

3.1 General project information requested

All programmes require general project information in their progress and final reports. In case pre-filled templates are used, this type of information is usually pre-filled so that projects just have to check if the information is correct.

The following information is very common in progress and/or final reports (either pre-filled or not):

• Project name, acronym, project number

• Priority, area of intervention

• Type of report, report number, reporting period, date of report submission

• Project duration, project start and closing date

• Lead partner and project partners

• Contact details of Lead Partner, project manager, financial manager, communication manager, contact person after project end (in final report)

• Project bank account data

• Project website

• Summary of the project/Story of the project/Summary of project implementation

• Short financial information (e.g. ERDF grant, the total budget and/or ERDF requested)

• Summary of modifications occurred (only in some reports)

The summary of the project is often requested by programmes which are using it for their publicity measures. It is required to describe accumulated progress, including: main activities, achieved objectives, results and outputs; in the last progress or final report also added value of cooperation.

3.2 Reporting on project progress

Reporting on project progress is the core element of project monitoring. It entails questions about general project progress and often questions which require a detailed reporting per work package (also called Component or Activity). Sometimes reporting per work package is further split up into reporting per single activity.

Table 1: Information sought per work package

Used often	Used rarely*
• Status of work package • (Planned and) realised activities • Involvement of project partners • Outputs and results • Deviations from original plans, incl. reasons, impact and counter-measures	• Pilot activities • Physical achievement of the activity • Location of activity/outputs • Indicators • Financial progress • Activities outside programme area or EU

* Used rarely at the work package level, but otherwise quite common in other parts of the progress report.

A relatively common practice when reporting on the progress of activities and outputs is that the planned activities/outputs/results are compared to the realised activities/outputs/results by having two separate columns (or fields): one column with the plans (pre-filled or copied from the application form) and another column with the actual achievements. Additionally almost all projects have to report both on the progress achieved in the reporting period and on the accumulated progress achieved since project start.

Table 2: Examples of scales used for measuring progress

Topic	Scale used
Project status	- complete - proceeding according to work plan - behind schedule - ahead of schedule - significant modifications - being abandoned
Objectives	- fully achieved - achieved to a large degree - achieved to a minor degree - not achieved - achieved more than planned
Results	- planned - carried out - satisfactory - quality
Activities or work packages	- not started - beginning - Implementation phase - finished
Accordance with the time schedule	- not started - completed - proceeding according to work plan - behind schedule - ahead of schedule

3.2.1 Indicators

Programmes try to measure/capture the achievements of the project by means of indicators. The majority of programmes are using quantitative indicators and are subdividing them into different categories such as:

• programme indicators,

• priority specific indicators,

• project specific indicators (found only in some programmes),

• information and publicity indicators,

• output indicators,

• result indicators.

In the progress reports programmes ask for different type of information per indicator (see table below), whereas in the final report they ask only about achieved values (sometimes also achievement rate).

Table 3: Information sought per indicator

Topic	Used rarely**
• Target value* (also base value) • Achieved in this reporting period (also value current report, level of realisation in the reporting year, figures for the reporting period, attained value in this period, reached in current reporting period, reported, declared) • Achieved until now (accumulated value) • Achievement rate in % (accumulated rate) • Remaining values to be achieved	• Values for previous reporting periods* (not including this reporting period) • Indicator specification / description / justification • Indicator calculation / measurement method • Source of verification • Justification of the value • Forecast for the next reporting period

* The target values and values for previous reporting periods are often pre-filled.
** Often some of the information required per indicator is already part of the application form.

Many programmes require or allow projects to comment on their indicators and indicator values e.g. to provide explanations and analyse deviations from the targets.

It depends on the programme where and in which report projects have to report on indicators. The most common practice is that projects report on indicators in a separate chapter of the progress report (and/or final report). It is also relatively usual that information and publicity indicators are reported in a different chapter of the progress report from the other indicators. Some programmes have separate forms for reporting on indicators.

3.2.2 Communication activities

All programmes analysed require at least some information about the communication activities and project outputs. More technical information about the implementation of the communication strategy and the coordination of communication activities is, amongst other information, requested by some programmes. Others ask for very concrete and targeted information about the compliance with publicity requirements and rules.

