PROJECT MONITORING & EVALUATION GUIDELINES

OPTIMA

Open Practices, Transparency and Integrity for Modern Academia

VERSION 2.2
PUBLIC

The project monitoring & evaluation guidelines provide comprehensive information concerning the monitoring of the project and highlight the interrelation between the monitoring process and the other elements of the project.
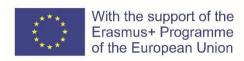
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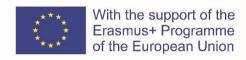
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4.1. Internal monitoring and evaluation			
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Authors	*Albina Tsiatkovska, Pavlo Zhezhnych, Oleksandr Berezko*		
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Table of Contents

1. Introduction

The project monitoring & evaluation guidelines provide comprehensive information concerning the monitoring of the project and evaluating its implementation together with highlighting the interrelation between the monitoring process and the other elements of the project. The objective of the Guidelines is to present to the project team information on various existing tools aimed at facilitating evaluation at the project design, implementation or monitoring, and project completion, and operation stages, including ex-post evaluation of completed project.

Monitoring is an important and mandatory step in the project implementation process. Monitoring includes the systematic and continuous collection, processing, analysis of information carried out in order to analyze the achievements and progress in the project or identify risks and problems in the process of its implementation.

Evaluation is a useful tool to enhance project performance. It is an objective, independent and systematic examination of the extent to which a programme or project has achieved (or is achieving) over time its stated objective and, therefore, is meeting the needs and priorities of Member States. Evaluation assesses the efficiency, effectiveness, relevance, impact, and sustainability of a programme or project

These guidelines are designed to support users of evaluation activities at all stages of the project cycle, in order to assist in improving project performance.

2. General approach to monitoring of the project

Projects pursue certain objectives. Objectives are defined as the desired effects of the action. The achievement of project objectives can be measured in terms of: inputs (e.g. financial, human, technical, physical or other resources invested in an action), outputs (that which is accomplished with the inputs), results (initial impact) and outcomes (longer term impact).

Project monitoring is an integral part of day-to-day management. It provides information by which management can identify and solve implementation problems, and assess progress. Project monitoring is closely related to the project cycle management essential elements, therefore the following basic issues need to be regularly monitored:

- Which Activities are underway and what progress has been made (monthly analysis - performed during regular project team meetings)?
- At what rate are means being used and cost incurred in relation to progress in implementation (half-yearly analysis)?
- Are the desired results being achieved (half-yearly analysis)? (*efficiency*)
- To what extent are these results furthering the project purpose (half-yearly analysis? (*effectiveness*)
- What changes in the project environment occur? Do the assumptions hold true?

Project management checks how the objectives are met, and analyses the changes in the project environment including key stakeholder groups, local strategies and policies. If progress falls short, corrective action has to be taken. Details of any action have to be included in the next progress report.

2.1.   Monitoring criteria

Monitoring must assess in particular the following aspects and answer the respective questions concerning the implementation of the project; the RE-USE criteria are:

Relevance: The appropriateness of project objectives to the problems that it was supposed to address, and to the physical and policy environment within which it operated, including an assessment of the quality of project preparation and design – i.e. the logic and complete-ness of the project planning process, and the internal logic and coherence of the project design.

To what extent are the pro-gramme's objectives pertinent to the evolving needs and priorities at both national and EU levels?

Effectiveness: An assessment of the contribution made by Results to achievement of the Project Purpose, and how Assumptions have affected project achievements.

How far have the programme's results and outcomes contributed to achieving its specific and general objectives?

Utility: (impact) The effect of the project on its wider environment, and its contribution to the wider sectoral objectives summarised in the project's Overall Objectives, and on the achievement of the overarching policy objectives of the EC.

How do the programme's results and outcomes compare with the needs of the target population?

Sustainability: An assessment of the likelihood of benefits produced by the project to continue to flow after external funding has ended, and with particular reference to factors of ownership by beneficiaries, policy support, economic and financial factors, socio-cultural aspects, gender equality, appropriate technology, environmental aspects, and institutional and management capacity.

