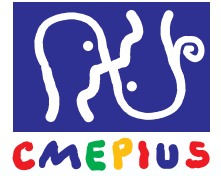




Education and Culture

Leonardo da Vinci
Mobility



The PIRAN paper

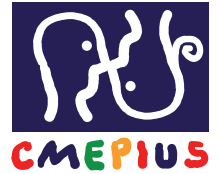
Practical guide for National agencies managing mobility projects within Leonardo da Vinci programme





Education and Culture

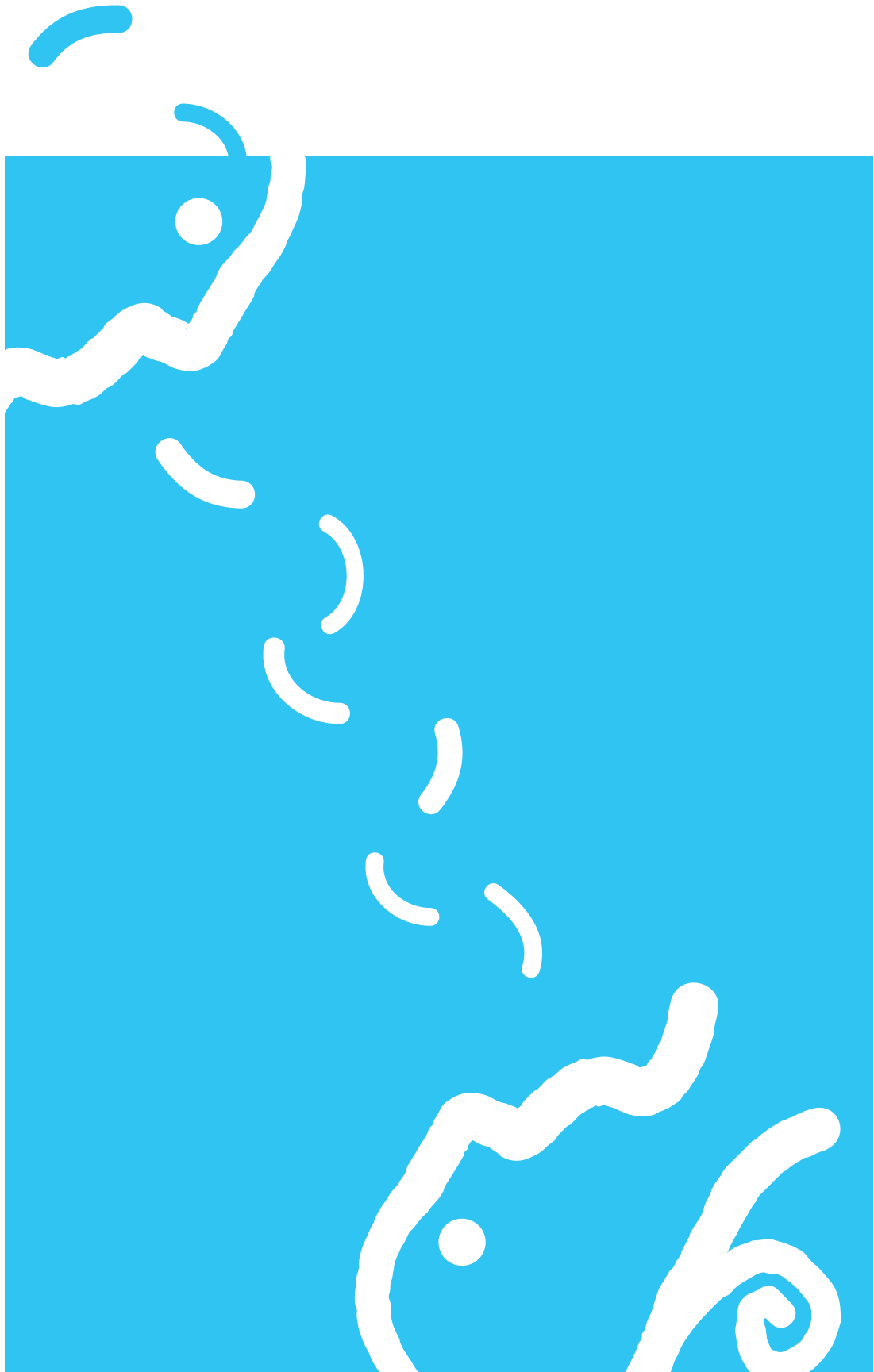
Leonardo da Vinci
Mobility



The PIRAN paper

*Practical guide for National agencies managing mobility projects
within Leonardo da Vinci programme*





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Background

Life is pretty simple: You do some stuff. Most fails. Some works.
You do more of what works. If it works big, others quickly copy it.
Then you do something else. The trick is the doing something else.

Leonardo Da Vinci

The idea to create a small working group of mobility coordinators came in 2002. The basic purpose behind it was to meet and discuss daily practice of managing mobility projects, exchange ideas, make suggestions for improvements and share experiences. The first group that met in Slovenia in 2002 in coastal town of Piran involved 9 mobility coordinators from 8 National agencies (Austria, Belgium (FL), Finland, Hungary, Ireland, Norway, Slovenia and Sweden). It was a combination of experienced and new mobility coordinators that proved immediately to have a positive effect. We all got new ideas for our daily work and agreed to continue with such kind of activity, which turned out to be much more productive and efficient than big formal meetings. Moreover it was dedicated to mobility only. The first meeting tackled questions like the life cycle of mobility project-from information to promoters to their reporting.

In 2004 there was a second informal meeting in Bled, Slovenia. This time the group was bigger- Denmark, Greece, Iceland, the Netherlands and UK joined the group, which showed that the interest and the need to meet on informal basis were still present. The group of 11 participants discussed topics like monitoring, evaluation, valorisation and impacts of the documentation from European Commission on mobility. In spring 2005 the group met in Medana. German and Lithuanian agencies joined the group. One of the first resolutions of the meeting was to create a document, a practical paper or guide for mobility coordinators working in all LDV National agencies. In the paper there would be contributions from all coordinators, taking part in the group, which was now given a name-the Piran group. We would also invite other National agencies to write their experiences and in this way complete the guide, which is an ongoing process-it will evolve with every new meeting and new topics discussed.

For the last coordinators' meeting within Leonardo II generation, taking place in Ljubljana in October 2006, Slovene National agency decided to publish a paper version of the manual and thus make it more solemn. The Piran paper you now have in front of you is the product of 3 informal meetings of mobility coordinators and their valuable inputs. It is intended to serve as a practical guide and assistant whenever a dilemma or a question regarding the management of mobility arises. I truly believe and hope that it will be of special benefit for all new mobility coordinators in Leonardo da Vinci programme. Coordinators like me back in 2002 when I got the idea to create this informal group and learn from the more experienced!

Marja Medved
Mobility coordinator
LDV NA Slovenia

Short descriptions of the National agencies

Austria

The Austrian LdV National Agency was founded on the joint initiative of the Austrian Federal Ministry of Education and Cultural Affairs and the Austrian Federal Ministry of Science, Transport and the Arts. As the national coordination office, it has been responsible since 1995 for conducting the LEONARDO DA VINCI Programme in Austria.

The Austrian EUROGUIDANCE Centre (a contact office of the European EUROGUIDANCE Network in the field of vocational guidance) has been part of the National Agency since 1997, as has the National Reference Point for Vocational Qualifications (NRP).

Belgium (FL):

The Flemish NA (Vlaams Leonardo da Vinci-Agentschap vzw) is a non-profit organisation, operational since 1995. It was created especially to manage the Leonardo da Vinci-programme in Flanders by the Ministry of Education, VDAB (the Flemish Vocational Training and Employment Organisation) and VIZO (the Flemish Institute for Independent Entrepreneurship). We have (in 2005) a staff of 1 director, 2 consultants, 1 administrative support and 1,5 financial support.

Denmark:

CIRIUS is the National agency in Denmark for the Leonardo, Socrates and Youth-programmes, as well as for other similar programmes, including Nordic and Danish education programmes and initiatives. CIRIUS is the central institution in Denmark where persons with foreign qualifications can get these assessed and recognised as well. In addition, CIRIUS is an information centre concerning internationalisation of all educational sectors. Please read more about CIRIUS here: <http://www.ciriusonline.dk/Default.asp?ID=3771>

Finland:

The Centre for International Mobility CIMO, operating under the Finnish Ministry of Education, provides specialist services to promote international cooperation in Finland. CIMO promotes wide-ranging international cooperation in education, work, culture and among young people, actively contributing to developing Finland into a more open and multicultural information and learning society.

Germany:

InWEnt is one of the three agencies in Germany involved in the LdV-Programme:

- National Agency "Bildung für Europa" beim BIBB
- InWEnt
- DAAD

InWEnt is responsible for Mobility of Initial Vocational Training, Workers and Instructors.

InWEnt – Internationale Weiterbildung und Entwicklung gGmbH *Capacity Building International, Germany*

InWEnt stands for the development of human resources and organisations within the framework of international cooperation. InWEnt's range of services caters to skilled and managerial staff as well as decision makers from businesses, politics, administrations and civil societies worldwide. Each year, some 55,000 persons participate in our measures.

Programmes and measures at InWEnt aim at promoting change competencies on three levels: They strengthen the individual's executive competencies, increase the performance of companies, organisations and administrations, and at the political level improve decision-making skills and the capacity to act. The methodological tools comprise modules and can be adapted to meet changing requirements in order to provide solutions. Apart from face-to-face situations in measures offering training, exchange of experience and dialog, emphasis is on e-learning-assisted networking. InWEnt cooperates equally with partners from developing, transition and industrialised countries.

InWEnt's shareholders comprise the Federal Republic of Germany, represented by the Federal Ministry for Economic Cooperation and Development (BMZ), the Carl Duisberg Gesellschaft that represents the business community, and the German Foundation for International Development that represents the Länder (German federal states).

InWEnt was established in 2002 through the merger of Carl Duisberg Gesellschaft (CDG) and the German Foundation for International Development (DSE).

Greece:

The VOCATIONAL TRAINING S.A." is a subsidiary company of the Grek Organization of Manpower (OAED) and belongs to the public sector.

Hungary:

The Hungarian Leonardo National Agency is coordinated by the Tempus Public Foundation. Tempus Public Foundation (TPF) is a non-profit organization established in 1996 by the Hungarian Government, with the task of managing international cooperation programmes and special projects in the field of education, training and EU-related issues.

TPF aims at:

- supporting initiatives aiming at the modernization and quality improvement of education, training, RTD and human resources development,
- encouraging international cooperation and mobility,
- strengthening the European dimension in these fields.

Activities of the TPF are:

- Management of scholarship and cooperation programmes
- Trainings
- Knowledge centre

We are 6 in the mobility group of the Leonardo Agency, managing not only the Leonardo da Vinci mobility but also other mobility programmes financed by the Hungarian government.

Iceland:

The Leonardo da Vinci National Agency in Iceland is run by the Research Liaison Office of the University of Iceland. The Research Liaison Office of the University of Iceland is a forum for innovation within the academic society. It strengthens ties between university and industry and encourages relations between Icelandic researchers and colleagues in other countries.

RLO – takes part in European cooperation

RLO – assists start-up companies and entrepreneurs

RLO – assists the research society in connection with funding, grants, contracts and Intellectual Property Rights

The role of the NA is to promote European co-operation in the field of vocational education and training and to ensure active Icelandic participation in the Leonardo programme.

Ireland:

The Irish National Agency is part of Léargas - The Exchange Bureau. Léargas is Ireland's National Agency for the management of transnational programmes in the areas of Youth Work, Primary and Secondary Education, Vocational Education and Training, and LifeLong Learning. The National Centre for Guidance in Education is also based in Léargas. In all, thirty-five people work in Léargas

Norway:

The Foundation National Institute of Technology (Teknologisk Institutt) is a leading knowledge-based company providing technology and expertise to the business world. The Institute has an annual turnover of about 216 million NOK and around 230 employees.

The Foundation National Institute of Technology is a national operator for the EU's Leonardo da Vinci Community Vocational Training Action Programme at all levels. The Programme annually finances between 50 and 60 mobility projects involving around 600 beneficiaries from all over Europe. The Foundation National Institute of Technology also acts as national centre for EUROPASS, CEDEFOP and UNEVOC (UNESCO's organisation for technical vocational education and training), and as such the co-operation and contact is also open to a broader audience than the participating countries in the LEONARDO DA VINCI programme.

During the year 2003, the Norwegian NA has been reorganized from county responsibilities to giving the Programme Officers specific projects (Proc. B) or Project category responsibilities (Proc. A). The decentralization of responsibility to experienced staff members has contributed to improved focus on the specific areas and given a better distribution of tasks between Management and Programme Officers. We believe that this restructuring has improved information to users and management of the programme at national level.

Slovenia:

Leonardo da Vinci National Agency in Slovenia operates under the Centre of Republic of Slovenia for Mobility and European Educational and Training Programmes (CMEPIUS). Centre's two main tasks are coordination of Socrates and Leonardo da Vinci programme. In addition to these two responsibilities, CMEPIUS runs national programmes of mobility (bilateral and multilateral scholarships...), activities of some other European programmes, like Erasmus Mundus, eLearning / eTwinning, National Support centre, Netd@ys... The Centre also acts as the bridgehead organization of the ERA-MORE network of mobility centres for the researchers.

Sweden:

The International Programme Office for Education and Training (IPO) is a government agency under the Ministry of Education, Research and Culture, established in 1995. The agency is responsible for implementation and management of some fifty programmes and activities in the education and training area, incl. being Leonardo da Vinci National Agency in Sweden. The Programme Office has three major target groups - schools and adult education, higher education, and working life. The number of staff is 55. The aim is to help Swedish citizens and organisations to take advantage of international opportunities provided by the European Union as well as Swedish initiatives.

