CHEST

FP7-611333

Collective enHanced Environment for Social Tasks

Deliverable D1.1

Quality Plan (RESUBMITTED)

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Abstract:	The purpose of this document is to define a consistent set of working procedures, processes and best practice guidelines in order to ensure Quality standards of the CHEST Project outcomes. Specifically it defines rules, policies, strategies, and responsibilities are defined with respect to the project progress and in particular to the foreseen deliverables. Additionally, the document presents a plan for managing of the portfolio of projects selected through the open calls, and their monitoring and review.

Document Description

Document Revision History

Version	*Date*	*Modifications Introduced*	
		Modification Reason	*Modified by*
v0.1	15/12/2013	Draft version	ENG
v0.2	20/12/2013	Reception of comments and corrections from partners	ENG
v1.0	31/12/2013	Final version v1.0	ENG
v1.1	06/02/2014	Improvements after comments from Project Officer	ENG, EIPCM
v2.0	17/02/2014	Final version v2.0	ENG
RESUBMITTED	04/02/2015	Version resubmitted after recommendations coming from the first project review	ENG, ALL

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1 Quality Management

1.1 Purpose

The purpose of this document is to define a consistent set of procedures, processes and guidelines in order to ensure quality standards of the project outcomes. The main aims of the quality plan include:

- to manage the interaction between the partners during the work execution;
- to check the progress of the work, on a regular basis;
- to detail how and when the documentation and the deliverables have to be exchanged by the partners and with the European Commission;
- to set editorial standards for Project document contents

In addition to that, this plan must provide indications on how to face the CHEST project's peculiarity. In particular, CHEST is going to involve third parties through the instrument of Open Calls. To this end, three different contests will be launched in order to select the best initiatives proposed by innovators (as singles or as communities) and fund the development of those initiatives from the very preliminary idea to the project execution and completion.

1.2 Scope of approval

This Quality Plan is to be used by:

- Consortium Partners, responsible for preparing and amending deliverables

- Internal Quality Experts of Consortium Partners responsible for reviewing completed quality plans and sign-off.

- Any responsible of a Consortium Partner for reviewing the work needed to complete approving the deliverables.

Any other partners who should join the consortium at a later stage (e.g. through an open call for partners), must fulfil all the regulations and guidelines provided by this quality plan, in what it is related to them.

1.3 Policy

The current Quality Plan is applicable to all the activities, which are related to the project. Hence, compliance of its execution with the Quality Plan is mandatory for all involved. The Consortium quality policy is:

- to implement and maintain a quality system according to ISO 9001,
- to identify for all parties involved their responsibilities towards quality
- to ensure that all deliverables comply with the contract.

1.4 Management Responsibility

A project management structure is already defined in the Description of Work (DoW) and provides, among other things, for a project Director (or Coordinator), the Work Package Leaders, and the Quality Manager.

Particularly, regarding the Quality Manager, the general duties are: "the Quality Manager will be a member of the project management team and will be responsible together with a representative from each partner for maintaining the quality control procedures. He will act as a focal point for quality issues and will liaise with the partner quality representative to ensure that an appropriate level of quality is maintained for each element of the project.", and further "In order to generate high quality output throughout the project Validation & Quality management has been identified as an autonomous work package."

The Quality Manager shall ensure that all change documentation is monitored and that any effects of the changes on other areas of the project have been taken into account.

The Quality Manager is in charge of following tasks:

- Producing, maintaining and reviewing the Quality Control Procedures by obtaining agreement on and ensuring effective implementation of Quality Control Process.
- Ensuring that coordinating activities and reports are completed to an adequate quality and in a timely manner (control of the Project Coordinator with respect to adhering to the supporting processes).
- Reviewing of contractual deliverables before submission.
- Ensuring each partner has a quality representative, with whom the Quality Manager will liaise in order to maintain the project's quality control procedures and to ensure that the level of quality for each project element is maintained.
- Acting as the interface for partners on all quality assurance-related activities and providing clarification and consultation quality issues.
- Monitoring and auditing of the project activities for conformance with the project plans, in particular performing milestone reviews of contractual deliverables.
- Support the project coordinator during the EC audits and initiate actions, resulting in complete solutions to them.
- Ensuring good communication between the partners during set-up of the validation environment, using such mechanisms as special sessions during team meetings and regular status reports to aid this process.
- Make sure that the conditions for modelling, implementation and validation are appropriate. Make sure that the model matches reality to the best possible extent.
- Initiate action to prevent the occurrence of any non-conformity.
- Initiate, recommend and/or provide solutions through the reporting system.

In these activities, the Quality Manager will be supported by the Project Office who will take care of the daily monitoring of quality control and keeping a risk register.

The work package leaders assist the QM and shall therefore ensure:

- to adhere the quality assurance procedures adequately, and
- to immediately inform the Quality Manager of any problems related to quality assurance.

2 Standard Document and Data Control

In CHEST project, procedures are defined to facilitate operations and management of the project. Their objectives are not to create management tasks with a heavy structure, but give to each participant a simple guidance to perform activities properly.

Any changes to the issue of partner documentation will be communicated to the WP Leader who will ensure that a list of the most up to date documentation is supplied to all the partners.

In order to keep documentation updated and available to all partners, a special section was already set up as a Project Management web site at the following address: www.innovation-place.eu. That section is accessible only to authorised project partners and will serve as the CHEST document repository. Deliverable "D1.2 -Management web site" presents a detailed description of this tool, its functionality, the access, registration, and authentication policy, and the document management tools and procedures.

2.1 Types of Document

Deliverables to be produces and communicated to the Commission are listed in the CHEST Description of Work (DoW) at Workplan Table 2 [WT2].

Others documents such as reports, minutes, or presentations shall be based on the document templates applicable for all documents to be created within the scope of this work and will be stored and published on the project management website. The templates for format are *mandatory*.

2.1.1 Deliverables

Deliverables are to be treated in a formal way: at well-defined *gates*, when the deliverable gradually builds up according to the *deliverable maturity process* (described later), the new parts of each deliverable must undergo *content reviews*, where each review is performed by assigned partners external and internal to the work package.

Before issued to the Commission, the versions presented by the respective work package leader or Project coordinator need a *formal authorisation of the Quality Manager*. Finally, the deliverables are however released by the Project Coordinator. The template for all deliverables provides at least the following information on the first page (title page):

- Document identifier
- Title
- File property "Version"
- Date
- Author(s)
- Dissemination level
- History chart

An electronic file is to be delivered to the project partners, to be used as file template for the deliverables.

2.1.2 Internal Discussions

Internal Discussions (ID): an informal internal discussion document can be used for preparing deliverables. The nature of these documents is ad-hoc and unstable in terms of changes over time. Internal discussions shall relate to activity planning, research, etc. for a task.

