



**Strategic
Partnership
on Inclusion**

COMMON MONITORING REPORT
STRATEGIC COOPERATION PROJECTS AND PARTNERSHIPS
IMPLEMENTED BY THE ERASMUS + YOUTH IN ACTION NATIONAL AGENCIES

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Executive summary

Background

For the period 2016 – 2019, the Erasmus+ Youth in Action in Action National Agencies, together with other partners, got involved in five different strategic cooperation projects and partnerships:

- EGL = Europe Goes Local - Supporting Youth Work at the Municipal Level – TCA initiative coordinated by JINT – the NA of Belgium-Flanders
- SPI = Strategic Partnership on Inclusion - TCA initiative coordinated by SALTO Inclusion
- AAA = Aware and Active – KA3 project coordinated by IZ - Austrian NA
- BPE = Becoming a part of Europe – KA3 project coordinated by ANG – Italian NA
- HRE = Youth for Human Rights – Network project of Erasmus+ NAs to mainstream Human Rights Education in the field of Youth – KA3 project coordinated by the Archimedes Foundation – Estonian NA

The strategic cooperation projects and partnerships all aim at the following:

- Have a more coordinated and strategic approach towards the professional initiatives, actions and activities of the NA-network
- Identify themes and objectives that concern most of the NAs
- Bring about more sustainable results within the NA-network
- Have a stronger impact on issues closely related to youth policies and youth work both at European and National level

The strategic partnerships differ from each other in many ways due to their different frames of reference and financial backgrounds:

- The KA3 projects are based on an agreement between the implementing NAs and the Commission within the Erasmus+ programme key action 3 for policy reforms. They last 3 years.
- The SPI and EGL are based on the TCA-agreements between the coordinating NA and the partners. These agreements have to be renewed every year to continue the projects.

In these forms or in another, strategic cooperation between National Agencies will most probably continue in the future. Therefore, it was considered beneficial to monitor some aspects of the strategic cooperation projects and partnerships so that their achievements, challenges and lessons can be used in the future.

Monitoring

The objectives of the monitoring of the strategic cooperation projects and partnerships implemented by the Erasmus + youth National Agencies are:

- To assess the task division and different levels of involvement, decision-making, communication, added value and resource allocation in each partnership and identify the tendencies, similarities and differences (if any) in these fields between them.
- To draw conclusions and lessons from these fields to inform, at first, the current management and the future cooperation among NAs in similar joint projects and initiatives.

Overall monitoring has been done on the basis of the project partners' self-assessment. Monitoring was done by the "NAs for the NAs" with a focus on the "internal kitchen" of the projects and for the benefit of future cooperation projects.

Fields and questions

Task division and different levels of involvement	<ul style="list-style-type: none"> • What are the roles and tasks in the strategic projects and partnerships? • Which tasks are covered by the coordinating NA and which by the partner NAs? • Which tasks are outsourced? • Were the task division and different levels of involvement of the different partners clear? • What documents are available to describe the different tasks? • Did the tasks change or evolve during the project? Why? Any difficulty or tension? How were the difficulties overcome?
Communication	<ul style="list-style-type: none"> • How did partners communicate internally (roles, target groups, contents, channels, regularity, face to face vs. online)? Did it work efficiently? Any difficulty / variation/ influencing factor along the project? How were the difficulties overcome? • Which were the external communication mechanisms with other actors in the field (roles, target groups, contents, channels, regularity, face to face vs. online)? How were the tasks divided between the coordinating NA and partner NAs in external communication? Did it work efficiently? Any difficulty / variation/ influencing factor along the project? How were the difficulties overcome?
Decision-making	<ul style="list-style-type: none"> • How were functions and competencies distributed? • What was the decision-making structure like in each project? • During the project, did decision-making follow the existing procedures/ structures? Was there any exception? If so, why?
Allocation of resources	<ul style="list-style-type: none"> • How were the resources distributed? Were they centralised or distributed? For which concepts? How did the allocation of resources influence project implementation? • How did the NAs deal with non-budgeted resources (including, eventually, extra working time/hours)? Was it manageable / too heavy a load?
Interaction between the European and the national level	<ul style="list-style-type: none"> • Did the partnership generate few or many synergies between the European and the national level? What synergies? Why? • Did participation in the partnership bring few or many benefits at national level? Why? • Were the challenges (in the interaction between the European and the national level) serious or irrelevant? What were the challenges? What were the reasons? • What should change or improve in the interaction between the European and the national level?
Added value	<ul style="list-style-type: none"> • What was the added value of the strategic partnership for the different national agencies compared to an ordinary TCA-activity? In the short term? In the long term?

Methods and sources of information

Desk research. Not the entire documentation of strategic cooperation projects and partnerships was analysed. The relevant files for the monitoring were:

- project proposals and concept papers
- minutes of steering group and coordination meetings
- internal and/or external evaluation reports
- reports of key/main activities

For each strategic cooperation project, interviews with and online questionnaires addressed to the project coordinators, NAs staff in charge, evaluator(s), steering group members and facilitators of key activities

Findings and conclusions

In the central part of this report, the findings on the above-mentioned fields and questions are presented first. The task division and different levels of involvement, communication, decision-making, allocation of resources, interaction between the European and the national levels and the added value of the strategic cooperation projects and partnerships are analysed separately and, for some fields, in a comparative manner between the different strategic projects and partnerships.

Afterwards, on the basis of this analysis and of their own internal evaluation, conclusions are drawn for each strategic cooperation project and partnership.

Within the scope of overall monitoring, these findings and conclusions were the last step before achieving its ultimate purpose: the drawing of common lessons. Therefore, they are not detailed in this executive summary.

But the findings and conclusions are relevant and of high interest to each strategic project and partnership. They have been already used in several internal reflection and evaluation spaces. Readers of this monitoring report are invited to selectively go through them.

Common lessons

On the basis of the findings and conclusions, common lessons were identified and clustered around the five initial questions of the monitoring:

- What is the added value of a strategic partnership compared to ordinary TCA-projects?
- What are the most suitable structures and formats for a strategic cooperation project within the NA-network?
- How to consider the needs and capacities of the project partners in planning?
- What are the best tools, channels and methods for internal communication?
- What can guarantee a sustainable result in strategic partnerships?

Added value

(What is the added value of a strategic project and partnership compared to ordinary TCA-projects?) Without any exception, the different actors identified a clear added value in all the strategic cooperation projects and partnerships. The most important dimensions of that added value are:

- Long-term perspective
- Strengthening the political and strategic dimensions
- New partners for cooperation at local, national and European levels
- Stronger cooperation between NAs
- Peer learning between NAs on how to do things better and development of NAs' competences and new working methods/approaches
- Reaching new target groups – not so common in E+ activities
- Setting up networks for future cooperation beyond the current partnership

- Activism as a model = promoting youth participation and solidarity projects

Structures and formats

(What are the most suitable structures and formats for a strategic project and partnership within the NA-network?)

The structures and formats of the five strategic projects and partnerships are different. They are described in detail and in a comparative manner in the previous sections devoted to task division and different levels of involvement, decision-making, allocation of resources and interaction between the European and the national levels.

No final conclusion can be drawn in terms of the most suitable structures and formats.

It is clear that the SPI and EGL (based on the TCA-agreements between the coordinating NA and the partners) could benefit from a high degree of flexibility in their calendar, planning of activities, setting up of working groups and use of resources. But in some cases, the setting of priorities and responses to the national and European priorities were not easy to harmonise and the convergence processes at European level took quite some time. The beginning of those partnerships was quite smooth and said challenges appear at around halfway through the project.

The KA3 projects (AAA, Becoming a part of Europe and HRE) could not enjoy the same degree of flexibility. The first phases of the projects were challenging. It took considerable efforts and time to set up and launch predefined structures and project elements even at the level of shared understanding of the project. Adaptation to the emerging needs and changing circumstances was not easy. However, the deliverables of each phase and the final outcomes of the projects were clear from the beginning. The policy and strategic dimensions were very much present from the beginning of the project.

As has been mentioned, it cannot be concluded that a certain structure or format of cooperation is per se more suitable than another. Many other factors also play an important role.

The functioning of what we could call "intermediate" structures of the projects was certainly a key one. They had different names and slightly different functions in each strategic project and partnership: steering groups, strands, advisory boards, expert groups, partners' meetings, working groups etc. Those structures were in charge of linking the overall objectives of the project with the diverse interests of the partners, the national dimension with the European one, the educational and the political/strategic aspects, the existing expertise and experience in the different working fields with new challenges etc. The project coordinators, together with leading NAs were, so to speak, the "glue" of the strategic projects and partnerships. The good work of those intermediate structures, together with the leading role of coordinators and NAs, was a key to the successes of the projects and partnerships.

But this did not happen without tensions and challenges. In most cases, the workload, time and resources needed in those intermediate structures were underestimated in the initial planning or attached to the NAs' business meetings, which in the end was insufficient.

Additionally, in the case of KA3 projects, the NAs staff were in the position of "applicants" or "beneficiaries" vis-à-vis the European Commission. This was both a challenge and an intensive learning experience. The financial management and the administrative/reporting procedures were quite laborious.

Certainly, in the future all these intermediate structures (between the European events and the national activities) should be more realistically planned.

Needs and capacities of the project partners

(How to consider the needs and capacities of the project partners in planning?)

In all the strategic projects and partnerships, from the first kick-off meetings until the last decisions on follow-up activities, the needs and capacities of the project partners were always considered by the partners of all the strategic projects and partnerships.

The decision-making processes were more or less easy and, except from the drop-out of a partner, not particularly problematic. All the key decisions were taken by consensus in a spirit of mutual trust and flexibility for the achievement of the common objectives. No activity or initiative was imposed by the "European level" on the "national level" or vice versa, or by a certain structure on another one.

At different moments and in different ways, all the strategic projects and partnerships suffered from the lack of time, staff and resources. This was a big challenge and compelled some partners, especially the NA staff, to go quite often beyond their capacities.

In terms of needs and capacities, the role and commitment of "associated partners" was particularly sensitive as well. In some projects and partnerships, such partners have a name and a relatively clear status. But in other cases, their participation was volatile and often unpredictable and it was very challenging to keep them connected and active.

In future cooperation projects and partnerships, different and clear "status" and modalities of commitment should be set so that the necessary adaptations to the needs and capacities of partners are compatible with the overall achievement of the objectives and with a balanced sharing of tasks and responsibilities.

Internal communication

(What are the best tools, channels and methods for internal communication?)

The internal communication has in general been positively evaluated by the different partners and actors. It was effective. Its purposes were achieved. But this does not mean that it was something obvious or unproblematic.

Internal communication in general terms has been very often unidirectional – initiated by the coordinator/organiser/person or structure in charge. For each phase and activity of the projects and partnerships, a more pro-active use by the actors involved was missing. This adversely impacted the deadlines, general coordination and the sense of shared ownership.

One element particularly affected by the difficulties in the internal communication is reporting, still mainly understood as a "procedure" instead of a way of "sharing".

The tools and channels of internal communication were, on the one hand, "similar" for the different strategic projects and partnerships and, on the other hand, differently used in some details.

All of them were, if properly and consistently used, adequate for their purposes. But there were some disadvantages in their use and the internal communication procedures took quite some space of the internal coordination meetings.

The following challenges came up in the use of different tools.

Mailing lists: As the salto-youth.net extension is recognized as a spam by some firewall systems, the mailing lists used in some projects and partnerships with this extension were not the best option. The solution was to send e-mails individually to those NAs which had the firewall problem (as they could not make any changes in their IT-systems).

File-sharing online (Drop-box as well as Google Drive repository): It ensures an absolute transparency in the project and provides full access to all NAs for all project-files. But it is perceived as an extra work load and burden for NAs to install and start using Dropbox. It has been just partly used. A strategy to

strengthen its use was to provide links for each document via mails. These links could be opened without logging into Dropbox.

Basecamp: It has been used in several strategic projects and partnerships. It is a very efficient tool but its disadvantage is that some project members are not familiar with Basecamp, e.g. some have set only a weekly notification so they might not receive important materials at the right time. A, not so perfect, solution was to send out reminders addressing directly the persons who did not respond to certain messages. Basecamp is meant to be a multi-directional communication tool, but communication in some projects and partnerships was still mainly initiated by the project coordinator. Partners hardly used it for sharing information pro-actively.

Regarding the on-line tools, beyond the existing yammer and salto-youth.net, a tailor-made communication tool with all necessary functions could be designed for the NAs so that everyone would use it for all international interactions. The need to improve online communication within the NAs' network goes beyond the scope of these strategic projects and partnerships, but it is certainly crucial for running large-scale projects with a lot of partners.

Ad-hoc online or face-to-face meetings were good. As has been previously mentioned, the number and length of internal meetings for communication and coordination were in many cases underestimated in the planning phase. They had to be and were very efficient.

Sustainability

(What can guarantee a sustainable result in the strategic projects and partnerships?)