United Kingdom:

In the UK, the Leonardo National Agency is made up of teams from three organisations, each with responsibility for different types of project.

- British Council (Mobility: work placements and trainer exchanges)
- ECOTEC Research and Consulting Ltd (Pilot projects, Language Competences and Transnational Networks)
- Department for Education and Skills / Department for Work and Pensions (Reference Materials and Joint Actions)

1. Information and counselling

Austria:

In the run-up to an application round information events are held in various towns for potential applicants, providing background information and practical tips on submitting the application. Moreover, we provide assistance via telephone and e-mail as well as personal consultations at the National Agency in Vienna. We advise the applicants on formulating actual project applications and assist them from the initial project design stage all the way through the application procedure. For applicants unable to come to our Vienna office, we run final checks on project applications shortly before the submission deadline. Finally, consultancy services are provided all year round by the National Agency staff.

Belgium (FL):

At the beginning of the second phase of the programme, we organised regional seminars (5 days, 4 sessions a day) especially for the mobility measure but the attendance was not so high. We experienced as well that the presentation of the different measures at the same event is not as successful as we expected it would be.

Now we organise separate information seminars for the different procedures. We also took the initiative to link information sessions to other events organised by or in close collaboration with other organisations like umbrella organisations, Youth programme, Erasmus agency, etc.

By organising a "Day of European Placements" instead of a "Day of Leonardo da Vinci Placements" we experienced as well that the approach and method used to inform the public on a larger scale is crucial for the success of it. This event was organised twice and was made up of two parts: plenary information sessions in the morning, numerous small-scale workshops (information, experience-sharing, networking) in the afternoon.

Flanders is a small region in which personal contacts are important. We invite potential promoters to our agency or visit them if appropriate. Enterprises are involved in mobility measures.

To facilitate the partner search we have a section on our website where we offer advertisements from all over Europe.

We have organised one specific contact seminar for the target group "job seekers and young workers". Although the seminar was successful there was no significant increase in the number of applications for this target group. We also organised 2 'tri lateral contact seminars' (BE-FL / SE / FIN, BE-FL / IRL / UK) and 1 'multi-lateral' one (BE-FL / HU / CZ / NL / SE / AT / DE - PT - ES) as a result of questions asked by potential promoters. We see that these kinds of contact seminars have an influence on the mobility projects that are presented and selected.

We have reorganised the documents needed by the promoters. On our website they can download the two documents they need: the 'Flemish application form' and the 'Flemish Handbook for Mobility'. All relevant information that was originally spread over several documents (call, guide, quality commitment, ...) is gathered here. Feedback from the promoters is clear: this makes their life very easy.

Denmark:

Information starts 4 - 5 months prior to the deadline with the release of a Leonardo Mobility Guide in Danish, the publication of call for proposals in CIRIUS' electronic Newsletter, at CIRIUS' Web site and a press-release sent out to app. 50 different magazines and newspapers. All VET colleges get a direct mail.

Two information seminars for new applicants are held late November, one information meeting is held in January, targeting experienced promoters, who just need a "brush-up" of the application form and procedures.

Furthermore, a 2-day conference about internationalization of the Danish VET-programmes is organized every second year; all VET colleges are invited. The Leonardo programme is promoted on this occasion, which normally hosts app. 120 participants.

Counselling to applicants is given continuously by phone, e-mail or during bilateral meetings.

Partner requests from abroad are announced on our Web site.

Finland:

Information on the Call is given in three similar seminars in different parts of Finland (south, middle and northern). Counselling happens mainly by e-mail and phone but also at the NA-premises. New promoters are attracted to the seminars and thematic events are organised for different target groups e.g. youth workshops. National priority in 2006 was involvement of new actors.

Greece:

Promotion: We organized a "New Call day" on July 2nd for the 2005 call (published also in our web site). Our aim was to have promoters from the fields we want to attract more according to our current workplan- that is professionals and SME's (a lot of Chambers and Professional Organisations came) and teachers of languages (Institutes and Education Organisations as well as Depts of Foreign Languages of Greek Uni.s attended). The event was published in at least 3 wide-circulation papers in Athens & Thessaloniki. 150 people from some 80 promoters attended, we hope to have the results we expect for the 2005 proposals.

We encourage longer duration projects especially for initial vocational training beneficiaries. We use our web site a lot- we publish events news as well as all documentation regarding calls, guides and contract supporting documents templates.

Europass: We promote Europass for initial vocational training beneficiaries and the majority of them get one. The explanation is this: Initial vocational training (IEK) beneficiaries every year cater for at least 50% of our projects. OEEK (Ministry of Education), the umbrella organization for IEKs, is responsible for issuing Europass in Greece. There is close collaboration between NA and OEEK, since they are responsible for Europass, we frequently attend their events and we attend theirs.

Partnership requests: We encourage our promoters to use Leonardo database but we also publish partnership requests on our site (in both gr/en). Promoters that belong under the same umbrella-organisation e.g. OEEK prefer contacting each other to find what promoters are worthwhile. Also, many partnerships existed from previous collaborations in other community programmes i.e. Comenius, R & D.

Counseling: It is our policy to answer every phone call/request in writing preferably, also arrange meetings with potential promoters whenever they ask us.

Where possible we participate in events organized by Ministry of Labor, Ministry of Education, Education Fairs, we accept invitations to talk where possible – Technical Secondary Schools, Universities etc. In general we don't organize promotional events ourselves, but we are open to invitations e.g Turkish promoters visiting us in January 2004 (Study visit for 3 days in collaboration with UK NA). For example, in 2003, we attended at least 5 seminars in the education field. We are also expecting the Turkish NA to visit soon for a study visit.

We organize training seminars for mobility promoters. This year it was actually 3 due to the geographical spread of our promoters- happy to say only 20% from Athens area.

Hungary:

The National Agency intends to facilitate the access of new promoters to the programme by an efficient information activity about the programme and we also give the opportunity for the new and the experienced promoters to personal counselling. The Hungarian National Agency's information activities are:

- Information events: organised mostly in the autumn period, first only for the Leonardo mobility programme but in 2005-2006 we organised it with the Socrates / Comenius group together. A wide range of institutions involved in vocational training are invited to these information days. These information events are held in 7 bigger towns (in the 7 regions) of Hungary and also once or twice in the capital.
- Proposal writing seminars: two or three events are organised before the submission deadline in order to help promoters in writing successful Leonardo applications. The colleagues of the NA hold these events in the form of a training seminar: groups of the participants go over the questions of the application form and give detailed answers.
- Publications: Magazine, Leonardo brochure, Call for proposals, monthly electronic newsletters and different periodicals targeted to a wide range of institutions in order to raise their attention to the programme.
- The homepage and the compediums also provide a wide range of information to all target groups.

Iceland:

Approx two months before each deadline we start an "information campaign". Usually there are approx 10 - 15 meetings with 10 - 50 people each. We try to make sure that the countryside also gets coverage and different schools and companies are targeted each year. We end the "campaign" with a seminar on how to write proposals held in our premises in Reykjavik, 4 - 6 weeks prior to the deadline. After that seminar, potential promoters turn to our sub contractor MENNT, which has the task of assisting further in writing the application, helping to find partners, etc. As the NA mobility staff is responsible for the evaluation it was decided it would be better to have the advisory part mostly elsewhere.

To further promote Leonardo da Vinci we participate every year in special Educational events that are organized as well as joint information events with other European programs.

Ireland:

The Irish Agency is entirely responsible for the management of the Leonardo da Vinci Mobility measure. From early 2005 the Irish Agency will comprise a core team of nine staff with assistance from auxiliary, shared staff in Léargas. The core staff operate as a team contributing individual skills and experience, at various levels, to the implementation of the entire Leonardo da Vinci Programme. Three members of the core staff have particular competence in relation to mobility.

Core staff manage; the information and advisory services, assessment and selection procedures, contract and payment management, content and strategic development, project monitoring and evaluation, dissemination and reporting. Core staff also ensure complementarity across the Leonardo da Vinci measures.

The National Agency operate two deadlines for Mobility applications. The 1st deadline will be announced in line with the European Commission deadline of the 11 February 200x. Applications will be assessed and presented to the National Selection Committee for selection on the 18.04.0x, the results of which will be announced publicly by 29.04.0x. Successful applicants will enter into contract with the National Agency by 01.06.0x.

If necessary, a 2nd deadline for applications will be the 01.10.05. Applications will be assessed and presented to the National Selection Committee for selection during November 200x. The results of any 2nd deadline will be announced by 31.12.0x and successful promoters will enter into contract with the National Agency by the 31.02.0x.

The National Agency undertake a series of information workshops to announce Priorities; Areas of National Focus and inform promoters of changes to the Commission tools and documents for application.

A mobility information pack is circulated widely. The pack includes:

- A National Agency Leonardo da Vinci Information Note
- The Council Decision
- The Call for Proposals 200x – 200x
- The General Guide for Promoters
- The Mobility Guide for Promoters
- The Application form for Mobility
- The current National Agency Administrative and Financial Handbook
- Useful Web Addresses and Contact details

A database of recipients is maintained in the National Agency, updated information is circulated, workshops and National Agency Events are publicised.

Call documentation and application information is circulated on an ongoing basis. A more targeted approach is adopted in the months leading up to a deadline. The National Agency organise a series of regional workshops/clinics for current and potential promoters. Notification of the workshops is circulated in national and regional newspapers and on local radio. The National Authorities and

other National Agencies receive information for circulation. All current and potential promoters receive notification via e-mail and phone. Prior to each Deadline, the Call is published in Iris an Ofigiúil (the Irish official journal), in the national papers and information is circulated to current and potential promoters via e-mail and post.

While the National Agency encourages applicants to use the Commission computer based application tools, we recognised that many promoters do not have sufficient access to the Internet, indeed some do not have access to a computer. The National Agency therefore continues to circulate information tailored to the applicants' requirements.

The information strategy of the National Agency includes developing materials, meeting prospective promoters and maintaining open lines of communication with policy makers. Full use is made of the web-site, e-mail, phone, fax and mail correspondence.

In 2002 Léargas put into operation a revised corporate identity in which the sister Programmes of Youth, Socrates and Leonardo da Vinci will be marketed in a more co-ordinated manner. This continues to enhance the National Agency's information strategy for potential and actual mobility promoters.

Counselling:

Preparation

The Irish Agency provides advisory services to promoters in relation to the **feasibility** of the proposal, **planning and implementation** of the project and **evaluation**.

A range of support materials have been developed over the years that are issued to promoters and form the basis of workshops.

Publications include:

- Focus on, Mobility Management
- Basic Communicative Skills & Cultural Knowledge for Transnational Vocational Placements
- So you're off
- Citizens first
- Passport to Mobility
- Revolution
- Methods and tools for effective dissemination
- Computer based training pack: Transnational Partnerships
- Videos:
- No Frontiers
- Trade 'n' Places

The Irish Agency also encourages new Promoters to work closely with a more experienced Promoter operating in a similar home environment and/or a Promoter who has had experience of working with partners from the same host country.

Workshops are designed to mix new and experienced promoters to ensure that best practice is

captured and exchanged.

Partner-Finding

The Irish Agency's motto is "Finding a partner is one thing, developing a partnership is another!" Our main energies are devoted to assisting the Promoter with the latter major task. The National Agency is currently developing its partner search facility for non-Irish led promoters. A partner search form has been devised, which once completed by the promoter will be posted on the National Agency website facility for partner finding.

The Irish Agency works with prospective Irish led project promoters in analysing their needs and with regards to establishing a partnership. This process begins by ascertaining the profile of the intended beneficiaries, the structure of the course, the requirements of the transnational placement and the desired outcomes. Once the promoter has clearly established the need and identified a country(ies) the Agency will suggest a range of sources that would lead to contacts. As a relationship has developed between the promoter and National Agency this ensures that the perspective promoter and their project are authentic. A checklist is provided that includes, inter alia the Commission partner search data-base.

Norway:

Information meetings are organised yearly in all major Norwegian cities as well as more specific guidance seminars for promoters with a concrete project idea. The Norwegian NA participates at European contact seminars organised for mobility promoters on a regular basis, and has always brought delegations of potential Norwegian promoters ranging from 5 to 50 participants.

A set of simplified introductory guides for applicants has been developed to meet the needs of organisations that have little or no experience in working with the EU-programmes. The guides address the main steps in the application process and are used as part of the guiding and training material in regional information seminars and workshops.

Slovenia:

There are two kinds of information activities; general information events and training days for potential promoters.

Before the deadline, general information activities are more concentrated. Together with the relevant ministry, the NA organized joint promotion of mobility themes, such as European year of education through sport and we will continue each year with these more target oriented information days.

We have many invitations from various organizations and then have presentations for more specific purposes, the NA also takes part at the fairs - sometimes it is together with Grundtvig, Erasmus... but since Slovenia is so small we can travel many times & visit many places in one week.

We have many personal contacts with potential promoters, either they come to us, or we visit them or via e-mail, phone...

We introduced "training" days for all promoters, particularly new, where we go step by step through the Application form. This has proven to be very efficient and effective, increasing the quality of project proposals on one hand and management of mobility coordinator's time on the other. We

also invited some of the old, successful promoters to these meetings in order to be as practical as possible.

Sweden:

We arrange and take part in seminars in different parts of Sweden in order to give information about the program and specific help for applicants before application deadline. During these seminars we also show them how to register their application in the database Leopass. We inform about the call on our web-site. We try to reach the new promoters; for 2005 and 2006 we focused to get applicants from the labour organizations. During the applying process we give counselling through phone calls and e-mail and we have a 3-page- "application" with the main parts of the application like justification, needs, expected results etc. We give feed-back on that paper. We try to put the new promoters into contact with the older promoters to share their experiences. Network meeting are organized to get them together.

