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SALUS - A EUROPEAN NETWORK TO FOLLOW-UP THE REFORMULATION OF MANUFACTURED FOODS IN TERMS OF THE **REDUCTION OF THE LEVELS OF FAT, SATURATED AND TRANS FAT, SALT AND SUGAR**. IDENTIFICATION AND EXCHANGE OF GOOD PRACTICES ON THE TECHNICAL AND ECONOMICAL ASPECTS OF REFORMULATIONS IN SMALL AND MEDIUM SIZED ENTERPRISES.

Evaluation Report – Interim

Deliverable 10

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Overview

This evaluation report summaries SALUX (former project name SALUS) evaluation activities during the period 06/08/2011 – 05/02/2013.

This evaluation report firstly introduces the project management structure and work packages. In the Chapter 2 four different evaluation activities are reported:

- (1) Summary of evaluation of the project progress
- (2) Evaluation of the partners' satisfaction and involvement
- (3) External evaluation report
- (4) Evaluation of the 1st project meeting in Helsinki

1. Introduction to the project management structure and evaluation activities

1.1 SALUX project partners

This project is a collaborative initiative between the organisations listed below

Project partner 1: Tecnogranda SpA (TECNOGRANDA), Italy; (Coordinator of the project)

Project partner 2: Valstybine Maisto Ir Veterinarijos Tarnyba (SFVS), Lithuania

Project partner 3: Canning Research Institute (CANRI), Bulgaria

Project partner 4: Universität Hohenheim (UHOH), Germany

Project partner 5: National Institute of Research & Development for Food and Bioresources (IBA), Romania

Project partner 6: Campden Technology Ltd (CCFRA), United Kingdom

Project partner 7: Technische Universität Berlin (TUB), Germany

Project partner 8: Critt Agro-Alimentaire de Haute-Normandie (AGRO-HALL), France

Project partner 9: Emona Razvojni Center Za Prehrano (JATA-EMONA), Slovenia

Project partner 10: Universität für Bodenkultur Wien (BOKU), Austria

Project partner 11: Campden BRI Magyarország Nonprofit Kft (CBHU), Hungary

Project partner 12: MTT Agrifood Research Finland (MTT), Finland

Project partner 13: Coordinamento di Associazioni per la Tutela dell 'Ambiente e dei Diritti di Utenti e Consumatori (CODACONS), Italy

Project partner 14: Universitat de les Illes Balears (UIB), Spain

Project partner 15: Istituto Europeo per lo Sviluppo Socio Economico (ISES), Italy

1.2 Project workpackages and responsible organisations

With regards to the management structure of SALUX Project, the total work programme is divided into 8 separate work packages as follows:

Workpackage number	Description of workpackage	Name of responsible organisation	Name of WP contact person
WP1	Coordination of the project	TECNOGRANDA, Italy	Dario Vallauri
WP2	Dissemination of the project	AGRO-HALL, France	Lylia Guerouaou
WP3	Evaluation of the project	MTT, Finland	Terhi Latvala
WP4	Analysis of the local contexts	Food RDI, Romania	Adriana Macri
WP5	Definition and exchange of good practices	SFVS, Lithuania	Zenonas Stanevičius
WP6	Organization of the follow-up of the food reformulation among SMEs	BOKU, Austria	Wolfgang Kneifel
WP7	Cost-Effectiveness Analysis (CEA) of the major reformulations identified	TECNOGRANDA, Italy	Dario Vallauri
WP8	European Clearing House for agri-food SMEs and Consumers	ISES, Italy	Carmine Flanaga

1.3 Evaluation activities

The goal of the evaluation approach is that evaluation activities should be a means not an end, and part of the process of helping lead organizations and partnerships to achieve sustained project outcomes. In essence, it should facilitate a reconsideration of objectives and processes, review progress to date, and determine any course corrections that might be enacted.

In this SALUX project activities and evaluation tools are monitored continuously all during the project life cycle, setting up specific guidelines and instructions for the smooth implementation of the project. Monitoring and evaluation on the project process will be exercised throughout the period of project implementation. At regular intervals, the project activities will be reported, analyzed and compared with the project objectives and expected results. The results of this ongoing assessment will be used in order to have improvements to the project with a consequent

optimization of the activities. The interim and final reports will be prepared on the basis of documentation, interviews / conferences with partners and with the project beneficiaries.

According to the Execute Agency for Health and Consumers (EACH) definition evaluation can be defined as the systematic appraisal of the success of a project. Success refers both to the quality of the project, whether the outcomes meet the needs of the target groups, and its results and the project objectives have been achieved.

Depending on the purpose of the evaluation, a distinction is usually made between *process* and *effect* evaluation ([EACH 2005](#))¹. Process evaluation (internal evaluation) is done during the project, and aims to monitor the implementation process, improve the work in progress and increase the likelihood that the project will be successful. Effect evaluation (external evaluation) aims to verify whether the outcomes meet the needs of the target groups (or if it's possible to foreseen that it will be so) and if the project objectives have been achieved.

1.4 Partner responsibilities of the evaluation process

The evaluation will be carried out according to the initially agreed activities in the approved application form of the project and the evaluation plan presented by the WP3 leader of the project (MTT, Finland). MTT compiles Evaluation plan including evaluation questionnaires used through the project. MTT is responsible for updating this document and questionnaires when appropriate.

The SALUX project evaluation is implemented by regular basis by MTT and by external evaluator. The evaluation responsibilities are divided to an internal and external evaluation. MTT has main responsibility of the internal evaluation of the project. In April 2012 as a result of the call for tender, the external evaluation is assigned to the Pro&Do srl. External evaluator focuses on the effect of the SALUS project.

Process evaluation (internal evaluation) is done during the project, and aims to monitor the implementation process, improve the work in progress and increase the likelihood that the project will be successful. Effect evaluation (external evaluation) is usually done towards the end of the project, and aims to verify if the achieved project objectives are suitable of good impact on target group.

Contact details of WP3 leader and internal evaluator of the SALUS project

Name Dr. Terhi Latvala

Organisation: MTT Agrifood Research Finland

Address: Latokartanonkaari 9, 00790 Helsinki, Finland

Email: terhi.latvala@mtt.fi

Skype: terhi.t.latvala

Contact details of the external evaluator

Name: Paola Bazzoni

Organisation: Pro&Do srl

Address: Via Varallo 11 28896 Quarna Sotto (VB) Italy

Email: paola.bazzoni@proedo.it

Skype: paola.bazzoni

1.5 Independent experts

SALUX project also has three independent experts which have been invited to participate to the project meetings. After each project meeting they will also evaluate the project success by using the questionnaire developed by the WP3 leader (MTT).