At this stage, it is almost impossible to draw any definitive conclusion on the sustainability of the results of the different projects and partnerships. Some have already finished their work, others are about finishing and still others are even considering the possibility of extending their shared/common work.

But even if all of them had already finished, the sustainability of results would be best assessed after at least one year or, in some cases, during the next Erasmus+ cycle.

What at this moment can be assessed is whether the sustainability has been sufficiently considered and whether the necessary measures and decisions have been taken so that the possibilities and perspectives are as high as possible at this stage.

What can be concluded in this respect at the moment is that:

- All the strategic cooperation projects and partnerships have considered the sustainability of their results from the beginning of their work.
- All the strategic cooperation projects and partnerships have promoted and supported national and international networks so that the different actors and partners develop autonomously their own activities during the project and beyond.
- All the strategic cooperation projects and partnerships have developed deliverables, tools or products that, with the necessary adaptations, can and are being used beyond the scope of the projects.
- All the strategic cooperation projects and partnerships have developed "mainstreaming strategies" so that, apart from new networks and activities, the different stakeholders (policy-makers, NGOs, local/regional/national authorities, NAs, youth workers etc.) can integrate the results into their daily work. If this is the case, the sustainability of results would be naturally guaranteed.
- In one way or another, all the strategic cooperation projects and partnerships have worked on the long-term policy dimension. The results of it come normally in the long-term and sometimes indirectly but are very important for the necessary "structural" changes so that the results of the projects are more than just a flash in the pan.
- The "newly" reached target groups (i.e. those not so familiar with Erasmus+) have received direct and indirect information on funding opportunities and different levels. This should contribute to making the results of the project more sustainable.

For all these reasons, in all the strategic projects and partnerships the basis for sustainability has been or is currently being laid.

Previous international experience teaches us that, at least, three pillars are necessary in long-term strategies:

- Motivated and committed people/actors. For them to remain “alive” and active in the follow-up of the projects and partnerships, communication and networking are crucial.
- Resources and materials that they can use, with the necessary adaptations in their daily work. Ideally, those should be ready and produced before the end of the project. Afterwards, the motivation and mutual support naturally decreases and the - in principle - easy edition or translation of materials becomes a heavy task. Translation into the national language is crucial for many ultimate target groups
- Meetings and training activities. Motivated and committed actors working regularly on a certain issue with good materials and resources need to respond to new challenges, get inspired by colleagues, coordinate efforts and recharge their batteries. Meetings and training activities are crucial. They normally need to be planned quite some time in advance due to organisational and financial reasons.
- Functioning structures and coordinating roles to generate synergies and added value. Long-term strategies are more than the mere sum of individual activities.
- When devising sustainability measures and strategies, special attention should probably be paid to “new” actors and “new” themes. Additional support might be needed to compensate for the lack of experience and tradition.

Introduction

Background

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The strategic partnerships differ from each other in many ways due to their different frames of reference and financial backgrounds:

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- The SPI and EGL are based on the TCA-agreements between the coordinating NA and the partners. These agreements have to be renewed every year to continue the projects.

The strategic cooperation projects and partnerships are the first of their kind. Coordinating and participating NAs learn about running this sort of projects by practice applying usually the “trial and error” method. The most common methods of regular TCA-activities do not work without modifications in the strategic partnerships. The most relevant areas where the differences appear are:

- The management of the projects
- The decision-making bodies, structures and processes
- The internal and external communication
- The involvement of project partners

In these forms or in another, the strategic cooperation between National Agencies will most probably continue in the future. Therefore, it was considered beneficial to monitor some aspects of the strategic cooperation projects and partnerships so that their achievements, challenges and lessons can be used in the future.

Common monitoring

Each project draws some conclusions about DOs and DON'Ts in the implementation. However, a comparison and overview of the various approaches would help the NAs to build their future projects on the experience of the first strategic partnerships regarding the following matters:

- What is the added value of a strategic project and partnership compared to ordinary TCA-projects?
- What are the most suitable structures and formats for a strategic project and partnership within the NAs' network?

- How to consider the needs and capacities of the project partners in planning?
- What are the best tools, channels and methods for internal communication?
- What can guarantee a sustainable result in the strategic projects and partnerships?

Overall monitoring does not:

- rank the projects
- evaluate the professional outcomes of the projects (e.g. by indicators)
- prescribe what to do in the upcoming projects
- point out and suggest what is "right" or "wrong"
- overlap, nor replace the evaluation (internal and/or external)

Objectives

Overall monitoring has been done on the basis of the project partners' self-assessment. Monitoring was done by the "NAs for the NAs" with a focus on the "internal kitchen" of the projects and for the benefit of future cooperation projects.

It will focus on the cooperation mechanisms, some key management issues and the strategic aspects (see Fields and questions below). It will include a minimum description of the existing practices so that the main differences in those fields can be identified.

Consequently, the objectives of monitoring the above-mentioned strategic cooperation projects and partnerships implemented by the Erasmus + youth National Agencies are:

- To assess the task division and different levels of involvement, decision-making, communication, added value and resource allocation in each partnership and identify the tendencies, similarities and differences (if any) in these fields between them.
- To draw conclusions and lessons from these fields for informing, at first, the current management and the future cooperation among NAs in similar joint projects and initiatives

Fields and questions

Task division and different levels of involvement	<ul style="list-style-type: none"> • What are the roles and tasks in the strategic projects and partnerships? • Which tasks are covered by the coordinating NA and which by the partner NAs? • Which tasks are outsourced? • Were the task division and different levels of involvement of the different partners clear? • What documents are available to describe the different tasks? • Did the tasks change or evolve during the project? Why? Any difficulty or tension? How were the difficulties overcome?
Communication	<ul style="list-style-type: none"> • How did partners communicate internally (roles, target groups, contents, channels, regularity, face to face vs. online)? Did it work efficiently? Any difficulty / variation/ influencing factor along the project? How were the difficulties overcome? • Which were the external communication mechanisms with other actors in the field (roles, target groups, contents, channels, regularity, face to face vs. online)? How were the tasks divided between the coordinating NA and partner NAs in external communication? Did it work efficiently? Any difficulty / variation/ influencing factor along the project? How were the difficulties overcome?
Decision-making	<ul style="list-style-type: none"> • How were functions and competencies distributed? • What was the decision-making structure like in each project? • During the project, did decision-making follow the existing procedures/ structures? Was there any exception? If so, why?

Allocation of resources	<ul style="list-style-type: none"> • How were the resources distributed? Were they centralised or distributed? For which concepts? How did the allocation of resources influence project implementation? • How did the NAs deal with non-budgeted resources (including, eventually, extra working time/hours)? Was it manageable / too heavy a load?
Interaction between the European and the national level	<ul style="list-style-type: none"> • Did the partnership generate few or many synergies between the European and the national level? What synergies? Why? • Did participation in the partnership bring few or many benefits at national level? Why? • Were the challenges (in the interaction between the European and the national level) serious or irrelevant? What were the challenges? What were the reasons? • What should change or improve in the interaction between the European and the national level?
Added value	<ul style="list-style-type: none"> • What was the added value of the strategic partnership for the different national agencies compared to an ordinary TCA-activity? In the short term? In the long term?

Methods and sources of information

- Desk research. Not the entire documentation of strategic cooperation projects and partnerships was analysed. The relevant files for the monitoring were:
 - project proposals and concept papers
 - minutes of steering groups and coordination meetings
 - internal and/or external evaluation reports
 - reports of key-main activities
- For each strategic cooperation project, interviews with and online questionnaires addressed to the project coordinators, NAs staff in charge, evaluator(s), steering group members and facilitators of key activities¹
- * Online collaborative writing of some parts of the monitoring report with the project coordinators

Outputs –This monitoring report

The monitoring exercise has generated ongoing outcomes. The findings on the different fields were systematised in different documents as they were identified (i.e. overview of task division, different levels of involvement and decision-making, in-depth analysis of the interaction between the European and the national levels, added value etc.).

These ongoing outputs and their discussion through feedback by the project coordinators have contributed to reflection by and (particularly mid-term) internal evaluation of the different partnerships.

Finally, this monitoring report compiles all findings and outputs following from the objectives and the above-described evaluation fields.

The sections of this report are different in nature. This is due to the varying characteristics of the evaluation fields, the dissimilarities between the different strategic partnerships (i.e. available documentation, reporting mechanisms, calendar and phases etc.) and the limitations of the overall

¹ * Two rounds of online questionnaires and interviews with project coordinators and evaluator(s), in

December 2017 and September 2018

Online questionnaire addressed NAs staff in charge, evaluator(s), steering group members and facilitators of key activities in Mai 2018

monitoring exercise; it was not possible to have the same data at the same time for each strategic partnership.

The first three sections - "Task division and different levels of involvement", "Communication" and "Decision-making" - are a comparative overview. The next two - "Interaction between the European and the national levels" and "Added value" - provide an in-depth analysis of these key issues. Finally, the section "Lessons and conclusions" covers the same by strategic partnership, together with some common ones.

Despite, or thanks to, these differences, this monitoring report aims to offer an overall picture so that the NAs can use it for:

- modifying their current projects if needed
- planning their future projects
- inspiring future strategic approaches of the European Commission

This monitoring report is for "internal use" and has been regularly updated through feedback so that it follows the development of the strategic partnerships and can be "used" at each phase of them.

Findings

Task division and different levels of involvement

This section is an overview that summarises in tables the findings of the desk research and the coordinators' answers to the key questions linked to the evaluation fields.

- *What are the roles and tasks in the strategic projects and partnerships?*
- *Which tasks are covered by the coordinating NA and which by the partner NAs?*

SPI

Function	Who?	Tasks
Overall coordination	SALTO Inclusion & Diversity	<ul style="list-style-type: none"> • Coordinate/prepare/facilitate yearly meetings • Keep the Basecamp cooperation tool up and running • Collate all good practices and results, perform promo/visibility work (regularly update achievements, draft mission statement) • Support NAs in their activities (e.g. find trainers, suggest experts, attend prep meetings, draft guidelines for cooperation, etc).
Partners Participating NAs	- Belgium-FR (until 2018), France, Germany, Iceland, Hungary, Latvia, Slovenia, Estonia, Romania, Portugal, Czech Republic, Austria, United Kingdom, Italy (passive member), From 2018 on: Poland, Ireland, Italy and SALTO SEE	<ul style="list-style-type: none"> • Make national inventory of the org active in the fields that work with the target groups to be reached (NEET, geographical disadvantaged, disability & health issues) • Reach out to them and invite them to national activities of the partnership on inclusion (tell them about the programme, inspire, support) • Offer possibility to participate in an international activity of the partnership on inclusion (co-organised with other NAs: upskilling, partner-finding, etc.) • Support new organisations in applying for inclusion projects • Document results (keep track of impact) • Some (heads of) NAs are more active in pushing the SPI along (Estonia, Slovenia).
Specialised participation	Strands (groups of NAs working specifically on certain issues)	Each NA commits to at least one of the strands that take collaborative action to reach out (nationally, then internationally) to organisations working with these inclusion groups: <ul style="list-style-type: none"> • Disability & health issues

		<ul style="list-style-type: none"> • Disadvantaged geographical areas (can be remote rural or deprived (sub)urban areas) • Low educational attainment – converted into “young people in NEET situation” from 2018
Outsourced		
	Coaches / trainers / support persons	Some NAs contract coaches to support work with new inclusion organisations; trainers facilitate certain national and international activities of the partnership on inclusion.