To what extent can the positive changes be expected to last after the programme has been terminated?

Efficiency: The fact that the Results have been achieved at reasonable cost, i.e., how well inputs/means have been converted into Results, in terms of quality, quantity and time, and the quality of the Results achieved. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.

How economically have the various inputs been converted into outputs, results and out-comes?

2.2. Principles of monitoring and evaluation within the OPTIMA project

M&E efforts within the project should, at a minimum, include the following aims:

- Assess progress made towards achieving the expected outcome. This entails analysing the extent to which the intended outcome is going to be achieved (after completion of the project);
- Highlight factors contributing to, or impeding the achievement of, the outcome. This necessitates monitoring the project context and assumptions;
- Assess whether or not outputs are being achieved as planned and the extent to which they will contribute to the outcome. This also entails monitoring the implementation arrangements;
- Analyse timeliness and efficiency in the completion of planned activities;
- Highlight lessons to be drawn for knowledge creation and sharing.

2.3. Quality control and monitoring

Quality assurance and control is a very important part of the project. These processes allow evaluating achievements of the project objectives.

Therefore, periodical control and monitoring of the project outcomes will be adopted providing the following 4 evaluation outcomes:

1) Internal monitoring and evaluation.
2) Assessment of academic integrity awareness and Open Science recognition levels.
3) Teaching quality evaluation of academic courses and open online course on Open Science.
4) Audit.

2.4. Internal monitoring and evaluation of the project

Quality assurance requires the following preparations:

- the monitoring & evaluation guidelines;
- elaborated calendar of monitoring & evaluation;
- elaborated template of evaluation questionnaire for the participants.

The internal monitoring and evaluation are performed monthly (M3-36) by SC and are represented by 4 indicators of progress.

- 4.1.1. Established Steering Committee during Kick-off meeting (M2, a report from project partners)
- 4.1.2. Availability of guidelines (M2, a report from project partners)
- 4.1.3. Four Steering Committee meetings during multiplication events (M11/17/23/35, reports from Steering Committee)
- 4.1.4. Three internal Quality reports (M8/20/32, reports from SC)

3. Objectives and indicators of the project

3.1.   Main objectives

The general objective of the project is improving the quality of higher education in Ukraine by increasing the level of academic integrity through bringing open practices and transparency.

All activities are directed to achieve the general objective by three project specific objectives:

1) Introducing a new quality assurance mechanism - online open peer review platform for transparent research results evaluation at academic conferences in Ukrainian HEIs.
2) Foster EU-Ukrainian cooperation and internationalization of Ukrainian HEIs by building an international online virtual community of peer reviewers and researchers within the online peer review platform.
3) Raising awareness on academic integrity and Open Science, improvement of open practices and Open Science skills at Ukrainian HEIs and society at large through implementation of new subjects on open practices within modernised academic courses and open online course.

The first group of activities is focused on online open peer review platform for transparent research results evaluation. The platform is planned to be a tool for supporting and organizing at least 10 academic conferences in Ukraine by introducing open principles and practices.

The second group of activities concerns of EU-Ukrainian cooperation through the open science virtual community of peer reviewers and researchers. The virtual community will be supported by means of the open peer review platform. The virtual community should involve leading experts and researchers in open science from EU countries.

The third group of activities includes:

- training workshops on best practices on Open Science;
- development of 5 new academic subjects on Open Science for Master students and PhD candidates;
- development of open online course on Open Science;
- organizing an awareness campaign on academic integrity at 20 secondary schools in Lviv, Vinnytsia, Lutsk and Sumy.

3.2.   General KPIs

All the project WPs are associated with the following complex indicators:

1) Uptake of open peer review platform.
2) Level of international researchers and peer reviewers involvement.
3) Level of awareness on academic integrity and Open Science.
4) Number of modernized academic courses, new subjects, and students/PhD candidates successfully taught.
5) Uptake of open online course on Open Science.

The quality of project outcomes will be evaluated by these 5 indicators.