United Kingdom:

Every autumn we have a series of Leonardo Mobility Information Days to promote the programme across the UK. We try to ensure maximum promotional coverage by hosting the events in different regions. Normally there is one event in Scotland, Wales and Northern Ireland, and two in England – one in the north and one in the south.

The Information events are advertised on our website, at other British Council events and via a mail-shot to several thousand people on our mailing list. In the last two years we've tried to make registration easier by issuing a promotional post-card flyer. Participants register their interest by indicating which event they want to attend and then simply return the postcard to the NA through the post. I think this is better than writing formal invites or letters, though I'm not sure that a mail-shot is the best way to recruit people.

There are separate information events for Procedures B and C, operated by our partners Ecotec. We try to ensure that representatives of each procedure are present at all events though (e.g.: Mobility experts attend the ProcB/C event to answer questions).

We also promote the programme through our participation in others' conferences and events, such as the British Council's annual education conference, and regional events hosted by education practitioners or social partners. This varies year to year, but we try to ensure that we link in with other British Council or EU promotional events (e.g. Erasmus).

Support for potential applicants is provided through our general enquires service. We have a nominated 'generic' email account and phone number. Support for existing promoters is through individual contact with a nominated relationship manager. We have a team of 5-6 Programme Officers who manage the bulk of our mobility contracts. Each promoter is allocated to a specific Programme Officer, whom they use as their primary contact. This arrangement, we feel helps to build strong working relationships – in most cases!

Regular interaction is encouraged, though the level and frequency depends on the individual.

Most contact is by phone and email, though face-to-face meetings occur wherever possible and Programme Officers meet with promoters at Information Days, Contracting and Management Seminars (see below), and during monitoring visits. It would be great if we had sufficient time and (financial) resources to visit all of our promoters!

2. Selection procedure

Austria:

Each project application is at first assessed according to its eligibility and subsequently evaluated by two members of the National Agency staff with regard to its content. Both evaluations are carried out independently of one another and are then marked and awarded points by two evaluators. The projects are ranked on the basis of those marks and points, respectively. Due to the fact that the requested funds always exceed the budget provided by the European Commission, project subsidies are curtailed according to quality criteria and ranking. The projects on the bottom end of the scale are put on a reserve list and are financed by flowbacks from unused grants of other projects. An additional way of financing projects which would not be feasible otherwise is based on the principle of co-financing with national funding. This aims at securing and guaranteeing funding for the largest number of projects possible.

Suggestions concerning the project selection are made by the Leonardo da Vinci National Agency and submitted to the Selection Committee for the final selection.

Belgium (FL):

Each year we have two selection rounds for all target groups: one in February (70 % of the budget) and one in October (30 % + remaining budget).

The proposals for mobility projects are assessed by 2 internal evaluators. After reading all the applications we compare the evaluations and make one point of view. Finally we translate the evaluation into a system of marks. The maximum score is 100 points. For each section marks are given: project management (30 points), content (30 points), goals (15 points), financial information (15 points) and impact (10 points). All proposals with a final result of at least 65/100 are on the pre-selection list. The "Flemish Monitoring Committee" takes the final decision about the selection.

We award projects with a number of grants. The amount of the grant depends on target group, duration, cost of living in the host country and distance. For the target group 'initial vocational training' we never cut the number of grants that is asked for. These projects are very often carried out for class groups. We do cut the number of grants for other target groups. A grant is divided into 3 aspects: travel, subsistence and insurance. For the call 2000-2002 travelling to and from the host country, travelling insurance and transport within the host country was included in travel cost. For the call 2003-2004 we changed this without changing the amounts for travel costs. Travel cost includes only travelling to and from the host country. Transport within the host country is included in the subsistence cost (amounts were raised compared to 2000-2002). All costs for insurance are included in insurance.

Denmark:

All applications are inserted into a database, developed by CIRIUS. They are assessed by two internal staff-members, using the Commissions schemes for eligibility and assessment. A list of proposals with ranking and recommendations and a descriptive document is presented to the Leonardo Committee mid-April. The Committee makes the final decisions upon projects to be selected, which are subsequently communicated to the applicants.

If funding is returned from approved projects or if the Leonardo Committee decides to make a special effort to attract new target groups, a second national dead-line is organized in the beginning of December.

Finland:

After the NA has received all applications, core data is put in the database. This data is used at all stages of selection (proposal lists, evaluation lists, short-lists, etc.).

The actual selection starts with a meeting with external experts. Each application gets two assessments, one internal and one external assessment. The assessment takes about 7 days and is done over a period of three weeks. After the assessment, all marks given by internal and external evaluators will be put in the database (scale 1-4 is being used, 1 stands for best and 4 for rejected). The database calculates an average mark for each proposal and a synthetic list of all assessments is made.

At the second meeting with experts the "grey area" in the synthetic list is discussed and those proposals which get conflicting assessments. The experts' comments and suggestions for improvements are put in the database. After the meeting, the NA allocates grants to accepted projects on the basis of assessments.

The results of selection are presented to the Leonardo steering group and the Ministry of Education. The director of CIMO signs the decisions and the decisions are sent to all applicants together with feedback on the proposals (both accepted and rejected).

Germany:

Registration of proposals and calculation of grants

InWEnt receives more than 500 proposals each year. With a team of 10 people the core data of the proposals are registered in an internal database. The eligibility and the legal status are checked. The confirmation letters are sent to the applicants. The proposals are sent to external evaluators. Then the Leonardo grant will be calculated in an Access database which has been developed for this purpose. Duration: 4 weeks.

Evaluation of proposals

About 30 external evaluators are assigned with the evaluation of proposals according to a standard evaluation form and method. The original evaluation form of the Commission has been adapted to national standard. All evaluators have been instructed by InWEnt on a one day preparation workshop. InWEnt staff is also evaluating proposals. Duration of evaluation period: 5 weeks.

Selection lists and report

After having received all evaluation results, the selection lists are created according to a ranking of the proposals. Statistics are made and the evaluation report is written. Duration: 2 weeks.

Selection conference

The selection conference is held on one day with representatives from ministries, social partners, and other representatives of the national training sector.

Financial credit assessment

InWEnt evaluates the credit-worthiness of the private organisations. Duration: 3 weeks.

Contracting

Contracts are sent to the promoters for signature.

Greece:

Assessment: We have external assessment by 2 experts per proposal who are picked in random from a list of accredited experts the Ministry of Labour keeps. Assessment takes a month maximum. If the grades of the 2 experts differ considerably a third one comes in and gives his/her grade. We use the Eligibility and Evaluation forms of the Commission in Greek.

Projects with at least 2 as final mark (on a best-to-worst scale 1-4) are selected; few with mark 3, those more on a fall-back plan case.

We provide our experts a seminar and relevant material some days ahead of the assessments so that they come prepared.

We receive + / - 100 proposals each year. There is only one deadline each year for mobility projects- in February since there is no need for a second call.

There is no max. or min. of proposals each one assesses but we make sure each one has a fair number, the number being a motive since they are paid by the proposal. We also make sure each one gets variation of projects regarding beneficiary category (initial vocational training, students, teachers).

Financial Assessment: We examine the following categories of costs per project:

1. Management (not so thoroughly)
2. Mobility (travel, insurance, subsistence, we consider internal travel as a part of the subsistence)
3. Cultural & language preparation

We sometimes give before the first instalment the "Management" budget so that the promoter makes a preparatory meeting to the host organization.

The NA evaluates projects after completion writing a report covering quality issues (meeting with initial targets, satisfaction from beneficiaries etc) and financial audit.

Payments

For projects less than 18 months duration 80% in advance within 45 days from signature of contract + 20% final report. For projects with more than 18 months duration 60% in advance within 45 days, another 20% when interim report is in (they must have spent 70% of initial advance by then), 20% final report. If number of beneficiaries / budget is large we make an exception and manage it appropriately (into at least 3 instalments).

Hungary:

The colleagues of the NA check the eligibility of the proposals and the budget of the projects in line with the Leonardo financial rules and limits. Then each project is assessed by two independent experts. The proposals are distributed amongst the experts on the basis of their professional background and if necessary their language knowledge (approx. 10% of mobility proposals are written in English, German or French).

Before handing out the proposals to the experts the National Agency holds preparation seminars for them and if it is required, we can also hold face-to-face consultations. In addition to the above activities the staff of the National Agency keeps contact with the experts, if they have any questions in connection with the rules of the programme the Agency is ready to consult them. Since experts do not know their peers it is ensured that the evaluations are really independent and reflect independent views.

After the evaluation process, the Leonardo Advisory Board and the Board of Trustees of the TPF decide the list of the approved projects by target group. The decision makers take into account the experts evaluations, the quality of the projects and the available Leonardo grant.

Iceland:

There are two deadlines for mobility projects per year, February and September/ October. Each proposal is evaluated by two evaluators, one internal and one external. The external evaluators are paid IKR 6000 (approx 80€) per proposal. The assessment forms from the Commission are used and the evaluation as well as everything else is done in English. The evaluation process usually takes around 6 weeks. The mobility coordinator is responsible for preparing the list of projects with ratings, comments and suggestions for the National Board of the Leonardo Agency that makes the final selection of projects to be funded. There are five board members; one from the Ministry of Education, one from the Association of secondary schools, one from higher education, one from the trade unions and one from the social partners. Projects need to score minimum grade 2 to be approved.

Ireland:

An Assessment Panel is convened by the National Agency. Two Agency staff are engaged full-time in the assessment process. External assessors are appointed depending on the number and type of applications received. Comprehensive training is provided to external experts..

All assessors are required to sign a declaration to ensure that any potential conflict of interest is avoided.

The National Agency examines Commission Procedure B and C Pre and Full Proposal Evaluation documents with a view to incorporating relevant aspects into the evaluation process for Mobility.

Application

The deadline for receipt of applications is the 11th of February 200x. Promoters requesting up to

€25.000 are required to submit 1 signed original and 3 copies. Promoters requesting over €25.000 are required to submit 1 signed original and 4 copies. The National Agency receives and logs applications. Each application receives a Commission designated project reference number. The reference number and a receipt of application are forwarded to the applying promoter.

Selection Criteria

Proposals are selected in relation to the Programme requirements and the contents of the Operational Plan Mobility, approved by the National Authorities and the Commission. Accordingly, adherence to national conditions is imperative in this decentralised measure.

With regard to the application of selection procedure the National Agency take on the technical and administrative responsibility for the examination and assessment of proposals and for the preparation of selection lists for the National Authorities.

The National Agency utilises the Commission tools during assessment. Where national priorities apply a slightly modified version of the tools will be used. Prior to assessment each proposal will be subject to an eligibility check. To preserve objectivity and equality of treatment each proposal will be assessed internally in the Irish Agency by two members of staff. Assessors will assess proposals in accordance with assessor guidelines and the National Agency financial and administrative handbook. Each assessor is also required to complete a declaration of Ethical Commitment prior to commencing assessments. Should the Leonardo grant request be above €25.000 the proposal will receive a third assessment.

A meeting of assessors is convened. The result/rating awarded by the assessors will be combined and agreed. In the event of differences of opinion the services of an experienced external consultant will be used to assist in arriving at a final conclusion. Once agreed a list of recommended projects is compiled to form a pre-selection list

The pre-selection list is presented to the Leonardo da Vinci National Selection Committee for discussion. The National Selection Committee comprise of at least the Department of Education & Science, the Department of Enterprise Trade and Employment, FÁS - The State Training and Employment Authority, the Irish Business Employers Confederation (IBEC), the Irish Congress of Trade Unions (ICTU), The Further Education and Training Awards Council (FETAC), Léargas and the evaluators. The National Authorities in the Departments and Education and Science and Enterprise, Trade and Employment make the final decision.

Norway:

Our mobility programme officers are each responsible for a target group within procedure A. To ensure fair and objective treatment of proposals, no staff member is allowed to evaluate proposals belonging to his/her assigned target group.

Upon completion of registration and eligibility check, proposals are divided among our mobility group for preliminary evaluation and comments. This takes place approx. 2 weeks after the application

deadline. In-house evaluation is completed within the next 2–3 weeks, and the proposals and comments from evaluators are sent to members of the Selection Committee, who are already familiar with the Call for Proposals and our additional National Priorities. The National Selection Committee, consisting of members of the most important national social partners as well as observers from the Ministry of Education, is not only making final decisions on proposals; it is also taking part in general discussions on the programme content and evaluation of the programme. In a meeting with the committee in August 2004, several aspects of the national implementation of procedure A were discussed at length, resulting in new national priorities with more focus on general quality in proposals. The meeting with the selection committee usually takes place during April.

The last page of the evaluation sheet in LWT is filled out, signed and sent to the promoter together with a letter of acceptance or rejection signed by the director and the head of unit.

An overview of the application round with statistical information about the number of applications, fund allocation per target group, number of individual grants and other relevant information is included in the letters to promoters, and is also published on our web site and in our quarterly newsletter which is being distributed to a large number of organisations.

Slovenia:

Each mobility project proposal is assessed twice, by 2 external independent experts. In case of discrepancy in ratings, a third expert is invited to assess the proposal. Nominated by the NA, all external experts are approved by the Programme committee and their objectivity is assured with the declaration of impartiality.

Assessments take place at the premises of the evaluators; the NA however gives some framework schedule. There is a joint meeting of evaluators and mobility coordinator prior and after their assessment period (approximately a month). The last meeting with all evaluators is intended to give each project a final consolidated grade.

Programme committee, composed of members of relevant ministries, social partners and key institutions dealing with vocational education and training, makes the final selection of the proposed projects, based on the evaluations (1-4) and national priorities. Prior to the selection meeting, Committee members get a table with short project descriptions, evaluation (comments and ratings) and eligible budget.