EGL

Function	Who?	Tasks
Overall coordination, monitoring and communication	JINT – Flanders-Belgium N.A.-The project coordinator	<p>The project coordinator is employed full time by the coordinating NA.</p> <p>Facilitate the whole process of the project over the three years</p> <p>Help organise the different events of the core process at the European level.</p> <p>Work closely with the steering group and is, in particular, in charge of:</p> <ul style="list-style-type: none"> Organising the documentation; Coordinating all common and implementing European-level tasks in the project with the involvement of the necessary service providers; Securing communication among project partners and structures; Building links between the different processes Monitoring the budget, hiring service providers for European-level activities Providing cooperation tools; External communication and dissemination about the project in the European context; Supporting hosting NAs of the bigger events with regard to content Preparation and follow-up of steering group and advisory group meetings Some analytical work, where needed Building the link to the linked activities implemented by bodies outside the project network Reporting to the network about the project <p>AOB</p>
Decision-making on European-level activities and coordination of the project	<p>Steering Group: NAs of Slovenia, France, Germany and Flanders -Belgium-</p> <p>External partners: EU-CoE Youth Partnership, The InterCity Youth network, POYWE, European Youth Forum</p>	<p>The steering group consists of 4 representatives of participating NAs (initially 6 NAs were part of it, but 2 NAs left the Steering Group), the project coordinator, 4 representatives of external partners and the representative of the NA that will host the big conference in the given year.</p> <p>The steering group is responsible for overseeing:</p> <ul style="list-style-type: none"> Overall coordination The budget The TCA plan regarding European-level activities. Communication and dissemination at the European level. Study, research and monitoring
Providing financial means, contributing to the	Participating NAs as members of the Advisory Board: Austria, Flanders -Belgium-, France	<p>Are committed to the whole project.</p> <p>Provide budget for the core process</p> <p>Actively communicate about the project and spread the results</p> <p>Actively see to it that the target group participates in the whole core process.</p> <p>May organise part of core process/main events (e.g. participation in prep teams of events)</p>

implementation of European-level activities, having full responsibility regarding national level and small-scale TCA-activities	Switzerland, Germany, Denmark, Estonia, Finland, Greece, Croatia, Hungary, Ireland, Iceland, Italy, Liechtenstein, Lithuania, Latvia, Netherlands, Norway, Portugal, Slovenia, Slovakia	Organise activities at the national level and international TCA-activities with the participation of a limited number of countries.
Outsourced	Various service providers hired by the coordinating NA or other participating NAs	<p>All kinds of services required for the implementation of the project at the European or national level:</p> <ul style="list-style-type: none"> Tasks in relation to events Communication, website development and maintenance Development of visual materials Research and other content-development tasks

BPE

Function	Who?	Tasks
Overall Coordination	Project coordinator: ANG – Italian National Agency	<p>The overall management of the project is guaranteed by the Italian National Agency with a staff of 3 persons: A project general manager:</p> <ul style="list-style-type: none"> • Guarantees the smooth and efficient implementation of the project. • Supports partners in the implementation of the project • Monitors fulfilment of objectives, timeline and tasks • Monitors the achieved/expected results • Coordinates and monitors the partnership work and implementation of the project • Supports participating NAs - leading specific work packages in the implementation of specific tasks • Maintains contacts with EACEA • Attends EACEA meetings on behalf of the partnership • Elaborates interim and final reports for EACEA • Coordinates and monitors the work of the Italian team • Maintains contacts and cooperates with Project coordinators of the other KA3 projects • Represents the project outside of the partnership • Co-facilitates partners' meetings (with hosting NAs) • Supervises the communication and dissemination activities • Supervises the activities of the external evaluator <p>The project officer:</p> <ul style="list-style-type: none"> • Coordinates the communication, visibility and dissemination of the project (see the website update) • Organises local, national and international meetings for disseminating project results • Supports the project general manager and the financial project manager in daily activities and tasks • Maintains contacts with KA3 project coordinators and support the production of common materials, such as the common newsletter. <p>The financial project manager:</p> <ul style="list-style-type: none"> • Supports partners in the management of funds, provides guidelines, templates and coaching • Elaborates the interim and financial reports for the EACEA • Supports project general manager in the management of the project
Steering group	1 representative per partner	Each

		<ul style="list-style-type: none"> • Is motivated and available to attend SG Meetings on behalf of their NAs • Guarantees their presence for entire duration of SG meetings • Has the power to take decisions on the main issues. • Has the power to define the strategies and priorities, tasks and budget allocation
Partners Participating N.A.s	- Belgium Flanders-, Germany, France, Malta, Portugal, Sweden, Slovenia, The Netherlands	<ul style="list-style-type: none"> • Implement the project as described in the application form and agreed in the contract • Coordinate the assigned work packages • Coordinate and monitor the implementation of the project at local and national levels • Disseminate the project and its results at local and European levels • Cooperate within and outside the partnership to reach the expected goals • Represent the project outside of the partnership <p>The role of WP leader is the following:</p> <ul style="list-style-type: none"> • Plan the activity in cooperation with the GPM and elaborate guidelines • Communicate the plan and guidelines to the other partners and ask for their feedback • Involve the other partners in accordance with their capacities and competences in implementing the WP • Coordinate and manage the WP • Monitor the WP and elaborate a final report <p>The role of hosting partners of events/partnership meetings is to:</p> <ul style="list-style-type: none"> • Plan the event (date, logistic) • Communicate the plan and programme (in cooperation with GPM) • Get the feedback from partners • Prepare info pack for participants • Run the event (in cooperation with GPM and other partners depending on the event) • Elaborate a final report
Associated partners – N.As	Austria, Estonia, Croatia, Finland, Latvia, Macedonia, Spain, Slovakia	<ul style="list-style-type: none"> • Disseminate the project and its results • Attend the Peer Learning Conferences • Contribute to the main work packages with suggestions and relevant information • Select participants for the main international events: Peer learning conferences and Training for trainers

Outsourced	External evaluator, experts, trainers	<ul style="list-style-type: none"> • An external evaluator has been subcontracted by the IT NA. Their main role is to complement the monitoring of the GPM, elaborate a progress and a final evaluation report and support the partnership in the implementation of the project through feedback and external observations. • Experts: 2 researches have been appointed for the WP1 by PT NA to conduct European research on the role of youth work in supporting young migrants, refugees and asylum seekers • Some experts have been nominated by partners to run National Expert Group and Cluster groups. • Trainers and facilitators have been outsourced for the implementation of Peer Learning Conferences I and II and for the Training for trainers
Project coordination	The project general manager is employed for the entire duration of the project (3 years) for a total of 262 days. The project general manager is supported by a project officer and a project financial manager in the management of the project.	See above

HRE

Function	Who?	Tasks
Overall Coordination	Estonian N.A. * and German N.A. (taking over several tasks in the course of the project)	<ul style="list-style-type: none"> • Overall coordination • Support responsible partners and hosting partners • Be visible and the official face of the project • Monitor the budget • Participate in EU-level meetings • Represent the project in other partnerships • Lead the project to achieve its goals and outcomes • Follow the plan or adjust accordingly • Partner communication and partner meeting preparation content-wise
Partners - Participating N.A.s	Austria, Flanders - Belgium-, Germany, France, Croatia, Latvia, Slovakia	<p>The role of partner NAs is mainly to support and overview the implementation of national activities as well as those transnational activities which they are hosting or coordinating.</p> <p>The role of Responsible/Leading partner of an activity is to:</p> <ul style="list-style-type: none"> • Plan the activity (deadlines) in cooperation with the Hosting partner • Communicate the plan in Basecamp and via mailing list • Prepare a guide/common framework for others on how to implement this activity, what it will look like and what is expected of partners and describe the desired outcome (what they want to get out of it) • Communicate with partners, facilitate partnership • Summarise and disseminate activity outcomes <p>The role of the hosting partner of the event venue is to:</p> <ul style="list-style-type: none"> • Plan the event (Doodle, timeline) • Communicate the plan in Basecamp and via mailing list in cooperation with the responsible/leading partner • Prepare tenders and registration sheets, draft programme, make reservations, support bookings, map needs and organise technicalities for the event to take place • Prepare info pack for participants • Communicate with partners and participants • Organise minute-taking

Advice and support	Experts group	<p>The role of the expert group is to develop the educational concepts, modules and recommendations for the field of youth.</p> <p>The expert group has been working in three teams focusing on specific tasks:</p> <ul style="list-style-type: none"> • Training concept for training of trainers and of youth workers; • Training concept for training of NA Erasmus+ employees; • Recommendations for mainstreaming human rights education in the formal education of youth workers. <p>All three focused also on tools and resources on HRE.</p>
Outsourced	Trainers, experts	National and international mappings – research, evaluation, organisation and facilitation of activities

AAA

Function	Who?	Tasks
Overall Coordination	Interkulturelles Zentrum - IZ - Austria N.A.- Project co-ordinator	<ul style="list-style-type: none"> • Manage contract with the EACEA • Coordinate communication and workflow among all involved partners • Perform overall financial management • Perform overall reporting to the EACEA • Be responsible for overall implementation of actions/coordinate all project activities
Partners - Participating NAs	Estonia, Finland, France, Italy, Slovenia, Macedonia (FYROM)	<ul style="list-style-type: none"> • Be responsible for strategic development of the project • Manage risks • Secure co-funding • Monitor and evaluate project • Implement Ideas Labs at the national level • Ensure reporting on activities implemented at the national level • Pursue active communication approach • Supervise, support and monitor awareness-raising activities at the national level • Conduct media campaign at the regional and national levels/contribute to media campaign at the European level • Contribute additional support measures within TCA • Disseminate project results • Participate in all meetings
Associated partners	NAs – Germany, Belgium-Flanders, Netherlands, Croatia, Slovakia, Latvia POYWE	<ul style="list-style-type: none"> • Monitor process • Contribute to strategic development of the project • Support European awareness-raising campaign • Support media campaign • Disseminate and exploit project results • Contribute additional support measures within TCA • Establish link to grassroots youth work • Fulfil advisory role in the conceptualisation of Ideas Labs and inclusion strategy • Identify participants for the Ideas Labs • Support European Campaign • Support media campaign • Dissemination and exploitation of project results

Advisory Board	<p>The Advisory Board is comprised of:</p> <ul style="list-style-type: none"> - 1 representative of NAs and SALTO - AAA project manager - 1 representative working in the field of Medias - 1 representative of each organisation working with refugees, migrants and asylum seekers - 1 representative of each associated partner of the project - 1 professional trainer 	<ul style="list-style-type: none"> • Provide objective guidance and feedback on the development strategy • Transfer knowledge and practice • Assist the partners' consortium with communication and dissemination activities including the uptake and understanding of AAA national and European dimensions • Give advice when preparing the project outcomes • Suggest learning outcomes/goals what should be achieve • Disseminate the project results and outcomes
Outsourced		
Project coordination and project evaluation	The project coordinator	Fulfil lead and support role in the following fields: management, implementation of the project, coordination of all project activities, communication and workflow among all involved partners, financial management, reporting to the EACEA
	The project evaluator	

- *Were the task division and different levels of involvement of the different partners clear?*
- *What documents are available to describe the different tasks?*

SPI

The different strands are self-organised, through meetings and contacts. Task divisions can be written down but were not very elaborated. In 2018, short guidelines and a mission statement were elaborated to strengthen a common understanding on cooperation and facilitate engagement of new NA officers. Partner NAs have different levels of involvement according to their possibilities (staff time). This has been made clear at the meetings.

Documents:

- Reports of the yearly coordination meetings
- Basecamp: There is a possibility to attribute different tasks to different colleagues. This helps distribute tasks and keep track of what has been done and what still needs to be done.

EGL

Yes, they were clearly described in the project description.

Documents:

- The initial project description

BPE

Yes, the task division was agreed before the submission of the project proposal and different roles and tasks have been assigned, depending on partners' motivation and expertise.

Documents:

- The project description
- The project timeline
- The partners' agreements
- The guidelines for the different work packages
- The minutes of the kick-off meetings and following Steering Group meetings
- The report of the WPs
- The evaluation reports of the SG meetings and of the Peer Learning Conferences

All documents are available in BPE online repository.

HRE

Yes.

Documents:

- Work Packages 2 and 3
- Implementation Guide discussed in steering group and agreed with partners
- A project timeline.

AAA

Yes, those were clear in the project proposal/description

Documents:

- The project description and related work packages (discussed in the kick-off partners' meeting)
- The minutes of the kick-off meeting
- The partners' agreements

- Guidelines for different work packages
- *Did the tasks change or evolve during the project? Why? Any difficulty or tension? How were the difficulties overcome?*

SPI

The tasks/activities depend on the NAs' sense of initiative in the different strands. In the Educational Strand, the NAs involved were not very active. They decided to convert it into the "Young people in NEET situation" strand (starting 2018). In the 2016-2018 cycle, in general, it was difficult to stick to agreements (made at the meeting) once the normal work kicked in back in the home country. A coordinator leading the process is needed. In those moments, shared responsibility does not work.

In the 2019-2020 cycle, strands have a clear (or at least light) coordinating NA. Coordination per strand has proven important to keep the communication and work going. It also contributes to fostering synergies between strands and facilitates the overall coordination and tracking of what is being done in SPI. Sometimes it helps that the Head of NA explicitly asks the colleagues to deliver certain activities/results.

Basecamp is a tool that can help with this (regular reminders, deadlines etc). It keeps track of what needs to be done and by whom.

EGL

The organisation of the European-level events was not described by any document. The coordinating and the host NAs had to agree ad-hoc about the different tasks in relation to the event.

BPE

So far, there have been no changes in tasks division and the roles of the partners. There have been no tensions so far, only constructive debates during the Steering group meetings in order to create a common understanding of "what all partners were supposed to do", and to reinforce the sense of ownership of the project.

After the French National Agency's withdrawal, its tasks and responsibilities were assumed by the project promoter, with the agreement of the whole partnership.

HRE

Yes, several hosting and coordination responsibilities changed during the course of the project, mainly as a result of agreements made during the steering meetings but also decided on by the respective NA Heads when needed. The reasons had to do with changed needs, interests and availability of the partner NAs, as well as with more equal sharing of project responsibilities. All difficulties were dealt with directly by means of communication via Skype, phone and/or meetings.

AAA

In principle, they didn't change – there is a specific list of responsibilities of each participating NA attached to the minutes of partners' (steering group) meetings. The project coordinator is in charge of working out guidelines for the specific work packages, if needed, as well as of keeping the agreed deadlines.