3.3. Outcomes' KPIs

General indicators include 43 indicators of progress of outcomes producing. So, each indicator is related to only one outcome, but one outcome can be measured by one or several indicators of progress.

WP	WP Leader	Activity	Output / Outcome	Indicator of progress
WP1	TU GRAZ	1.1., 1.2. Training workshops on best practices on OS and specifically OPR in TU GRAZ / on best practices on OS and Open Educational Resources in UCA	1.1. Learned best practices on Open Science	1.1.1. Number and diversity of EU trainers and Ukrainian trainees (trained trainers on OS)
		1.3. Training workshop on best practices on web development and web accessibility in WUST	1.2. Learned best practices on web development and web accessibility	1.2.1. Num. of trained developers able to deploy OPR platform
		1.4.Identifying and establishment of requirements to the OPR platform	1.3. Requirements to the open peer review platform	1.3.1. Availability of requirements to OPR platform
		1.5. Identifying and establishment of requirements to new subjects on OS	1.4. Requirements to updated courses with new subjects on Open Science	1.4.1.Availability of requirements to 5 new subjects on OS
		1.6. Identifying and establishment of requirements to open online course on OS	1.5. Requirements to open online course on Open Science	1.5.1. Availability of requirements to online course on OS
WP2	LPU	2.1. Software environment configuration	2.1. Environment for the open peer review platform	2.1.1. Avl. of software environment
		2.2. Development, testing and launching of the OPR platform	2.2. Open peer review platform	2.2.1. Uptake of OPR platform
		2.3. Providing support for the OPR platform functioning	2.3. Support services	2.3.1. Avl. of support services
				2.3.2. Num. of requests on user support
WP3	TU GRAZ	3.1. Development of new academic subjects on OS for Master students and PhD candidates, 3.2. Preparation of content for 5 handbooks on OS, 3.3. Updated courses accreditation	3.1. New academic subjects on Open Science for Master students and PhD candidates	3.1.1. Avl. of 5 new subjects on OS
		3.4. Development, testing and launching of open online course on OS	3.2. Open online course on Open Science	3.2.1. Uptake of open online course on OS
WP4	NAQA	4.1. Project internal monitoring, risk management and steering	4.1. Internal monitoring and evaluation	4.1.1. Established Steering Committee during Kick-off meeting
				4.1.2. Avl. of guidelines
				4.1.3. 4 Steering Comm. meetings during mult. events
				4.1.4. 3 internal Q reports
		4.2. Conducting complex academic Integrity and OS surveys	4.2. Assessment of academic integrity awareness and Open Science recognition levels	4.2.1. Avl. of reports on academic integrity awareness and OS recognition levels
		4.3. Evaluation of teaching Q of academic courses and effectiveness of open online course on OS	4.3. Teaching quality evaluation of academic courses and open online course on Open Science	4.3.1. Num. of students and PhD candidates, that successfully completed learning
				4.3.2. Num. of e-learners successfully taught
				4.3.3. Learners' feedback
		4.4. External financial audit	4.4. Audit	4.4.1. Avl. of 1 audit report
WP5	Vasyl' Stus DonNU	5.1. Promotion of project outputs and activities	5.1. Promotion of project outputs and activities	5.1.1. Completed promotional campaign for confs. managers
				5.1.2. Completed promotional campaign for peer reviewers
				5.1.3. Completed promotion of supported confs., mult. events, face-to-face and online courses
				5.1.4. Completed awareness campaign on academic integrity at Ukr. schools
		5.2. Selection of academic confs to be supported, 5.3. Mentoring academic confs' managers and supporting academic confs with the	5.2. Support of academic conferences	5.2.1. Num. of supported conferences (10)
				5.2.2. Num. of submitted and accepted papers
		5.4. Virtual community management	5.3. Active and guided virtual community of peer reviewers	5.3.1. Num. and activity level of community members and managers
				5.3.2. Num. of published reviews and discussions
		5.5., 5.6., 5.7. Organizing mult. events in Vasyl' Stus DonNU / LutskNTU / SumDU, 5.8. Organizing Ukrainian OS Forum in LPU	5.4. Multiplication events	5.4.1. Carried out 4 mult. events
				5.4.2. Num. and diversity of mult. events participants
				5.4.3. Avl. of live streaming of mult. events
				5.4.4. Num. of online attendees
		5.9. Online publication of project news, results and achievements	5.5. Online and offline publications	5.5.1. Avl. of project website
				5.5.2. Num. of publications
		5.10. Publication of 5 handbooks on OS	5.5. Online and offline publications	5.5.3. Avl. of 100 hard copies of each of 5 printed handbooks on OS
WP6	LPU	6.1. Organizing Kick-off meeting in LPU, 6.2. Establishment of project common methodology, 6.3. Publishing of project handbook	6.1. Project handbook	6.1.1. Avl. of project handbook
WP6	LPU	6.4. Project coordination	6.2. Project coordination performed	6.2.1. Avl. of signed partnership agreements
WP6	LPU			6.2.2. Performed consortium meetings at workshops and mult. events
WP6	LPU			6.2.3. Performed monthly and on-demand online consortium meetings
WP6	LPU			6.2.4. Avl. of internal reports
WP6	LPU	6.5. Purchasing hardware equipment	6.3. Equipment purchased	6.3.1. Avl. of hardware
WP6	LPU	6.6. Project financial management	6.4. Project financial management performed	6.4.1. Avl. of financial reports
WP6	LPU	6.7. Meetings with E+ representatives, 6.8. Reporting to E+	6.5. Communicating and reporting to Erasmus+	6.5.1. Avl. of interim and final reports to E+