Sweden:

From 2006 we will use a new model for the selection procedure. The proposals are assessed by one person internal. In case of doubts another internal will assess it before sending it to the external advisory committee. The experts in the committee will get a summary for each project as well as the assessment made by the internal expert. Based on this information they will give comments on the projects. In some cases where the internal experts need the external experts' opinion, the entire application together with guidelines will be given to the experts in the advisory committee. At a meeting the applications will be discussed and comments given.

The opinion of the advisory committee will be taken into consideration when preparing the ranking list. This list is presented to our Board, which is the official selection committee and has the final

decision. We discuss the projects with them (the board); give our views, we ask them for ideas to develop the program. If they want to change anything they can do it. We want to support new promoters. We cut budgets for big projects in order to have more promoters involved.

The selection procedure takes approximately 2½-3 months.

United Kingdom:

UK Mobility:

Selection process keeps changing in the UK and we've tried several different models. In 2004 we have 100% of our applications externally assessed, but this was too expensive and NA staff spent a lot of time double-checking applications and assessments for inconsistencies, and to ensure eligibility.

So in 2005, the process was:

- We have two Calls – EC one in Feb and our own in June.
- All applications received by NA and recorded on a spreadsheet – called the Project Board Spreadsheet - (may be entered directly into Leopass/R4L in future) detailing contact details, project title/stats, region etc.
- Each proposal is allocated to an assessor, and is usually only assessed once. In 2005 50% were externally assessed and 50% fully assessed by the NA staff. In addition, a small number of senior NA staff act as moderators. Between them they evaluate approximately 25% of all applications (both internally and externally assessed) as a means of quality control - to ensure that all assessors are evaluating applications fairly and to the same standard. Moderators read the application and assessment for the randomly-selected proposal, and complete a specially created moderator assessment form (a shortened version of the standard assessment form).
- Ratings from the internal, external and moderator (where applicable) are recorded in the Project Board spreadsheet, and project summaries and assessment summaries are also recorded into another document called the Project Summary sheet (imaginative!).
- In addition to the formal assessment, the NA performs an eligibility check on all applications and completes a risk assessment form. The risk assessment form may inform the selection process, but more likely it influences our decision whether to monitor a project closely or not. The risk assessment categorises projects as high, medium or low risk, based on simple questions regarding the number of participants, project duration, project management experience, number of partners, the applicant's financial capacity etc. It also includes some basic eligibility questions that external assessors often overlook (like eligibility of partners). Copies are available from the UK NA upon request. We will conduct a monitoring visit to all successful new promoters and those categorised as high risk.
- After the applications have been assessed and paperwork compiled, all the assessors and moderators meet for a Project Board meeting, facilitated by the National Authority. This is the final selection meeting, where 'contentious' applications are discussed. The Project Board use the Project summary sheet and the projected budget as the basis for conclusions.

At the end of the meeting the final recommendation of the projects to receive Leonardo mobility funding will be signed off by the National Authority.

Each approved project is allocated to a member of NA staff – called a Programme Officer - who oversees the running of the project and advises on contract management.

3. Contracting and training of promoters

Austria:

After the Selection Committee has approved the projects, the applicants are informed about the decision. Concomitant to receiving this letter, they receive an invitation to an information event, where they are informed about the application procedure, ranging from the signing of the contract to the final report. Additionally, a contact person in the National Agency is assigned to each project, whom the applicant can address at any time by phone or e-mail if queries or problems should arise.

After the signing of the contract and submittal of the necessary documents as well as entry into the database that is administered by Austria and Germany, 80% of the grants are paid out in the case of the so-called small contracts. The rest is paid after the final report and presentation of the supporting documents. In the case of the so-called pool-projects that run for two years and are subdivided into three periods, 80% of the subsidies are paid out for the first period, an additional 80% for the second period and third period, respectively, are paid out after receiving interim reports for period one and two. The final payment is issued on submittal of the final report.

Belgium (FL):

Before issuing the contract we have a contractualisation phase. During this phase we ask the promoter to give us all information we need to draft the contract (financial details, contact person, legal representative, bank account, ...). We also ask promoters to make a new budget that is in line with the amount of money that they will receive from the LDV programme.

We only issue contracts with duration of 12 or 18 months. We try to avoid contracts with duration of 24 months. As a consequence we pay an advance of 80% as a first payment. In the contract we include all the information that is needed to carry out the project and models of the forms they have to use to make the reports. If necessary and motivated by the promoter we do accept changes to the project duration.

We try to keep things simple by issuing all contracts at the same time and with the same starting data (1st June for the first call, 1st January for the second call).

Both consultants are responsible for the full lifecycle of a project (one for IVT, Young Workers and Language trainers, one for Students and Trainers).

Denmark:

The promoters are notified by letter shortly after the meeting of the Leonardo Committee. Later the contracts with the promoters are sent out. They are issued at the same time on the contract form from the Commission and the regulations in this contract are followed. The Annexes to the contract are sent to the promoters by e-mail and published at our web site.

Two start seminars - Kick off meetings - are arranged before the 1. of June and most of the promoters attend. CIRIUS staff present the administrative and financial regulations, the main points of the Commissions Contract and Annexes, advice on interim- and final reports, Rap4Leo,

a.o. Many questions are raised and networking between promoters takes place during the breaks. Furthermore, a representative from the Insurance Company presents the content and coverage of the travel insurance.

Payment of the first instalment is made at 60% or 80% of the grant as stated in the contract. The grants are calculated on the basis of the budget of the proposals using fixed rates for administration, travel and subsistence. Insurance is not paid, as CIRIUS has established one common travel insurance with IHI covering all Leonardo participants. Extra funding is available for SMEs, however none has applied so far.

Finland:

Before issuing the contract the promoters receive a contractualisation form, Annex 1 to fulfil. The promoter has to choose (tic box) whether to sign for 18 or 24 months; the operating time of the project; and the estimated flows.

The contractualisation is done when the promoter contacts the NA and returns Annex 1.

The contract information is merged into the contract from the database.

NA has to check the length of the project, print the document as a PDF and send it to promoters for signatures.

(FI NA considers renewing the processes and might in the future issue contracts all at once.)

For short projects: 80 % 1st payment, and 20 % after the final report is sent in, for long 60 %, 40 % (after interim), 20 %.

Germany:

The contracts are sent to those promoters who have delivered all necessary documents and who have credit-worthiness. As the provided budget is not sufficient for all selected projects, we have a waiting list. The promoters with projects on this list receive a contract when unused funds from other projects can be used. After receiving the undersigned contract by the promoter, InWEnt signs the contracts and sends them back to the promoters.

Four weeks before the start of the project (first flow) a promoter can request advance of the grant at InWEnt with a special grant form.

The promoters are invited to one or two promoter training conferences in autumn each year. The conferences are held in alternating cities in Germany. In addition, InWEnt implements several thematic workshops for national requirements.

SME are funded with 500 € when they apply for Leonardo Mobility grant for the first time. The calculation of the different grant positions can be seen in the National Administration and Financing Manual.

Greece:

We make sure the promoter is legally (representative, entity documents) & financially (insurance & taxes) sound.

In each contract we enclose info how to run the project (reports, stats, a guide we created for good mgt etc.).

In order to sign contract we need:

1. Original letters of intent
2. Legal docs
3. Bank account
4. Certified copy of legal representative signature
5. Annexes 1,2a,2b,
6. Lists of participants –signed participation letters

We do accept prolongation of project duration for sound reasons; we are rather reluctant in increasing the number of beneficiaries, and we stay firm to the budget we sign.

3 people from NA staff have the day-to-day mgt while only one of them is responsible for financial mgt.

Hungary:

After the above mentioned decision process, the NA sends an official letter to to promoters and gives them a list of the documents necessary for contracting and the financial credit assessment of the privately owned institutions. (e.g.: articles of association, name of the legal representative, original letters of intent) If the promoter sends the required documents then the NA can make and send the contract to the promoter in PDF format via e-mail. After both parties have signed the contract, the NA transfers the first instalment of the grant to the promoter.

During the contracting period, the NA organises one or two project management seminars, depends on the number of the approved projects, for the project co-ordinators. These consist of a plenary session about general information (contracts, reports, Europass) and an interactive training for solving problems that may arise during the implementation of a project.

Iceland:

We use the contract form from the Commission and make a contract with all promoters as soon as we have the authorized signature, all original letters of intent and information on bank details. Then the fist payment is made. Most of the contracts are for 18-24 months, but as we only pay 50% of the amount as a first payment the promoters usually write the final report as soon as the placement /exchange is finished in order to receive the rest of the funding and therefore the contract is often closed sooner. For bigger projects an interim report is often written and promoters receive an additional 30% of the grant.

Shortly after the evaluation results are clear, project promoters are invited to a meeting where we go through the main points of the contract as well as the reports, participants' contracts and obligations to be fulfilled. Very often we go again to the promoters individually to give more advice and information and meet the beneficiaries, talk to them and answer their questions.

Ireland:

Pre- Contractualisation

The National Agency, following approval of selected proposals by the National Selection Committee, notify the promoter of the outcome of the assessment. Promoters are required to submit any further information required by the National Agency and to indicate their intent to enter into contract with the National Agency. The National Agency then forward a provisional offer letter, which is subject to receipt of funds from the Commission, to proposed contractors.

Contractualisation

In accordance with eligibility criteria and national practices the National Agency endeavours to verify the legal status of the selected promoter prior to contracting, and to evaluate the financial capacity of the promoting organisation where appropriate.

It is the intention of the National Agency to use the model contracts provided by the Commission in 200x. The Irish Agency reserves the right to amend and use this tool as it sees appropriate. A full financial breakdown of the grant allocation will be attached as an annex to the contract. Following signature an initial payment is processed and forwarded to the contractor, in accordance with the Commission, National and Léargas regulations.

In accordance with Commission control and audit procedures, the National Agency request a sample of the contracts between the Promoter, sending organisation, receiving organisation and the beneficiary for analysis.

Financial Management Procedures

When grant amounts are agreed, a contract is signed by both the promoter and the Irish Agency, which sets out the responsibilities of each party. Grants are paid to Promoters in accordance with procedures laid down in the Commission Agreement. Léargas staff check the validity of expenditure claims and either recommend the payment of the remainder of the grant. In situations where a project does not have valid expenditure up to the required amount, the Agency will request a refund.

Norway:

Contractual arrangements, preparation of payments and formalities linked to the operation of the NA's databases are performed by the ICT specialist(s) within the NA

A start-up meeting is held prior to project start-up for all promoters. At this meeting, we provide guidance on financial aspects, covering issues such as accounting, the need for documentation (receipts etc.), rules and regulations concerning bank account(s), reimbursement of expenses, costs eligibility. In addition we provide guidance over the phone and by e-mail during the project life-cycle.

The NA holds information meetings with successful promoters in May, and are issuing contracts to promoters before the first eligible start of the placements, i.e. 1 June

Slovenia:

All approved projects are under the responsibility of two NA staff members; mobility coordinator and financial adviser. The latter does the financial capacity check of all approved promoters and prepares the contracts for promoters.

The NA holds a management seminar for all selected promoters, combined with rap4leo training session. This takes place soon after the selection and preferably before the start of projects' activities. Training days are organized also during the projects cycle.

Payments to promoters are made in two parts; 80% and 20% or in three instalments (60+20+20). In case promoter has had previous problems, the NA reduces the first instalment and then executes further payments based on promoter's spending. Project grants are calculated based on the Administrative and financial handbook; travel and insurance costs are based on real costs (with a ceiling of 575€ for travel and 125€ for insurance). Administrative costs are based on duration of placement / exchange and range from 50 to 200€ per beneficiary. Subsistence grant is fixed and depends on the target group (IVT 3 week placement grant is 450€, student 3month grant is 1200€, young workers' 2 month placement is 1600€ and mentor weekly subsistence grant is 400€). NA grants 200€ (fixed rate) per beneficiary for their language / cultural / pedagogical preparation. Support for SME's submitting their first project proposal are 500€ or less; can not exceed 10% of the total project budgeted.

In case of persons with special needs the individual grants, particularly for subsistence are higher. Based on the excellent experience of pilot project promoters with the practical guides for development projects, the NA staff is now designing a new practical handbook on managing mobility projects, together with 2 successful mobility promoters. Its publication is due by the end of the year.

Sweden:

Contracts are made between the NA and all the promoters as soon as the selection and decision procedure is finalized. The contracts between the NA and the promoters are sent by legal post and we know when promoters receive them (receiving receipt). The promoters have 30 days to return the signed contracts to the NA.

We advise the promoters to make a contract/an agreement between sending and receiving organization.

Payments:

Long projects (longer than 18 months):

First payment 60 % follows after the list of planned flows and information on bank account is provided, interim report 20 % and final report 20 %.

Short projects:

First payment 80% and final payment 20%.

The promoters are invited to a start up seminar as soon as the contracts are ready. At this seminar the reporting procedure and questions how to handle a project is discussed.

United Kingdom:

The UK NA has produced a series of guidance notes defining the mobility project cycle. These are issued to all promoters in our Admin and Finance Handbook. We also have a separate 'Guidelines for Staff' in which the whole cycle is summarised.

All of our selected promoters are invited to participate in a bi-annual Contracting and Management Seminar (CAMS). In the UK we have two mobility application deadlines per year, and the CAMS event is timed to occur soon after notification letters are received. The CAMS events aim to inform promoters of the mobility project management cycle, covering contracting, financial management, reporting, Rap4Leo/Leopass, and practical project management advice from experienced promoters.