With respect to the French NA's withdrawal, we proposed that the French budget was redistributed among the partners in order to ensure project implementation as planned. In the Amendment, we

proposed one extra activity named "ComeBack" aimed at using the skills obtained by young people in the European Ideas Lab phase in practice.

Communication

- *How did partners communicate internally (roles, target groups, contents, channels, regularity, face to face vs. online)?*

SPI

Online communication: Basecamp is the main communication tool being used for general and per strand communication. For general issues, such as monitoring, organisation of annual meeting etc. communication is facilitated by SALTO I&D in the "SPI HQ" – officers from all partnering NAs and SALTO have access and can receive notifications of new messages. Each strand has also its own subteam in Basecamp, where only officers engaged in such strand have access.

Face-to-face meetings: - A 2-day annual meeting takes place in the summer to assess the work done and plan for the next year(s) just in time for the NA workplans. This meeting is prepared by SALTO I&D in close coordination with the hosting NA. The programme is developed based on expectations and suggestions shared and background documents are prepared under SALTO I&D's coordination. The strands also organised their own meetings to coordinate their work (Skype and face-to-face). They also meet within the scope of international TCA activities organised within the partnership.

EGL

- Regular on-line communication within the project network (22 NAs+4 external partners):
 - An explanatory note was prepared at the beginning of the project about the on-line communication tools planned to be used for the project. These tools were the following:
 - Mailing lists: when the project network was set up, the communication started via mailing lists using the @salto-youth.net e-mail system:
 - qywml@salto-youth.net: the mailing list of the 22 NAs. Qywml_sg@salto-youth.net: the mailing list of Steering Group members from NAs (4 NAs at the moment) Qywml_ext@salto-youth.net: mailing list of Steering Group members from external partners (European Youth Forum, InterCity Youth network, POYWE network, EU-CoE youth partnership)
 - Cloud-based file storing and sharing system: Dropbox
 - All files of the project are stored in Dropbox. Real-time synchronising in ensured. A menu structure was set up by the coordinator at the beginning of the project to store the files in a logical structure.

A google account has been set-up for each NA at the beginning of the project that give access to Dropbox. The structure of the e-mails: qywml_COUNTRYCODE@google.com.

- Basecamp as a general communication tool: it was introduced in the project in January 2018 based on the request of some NAs and the decision of the Steering Group. It replaces more or less the mailing lists and all crucial and finalised files are uploaded to Basecamp so project members do not need to use Dropbox any longer (the project coordinator still uses Dropbox for all the work done within the project).
- Regular off-line communication:
 - Steering Group meetings: 2/year. The Steering Group makes all major decisions about the project and it also tracks implementation. Decision-making happens via open discussions at the meetings, usually starting from a discussion paper or draft document mostly prepared by the project coordinator. The chairperson of the meeting

is the director of JINT, the head of the coordinating NA. The meetings are effective and constructive.

- Advisory Board meeting: 2/year

The AB-meeting is mainly about sharing information and experience within the project network. Communication is multi-directional: NAs share information about their activities and the project coordinator shares information about European issues. The meetings are efficient and constructive.

- Ad-hoc communication: on-line or face-to-face
 - Skype-meetings / face-to-face meetings at JINT: the project coordinator uses Skype-meetings frequently with external service providers, partners and NAs if needed. Face-to-face discussions also happen when it is convenient for partners to meet in Brussels and discuss certain issues.

BPE

The internal communication style, channels and contents were decided on during the first SG Meeting in Rome in January 2017. A dedicated chapter on internal and external communication is present in the WP7 Management Guidelines. During the implementation of the project, when needed, the internal communication channels have been revised and eventually changed.

In general, the GPM (General Project Manager) had the role to monitor processes and contents and to update the state of the play regularly to all partners and stakeholders.

The PGM was also responsible for supporting partners and stimulating them to keep their high commitment and motivation while implementing the project, respect deadlines and accomplish tasks. Partners had the role to monitor their internal work and interact with each other while implementing the project and ask for information and support where needed.

The channels used for internal communication were:

- SG Meetings (face-to-face)
- Skype Meetings (thematic)
- Internal repository (GoogleDrive repository to have common archives of project documents. A menu structure was set up at the beginning of the project to store the files in a logical way)
- Email and telephone calls

Internal communication with the EACEA tutor, related to project implementation (amendment approval, feedback on progress report, updates on project development)

HRE

Basecamp is the main internal communication channel, with important notifications appearing in mailing list and important documents stored in Basecamp and in Drive folder. There have also been several sub-groups in Basecamp amongst project Experts and National Trainers. Roles had already been agreed upon when the project was in the application phase, in a manner that the Hosting NA of a transnational activity and the Coordinating NA were always different, plus usually they both communicated with the overall Coordinator.

AAA

- Online communication - via e-mails: each e-mail is titled according to the appropriated work package in order to ensure the adequate work/ communication is in progress.
- Phone calls – as needed by the partners

- Skype conferences – used very often mainly for communication with the external evaluators and the financial officers in order to explain the reporting tools
- Face-to face partners meetings (2 days) – twice a year. The AAA partners’ steering group meets regularly to keep up to date with project implementation and plan further steps and processes related to the next half-year period. The agenda of the meetings is developed based on expectations and suggestions shared with the partners and background documents are prepared by the project coordinator and cooperating experts (if relevant). Minutes (or relevant work package guidelines, if needed) are drafted after each partners’ meeting by the project coordinator.
- Google repository – stored documents there:
 - Final versions of all developed documents, outcomes, reports and presentations
 - Working papers as shared documents – the partners are invited to work/add comments online in the relevant shared document that has to be finalised and approved
 - Financial reports and all covering statements related to the financial reporting rules set by the donor EACEA
 - Internal communication with the donor EACEA related to project implementation (Amendment approval, Feedback on the progress report)
- *Did it work efficiently? Any difficulty / variation/ influencing factor along the project? How were the difficulties overcome?*

SPI

Once we understood the Basecamp tool, it was easy to follow and find all updates in Basecamp. Officers agree that it is a good tool – notifications can be adjusted and each strand uses it to make its communication as efficient as possible.

At the annual meeting, we also discuss how to improve the use of this tool and briefly introduce it also to newcomers.

EGL

Mailing lists: As the salto-youth.net extension is recognised as a spam by some firewall systems, the mailing lists used in some projects and partnerships with this extension were not the best option. The solution was to send e-mails individually to those NAs which had the firewall problem (as they could not make any changes in their IT-systems)

Drop-box: It seemed to be an extra workload and burden for NAs to install and start using Dropbox and basically the system was just partly used. On the other hand, it ensures absolute transparency in the project and provides full access to all NAs for all project files. The, not so perfect, solution was to provide links for each document via emails. These links could be opened without logging into Dropbox.

Basecamp: A disadvantage is that some project members are not familiar with Basecamp, e.g. some have set only weekly notification and so they did not receive important materials at the right time.

A - not so perfect - solution is to send out reminders addressing directly the persons who did not respond to certain messages.

Basecamp is meant to be a multi-directional communication tool, but communication is still mainly initiated by the project coordinator. Partners hardly use it for sharing information pro-actively.

General remark on on-line tools: a tailor-made communication tool would work the best. This could be a general tool for NAs that everyone would use for all international interaction. Staff would be trained

in its use. On-line communication needs to be improved in general within the NA network. This is crucial for running large-scale network projects such as EGL, in which 26 partners are present.

The ad-hoc online or face-to face-meetings work efficiently.

General remark on communication within the network: communication is mainly unidirectional in the project, initiated by the project coordinator. Partners rarely take the opportunity to share information pro-actively, initiating discussions in relation to the project.

BPE

Communication within the partnership was smooth and effective. There were not many changes during 2 years. Some partners were more responsive while others a bit less so, depending on their roles, general workload and communication styles.

Task division was clear from the beginning, as it is strictly defined in the application process through the work packages and partners are sticking to their commitments; even with the withdrawal of the French partner, it has been possible to ensure effective project implementation.

HRE

Internal communication was a separate topic at several partners' meetings, where concerns were addressed and solutions were found. The partners pointed out * the lack of clear, well-structured and continuous communication from the coordination side. Those who played neither Hosting, nor Coordinating roles needed to be included in the communication loop.

At the same time, some other partners felt also too much involved in all the activities and did not find the share of responsibilities and communication load entirely equal, so we made changes accordingly in the workload of partner NAs.

There are practically no discussions appearing either in the overall mailing list or in the Basecamp. The communication in the mailing list and in Basecamp from the side of partners is usually in the form direct questions to the Coordinator NA and/or setting deadlines and sharing information. From the Coordinator's side, the communication is very informative and to-the-point, too.

However, much lengthier discussions appear in emails between a few NAs when coordinating a particular activity. These usually include only up to three NAs and often the same people are involved in these. In this regard, decision-making on details is not that transparent to all the partners, although these are the kinds of decisions that have to do with details, rather than major decisions made face-to-face or as early as in the project application period.

AAA

It works effectively in principle, the partners having access to all relevant documentation through the AAA repository and having the possibility of reacting promptly via e-mails.

They are invited to communicate by phone if they need to have an appropriate response immediately.

Regarding possible improvements, the partners themselves expressed interest in having the opportunity to learn more from the process of cooperation they are engaged in in real time and share the experience from the project implementation among the partners.

The project coordinator has, therefore, created a separate folder in the repository in order to share the relevant experience and put some recommendations for the others (related to projects, actions and approaches).

Task division was clear from the beginning, as it is strictly defined in the application process through the work packages and partners are sticking to their commitments despite limited time; even with the withdrawal of the French partner, it has been possible to ensure the coverage of tasks.

- *Which were the external communication mechanisms with other actors in the field (roles, target groups, contents, channels, regularity, face to face vs. online)?*

SPI

- SPI webpage - <https://www.salto-youth.net/rc/inclusion/inclusionfornas/spinclusion/> hosted in SALTO-YOUTH website – contents are produced and updated by SALTO I&D.
- A newsletter, a one-pager on SPI achievements (based on indicators – info provided by each partner NA), and other key documents are shared regularly with NAs network (sent to inclusion officers and Heads of NAs)
- Business meeting and ID Strategy Steering Group – partner NAs share updates and achievements

SPI Harvesting Conference (19-22 June 2019) – a conference to close the first cycle of the partnership and to celebrate achievements with young people, youth workers and NAs involved in SPI. There is the will to organise another conference at the end of the second cycle/E+ in 2020

EGL

- On-line tools at the European level (implemented by the project coordinator):
 - Website: www.europegoeslocal.eu. The website only contains information about EGL. We do not re-post the news of other projects there. Articles are posted on an ad-hoc basis, mainly when a significant process or event is run at the European level.
 - Facebook page of EGL: the page is to post information on EGL, mainly sharing information published on the website.
 - Facebook group of EGL: the group is free for partners and project members to post their information, we re-post information also from other projects. Posts are created at least once a week. Some NGOs and trainers used already the opportunity to share calls, information materials etc.
 - Information e-mails: direct emails to national working groups in relation to the European events and other initiatives in the project.
- Off-line events at the European level:
 - The European conferences of EGL: 1/year. Organised by the project coordinator: all national working group members get together for networking, learning and to hear about the developments of the project.
- On- and off-line communication between NAs and NWG-members: NAs are to inform their partners (national working group members) about the project and have a communication according to the needs of the partners. NAs are free to use their channels and methods in their communication.

NAs tag the EGL Facebook page in their posts regarding national or local activities.

BPE

As in the project proposal, the coordinating NA (ANG) had the role to guarantee the dissemination of the project.

The partners and associated partners had the role to contribute to it through their channels.

As for the tools, the following has been implemented:

- A KA3 portal, aimed at introducing the KA3 projects, run by the NAs network. The portal is linked to all 3 independent projects' websites.
- BPE website is established, maintained and updated by the IT NA (<http://BPE-project.eu>)
- All partners updated relevant information about the project in their own website and social medias.
- Common KA3 newsletters (each half-year, all KA3 coordinators updated the NAs network as well as relevant stakeholders with results and ongoing activities)
- BPE newsletter (each half- year) to all participants, stakeholders and relevant actors in the youth work and YMRA fields.
- Update on project implementation during the business meetings of the NAs
- Update on project implementation during the meetings of the Inclusion Officers
- The national expert groups' meetings and the two International Peer Learning Conferences were also a tool to contact and engage in the project other stakeholders.

Moreover, the BPE project has been invited to a variety of meetings to present its results (see the Youth expert group in Brussels, the Conference in Amman, EU-COE Youth Partnership meetings, COE Youth department consultative meetings on LTTC for youth workers dealing with YMRA).