2. Evaluation results

2.1 Summary of evaluation of the project progress

Terhi Latvala, MTT Agrifood Research Finland

All project participants were asked to respond to the questionnaire about their activities during the reporting period 06/08/2011-05/02/2013. The activity summary report form was sent to the participants including the following four questions:

1. *Work packages involved within this project period*
2. *Please describe research activities and outputs (reports, press releases etc.) under Work Packages which you actively worked on in this reporting period. Note this is a summary report only. Do not engage long descriptions; restrict your overview to short bullet points.*
3. *List deliverables and/or milestones reached in this reporting period (if relevant)*
4. *List any problems/deviations from the project work plan, or delayed progress towards reaching forthcoming milestones and/or deliverables. State corrective actions being taken to address problems.*

The questionnaire was made by using Webropol survey system. The link to the questionnaire was send via email to all participants. All participant organizations were asked to respond before 22th of February 2013. See detailed partner's responses in Appendix 1.

The answers to question one show that almost every participating organization has been involved in work packages 2, 4, 5 and 6. The main deliverables during this first reporting period were analysis and the reports of the local context, translated as a short version to all project languages (WP4). Moreover, project websites and different project materials were created and translated into project languages. To communicate the goals and results about the project, also newsletters and e-magazines were written.

Problems during this reporting period were mainly focused on some delays and challenges in contacting SME's for information. This was mainly result of overlaps in the

methodologies in WP5 and WP6. The corrective actions to get SMEs involved were to change personal contacts instead on on-line questionnaire.

Also problems with the project name were causing some extra work to some participants. Apparently timing with such a big number of partners is challenging when speaking of deadlines and strict timetables. However, not major difficulties were not reported in project progress.

08. March 2013



Dr. Terhi Latvala
Project Manager
MTT Agrifood Research Finland
Email: terhi.latvala@mtt.fi
Tel: +358 29 531 7440

2.2 Evaluation of the partners' satisfaction and involvement

Terhi Latvala, MTT Agrifood Research Finland

All project participants were asked to respond to the questionnaire about their satisfaction and involvement in the project. The five questions of the evaluation form were following. They were all answered by the scale from 1 (not well at all) to 5 (extremely well), except the question five, which was an open question (answers seen in Appendix 2.). Average values for the questions are given in brackets:

1. *Did you respect the deadlines fixed by the Project Coordinator? (4,07)*
2. *Were the project goals and tasks well defined? (4,23)*
3. *Did you receive appropriate support by the Project Coordinator? (4,21)*
4. *Are the minutes of the meeting complete, in-time, include decision, responsibility, deadline? (4,36)*
5. *What are your proposals and suggestions about the best project implementation?*

In addition all respondents had possibility to comment their answers in open comment boxes after the question. The commenting possibility was still rarely used.

The questionnaire was made by using Webropol. The link to the questionnaire was send via email to all participants. All participant organizations were asked to respond before 22th of February 2013. 12 participants responded. The Project Coordinator did not take part to this questionnaire.

Overall the participants seem to be satisfied to the project progress. The average rating for the questions were between 4,07-4,36.

In the open question the respondents noticed some overlaps between the WP's and that way uncertainty when speaking of tasks required. The communication between the partners was seen challenging and better ways to communicate in international project were needed. The lack of resources for face-to-face meeting was seen as problem. There were also some challenges concerning the deadlines: on the other hand the project tasks were not always meeting the deadlines but also in the same cases the time given to answer or react was sometimes short and that way the deadline was seen to come too soon in case of some project tasks.

08. March 2013



Dr. Terhi Latvala
Project Manager
MTT Agrifood Research Finland
Email: terhi.latvala@mtt.fi
Tel: +358 29 531 7440

2.3 External evaluation of the 1st project meeting in Helsinki 6.9.-7.9.2012

Preface

According to the Contract between Tecnogranda SpA and Pro&Do srl, relating to external evaluation activities of Salus Project – WP3: Evaluation of the project, the present documents summarizes results and considerations of external evaluation activities, carried out during the 1st project meeting organized in Helsinki, 6th – 7th September 2012.

In particular it satisfy assignments and tasks of the above Contract, at the point:

- Phase I: Participation to project meetings*
- Phase II: Use of questionnaires, observations, interview, focus group, reports.*

Considerations included in this report result from analysis carried out on the fulfilled questionnaires (Appendix 3 of the Evaluation Plan), collected by MTT from the external evaluator and experts, attendant the whole meeting, and from direct observation of the external evaluation during the meeting the same.

External evaluation results

Here after you can find quantitative results of the external evaluation questionnaires (ten questions of the evaluation); they were all answered by the scale from 1 (not well at all) to 5 (extremely well):

1	How clear are SALUS communication around project issues?	3,5
2	How responsive is the SALUS to feedback?	4
3	How well has SALUS organized project meeting?	4
4	How well do you think the members of the SALUS consortium share ideas?	3,5
5	How well do you think the members of the SALUS consortium recognize and respect cultural differences?	4
6	How well do you think the members of the SALUS consortium support each other's` work?	4
7	How well do you think the members of the SALUS consortium add value to each other's work?	3
8	How well are the stakeholders involved?	3
9	How their contribute/question are recorded and valorized by SALUS?	4
10	How well are the SME involved in this phase of the project?	3
	Average	3,7

Open comments from the external experts

General opinion is that the *meeting* is well organized: topics, activities plan are clear, detailed and shared.

Furthermore all *partners* are correctly involved: presentation and discussion moments are well planned and balanced, cultural difference and different opinions are recognized and integrated in project decisions; WP4 Report is a good example of open collaboration and respect for each other's work national culture, environment and work.

Even if the project is in the first period of activity, a better attention to involvement of *stakeholders* had to be dedicated from the coordinator.

In consideration of great importance that impact on *SME* of project activities, great efforts had to be dedicated from all partners in the next phases of the project; in particular a key role had to be played by the project leader Tecnogrande, in fostering partner efforts towards SME contacts and involvement.