The structure of internal discussions is derived from the structure of ID templates. However, further items can be omitted:

- Authorisation paragraph
- History chart
- File property “Version”

Regarding their nature, the *dissemination status* of internal discussions is strictly Confidential (CO). Files are managed directly from the Project Manager and are registered in the project management web site with revision control, so that the most recent version of an internal discussion can always be determined.

Internal discussions tend to be short-lived and shall be *included into internal reports (IRs) at the time they become mature*.

Internal Reports (IR) serve as “semi-official” documents that are not to be delivered to the Commission. In particular, IRs serve as the main documents for a particular activity. These IRs will typically be integrated into the deliverable of a WP. ***Please note, IRs are created by using ID templates. IR shall include:***

- Authorisation paragraph
- History chart
- File property “Version”
- Dissemination Status

2.1.3 Meeting Minutes

Meeting Minutes are used to disseminate minutes from project meetings. Most importantly, they contain the agreed action items to be included into the overall action item list.

The person convening the meeting shall take the minutes: typically, project plenary meetings are convened by the Coordinator, whereas special meeting are convened by the leader of the related WP or task.

Draft minutes must circulate within two weeks after the meeting, and will be subject to approval by all partners, according the deadlines and rules defined on a case-by-case basis.

Also distributed in the same file will be all up-to-date information on the project (partners, documents, e-mail addresses, open actions, decisions, pending issues). Updated versions will be circulated whenever necessary. The minutes will therefore constitute a sort of “pocket handbook” with all data that each of the participants will always have to keep an eye on.

The minutes will reflect major issues that have been discussed, and must conclude at least the following information:

- Participants List
- Arguments (1 .. n)
- Next meeting proposal date
- Actions (Number, Responsible, Deadline, Note); the responsible could be also the Partner Name.
- Risks and Issues in case they arise.

One of the main outcomes of any meeting should be an action plan for the next future. To that aim, the final version of the meeting minutes must include a clearly structured table as follows:

#	ACTION	PARTNER RESPONSIBLE	DEADLINE	NOTE
ACTION DOMAIN (e.g. project coordination management):				
1	e.g. “Propose a list of categories for the idea submission”	e.g. EIPCM	e.g. 16 Dec	
2	…	…	e.g. after action #1	
…	…	…		e.g. all partners must contribute on this…

2.1.4 Presentations

Presentations not only serve as meeting documentation, but are an important building block for dissemination (e.g. slides for conference presentations). A template for the presentations is to be defined by the partner responsible for the project Dissemination and shared with all partners through the project management web site.

Presentation layout must adhere to the general communication strategy and must comply with the graphic style adopted by all other dissemination materials (poster, brochure, logos, websites, etc.) in order to avoid exposing an inconsistent appearance and to make project communication more effective.

This is particularly essential for the CHEST project, due to the fact that a big variety of target audiences are going to be addressed, from the common people, as potential innovators, to students, researchers, communities, organisations, entrepreneurs and so on.

2.2 Document Identification, Properties, and File Format

The following sections summarise how to follow the formal guidelines correctly in order to help the overall project management and configuration management to avoid unnecessary overheads or, even worse, incorrect or lost information.

Each document is identified by a unique *document identifier*, called **DocID**. This DocID shall start with the following character(s), depending on the type of the document and can be extended with a suffix "rev" followed by a revision number:

- **D** for deliverables
- **ID** for Internal Discussion (Discussion Papers)
- **IR** for Internal Reports
- **MM** for Meeting Minutes
- **CR** for Change Requests
- **P** for Presentations
- **RI** for Risk Information

In saving the document into the repository, a new revision number must be assigned to a document that is (re)committed; therefore the complete document identification is the combination of a simple DocID with a revision number. If no revision number is specified after an optional "ver" suffix to the DocID, then the latest version is meant.

2.2.1 Document Properties

Document properties are shown on the title page and/or the header/footer of the document. Properties must be changed via the file properties and adjusted during document creation.

- **DocID**: Document identifier. E.g. **ID1-ENG-01** is an internal discussion document, belonging to WP1, separated by dashes follows the acronym of the issuing partner and a two-digit sequence number (unique within the partner within the work package): IR[WP]-[partner]-[2-digit-sequence].
- **Version** (D and ID/IR only): The draft versions start with 0.1 and are incremented by 0.1. Released versions receive x.0 version numbers, e.g. 2.0. Note, the order: x.1 < x.15 < x.2 = x.20. The version number for internal discussions (ID) is optional.
- **Date**: The date denotes when a meeting has taken place or the particular document version was issued.
- **Author**: Authoring company acronym, or a person if that is meaningful and needed.

- **Dissem:** Dissemination level (PU, CO, PP, RE) The appropriate paragraph has to be chosen on the title pages of the template. Other paragraphs shall be deleted. The dissemination status for all discussion papers (ID) shall be confidential (CO).
- **DocRef:** Any partner-specific document reference it may be needed for internal document management (optional).

2.2.2 Naming Postfix

A self-explaining **`_[ShortTitle]`** postfix to the filename is always optional and even appreciated.

3 Development of Deliverables and Maturity Process

This section describes the process how the development of deliverables (D) is managed and controlled and how reviews on deliverables shall be performed.

3.1 Overview

Each deliverable has to be submitted to the EC, and preliminary approval obtained from the Project Officer. Final acceptance of deliverables can only happen in a review. If deliverables are not accepted, then payment of Financial Statements could be delayed. It is thus in the interests of all concerned that deliverables be produced to a high quality and in the required format.

The CHEST Deliverables are strictly tied to the breakdown into Work Packages that constitutes the structure of the project. Deliverables are generally technical documents and have an essential importance for the Commission's appraisal of how the project is evolving, since they are written reports in which results produced during the project are collected and analysed.

Also in those cases when deliverable is of "Other" type, for example when it refers to a web site set up, a textual document must be produced describing the output delivered.

3.2 Deliverable Development Process

Each agreed deliverable tackles a specific subject, and must have a "Deliverable Manager" who will coordinate the production of the document, interacting as necessary with the other partners involved. Unless agreed otherwise among the partners involved, the Deliverable Manager is normally a person working for the consortium partner that is responsible for the deliverable and is already identified in the Description of Work.

Before producing the deliverable, the Deliverable Manager will define the document structure and the contributions expected from each partner in a preliminary document named DDP (Deliverable Development Plan) and will propose the calendar for the meetings he/she may consider necessary for the development of the deliverable. The contents of the DDP must be agreed with the Quality Manager and finalised at least 30 days before the contractual date of the deliverable.