HRE

The Coordinating NA is responsible for establishing communication channels, guidelines and agreements externally and, for that, the project has a Communication Monitoring device (filled in by each partner NA), alongside with a Communication strategy for project events. The strategy is in the editing process at the moment, as the project is just reaching out to partners with its Products collected through mapping HRE resources. These edits will need partners' feedback. All NAs are expected to fill in the communication agreements

AAA

- All KA3 projects have established a common portal aimed at introducing the KA3 projects run by the NAs network. The portal is linked to all 3 independent projects' websites.
- A new AAA website has been created: www.awareandactive.eu
- A General Facebook page of the AAA ("We are AAA") has been created and all partners are allowed to publish their updates and news
- <https://www.facebook.com/beawareandactive/>
- We have established an AAA twitter account in order also to reach different audiences – for example politicians and stakeholders at the national and European levels
- All partners update relevant information about the project on their home websites.
- Common KA3 newsletters – each half-year all KA3 project coordinators update the NA network as well as all relevant cooperating experts on the ongoing activities and outcomes/relevant results
- Regular updates on project implementation during business meetings of the NAs Heads and/or during TCA meetings. The KA3 projects agreed to establish project consortiums (the

first was realised at the beginning of the implementation period in December 2016 and the second one is planned in October 2018 in Vienna after the BM).

- FRA Forum organised by the European Agency for Fundamental Human Rights, where the AAA project's implementers are invited to present the project and promote the campaign
 - DEOR Fair – 29-30 May 2019 in Vienna as a final project activity aimed at disseminating project results to all relevant stakeholders.
- *Did it work efficiently? Any difficulty / variation/ influencing factor along the project? How were the difficulties overcome?*

SPI

It works effectively.

EGL

The European conferences seemed to be effective so far. No information available so far about the effectiveness of communication between NAs and their partners.

BPE

The involvement of young migrants, refugees and asylum seekers in national and international conferences and meetings was not easy because of their precarious status and/or lot of bureaucratic procedures (i.e. to get visas). In order to have their presence at our meetings, we tried to plan the gatherings in advance and ask for support from the NGOs and Institutions where they were hosted.

HRE

The external communication was not sufficiently discussed in steering group and therefore not very strong

AAA

It works effectively. Sometimes it was challenging to keep up young people's motivation to remain involved for such a long-term project (and its activities) as the AAA. The involvement of local organisations (as local partners) working with the target groups was a very important decision. The local partners have guaranteed the balanced participation of young participants (local youngsters vs. young migrants, refugees and asylum seekers).

Decision-making

This section is an overview that summarises in tables the findings of the desk research and the coordinators' answers to the key questions linked to the evaluation fields.

- *How were functions and competencies distributed?*
- *What was the decision-making structure like in each project?*

SPI

One general partnership meeting per year to set out the main activities, objectives: collective decision making. The functions and competencies are self-organised per strand. During the 2018 annual meeting there was a brief discussion to reach a common understanding on what is expected from each NA involved. This has been included in the guidelines that were drafted for the 2019-2020 cycle.

Per strand it could be decided to have a strand meeting. For the Geographical and Disability Strand, in the 2016-2018 cycle, this was very useful for keeping momentum, taking more practical decisions and the division of tasks. A 'steering group' consisting of representatives of each strand was considered but this never happened (no interest/active colleagues - no need).

EGL

Crucial documents and major guidelines or principles are decided on by the Steering Group during the SG-meetings or exceptionally in written procedures. The Steering Group always follows consensus-oriented decision-making. The project coordinator (and the coordinating NA) is responsible for following the principles and guidelines, deciding on concrete steps and dealing with specific issues. National Agencies are completely free to decide on their own activities within the project.

BPE

The functions and competencies are distributed in accordance with the motivation and expertise of each partner. The partners agreed on common guidelines for project management, communication and decision-making structures. Decisions are made mainly in steering group meetings. All WPs had a different leader to guarantee the constant involvement of all partners and also to share tasks and responsibilities, as planned in the application form.

HRE

The functions were already distributed very clearly during the project application on the bases of equal share. Decisions are made mainly at steering group meetings. The Expert group offers input to these meetings. In many activities, the Host and Coordinator are different. This enhances the exchange and communication between different NAs. Since they are constantly involved in project implementation, all partners feel much on board and motivated.

AAA

The main competencies and functions have been agreed upon at the application level (external evaluation – EE NA, European Ideas Lab – SI NA) and specific competencies resulting from the project implementation are mutually agreed and self-organised. Two of the steering group meetings (partners' meetings) have been organised by the coordinating NA. There is an agreement to link future steering group meetings to the planned events.

- *During the project, did decision-making follow the existing procedures/ structures? Was there any exception? If so, why?*

SPI

Yes. The main things were decided on at the annual general meeting. The strands were relatively autonomous.

Thanks to the 'light' structure, decision-making procedures are uncomplicated.

EGL

Yes, it did.

BPE

No exception so far.

HRE

The French NA stepped out of the project. This was not planned. Apart from this, all NAs have been closely following up their responsibilities and taking good care of the project. Decisions were made with the involvement of partners and those affected are informed. For instance, at the steering group meetings there are always at least 4 partner NAs closely involved in the programme design. Also, the expert group meeting's agenda is set through group discussion. But sometimes 1 or 2 NAs not responsible for any activity felt a bit left aside and information did not reach them.

In several occasions there was the impression of lack of guidance by the coordination. This was discussed at the steering group meeting and agreements were made in order to ensure better flow of communication and transparency.

AAA

No exception in comparison to what is agreed at the application and agreement level.

After withdrawal of the French NA from the project, the Amendment was approved by the EACEA

- *How did the project management deal with disagreements between different actors? By means of consensus, compromise or majority decisions?*

SPI

Within each strand, colleagues discuss, and decide on, different matters. More active NAs have a stronger influence than those less involved. This is well accepted by all (like in any other TCA cooperation). This is simply embedded in a wider strategic approach.

EGL

The decisions are mainly consensus- or compromise-based.

BPE

By consensus, in most cases. If needed, compromises were proposed by the leading NA in order facilitate the continuation of project implementation.

HRE

Different visions towards the necessity of certain activities were discussed and commented on widely (by project partners, experts...) and a compromise/realistic implementation were aimed to be achieved.

If any NA really wanted to carry through a particular activity but others were not so enthusiastic about that, the NA in question was allocated the responsibilities for the activity in question as the 'spokesperson'.

AAA

The decisions in the AAA steering group are consensual. The most important tasks are discussed and agreed during the joint meetings. The ongoing tasks are discussed via Skype conferences or e-mails.

For the selection of specific experts (trainers, campaign specialists etc.), the project coordinator is in charge of developing a selection procedure and invite all partners to participate. This tool is always shared and the outcome is respected by all partners.

Allocation of resources

- *How were the resources distributed? Were they centralized or distributed? For which concepts?*

SPI

During the annual meeting, NAs define the activities to be organised in the next TCA period, agree on who will host events and distribute the costs of international activities. All national activities are covered from each one's TCA linked to the international TCA activity or by the NA operational budget.

EGL

The project year always starts on 1 July and ends on 30 June in the following year. Resources are allocated accordingly.

- Financial resources:
 - Coordination costs at the European level: the coordinating NA is responsible for budgeting, hiring the appropriate services and spending the available resources. It reports to the network about the actual spending on a yearly basis.
 - NAs contribute to these costs in proportionate to their total TCA-budget. The contribution is stated in a yearly agreement between the coordinating NA and all other NAs. NAs pay the yearly contribution at the beginning of the project year, after receiving a payment request/invoice from the coordinating NA.
 - Costs of the European event: Similarly to coordination costs, NAs contribute to the costs of the event in proportion to their total TCA-budget. The contribution is paid on the basis of an agreement between the host NA and all other NAs. The total budget of the event is managed by the host NA.
 - Costs of national- and local-level activities: Each NA is responsible for planning their budget for the activities run at the national or local level. Small-scale TCA-activities are also the responsibility of NAs. The project coordination does not interfere in budgeting and information is not shared within the network regarding these costs.
- Human resources:
 - Project coordination: A coordinator is employed full time by the coordinating NA. The salary is paid from the contribution of NAs.
 - Accounting and other supporting office tasks: This is done by the coordinating NA. The size of the project does not require any extra support staff.

Human resources at NAs: Some NAs involve an external expert to coordinate the project (Portugal, Croatia). The TCA-officer is responsible for implementing the project at most NAs, while at some NAs (e.g. Germany, Slovenia) this is done by another staff member. Heads of NAs are also involved in the project at a few agencies.

BPE

The resources were distributed among partners in relation to the foreseen tasks and roles in the different WPs. ANG, as project coordinator, has contracted all partners under a "Framework subagreement between the beneficiary and the partner", in line with the format proposed by the European Commission. The Framework agreement was complemented by Specific agreements for each WP, in which roles and tasks for each partner were clarified. The budget was transferred to the partners in line with their

activities and tasks, after their request for payment. The final balance will be paid after the approval by EACEA of the final report.

HRE

The overall budget of the YfHR project looks rather scattered and more evenly distributed for various types of activities for NAs rather than centralised, as there is a lot of distribution of smaller amounts of money to partners. The budget has gone through a successful amendment and monitoring process in 2018 and there have been many adjustments with the financial reports coming in but also in connection to budgetary needs which could be met with the French NA leaving the project. Partners brainstormed on the needs, which were met as much as possible with resources put into the budget.

AAA

The IZ as the project coordinator has contracted all partners under a "Grant Agreement between the beneficiary and the partner". The template was based on the European Commission's model Agreement and consists of all relevant articles including a financial report template. Under the Agreement the pre-financing payment was 40% of the maximum amount specified in the Agreement and was paid to the partner within 30 days after the request for payment had been sent by the legal representative of the partner. The Second pre-financing payment of 40% of the maximum amount was paid to the partner, provided that at least 70% of the previous pre-financing instalment paid had been used. The balance shall be paid to the partner after acceptance by the Education, Audiovisual and Culture Executive Agency of the final report of the entire project.

- *How did the allocation of resources influence project implementation?*

SPI

As to coordination costs, in the first cycle, each NA was invited to contribute to SALTO I&D's budget to compensate for the extra time needed to assure the coordination tasks. Each NA contributed 1333€ (x15 NAs) from the 2017 TCA budget. The amount has been used mainly to contract external experts to carry out SALTO I&D activities and allow the SALTO I&D project officer to be available for SPI. From 2018, and as a new project officer has joined the team, it was possible to fit the SPI coordination tasks within the responsibilities of SALTO I&D team and, therefore, no additional financial contributions are needed by NAs.

EGL

Budgeting and allocating resources is smooth in the project. A 2-year plan was made for TCA 2017 and 2018 so NAs could plan their budgets well in advance.

BPE

The distribution of funds, in relation to the roles and responsibilities and tasks, allowed partners to experience the co-management of a European project and develop a sense of co-responsibility for the project and its results.

More details:

- Each partner got funds to cover staff costs in relation to their tasks, roles and responsibilities in each WP
- Each partner got funds for travels, mainly to attend the SG Meetings and dissemination events

- The funds for dissemination were allocated to the promoter in charge of implementing the website and printing and translating materials (brochure, policy recommendations)
- Peer Learning Conference organisers got funds for implementing gatherings

After withdrawal by the French National Agency from the project, partners agreed to transfer the funds to ANG, in order to guarantee the implementation of the French tasks, such as the elaboration of the policy recommendation and coordination of the WP3.

ANG contracted Federica De Micheli (representing the French NA in the project) in order to guarantee the correct implementation of the project and the fulfilment of the above-mentioned tasks.

HRE

Although there has not been any major block to implementation so far, it is also clear that there is scarcity of resources, which had some impact on the freedom of project delivery with NAs that do not outsource activities to third parties. It is not that activities would not be implemented, but the differences in price levels across partner NAs pose additional challenges. Transnational activities are mostly hosted by partner NAs with lower costs of living.

AAA

The biggest amount of staff costs is contracted by the beneficiary, who is responsible for the overall management of the project, as well as for the implementation of the project at the national level, in this case Austria. For the partners, staff costs are foreseen for all events taking place at the national level, training courses and the national Ideas Labs. There are also funds allocated to the implementation of the awareness-raising activities at the national level. There is a common agreement among the partners that any additional staff costs which might be needed will be declared as own contributions to the project. The Slovenian NA hosted the European Ideas Lab in June 2018; hence, all costs for the lab were allocated to the Slovenian NA. The Estonian NA takes over the work package "Evaluation" and, therefore, all costs of this work package are allocated to the Estonian NA.

In April 2018, Interkulturelles Zentrum, as the coordinator of the AAA project, received an official letter from one of the consortium partners, Agence du Service Civique –ASC, PAR04, in which the partner expressed and confirmed its intention to withdraw from the AAA project due to internal reasons.

The project manager has proposed to reallocate the French partner's budget among the remaining partners in order to ensure the project implementation as planned. In the Amendment, the IZ has proposed 6 extra activities (1 per partner country) named "ComeBack" which were aimed at utilising the skills obtained by young people in the European Ideas Lab phase in practice.

- *How did the NAs deal with non-budgeted resources (including, eventually, extra working time/hours)? Was it manageable / too heavy a load?*

SPI

N/A

EGL

The extra workload might be problematic to some NAs in terms of human resources.

