



ENergies for Local Administrations
to Renovate Governance in Europe

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Project: ENLARGE – Energies for Local Administrations to Renovate Governance in Europe

WP7: Project management and evaluation

Report: Final Monitoring and Evaluation of the Project

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Comments are welcome. Please send them to: contact@enlarge-project.eu



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ENLARGE is a two-year project funded European Union's Horizon 2020 research and innovation programme. It aims to generate and disseminate knowledge on participatory governance with focus on sustainable energy, through a process of dialogue and exchange involving policymakers, civil society actors and practitioners.

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1 Introduction

The aim of this report is to present the main activities undertaken in the last six months of the project and to evaluate the overall project.

The first part of the report focuses on the monitoring of the last six months of activity, while the second part includes the results of the evaluation questionnaire submitted to the ENLARGE stakeholders.

2 Final monitoring

This chapter constitutes the fourth monitoring of the ENLARGE project. The time span of the report is April–September 2018 and refers to the last implementation period of the ENLARGE project.

Table 1 Overview of the activities carried out during this reporting period

Reporting period	April–September 2018
Activities	<ul style="list-style-type: none"> - WP1 Methodological approach: Proofreading of the D.1.1 report conceptual and methodological report on participatory processes, in particular in the field of sustainable energy - WP3 Case studies analysis: Review of the D.3.1 report, case study reports and case studies cross analysis, of D.3.3 online video interviews and of D.3.4 knowledge map according to the Commission’s feedback included in the review report and translation of the knowledge map in Italian, French, Estonian and English - WP5 CYOA book: Testing of the draft version of the ENLARGE CYOA book; drafting of the final version of the ENLARGE CYOA online book; translation of the ENLARGE CYOA online book in Italian, Estonian, French and Romanian; revision of the ENLARGE CYOA online book for printing into English and Italian - WP6 Communication and dissemination: revision of the dissemination and final exploitation plan according to the comments of the EC Review Report; drafting of newsletters; organisation of dissemination events, including of the final project event in Brussels, and networking with other H2020 projects; communication and dissemination of the project through social medial channels and through the participation in the events organised by other H2020 projects - WP7 Project management and evaluation: drafting of the overall report of the High-level Advisory Board meetings; drafting of the overall report of the steering group meetings; drafting of the final evaluation online survey questionnaire; final meeting of the ENLARGE Steering Group; drafting of the final monitoring and evaluation report; update of the CYOA online book
Deliverables	<ul style="list-style-type: none"> - D.1.1 Conceptual and methodological report on participatory processes, in particular in the field of sustainable energy (final revised version) - D.3.1 Thirty case study reports and case studies cross analysis (revised final version) - D.3.3 Online video interviews (revised final version) - D.3.4 Knowledge map of collaborative governance translated into Italian, Romanian, Estonian and French (revised final version) - D.5.2 CYOA test reports - D.5.3 Final version of the CYOA online book translated into several languages (Italian, Estonia, French, Romanian) - D.6.2 Dissemination and final Exploitation Plan (revised final version) - D.6.5 Nine newsletters

	<ul style="list-style-type: none"> - D.6.6 Printed material - D.6.7 Thirteen coordinated communication events at local level - D.6.8 One final event in Brussels - D.7.1 Three reports of the High-level Advisory Board meetings - D.7.2 Four reports of the steering group meeting - D.7.5 One online survey to local administrations/stakeholders - D.7.6 Final monitoring and evaluation of the project - D.7.7 Updated CYOA online book for two years after the project
<p>Milestones foreseen</p>	<ul style="list-style-type: none"> - MS5 Development and release of the CYOA online book - MS6 Conclusion of the dissemination and outreach activities - MS7 Exploitation of the project results: the CYOA book
<p>Timeliness and quality</p>	<p>Delays on WP5 have been decided, informing the Commission, due to the bureaucratic slowdowns registered in the procurement of the software developer in charge of drafting the online version. This is also due to the increase in the number of pages of the CYOA with respect to those initially foreseen, which resulted in a longer time for its translation into the national languages of the partners plus Romanian. Due to the extension of the book contents, a more complex online support infrastructure had to be created which required longer time for its completion.</p> <p>Delays on WP4 have been decided, informing the Commission, due to the need to give stakeholders more time for going through the draft book and testing it, and to involve a high number of stakeholders in its testing. Furthermore, the consortium decided that dissemination events foreseen in the testing period could represent an occasion to test parts of the CYOA book. In order to increase the number of stakeholders involved in the testing of the book, the consortium also decided to organise a specific testing workshop targeting Italian stakeholders, held 21 May 2018 in Milan.</p>
<p>Problems encountered or emerging risks; solutions envisaged</p>	<p>The main difficulties faced in this period referred to the longer time needed for the translation of the book especially due to its length which is longer than originally foreseen. In order to cope with this difficulty an extension of the deadline for the provision of the translated versions was agreed with the project officer. Furthermore, some partners opted for the engagement of native language translators, while other partners had to dedicate higher resources to the translation activity than those originally foreseen.</p> <p>The length of the CYOA book also required longer time for the development and finalisation of the software architecture which led to delays in its online publication. To face this difficulty, but at the same time to ensure a wide engagement in its test, the consortium carried out the initial tests by using the paper version.</p> <p>Some difficulties were registered in engaging representatives of the ENLARGE stakeholders in the final event of the project held in Brussels. This might be due to the high costs of reaching the conference location (Brussels) and to limited resources available to local stakeholders for participation in events not regarding their daily activities. In order to face this difficult the ENLARGE partners reimbursed expenses of the stakeholders involved in the testing of the book and of some additional stakeholders diffusing the ENLARGE project. The reimbursement of expenses for the participation in the final conference in Brussels also represented an incentive for the participation in the testing of the book. In order to be able to sustain these costs a budget amendment was presented to the European Commission, upon prior approval of the change by the project officer.</p>

2.1 Procedural and physical advancement

All the activities foreseen for the third semester have been implemented, as described in the paragraphs below.

Table 2 WP1 Methodological approach. Construction of the co-design and co-production matrix

WPs	Leader	Tasks	Starting date	Due date	Deliverables foreseen	Milestones foreseen	Status
1 - Methodological approach. Construction of the co-design and co-production matrix	UNITO	1.1. Reviewing participatory approaches (co-design and co-production), methodologies and tools	Oct 16	Dec 16	D.1.1 Conceptual and methodological report on participatory processes (publication)	Publication of the conceptual and methodological report	Completed
1 - Methodological approach. Construction of the co-design and co-production matrix		1.2 Case study methodology	Nov 17	Dec 16			

During the fourth implementation period, the revised D.1.1 report has been proofread by a native English language proofreader.

The main deliverable produced in this period is: D.1.1 Conceptual and methodological report on participatory processes (revised final version).

Table 3 WP3 Case studies

WPs	Leader	Tasks	Starting date	Due date	Deliverables foreseen	Milestones foreseen	Status
3 - Case study analysis	SEIT	3.1 Analysing exemplary practices of participatory processes in sustainable energy	Mar 17	Sep 17	D.3.1 Thirty case study reports and cross analysis D.3.2 Synthesis of case studies D.3.3 Online video interviews with main actors of the case studies D.3.4 Knowledge map of participatory governance D.3.5 List of participants to the deliberative process	Analysis of 30 exemplary practices and knowledge map	Completed
3 - Case study analysis	SEIT	3.2 Cross analysis: knowledge map of participatory governance in the field of sustainable energy	Mar-17	Sep 17			
3 - Case study analysis	SEIT	3.3 Identify actors to be involved in the deliberative phase	Mar 17	Sep 17			

During this implementation period, the deliverable D.3.3 Online video interviews was updated with new videos recorded during the final event held in Brussels. Furthermore, the revision of the deliverables D.3.1 and D.3.4 was finalised.