Then the deliverable will be produced. The Deliverable Manager will merge all contributions into a single document following as much as possible the structure defined in the DDP. This first draft will then be circulated and asked for comments. Each partner will check its consistency with the plans and give their feedback and approval.

This iterative procedure will be repeated as necessary, until all involved partners give approval. The Deliverable Manager will then prepare a final draft, which will be sent to the Quality Manager at least 10 days before the contractual date. The Quality Manager will not normally enter into the technical merits of the deliverable, but will essentially ensure that it is of sufficient quality to be sent to the Commission. The QM will also format it correctly and make sure that all the naming conventions have been followed. Further iterations could take place, and then the deliverable will be provided to the Governing Board for final approval. The Coordinator will finally send the requested number of copies to the Commission.

Figure 1 in the next page summarises the procedure to be followed for the preparation of deliverables:

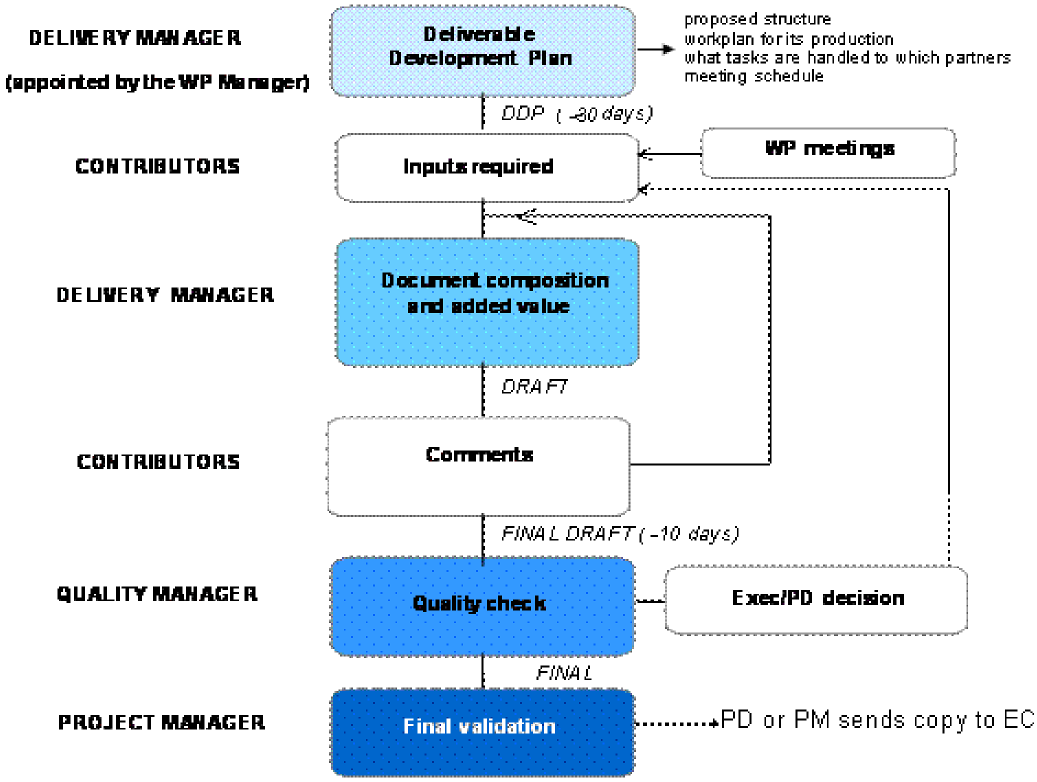


Figure 1 - CHEST Deliverable production process

3.3 Deliverable Maturity Process

The rationale behind the deliverable maturity process is to *decouple the progress of the deliverable from the actual invested or estimated efforts*. Therefore, this process defines *gates*, when the deliverable is expected to be of a pre-defined and precisely described maturity. The gate can only be considered passed, when the deliverable has been reviewed successfully. After a gate is passed accordingly, the percentage of progress (as defined in advance according to the expected maturity) is achieved for the deliverable, regardless how much effort has been invested and how much effort is estimated for the future. However, this in turn needs a planning having this progress assignment in mind and to partition the estimated work accordingly.

Table 1 presents the **generic deliverable maturity process** as maintained by the deliverable leader and describes the phases required to create a particular deliverable. In order to harmonise the schedules of the working packages and hence to ease the control of the overall project progress, this process is *mandatory*. Also, the schedule for the gates of each phase will be synchronized and mandatory. Parts one, two, and n have to be roughly n equal **partitions of the deliverable**, thus all parts together comprise the whole document excluding only minor parts (like appendices, references, etc.).

Stage	Gates	Description
DEF	(10%)	Detailed work plan for developing the deliverable: Tasks and activities, responsible editor and contributing authors and team members, detailed schedule, coarse document structure and content (first level headings of table of contents), preliminary abstract.
PART1	(20%-80%)	Content part I, refined document structure and content (second level headings), revised abstract, related work section. Optional: new version of DEF for stage 2..n.
PART2	(20%-80%)	Content part II, revised part I, content and abstract, enhanced related work section. Optional: new version of DEF for stage 3..n.
PARTn	(20%-80%)	Content part n, revised part n-1, content and abstract, final related work section.
PREP	(95%)	Complete, structured and condensed document (including revised part III) *prepared* in first draft version (prepared by the respective editor), to be reviewed by the reviewers and the quality manager.
APPR	(99%)	Reviewed and updated complete document in second draft version, to be *approved* by the QM, and the Project Coordinator.
REL	(100%)	Complete document in final version, to be *released* by the project manager and submitted to the EC.

Table 1 - Deliverable Maturity Process: Stages and Gates

4 Internal communication strategy

The CHEST project can be considered as an uncommon project of Research and Innovation, in fact its peculiarity and scope make it more an awarding/financing Project of Digital Innovation Initiatives than a classic research project.

The duality makes the project atypical, and in some way more critical in terms of Communication management for the following reasons:

- Being a project funded by the EC and composed by a Consortium of three partners belonging to different countries, a considerable attention has to be dedicated because of the various cultural and organizational backgrounds and the different level of expertise and role in the project. On the other side, the small number of partners should help in achieving an effective and efficient cooperation.
- Once the project calls will open, the project stakeholders will grow significantly according the following scheme:
    - Call 1 - Ideas: **about 30 Ideas**
    - Call 2 – Partners: **about 5 sub-projects**
    - Call 3 – Prototypes: **about 23 applications**

The construction of the Project Web site, where Ideas, Sub-projects and Prototypes will be managed, plus the management of Evaluators is very important to avoid problem of communication between the initial consortium partners and the new stakeholders.