BPE

Some tasks and outputs required extra working hours that each partner was able to manage. In general, the foreseen resources were enough to manage the process and project so far.

If it was needed, some partners co-financed staff costs from their own budgets.

HRE

The NAs have very bravely taken up the extra workload and if they found it too much, they negotiated with the Coordinating NA. The resources not budgeted were provided through own budgeting; but again, as a budget amendment was made after the French NA left, many budget gaps were filled thereby and items considered less important were left out.

AAA

All partners have expressed that the budget resources allocated to staff working time were not adequate and the staff costs have been increased due to the demanding implementation of the project. The staff costs are co-financed from the partners' own budgets.

Interaction between the European and the national levels

As a result of the analysis of the previous fields, the interaction between the European and the national level was identified as a key issue in the implementation of the strategic partnerships. A survey was conducted involving the key actors of the strategic partnerships (partners, managers, national coordinators, steering group members, budget coordinators, etc.) for an in-depth analysis of interaction in terms of its synergies, benefits and challenges.

The data of the respondents are the following.

The strategic cooperation project in which they were involved are:

SPI	14	
EGL		22
BPE	9	
HRE	5	
AAA		9

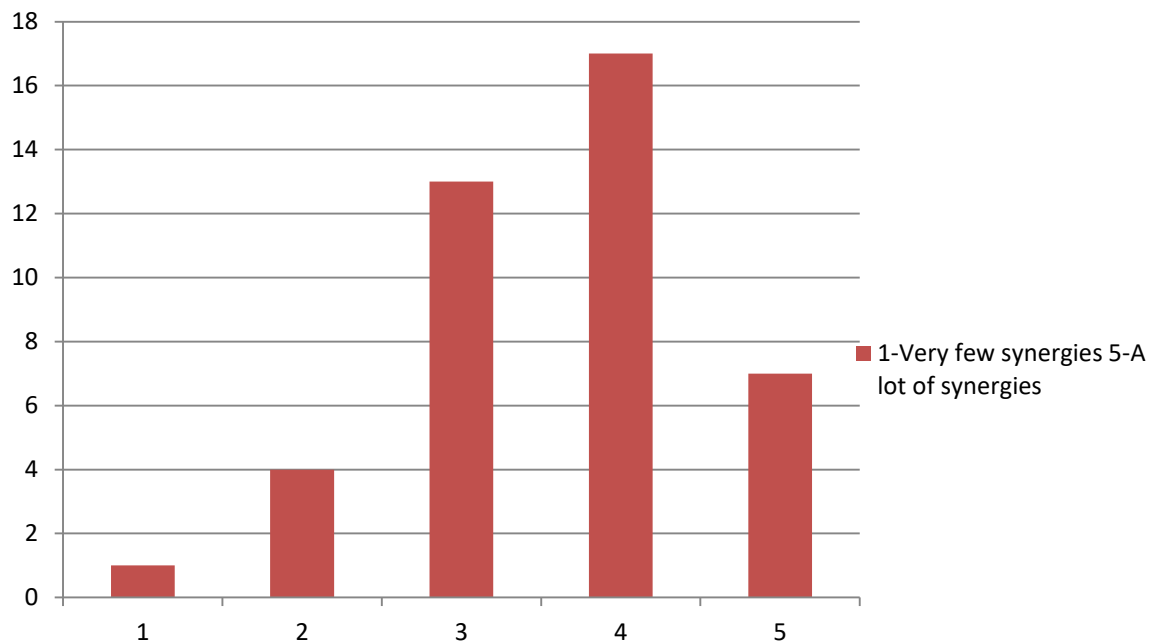
Their roles / responsibilities in the strategic cooperation projects and partnerships were:

Manager – National Coordinator	22
Member of steering group, advisory board, strands, expert group	11
Officer	6
Partner	5
Contact Person	4
TCA budget coordinator	1

In this section, the answers are analysed and summarised following the key questions linked to the evaluation fields.

Synergies

- *Did the partnership generate few or many synergies between the European and the national level? What synergies? Why?*



Average 3,59

Many examples of positive synergies were mentioned. We could group them as follows:

- European, national, regional and local activities (seminars, multiplier events, national info days, New training for youth workers, contact making seminars,)
- Funding opportunities
- New contacts in the youth field and beyond
- Setting of networks with stakeholders
- Development of new cooperation with municipalities
- Strengthening the cooperation with NAs

Those synergies happen due to the following reasons:

- The European partnership is in line with the national priorities.
- There is good project management supporting the national, regional and local levels.
- The European activities are good, inspiring, motivating and help develop new ideas.
- All the different levels (European, national and local) are involved from the beginning.

The main effects or consequences of those synergies are:

- Young people at local level enjoy international opportunities.
- The findings of European research and analysis are used in consultation processes at national level.
- Youth workers' competences are further developed through their participation in national and international activities.
- Good practices are adapted and transferred from other countries.

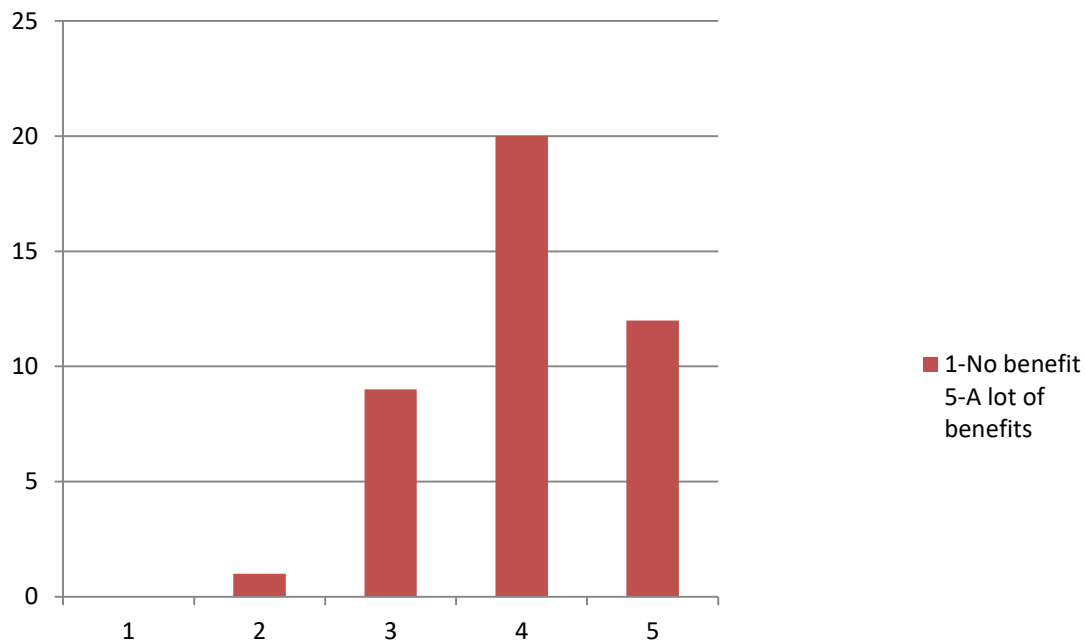
The reasons for few synergies were:

- Those are still to come in the next phases of the project. The European plans and ideas are there, but the national and local activities have not yet been developed.

- In some cases, the synergies do not take place because the focuses of the project at European level do not correspond to the national ones.
- In other cases, the national activities cannot be developed because of lack of support.

Benefits

- *Did the participation in the partnership bring few or a many benefits at national level? What benefits? Why?*



Average 4,02

The benefits described are:

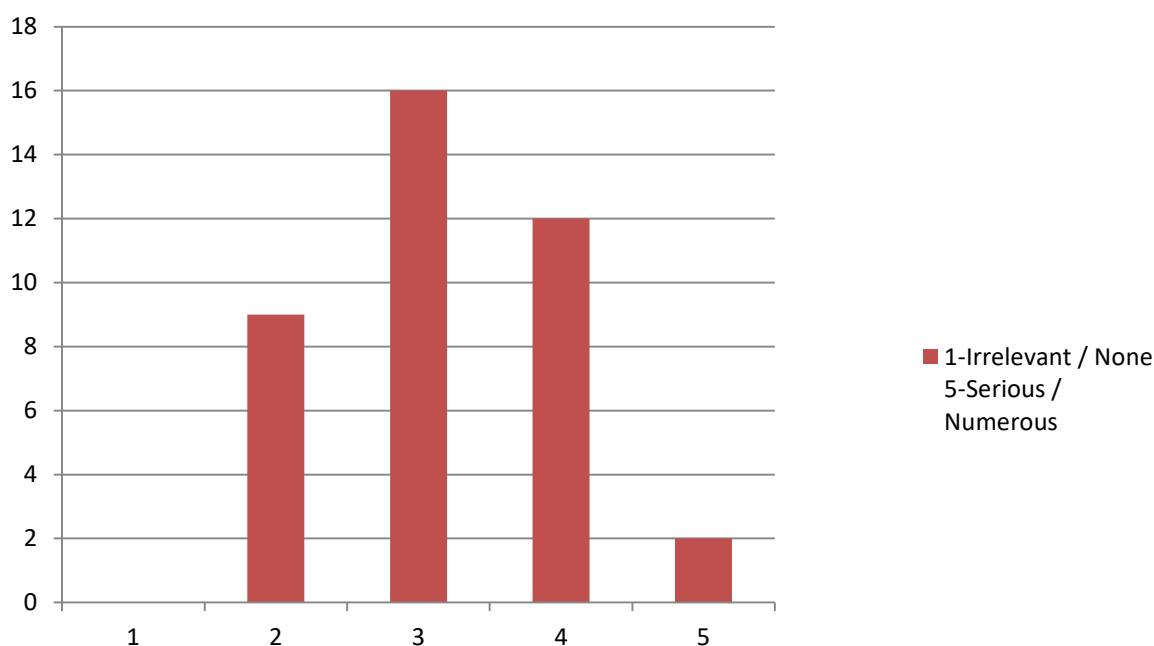
- The participants learnt many things and developed their competences in the fields of awareness-raising, project management, funding, migration, inclusion, values and lifestyle of young people, European programmes, etc.
- More and new partners (NGOs, institutes, European institutions, policy-makers, etc.)
- Further and reinforced cooperation with current partners (NGOs, NAs, municipalities, etc.)
- Linkages between the local, national and European levels
- Inspiration and ideas for new activities and initiatives
- Fostering the policy dimension of youth work
- Additional motivation
- Increased visibility the local / national activities

The benefits are, in some cases, limited because:

- The national level was not always sufficiently considered in the European activities.
- National activities – as a follow-up on European ones – are sometimes impossible to organise.

Challenges

- *Were the challenges (in the interaction between the European and the national level) serious or irrelevant? What were the challenges? What were the reasons?*



Average 3,17

The main identified challenges are:

- At times, there is a lack of common vision among different actors.
- The link between the local, national and European levels is not fully consistent. They are linked but are not "a direct consequence" of each other.
- The results of the project are not easy to "transfer" at local and national levels, i.e. the training modules are not concrete enough; the deliverables are not attractive, etc.
- The transfer to the policy level is challenging as well.
- The timing and the compatibility of calendars
- The limited time that some key actors (NA staff) can devote to the project
- Ups and downs in the level of commitment of NAs
- Attracting young people to participate
- Changes in the structure or management of the project
- The NAs are not used to the formats of the financial reports and timesheets.
- Too many projects are going on at the same time (involvement in more than means too much communication, confusion and invested energy in creating synergies)

The main reasons for the low number challenges were:

- The strong participation of the practitioners and NAs
- Good communication and coordination
- Coherence in the overall project

Changes and improvements

- *What should change or improve in the interaction between the European and the national level?*

In the field of management, there should be:

- More regular meetings
- Access to funding opportunities
- More time for the NAs staff to spend on the project
- A higher degree of participation, co-management and co-decision in the steering groups
- Bigger flexibility for forming groups and sub-groups within the project
- Better planning of common activities
- At the Level of NAs, more coherent and systematic planning is critical.
- Estimation in advance of possible delays

In relation to national differences and autonomy:

- In general terms, the flexibility is appreciated and it should be kept.
- The knowledge on national level regarding local youth work and its situation and challenges should be more present at European level.
- Differences between us in terms of NA structures and procedures should be taken into consideration to a greater extent.
- The autonomy of activities should be increased at local level. This should be discussed and agreed at the beginning and then be respected

For the different phases of the projects:

- Plan more carefully the national preparation phase.
- Provide more support for structured follow-up and evaluation.
- Cooperate with schools and formal education to attract young people.
- Make research and mapping phases less demanding and time-consuming.
- Improve clarity of final deliverables of the project from the beginning.
- The initial phase for establishing all the structures and work procedures is needed but should be shorter

Distribution of tasks:

- Better distribute tasks between partners so that every NA/country plays more or less equally important roles (apart from the coordinator who needs to have a stronger role.)
- If the time to react is very short, the natural unequal distribution of tasks leads to unbalanced commitment. Longer deadlines would help.