Final considerations

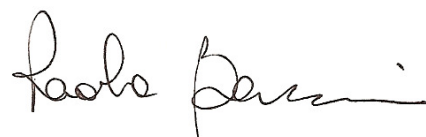
As foreseen in the project, periodic contact activities will be planned and carried out with the coordinator, WP 3 Leader and the other WP Leader, in order to monitor project activities, from an evaluator point of view.

In particular Pro&Do will support the project Leader and the WP3 Leader, in collecting informations and data from all partners, relating to the evaluation indicators.

In collaboration with Tecnogrande and MTT, Pro&Do will plan and manage skype conferences and exchanges of mail with WP leaders.

Quarna Sotto, 26/08/2012

Per Pro&Do srl
ing. Paola Bazzoni



2.4 External evaluation of the 1st period project deliverables and results

Preface

According to the Contract between Tecnogranda Spa and Pro&Do srl, relating to external evaluation activities of Salux Project – WP3: Evaluation of the project, the present documents summarizes results and considerations of external evaluation activities, carried out at the end of the 1st project period (February 2013).

In particular it satisfy assignments and tasks of the above Contract, at the point:

- *Phase I: Participation to project meetings*
- *Phase II: Use of questionnaires, observations, interview, focus group, reports.*

Considerations included in this report result from analysis of:

- *project website www.salux-project.eu*
- *newsletter (3)*
- *deliverable available – D2 Analysis of the context.*

Furthermore Skype conferences were organized and managed with main WP Leader (WP1, WP2, WP3, WP4, WP6, that are WP activated in this phase of the project).

External evaluation objectives and applied methodology

A specific methodology is developed in order to properly evaluate:

1. Seven evaluation factors, listed in the project
2. Achievement of Salux objectives, relating to output and outcomes indicators, listed in the project.

Generally speaking, output and outcome indicators are both quantitative and qualitative; so some evaluation board are designed and applied, where both scoreboard and questions and free comments are included.

The general evaluation board is annexed at the end of the document.

Evaluation against seven factors

In particular scoreboard are designed in 5 scores (1: not well at all; 5: extremely well), in order to guarantee a reasonable expression of evaluation and to permit a proper calculation of average parameters.

The evaluation scoreboard is fitted to the specific object (website and newsletter, deliverables, Skype conference) and applied.

Quantitative results are collected, elaborated and summarized in some tables.

Average per factor, average per deliverable, average per evaluator, total average per external and internal evaluation are calculated.

Qualitative results, in term of answer to defined questions and free comments are collected, analyzed and integrated, and summarized in a short report.

Evaluation of achievement of Salux objectives

Furthermore a general evaluation are carried out, following output and outcomes indicators, and integrating them with qualitative results of the previous evaluation; results are described in the last part of this report.

At the end of the first project period there is evidence only of achievements of the Objective 1 of the project (Collection and analysis of data and information about food reformulation, national rules and cultural values of food), that has only qualitative parameters: so a qualitative evaluation is applied.

Evaluators

Five external evaluators are involved in this process: three external expert, involved in the project in the meeting in Helsinki and two senior evaluators, skilled in technology transfer to SME and dissemination process of R&D, innovation projects.

One of the strategic objectives of the external evaluation, as stated in Helsinki meeting, is to foster improvement of partners activities, with the aim to maximize quality of the results, and, at the end, impact of the project in the European target environment (stakeholders, SME, consumers).

So project WP Leader are involved in a self-evaluation process: during Skype conference they are required to reflect about their activities in the project and about results they

collaborate to; they are required to answer (where applicable) to questions relating to the seven evaluation factors and to attribute a score to own activities and results.

Anonymity and privacy is granted, and only elaborations and summary of results will be published.

Free comments and opinions, above all in term of suggestion to improve outcomes of the project are encouraged.

The Skype conference evaluation board is annexed at the end of the document.

External evaluation results

Here following **quantitative evaluation results** are listed:

External evaluators

Website

N°	Topic	Average
1	Effectiveness	3,2
2	Relevance	4,4
3	Impact	4
4	Sustainability	3,2
5	Transferability	3,5
6	Quality	3,8
7	Neighboring Countries	3,3
	Total average	3,6

Newsletter (3)

N°	Topic	Average
1	Effectiveness	2,8
2	Relevance	4
3	Impact	3,6
4	Sustainability	3
5	Transferability	3,25
6	Quality	3,5
7	Neighboring Countries	3,3
	Total average	3,4

D2 Deliverable

N°	Topic	Average
1	Effectiveness	4,4
2	Relevance	4,8
3	Impact	3,6
4	Sustainability	3,5
5	Transferability	3,6
6	Quality	4,2
7	Neighboring Countries	3,0
	Total average	3,9

Internal evaluators

Skype conferences

N°	Topic	Average
1	Effectiveness	3,6
2	Relevance	4,3
3	Impact	3,6
4	Sustainability	4
5	Transferability	3,6
6	Quality	4,2
7	Neighboring Countries	3,2
	Total average	3,78

Summary of external and internal evaluators

N°	Topic	External	Internal	Total
1	Effectiveness	3,5	3,6	3,53
2	Relevance	4,4	4,3	4,33
3	Impact	3,7	3,6	3,67
4	Sustainability	3,2	4,0	3,62
5	Transferability	3,5	3,6	3,53
6	Quality	3,8	4,2	4,01
7	Neighboring Countries	3,2	3,2	3,21
	Total Average	3,62	3,78	3,70

A general good opinion about activities and results can be released, with a higher score for evaluation related to D2 Deliverables.

Furthermore there is evidence of a significant alignment between evaluation by external evaluators and evaluation by partners: in fact partners are well aware of value (and lacks) of activities carried out and delivered results, in term of expected impact on the European target environment and quality in relation with the state of the art.

Regarding to qualitative evaluation results, a general evaluation can be summarized as follow.

Different results have to be considered in separated way: in particular evaluation results have to be treated separately for communication and dissemination tools, such as web site and newsletter, and technical deliverables such as D2.

Web site and newsletter have in general a good structure, and in the case of website also a nice graphic aspect.