4.1 Communication Tools

4.1.1 Electronic Mail

Electronic Mail will be one of the major means used in the CHEST project to exchange information. To that aim a special mailing group is to be created. While the main exchange of documents in electronic form over the Internet will be accomplished using the Project Management Web Site.

The CHEST-specific mailing list is chest-project@googlegroups.com and will be used from the partners especially to advise of the availability of new information, circulate agendas of meetings and events relative to the project. Usage of mailing lists is strongly recommended, and, as a self-discipline, the usage of person-to-person private emailing should be limited, so as to privilege visibility within the project to all people working in the project.

It is not recommended to send e-mails with attached documents to large mailing lists. To that aim, the special document management system should be used.

4.1.2 Skype and phone calls

It is recommended that each participant use the Skype service for voice communications. This will allow the other project participants to “see” when a colleague is on-line and a quick check can be made to determine whether he/she is available for discussions, light document exchange etc. The Skype client can be downloaded from www.skype.com. Skype allows to talk free over the Internet, and if a Webcam is available, to also do a free videoconference. Multi-conference audio calls can also be made easily.

In the CHEST project, it was decided to have a weekly call on Fridays at 3 hours pm considering the CET Time. This is to have a tight and continuous check on the project advance and to discuss at early stage any possible risk of deviations and the corrective actions.

Also telephone conference calls are a powerful tool for organising short meetings. They can be set up with short notice, participants only need a plain telephone set to participate and do not need to spend time travelling.

The following principles should be respected for a successful remote meeting:

- The meeting should not exceed 6 to 8 participants,
- In the same way as for a physical meeting, the date, time, expected duration, agenda and name of participants should be communicated in advance, together with all required documents, if possible
- All participants must make sure that they will not be disturbed during the teleconference meeting and that they join the meeting (e.g. dial the phone number) on time
- Participants should start a spoken contribution by telling their name, the other participants cannot see the others and could have a doubt about who is speaking.
- As with all other meetings, minutes must be produced by the meeting chairperson, and circulated to the other participants.

4.1.3 Fax Communication

Faxes are a particularly unreliable means of communication and should generally be avoided. Depending upon the importance and urgency of the document sent by fax, confirmation of arrival should be checked by telephone and a paper copy also be sent by standard mail.

5 Attendance at external events

The following procedure has to be followed by any partner wishing to represent CHEST at external events (e.g. conference, exhibition):

The partner in question ahead of attendance sends the Quality Manager and the Project Coordinator an information notice, to inform them about:

- Name of the persons joining the event (conference, exhibition, etc.);
- Justification of the attendance;
- Materials to be presented (slides, papers, presentation etc);

Related to the above, an updated database of contacts relating to CHEST will be maintained throughout the project duration, to be used as a dissemination mailing list.

As expected results, at least three important events should be attended per year.

Moreover, regarding the target, all relevant types of audiences must be taken in consideration when selecting the events of interest for CHEST:

- Social Innovators, not necessarily technology skilled geeks. One of the main objectives of CHEST project is to reach the largest community of innovators possible, from the very ordinary person, to student, researcher or small entrepreneur
- Digital Social Innovation experts: from the other side, the scientific community in this field would form the best group of evaluators and would tremendously increase the impact of the proposed initiatives
- Organisations: the importance of non profit organisations and supporting communities (for example the group of supporting partners who have expressed and signed their interest in the CHEST project) is outstanding. The CHEST partners should try to exploit this channel as much as possible, in order to disseminate this new funding opportunity and to engage different background expertises and competences with the aim to facilitate cooperation and crowd-thinking in the generation of new ideas and projects in the ICT-based Social Innovation.

6 Project reporting and monitoring

6.1 Progress report and cost report

According to what is stated in the DoW (Chapter 1.4.8) the progress of the activities and the effort spent for each partner and so at the same time for the whole partnership, will be monitored at least every three months.

6.1.1 Progress report

Close to the deadlines, in order to check the content and the quality of output document and application (e.g. site for open call) produced, the checks will be more frequent.

The WP leaders according the responsibilities they have, and a previous check with the tasks owner, internally of the work package, and internally of his own work structure, will be contacted from the Project Coordinator through e-mail to participate in a Specific Meeting.

Site of the meeting is defined each time the team meets, starting from the Kick Off, and is usually chosen democratically and alternately in the country of each Partner.

The partners collaborates with the Project Coordinator to define the agenda, exchanging e-mails and doing calls at least one week before the day meeting.

Each meeting must have an Agenda; it should be distributed in advance (typically two weeks before the meeting) to inform the participants about the topics to be discussed and to give them the possibility to suggest changes to the agenda which must then be re-circulated.

Each Agenda contains some standards subjects with the following structure:

- Type of Meeting
- Place and date of the meeting
- Opening and Welcome
- Objectives of the meeting and agreement about the Agenda.
- Actions Points (only if appropriate).
- Meeting Specific Subjects
    - Explanation of Subjects (issues to decide upon, actions to decide, etc.)
    - Proposed decisions and actions.
- Sum up and closing
- Summarize decisions and actions list.
- If breaks, lunch or dinner are planned, these events should be included in the agenda.

The Partner, who organizes the meeting, should spread to the others participants many helpful information too, as: useful accommodation, office itinerary, lunch and/or dinner arrangement, etc.

During the meeting WP leaders expose their specific arguments and give to the team a status update of the following information that will be discussed, studied in deep and analysed:

- Milestone achieved/not achieved
- % Completion of Delivery document
- % Completion of task assigned
- % Completion of WP
- Issues and deviations from the plan
- Risks and possible correction actions

The team collaborates to defines actions that can mitigate risks, problem solving and introducing corrective or improvement management decisions

Each partner and WP leader will report every 3 months to the Project Coordinator on the effort spent by their work packages, achievement of milestones, and production of deliverables and completion of tasks in the WP where the partner has contributed.

To assess and validate the results of this monitoring, the Project Coordinator will implement Internal technical reviews to which most major project milestones will be attached. Output from these technical reviews will be documented in a formal report including acceptance or not plus recommendations from the reviewing team. Such an approach corresponds to existing internal industrial procedures that have proven their effectiveness over the years.

6.1.2 Cost report

The costs of the Project are explained in the DoW, Chapter (1.7), where partners' contribution is well balanced.

As provided by the DoW, the suitable **Financial Reports** will be produced within 60 days after the end of each reporting period, presenting:

- Details of explanation for use of resources, for each beneficiary.
- Financial statement, from each beneficiary, together with a summary financial report consolidating the claimed contribution of EU of all the beneficiaries in an aggregate form, based on the information provided in Form C (Annex VI to the Grant Agreement).