Involvement of partners:

- There is the need to improve the involvement of all partners by requiring feedback or approval from all partners at every step.
- Drop-out of partners should be avoided by means of realistic planning.
- When joining a project, partners should be ready to work hard, make personal contact and encourage organisations.

Coordination:

- Trust- and team-building are needed for the coordination / steering group. More meetings are needed.
- The coordination of the national groups is quite challenging and needs more resources.
- There is the need to clarify the role of the overall coordinator and the coordinator of a certain work package or element of the project in decision-making.

Direct input from young people:

- The idea of inclusive international youth work should go on. The efforts to include hard-to-reach disadvantaged youths, youths with disabilities and civil groups etc. should continue.

Communication:

- As responsibilities are decentralised, communication should be decentralised as well - always respecting the agreed standards/channels.
- Communication in the national language and at local level about the project should be reinforced.
- Despite the efficiency of electronic communication, face-to-face meetings should be prioritised and financially possible (groups, sub-groups at national level etc.)
- Cooperation

Budget and resources:

- Realistic staff unit costs and sufficient means to enable steering group meetings are needed.
- The participation of young people in international activities should be considered in the overall budget/resources.

Practicalities

- The bureaucracy of strategic partnerships needs to be minimised.
- A common calendar with the major internal deadlines would be desirable.
- The workload for the NAs involved should be reduced.

Added value

The above mentioned survey included a question on the added value of the strategic cooperation projects and partnerships. Is it related to the KA3? If so, I would mention KA3 projects rather than strategic partnership projects.

- *What was the added value of the strategic partnership for the different national agencies compared to an ordinary TCA-activity? In the short term? In the long term? At this moment...*

The answers and reflections of the coordinators and the key actors (i.e. NAs staff) on this point can be summarised as follows.

Clear added value:

- The long-term cooperation brings long-term, lasting results.
- The strategic approach to NAs plans
- Closer cooperation and support work with municipalities by working individually with each of them.
- More weight and legitimacy of results specifically in terms of policy or standard proposals
- Deeper understating of needs and increasing the quality of work.
- It allows working with a specific target group, get deeper into their realities and do more research and training.
- The possibility to fund national seminars and to link these to European training events.
- Reaching new target groups, both in the short term and long term;
- Enlarging local networks
- The NAs are again working much closer to each other. The network of NAs is stronger and there is more cooperation between NA staff, more learning from each other and motivation, as well as a common agenda to follow up.

Doubts concerning added value:

- No added value. It is not the role of the NAs to be involved directly with the development of concrete activities in the field.

- It is important to deal with certain topics in strategic way. But there are many parallel processes and events on topics that have no connection to Strategic partnerships
- In some cases, the NAs are competing with the organisations they are funding through the E+ and there is, in some way, an inversion of roles. Summing up: it is not the vocation of NAs.

Proposals:

- It is important to have at some point a kind of moment together with the other KA3 projects, because we are all working in the same direction, I think, but with different beneficiaries.
- I think that a common website other than a Facebook page could have been useful but... maybe it is too late and there is no money in the budget for this.
- A central platform/calendar (not yammer) would be helpful.

CONCLUSIONS

SPI

Synergies

The SPI (SPI) has been an opportunity to create synergies at national and European levels in different topics. For example, links between national and international activities and strengthening of networks was mentioned by respondents. It also allowed strengthening synergies in how to use TCA in a more structured way and with a mid-term vision.

Benefits

There are clear benefits in being part of such a partnership. The engagement of new beneficiaries, networking and the potential impact at local and European levels were some of the benefits identified. In addition, SPI allows the competence development of NA officers on inclusion and the creation of new working methods (on reaching out and TCA).

Challenges

Despite the positive evaluation regarding synergies and benefits created in the framework of SPI, it has been a challenging experience. Involvement of and support to new beneficiaries, linking up strategically European and national/local levels and having a common approach to inclusive youth work (taking into consideration different realities and also needs of participants) were the most important challenges.

European-national interaction

Regarding European-national interaction and how to foster synergies and overcome challenges, respondents highlighted the following improvement measures: work towards a more common approach to inclusive youth work, reconsider NAs resources available for partnership, strengthen national dimension, engage experts with experience with target groups, improve coordination/task division (per strand mainly) and dissemination of results.

Added value

When asked to compare SPI as a structured cooperation project to other TCA, all respondents underlined the added value of the partnership. For them, SPI allows giving visibility to Inclusion as a common priority, viewing national and international activities more strategically and getting new ideas and tools for their work at national level. NA network cooperation has been reinforced by this partnership and young people and organisations are also benefiting from it. The Harvesting Conference was an important moment to move forward in the partnership and to develop a more long-term strategic approach.



Detailed analysis per
question.docx

EGL

Synergies

Average score: 3.6 (1-Very few synergies 5-A lot of synergies)

- The work between NAs and municipalities started via this partnership in most participating countries. NAs which already had links to municipalities mentioned that their cooperation became more organized and their network more stable.

- European level activities, initiatives and policies has more influence at the national and local level due to this project thus youth workers working at the local level gain knowledge and realise projects at an international level. It is also an added value that this project delivers tailored messages and activities for local actors.
- EGL strategic partnership is definitively a catalyst when speaking about synergies that derive from cooperation between the national and international levels. It could be (presumably) even more so if the planning of international activities would be more synced. There are a lot of activities happening, organised by different NAs, but the scope of cooperation in these initiatives is narrow. Reasons are probably very different – some want to have it like that, others do not even know that more NAs would be interested in joining their activities.

Benefits

Average score: 4.15 (1-No benefit 5-A lot of benefits)

- Creating new partnerships amongst local actors to carry out international activities together
- The cooperation between NAs have become more systematic in relation to youth work development
- The project also offers competence development tailored to local stakeholders
- A new target group for the programme – decision-makers on local level – is reached better.
- The mind-set of youth workers, municipalities and other stakeholders changes and opens to international cooperation, funding opportunities and ideas that can come from projects realised through these.

Challenges

Average score: 2.9 (1-Irrelevant/None 5-Serious/Numerous)

- Shortage of resources: NA staff and working time (in case of some NAs)
- Lack/scarcity of horizontal communication between the different actors. The national activities are not very well-connected to each other; what runs under the label "EGL" seems a bit random. The involvement and dedication of NAs towards the project varies, some respect deadlines more than others, some do things well in advance, others nothing at all.
- The structure of the EGL project has changed since the beginning, including the work plan at European level. The time span to follow all changes at national level is very challenging as the timetable of the expert group members due to their high profile is very busy. E.g. the launching of the Charter discussions could have been planned differently by the NA if it had been agreed at the project level from the start or at least once the national plans were made.
- Difficult for small NAs to fulfil all the tasks related to such a big project.

European-national interaction

- The EGL SP is very well-managed at central level. It is clear that every country is facing its own specific national reality and sometimes that itself causes clashes between them.
- There should be more communication/networking at local level to formulate a common opinion on what is needed for developing youth work.
- More support for structured follow-up and evaluation (in terms of concrete tools and methods) is needed in order to enhance knowledge-based development of and advocacy for youth work.
- It is useful that international project partners are also involved.
- The level of autonomy for national activities is very appropriate, particularly as different project partners are working in different contexts and therefore need to be able to adapt their own national activities. The national working groups' division of tasks and their working individually in each nation but connected together is a great thing.
- The time for establishing all the structures and work procedures was quite long but surely necessary; in total, the impression nevertheless is that 3 years are relatively short for such a complex project.

Added value

- The long-term perspective and having the opportunity to really work strategically, rather than only focusing on the short term, is the important thing.

- It helps to find a common agenda and formulate common needs, instead of running diverse and random activities with little long-term effect on youth work.
- Few bigger and formally established partnerships provide an added value as they address an overall interest at European level and are very clearly linked to European processes (youth work, youth policy) and concern all countries. This type of projects should not become a norm, but rather be launched based on common needs.
- Broad-based cooperation has a lot more weight and legitimacy in terms of results than does TCA cooperation, specifically in terms of policy or standard proposals. This will probably be seen more in the medium to long-term prospect but it is definitely a model that has a clear added value.



Answers
questionnaire EGL.xls

BPE

Synergies

There were many synergies between different stakeholders in the following respects:

- gaining insight into contexts in other EU countries
- informing each other about projects, regulations and measures at national level
- strengthening national networks and identifying further cooperation opportunities
- follow-up activities after the European activities: study visits and national multiplier events
- national info days

Benefits

NAs experienced the importance of working together for a common goal, of reinforcing synergies and of cooperation in the NAs' Consortium.

Challenges

NAs experienced how to manage an international project as promoters/partners (challenges of bureaucracy/administrative tasks).

Enlarging the networks and establishing significant relationships with the Coe, the EU_COE Partnership on Youth and other relevant stakeholders in order to avoid overlapping actions and activities.

European-national interaction

NAs, thanks to some local actions such as the National experts' groups, were able to get to know better local Youth work and its effect.

Added value

NAs could establish significant networks and involve in the Erasmus+ "family" organisations that are not used to run international projects.



Answers
questionnaire BPE.xls

HRE

Synergies

Inspiration and knowledge from the European side

New topics, best practices and ideas

New contacts in the youth field and beyond (i.e. integration sector and university/researchers)

Peer learning with other partners, sharing ideas about how to do certain things at national level.

Creation of links with other partners for other projects (i.e. study visits).

Benefits

Through local activities promoted by youth workers, the project reached more youngsters who would never participate in the "normal" E+ programme due to obstacles.

Good for the visibility of organisations. By sharing the work, you can offer major activities (peer learning seminars) and have important deliverables.

Promoting and making HR more explicit in E+:

- HRE national training courses (NTCs), which took place in all partner countries, have a snowballing effect integrated into them: there is introduction of E+ project opportunities in every NTC (2 NTCs take place per country) and the point is to encourage and design follow-up activities within the scope of E+.
- Putting together a partnership-building contact list among NTC participants internationally, which will be an internal contact base for them to plan and design follow-up activities within the E+.
- NA staff HRE training course and national HRE mainstreaming activities make the bridge even more visible.
- Communication activities on HRE are planned to make HRE more visible.

Challenges

Dealing with different concepts and understanding human rights, with a distinction between human rights education and education for democratic citizenship, is a challenge. It was not easy to find a common approach and a common vision of the project. Budget lines are sometimes similar for all partners (e.g. mapping), although the size of the countries and of the youth sector in each country is very different.

Communication was a challenge particularly concerning how to transfer results and Outcomes in a manner that is helpful and supportive at local level.

The project steering group members (NA staff) had different levels of previous connection with HRE; some of them felt at first quite uncomfortable and then reported that participating in the HRE NA staff training course helped. In fact, in their opinion the NA staff training course on HRE could have been scheduled a bit earlier. Having said that, going out of the known territory and comfort zone was the point of the project in the first place, so bringing in NA staff as experts on E+ but not yet so comfortable with HRE was a good move because it helped to increase their competences on the matter.

European-national interaction

The HR organisations were included in the mapping and cooperation was ongoing when experts were recruited; NTCs took place and continued in many cases in the context of national HRE mainstreaming activities. Bringing E+ closer to national organisations was a result of the European-national interaction.

The project connected new people and organisations around HR at the national level.

Being part of the project stimulated national debates among the national partners on new topics and questions.

Towards the end of the project, HRE is an important topic for all the members of the project steering group. Several are aiming to take remarkably bold initiatives in their own countries and build new coalitions in the context of e.g. transfer seminars.

Added value

In the beginning, some actors questioned the added value of the project compared to e.g. the Council of Europe's work in HRE or existing TCA possibilities, but as the project progressed long-term networking was generated resulting in stronger commitment, improvement of NA Network cooperation, higher quality of policy responses and programme development, higher level of expertise of NAs, better visibility of the programme, other projects and training concepts, etc.

Sustainability is a factor which is already considered in the project application phase, such as making a sustainable TCA on HRE but, moreover, building strong links in between university curricula (formal preparation of youth workers); HRE topics are another very good new initiative stemming from the project. We have already established 3 TCA activities as a follow-up of this project, the first of which is already taking place this year and there are also policy recommendations. More steps will be planned at the last partner steering group meeting on the issue of sustainability.



Answers
questionnaire YfHR.x

AAA

Synergies

Synergies at the local level with local organisations for labs and awareness-raising activities were created.

Inspiration and knowledge from the European side is very much an added value, thanks to new topics, best practices and ideas.

The methods created at European level have been used at local level via local partners as a toolkit of the AAA and Inclusion strategy.

Cooperation with local partners, i.e. organisations working with the target group, was enhanced.

Synergies with other initiatives and actions ongoing in Europe were made.

Benefits

It complements the priorities that the NA has and provides specific tools to pursue the objectives related to the theme, which is otherwise very large. There is a stronger and better focus.

Participants have increased their range of capacities, improved their competences and got motivation to become involved in projects tackling migrants' issues.

A large number of young people have received some input to improve their competence and confidence to be active on issues related to tolerance, multicultural society, etc. but also to campaigning.