4. Tangible results

The project performance will be evaluated by tangible results. Eventually, it's not important what activities are conducted, but it's very important what results are achieved at the end of the project's activities.

All the project results will be in Ukraine and will be oriented on Open Science knowledge transfer from EU partners to Ukrainian academic community and on cultivating academic integrity and open principles in Ukraine.

All WPs from first to fifth will produce tangible results.

4.1. WP1 tangible results

The aim of WP1 is to prepare the Ukrainian partners to advance the main project objectives. The WP will produce the following envisaged results:

- learned best practices on Open Science, web development and web accessibility;
- requirements to the open peer review platform, to new subjects on Open Science, and to open online course on Open Science.

There are 5 indicators of progress:

- 1.1.1. Number and diversity of EU trainers and Ukrainian trainees (trained trainers on OS)
- 1.2.1. Num. of trained developers able to deploy OPR platform
- 1.3.1. Availability of requirements to OPR platform
- 1.4.1. Availability of requirements to 5 new subjects on OS
- 1.5.1. Availability of requirements to online course on OS

4.2. WP2 tangible results

The aim of WP2 is development of OPR platform.

The platform will allow peer reviewing of submitted papers in transparent manner.

Also, it will provide the basement for development of international online virtual community of peer reviewers and researchers.

The platform will be used for supporting of 10 selected academic conferences.

There are 4 indicators of progress:

- 2.1.1. Avl. of software environment
- 2.2.1. Uptake of OPR platform
- 2.3.1. Avl. of support services
- 2.3.2. Num. of requests on user support

4.3. WP3 tangible results

The WP3 aims at the development of new academic subjects and online course on OS.

The teaching materials will be put into 5 handbooks on OS.

The proposed list of new subjects for existing Master and PhD academic courses is:

- Open Science Practices (PhD level)
- Open Science in Ecology (Master level)
- Open Science in Information Management (Master level)
- Open Science in Biology (Master level)
- Open Science in Chemical Technology (Master level)

The online course on OS will be developed with the help of "Examenarium" e-learning platform hosted by SumDU.

There are 2 indicators of progress:

- 3.1.1. Avl. of 5 new subjects on OS
- 3.2.1. Uptake of open online course on OS

4.4.　WP4 Tangible results

The aim of WP4 is to provide quality assurance of the project outcomes. The WP will produce the following main results:

- assessment of academic integrity awareness and Open Science recognition levels;
- teaching quality evaluation of academic courses and open online course on Open Science.