In the UK the contracting process is changing as a result of Rap4Leo/Leopass, but up to and including 2005 we have maintained a distinct contracting stage where promoters must re-calculate their projected budget. Promoters are issued with a spreadsheet – the Contracting Workbook - into which they enter the project statistics and projected costs, and the spreadsheet calculates their grant based on pre-defined rules (in accordance with the Admin and Finance Handbook). The financial breakdown must be checked and agreed with the promoter's nominated Programme Officer, and the workbook is eventually annexed to the NA-Promoter contract.

We have this additional contracting 'step' because the financial data contained in promoter's applications is frequently inaccurate, and by the time the project starts there are often changes to the statistics or costs. By re-calculating the budget immediately prior to the project starting we believe our contracted figures are more accurate. However, this process is very time consuming and is likely to be modified – if not scrapped – when, in light of Leopass, we review our contracting and reporting arrangements for 2006.

Once the finances have been agreed the Programme Officer raises a contract using a template. Annexed to the contract is copy of the Contracting Workbook and a signed bank details form from the promoter. The contract must be checked by another member of staff before it is issued, and a 'Contract Checklist' completed and signed. The promoter is then issued with two copies of the contract. They must sign both and return to the NA for our signature. Once this has been done we each keep an original copy of the contract. Only once the contract has been signed by both parties will we authorise payment of the first grant instalment.

We stagger the contracting process – rather than contracting all at the same time – and require that all promoters enter into contract with us prior to activity commencing. This we feel distributes the workload more evenly. Obviously, all promoter's must have a signed contract in place by 31 March of the following year.

The grant is calculated, at contracting stage, as follows (Euros):

	<i>Trainers</i>	<i>Initial Vocational Training</i>	<i>Young Workers</i>	<i>Higher Education</i>	<i>Payable</i>	<i>Ceilings</i>
Management & Monitoring	<i>Exchange projects</i>	<i>Placement projects</i>				
	100	200	200	200	<i>Per beneficiary, flat rate allowance</i>	<i>€25,000 per promoter, max</i>
Preparatory Visits	n/a	500	500	500	<i>Per project</i>	<i>One off allowance per project (see 9.2.2)</i>
Travel	480	480	480	480	<i>Per beneficiary (recommended maximum)</i>	<i>Maximum overall amount payable per person is €5000</i>
Subsistence	150 p/d*	270 p/w	270 p/w	110 p/w	<i>Maximum per beneficiary</i>	
Insurance	110	110	110	110	<i>Per beneficiary (recommended maximum)</i>	
Preparation	n/a	200-500	200-500	200-500	<i>Maximum per beneficiary, €200 for placements < 13 weeks, €500 for placements > 13 weeks.</i>	<i>€25,000 per promoter, max 10% of total Leonardo grant awarded</i>
Accompanying persons	n/a	Travel, insurance & subsistence rates are the same as for the target group that they represent – but must be agreed at contracting stage				
Additional Allowances	Further allowances are available for disabled beneficiaries, jobseekers and promoters who are SME's in receipt of Leonardo funding for the first time.					

Promoters are entitled to claim a higher subsistence allowance for disadvantaged beneficiaries, of up to €160 per beneficiary per week over and above the basic subsistence rate. Mobility grants to such participants are still subject to the overall ceiling of €5,000 per beneficiary. For the 2005 programme year the UK NA targeted jobseekers in particular. Unless strong justification is provided, the higher subsistence allowance is only paid in respect of beneficiaries who are registered as unemployed.

If promoters wish to claim this additional funding they must provide written confirmation at contracting stage that the extra funding is specifically for jobseekers. They must also produce evidence of the status of these beneficiaries (e.g. a copy of the beneficiaries' unemployment benefit

registration document) with their final report.

In the case of projects where some beneficiaries are receiving a contribution from host employers, but others are not being paid, we may advise promoters to operate a sliding scale of subsistence payments to ensure that all beneficiaries in the same project receive the same minimum remuneration.

In-line with the EC guidelines, the mobility ceiling of €5,000 per beneficiary may be exceeded where justified to a maximum of €10,000 for beneficiaries with a disability. To qualify for enhanced funding, promoters are required to provide evidence that beneficiaries are disabled under the UK's Disability Discrimination Act 1995.

As well as the extra funding available for projects involving jobseekers and disabled beneficiaries, there is an additional allowance of €500 payable to SMEs successfully applying for the first time as a project promoter and sending organisation. SMEs are defined as enterprises up to a maximum of 250 employees. Training consultancies are not eligible for this additional allowance. In the UK we find this allowance totally inadequate, and it acts as little incentive to companies. We hope this is something that can be addressed in the new programme.

4. Qualitative Monitoring, Audit & Handling problematic cases

Austria:

As mentioned before, every promoter has a contact person in the National Agency at his or her disposal, who can be contacted in case questions or problems arise at any time during the duration of the project, and in-situ visits can be arranged. Additionally, all supporting documents are thoroughly checked. On account of the close interaction between contact person and promoter, it has been possible so far to avoid any problem cases. All problems were able to be solved by the time the final report was presented.

Belgium (FL):

We have no formal monitoring visits. We try to establish a close link with our promoters and urge them to keep us updated. If necessary or asked by the promoter we visit him in his own organisation. We try to attend valorisation events whenever possible (press conferences, feedback meetings, evaluation meetings, ...)

We do not organise monitoring visits in other countries.

All projects get a full financial check (all supporting documents for transport, insurance, preparation + bank statements for subsistence (= proof that the lump sum for subsistence is paid to the participant). This check is done by the financial team.

All content reports are read through. No formal procedure is followed there.

Audits are carried out by an external organisation that is also contracted for the audits for procedure B. Every selection year 10 to 15 % of the projects are audited. In general these audits are carried out as soon as we have received the final report. The result of the audit has an influence on the evaluation of the final reports.

Denmark:

Audit visits are carried out by one programme manager and one financial manager from the financial unit in CIRIUS. The visit is planned to take place during the lifetime of the project. (not always possible eg. with exchange projects of shorter duration).

The promoter is notified by letter one month prior to the visit and receives a list with the topics to be discussed, as well as a list of the financial documentation to be prepared. As most of the promoters are large public VET colleges we have not yet faced problems with e.g. recovery of funds.

Finland:

Qualitative monitoring is usually carried out in connection with audit visits. Approximately 10% of all projects get audited annually (Commission requirement). Audit visits are usually conducted to projects which have had some problems or to those which have received a substantial grant.

A tool for handling problematic cases and audit findings is a so-called "project meeting" held

at the NA approximately once every two months. At the project meeting the mobility team of the NA discusses reporting issues and deadlines regarding each agreement with the Commission, problematic cases and decides how to handle them, and also findings at the monitoring and audit visit.

Germany:

We conduct monitoring visits on site in the target country during the project life cycle. We do this for some of our projects each year. Several financial audits are conducted for our projects on site at the sending organisation in Germany. Voucher audits are done for 10% of our projects in our office. Promoters are asked for sending us their original vouchers.

Problematic promoters are a very time consuming task to handle during the audit process. They can only be solved by investigations at the promoter.

We make sure, that administrative and financial monitoring is carried out by different sections of InWEnt.

Greece:

We always ask that the promoter submits beneficiaries' reports after the end of the project because it is a very good source of material for our evaluation report (quality and financial check).

We do monitoring visits to at least 70% of our projects at no particular date (before, during, or after the end of contract).

The interim/final reports we get have a content, a financial and a statistical part.

Final report: we ask for receipts for all cost categories but not so much attention on mgt, also insurance receipts (insurance must be issued before departure), travel and subsistence-wise lodging.

We also make sure that the bank account the promoter pays the subsistence money in is the one mentioned in the beneficiary's 5a standard contract.

We ask promoters to keep original documentation for 5 years in case of audit

List of what is included in final report package:

- Final report (content, financial, statistical part)
- Bank account + legal representative + tax certificate
- Beneficiaries reports
- Documentation on expenses
- Any promotional material
- Certificates of attendance if any
- Europass certificates awarded if any
- Certificates that the promoter is financially and social security-wise sound.

Hungary:

The National Agency publishes the annually revised "Handbook for writing mobility proposals" that contains information on the technical and financial aspects of proposal writing.

The NA also helps the promoters with the administration and give them sample documents such

as the model contract or a sample of the beneficiary's report. The colleagues of the NA go on monitoring visits to certain number of promoters, in order to meet face to face with the co-ordinators, to see good examples and to offer help in problematic cases. The colleagues of the financial monitoring team of the TPF can also participate on these monitoring visits and answer the questions concerning the financial aspects or they can audit the project with checking the accounts, contracts and other relevant documents,

The promoters can also ask for personal counselling.

In order to improve the quality of the approved projects the NA uses so-called preventiv monitoring. The NA write a letter in which we emphasise the weaker parts of the project and ask the promoter to rethink these parts and work them out in details.

Above that, the NA organises thematic monitoring seminars two or three times per year for promoters on the same field (e.g.: agriculture, IT, technological) or in the same target group. The aim of these seminars are to gather the co-ordinators together, to meet each other, to get information about other projects' good practises or solutions for general problems.

every target group has its own contact person the promoters may call in case of questions or problems.

Iceland:

There is quite a lot of contact between the promoters and NA during the life cycle of projects. Some require a lot of guidance, some less. All promoters are contacted at least once or twice during the project time to follow the proceedings. The monitoring is very informal and usually done by the manager of mobility.

Audit visits are made to 20% of each year's projects. The manager of mobility and the financial manager of the Research Liaison Office visit the promoters on their premises and fill in a special form. The visits are arranged at least one week in advance and the promoter receives the list of questions that will be asked and has all documents ready. Often additional information/documents are requested and a deadline is given to hand those in.

Ireland:

Monitoring & Evaluation

The Irish Agency has extensive know-how in assisting, counselling, monitoring and evaluating mobility projects. In the early 90's the Irish Agency participated in the working group on Evaluation methods and tools for the mobility measure of PETRA which resulted in the publication Aspects of Evaluation for Transnational Vocational Placements [European Commission]. We continue to build on and develop this strength and tradition.

The National Agency applies the following definition to monitoring and audit in situ visits:

What constitutes a monitoring visit

The National Agency has an obligation both to Promoters and to the European Commission to ensure that projects are monitored throughout the project lifecycle. The aim of an in situ monitoring visit is to work together with the promoter to review and develop effective financial, reporting and administrative procedures, which will maximise the potential of the project and assist the project co-ordinator in their completion of an interim/final report. A monitoring visit can be undertaken by a member of the National Agency staff and without the presence of the Leargas Accountant/Auditor.

What constitutes an audit visit

In compliance with Leonardo da Vinci Mobility Audit and Control regulations, and in accordance with Annex II, Article 10 of the National Agency contract with the Promoter:

Article 10 – Technical and financial control

10.1

The Contractor undertakes to allow staff of the National Agency, the European Commission and the Court of Auditors of the European Communities, and persons authorised by them, appropriate access to the sites or premises where the project is being carried out and to all documents relating to the technical and financial management of the project. Access by persons authorised by the National Agency, the European Commission or the Court of Auditors of the European Communities may be subject to confidentiality arrangements to be agreed between these bodies and the Contractor.

10.2

The Contractor agrees to the National Agency, the European Commission and the Court of Auditors of the European Communities, and any persons authorised by them, verifying the use to which the grant is put in accordance with the Financial Regulation of 21 December 1977, as amended, applicable to the general budget of the European Communities, throughout the period of the agreement and for five years after the date on which it ends.

10.3

The Contractor undertakes to ensure that any subcontractors accept the same obligation.

10.4

Checks by the National Agency, the European Commission, the Court of Auditors of the European Communities or any person authorised by them, may be carried out on the basis of documents or on the spot.

The administration of Community Funds must be accounted for in accordance with good financial and management practices. Promoters are required to make available, for inspection, all supporting documentation, invoices, receipts, bank statements and relevant correspondence. An Audit visit is undertaken by the Leargas Accountant/Auditor and Leonardo da Vinci Programme Manager/Project Officer.

To assist with monitoring and evaluation each Promoter's file consists of Application, Assessment, Contract, Financial records, Statistical records, Correspondence, Interim and Final Reports, Interim and Final Report Evaluation.

These files are kept for a minimum of five years and are available for inspection. Data-bases provide qualitative, statistical and financial information.

Specific measures to monitor and evaluate include the National Agency monitoring and evaluation tools developed in line with financial, administrative and reporting guidelines provided by the Commission.

The guidelines are forwarded to Promoters during contractualisation. A monitoring visit may be undertaken and Promoters are required to complete Interim and final reports, attached to the final report are a sample of beneficiary reports, which are evaluated by the National Agency.

Monitoring Visits

For each EXA mobility contract with the Commission the National Agency are required to undertake a monitoring/audit visit to 15% of the projects. In order for the National Agency to ensure that maximum support is given to an identified need within the project during the visit, the National Agency has developed the following selection criteria to assist in the identification of projects to be visited:

- New/less experience promoters/organization/personnel
- Problems arising from Interim Report
- Problems arising from Final Report
- Examples of best practice, new methodologies/certification
- Project is representative of a category
- Project is representative of a contract value

The aims of a monitoring visit are:

- to assist the promoter to establish procedures which will assist in the management of the project and the development of systems for interim and final reporting.
- to identify the need for an audit
- to examine new methodologies and systems of best practice that could be implemented throughout the Programme.

Section 8 of the Monitoring Visit Report reflects on the attributes of the project and identifies areas of concern. Relevant sections are forwarded to the Promoter, the Programme Manager, the Executive Director and the accountant in situations where a payment should be withheld or an audit has been recommended in response to the monitoring visit.

During the interim period between reporting deadlines the National Agency will circulate statistical monitoring forms. This enables the National Agency to monitor "in real time" placement and exchange flows and activities.