The project is achieving a high level of numerical participation, especially of the target group (47% of training participants had migration background), which means that an excellent proportion of participants are refugees, asylum seekers and/or migrants.

A significant number of material outputs have been developed that could be used by others and multiplied through practices concerned with youth participation and active youth citizenship.

The campaign has the potential to be an interesting contribution to the public discourse and to kicking off what could become a more widespread “movement” involving participating young people and wider circles of stakeholders (i.e. local NGO partners, etc.)

The project is putting in place building blocks for a broader impact in relation to its KA3 objectives, but for having a significant and lasting impact a specific strategy for valorisation of the results of the Campaign and the outputs (notably different local activities) as a whole is needed.

Challenges

The frequency and sequencing of events and project activities was very intense and at times it was difficult to reconcile them with part-time project management.

The staff costs and time allocated to the application did not correspond to the actual time spent on project management activities.

Levels of involvement of local partners do differ – c.f. difficulties of some NAs to recruit participants for training events. NAs usually do not work directly with young people. Hence, as an important measure, a formal partnership has to be established with local organisations (as local partners) that directly work with refugees, migrants, asylum seekers and local young people.

Measures to keep up the motivation of young people (to be active/to be a part of the project activities) for the entire duration of the long-term project are important – it was challenging to reach young people directly, to motivate them and to keep up their motivation and long-term commitment.

European-national interaction

It is also an inspiring opportunity to develop awareness-raising projects under an AAA project and reflect on the topics of inclusion and diversity, values of young people and their commitment to the European project (even if they are acting at the local or national levels).

Awareness-raising training events on European values at national and local levels for youth workers, teachers and young people should become part of the Erasmus+ programme as well as the European Solidarity Corps.

The AAA campaign is a great example on how to highlight local activities across Europe and take them to the European level under one joint campaign.

Added value

The project is producing a very significant number of outputs.

The project is achieving a high level of numerical participation – especially of the target group (47% of training participants had migration background).

In AAA, we have managed to reach more than 50% of participants who never took part in any project (not even at school because there is also always a small fee) and these were not only migrants and asylum seekers but also poor people.

The project AAA has a great impact on participants and society in all respects and it would not be possible to compare it with TCAs as TCAs affect only small groups of people and have not measured the results.

The long-term perspective is an added value. It gives partners the opportunity to really work strategically. Strategic cooperation has long-term effects and allows a greater insight into the topics, ranging from extensive national processes to the European level.



Answers
questionnaire AAA.xl

Common lessons

The following common lessons for all the strategic cooperation projects and partnerships do not question or replace either the findings of the internal evaluation of individual strategic partnerships or their previously identified conclusions (on synergies, benefits, challenges, European-national interaction and added value).

Unavoidably, drawing any common lessons relevant to five long-term partnerships including a huge number of participants, partners, activities and interactions requires a certain level of “generalisation”.

However, this last section of the monitoring report only aims to highlight some key common lessons at strategic level treating the strategic partnerships as different ways of cooperation between NAs.

When planning future cooperation strategies between NAs, the following “general” and probably “incomplete” lessons are to be re-discussed and considered together with the more concrete documentation and internal evaluations.

Coming back to the initial questions of this monitoring exercise, the lessons are clustered around the following five questions:

- What is the added value of a strategic partnership compared to ordinary TCA-projects?
- What are the most suitable structures and formats for a strategic cooperation project within the NA-network?
- How to consider the needs and capacities of the project partners in planning?
- What are the best tools, channels and methods for internal communication?
- What can guarantee a sustainable result in strategic partnerships?

Added value

(What is the added value of a strategic project and partnership compared to ordinary TCA-projects?)

Without any exception, the different actors identified a clear added value in all the strategic cooperation projects and partnerships. The most important dimensions of that added value are:

- Long-term perspective
- Strengthening the political and strategic dimensions
- New partners for cooperation at local, national and European levels
- Stronger cooperation between NAs
- Peer learning between NAs on how to do things better and development of NAs’ competences and new working methods/approaches
- Reaching new target groups – not so common in E+ activities
- Setting up networks for future cooperation beyond the current partnership
- Activism as a model = promoting youth participation and solidarity projects

Structures and formats

(What are the most suitable structures and formats for a strategic project and partnership within the NA network?)

The structures and formats of the five strategic projects and partnerships are different. They are described in detail and in a comparative manner in the previous sections devoted to task division and different levels of involvement, decision-making, allocation of resources and interaction between the European and the national levels.

No final conclusion can be drawn in terms of the most suitable structures and formats.

It is clear that the SPI and EGL (based on the TCA-agreements between the coordinating NA and the partners) could benefit from a high degree of flexibility in their calendar, planning of activities, setting up of working groups and use of resources. But in some cases, the setting of priorities and responses to the national and European priorities were not easy to harmonise and the convergence processes at European level took quite some time. The beginning of those partnerships was quite smooth and said challenges appear at around halfway through the project.

The KA3 projects (AAA, Becoming a part of Europe and HRE) could not enjoy the same degree of flexibility. The first phases of the projects were challenging. It took considerable efforts and time to set up and launch predefined structures and project elements even at the level of shared understanding of the project. Adaptation to the emerging needs and changing circumstances was not easy. However, the deliverables of each phase and the final outcomes of the projects were clear from the beginning. The policy and strategic dimensions were very much present from the beginning of the project.

As has been mentioned, it cannot be concluded that a certain structure or format of cooperation is per se more suitable than another. Many other factors also play an important role.

The functioning of what we could call "intermediate" structures of the projects was certainly a key one. They had different names and slightly different functions in each strategic project and partnership: steering groups, strands, advisory boards, expert groups, partners' meetings, working groups etc. Those structures were in charge of linking the overall objectives of the project with the diverse interests of the partners, the national dimension with the European one, the educational and the political/strategic aspects, the existing expertise and experience in the different working fields with new challenges etc. The project coordinators, together with leading NAs were, so to speak, the "glue" of the strategic projects and partnerships. The good work of those intermediate structures, together with the leading role of coordinators and NAs, was a key to the successes of the projects and partnerships.

But this did not happen without tensions and challenges. In most cases, the workload, time and resources needed in those intermediate structures were underestimated in the initial planning or attached to the NAs' business meetings, which in the end was insufficient.

Additionally, in the case of KA3 projects, the NAs staff were in the position of "applicants" or "beneficiaries" vis-à-vis the European Commission. This was both a challenge and an intensive learning experience. The financial management and the administrative/reporting procedures were quite laborious.

Certainly, in the future all these intermediate structures (between the European events and the national activities) should be more realistically planned.

Needs and capacities of the project partners

(How to consider the needs and capacities of the project partners in planning?)

In all the strategic projects and partnerships, from the first kick-off meetings until the last decisions on follow-up activities, the needs and capacities of the project partners were always considered by the partners of all the strategic projects and partnerships.

The decision-making processes were more or less easy and, except from the drop-out of a partner, not particularly problematic. All the key decisions were taken by consensus in a spirit of mutual trust and flexibility for the achievement of the common objectives. No activity or initiative was imposed by the "European level" on the "national level" or vice versa, or by a certain structure on another one.

At different moments and in different ways, all the strategic projects and partnerships suffered from the lack of time, staff and resources. This was a big challenge and compelled some partners, especially the NA staff, to go quite often beyond their capacities.

In terms of needs and capacities, the role and commitment of “associated partners” was particularly sensitive as well. In some projects and partnerships, such partners have a name and a relatively clear status. But in other cases, their participation was volatile and often unpredictable and it was very challenging to keep them connected and active.

In future cooperation projects and partnerships, different and clear “status” and modalities of commitment should be set so that the necessary adaptations to the needs and capacities of partners are compatible with the overall achievement of the objectives and with a balanced sharing of tasks and responsibilities.

Internal communication

(What are the best tools, channels and methods for internal communication?)

The internal communication has in general been positively evaluated by the different partners and actors. It was effective. Its purposes were achieved. But this does not mean that it was something obvious or unproblematic.

Internal communication in general terms has been very often unidirectional – initiated by the coordinator/organiser/person or structure in charge. For each phase and activity of the projects and partnerships, a more pro-active use by the actors involved was missing. This adversely impacted the deadlines, general coordination and the sense of shared ownership.

One element particularly affected by the difficulties in the internal communication is reporting, still mainly understood as a “procedure” instead of a way of “sharing”.

The tools and channels of internal communication were, on the one hand, “similar” for the different strategic projects and partnerships and, on the other hand, differently used in some details.

All of them were, if properly and consistently used, adequate for their purposes. But there were some disadvantages in their use and the internal communication procedures took quite some space of the internal coordination meetings.

The following challenges came up in the use of different tools:

Mailing lists: As the salto-youth.net extension is recognised as a spam by some firewall systems, the mailing lists used in some projects and partnerships with this extension were not the best option. The solution was to send e-mails individually to those NAs which had the firewall problem (as they could not make any changes in their IT-systems).

File-sharing online (Dropbox as well as Google Drive repository): It ensures an absolute transparency in the project and provides full access to all NAs for all project-files. But it is perceived as an extra work load and burden for NAs to install and start using Dropbox. It has been just partly used. A strategy to strengthen its use was to provide links for each document via mails. These links could be opened without logging into Dropbox.

Basecamp: It has been used in several strategic projects and partnerships. It is a very efficient tool but its disadvantage is that some project members are not familiar with Basecamp, e.g. some have set only a weekly notification so they might not receive important materials at the right time. A, not so perfect, solution was to send out reminders addressing directly the persons who did not respond to certain messages. Basecamp is meant to be a multi-directional communication tool, but communication in some projects and partnerships was still mainly initiated by the project coordinator. Partners hardly used it for sharing information pro-actively.

Regarding the on-line tools, beyond the existing yammer and salto-youth.net, a tailor-made communication tool with all necessary functions could be designed for the NAs so that everyone would use it for all international interactions. The need to improve online communication within the NAs’ network goes beyond the scope of these strategic projects and partnerships, but it is certainly crucial for running large-scale projects with a lot of partners.

Ad-hoc online or face-to-face meetings were good. As has been previously mentioned, the number and length of internal meetings for communication and coordination were in many cases underestimated in the planning phase. They had to be and were very efficient.

Sustainability

(What can guarantee a sustainable result in the strategic projects and partnerships?)

At this stage, it is almost impossible to draw any definitive conclusion on the sustainability of the results of the different projects and partnerships. Some have already finished their work, others are about finishing and still others are even considering the possibility of extending their shared/common work.

But even if all of them had already finished, the sustainability of results would be best assessed after at least one year or, in some cases, during the next Erasmus+ cycle.

What at this moment can be assessed is whether the sustainability has been sufficiently considered and whether the necessary measures and decisions have been taken so that the possibilities and perspectives are as high as possible at this stage.

What can be concluded in this respect at the moment is that:

- All the strategic cooperation projects and partnerships have considered the sustainability of their results from the beginning of their work.
- All the strategic cooperation projects and partnerships have promoted and supported national and international networks so that the different actors and partners develop autonomously their own activities during the project and beyond.
- All the strategic cooperation projects and partnerships have developed deliverables, tools or products that, with the necessary adaptations, can and are being used beyond the scope of the projects.
- All the strategic cooperation projects and partnerships have developed "mainstreaming strategies" so that, apart from new networks and activities, the different stakeholders (policy-makers, NGOs, local/regional/national authorities, NAs, youth workers etc.) can integrate the results into their daily work. If this is the case, the sustainability of results would be naturally guaranteed.
- In one way or another, all the strategic cooperation projects and partnerships have worked on the long-term policy dimension. The results of it come normally in the long-term and sometimes indirectly but are very important for the necessary "structural" changes so that the results of the projects are more than just a flash in the pan.
- The "newly" reached target groups (i.e. those not so familiar with Erasmus+) have received direct and indirect information on funding opportunities and different levels. This should contribute to making the results of the project more sustainable.

For all these reasons, in all the strategic projects and partnerships the basis for sustainability has been or is currently being laid.

Previous international experience teaches us that at least three pillars are necessary in long-term strategies:

- Motivated and committed people/actors. For them to remain "alive" and active in the follow-up of the projects and partnerships, communication and networking are crucial.
- Resources and materials that they can use, with the necessary adaptations in their daily work. Ideally, those should be ready and produced before the end of the project. Afterwards, the motivation and mutual support naturally decreases and the - in principle - easy edition or translation

of materials becomes a heavy task. Translation into the national language is crucial for many ultimate target groups

- Meetings and training activities. Motivated and committed actors working regularly on a certain issue with good materials and resources need to respond to new challenges, get inspired by colleagues, coordinate efforts and recharge their batteries. Meetings and training activities are crucial. They normally need to be planned quite some time in advance due to organisational and financial reasons.
- Functioning structures and coordinating roles to generate synergies and added value. Long-term strategies are more than the mere sum of individual activities.

When devising sustainability measures and strategies, special attention should probably be paid to “new” actors and “new” themes. Additional support might be needed to compensate for the lack of experience and tradition.