The main deliverables produced in this period are:

- D.3.1 Thirty case study reports and cross analysis (revised final version)
- D.3.3 Online video interviews with main actors of the case studies (updated version)
- D.3.4 Knowledge map of participatory governance (revised final version)

Table 4 WP5 CYOA book

WPs	Leader	Tasks	Starting date	Due date	Deliverables foreseen	Milestones foreseen	State
5-ENLARGE CYOA Book	UNITO	5.1 Delivering the CYOA online book contents	Nov 17	May 18	D.5.1 Draft ENLARGE CYOA online book D.5.2 CYOA test report D.5.3 Final version of the CYOA online book translated into several languages	Development and release of the CYOA book	Completed

During this implementation period the following activities were carried out:

- Drafting of the test questions and template and their discussion with the project partners;
- Contacting the ENLARGE stakeholders to engage them in the testing activity;
- Organisation of a specific workshop for the testing of the CYOA book addressed to Italian stakeholders on 21 May in Milan;
- Testing of the ENLARGE CYOA book with 17 persons through the submission of test questions to which stakeholders answered either directly or during specific phone/Skype interviews;
- Gathering test data and their analysis;
- Discussion of the test results with project partners;
- Drafting the CYOA test report;
- Revision of the draft CYOA online book according to the test results and release of the final version;
- Translation of the CYOA into English, Italian, Estonian and Romanian;
- Revision of the CYOA final version for its printing.

There was great interest in the CYOA book registered during the test and dissemination events, and stakeholders' comments included a suggestion to also publish a paper version. Considering this the project consortium decided to print some copies of the digital book in English and Italian. This required the selection and contracting of a graphic designer, the revision of the book according to the indications of the graphic designer in order to improve its readability and accessibility, continuous interaction with the graphic designer, revision of the book version provided by the graphic designer and the printing of the book in English and Italian.

- Printing of the graphic-revised English and Italian version of the CYOA book;
- Editing of the French, Estonian and Romanian versions of the book. Even though these versions were not printed on paper, they were published in a pdf format on the CYOA book platform. Therefore, a specific editing of the translated version was required to ensure homogeneity between the versions and its readability in a pdf format.

The main deliverables produced in this period are:

- D.5.2 CYOA test report;
- D.5.3 Final version of the CYOA online book translated into several languages (IT, EE, FR, RO);
- Final version of the CYOA printed in English and Italian (1,200 copies) to be distributed to the ENLARGE stakeholders and other administrations/stakeholders in the project field; downloadable (pdf) version released in EE, FR, RO (deliverable not foreseen initially).

Table 5 WP6 Communication and dissemination

WPs	Leader	Tasks	Starting date	Due date	Deliverables foreseen	Milestones foreseen	Status
6-Communication and dissemination	ALDA	6.1 Establishment of a project dissemination, exploitation and communication strategy	Oct 16	Sep 18	D.6.1 Communication plan (M1) D.6.2 Dissemination and final exploitation plan (M3) D.6.3 Project website (M1) D.6.4 Project logo and templates for all project documents D.6.5 Nine newsletters D.6.6. Printed materials D.6.7 Ten coordinated communication events at local level D.6.8 One final event in Brussels	Conclusion of the dissemination and outreach activities	Completed
		6.2 Communication, dissemination and exploitation of results activities at local and international (EU and non-EU) levels					
		D.6.5 Nine newsletters					
		D.6.6 Printed materials					
		D.6.7 Twelve coordinated communication events at local level					
		D.6.8 One final event in Brussels					

Several communication and dissemination activities were carried out in this period among which the most relevant are:

- Revision of the deliverable D.6.2 Dissemination and final exploitation plan to include the comments foreseen by the review report;
- Organisation of the following local dissemination events to disseminate the ENLARGE CYOA online book: Santa Venera, Malta (May 2018); Brussels, Belgium (May 2018); Athens, Greece (May 2018); Novo-Mesto, Slovenia (June 2018); Tallinn, Estonia (June 2018); Ennis, Ireland (June 2018); Palma de Mallorca, Spain (July 2018); Merida, Spain (July 2018); Sisak, Croatia (September 2018); Strasbourg, France (September 2018);
- Dissemination of the ENLARGE CYOA book within training courses targeted to local public staff: i.e. presentation and use of the CYOA book during a master class organised by the University of Padua involving local public staff;
- Organisation of the final conference of the project in Brussels 26 September 2018 within the eGov week organised by the European Commission;
- Networking with other H2020 projects and dissemination of the ENLARGE project and in particular of the CYOA online book through the participation of the events organised by these other projects: networking with H2020 project Route to PA and participation in the project final conference organised in Naples 17 April 2018; networking with H2020 panel 2050 project representatives, H2020 R4E project representatives, H2020 INTENSSS-PA project representatives, H2020 Prospect project representatives and participation in the EUSEW event Energy Plans and Road Maps for a Sustainable Future; networking with the representatives of the H2020 Citadel project and their invitation to the ENLARGE conference; networking with the H2020 FLOOD-serv project for the dissemination of the ENLARGE outputs through the project network, etc.;
- Networking with the European Agency for Small and Medium Enterprises for the dissemination of the ENLARGE CYOA online book;
- Networking with Climate-KIC Italy and some of their Italian members for the dissemination of the CYOA online book;
- Drafting and publishing of five newsletters on the website and their dissemination through ALDA's and partners' networks;
- Recording of additional videos to engage stakeholders in disseminating the ENLARGE messages starting from their experiences and their publication on the ENLARGE website (<http://www.enlarge-project.eu/video-gallery/>) and YouTube channel (<https://www.youtube.com/channel/UCbDokhJ4rEE9ZRJr5HPCiQw>);
- Continuous communication and dissemination of the ENLARGE project through social media (Twitter, Facebook, LinkedIn, YouTube);

- Distribution of printed materials during the communication and dissemination events.

The main deliverables produced in this period are:

- D.6.2 Dissemination and final exploitation plan (revised final version);
- D.6.5 Five newsletters added to the previous ones
- D.6.6. Printed materials: 2,000 brochures, 1,000 flyers, 20 posters and 60 folders;
- D.6.7 Nine local communication and dissemination events added to the previous four;
- D.6.8 One final event in Brussels;
- One presentation of the CYOA and its use during a master class involving local public staff held at the University of Padua.

Table 6 WP7 Project management and evaluation

WPs	Leader	Tasks	Starting date	Due date	Deliverables foreseen	Milestones foreseen	Status
7. Project management and evaluation	IRS	7.1 Project coordination	Oct 16	Sep 18	D.7.1 - Three reports of the High-level Advisory Board (M1-11-19) D.7.2 – Four reports of the steering group meetings (M1-6-12-20) D.7.3 Management plan D.7.4 – Three monitoring reports (M6-12-18) and one evaluation report (M24) D.7.5 One online survey to local administrations/stakeholders D.7.6 Final monitoring and evaluation of the project D.7.7 Updated CYOA book for two years after the project end	Decision-making and management architecture	Completed
	IRS	7.2. Project monitoring	Oct 16	Sep 18			
	IRS	7.3 Project evaluation	Oct 16	Sep 18			

The project management WP has continued with the continuous monitoring of the project implementation and coordination with the project partners to ensure a smooth and effective coordination of the consortium and project activities.

Several online meetings were held to define the work for WP5, WP6 and WP7 and for the review of the previous deliverables according to the EC comments. A face-to-face steering group meeting was held on 22 May 2018. The main issues discussed during the meeting were: revision of the draft CYOA book based on the test results; translation of the CYOA book; organisation of the final project conference. Furthermore, two online meetings were organised with the members of the High-level Advisory Board on 2 May 2018 and 22 May 2018 to discuss the CYOA book.

Also in this period, a final evaluation online questionnaire was sent to the ENLARGE stakeholders registered on the CYOA book platform and the participants in the deliberative and dissemination events of the project. It was published on the project website and LinkedIn group in order to assess the project results. The results of the survey are presented in the next section of this report.