7 Quality in involvement of external parties

7.1 Overview

The biggest amount of the CHEST budget (about 93%) is allocated for funding innovative ideas and projects through the open calls. Any individual or legal entity (either as a single applicant or collaboration submission) can participate in the calls, including private companies (irrespective of size), academic organisations or public bodies. Three different types of ICT based initiatives in Digital Social Innovation field will be awarded or funded, according to the maturity level of the solution:

1. A 6.000 Euro award will be given to innovative ideas, according to a crowd-evaluation through the devoted web platform. The first part of the award will be given after the evaluation results (2.000 Euro), while the remaining part will be given after the proponents produce a report based on SRS (Social Reporting Standard) and the report is accepted by the CHEST project board.
2. A different open call will aim at funding the development activity to turn those or newly generated ideas into prototype demonstrators. The submitted proposals will be evaluated by an expert independent jury and the winning ones will be funded with up to 60.000 Euro each.
3. Lastly, the CHEST project intends to involve new partners into the consortium, willing to carry out research sub-projects in the Digital Social Innovation area. Again, the submitted proposals will be evaluated by an expert independent jury and the winning ones will be funded with up to 150.000 Euro each.

The selection criteria for all contests must be fully described in special **Guidelines for applicants** to be delivered in conjunction with the call advertising. In general, the criteria will be based on three aspects:

1. Relevancy of the societal challenge
2. Quality of the idea, with respect to the addressed challenge
3. Feasibility and viability, also considering the proponent profile

Moreover, the same guidelines must clearly describe the funding and eligibility criteria, the registration process, the participation terms and conditions, the selection process, and all necessary information in order to assure the widest participation possible of social innovators community.

7.2 Budget distribution

The overall budget (2.499.280 Euro) is to be distributed according to the following plan:

- 30 ideas with 6.000 Euro each
- 5 sub-projects with up to 150.000 Euro each
- 23 prototypes with up to 60.000 each
- about 190.000 for expert evaluators and other expenses

Nevertheless, it should be noted that the above presented plan may be subject to amendments and re-balancing, given for fixed the overall budget.

The project management board must check, on a monthly basis, that the budget distribution for the open calls, together with the financial management of the project partnership, is compliant with the payment plan in agreement with the European Commission in order to assure a sustainable cash-flow for the overall project lifetime.

7.3 Time schedule

The three open calls will be scheduled according to the following time plan:

1. Call 1 - Ideas:
   a. call opens on 15th February '14 and closes on 30th April '14
   b. crowd evaluation lasts to 30th June '14
2. Call 2 – Sub-projects:
   a. call opens on 31st March '14 and closes on 31st May '14
   b. expert evaluation ends on 31st July '14
   c. pre-running activity (contracting, agreements etc.) ends on 31st October '14
   d. sub-projects will be running from 1st November '14 to 31st December '15
   e. post-evaluation, assessment and experience analysis will last to 31st March '16
3. Call 3 – Prototypes:
   a. call opens on 31st July '14 and closes on 30th September '14
   b. expert evaluation ends on 30th November '14
   c. pre-running activity (contracting, agreements etc.) ends on 31st December '14
   d. prototype development will be running from 1st January '15 to 31 December '15
   e. post-evaluation, assessment and experience analysis will last to 31st March '16

The Open Calls management board must monitor the progress of the call plan, anticipate possible risks and take the proper corrective actions.

8 Managing and Monitoring the funded projects

8.1 Management

The portfolio of projects selected through the CHEST open calls is composed of three groups, namely the best submissions to Call 1, Call 2 and Call 3 respectively:

The first group consists of 35 ideas identified through the Call for Ideas (Call 1) aiming to support projects that seek to explore the technical feasibility, social impact potential or commercial viability of an idea. The best ideas identified by the CHEST online user community are to submit a written deliverable in form of a feasibility study which also served as a measure of quality management as well as to enhance the ideas and to facilitate the submission of the idea under the Call for Applications (Call 3). Due to the short funding period of Call 1 no additional management activities are necessary with regard to Call 1 beneficiaries. The subsequent paragraphs therefore focus on the management of Call 2 and Call 3 beneficiaries.

The second group includes 5 projects selected through the Call for Partners (Call 2), which supported projects that sought to advance a novel idea or basic research investigation to a stage that could be classified as ready for deployment within its target market. These projects will last about 12 months and will be carried out by the new beneficiaries with the support of the CHEST Consortium. In particular, each of the five projects will be supported by one of the original CHEST partners (either ENG, EIPCM or PNO), who will support the new beneficiaries with respect to the CHEST project mission and scope by providing the reporting templates.

The third group includes 24 projects selected through the Call for Applications (Call 3), which aimed to support projects aiming to advance an innovative idea through to the development of a prototype/demonstrator of a technologically innovative product, service or process. Eligible activities included prototype development, trials and testing and the development of a business plan indicating routes for future exploitation. These projects will last about 10 months and, like in the case of Call 2 projects, will receive support by the CHEST partners for the development of the work and the achievement of the expected results.

Moreover, the new partners will be assisted by the CHEST coordinator in the fulfilments with respect to the Commission:

- The Coordinator will assure the compliance by beneficiaries with their obligations under the new grant agreement, for instance by reviewing the reports to verify consistency with the project tasks before transmitting them to the Commission; the Coordinator will administer the financial contribution of the European Commission regarding its allocation between the new beneficiaries and activities, in accordance with the new grant agreement. In particular the appropriate payments were made to the other beneficiaries without delay.
- The new partners will sign the CHEST Consortium Agreement and the “Request for Accession of a New Beneficiary to the Grant Agreement”.

The new partners will be given proper accounts for accessing the CHEST management web site and will be included in the mailing lists and other internal communication channels (e.g. Skype and GoToMeeting call groups). They will be able to access the CHEST web portal restricted for partners' internal usage, from the private area of the CHEST communication website.

From the organisational side, two new work-packages will be added to the new Description of Work, one for the Call 2 projects and another one for the Call 3 ones, and both of them will be sub-divided into as many tasks as the sub-projects are; each project representative will be responsible for the respective task:

WP6 - Call 2 sub-projects	
	Task 6.1: project #2-001
	Task 6.2: project #2-002
	…
	Task 6.5: project #2-005
WP7 - Call 3 sub-projects	
	Task 7.1: project #3-001
	Task 7.2: project #3-002
	…
	…
	Task 7.24: project #3-024

The new beneficiaries will be managed as a community, and the CHEST project will promote and foster interaction and possible synergies among the different initiatives, trying to leverage on possible connections or even facilitate the emergence of new initiatives.