There are 9 indicators of progress:

- 4.1.1. Established Steering Committee during Kick-off meeting
- 4.1.2. Avl. of guidelines
- 4.1.3. 4 Steering Comm. meetings during mult. events
- 4.1.4. 3 internal Q reports
- 4.2.1. Avl. of reports on academic integrity awareness and OS recognition levels
- 4.3.1. Num. of students and PhD candidates, that successfully completed learning
- 4.3.2. Num. of e-learners successfully taught
- 4.3.3. Learners' feedback
- 4.4.1. Avl. of 1 audit report

4.5.　WP5 Tangible results

WP5 will focus on dissemination efforts:

- launching of OPR platform;
- support of conferences and 4 multiplication events;
- release of open online course on OS;
- publishing of handbooks.

The WP will produce the following envisaged results within the project:

- support of 10 academic conferences with the OPR platform;
- active Open Science virtual community;
- multiplication events in Vinnytsia, Lutsk and Sumy;
- Ukrainian Open Science Forum in Lviv;
- various publications of project news, results and achievements;
- published 5 handbooks on OS.

There are 15 indicators of progress:

- 5.1.1. Completed promotional campaign for confs. managers
- 5.1.2. Completed promotional campaign for peer reviewers
- 5.1.3. Completed promotion of supported confs., mult. events, face-to-face and online courses
- 5.1.4. Completed awareness campaign on academic integrity at Ukr. schools
- 5.2.1. Num. of supported conferences (10)
- 5.2.2. Num. of submitted and accepted papers
- 5.3.1. Num. and activity level of community members and managers
- 5.3.2. Num. of published reviews and discussions
- 5.4.1. Carried out 4 mult. events
- 5.4.2. Num. and diversity of mult. events participants
- 5.4.3. Avl. of live streaming of mult. events
- 5.4.4. Num. of online attendees
- 5.5.1. Avl. of project website
- 5.5.2. Num. of publications
- 5.5.3. Avl. of 100 hard copies of each of 5 printed handbooks on OS

5. Monitoring the elements of the project

5.1. Monitoring activities and resources.

In relation to the M&E of activities and resources, the concern is to ascertain whether:

a. Planned activities and tasks are being (or have been) implemented in a timely manner;
b. Resources are being (or have been) used in an optimal manner (efficiently).

For these purposes, the project operational plan (workplan) and budget established at the planning and design phase, serve as key reference documents.

The M&E of activities and resources start automatically with the launching of the project. The project workplan should identify the main project milestones and the critical path of the project. Deviations occur all the time, but not all deviations are equally important. M&E should focus on these two aspects. In case of deviations from the critical path it is essential to identify timely corrective or remedial actions.

4.1. Internal monitoring and evaluation

The follow up of critical paths and meeting of deadlines, resource usage is the responsibility of the project partners, while the responsibility for overall resource monitoring lies primarily with the project coordinator.

Resources need to be available at the time required in sufficient quantities and quality. The time required for making them available is often underestimated. This concerns both human resources and physical resources. To ensure the project's liquidity, availability of funds for the future must always be monitored, including situation of the budget, exchange rates, etc. If tar-get groups contribute to financing project activities, it must be assured that they can meet the requirements. Purchase of equipment, contracting for works and supplies will have to follow the applicable rules. Project management has to ensure that planning of activities reflects the time required to mobilise the resources.

5.2. Monitoring assumptions

While activities and results are very often regularly monitored, adequate monitoring of assumptions and risks is rather rarely done. As for results, assumptions can also be tagged with indicators and sources of verification. Monitoring assumptions should provide an overview of the achievement (or progress towards) the assumptions, and relevant remarks and suggested corrective action. Project management is asked to react as immediately as possible if assumptions do not hold true and jeopardise project success, e.g. through adjusting planning, convening meetings with concerned parties and partners.