An additional update of the CYOA online book was undertaken to include the comments received during its testing and dissemination. The update regarded both the online version and the paper/pdf version of the CYOA book. Furthermore, partners also planned the future update of the book. The book will be updated for the next two years. Stakeholders consulting the book can provide comments on the book through a specific feedback questionnaire that has been added to the online version. Furthermore, all partners committed to keep the book in the spotlight and to encourage stakeholders to provide the Enlarge consortium with their comments on the book and their experiences in collaborative processes, as described in detail in the sustainability chapter (see chapter 3.3)

The main deliverables produced in this period are:

- D.7.1 Three reports of the High-level Advisory Board;

- D.7.2 Four reports of the steering group meetings;
- D.7.4 Three monitoring reports;
- D.7.5 One online survey to local administrations/stakeholders;
- D.7.6 Final monitoring and evaluation report;
- D.7.7 Updated CYOA book for two years after the project end.

2.2 Risk management

The following tables present the risks already mentioned in the management plan and those that have occurred during the project lifetime.

Table 7 Research-related risks

Risk description	WP	Likelihood	Mitigation measures	Contingency measures	Risk occurred
Weak consistency and comparability of case study reports	WP3	Medium	<ul style="list-style-type: none"> - Templates and interview guides will be designed, tested and revised, if necessary. - The WP leader will ensure continuous exchanges of information among all experts involved in drafting case studies and will control their coordination. - A pilot case study will be carried out to test the case study methodology and template. - An online briefing will be carried out with the case study experts before the case study analysis. 	<ul style="list-style-type: none"> - The project coordinator asks the WP leader for a confirmation/ articulation of the criteria of the case study reports. - The project coordinator asks the research group for additional research to be undertaken. - The quality manager is notified. 	- None
Poor readability of outputs	All	Low	<ul style="list-style-type: none"> - All experts involved in the project have extensive experience in drafting reports for EU institutions in English and a good level of written and spoken English 	<ul style="list-style-type: none"> - A native English proofreader will proofread all deliverables, paying particular attention not only to correcting English, but also to stylistic issues to produce engaging narrative. - Final language checks are foreseen as part of the quality control process. 	- None

Risk description	WP	Likelihood	Mitigation measures	Contingency measures	Risk occurred
				- The quality manager is notified.	

Stakeholders' involvement and commitment

ENLARGE foresees the development of 30 case studies involving local authorities and stakeholders from all across Europe. The main risks concern the low engagement of local administrators in project activities.

Table 8 Stakeholders' involvement and commitment-related risks

Risk description	WP	Likelihood	Mitigation measures	Contingency measures	Risk occurred
Local administration/ stakeholders do not participate in the project activities (Medium)	WP2, WP4, WP5 and WP6	Medium	The project is supported by 32 local administrations/ stakeholders in EU/non-EU MSs and by two large EU associations in the field of sustainable energy and participatory processes. AADL – a project partner – includes 190 public administrations/ stakeholders also at local level in EU and non-EU MSs. Promotion of a participatory approach in the delivery of the project activities.	- The project coordinator asks for additional engagement and promotion of information on the benefits of the project for local administrations/ stakeholders.	- Yes: few answers to the call; necessity to reach out to other practices through other less impersonal strategies, like personal contacts or searching for specific interesting cases in the literature; - Initially not all stakeholders accepted the invitation to participated in the deliberative event; need for phone recalls to engage more stakeholders in the deliberative event. Finally around 80 persons participated.
Local administrations/ stakeholders not available to fill in the matrixes	WP2	Medium	The filling in process will be guided and controlled by the WP leader AADL. AADL can count on long collaboration with local administrations/ stakeholders involved as support partners and with other local administrations/ stakeholders as part of its network. Integration of information received from	- The project coordinator asks the research team to re-contact the stakeholders in order to collect the needed information; interviews could serve to collect the needed information.	- Yes, the description of the practices will be further detailed by the work team

Risk description	WP	Likelihood	Mitigation measures	Contingency measures	Risk occurred
			interviews to the project leader of the respective participatory practice.		
Lack of availability of interviewees	WP3	Medium	The proposal puts forward a reasonable budget dedicated to 'chasing' interlocutors.	- The project coordinator asks for additional engagement of interlocutors or eventually for a change in the selected case	- None
Low beneficiary survey response rate	WP7 (interactive evaluation)	Medium/high	The consortium will carefully design the survey questionnaire, ensuring that it is easy to complete and understand.	- Several recalls will be carried out	- Yes; a low response rate was registered. Several recalls were carried out through e-mail and even phone calls to engage stakeholders in filling the questionnaire. Furthermore, in order to increase the response rate it was also published on the project website and LinkedIn group.

Management-related risks

The table below presents the main risks and mitigation and contingency measures related to the project management.

Table 9 Management-related risks

Risk description	Work package	Likelihood	Mitigation measures	Contingency measures	Risk occurred
The consortium experiences disruption e.g. a partner resigns	All	Low	Strong project management and an open, mutually supportive approach will be adopted from the outset Adequate prevention and resolution of conflicts	The remaining partners will manage the project tasks of the resigning project partner; where not available, further competencies will be acquired	- None

Risk description	Work package	Likelihood	Mitigation measures	Contingency measures	Risk occurred
Staff turnover of project team members	All	Medium	The members of the steering group are involved during the entire lifespan of the project; they are thus able to coordinate the research group appropriately, giving them specific responsibilities according to their competencies	In-house substitute with an equivalent level of skills, knowledge and expertise within the partners' staff; Search for a new staff member with an equivalent level of skills, knowledge and expertise when not present within the partners' staff	- Yes (substitution of the quality manager); in-house substitution with an equivalent level of skills, knowledge and expertise
Temporary leave of consortium members from their job (e.g. parental leave, holidays)	All	Medium	Lean management of the personnel according to the project timetable and the periodic leaving time of the personnel	Temporary change or swap in the workload of the other team members, so that the team member/hours allocation would be temporarily covered without changing the team; Substitute with equal skills and expert category	- Yes (maternity leave of the project coordinator – IRS – and resignation of an ALDA staff member); in-house substitution with an equivalent level of skills, knowledge and expertise
Partners are not reacting as expected (e.g. deliver insufficient quality), lack of communication	All	Low	Partners and experts have been chosen for their excellent records; Increase use of interactive communication	In case the issue arises, the quality management of outputs delivery will allow identification of this in time to take corrective measures, e.g. redrafting deliverable, or finding substitutes if no progress is made.	- None
Delays	All	Low	The quality management of output delivery – internal or concerning deliverables to the EC – will be designed to allow the identification of potential criticalities on time. Monitoring of the project will be one of the main tasks of the project coordinator		Yes: WP4 – due to the need to expand the verbalisation and analysis of the information collected during the deliberative event (WP4); WP5 – due to the book being initially written in Italian and in parallel, translated into English. There were also some bureaucratic slowdowns in the procurement of a software developer for the drafting of the online version of the book. In the end the draft version was

Risk description	Work package	Likelihood	Mitigation measures	Contingency measures	Risk occurred
					delivered under a report format. Furthermore, its greater length than initially foreseen caused a delay in translation. In all cases, the Commission was informed on time of the delays and their reasons.
Problems regarding confidentiality of data	All	Low	Drafting, implementation and control of the data management plan In particular for WP3 (case studies) and WP4 (deliberative event), data confidentiality standards will be drafted and implemented		- None

Risks related to the dissemination and exploitation of results

The table below includes a description of the main risks related to the dissemination and exploitation of the project results and the main mitigation and contingency measures.

Table 10 Risks connected to dissemination and exploitation of results

Risk description	Work package	Likelihood	Mitigation measures	Contingency measures	Risk occurred
Low dissemination impact during the project	6	Medium	A number of communication activities have been planned in the communication and dissemination plan The ALDA partner will also host the project materials on its platform after the project termination	All the partners will be involved in dissemination activities	- None

3 Final evaluation of the project

The evaluation of the project focused on three dimensions: relevance, effectiveness and sustainability of the project results.