8.2 Monitoring

A special activity is devoted to the monitoring of the funded initiatives, in order to both assess the progress and the cost advancement, and that is the **Task T2.3 – Selected projects Monitoring and Impact Analysis**.

8.2.1 Call 1 beneficiaries

CHEST Call 1 supports projects that seek to explore the technical feasibility, social impact potential or commercial viability of a novel idea. To ensure the selection of high-impact and high-quality projects the selected beneficiaries are provided with a specifically developed report template aiming to summarize the results of each beneficiaries investigation, detailing the viability of their idea and serving as a basis for an application for Call 3.

The structure of this report is partly based on the format suggested by the Social Reporting Standard SRS (http://www.social-reporting-standard.de/en) standardizing the regular work documentation of organisations run by social entrepreneurs, non-profit organisations, and other organisations with a social purpose (such as social businesses) – for funders, investors, partner organisations, and the public. The report template for Call 1 beneficiaries can be found in Annex I.

The monitoring of Call 1 beneficiaries foresees the splitting of the award in 2 tranches: the first part of € 2.000 to be paid directly after selecting the best ideas through the crowd-voting. At the same time the beneficiaries receive the report template to be completed within 2 months. All reports submitted in time are to be assessed by the CHEST consortium and only those teams delivering satisfactory reports receive the second trench of the award (€ 4.000). This process is outlined in Figure 2.

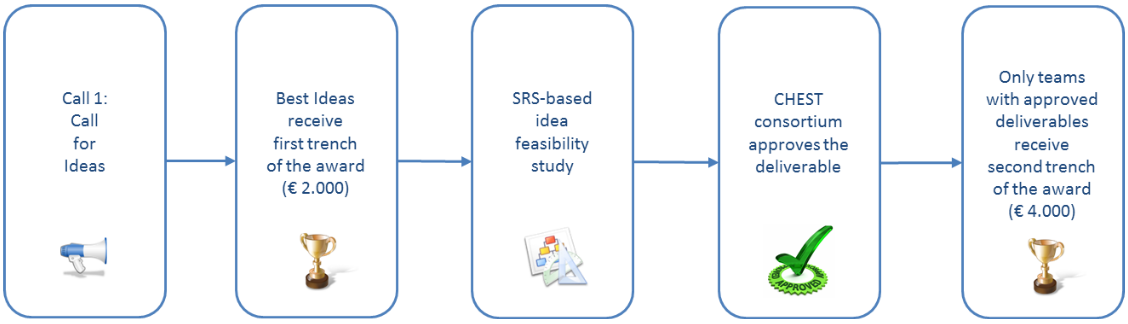


Figure 2 - Call 1 beneficiaries monitoring process

8.2.2 Call 2 and Call 3 beneficiaries

Call 2 beneficiaries are the most advanced of the three CHEST calls, aiming to support projects that seek to advance a novel idea or basic research investigation to a stage that could be classified as 'market ready'. Throughout the 12-month funding period eligible activities include: advanced prototype development and evaluation (resulting in a market ready deliverable) and the development of marketing/exploitation strategies (including routes to market).

Call 3 beneficiaries are on the one hand the best ideas supported under CHEST Call 1 and on the other hand also new applicants. The scope of this call is to support projects in advancing an innovative idea to the development of a prototype/demonstrator of a technologically innovative product, service or process during a 10-month funding period. This can include the development of a prototype that could be classified as a 'works-like' and 'looks-like' version of the expected final solution which could not be sold commercially. Eligible activities include prototype development, trials, testing and the development of a business plan indicating routes for future exploitation.

The monitoring of Call 2 and Call 3 beneficiaries will take place in a similar two-stage process. Each applicant will be required to submit two reports (both specifically developed) within the project duration: an interim report and a final report. These reports specifically developed for the CHEST beneficiaries are incorporating the Social Reporting Standard SRS[1] and the IA4SI methodology framework[2]. In addition, a special focus will be set on the involvement of the respective end-user target groups right from the start of the projects fostering the co-design of the solutions developed and thereby supporting the creation of high-impact Digital Social Innovations. The interim reports and the final reports will build on each other providing a consistent base for internal controlling and external reporting as the selected projects advance and a special focus will be set on community involvement in the development process right from the start (co-designing digital social innovations).

Interim report

The interim report is to be delivered halfway through the duration of the project (after 5 or 6 months respectively) and will cover the sections outlined in Table 2 (differing in size and scope for Call 2 and Call 3 winners). Preliminary templates for both interim reports can be found in Annex II and Annex III (the complete and final versions will be reported in deliverable D2.3: Monitoring and Impact Analysis).

Implementation of organizational structure	Brief description of the organisational structure of project, (organisations, individuals, and cooperation partners involved in carrying out your project)
Implementation of solution approach	• Detailed description of the societal problem addressed and how the solution proposed is aiming to solve it. • Description of the solution approach and of the work performed during the reporting period • Exploitation plan / go-to-market strategy (with strong focus on target group reach)
Measuring Social Impact	• Definition of project specific set of Social Impact KPIs (Key Performance Indicators) consisting of indicators common for all CHEST projects (online community building, access to information, knowledge sharing) and additional individual indicators depending on the projects' main areas of impact • Definition of target value for each indicator • User-centered concept test (Call 3) / system evaluation (Call 2) assessing a sub-set of KPIs identified

Table 2 - Structure of interim report template

[1] The Social Reporting Standard SRS (http://www.social-reporting-standard.de/en) is a monitoring framework common in the non-profit sector enabling projects to make comparable judgements about their social impact.

[2] The IA4SI project (Impact Assessment for Social Innovation – http://www.ia4si.eu) is a FP7 CAPS project providing tools with which initiatives can assess their socio-economic, environmental and political impacts. The IA4SI methodological framework is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 3.0 Unported License.

The results and any issues encountered in the course of the concept test / system evaluation are also to be published in the project journal on the CHEST website for open discussion with the community in order to develop measures for project improvement.

Final report

The final report is to be submitted at the end of the project within 1 month of the agreed end date of the project and will describe the projects main achievements, a full prototype test / final system evaluation, detailed strategy for exploitation (including a description of any barriers), financing and partnering requirements for any further development/exploitation requirements, timetable for exploitation, potential impact to the applicant and targeted social problem. The template for the final report will be developed in interaction with the CHEST beneficiaries based on experiences and lessons learned from the interim reports (the final templates will be reported in deliverable D2.3: Monitoring and Impact Analysis).

From the financial side, the funded projects will produce a summary cost statements including an explanation of the resources used for the activities carried out. Both progress and financial reports will be included into the final version of the respective CHEST deliverables: **D1.3 - Financial Report** and **D1.4 - Progress Monitoring Report**. The monitoring process is outlined in Figure 3.