More general measures to monitor and evaluate include the following:

- Two members of staff are dedicated to the mobility measure and operate an “open door” policy to assist, advise and otherwise support promoters at every stage of their projects.
- Meetings with new Promoters are held.
- Contact is made with each promoter on a regular basis normally by phone and email.
- Meetings and visits to projects are organised to assist during project management phases.
- An information note on monitoring and evaluation is available.
- A module on monitoring and evaluation (part of our computer based training pack on Transnational Project Management) is available.
- A prototype questionnaire is adapted to suit each project and is used as a tool in telephone monitoring surveys.
- Promoters are contacted to make contributions to our quarterly Calendar of Events this provides an opportunity to monitor progress.
- At least one national meeting is held annually for promoters to inform us and each other on their progress and success.

Training seminars will be organised for promoters. These seminars are planned to provide guidance on project management and to develop the programme. They will also provide the National Agency with an opportunity to monitoring progress.

Given the wide range of sectors covered it has proved more beneficial to cluster projects in relation to promoting organisation/target group types rather than sector. The clusters thematically focus on issues such as:

- language learning
- intercultural learning
- personal development
- accreditation
- validating “on the job” learning
- alleviating obstacles to mobility

Promoters also greatly appreciate meetings for the range of participating organisations as this provides exposure to the operators in the continuum of vocational training and a more global overview of how mobility can enhance a range of learning experiences for different groups of beneficiaries at different levels.

Norway:

The responsibility of monitoring and doing the support function for the projects is divided among three programme officers. The division is done according to target groups, i.e., one is responsible for the target group IVT, another one is responsible for the target groups WORK and STUD and then the third one is responsible for the target groups INST/LANG. Thus, project coordinators have one main person in the office to discuss their projects with whenever they desire to do so. This method of dividing the monitoring responsibility also gives the NA an assurance that there is more

than one person who can tackle the monitoring function so that in case one or two is absent, particularly due to illness or reasons of similar sort, there is still someone present who can be approached regarding monitoring.

A general E-mail is sent to every promoter six months before the project period ends. The promoters are asked to report the present status of their project and are asked to give a clear reply to whether they are able to carry out their project at all. If not, the funds are re-allocated to quality projects on an open waiting list, decided by the Selection Committee. Otherwise the LeoPass database is used primarily for monitoring the projects.

Usage of the nationally developed Leopass II monitoring software gives us full overview and control regarding project monitoring for procedure A. Registration of placements to different countries than defined in the contract between the National Agency and the promoters is technically impossible, making it necessary for all promoters who wish to change project plans to contact the NA for approval. However, we do experience that some organisations, especially larger promoters operating on behalf of several smaller organisations, frequently applies for changes within the lifecycle of projects. This makes monitoring and evaluation time consuming and a generally more demanding process. It also raises general questions concerning the differences between the content in proposals compared to what actually takes place during a project.

One advantage of being a small country is that we are able to have close contact with most promoters. This makes the monitoring and evaluation tasks easier. In-situ visits, both in Norway and in host countries, are frequently arranged, in most cases combined with other tasks to save resources. We always try to communicate directly with beneficiaries during monitoring visits, as we sometimes find discrepancies between promoters and beneficiaries experiences of a project. Information from the beneficiaries is in many cases the most valuable source of information when monitoring and evaluating projects. It has, however, been difficult to maintain the desired level of In-situ activities. We have combined the In-situ visits with other tasks in order to be cost efficient. Better information systems that included a structure for direct reporting from beneficiaries would have facilitated our work and given better information in order for the NA to improve our services to promoters.

Due to late reporting from projects the writing of the EXA report demand more work than expected. We are constantly working on streamlining the process by improving our routines of information collection and analysis. The process should hopefully give us better information for the next reporting deadline.

Slovenia:

Monitoring of the ongoing projects is done on a random selection (all target groups, bigger contracts and geographical distribution are taken into account).

In case of a problematic promoter, the NA visits it in addition to all the rest. Mobility coordinator and financial adviser attend the visits.

Audit visits are done when projects are finished. The NA randomly selects approximately 10% of the projects to be visited in situ. The rest are being financially checked by the financial advisor; all promoters send copies of the receipts with statement that the copy equals the original. This way, all the projects are financially controlled. In situ audit visits are carried out by Socrates programme

and finance officers in order to assure the highest objectivity and impartiality. All promoters, selected for monitoring visit or audit are informed about the visit well in advance; about the content, the documents needed, time and duration...

Sweden:

If problems arise that can't be solved by phone, desk officers pay a visit to the promoter. This is though very rare. Generally the IPO does few planned monitoring visits due to the fact that projects often send e-mails or give the desk officers a call whenever they have queries/problems. This gives the IPO a possibility of continuously have monitoring conversations with the promoters. No bigger problems have been identified for a planned monitoring visit. Desk officers pay a visit/meet with promoters when they attend conferences or seminars in cities with Leonardo promoters. This is then more a general talk about how the project is proceeding.

For the audit visits, the visited projects are chosen out of their geographical location. The projects in Sweden are in general not problematic. This is the reason why no particular projects are submitted to audits but the audit visits take place after a check of the number of projects in a particular area and depending on what cities and promoters the desk officers have visited in earlier audit visits. If big problems were identified this would off course be a reason for an audit visit.


Smaller things have been remarked such as; a large organization did not have a specific cost centre for the Leonardo project. This has been pointed out for possible future participation in the programme. Another was the use of an internal travel agency. The way in which travelling was booked and paid for made it difficult to identify the names of the persons who actually travelled, because the IPO had to request for a specific list. These are examples of "problems" found during the audits and they could be quickly solved. No fraud cases have been detected during the current reporting period.

United Kingdom:

At the beginning of each programme year we produce a monitoring plan, based upon the results of the Risk Assessment (completed at assessment stage). We plan to conduct a monitoring visit to all new promoters and to those which are determined to be high risk. We then prioritise medium risk promoters. Overall we conduct monitoring visits to approximately 30 promoters each year. We have created monitoring forms - approved by the EC and National Authority - which Programme Officers must complete during the visit. This contains questions on all aspects of project management, both qualitative and financial – from recruitment to dissemination, accounting to insurance. We also have a new Monitoring Visit Summary Sheet which is completed at the end of the visit, summarising action points and areas for praise. This form is sent to the promoter and also to the National Authority.

Please note that we do not call our promoter visits audits, as this would have legal implications. In the UK audits can only be conducted by registered (qualified) auditors, which we are not!

Given the relatively high number of projects and promoters we do encounter a few 'problematic' cases. We deal with these on an individual case-by-case basis. Our most pressing concern is how to deal with debtors – those that have been paid a grant but who have not completed their project



or submitted their report and will not pay the money back. The EC do not currently appear to have much guidance on how we should handle this issue.

We also frequently encounter problems of insurance. Ensuring that UK participants are legally protected for accidents in the workplace is a 'grey area' and is made more complicated by different laws in different countries. We currently notify promoters that it is their responsibility to ensure their participants are adequately covered, but I'd feel more confident if we had clear guidance on this.

Given that we pay actual travel costs based on evidence of travel, we have some difficulty calculating and documenting travel that takes place by car/minibus. It would be interesting to see how other NAs with similar methods account for this.

5. Reporting & Evaluation of final reports

Austria:

As noted above, the promoters are informed at the beginning of the project duration about all proceedings from beginning to end. On the basis of the final report and the beneficiary reports the projects are assessed by means of a specially devised form. The evaluation criteria include innovation, results and benefits, project management and sustainability. At the same time this evaluation serves as a pre-selection for the Mobility Award, established in Austria in 2001, that awards the best projects. On account of this pre-selection, approximately 30 projects are submitted to an international jury that select about ten projects for the Quality Award.

Belgium (FL):

Projects 2000-2004

Promoters are informed about reporting during seminars we organise before the start date of the projects. We explain in detail what is expected, the procedure, the content of the reports and the eligibility of expenses. The report is divided in 3 sections: a content report (for promoter and beneficiaries), a statistical report and a financial report.

The content report for the promoter follows the structure of the project. The content report for beneficiaries is more oriented towards the experiences of the participants and job content.

The statistical report contains all information that is asked by the Commission. These tables can easily be generated by the database that promoters have at their disposal.

For the financial report promoters have to fill in tables (overview of expenses and incomes, preparation costs if eligible, travel costs, subsistence costs and insurance costs). Since 2003 we elaborated a functionality in the database that allows promoters to make a financial report for each participant instead of using the overview tables. When completed they can send it to the agency, we evaluate it and communicate the result to the promoter. The balance is not paid at that time but at the end of the project.

For travel, preparation and insurance costs copies of all the expenses are required. For subsistence costs we have several options (like copies of all the tickets, invoices, declaration of honour). The main rule is that promoters have to justify that the money they received for subsistence is paid to the beneficiaries or used for the benefit of the beneficiaries. For management we don't ask a justification.

Projects 2005-2006

In general the same procedure is followed. The main difference is that the promoters no longer use our database but have to use RAP4LEO.

A change has also been made to the report form. it now consists of five elements: the content report, the financial/statistical report (RAP4LEO), the documents (invoices, tickets, bank statements, ...) required, the participants' reports (RAP4LEO), the contracts with the participants.

Denmark:

During the two Kick-off meetings before the project start guidelines for reporting and the relevant documents are thoroughly presented to the promoters. The demands are also described in the national Administrative and Financial Handbook for promoters.

With the final report we require copies of all certificates that the participants have received after their stay abroad (often Europasses) as a proof of the stays. Also samples of beneficiaries' reports are requested, but this might change with Rap4Leo.

A scheme for evaluating the reports is used by CIRIUS staff.

All statistical and financial information is inserted into the CIRIUS database

Finland:

NA organises training days for the new promoters (2) before the start date of the projects where promoters are informed and trained.

The NA has prepared a manual for the whole process (for inner use) and a check list for qualitative evaluation. The contact person for the project in NA checks if all necessary documents are included with a help of a check list. The final financial and statistical check is made by NA financial staff member.

NA writes an evaluation report and communicates the result to the promoter. (Impact of the project on different levels, best practises, concrete products and their dissemination.)

When the evaluation is completed NA saves the evaluation (in a narrative form) into the database for later use (Commission reports among others).

All products and results that have been provided e.g. monitoring, evaluation, preparation guides, forms, word lists etc are saved, and if possible, linked to web for other promoters to use.

Germany:

In addition to the monitoring visits in the target country, we take part at evaluation meetings of our promoters in Germany together with their beneficiaries. During these meetings we get an impression of the quality of the project and of the satisfaction of the beneficiaries.

All final reports are evaluated by our administration staff with a brief evaluation form. 10% of the final reports are assessed by evaluators with a profound elaborated evaluation form.

Hungary:

The content evaluation of reports is made by the mobility team of the NA while the financial evaluation is made by the financial monitoring unit of the Tempus Public Foundation. After the assessment the NA sends letter to the promoter together with the financial monitoring unit. This letter contains suggestions and advices concerning the weaker part of the project in order to improve the quality and the letter also contains the financial analysis and if necessary it explains why the NA reduced the Leonardo grant.

Iceland:

Promoters write the final reports at different times. Therefore no special training session has been arranged for it. We find that most of them need a lot of guidance during this process and we are in close contact. Most of them send a "draft" for us to read to see if anything is missing. We find it better to advise them while they are working on the report than to return it when they think they are finished.

We use the commission report forms and ask for all beneficiaries' reports as well as a copy of the contract between the sending and receiving organization and the beneficiary and all travel documents.

The final reports are evaluated by two persons. One is responsible for the financial part and the other for the narrative part. No special documents are used.

Ireland:

Core staff with assistance from auxiliary staff in Léargas process payments, verify vouched claims, reconcile accounts, produce financial reports, audit projects and are responsible for the recovery of unused funds or ineligible expenditure.

An interim report evaluation form has been structured to incorporate a comprehensive evaluation of the project and to respond to Commission Guidelines for National Agency Reporting. The evaluation tool outlines Contract specifications, beneficiary flows, financial allocations and a summary of the project at application. The evaluator is asked to:

- comment as to whether any amendments to contract are required,
- outline the mobility activities completed, currently in progress and those to be organised in the second period
- assess whether the project is running as planned
- signal any difficulties the promoter may have in concluding their contract as agreed.

Based on the evaluators comments the National Agency will:

- proceed to 2nd interim payment
- recommend a monitoring visit
- recommend an audit
- move to recover funds

Final Report Evaluation

An interim report evaluation form has been structured to incorporate a comprehensive evaluation of the project. The aim of the evaluation tool is to provide the evaluator with an understanding of the programme, its priorities and guidelines for evaluation. Each final report is evaluated by a member of the National Agency staff in its entirety. The evaluation consists of qualitative, quantitative and financial evaluation.

The guidelines for evaluation have been developed to incorporate past reflections on evaluation acquired through PETRA and Leonardo I and to take into consideration new developments and

requirements in Vocational Education and Training at a national and European level. In addition to this the results of each evaluation feed into the Commission requirements for National Agency Mobility Final reporting.

The Final Report Evaluation Form comprises 3 sections:

- Qualitative
- Statistical
- Financial

Qualitative Section:

Prior to commencing the evaluation the evaluator must complete a checklist of the Final Report contents.

The Qualitative Evaluation has been designed to:

- Capture the strategic impact of the project from a local, regional, national and European perspective.
- Capture the impact of the project on target countries, lesser used languages and traditional and non-traditional sectors.
- Gauge the experience of the Promoter and their involvement in Leonardo
- Gauge the types and nature of the players in the project partnership
- Assess the role of the National Agency in providing support to the project
- Capture the degree to which the project addressed the needs of economic sectors
- Capture the nature and consistency of Complementarity
- Acquire details on the nature and extent to which the project reflects and impacts on Equal Opportunities
- Identify any obstacles to mobility
- Evaluate the nature and quality of the content of the placement period from the beneficiaries perspective
- Assess the levels of certification and recognition
- Evaluate how the promoter managed the project
- Gauge the level of project dissemination
- Capture the results and outcomes of the project
- Measure the quality of the documentation provided and identify areas of best practice for circulation
- Provide a final conclusion or request further clarification
- Summarise the results project and to provide feedback for the Promoter and the National Agency.