These dimensions were assessed through different evaluation activities: surveys submitted during the communication and dissemination events, the survey submitted at the end of the deliberative event and through the final beneficiary survey. Furthermore, some insights on these

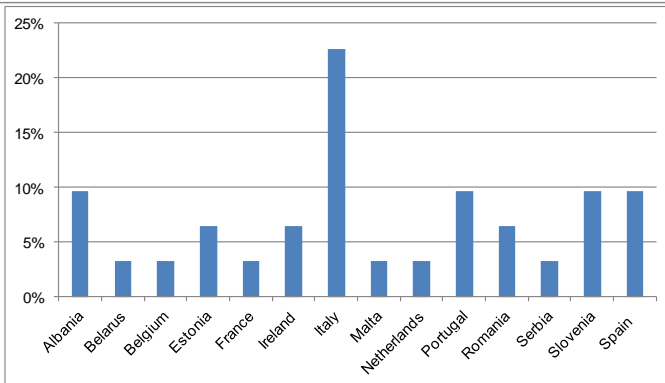
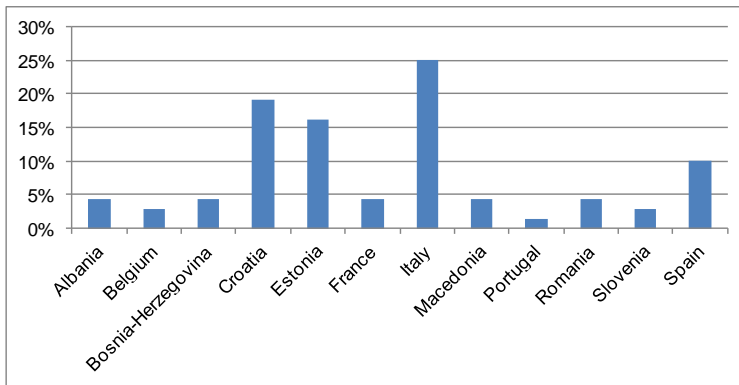
dimensions were also derived from the findings of the final project conference held on 26 September in Brussels.

Sixty-eight people responded to the dissemination surveys and thirty-one people to the final beneficiary survey. In both cases Italian stakeholders provided most of the answers (25 % in the former case and 23 % in the latter). While Croatians (19 %) and Estonians (16 %) are the other two nationalities most represented in the answers provided in the dissemination survey, Portuguese, Romanians, Slovenian and Albanians (10 % each of the overall answers) are those most

Figure 1 Participants in the dissemination surveys

Figure 2 Participants in the final evaluation survey

represented in the final evaluation survey.



While respondents to the dissemination surveys are divided equally between women (50 %) and men (50 %), slightly more men (58 %) than women (42 %) replied to the final evaluation survey.

In both cases NGOs and local public staff provided most of the answers to the surveys: 63 % in the case of the dissemination survey and 65 % in the case of the final evaluation survey.

Figure 3 Profession of respondents to the dissemination surveys

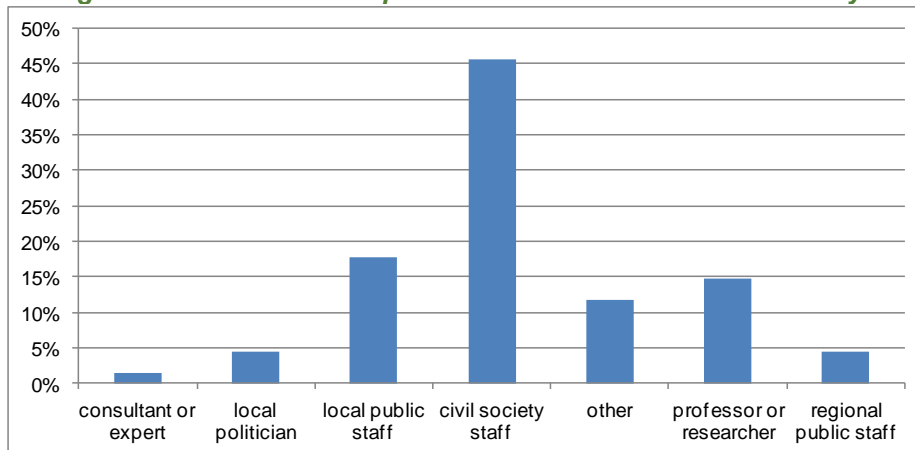
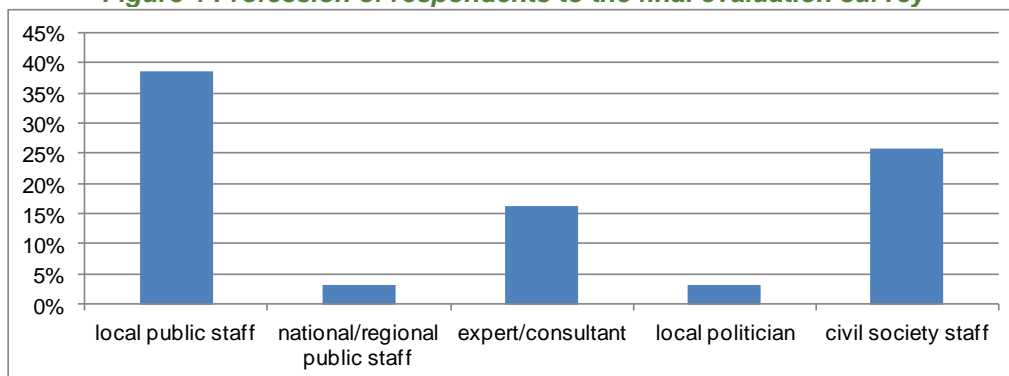


Figure 4 Profession of respondents to the final evaluation survey



In both cases almost half of the responders had been only occasionally involved in collaborative processes, while a large part of them had never participated in such processes (26 % in the case of dissemination surveys and 37 % in the case of the final evaluation survey).

Figure 5 Involvement in collaborative processes of respondents to the dissemination survey

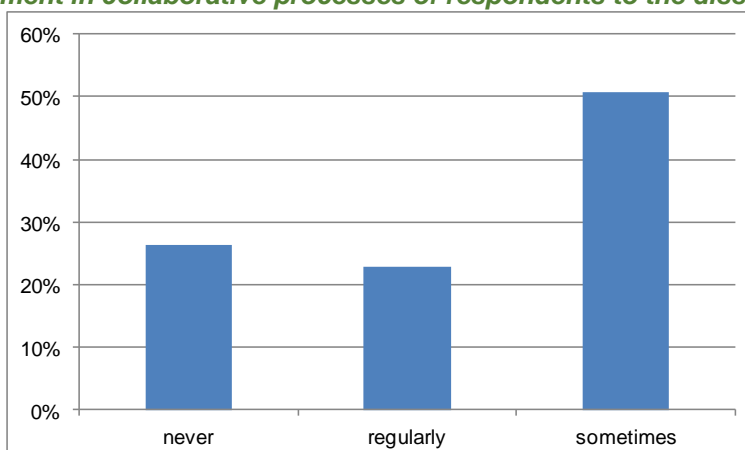
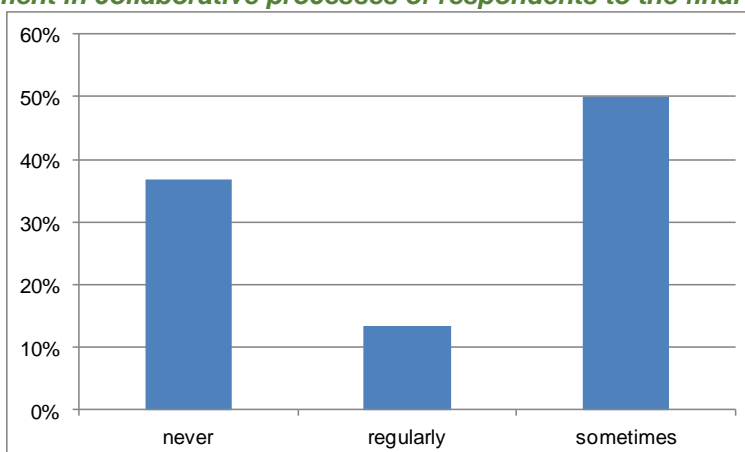