In both case contents relating to the project (objectives, work packages, expected results) are well structured, but:

- some contents are not coherent in all languages of the projects (some newsletter are not translated in all language, web site map is not the same for all languages)
- communication language is affected from a scientific jargon: this approach potentially limits the overall comprehension of the project targets, losing incisiveness
- no evidence are present about involvement of stakeholders (links, n° of contacts, and so on)
- contents are strictly related to the project (objectives, goals, expected results, partners): no news are present about the “re-formulation world” such as seminars, links to other projects results, etc.

In particular asking registration to the website, it's not so clear what's the aim of the request and what are the interest of stakeholders to be registered in.

The newsletter is a little bit too thin in content, which are related to the first results of the project: aim of Salux had to be described more in detail, without losing the concept of a leaflet easy to read.

The newsletters are not strongly appealing, in term of design and content. They should be re-modulated trying to be more incisive and tackling topics that are considered sensitive for the concerned sector

In general the improvement of the listed aspects could deeply encourage the involvement of stakeholders and transferability, which will reflect in improvement of impact and sustainability.

The **D2 report** is well structured and written in a well arranged way; a clear methodology is adopted and described; starting from an overview of the country's reports where the information is given progressively, easy to follow in the format of tables. Especially table gives a very good synthesis of the programs, documents and agreements of the different countries. The SWOT-and STEEPV-analyses further strengthen the report and conclude the different trends.

A complete mapping of stakeholders (in particular Public Administration and NGO, including consumer and industry associations) is carried out. The mapping is also very homogenous in relation with involved countries: high effectiveness and relevance is achieved.

A high level of engagement and contribution is evident from the participating countries.

In term of impact major effort could be spent in order to extend the project network (and analyses) to EU countries that are not directly involved in the project.

High quality of the report are an excellent premise for dissemination, and, at the end, to achieve good impact if the information (report) will be spread in a good way within the organizations of the stakeholders.

The D2 Report depicts a picture of great interest in reformulation in all EU countries analyzed, in particular for PHAs; the complete mapping of single countries legislation and context could be a good premise to the transferability of project results to other and neighboring countries.

Output of **Skype conference** gives a general evaluation of the current state of the project, made by partners (WP leader in particular); free text and comments supply interesting suggestion, in order to improve project output and outcomes.

An important effort is spent by the partners in contacting and involving stakeholders: D2 results are based on contacts with hundreds of stakeholders (PHAs, SME, associations, etc.)

Results of involvement are very different in relation with specific country and specific environment: in some countries where re-formulation is applied since many years consciousness of enterprises are very high; in other countries interest is high in PHAs and several projects for awareness of consumers and producers are set up; in the Eastern Countries the problem has a more recent attention from PHAs, but no best practices are set up.

While there's a good satisfaction about WP2 methodology, it's a general opinion that WP4 methodology (and in general dissemination and contact with stakeholders) had to be improved, with the aim to enlarge the project network (relevance) and engagement of stakeholders (impact, sustainability).

In particular problem of industrial properties and privacy is faced by partner in contacting enterprises.

In general the problem of enlargement of project network (in number and quality of involvement) is strongly felt by the partners, and some proposals are being elaborating, with the aim to overcome the obstacle.

Relating to transferability, reformulation is an important cost for SME; dissemination and sharing of best practice (among PHAs in different countries, among enterprises) will be the strategic value of Salux.

Furthermore Salux project can act as a link between PHAs and SME, in applying reformulation.

Lively interest of institutions for reformulation and Salux approach are a good premise for sustainability of future project activities; furthermore there is a need in the food market to establish and maintain a bridge between PHAs and enterprises, that's one of the main values of Salux.

But sustainability are strongly linked to the capacity of Salux in involving a great amount of stakeholders, showing the “real benefit” of Salux and in supplying them useful information regularly: the Clearing house could be a power vehicle to achieve this goal.

Transferability is one of the next objective of the project: it's appear not as an easy work but the simplicity and success and impact of some best practice (as agreement between Health Ministry and bakers association for reduction of salt in Italy) are encouraging.

High quality of results and activities are ensured when there is a good involvement and coordination of all partners: improvement is expected in managing and carrying out WP6 and WP7.

Some partners began to contacts institutions in neighbouring countries such as Switzerland, Poland, Greece, Serbia, but more efforts must be spent in this direction; help can come from the involved external expert and the other experts to be involved.

Arising suggestions and proposals:

Effectiveness of contact with the contact could be improved in quantity by means of an automatic web tool to send newsletter, and evolving the website from the pure project information to a wider communication tool for the concerned competence area, and in quality by using direct contacts such as call phone, seminars and workshops.

The enlargement of the partnership is not considered a good way to enlarge the project networks; other wise an effective link with other projects in the same sector could empower impact of project result and improve sustainability. Joint initiative to cross compare methodologies and results could lead to improve relevance and adaptability.

More frequent technical meeting (or Skype conferecnce at least) could be an effectiveness tools to improve coordination of technical WP (such as WP 5 e 6), with the effect to improve quality of results.

Final considerations and suggestions

In general a good availability to evaluation and improvement are detected, even no contacts is possible with WP 5 Leader (SFVS); even a strong motivation in achieve project results is detected.

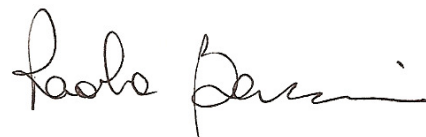
High quality of partnership is one of the main premise for project success.

Better effort must be done in order to:

- attracting stakeholders by means of more incisiveness: e.g. the section dedicated to the questionnaire and to the members doesn't report any description on what for, a communication language as to be used (instead of a project and scientific jargon)
- better attention must be put in improve number and quality of stakeholders, designing and applying different (or enhanced) communication tools; each partner had to be well-aware about that objective; an detailed dissemination plan could be designed, with defined activities and clear responsible of each partner
- better evidence had to be done in the website and newsletter to number and quality of contacts with stakeholders: this could guarantee correct evaluation of project output and outcome, and enforce dissemination activities
- a better respect of planned deadline, and sharing of some concerning working documents, will allow the evaluators to properly evaluate deliverables,
- a more effective involvement of European Commission (technical and regulatory institutions) in project activities and results (in particular in joint initiative if they are defined with other projects) had to be evaluated from the partnership, in order to improve adaptability, impact, transferability and sustainability.