Statistical Section:

This section allows the National Agency to collect desired statistics for the Commission. Here the National Agency collate and code Commission required statistics:

- name, address, DOB, gender, region of origin of the beneficiary
- country and region of destination/placement
- sending organisation name, type, sector and size

- receiving organisation name, type, sector and size
- intermediary organisation name, type, sector and size
- beneficiary disabilities
- languages used
- level of studies
- recognition and certification of placement
- how the beneficiary found their placement.

Financial Section:

The methodology applied by the National Agency to check receipts, reflects guidelines laid down by the Commission in the Financial and Administrative Handbook for Mobility and contained in the Financial Regulations. As stipulated in the Handbook; in order for the National Agency to evaluate and approve the financial expenditure of a project, the Promoters Final Report Financial Breakdown of Expenditure must be submitted with the following documentation attached:

A	Management	<i>Promoters may be required to submit evidence of management costs incurred</i>	<i>Supporting documentation could include: wage slips, approved teaching hours, bills for phone fax etc</i>
B	Travel	Promoters are required to submit evidence of travel, insurance subsistence and accommodation	Supporting documentation for travel expenditure should include travel tickets, receipts from travel agents or tour operators. In all cases the documentation should clearly identify the beneficiaries name, destination, dates and cost.
	Insurance		Supporting documentation for Insurance expenditure should include travel insurance receipts from travel agents or insurance brokers etc
	Subsistence		Supporting documentation for Subsistence should include daily travel tickets, accommodation receipts, food receipts, signed allowance receipt from beneficiary etc.
C	Pedagogic cultural and linguistic preparation	Promoters are required to submit evidence of expenditure for Pedagogic cultural and linguistic preparation supplied to beneficiaries outside the normal training provision being undertaken.	Supporting documentation could include supply teacher training hours etc
D	Other	Special Provision is made for SME's and persons from disadvantaged groups, lone parents, travellers, persons dependent on social welfare payments.	Justification will have been presented by the Promoter at application stage. Supporting documentation should reflect request and relevant documentation attached accordingly.

The evaluator having carried out a qualitative and statistical evaluation of the Promoters Final Report will also complete a financial evaluation. The financial evaluation includes validation and

verification of the National Agencies Financial Overview Sheet and the attached breakdown of expenditure and receipts. The Financial Overview submitted by the Promoter must be approved and signed by the Organisations responsible person or legal representative and the accountant or responsible financial person.

A final payment will not be processed until the evaluation is signed off by the evaluator and the financial evaluation has been approved by the accountant.

In order to further develop and encourage good quality projects a conclusion/summary of evaluation is forwarded to the Promoter. The summary indicates areas of best practice and gives recommendations for improvement.

To improve the management and implementation of the programme issues that can be addressed by the National Agency, the National Authorities or the Commission are also outlined in this section.

The technical and administrative organisation of the Promoter and the project is monitored during this evaluation. The beneficiary report also enables the National Agency to verify the proper implementation of the project from the beneficiary's perspective.

Norway:

Analysis of the final report is based on a thorough examination of the following key elements: number of eligible beneficiaries, duration of the placements, eligible costs, control of receipts. Recovery is made as appropriate in cases where the project (number of beneficiaries) is reduced in size or where (parts of) the final report is not accepted (due to lack of or non-eligible receipts).

The programme officers who are responsible for the monitoring of the target groups read the final reports and evaluate them according to the quality of the report in general, and the quality of the project, particularly the content of the placement or exchange, project management and dissemination.

Within the Mobility group the responsibility for the various sub-measures is delegated to specific persons within the group. In addition, a financial manager supports the Mobility group with the preparation of payments to promoters and with the financial reporting and control. All staff members in the NA takes turn in evaluating the qualitative part of the reports from mobility projects, as these reports are quite numerous.

Slovenia:

Reports by promoters are checked by two NA staff; content part and beneficiary reports are read by mobility coordinator. Financial report and all the receipts are controlled by financial adviser. Promoters are all using rap4leo system for their reporting and the system is generally well accepted.

When submitting their final reports, promoters need to send the copy of receiving organisation's report and copies of receipts for travel, insurance and language preparation.

Special forms / checklists are produced by the NA for checking the content and financial part of the reports.

Sweden:

We organize training sessions on reporting which explains what we expect from the promoters. The promoters report the financial part in Leopass but we will ask them to send in a qualitative interim report by post. Interim reports as well as final reports are evaluated internally.

A quality check is made. We check if the goals in the original application have been achieved, the financial part, the correct number of participants travelled, insurances, preparation costs, travel costs. Promoters need to send in documentation concerning travel, insurance and preparation costs. If there is something we have an inquiry about we ask the promoter to send us an explanation. We use a checklist for the evaluation of final reports.

United Kingdom:

In the UK we offer no specific training for final report completion, but we do informally advise promoters on an ad-hoc basis and during monitoring visits and the CAMS event (see above). Our qualitative final reports follow the EC template. In addition to this we ask for:

- 25% sample of participants' reports (as hard copy, in addition to R4L online questionnaire),
- Financial report (now completed in Rap4Leo/Leopass)
- Evidence of travel and insurance (to show actual costs and to prove that the visit took place)

All mobility final reports are evaluated internally, by the responsible Programme Officer. A final report assessment template is completed, where the assessor is asked to comment on each section of the final report, and highlight good and bad practice. The outcomes from these assessments may be reviewed by other member's of staff and examples used in the NA's Final Report submission to the Commission – though this is a process that needs to be improved.

The final report qualitative review and final report assessment forms themselves are also in need of modification – to enable us to obtain more specific feedback, and to force the assessor to draw out certain key-concepts from the report (such as valorisation).

Performing the financial check is the time consuming element of final report assessment. We only request evidence of travel and insurance, but pay actual costs for these items (up to the limit identified for the project at contract stage). Evidence must bear the name, date, destination and cost of travel and must be from a third-party source (travel agent, airline etc). Failure to produce travel evidence, or another form of third-party evidence to substantiate presence on placement, results in the promoter losing all funding for that participant. This is the cause of some heated debate!

We are considering whether it is worthwhile having a small selection of final reports assessed externally.

6. Valorisation

Austria:

The Austrian LEONARDO DA VINCI National Agency is anxious to also implicate mobility projects in a process of dissemination and exploitation of project outcomes in order to maximise the impact of the Leonardo mobility measure.

Belgium (FL):

On an annual base the Flemish NA and the Dutch NA organise a joint meeting for project promoters. For 2004 we organised a meeting for mobility promoters active in health care. We also invited the main actors of the sector. The scope of the meeting was the impact of mobility in this field.

In 2003 we organised for the first time a "day of European placements". During this day we had presentations of good projects, exchange of experiences, 15 workshops (partner search, social security, etc.) and a plenary session. We got the support from all legislative bodies on community and federal level. Since this event was such a great success (180 participants) it was repeated in 2005.

We have a newsletter but only as a hard copy, no electronic newsletter. We use our website as a communication tool as well.

Denmark:

A seminar on best practice and higher quality in mobility projects has taken place on 14 September 2006 for experienced Leonardo Mobility promoters.

The colleagues working with Leonardo Pilot projects are involved in several valorisations activities.

Finland:

Valorisation of mobility activities is important as an organisational strategy for CIMO and nationally. Internationalisation being strongly supported in the Finnish education system makes the results from Leonardo da Vinci –mobility projects of interest to the decision makers and different stakeholders. The national priorities in vocational training development are also reflected upon from an international perspective like the quality of on-the-job learning abroad and the newly implemented skills demonstrations tests in an international context.

The NA gathers all basic information on mobility projects in a database "LEOKANTA", both in Finnish and English (www.leonardodavinci.fi/projektit.html). The most interesting results and good practices are also found on the web-page www.leonardodavinci.fi and in the Leonardo News under different themes and headings, e.g. material to support mobility in general is found on the pages.

Studies on Finnish LdV –projects (both mobility and pilots) supporting the Copenhagen process have been conducted and an ongoing valorisation project coordinated by the NA on the changing role of VET teachers and trainers includes views from mobility project results.

Germany:

Germany (together with Austria and the Netherlands) has an online database: <http://www.leonardodavinci-projekte.org> where all funded projects are described since 2002.

InWEnt provides an internet platform where information on mobility projects can be exchanged by the promoters: <http://www.gc21.de/ibt/leonardo/ibt/start.html>

Hungary:

The NA prepares a compendium of the approved projects and make it available on the website: www.tka.hu The most interesting results and good practices can also be found on that site.

In order to improve the dissemination of the Hungarian projects, the NA announced a dissemination project which is financed by the Hungarian funds.

Iceland:

There is no national strategy regarding the valorisation of Leonardo da Vinci products. We have applied for special valorisation grants from the Commission twice and had one. In Iceland the most successful way of valorising the mobility projects was the National Quality of Mobility Awards The event was held in October 2004 and got good coverage in the media, interviews with beneficiaries, promoters, etc. This created interest both among the public as well as within the target group and the project results were highlighted.

Ireland:

Valorisation tools vary and include the use of websites, conferences, seminars, workshops, direct marketing.

In 2004 the National Agency organised and hosted a Valorisation conference in Dublin to showcase practical examples of innovation in VET in Ireland, discuss the progress of the programme nationally from 2000 and 2006 and on into the future.

It is anticipated to hold another conference in the Autumn of 2006.

In addition to activities of the National Agency, the Programme is valorised through the promoter organisations own valorisation activities.

Norway:

Valorisation seminars are arranged in order to ensure that the results of the projects as well as good practice are widely and properly disseminated. These seminars are, however, mostly arranged for the procedure B projects. Fact sheets or leaflets are made of the best mobility projects. The leaflets are distributed at the information meetings, seminars and other kind of arrangements and published on our national web site where already leaflets on some of the projects are to be found. We are often asked to present the Leonardo da Vinci-programme and results from the projects at conferences arranged by others. On many occasions we ask promoters to present and discuss their projects at these conferences and seminars as well as at information meetings and seminars arranged by us.



Slovenia:

The Slovene NA tries to ensure that the results of mobility projects are well disseminated and that good practice cases are shared with new and old promoters on various occasions (seminars, information days, conferences, fairs, exhibitions...).

Sweden:

We do not work a lot with this aspect in regard to mobility projects. We have planned a day for vocational training during fall 2006 when best practices and experiences from LdV mobility will be discussed.

United Kingdom:

The UK NA has not been particularly pro-active on the valorisation front, though one UK promoter (Prince's Trust) successfully hosted an event last year using EU valorisation funding.

We do, however, try to ensure that our project's outcomes and good practice are disseminated via our information days, CAMS, Leonardo News (newsletter) and website.

Valorisation is an area that could potentially be improved within the UK.

7. RAP4LEO

Austria:

The Austrian LEONARDO DA VINCI National Agency has recorded the basic data of all project applications submitted in 2005 in Rap4Leo. All required reports of promoters and beneficiaries have been adopted according to the system and can easily be transferred to Rap4Leo if necessary. A test stage with selected promoters is planned.

Belgium (FL):

Our first sessions of RAP4LEO-training were given at our Agency by means of an on-line presentation. We had four parallel sessions with a small group of promoters (about 10 each). We created a scenario with a mock promoter with two projects - one project is followed throughout the whole process. We used the real Flemish RAP4LEO-site (the projects were attributed to the 1998-call so that they were easily recognizable as dummies).

We have created our own guidelines for the promoters.

All attendees were invited to take note of any irregularities, problems, specificities while they are really using the RAP4LEO-system and to mail them to the Agency.

Denmark:

All promoters have been trained during the two kick-off meetings in May. The Users Manual for Rap4Leo has been translated into Danish and the promoters are strongly encouraged to consult it. Therefore it is important that the Manual is continuously up-dated, whenever changes are introduced in the system. The Manual is accessible in paper version and on our web site.

Finland:

Finnish promoters in general are rather used to use different types of databases, therefore the implementation of the database has gone rather smoothly. A demonstration was held at the promoters' training day, a helpdesk address was established and a Finnish, Swedish, and English language manuals are available online on the NA website.

Germany:

Rap4Leo is used in Germany in a test phase with some promoters in the years 2005 and 2006. As the technical preconditions are not given yet, the promoters are not obliged to use the system in 2005. Promoters of application round 2006 will be committed to apply Rap4Leo. In June 2006 InWEnt will implement its first training workshop on Rap4Leo in Germany.

Hungary:

The Rap4leo has been used in Hungary since the 2005 application round. In the spring of 2006 we have prepared our own Rap4Leo handbook to make it easier for our promoters to use the database. In early summer 2006 we organised 3 trainings for the promoters Where we showed them how the database should be used.

Iceland:

We plan to train promoters at the training session we have after the contract is made. There we go over all details regarding the project implementation. We have access to a computer class room so we plan to have the participants using the computers when training. We foresee two training sessions per year in connection with our two calls for mobility.

Ireland:

Prior to implementation/rollout of the Rap4leo database, the National Agency piloted the database with a working group comprise of National Agency staff, new and experienced promoters and beneficiaries. The results of the first phase are under reviewed.

Norway:

Norwegian promoters are for Procedure A, already using the LeoPass II monitoring tool. Functionality for extracting mobility related statistics has been built into this software. The Rap4Leo module is an integrated part of LeoPass II, with the same functionality for extracting the additional reporting related statistics as the "stand alone" Rap4Leo software.