Figure 6 Involvement in collaborative processes of respondents to the final evaluation survey



3.1 Project relevance

As shown also in the conceptual framework, often public administrations mostly proceed incrementally. They are unaware of potentials and pitfalls that collaborative processes entail and they underestimate several important aspects:

- First, governments and public administrations often take it for granted that collaborative processes can be automatically integrated within the consolidated democratic procedures, cultures and habits. These processes instead usually disrupt social, political and administrative balances, which are based on established practices and institutionalised patterns of relations between local actors (local governors, politicians, civil servants, civil society leaders and stakeholders) and within the multilevel governance (public and private actors of different levels).
- Second, collaborative processes are often considered naturally consensual and legitimate because of their inclusive nature. However, several studies have shown that they can raise strong conflicts and be viewed with scepticism and hostility by citizens and organised actors.
- Finally, these processes are tricky because they are expected to affect public choices and public policies without any formal power, and government and public administrations are often not aware of how to maximise their influence without depriving the official policymakers of their authority.

The ENLARGE project shed light on these aspects first by providing an analytical framework for analysing collaborative processes – they are participatory or deliberative, then co-design or co-production processes under these – and by showing how these three dimensions relate to each other in real-life processes. Then, it shed light on how the design of collaborative processes impacts on them and which strategies and mechanisms can be put in place to enhance them. While the conceptual report and methodological report provided shed light on the former aspect, the knowledge map and the ENLARGE CYOA online book shed light on the latter aspect. These adopt an approach that allows anyone interested in collaborative processes to step into the shoes of various actors generally involved in such processes and to experience real-life decisions, their complexity and consequences.

The relevance of such an approach was specifically emphasised by both speakers and participants involved in the final conference in Brussels. Participants in the conference also highlighted that the design of a game book based on real-life cases is unique and provides an answer to the problem of best practice handbooks that present collaborative processes in an idealistic and optimistic way, as if such processes develop in a smooth way. The participants and speakers at the conference underlined that in real life, human factors shape collaborative processes causing uncertainty, conflicts, etc. and that the ENLARGE project manages not only capture them, but also make users experience them as direct actors of such processes. Indeed, several times both during the conference and other dissemination events, participants noted that the ENLARGE CYOA is highly realistic and sheds light on all situations that might occur not only in sustainable energy processes, but in general in all collaborative processes. The stakeholders specifically mentioned the added value of a tool that allows the user to go beyond their own point of view and stake, and to experience that of all actors involved in collaborative processes. This was deemed be particularly relevant as generally handbooks and good/best practice collections do not allow readers to understand why things occur the way they do. In addition, stakeholders also revealed that the ENLARGE project, and in particular the ENLARGE CYOA, allows users to understand the consequences of not undertaking participatory processes or of undertaking them in a specific way (e.g. rigid control of the public body). Stakeholders participating in the final conference and other dissemination events found the ENLARGE CYOA book particularly relevant for engaging politicians and other public staff in collaborative processes. Such actors often fail to see the consequences and costs of their decisions of not undertaking collaborative processes in public policies.

In addition, participants in the conference also underlined that the ENLARGE project not only sheds light on uncertainties, conflicts and other situations that might occur in collaborative processes, but also shows how these could be overcome or mitigated. The ENLARGE project achieves this by providing examples of strategies and by revealing mechanisms that can favour social legitimacy, institutional sustainability and policy effectiveness of collaborative processes. According to the experts involved in the conference, the ENLARGE production (i.e. case study transversal analysis, knowledge map, CYOA book) overcomes some of the problems characterising handbooks and best practice collections, e.g. discovering things already known, such as good leadership ensures success of collaborative processes. Many of the factors deemed to ensure the success of a collaborative process are contextual or time contingent and the recreation of the policy/tools used without adaptation in other contexts might not ensure the same success. The ENLARGE case studies and knowledge map tries to shed light on which mechanisms trigger changes in human behaviours and enhance social legitimacy, institutional sustainability and policy effectiveness. Then they can be used for shaping sustainable, legitimate and effective collaborative processes in other contexts that might be totally different from the original one.

The relevance of the ENLARGE project and in particular, the issues raised in its work and outputs, also stems from the results of the surveys submitted during the dissemination events and final evaluation survey. Almost all respondents to the dissemination surveys (99 %) and all respondents of the final evaluation survey assessed themselves as being fairly/very satisfied with the relevance of the topics proposed for discussion. Besides introducing the ENLARGE project and

its outputs, the dissemination events represented an opportunity to discuss the ENLARGE CYOA book in depth and to test some of the stories included in it.

Figure 7 Satisfaction with the relevance of the topics discussed: dissemination surveys

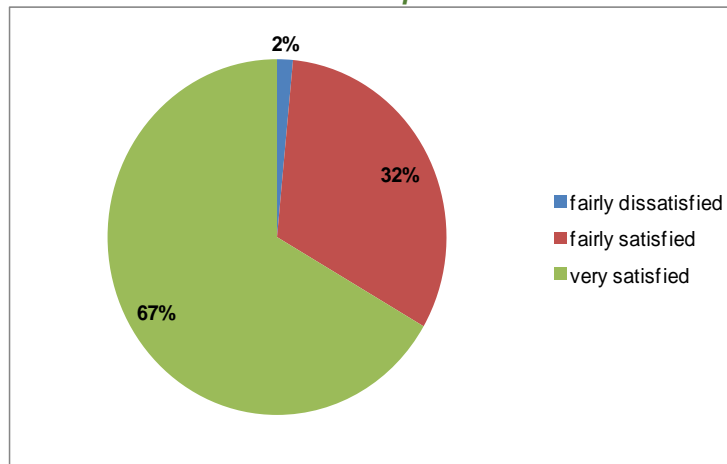
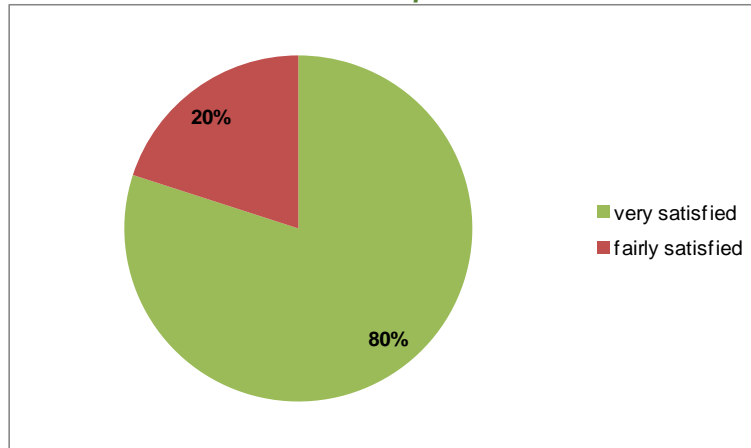


Figure 8 Satisfaction with the relevance of the topics discussed: final evaluation survey



The relevance of the issues dealt with by the ENLARGE project (i.e. social legitimacy, institutional sustainability and policy effectiveness of collaborative processes) was also high among participants in the deliberative event held in Milan in 2017. Almost all respondents (84 %) in the deliberative event survey reported being fairly and very interested in the issues tackled during the event. The event focused on social legitimacy, institutional sustainability and policy effectiveness of collaborative processes in sustainable energy. In particular, it highlighted turning points in such processes and strategies adopted to enhance the three dimensions mentioned previously.