There are several practices how and where this information is required:

a) A separate chapter about communication: The information requested is usually about the communication activities carried out, outputs, results and in some programmes also information on target groups. In most cases the information is to be provided as a summary, but in a number of programmes also concrete lists of activities, outputs and results are required.

b) Communication related information is included in the reporting per work package: It is quite common that projects have a special work package on Communication. The reporting is in this case quite similar to reporting on other work packages.

c) Indicators section: Information and publicity indicators can be found in approximately half of the programmes analysed.

d) Project outputs list: It could be part of the indicators list or there is a separate list of outputs delivered during the reporting period.

e) "Double" reporting: Sometimes projects have to report on communication activities both, in the contexts described above and in a separate chapter.

f) tFinal report: Sometimes only the final report includes a separate chapter on communication activities where more analytical information is required such as: extraordinary successful measures, most important achievements, recommendations and lessons learnt, challenges and deviations from targets. Some programmes, however, also include information of this type in the progress report.

3.2.3 Investments/Pilot actions

Reporting on investments and pilot actions is very different in ETC programmes. While most of them do not explicitly require content related information on investments, some programmes require very detailed reporting. But even among those that require detailed reporting the structure of reporting is very different.

In all other programmes information on investments is only provided in relation to finances. In some programmes the indicators provide information on investments realised.

3.3 Partnership and project management

There are many different ways how programmes collect information on the partnership and project management and the level of detail required by the individual ETC programmes varies.

Project management

• In some programmes the work package Project Management is part of the application form and therefore the reporting on its progress is required.

• Alternatively other programmes have separate questions about Project Management. For example, they ask for a description/analysis of Project Management dynamics and activities.

• A considerable number of programmes are interested in detailed, technical information, such as:

- list of project management tools used to facilitate transnational cooperation;

- information on partnership meetings, respectively project (steering group) meetings,

- list of project steering committee members including justifications for project partners not being involved / represented;

- information on the involvement of project personnel and the personnel structure.

Partnership

• When reporting about the involvement of partners and division of tasks in each work package programmes usually require a description, but it might also occur that projects (alternatively or additionally) have to state who is the responsible and who the participating partners are.

• The most usual practice, though, is that reports include separate questions about the partnership where projects have to describe the involvement of project partners. Very often this information is linked to the description of problems and challenges. Also deviations from the plans according to the application form might have to be specified.

• Questions in the final report refer to a summarising assessment and evaluation of the project partnership.

3.4 Forecast

Only a limited number of programmes analysed require projects to make any forecasts in their progress report as regards future project implementation.
The information requested usually refers to the next reporting period and is to some extent combined with a description of problems and deviations foreseen.
Most often programmes ask for a forecast for activities and outputs, indicator values and expenditure in the next reporting period.

3.5 Problems, deviations and modifications

All of the programmes analysed require reporting of problems, deviations / delays and required modifications in project implementation compared to the approved application. The structure and detail of reporting varies to a large degree between programmes.

Reporting on modifications, deviations and delays is closely connected to reporting on problems as problems often cause the preceding. Therefore it is not surprising that many programmes combine questions on deviations and problems with each other (e.g. 'Changes and difficulties in the partnership', 'Changes/problems noticed during implementation of the activities'). In almost all of the programmes analysed a description of problems is combined with a description/suggestion of solutions to the problem (planned or applied solutions). The formulation 'Problems encountered and solutions found' can be found in many reporting forms.

Table 4: Terminology clarification

Term	Definition
Deviation	Deviation is any departure from the original plan presented in the application form. Deviations are minor modifications from the work plan (can be positive or negative in the sense of a delay) which (according to programme rules) don't require an 'official' change procedure, as opposed to modifications which require a change procedure (according to programme rules).
Delay	A period of time before an activity or delivery occurs, when the activity or delivery will take place later than originally planned. Departure from the time plan.
Modification	Change of the agreed-upon project scope as defined by the approved application form.

3.5.1 Problems, deviations, delays

All projects of the programmes analysed have to report on deviations and delays in the progress (and partly also final) reports, but there were several different approaches observed:

- Usually reporting on deviations means summarising and/or analysing the alterations occurred, giving explanations and outlining solution strategies.

- Information on deviations is in most cases part of other questions (e.g. project activities carried out including information about deviations).

- In programmes that require progress reporting per work package it is quite usual that each work package includes a description of deviations and delays with explanations, justifications, impact assessment and information on solution strategies applied. Usually, the report on deviations per work package does not include any budget modifications, which normally are to be specified in the finance section.

- Sometimes programmes use separate questions about deviations per topic (e.g. modifications to the partnership, deviations from budget plans etc.).

- Some programmes use broader questions where the project can mention any type of deviation (e.g. major modifications experienced or anticipated).

- A number of programmes require quite detailed information on any delays either as modification of the time plan or as a description of delays.