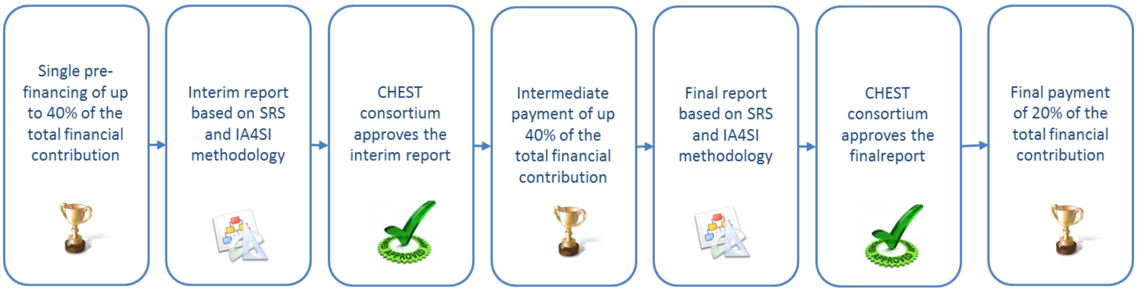


Figure 3 - Call 2 and 3 beneficiaries monitoring process

All project teams will be granted access to the CHEST website and provided with a dedicated blog-like project journal to publish progress and to gather feedback from the community. Each project is requested to publish project updates, achievements or problems encountered regularly and the community will be invited to give their feedback.

8.3 The schedule

The Call 2 projects will start on February 2015 and will last for one year. A meeting will take place on July 2015 (in the middle of the projects' execution) in order to review the work done to that date. A second and final meeting will take place on January 2016, at the end of the projects to check the achievement of expected results.

The Call 3 projects will start on April 2015 and will last for ten months. A remote conference will be organised on September 2015 (in the middle of the projects' execution) in order to review the work done to that date. A second and final remote conference will take place on January 2016, at the end of the projects to check the achievement of expected results.

The Figure 4 show the time plan for monitoring the sub-projects selected through the Open Calls 2 and 3:

	set-14	ott-14	nov-14	...	feb-15	mar-15	apr-15	mag-15	giu-15	lug-15	ago-15	set-15	ott-15	nov-15	dic-15	gen-16
Call 1																
Idea investigation report	x	x														
Report evaluation			x													
Call 2																
Project start					x											
Review meeting										x						x
Progress report										x			x			x
Call 3																
Project start							x									
Review remote conference												x				x
Progress report												x				x

Figure 4 - Call 2-3 project monitoring plan

Annex I – Call 1 report template

Call for ideas reporting template

Beneficiary name: *[...]*

Idea title: *[...]*

Idea ID: *[...]*

Valid for Call 1 ‘Call for Ideas’ of the CHEST project, which is supported by the **Seventh Framework programme of the European Commission**

Table of contents

0. Purpose of this report

Congratulations! Your idea has been ranked highly in Call 1 of the CHEST Challenge giving you the chance to receive up to € 6.000. The award will be split into two separate instalments. The first € 2.000 you will receive without further conditions, the second payment of € 4.000 upon completion of this report and its approval by the CHEST consortium.

As you are aware, CHEST Call 1 will support projects that seek to explore the technical feasibility, social impact potential or commercial viability of a novel idea. Activities could include market research or desk based investigation regarding the need and potential of an idea, competitor analysis, and even initial planning to take the project to a prototype stage, including potential costs and timescales.

This report (to be completed by all Call 1 winners) asks you to summarize the results of your investigation, detailing the viability of your idea and serving as a basis for an application for Call 3– See http://www.chest-project.eu/calls-for-proposals/. Please note that you will still be required to complete the required application form for Call 3 (deadline 30th September)

The structure of this report is partly based on the format suggested by the Social Reporting Standard SRS (http://www.social-reporting-standard.de/en) standardizing the regular work documentation of organisations run by social entrepreneurs, non-profit organisations, and other organisations with a social purpose (such as social businesses) – for funders, investors, partner organisations, and the public. Throughout the report we ask you to be brief and to stick to the recommended lengths indicated for each section.

In the first section you should describe the planned organizational structure necessary to implement your idea. The central question to answer here is: "What organizational structure is the right one for your project?"

Section 2 will take a closer look at your "market" by researching in depth the societal problem you're addressing and outlining explicitly how your solution is aiming to solve it. The reader should be able to understand the problems you have identified, what you assume to be their causes and how you intend to address these causes. The identification of the actual or imminent problem which is to be remedied represents a key aspect of impact-oriented reporting. For this purpose, it is important to describe the social problem at hand ("children in Germany do not exercise sufficiently"), rather than stating a social concern or demand ("children in Germany should exercise more").

Section 3 will then assess the concrete planning to implement your idea – including the financial projections. Note that especially the financial projections are directly based on your analysis of the societal challenge at hand, in which you estimated its scale. If you didn't do that part of the report thoroughly, you won't be able to do the financial analysis adequately. In addition, you should give an outline of the next steps towards implementation and also assess the potential risks you might be facing in the course of the project.

Finally, in section 4, you should give a clear statement whether the proposed idea is a sound project. This is the "bottom line" for the proposed idea. Given the analyses carried out in the previous sections: will your idea really solve the problem at hand? Will it be scalable and transferable in order to reach a substantial social impact? Will your project be sustainable and also financially viable? Will it break even, lose money or make a profit? Is there anything you can do to improve the bottom line?

In case you conclude that your idea can be turned into a sound project with substantial social impact we expect you to apply in CHEST Call 3 (http://www.chest-project.eu/calls-for-proposals/) in order to get the implementation of a first prototype funded with € 60.000.

This report is to be completed and sent to info@chest-project.eu until September 15th. Failure to do so will result in losing the right to receive the second payment of € 4.000. In case of problems or questions please contact info@chest-project.eu.

1. Your contact details and organizational structure

This section aims to provide a brief description of any individual or organisation involved in providing your activity. Please designate your full contact details. If applicable, please briefly describe your organisational structure, the state of organisational development, and key personnel as well as partnerships, cooperation, and networks (existing or planned).

[Recommendation: maximum of 2000 characters]

[...]

2. The societal problem and your approach to solving it

Please describe the context of the problem you intend to solve and your specific approach to solving the problem. The reader should be able to understand the problems you have identified, what you assume to be their causes and how you intend to address these causes. The identification of the actual or imminent problem which is to be remedied represents a key aspect of impact-oriented reporting.

2.1 The societal problem

2.1.1 Description of the problem

Please answer the following questions: Which specific problem is to be solved? Who is affected by the problem and how so? What are the underlying causes of the problem?