In addition, almost all respondents to the final evaluation (79%) and dissemination (78%) surveys indicate that they would definitively recommend the use of the ENLARGE materials (case studies analysis and comparative analysis, manifesto, CYOA book, etc.) to other actors interested in undertaking/improving collaborative processes. This implies that most of the ENLARGE stakeholders find the outputs produced during the project relevant for actors involved in collaborative processes.

Figure 9 Would you suggest the use of the ENLARGE CYOA book or other ENLARGE materials to someone interested in undertaking/improving collaborative processes in sustainable energy?

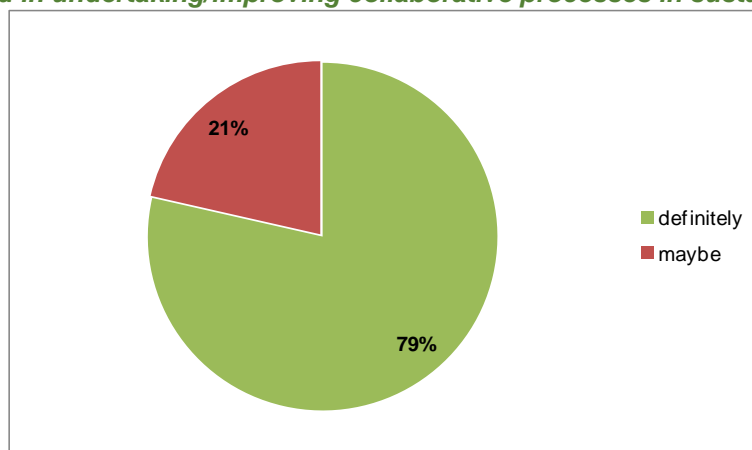
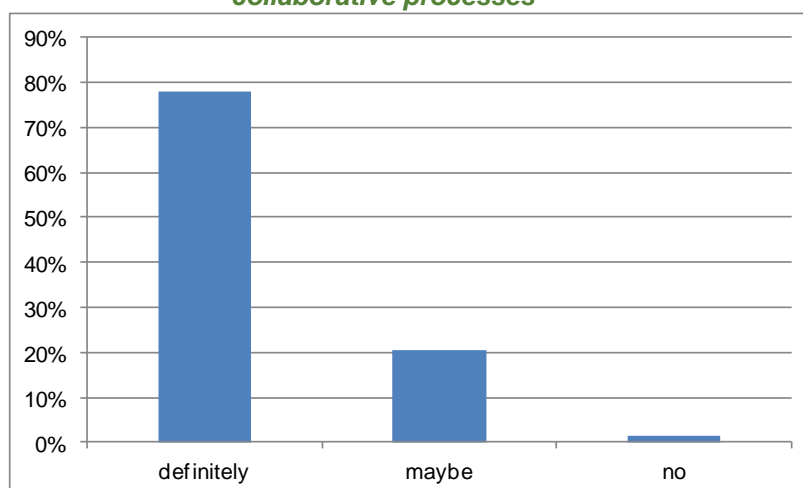


Figure 10 Would you suggest the use of CYOA to other persons interested in undertaking/improving collaborative processes



3.2 Project effectiveness

The assessment of the project effectiveness focuses on both the capacity of the project to reach its objectives and its utility.

The table below includes the specific objectives of the project and how they have been reached.

Table 11 Project-specific objectives and outputs

Project-specific objectives (SO)	Project outputs contributing to the specific objectives of the project	The contributions of the project outputs to reach the project objectives
<i>SO1: Explore existing models of participatory governance in the field of sustainable energy and, in particular, their legitimacy, effectiveness, sustainability and success mechanisms, by drawing together theoretical knowledge and on-the-ground experiences</i>	D.1.1 Conceptual and methodological report on collaborative processes D.3.1 Thirty case study reports and cross analysis D.3.2 Synthesis of case studies D.3.3 Online video interviews with main actors of the case studies D.3.4 Knowledge map of participatory governance	D1.1 provides insights on the theoretical models of collaborative governance (e.g. participatory model, deliberative model) and on the type of collaborative processes (co-design, co-production) in particular in sustainable energy. It sets a framework for their analysis focused on three dimensions: social legitimacy, institutional sustainability and policy effectiveness. D3.1, D3.2 and D3.3. provide an overview of practices of collaborative governance in sustainable energy and an analysis of how such processes unfold themselves in real life (e.g. design features, context, actors) and the factors hindering/favouring their social legitimacy,

Project-specific objectives (SO)	Project outputs contributing to the specific objectives of the project	The contributions of the project outputs to reach the project objectives
		<p>institutional sustainability and policy effectiveness.</p> <p>D.3.4 builds on the previous deliverables and draws together theoretical knowledge and on-the-ground experience. This is to guide administrations and stakeholders in better understanding the links between collaborative processes and the policy in which is embedded. It also demonstrates the interlink between context, design features and social mechanisms in reaching better results of such processes. In particular, the map summarises information on the social mechanisms that can trigger social legitimacy, institutional sustainability and policy effectiveness of collaborative processes in sustainable energy.</p>
<p><i>SO2: Deliberate on the main critical points (capacities, procedures and processes, mechanisms) for boosting participatory governance to achieve better outcomes in the field of sustainable energy, by fostering a constructive multiactor dialogue on these issues</i></p>	<p>D.4.1 Final report of the deliberative event</p> <p>D.4.3 Manifesto for boosting participatory processes to achieve relevant results in sustainable energy policies and processes</p>	<p>D.4.1 synthesises the main findings of the deliberative event involving over 70 stakeholders from EU and non-EU Member States. The report covers turning points in collaborative processes in sustainable energy. The findings also examine strategies adopted for overcoming difficulties and enhancing social legitimacy, institutional sustainability and policy effectiveness of the processes. In addition, it provides the detailed transcriptions of the deliberative dialogues.</p> <p>D.4.3 sheds light on key ingredients for boosting social legitimacy, institutional sustainability and policy effectiveness of collaborative processes. Key ingredients refer to the process features or tools characterising collaborative processes, i.e. those elements specifically intended to achieve the social legitimacy, institutional sustainability and policy effectiveness of these processes. The manifesto also provides knowledge on how such ingredients allow the overcoming of recurrent obstacles to social legitimacy, institutional sustainability and policy effectiveness and on the context factors that might hinder or favour them.</p>
<p><i>SO3: Produce an interactive knowledge tool on participatory governance in sustainable energy for raising awareness among public administrators about different alternative participatory approaches, methodologies and tools and the potential consequences of these alternative scenarios based on concrete experiences and pragmatic examples</i></p>	<p>D.5.1 Draft ENLARGE CYOA online book</p> <p>D.5.2 CYOA test report</p> <p>D.5.3 Final version of the CYOA online book translated into several languages (IT, EE, EN, FR, RO) and available in a digital and paper (EN,IT)/pdf version (EE, FR, RO)</p>	<p>The ENLARGE Choose your own collaborative adventure in sustainable energy (CYOA, D5.1 and D5.3) is an interactive digital tool. It takes the readers through the turning points of collaborative (participatory, deliberative, hybrid) processes (co-design and co-production) and allows them to understand the consequences of their decisions. It indicates which are the main strategies (including mechanisms) to overcome/mitigate negative impacts of design features of the process. Moreover, the book allows them to look at collaborative processes from different perspectives and to understand the complexity of such processes. As some ENLARGE stakeholders noted, the CYOA book provides the reader with the lens for understanding and most of all interpreting the complex reality of collaborative processes.</p>