3.5.2 Project modifications

In all of the programmes analysed it is accepted that modifications to the approved application might occur. It is quite common in ETC programmes to split project modifications to different categories (see table below) which require different procedures.
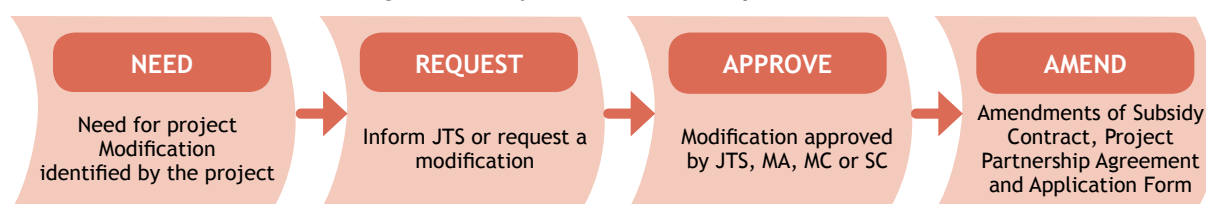
Table 5: Types of project modifications

Minor modifications	Major modifications
Administrative modifications (e.g. change of contact information, change of bank account)	**Modifications to the partnership** (e.g. partner drop-out, new partner)
Budget modifications below the flexibility rule	**Budget modifications above the flexibility rule**
Minor modifications of the project content (e.g. activity modifications, time-schedule related modifications)	**Significant modifications of the project content** (e.g. considerable extensions of project duration, indicator target modifications, objective modifications)

Minor modifications are usually modifications that are in line with the approved application and do not have any significant impact on the project implementation. In a number of programmes modifications of this kind do not require any formal modification procedure - sometimes the JTS has to be informed separately by the Lead beneficiary, in other cases a reporting of the change within the next progress report is regarded as sufficient.

Major modifications usually have a substantial impact on project implementation. Modifications of this kind require the submission of a project modification request form which has to be approved by the programme bodies (JTS, MA, MC or SC) prior to its coming into force. In most cases major modifications result in the amendments to the Subsidy Contract, Project Partnership Agreement and Application Form.

Many programmes have a **budget flexibility rule**, which means that projects are allowed to reallocate a certain budget amount between budget lines, work packages and sometimes also project partners without having to request for a change. In most programmes these types of budget modifications can be up to 20 % (often only 10 %) and are considered as minor (no need for approval).

Figure 2: Project modification procedure

NEED	REQUEST	APPROVE	AMEND
Need for project Modification identified by the project	Inform JTS or request a modification	Modification approved by JTS, MA, MC or SC	Amendments of Subsidy Contract, Project Partnership Agreement and Application Form

It depends on the programme how often modifications can be applied to the project. Some programmes do not have any limitations whilst others have restricted the number of modifications possible, for example:

• one budget reallocation below the flexibility limit per year,

• only one budget reallocation above the flexibility limit is allowed during the entire project lifetime,

• major modifications are only possible once during project lifetime,

• minor modifications may occur max. two times per year,

• partnership modifications are often always possible due to the external factors.

For a better overview a summary of approved modifications could be asked for (see example in the table below). It can be automatically generated from the monitoring system.

Table 6: Example of summary of modifications during the reporting period

List of project modifications[1] (content and finance related) compared to the application form occurred during this reporting period.			
Project modification	Justification of modification	Impact on project implementation	Date of modification approval (if needed)

[1] It is assumed that a programme has a separate procedure for approving project modifications, which varies depending on the type, size and impact of the change.

3.6 Finance

Information on financial performance has to be provided in all programmes. Reporting on finances means to a large extent the provision of financial tables, which are:

• mostly part of the progress report, which includes a separate chapter on financial activities (the finance report is in most cases preceded by the activity report);
• sometimes as a separate document that might or might not be submitted together with the activity report;
• often in the progress report annexes with an overview information in the progress report.

Often the project needs to provide the following information in the financial tables of the progress report:

• budget/eligible expenditure per budget line, work package, project partner;
• specification of expenditure usually by each project partner reporting costs grouped under different budget lines;
• budget/eligible expenditure per funding source (e.g. ERDF, national co-financing, IPA, ENPI);
• budget/eligible expenditure per area (e.g. Member State, Member State 20%, non Member State 10%, Norway, Switzerland, non eligible area etc.);
• information on revenue.

In some programmes other specific information on expenditure items in the reporting period is requested e.g. on-the-spot controls, VAT, reimbursements of ERDF, in-kind contributions, expenditure forecasts and other issues.