Existing and potential promoters have been preinformed about the implementation of Rap4Leo through our newsletter which is published 4 times annually. The Rap4Leo functions are built into our national management tool Leopass II, which is already in use by all Norwegian promoters. The Leopass user manuals have been updated to include all relevant information concerning the Rap4Leo functions: questionnaires and the financial module.

During this years information meetings with contracted promoters, we divided the groups in two:

The first group consisting of experienced promoters with knowledge in the usage of our online management tool were given an update seminar about the new Rap4Leo functions.

The second group consisting of new promoters had a full presentation of all functions in Leopass II including the new Rap4Leo functionality.

All contracted promoters have received detailed and illustrated user manuals describing all functions in the software. The promoters have also received information on whom to contact in case of problems.

Judging from our experiences with running the Leopass system since 2000, we do not foresee any major problems in implementing the new Rap4Leo functions in Norway. Feedback from our promoters during our contracting information meeting was generally positive.

Slovenia:

The NA has organized training days for this new system together with introductory seminars for selected promoters. This normally occurred in May and June. During the later stages of project life

cycle the NA holds additional training days for reporting within rap4leo system.

Rap4leo is generally well accepted by the promoters; there are some promoters who find it a bit difficult, some have troubles getting access, but overall it has proven to be functioning and bringing added value and easy statistics for the NA as well as promoters themselves. Besides quick statistical information, NA and promoters have a constant overview of the activities of each project...

Sweden:

In the application round of 10th February 2006, Sweden used for the first time Leopass as the tool for promoters to apply for funding. Leopass (incl. Rap4Leo) will be used from the very beginning of a project, the application, through the rest of the project's life. Before the application deadline we organize a training session for applicants on how to register an application in Leopass. As soon as the promoters have a contract they will be invited to a further meeting where they will get all information needed for reporting in the system.

United Kingdom:

Staff were trained by the UK NA's Rap4Leo representative in May/June 2005. Each member of staff was given a personal demonstration of the system, was issued with a test scenario to 'play' with, and was asked to perform an exercise enabling them to experience the complete end-to-end process. They were also issued with user manuals and process-flow documents.

All 2005 promoters have been issued with the Rap4Leo/Leopass user manual and a specially-created process-flow chart to help them navigate the system. We also wrote to all promoters informing them of the new reporting procedures.

We offered a demonstration to all newly-approved 2005 promoters at our CAMS event in June 2005, but this was not particularly well received, mainly because system functionality was not fully developed, and our subsequent upgrade to Leopass effectively made much of the early demonstration obsolete.

A second, more successful, training session – in which promoters got hands-on experience of the system using specially created test-scenarios – occurred at the second CAMS event in November 2005. To deliver the training we hired the IT room at Newcastle College, and approximately 20 people participated. Promoters much preferred the practical experience they gained from this exercise, and I think they gained confidence in the system.

In addition our team of Programme Officer's regularly offer Rap4Leo/Leopass training during monitoring visits to promoters.

Despite this there will still be many promoters who do not receive training or a demonstration, and we expect to encounter some problems when final or interim reports are due.

Rap4Leo/Leopass training will become a regular feature in our future CAMS events.

8. Quality awards

Austria:

The Quality Award is an Austrian initiative launched in 2001. As it has proved to be very successful, the LEONARDO DA VINCI National Agency Austria in cooperation with the Austrian Federal Ministry for Education, Science and Culture carries out the initiative Quality in Mobility 2005 for the fifth time this year. An international jury will carry out the evaluation on the basis of final reports and select high-quality projects which will be awarded in November 2005 in Vienna. Additionally, the award will be extended this year, so that the best individual traineeships will be evaluated on a similar basis and individual beneficiaries can also receive an award. The presentation of these awards will also take place during our Quality in Mobility event in November 2005.

The Austrian National Agency will also host the international Quality Award in 2006 in cooperation with the other National Agencies. The presentation of these very successful Mobility projects will take place within the framework of the Austrian EU-Presidency in May 2006.

Belgium (FL):

Flanders does not have a quality award.

The Flemish Agency was always involved in the Quality Initiative. We organised the Gent-meeting that resulted in a list of criteria all NA's adopted. We have also been a member of the Austrian QIM-jury.

We also supported the European Quality in Mobility-initiative (Oslo 2005). We selected 4 promoters and invited them to enter the competition. (They were asked to write the file that was sent to the jury).

In the Graz initiative 2006, the Flemish NA is both represented in the steering committee and in the assessment jury.

Denmark:

CIRIUS has presented best practice Leonardo projects for the European Quality Award and in 2006 we took part in the evaluation of projects.

No national mobility award has been planned.

Finland:

The Finnish NA has (at this moment) no plans to organize a national mobility award. As the European quality award will take place regularly, Finnish NA has already integrated an additional questionnaire into the final report for promoters to show their interest to take part in QIM. So to say, it is a continued open call.

When the ongoing QIM presidency opens the call, the Finnish NA informs about this opportunity, and after the dead line selects the best of the interested ones. NA has the final say. If a Finnish project receives the European Quality Award the promoting organisation will be given 5000 € (year 2006) for additional dissemination activities from the Finnish NA.

Germany:

We do not have a national mobility award. However, Germany takes part at the European Quality in Mobility Award.

Hungary:

Hungary takes part in the European Quality in Mobility Award initiative since the beginning, we had several nominations every year and three Hungarian promoters have already won the Award. The NA also organises the Hungarian Quality in Mobility Award and to reach the beneficiaries we announce the Best Beneficiary Report Award too.

Iceland:

We had the first awards in October 2004 and plan to have Quality Awards every other year in the future. The call was open for all projects 2000-2002 that had handed in their final report and the requested supporting documents. Next year the projects will be 2003-2004, etc.

The procedure was such that the NA staff evaluated all projects and selected 20 to be evaluated by outside evaluators. The "European" criteria was used, slightly simplified, and the form developed by the Quality in Mobility group. The process was much the same as with the European Awards in Norway, i.e. one award for each category and the reward was a certificate. Two of the winning projects also got an invitation to go to the European Awards in Norway as they happened to be in the top 5 of their categories on European level.

Ireland:

The National Agency participates fully in EU Quality Awards but as yet has not developed a national Quality in Mobility Award.

Norway:

Based on the Austrian experience the Norwegian NA launched the Quality Award in Norway in 2003. The award in Norway is a model of the yearly Quality Award in Austria (first carried out in 2001), whose outcome is based on the findings of a transnational selection panel every year.

The awards have received press coverage in a number of counties. The projects which have been nominated have received a lot of attention in their region both in the local press and by the regional authorities.

The award does not only serve as an acknowledgement of the work and efforts promoters put into their mobility projects, but it also aims at identifying best practices in mobility in order to disseminate them to a wide circle of promoters and co-ordinators of mobility projects.

In order to disseminate good practice from mobility projects and focus on quality, we will arrange

a national Quality Award in 2006. The National Agency in Austria has approached their Ministry of Education and Culture in order to see if it is possible to stage a European award ceremony 2006 during a national conference dealing with Quality in Higher Education and VET in Graz, May 2006. So far, the response has been very positive, and the Norwegian NA has already stated its will to participate as we agree that such an award ceremony should be based on a joint European effort.

Slovenia:

In 2005 Slovenia has introduced the first national quality in mobility awards. 8 best projects were awarded in October 2005 in 3 target groups; IVT, STU/YW, mentors/language mentors. The award ceremony has taken place at the end of the contact seminar. The best 3 projects got financial award, diploma and a special statue of an apple. Why apple? It is one of the most powerful symbols of health, a source of life energy that hides the power of realisation inside. It represents elementary object of desire, particularly in discovering new worlds and knowledge. In this sense it is the perfect synonym for all mobility beneficiaries going abroad, gaining new knowledge and learning about new cultures...

In 2006 the NA continues with apples of quality and the Ministry for Education and Sport still contributes financially to award best 3 selected projects.

Sweden:

Sweden had its first national mobility award in 2004 and the second one in December 2005. We invited the projects with contracts from 2002 respectively 2003 to hand in a nomination sheet if they were interested to take part in the award. In 2005 only one project did nominate itself and the rest of the nominees were selected by the staff at the NA. A meeting was held with external experts who were invited to give their comments on the nominated projects. For 2005, the evaluation was carried out with the help of the questions in the assessment sheet for the quality mobility award.

Based on the internal and external experts' evaluation the winners in each category were selected. In total, four prizes were awarded to the best project in the categories initial vocational training, higher education, young workers and trainers/language trainers. The winners were rewarded with an amount of money which should be used for dissemination of the results of the project.

We intend to continue with a new national mobility award during 2006.

United Kingdom:

The UK does not currently have a Quality Award due to the significant amount of time and resources that are required. However, we are investigating the possibility of having a Quality Award to celebrate the achievements of LdVII in 2006/7. Potentially this event will be incorporate Procedure B and C projects, as well as Procedure A.

We will be monitoring other NAs closely to see how they manage their Quality Awards successfully.

9. New generation of the programme

Austria:

Members of the Austrian National Agency have been nominated by the responsible ministries in order to work in various European committees. In preparation for the new programme generation, Socrates as well as Leonardo da Vinci is undergoing an ISO-certification. In the case of an assignment, the joint umbrella organisation ÖAD (Austrian Exchange Service) guarantees a smooth transfer. In the context of our information service, the promoters are informed that in LEONARDO III students will carry out their placement within the framework of the ERASMUS programme.

Belgium (FL):

At the moment it is not at all clear whether we will remain the NA for Leonardo III. We are not really working to achieve the goals of the new generation; we simply maintain our work to get as much interest in European mobility in VET.

Denmark:

The strategy for the launch of the new generation of the programme will be developed during 2006 together with colleagues from the other "sub-programmes" in CIRIUS.

We are looking much forward to the discussions of the new programme during the informal NA-meeting in Slovenia June 2006.

Finland:

It seems that the budget for the new generation of programmes will not be as high as planned for from the start, which is a big disappointment for the Finnish promoters. At the moment approx. 1/3 of the beneficiaries in the applications get a mobility grant.

As the Socrates programme is managed within CIMO the switch from Leonardo to Socrates will mean that the programme coordinator specialised in higher education placements will be working in the Socrates team taking with her the valuable experiences from Leonardo.

The promotion of the new generation of the programme will start soon in collaboration with the Socrates-programme. Our clients are inquiring about the future and therefore some information will be available on our web-pages soon – tentative timetables and main characteristics of the ILLP. The Launch has to wait...

We support the idea to discuss the launching and common understanding of the ILLP –programme together in mobility workshops regularly and also at the informal NA-meeting in Slovenia.

Germany:

As the situation of the new generation of the programme is still very uncertain, we can not give any description of our strategy here.

Hungary:

Since the Leonardo da Vinci and the Socrates Agencies have been working together in the Tempus Public Foundation from the beginning, it is easier to harmonize our activities and our system concerning the new generation of the programmes.

Ireland:

The strategy developed by the Leonardo da Vinci National Agency in relation to the implementation of the LLL Programme is to proactively minimise the impact of the changes for our promoters. The National Agency will work with National Authorities and bodies to publicise the benefits of the LLL Programme.

Norway:

In Norway, discussions around the organisation and handling of the New generation of the programmes is still going on. As no decision has been taken yet, the Norwegian NA has not yet formed a strategy for implementation of the programmes.

Slovenia:

Slovenian Leonardo da Vinci and Socrates Agencies have always been working together and this will also be an advantage in the future programme and in this respect in the future of student placements / training.

Sweden:

We work continuously with increasing the numbers of promoters and also finding ways to reach out to new promoters. For 2006 we have planned two additional application rounds in May and October in order to give the applicants the opportunity to apply for funding at different times. We believe that this will increase the total number of applications during 2006.

Regarding the discussions about the new integrated program, the IPO organizes an information day for student exchange programs every year, and for 2006 one of the topics that will be discussed during the seminar will be the transfer of LdV students to Erasmus. The IPO will also organize a conference in the end of 2006 to launch the new program. Furthermore, information about the new program will be spread at different information events throughout the country.

United Kingdom:

Discussions are still taking place in the UK regarding the likely impact of the new LLLP, and there are still many unanswered questions whilst we wait for the EC to announce more definite plans. However, some steps have been taken to ensure that the new LLLP is a success. The UK government commissioned a Parliamentary Select Committee (composed of education experts and members of the House of Lords – the UK's upper tier of government) to investigate the existing

EAC programmes. The British Council contributed to this investigation, as did mobility promoters. After several weeks of research and interviews the Committee published its findings, which will be incorporated into the UK response to the EC's consultation exercise.

The Parliamentary Select Committee report identified several challenges facing us in the UK, and the NA will be debating these in the coming months. We have not yet defined a strategy for increasing participation in Leonardo mobility, but this certainly involves better marketing, less administration for promoters, and increased financial incentives. Whilst striving hard to meet the EC's extremely ambitious quantitative mobility targets, we must try not forget about the quality of the experiences the Leonardo programme presents. We will be working with the UK-Socrates Erasmus Council to ensure a smooth joined-up transition for our HE promoters.

As for the EC consultation exercises, it would be a very good idea if the NAs act together to adopt a unified position on certain common issues – such as reducing application/reporting administration (and applying 'proportionality' principles), providing new incentives for SME participation, revising minimum and maximum placement durations etc.

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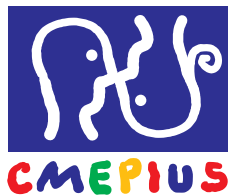
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Please note that some of the contacts and coordinators may change in the new generation of the programme; please refer to the updated information on National agencies responsible for Life Long Learning Programme that will be available on Commission's web site.



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