5.3. Monitoring of the project deliverables (results)

The monitoring of results is based on the indicators for the results (Outcomes' KPIs presented in the 1.1. Section). The indicators represent the desired situation at a specific time or at the end of the project period. However, this may not be sufficient for managing the project, since very often decisions have to be taken at shorter intervals to control implementation. Therefore, results may have to be broken down in interim results and described by additional Indicators that cover the relevant planning period.

Progress is assessed by comparing an initial situation with the current situation. When establishing the initial situation (which should have been done during project preparation, and updated during the inception period), it should be kept in mind that a wide range of data collection methods exist, and that the simplest and clearest methods certainly are the most useful.

Internal monitoring and evaluation of the project deliverables

Internal monitoring is intended to help the project partners to product high level reports and receive feedback on the activities and documents before sending them to the project coordinator.

The internal monitoring is realized through the internal review of the thematic report of the specific deliverable by the project partner, not directly involved in organising the activity. The

project partner is assigned to review the specific deliverable on the beginning of the project (see the table with internal reviewers).

The partner responsible for the specific deliverable (usually the performer) sends the report and all the relevant materials to the internal reviewer 2 weeks before the deadline for this deliverable (it could be sent earlier if the activity was performed earlier). The internal reviewer assesses the documents and send his/her feedback to the performer with the comments during one week. The performer takes the comments into account and submit the final report to the coordinator.

External monitoring and evaluation of the project deliverables

The key project deliverables such as materials for new academic subjects on Open Science for Master students and PhD candidates; handbooks on Open Science; online course on Open Science and Open Peer Review platform must be externally evaluated by EuroDoc representatives.

EuroDoc can involve other experts not directly involved in the project in the quality assessment of the project deliverables.

5.4. Monitoring impacts

Impact monitoring specifically analyses the following elements:

•Project effectiveness (doing the right things) and beyond, i.e. the positive and intended impacts.

•The side effects not included in the log frame.

•The negative impacts.

These effects and impacts may become evident during the course of a project or only later. Impact monitoring should be set up during the course of a project. Apart from the project level, the analysis becomes most important for evaluation, strategic future project identification and formulation.

6. Monitoring and evaluation tools

A range of tools can be applied to M&E. This includes performance management and reporting as well as organizational relations for monitoring. A mixture of tools is recommended in order to ensure that M&E is balanced with other project management functions, and is useful and relevant in achieving its purpose. The following tools and mechanisms are proposed for the M&E of the project: financial reporting; content reporting, dissemination reporting.

Generally, the reporting mechanism provides separate reporting for 6-month periods. At the same time, each partner is obliged to upload reporting documents for each type of reporting in a timely manner. Each project partner is responsible for permanent M&E of the activities it is organising and involved in and the use of funds allocated to it.

6.1. Financial reporting.

Each project partner is responsible for use of funds allocated to it. The following documents are to be sent to the project coordinator to prove the costs:

- Time-sheets on the staff costs;
- Documents that prove the employment status of the staff
- Joint declarations;
- Individual travel reports.

The above-mentioned documents are to be uploaded to the cloud (Ms Teams) folder within 2 weeks after the payment has been proceeded, but in no case later than the end of the half year reporting period.

The half year financial report is a general report that contains joint information on all expenses during the reporting period and has to be sent to the project coordinator according to the calendar of monitoring and evaluation.

The template is available at: https://www.eacea.ec.europa.eu/grants/2014-2020/erasmus/capacity-building-field-higher-education-2020_en

6.2. Content reporting.

Content reporting is intended to demonstrate the deliverables and activities within the project.

Content reporting includes filling in a general table on the results of the project and uploading the materials of the event.

The materials of the event include the program of the event, the list of participants, materials (presentations, thematic developments, photos, videos, information materials), the form of the survey, the results of the survey.

The project partner responsible for conducting an activity is mainly responsible for reporting on it. The WP leader takes control over the reporting of the event performer.

The project coordinator monitors the thematic reporting every six months.

6.3. Dissemination reporting

Dissemination reporting is intended to demonstrate how much the project itself and its deliverables are being popularised.