Omegna, 28/04/2013

Per Pro&Do srl
ing. Paola Bazzoni



2.4 Internal evaluation of the 1st project meeting in Helsinki, Finland 6.9.-7.9.2012

Terhi Latvala, MTT Agrifood Research Finland

The project meeting was located in Viikki campus area, Helsinki and was organized by MTT Agrifood Research, Finland. This evaluation summary is mainly based on evaluation questionnaire given to the participant during or after the meeting. Totally 19 project participants have answered to the evaluation questionnaire from 13 different organizations. The original goal was to get external audience for both meeting days or at least for Friday 7.9.2012, when three Finnish guest speakers were giving their speeches about nutrition. The subjects of these speeches were the operations of the National Nutrition Council (General Secretary Ms. Raija Kara), Finnish school meals (Councillor of Education, Finnish National Board of Education, Ms. Marjaana Manninen) and Heart Symbol, which is a sign for less sugar, fat and salt (Nutrition Expert, Sydänliitto, Ms. Anna Kara). The great challenge was to find external audience for the meeting and the goal of 50 participants was not met. In forthcoming meetings it may be wise to introduce more the results of the project and have quest speakers from different countries. At this time it seemed, that Finnish audience was not keen to listen about operations in Finland, but would have been more interested about international speakers and views.

Overall according to the questionnaire, project participants seemed to be satisfied with the meeting, regarding to the survey for evaluation of the meeting.

The seven questions of the evaluation form were following, and they were all answered by the scale from 1 (not well at all) to 5 (extremely well). Average values of the questions are given in brackets:

*Q1: Time to prepare the meeting (time to send the meeting agenda) was sufficient?
(4,64)*

Q2: The meeting's goals were clearly stated and understood (4,79)

Q3: The topics in the agenda were appropriate at the current stage of SALUS (4,74)

*Q4: The time allowed for the meeting was balanced with the number of topics planned
(4,32)*

Q5: The discussion was open enough to consider different opinions and options (4,95)

Q6: The participants knew what among the other members were working on and how they will contribute to the collective success (4,26)

Q7: The participants ended discussions with clear and specific resolutions and calls for action (4,47)

The averages of the responses are seen after the questions in brackets. Open comments after each question are reported in Appendix 3. The open discussion was the most highly appreciated factor of the meeting, but all questions got a value over four on average. After the openness of the discussion also meeting goals and topics were seen as understood and appropriate. The lowest scores got the time balancing with the number of topics and the knowledge about the state and contribution of other partners. Financial issues were mentioned in many comments, as more time would have been needed to fully understand the financial issues included to this project. On the other hand some of the participants felt, that the time could have been shorter and the meeting more condensed. For the next meeting the agenda could be planned the way that allows for example independent experts to stay only one day. Also they could give presentation of their own organization.

28. September 2012



Dr. Terhi Latvala

Project Manager

MTT Agrifood Research Finland

Email: terhi.latvala@mtt.fi

Tel: +358 29 531 7440

Appendix 1: Project partner's individual activity responses

Please describe research activities and outputs (reports, press releases etc.) under Work Packages which you actively worked on in this reporting period.

WP1:

- P10: BOKU participated at the Kick-off-Meeting in Luxembourg and at the 1st Project Meeting in Helsinki. BOKU delivered the requested input for the 1st interim report
- P14: Assistance to and active participation in all project meetings (Luxembourg and Helsinki, Skype conference).
Reporting on financial issues
- P4: We are steadily in contact with the coordinators.
We participated in skype conference.
We participated in the meetings.
We reported on problems and solutions.
- P1: Overall coordination of the project
Organization of project meetings
- P2: Project coordination, collecting of documentation
- P9: Our representative in Steering Comitee participated on Kick-off meeting, 1 st meeting in Helsinki and skype conference.
- P12: Participation of project meeting in Luxembourg 09/2011, in Helsinki 09/2012.
Participation of project skype meetings
- P15: WP Leader supporting
- P13: Coordination of the activities

WP2:

- P10: BOKU presented the aims and first outcomes of SALUX project at a conference in Vienna
BOKU translated texts for posters, flyers and website into German language
BOKU prepared the stakeholder Analysis for Austria
- P5: Stakeholders analysis:
 - *identification of the key stakeholders groups in Romania;
 - *Preparation of a contact list of key stakeholders groups
 - *development of the stakeholders' participation matrixTranslation of the SALUX website into Romanian language
Translation of the SALUX flyer from English to Romanian language
Translation of the SALUX poster from English to Romanian language
- P14: Elaboration of a contact list of Spanish stakeholders relevant to the SALUS project.
Translation to Spanish of SALUS information and materials for WEB site, posters and brochures.
- P6: Campden BRI Research Summary Sheet and Newsletter item. Both disseminated to Campden BRI member companies.
- P8: Dissemination of SALUX project through Agrohall website and newsletter
Writing quarterly newsletters for reporting the news of SALUX project to stakeholders and convey a description of the different next stapes for partners as well as brief notes of interesting news recently appeared.
Writing of E-magazine. This one will be issued twice for the whole duration of the project.
Writing Analysis of the local contexts report regarding France (WP4).
Collect of the best practices concerning the reformulation of manufacturing foodstuff.
- P1: Overview of dissemination activities (e-newsletter, e-magazine,...)
Dissemination of the project in national and international events (Salone del Gusto, October 2012)
- P2: Information about the project dissemination, Determination of the target groups for the dissemination activities

- P11: Placing the Salux project in the Campden BRI Hungary web site
 Preparing 1-1 page brochures about the Salux project for the open days of Campden BRI Hungary 2011 and 2012 (different from the project's one)
 Presentation of the Salux project in the annual meeting of Hungarian Nutrition Society in October 2012.
- P9: 1. Asked materials and translations for project website.
 2. Presentation of the SALUS, its aim, methodology and goals to the representatives of Slovenian Ministry for Agriculture and Environment, Biotechnical Faculty University of Ljubljana, Chambre of Commerce and representatives of Slovenian food manufactures.
 3. Presentation of the project at the largest Slovenian agrofood fair AGRA 2012.
 Reports and photos.
- P12: Responsible of organising project meeting in Helsinki 08-09/2012
 Translation of web pages 03/2012
 Translation of project flyer and poster 12/2012
 Press release 08/2012 - invitation to project meeting in Helsinki
 Article in Ruoka-Suomi publication 08-09/2012
 Translation of local context report 11/2012-01/2013
 Press release 01-02/2012 about WP4 Local Context Report
- P15: ISES has organized the tender to find the provider of the website and information material?
 ISES supported the suppliers for the implementation of the web platform and development of the information material
- P13: Update of the website with the information on developments of the activities