Project-specific objectives (SO)	Project outputs contributing to the specific objectives of the project	The contributions of the project outputs to reach the project objectives
<p><i>SO4: Communicate and disseminate shared knowledge on participatory governance in sustainable energy. In particular, on its effectiveness, sustainability and legitimacy and on mechanisms for enhancing success and take-up of participatory governance in the daily practices of public administrations in Europe</i></p>	<p>D.6.3 Project website</p> <p>D.6.5 Nine newsletters</p> <p>D.6.6. Printed materials: 1,000 fliers, 20 posters, 2,000 brochures and 60 folders</p> <p>D.6.7 Thirteen coordinated communication events at local level</p> <p>D.6.8 One final event in Brussels</p> <p>Additional deliverables: one LinkedIn group, one Twitter account, one YouTube channel dedicated to the project; the ENLARGE findings disseminated in another nine events organised by other projects</p>	<p>The communication and dissemination activities have contributed to ensuring a wide distribution of the ENLARGE findings and to relate stakeholders to each other. In particular, these activities allowed the project to reach the following results:</p> <ul style="list-style-type: none"> - 224 people involved in the dissemination events organised by the project; - 425 active users of the ENLARGE newsletter also distributed to over 10,000 contacts of the project partners; - 100,775 views of the website and 81,449 visits since its creation; - 3,502 people reached by the Facebook posts (i.e. highest performing posts) of project partners and over 383 post engagement (i.e. highest performing posts); - 33 members joined the LinkedIn group; - 47 followers on Twitter; - 72,169 Twitter accounts reached by the #Enlargeproject according to KeyHole statistics and over 63,494 Twitter accounts reached according to TweetReach; - 284 views of the YouTube channel; - 95 people registered on the CYOA app platform; - 1,000 fliers, 20 posters, 60 folders and 500 brochures distributed. The project consortium decided to keep some of the project brochures for distribution after the project formal lifetime in order to increase awareness of the ENLARGE findings.

All outputs of the project are available on the project website: <http://www.enlarge-project.eu/>

In addition to the outputs, the ENLARGE project has reached several other results:

- 1) *Complexifying knowledge on collaborative tools and approaches by highlighting that behind 'best formats' and 'best practices' (but also supposed bad formats and practices) there can be numerous design and management choices. Each of these deserves careful consideration and reflection in order to understand which implications derive from sequences of choices and interactions within specific contexts, through the ENLARGE conceptual framework, case studies analysis, knowledge map and CYOA.*

Almost all respondents to both the dissemination survey (94 %) and the final evaluation survey (93 %) reported a high enough or very high improvement in their knowledge on collaborative processes.

Figure 11 Improvement in knowledge on collaborative processes: dissemination survey findings

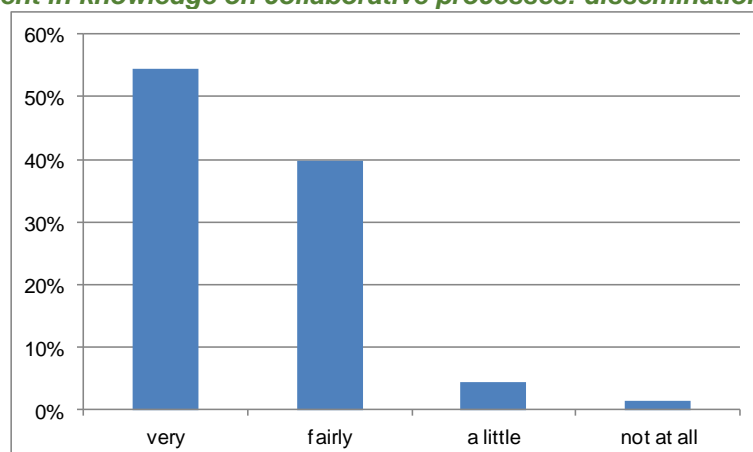
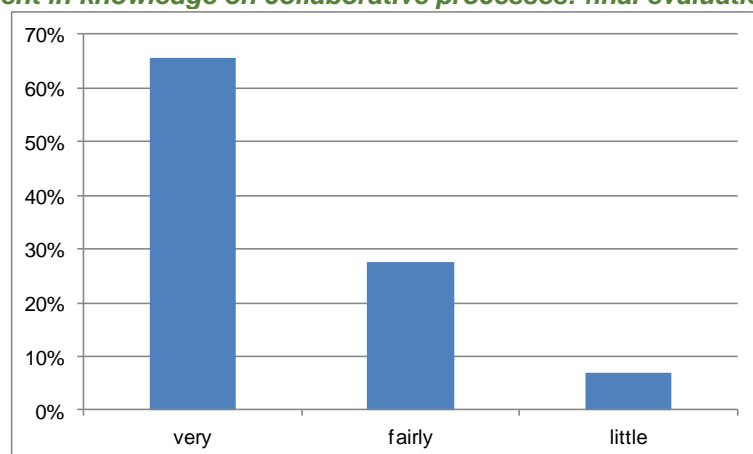
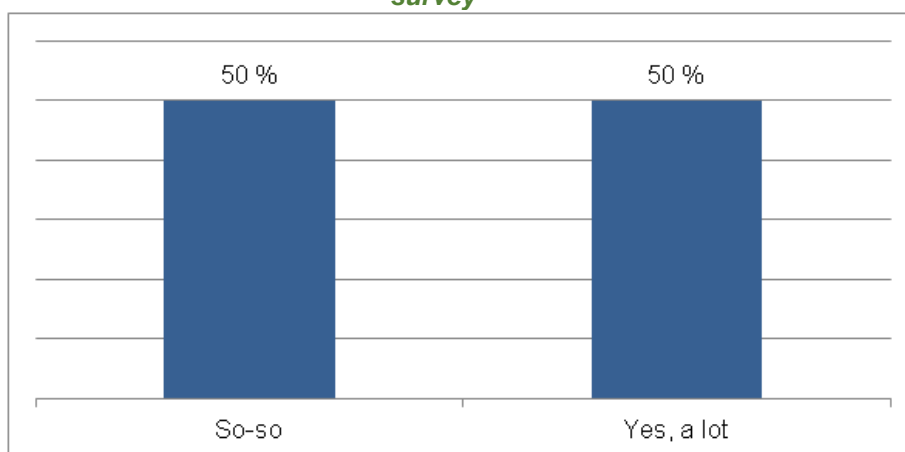


Figure 12 Improvement in knowledge on collaborative processes: final evaluation survey results



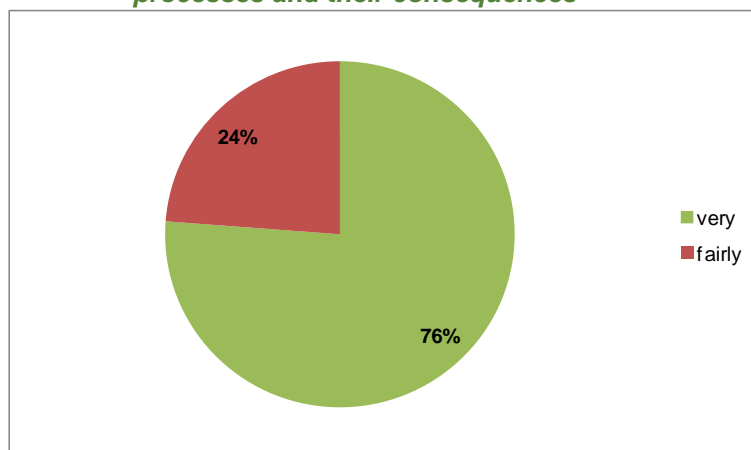
The respondents to the deliberative survey also underlined that they have learnt something on collaborative processes and their pros and cons.

Figure 13 Improvement in knowledge on collaborative processes: findings of the deliberative event survey



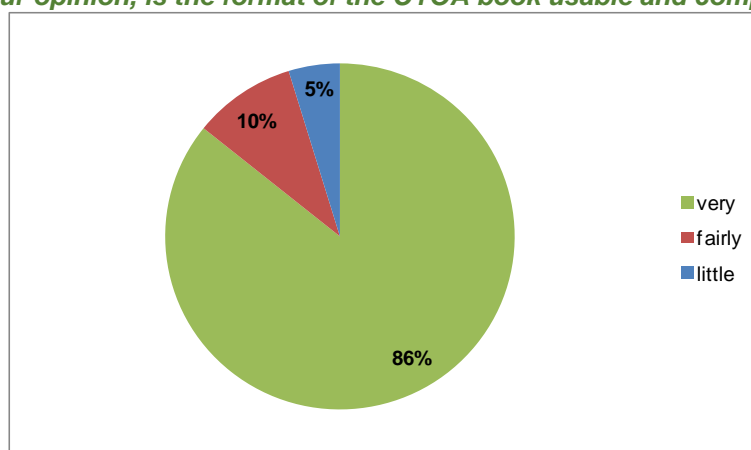
Furthermore, all respondents to the final evaluation survey declared that the CYOA was fairly/highly useful for identifying different alternatives and strategies in collaborative processes and their consequences.