Dissemination reporting is implemented through filling in the table for dissemination of the project and its activities.

Each project partner has to update the table every time the dissemination occurs. Every six months the table has to be submitted to the project coordinator.

Type of dissemination (web-site, social media, conference, meeting etc.)	Audience (target group, number)	Link, photo, video, etc.	Date, place (if applicable)	Other information

6.4. Self-evaluation

Self-evaluation is the process of self-reflection during which an individual, group of individuals, or an institution, critically reviews the: quality, relevance, efficiency, effectiveness and sustainability of the work they have performed against expected results and/or established criteria. In the TC context, a self-evaluation can be conducted at both project and country programme levels. The main purpose is to assess the extent to which the intended results have been achieved (outputs) or are likely to be achieved (outcome), and to highlight lessons to be learned and recommendations for continual improvement. The scope of self-evaluations covers the evaluation criteria of relevance, efficiency, effectiveness, and sustainability/ownership. The process is formative rather than summative even if the implementation is recommended at the end of projects and country programmes.

7. Conclusion

Monitoring is a core component of strategies. It needs to cover processes (such as the quality and coverage of participation and information systems), outcomes, and the changing baseline.

4.1. Internal monitoring and evaluation

Monitoring is not a separate exercise. On the contrary, process and outcome indicators need to be considered on a regular basis by stakeholders at the same time as vision and objectives.

A review of experience shows that successful approaches share certain characteristics. They set priorities and establish a long-term vision; seek to promote convergence between already existing planning frameworks; pro-mote efficiency; can demonstrate commitment; and are built on appropriate participation. Lower levels of success can be attributed to strategies that over-emphasise an issue, take the form of one-off, separate initiatives, and are exclusively top-down. Strategies that have been presented as new concepts, have undermined existing processes and wasted scarce resources by starting new processes from scratch. In addition, many strategies have failed to address the deep economic, social and institutional changes needed for achieving any major aim.

An effective strategy for projects brings together the aspirations and capacities of the stakeholders to create a vision for the future, and to work tactically and progressively towards it. It identifies and builds on "what works", improves integration between approaches, and provides a framework for making choices where integration is not possible.

8. Annexes

Annex 1. Calendar of monitoring & evaluation

Type of activity	Schedule (Mn) where "n" is the number of the month of project implementation (due)
Project internal monitoring, risk management and steering	Monthly and 3 internal monitoring due: M8, M20, M32 – August 2021, August 2022, December 2023
Preventive monitoring (NEO Ukraine)	M9 – September 2021
Financial reporting to the project coordinator	M12, M18, M24, M30, M36 – December 2021, June 2022, December 2022, June 2023, December 2023
Content reporting to the project coordinator	M7, M13, M19, M25, M31, M36 – July 2021, January 2022, July 2022, January 2023, July 2023, January 2024
Dissemination reporting to the project coordinator	M7, M13, M19, M25, M31, M36 – July 2021, January 2022, July 2022, January 2023, July 2023, January 2024
External financial audit	M36 – December 2023
Reporting to Erasmus+	M9, M22, M36 – September 2021, October 2022, January 2024

Annex 2. Template of evaluation questionnaire

1. How satisfied were you with the event? (1 to 5)
2. Did you have any issues registering for or attending this event? (yes/no)

3. How relevant do you think it was for OPTIMA Project? (1 to 5)
4. Please indicate your satisfaction with the following aspects of the event:
    a. Venue/ Event Platform
    b. Speakers
    c. Quality of Sessions
    d. Amount of Sessions Offered
    e. Date(s) of Event
    f. Organization in general
    g. Content
    h. Duration of the particular sessions
    i. Tutor's contact with the audience
    j. Content presentation pace
    k. Presentation quality
5. Was the event to long, too short or about right?
6. Do you have any additional comments to the event`s logistics?
7. How familiar were you with the topics before the event?
8. Please, list strong points of the event.
9. Please, list weak points of the event.
10. What topics would you like to see more of at our next event?
11. Is there anything else you`d like to share about the event?