The structures of the financial tables can be very different between programmes. Often as much information as possible is combined in one table (e.g. eligible expenditure per budget line and work package with different sections for partners from different areas). Many tables used as part of the report include information on (usually pre-filled or automatically calculated):

• Total amount (after all modifications)
• Previously reported expenditure (accumulated amount from all previous reports)
• Expenditure in the current reporting period
• Total amount reported so far (i.e. previously reported and expenditure in the current reporting period)
• Remaining amount to be spent
• % of remaining budget

Half of the programmes analysed require an analysis of financial implementation and a description and explanation of problems and deviations (both in the regular progress report and final report). Very often a justification of over and under-spending in the reporting period needs to be provided.

3.7 Project quality characteristics

Many programmes ask (especially in their final reports, but also as part of the progress reports) about the involvement of stakeholders, the added-value of cooperation, the relevance and impact of the project carried out and the fulfilment of horizontal principles. All this information gives an indication of the quality of a project.

Table 7: Analysis findings for project quality aspects

Topic	Analysis findings
Stakeholder involvement	Not all, but some programmes require a detailed description of the involvement of stakeholders outside the partnership such as: • other actors and organisations, • the general public, • target groups, • third country partners, • stakeholders from different sectors/levels, • links to other projects and programmes (both EU / Interreg projects and others).
Added value of cooperation	Many programmes include some questions about the added value of the cooperation (transnational or cross-border) in the progress or final report. Projects need to describe/ analyse the added value often using examples to justify their assessment. Sometimes the question on added value is part of another question covering several aspects (e.g. contribution of cooperation to project achievements - benefits, lessons learnt, added value of cooperation).
Project relevance/ impact	The following information is often requested in order to illustrate the relevance and impact of projects: • description of innovative character of the project, • contribution to regional strategies, important policies, policy influence, • description of the contribution to the programme/programme priority objectives, • impact on job creation (could be part of indicators), • benefits for the project/programme area.
Horizontal principles	Some programmes ask generally about the project's contribution to equal opportunities and/or sustainable development, whereas others ask in a more targeted way, e.g. concrete steps and activities to enhance equal opportunities, project's contribution to horizontal principles in comparison with the approved application. In a number of programmes the information beyond indicator values is required, particularly in final reports. A couple of programmes also use questions with pre-defined answering categories.

3.8 Final report topics

In the final report questions about the overall implementation progress are often of a more analytical character than in the regular progress reports. They might e.g. include an analysis of project activity and outcome performance or an assessment of aims and objectives achieved.

Table 8: Overview of final report questions used

Topic	Reporting questions[2]
Project highlights	• The most significant achievements • The most interesting results • The biggest successes
Project results	• Explanation and justification of any discrepancies (including reasons) between planned and realised results and outputs • Impact of underachievement • Unexpected results – additional outputs and results that cannot be captured by programme official statistics • Description of whom results were used by during project lifetime • Description how the results will be maintained and developed further after project end • Availability of project results and outputs for general public after project closure
Project impact	• Impact already realised • Impacts expected in foreseeable future • Links developed with other projects • Summary of spin-offs, approaches, strategies and investments that may have resulted from the project

[2] In some programmes these questions are used already in the progress report.

Topic	Reporting questions[2]
Lessons learnt	• Experiences made • Good and bad practices • Success factors • Difficulties occurred during project implementation • Major problems and lessons learnt from the management and content point of view
Evaluation of transnational / cross-border cooperation	• Partners involvement • Partner effectiveness • Involvement of other stakeholders (from different sectors) • Added value • Unforeseen effects • Balance between benefits and challenges
Communication and dissemination	• Most successful communication tools • Awareness raising of general public and media involvement • Reaching political commitment and influencing decision makers • Reaching other target groups
Future outlook	• Future challenges expected in the filed of content the project was dealing with • Description of opportunities for further transnational / cross-border exchange and cooperation in chosen thematic field • Future cooperation even without funding

3.9 Feedback about the programme and programme support

Some programmes analysed ask their projects in the final report to give feedback about the programme. In most cases projects are required to evaluate the support given by the JTS, but some programmes also include questions referring to programme implementation in general. Programmes are using open questions and/or rating scales to gather feedback.

Examples of questions used in feedback reports:

• Evaluation of technical implementation and project management: What worked out well, what not? What would partners do differently now?

• Partners satisfaction with project implementation

• Evaluation of programme documents

• Proposal to improve communication and capitalisation on programme level

• Feedback on cooperation with JTS

• Strong and weak points of the programme

• One wish for the programme for the next period