Figure 14 Utility of the CYOA book for identifying alternatives and strategies in collaborative processes and their consequences



Regarding the CYOA book, 95.2% of the respondents to the final evaluation questionnaire find its format 'fairly'/'very' usable and comprehensible. The drafting of the CYOA book based on the results of the analysis of real experiences of collaborative practices and its revision based on the comments of the actors involved in collaborative practices provided during the testing phase have certainly contributed to making it comprehensible and usable. The high quality of the CYOA book was also an issue revealed during the testing phase and final conference of the project.

Figure 15 In your opinion, is the format of the CYOA book usable and comprehensible



The utility of the ENLARGE outputs (and in particular the CYOA book) in better understanding collaborative processes and their relevance for stakeholders involved is also underlined by the response to the dissemination surveys and final evaluation survey. There is a high willingness to recommend the ENLARGE outputs to other potential users (see relevance paragraph).

- 2) *Improved awareness of local public administrators/stakeholders on the importance of reasoned collaborative governance as a way of increasing quality, solidity, effectiveness, sustainability and legitimacy of such policies*

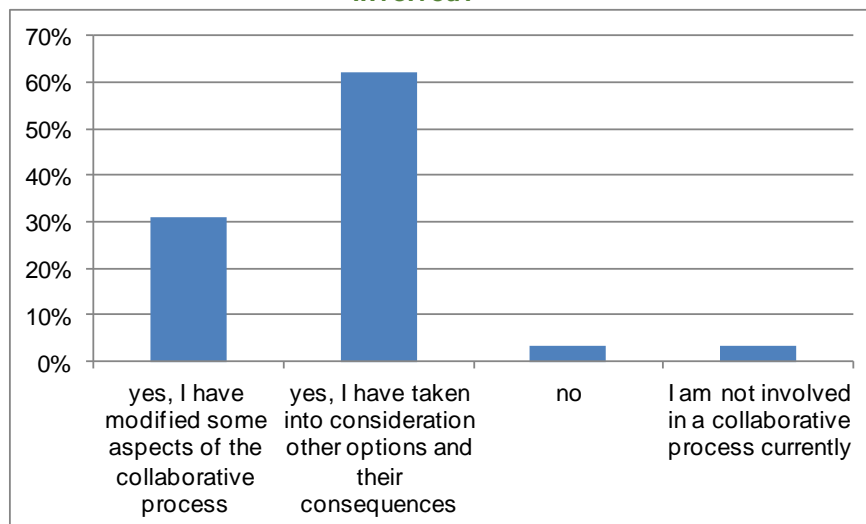
The final evaluation of the survey of the ENLARGE project shows that 93 % of the respondents have taken or intend to take actions to improve the use and continuity of the collaborative processes in which they are involved after their involvement in the ENLARGE project.

- 3) *Enhanced effectiveness, sustainability and legitimacy of the participatory processes*

Over half of the respondents (62 %) to the final evaluation survey reported having taken into consideration other options and their consequences in the collaborative processes they are involved

in, while 31 % declared having already modified some aspects of the collaborative processes they are involved in.

Figure 16 After the participation in the ENLARGE activities, have you taken or will you consider taking actions for improving the use and continuity of the collaborative processes in which you are involved?



The results reached by the ENLARGE project allow administrations to become open, innovative and collaborative, by rethinking their role and discovering new strategies and mechanisms to enhance collaboration between administrations, stakeholders and citizens. Furthermore, by favouring policy effectiveness of collaborative processes, the project also contributes to the improvement of public policies and services tackled by collaborative processes.

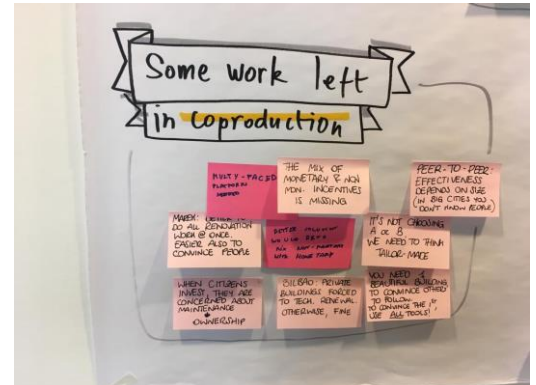
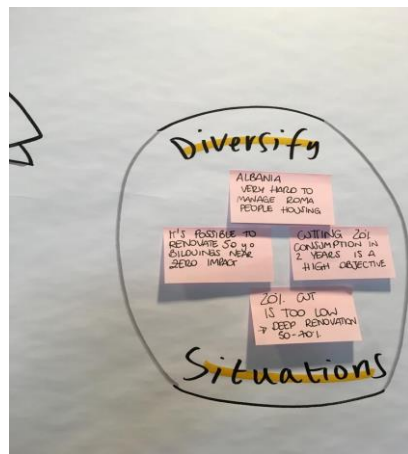
3.3 Project sustainability

The sustainability of the project results is ensured by the commitment of the consortium to continue to disseminate the project findings in their daily work and through their networks. The partners plan to organise a series of seminars/meetings with the main actors in the field of public collaboration to disseminate the findings of the project. They will also disseminate the project findings through the network of the other projects they are involved in. In addition, the consortium will also distribute the printed copies of the CYOA book to the stakeholders involved in the deliberative event and other supporting partners. The consortium is also involved in curating a page on public participation realised within the H2020 Clarity project where the CYOA book will be available.

In addition, the project website will be maintained for at least other two years and afterwards its main contents will be hosted on the ALDA website, which is a network with more than 190 members from 35 different states. Furthermore, the most relevant output of the project (i.e. the CYOA book) is also available on the project partners' websites ensuring its visibility even after the project end.

Partners are also engaged in continuing to create knowledge on collaborative processes beyond 'best', 'good' or 'bad' format among local administrations and stakeholders involved in such processes. For instance, all partners will use the ENLARGE outputs and findings and, in particular the CYOA book in their training activities. Furthermore, some of the participants in the deliberative event are also keen to use it in their training activities. For instance, one of the partners of the H2020 Panel project plans a training class on collaborative processes which will draw on the ENLARGE findings and which will foresee the use of the CYOA book. Other ENLARGE stakeholders involved in the final conference (e.g. representative of the University of Bari, representative of the University Ca' Foscari, representative of University Bicocca, Kalipolis association) have also expressed interest in using the CYOA book during university classes or professional training.

In the next two years, partners will also be engaged in complexifying the knowledge on collaborative processes already included in the CYOA book. As foreseen by the project, the partners will update the CYOA book for at least more two years based on the suggestions received from its users. To this end, a questionnaire gathering suggestions on how to improve the CYOA book has already been included in the digital version of the book. Some suggestions have already been gathered during the final conference. For instance, participants in the conference using the book called on the consortium members to clarify some issues (e.g. budget available for the implementation of the collaborative processes presented in the book) and to integrate its contents (e.g. diversification of situations, attention to capacity building). The partners plan to analyse the feedback received yearly and to update the book at the end of the two-year period.



Furthermore, at the end of the two-year period the partners will also update the results of the final evaluation survey in order to reveal the long-term results of the project.

In addition, partners will consider the adaptation of the CYOA book to other fields, as also suggested by participants in both the CYOA testing phase and final conference. Some of the fields suggested by stakeholders are: e-government, food, health, urban planning, protection of cultural and natural goods, migration, etc.