WP3:

- P10: Completing the questionnaires for the evaluation report
 P14: Fulfillment of the current questionnaires.
 P1: Overview of evaluation activities, organization of interaction between internal and external evaluation
 P11: Answering the questionnaires of the WP.
 P12: Draft of Evaluation Plan finished 05/2012, Participation of skypemeeting about evaluation plan
 P13: participation in the meetings

WP4:

- P10: Collection and analysis of data and information about food reformulation, national rules and cultural values of food in Austria.
 Survey among Austrian SMEs
 SWOT Analysis
 STEEPV Analysis
- P5: preparing a PPT presentation on WP4 activities for Kick-off meeting in Luxembourg
 As a WP Leader we firstly elaborated the Methodology to collect and analysis the data and information which was approved by all project partners.
 Then our team carried out the analysis of the Romania's situation regarding food reformulation, national laws and regulations, cultural value , but also technological and economical barriers. This analysis was performed using as tools questionnaires and also organizing two Focus groups. The obtained data and information were analyzed using SWOT and STEEPV analyses.
 Collection the country reports of the project partners, study of them and analysis of the available data and information about the food reformulation, national regulations, technological/economic barriers and cultural values.
 Comparing different situations in the participating countries and drawing the final conclusions
 elaboration of WP4 Report
 preparing PPT presentation on WP4 report ; present it at the First project meeting in Helsinki
 Translation into Romanian language of the final WP4 Report?
- P14: Contacts made with representatives of industries, technical-research centers, consumers, researchers and the national agency AESAN concerned with the issue of food reformulation.

SWOT and STEEPV analysis integrating personal comments from the aforementioned representatives.

Bibliographical and internet search.

Elaboration and writing of the report reflecting the Spanish local context regarding food reformulation.

- P3: The analysis was consisted of the literature review and 2 focus groups discussions, using 5 different tools: questionnaire for reviewing literature; questionnaire for focus group discussions on food reformulation with representatives of policy makers and research; questionnaire for focus group discussions on food reformulation with representatives of the food industry and consumer organizations; self-assessment workshop using SWOT analysis for food reformulation; self-assessment workshop using STEEPV analysis for food reformulation.
- P7: collect articles for the current situation in Germany
- P6: Several focus groups set up.
Collected information about UK approaches to diet and health regulation, legislation and guidance. Contributed to the report.
- P4: We contacted over 100 SME, consumer organisations and representatives of politics.
We also had a one-day discussion forum in February 2012 with members of SME, consumer organisations and representatives of politics (the whole meeting was recorded and written down).
We sent questionnaires to more than 100 representatives of SME, consumer organisations and representatives of politics.
We provided a thorough report about the German situation with regard to reformulation of food.
An internal report in German was completed.
Our own homepage on Salux was set up.
- P1: Editing of Report of local context in Italy
Interaction with key actors in reformulation in Italy
- P2: Supplying all information to the WP 4 partners
- P11: Organizing 2 focus groups. Evaluation of the discussion in the groups.
Report of the local context of food reformulation of Hungary. Evaluation of the WP4 report.
Translation of the short version of the WP4 report.
- P9: Collection and analysis (SWOT, STEEPV) of data about food reformulation, national regulative and cultural values of food in Slovenia.
Report
- P12: Conducting focus group discussion 02/2012
Finalising report of the Finnish local context 03/2012
Translation of short version of Local context report 11/2012-01/2013
- P15: ISES supported Tecnogranda in each phase of development of the analysis of the local context
- P13: legal analysis of the local contexts

WP5:

- P10: Translating the questionnaires for WP 5 into German language
Collecting examples of good practice in food reformulation
Conducting survey on good practice campaigns in the food reformulation in Austria
Conducting survey on good practice in manufacture of reformulated food among Austrian SMEs
- P5: Studying the methodology regarding exchanging the good practices in food reformulation
proposed definition of good practices(GP)
sending the questionnaires on GP campaigns in food reformulations to the key groups of stakeholders
sending the questionnaires on GP in manufacture of reformulated food to SMEs
Evaluation of information from the questionnaires
elaboration of Country Report and send it to WP5 Leader
- P14: Selection of targets to be addressed.
Translation of the WP5 questionnaires on good practice campaigns in food reformulation and in manufacture of reformulated food to Spanish, writing of the letter of invitation, distribution of the questionnaires and letter of invitation.
Analysis of the responses received and selection of the two best examples of good practices in food reformulation in Spain on the basis of criteria agreed within WP5.
Translation to English of the two examples selected and definitions of best practices.
- P3: Definition of good practices in food reformulation. Three examples on good practices on food

reformulation among the participants in the survey were identified according to the evaluation procedure in WP5.

- P6: Sent survey to selected UK competent authorities, manufacturers associations, SMEs and research bodies.
- P4: We initially checked the legal situation in Germany for advertising food reformulation. We screened the German situation for positive experience with food reformulation. We contacted an array of companies in order to get such information. We have the poster and brochure now at our disposal.
- P1: Overview of methodology set up
Start of questionnaire/interviews
- P2: Preparation of the methodology and questionnaire for the WP 5. Dispatch to the partners
- P11: Translation of the WP5 questionnaire
- P9: Translation and delivery the invitation letter and questionnaire forms for collecting information on good practise campaigns in food reformulations and examples of good practice in manufacture of reformulated food conducted in the last 5 years.
- P12: Translation of questionnaires
Data collection
Report of Finnish Good practices and filled templates 01/2013
- P15: ISES supported Tecnogranda in each phase of development of the definition and exchange of good practices

WP6:

- P10: BOKU is leading WP 6 and hence was in charge with the overall planning and coordination of WP 6 activities in the consortium.
Developing WP 6 methodology (presented to partners in Helsinki) and implementation of partner comments.
Developing all tools (questionnaire, invitation letter, internal communication)
Coordinating the translation of the questionnaire into all project languages
Implementation of the online survey
Coordination and maintenance of the overall WP 6 online survey (backup data, monitoring survey progress,...)
Conducting WP 6 survey in Austria (establish contact lists of relevant SMEs, contact SMEs, remind SMEs)
- P5: studying the methodology of the organization of the follow-up of the food reformulation among SMEs preparing a database of food SMEs (appr.200 companies)
translation of the questionnaire, the Invitation letter and the "Thank you" E-mail into Romanian
sending the questionnaire to SMEs?
- P14: Elaboration of a strategy for the construction of a representative mailing list of SMEs to be addressed.
Elaboration of the mailing list?
Translation of the questionnaire to Spanish, writing of the letter of invitation, distribution of the questionnaires and letter of invitation to the mailing list.?
Re-evaluation of the strategy for the selection of targets to be addressed (this step has been necessary owing to the low number of responders encountered in the first place, see below). ?
- P3: All WP6 tools were translated into national language and sent back to BOKU. The validity of online national survey was checked. The final link was implemented into invitation letter and survey has been started. Collecting info, monitoring the survey and answering to respondents (thank you e-mail) is running now. By the end of March the survey feedback will be translated into English and country report will be completed.
- P7: translation of the Questionnaire in German
- P6: Sent survey to SMEs using different routes to increase survey numbers sent. Total sent was over 2,000.
- P4: We sent off letters to motivate SME to fill in the questionnaires online (this task is still running). ?
We were involved in discussions with the German company Salus to moderate their view with regard to legal issues in the use of "Salus"
- P1: Overview of methodology set up?

Start of questionnaire/interviews

- P2: Sending an official letter with an invitation to fill a WP6 questionnaire to the stakeholders.
- P11: Translation of the WP6 questionnaire and invitation letter into Hungarian. Collecting the addresses of Hungarian SMEs in Food industry. Sending e mail to them and calling the representatives of companies to answer about food reformulation.
- P9: Contacting the food manufacturers and present them the aim of WP 6 and the questionnaire.
- P12: Translation of questionnaires 11-12/2012?
Reminders sent to the emailing list to get more answers
- P15: ISES contacted 100 companies by e-mail and telephone to arrange the italian follow-up of the project

WP7:

- P10: No activities

WP8:

- P10: No activities
- P7: translation/correction of the brochure/Poster in German
- P9: Promote the European clearing house for Agri-food SMEs and Consumers, its aim and possibilities of use its services in future.
- P12: Stakeholder analysis 12/2011

List deliverables and/or milestones reached in this reporting period (if relevant)

- P10: Milestone: Identification of all the tools (questionnaire, forums, meetings) to perform the follow-up
- P5: deliverable: Analysis of the local context
milestone: Report on Analysis of the local context
- P14: UIB has contributed as requested by the respective WP leaders to the deliverables and milestones reached by the project so far.
- P6: Report for WP4
- P8: 4 newsletters
E-magazine written
Analysis of the local contexts report regarding France
- P4: Thorough report of the results of WP4
- P1: Project website
Analysis of the local context
Project meeting reports
E-newsletters
E-magazine
- P11: 1-1 page brochures about the Salux project
Presentation of the Salux project in power point
Report of local context of food reformulation of Hungary
Translation of the short version of the WP4 report in Hungarian.
- P9: Project Website is online
Analysis of the local context
- P12: Publication of Local Context Report published 01-02/2012
- P15: Project website
Analysis of the local context
Project meeting reports
Digital platform
Report about the Good Practices identified and collected
Information Project Material

List any problems/deviations from the project work plan, or delayed progress towards reaching forthcoming milestones and/or deliverables. State corrective actions being taken to address problems.

- P10: In WP 6 we have a small delay because of difficulties in sorting out overlaps in the methodologies of WP 5 and WP 6.
- P14: The main problem we are facing is the difficulty in getting SMEs involved so that they access the on line questionnaire on food reformulation produced by the project (WP6). The corrective action we are taking is the re-evaluation of the overall strategy for the selection of the targets to be addressed. We are now focusing in intensifying the contacts with technological centers and in personalizing the contacts with quality and innovation managers in SMEs through phone talks.
- P6: Difficulty in getting responses to surveys for WP 5 and 6. For WP 5, responses received were 1 completed survey and replies from 2 other groups. For WP 6 we received 10 completed surveys. Corrective actions were to chase up personal contacts.
- P8: In the event of Hardship understanding of tasks to do, make early contact with the partner responsible for WP concerned.
- P4: We are facing some delay in WP5 and WP6 because of the name problems due to the Germany company Salus which made action impossible for us until the name was changed to Salux. A lot of activities and time had to be spent in this regard (changes of email system, homepage, information of partners, meeting with the German Salus company, correspondence with the coordinator).
- P1: Delay in the start of WP5 and WP6 due to the attempt of joining both activities in a combined online questionnaire. The selected approach was to keep the 2 activities in 2 separate questionnaires. The deadline for WP5 and WP6 conclusion was extended.
- P11: Short time is given to answer or to translate project materials.
Delay in the planned deadlines.
- P9: We have delay in WP 5. Deadline to send a report was the end of January. We intensively work to finish it.
- P12: Some delays due to delayed Project Manager recruitment. She was able to start to work in 04/2012.

Appendix 2: Open answers from the project partners to the partners satisfaction and involvement questionnaire

If answer to questions was NO (less than 3), respondents were asked to tell why:

Q1:

Delay in WP5 and wP6 because of legal issues with Germany company "Salus"

Q2:

Confusion with each WP regarding what was required. There seemed to be overlap between each WP.

Q3:

Some delayd answer to questions concerning the project

What are your proposals and suggestions about the best project implementation?

- It is important, in my opinion, for the partners to receive more complete explanations and information from the coordinator team about different activities of the project.
- I think the project is going OK.
- More active presentation of the project goals and results obtained related to the work packages; Presentations of the obtained results related to the work packages especially directed towards national governments and stakeholders.
- Discussion between partners is not easy due to insufficient funding for these types of projects. It would be useful to travel to discuss what is required with one of the WP leaders but this is strictly not allowed because of costs. The costing is very restrictive.
Deadlines are quite tight and should take into account public holidays periods such as easter and christmas.
- More exchanges with partners
- Better information about the partners' status and experience within the progress/results
- Keep the planned deadlines
Give more time to answer
- To stimulate the SMEs for active participation in project, I suggest to prepare certificate that SME was involved in research cofunded by EAHC.

Appendix 3. External evaluation – General evaluation board

Date: _____

Evaluator: _____ (name surname)

Object: _____ (Document, Deliverable, skype conference...)

1. **Effectiveness** (e.g. number and extent of key stakeholders involved such as SMEs, NGOs, Public Health Administrations [PHA], etc.);

Comments (free text, please insert reference in the document if possible):

Score: Not well at all 1 2 3 4 5 Extremely well

2. **Relevance** (e.g. adaptation of SALUS recommendations to all EU Members States):

Comments (free text, please insert reference in the document if possible):

Score: Not well at all 1 2 3 4 5 Extremely well

3. **Impact** (e.g. extension of the project network; added value in the European context measurable for i.e. through the n. of Member States participating in SALUS activities):

Comments (free text, please insert reference in the document if possible):

Score: Not well at all 1 2 3 4 5 Extremely well

4. **Sustainability** (possibility of the SALUS network to be maintained and continues to function through stakeholders, particularly PHAs):

Comments (free text, please insert reference in the document if possible):

Score: Not well at all 1 2 3 4 5 Extremely well

5. Transferability of the project results to other environments & contexts and particularly to Eastern:

Comments (free text, please insert reference in the document if possible):

Score: Not well at all 1 2 3 4 5 Extremely well

6. Quality of activities and results (in comparison with the current state of the art and socio-economic context of the project):

Comments (free text, please insert reference in the document if possible):

Score: Not well at all 1 2 3 4 5 Extremely well

7. Neighboring Countries (e.g. interest shown & engagement of different cities, countries and agri-food business in general):

Comments (free text, please insert reference in the document if possible):

Score: Not well at all 1 2 3 4 5 Extremely well

Signature:

Appendix 4. External evaluation – Skype conference evaluation board

Date: _____

Evaluator: _____ (name
surname)_____

Object: (Document, Deliverable, skype conference...)__ Skype interview with__

1. **Effectiveness** (e.g. number and extent of key stakeholders involved such as SMEs, NGOs, Public Health Administrations [PHA], etc.);

Your task in the project is in relation with stakeholders? (evaluation, contact and involvement)?

If yes, the method and instruments you used are efficient?

Are you satisfied in term of quantity and quality of answers?

In the future of the project, you task will be in relation with stakeholders?

Comments (free text, please insert reference in the document if possible):

Score: Not well at all 1 2 3 4 5 Extremely well

2. **Relevance** (e.g. adaptation of SALUS recommendations to all EU Members States):
Are project activities relevant in term of adaptation to all member States?

If yes, why?

If no, Why? have you some suggest to improve this topic?

Comments (free text, please insert reference in the document if possible):

Score: Not well at all 1 2 3 4 5 Extremely well

3. **Impact** (e.g. extension of the project network; added value in the European context measurable for i.e. through the n. of Member States participating in SALUS activities):

Are you involved in the extension of the project network?

If yes, are you satisfied about in term of quantity and quality of actions and results?

If no, why? have you some suggest to improve this topic?

Comments (free text, please insert reference in the document if possible):

Score: Not well at all 1 2 3 4 5 Extremely well

4. **Sustainability** (possibility of the SALUS network to be maintained and continues to function through stakeholders, particularly PHAs):

In this moment, do you think that SALUX network could be maintained and continued at the end of the project?

If yes, in which way?

If no, why? have you some suggest to improve this topic?

Comments (free text, please insert reference in the document if possible):

Score: Not well at all 1 2 3 4 5 Extremely well

5. **Transferability of the project results to other environments & contexts and particularly to Eastern:**

Are you involved in actions to transfer results to other environment& contest?

You will be involved in the future?

Do you think that SALUX results could be easily transferred?

Why?

Comments (free text, please insert reference in the document if possible):

Score: Not well at all 1 2 3 4 5 Extremely well

6. **Quality of activities and results** (in comparison with the current state of the art and socio-economic context of the project):

Try to evaluate quality of activities and results you're involved in comparison with the state of the art and socio-economic context of your country or in Europe

Comments (free text, please insert reference in the document if possible):

Score: Not well at all 1 2 3 4 5 Extremely well

7. **Neighboring Countries** (e.g. interest shown & engagement of different cities, countries and agri-food business in general):

Are you involved in activities with neighboring countries? In some situations could you show objective and results of SALUX project? If yes, can you summarize the feedback (opinions, interest, suggestions...)

Comments (free text, please insert reference in the document if possible):

Score: Not well at all 1 2 3 4 5 Extremely well

Signature:

Appendix 5. Open comments from the project partners to the meeting evaluation form

Q1:

P2: Not relevant

P3: It was enough time to prepare the presentation

P5: Not relevant in me

P7: n.a.

P9: Not involved in the meeting presentations

P13: Not relevant

Q2:

P2: Yes it was clear, what was the goal of this meeting.

P3: Meeting goals were to assess the activities of the project that was done and to know what it has be done further; to understand better the input and ... that we have to.

P12: The circulation of the agenda (topics) and so on were really appreciated

P16: Yes, the meeting's goals were very clear for me.

Q3:

P2: More or less were the topics appropriate, maybe more time for the preparation of WP5 and WP6 would have been better.

P3: Yes

P16: Yes, the topics in the agenda were closely related with the current stage of SALUS.

Q4:

P2: More time would have been better for WP5 and WP6 discussion.

P3: We could cover all the activities that we needed for appropriate work for the project

P5: I think it were a little bit too short, especially the second day

P7: The meeting could have been a little more condensed

P8: External presentations could have been shifted to a final agenda point. More time to deal with administration questions (for example enabling 4-eyes meetings)

P9: 2nd day: 1/2 day would have been sufficient

P16: Yes, the time of the meeting was enough for the planned topics

P19: The financial issues would have needed more time, because they were obviously difficult

Q5:

P2: Yes, it was OK.

P3: Yes

P10: I suggest discussion immediately after the presentation in all cases.

Q6:

P2: It was OK.

P3: Yes

P5: This is becoming increasingly clear

P7: It would have been helpful to have name tags from the beginning

P12: Except x the budget it seems that some partners did not read the G.A.!!!

P16: Like project's partner I understood well that my participation in the project activity is directly connected with working and how to contribute to the project success

Q7:

P2: Yes, expect the financial questions.

P3. Yes

P7: The financial issues are very difficult to follow

P16: Yes, the discussion were very useful to understood correctly the specific resolutions and calls for actions