[Recommendation: maximum of 1000 characters]

[…]

2.1.2 Scale of the problem

Please answer the following questions: How can the problem be quantified (e. g. how many people are affected by it)? What social consequences have already occurred, and what costs have been incurred by society as a result? What do you expect to be the consequences and costs if the problem remains unsolved? Any information should be as specific as possible and quantified where possible. Please list any sources used.

[Recommendation: maximum of 1000 characters]

[…]

2.1.3 Previous approaches to solving the problem

It is likely that other attempts have already been made to solve the social problem. Please describe how and with what success others have previously attempted to solve the problem.

[Recommendation: maximum of 1000 characters]

[…]

2.2 Your approach to solving the problem

2.2.1 Vision – what do you intend to achieve?

[Recommendation: maximum of 500 characters]

[...]

2.2.2 Strategy – where do you start?

Please provide a brief description of your fundamental approach. In section 2.1.1 you have explained the causes of the problem. This section asks you to detail which point in the causal chain leading to the problem your idea addresses – and what in general you intend to achieve.

[Recommendation: maximum of 1000 characters]

[…]

2.2.3 Target groups

Please describe who you intend to reach with your activity. Your direct target group comprises those individuals your proposed solution addresses directly (such as the participants of a workshop). In addition, there may be individuals who benefit indirectly from your activity such as the children of parents who take part in a parenting program. Your target group may also include influencers and intermediaries such as journalists or teachers you approach in order to ensure that your idea is spread and your objectives are met. Please focus on those groups of individuals that are particularly important.

[Recommendation: maximum of 1500 characters]

[…]

2.2.4 Your proposed solution and expected outcome

Please describe in detail the solution your project will seek to deliver in order to implement your strategy and outline how exactly the project will address the specific Societal Challenge(s) detailed above. Which specific activities do you offer to the respective target groups? If applicable, what products and/or services do you offer? What technical approach will you use? Do you charge a fee for your activities, products, or services? If so, please specify the amount charged. What social impact do you anticipate for the individual target groups as a result of your activity?

[Recommendation: maximum of 1500 characters]

[...]

2.2.5 Innovation

Explain the novelty of your project in comparison to previous approaches to solving the problem (as described in 2.2.3). If applicable, outline in which ways you plan to integrate your target group(s) into the innovation process (e.g. through participatory processes like Co-Design, Crowdsourcing, new social practices etc.)

Describe the evidence you have to substantiate your belief that the intended work is innovative. This should not be based on your opinion alone. Evidence could include the results of patent searches, competitor analyses, literature reviews etc. If applicable, you should also briefly outline your own background IPR as related to the project.

[Recommendation: maximum of 2000 characters]

[...]

3. Financial projections, schedule and risks

In this section you describe your objectives for the future and your perspective on the further development of your activity.

3.1 Route to market

Outline the next steps required to implement and deploy your proposed product, process or service into an operational environment or market after the funding period and the successful development of the prototype. For example testing, evaluation, attainment of any accreditation, identification of an early adopter etc. and please include details of any steps necessary or planned for community building or user involvement. Please provide the following information:

- *Estimate the total financial resources necessary to implement your solution.*
- *Define an initial plan for the sustainability of the project results, i.e. own commercialization, licensing or other sources of funding? If applicable, please include revenue projections.*
- *Provide a high level plan for implementation of your proposed solution (no detailed schedule or project plan). This may include some targeted milestones and timeframes for completion as a guideline only. Please also provide an approximate time for first implementation.*

[Recommendation: maximum of 2000 characters]

[…]

3.2 Risks

External changes may have a negative impact on your success. In this section of your report, please describe any risks that threaten the success of your activity. Risks include those external factors relevant for your success which you can only influence to a limited extent or not at all. Please rate each risk with regard to its relevance for meeting your objectives and the probability that it will materialise. Please specify any measures implemented or planned to prevent the stated risks from materialising as well as your plans for offsetting any consequences.

[Recommendation: maximum of 1000 characters]

[…]

4. Findings

Please summarize the findings of this report and explain why this course of action is or is not recommended. This section may include a description of pros and cons for the initiative being considered. This section should be brief since most of the detail is included elsewhere in the document. Additionally, it should capture the likelihood of success for the proposed solution.

[Recommendation: maximum of 1000 characters]

[…]

Annex II – Call 2 interim report template

Call for Partners
Social impact reporting template
Interim report

Beneficiary name: [...]

Project title: [...]

Valid for Call 2 'Call for Partners' of the CHEST project, which is supported by the
Seventh Framework programme of the European Commission

Table of contents

5. Purpose of this report

The structure of this report is partly based on the format suggested by the Social Reporting Standard SRS (http://www.social-reporting-standard.de/en) standardizing the regular work documentation of organisations run by social entrepreneurs, non-profit organisations, and other organisations with a social purpose (such as social businesses) – for funders, investors, partner organisations, and the public. The catalogue of Key Performance Indicators assessing the social impact ia based on the methodological framework of the IA4SI project[3]. Throughout the report we ask you to be brief and to stick to the recommended lengths indicated for each section.

Ch. 1	**Implementation of organizational structure**	In the first section you should describe a brief description of the organisational structure of your project, namely the organisations, individuals, and cooperation partners involved in carrying out your project.
Ch. 2	**Implementation of your solution approach**	Section 2 will take a closer look at your “market” by researching in depth the societal problem you’re addressing and outlining explicitly how your solution is aiming to solve it. The reader should be able to • understand the problems you have identified, • what you assume to be their causes and • how you intend to address these causes. The identification of the actual or imminent problem which is to be remedied represents a key aspect of impact-oriented reporting. For this purpose, it is important to describe the social problem at hand. In this part you should also describe your specific activities during the first 5 months of the funding period and develop an initial plan to scale your prototype. In addition you should also describe the current state of your spreading efforts and assess potential risks including measures to overcome them.
Ch. 3	**Measuring your Social Impact**	Section 3 focuses on the social impact you aim to achieve. You should describe the social changes for the individual target groups which can be observed as a consequence of your activity. As measuring social impact can be challenging, this section of the report will guide you to define a set of key performance indicators (KPIs) for your project. First, you’ll find a pre-

[3] IA4SI – Impact Assessment for Social Impact (www.ia4si.eu) is a research project supported by the Seventh Framework programme of the European Commission.

The IA4SI methodological framework is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 3.0 Unported License.

		defined list of indicators which apply for all CHEST beneficiaries. These indicators cover 3 different dimensions: • Online community building • Access to information • Knowledge sharing Second, you will be guided in the process of defining your project's specific set of additional indicators that meet your individual needs. These KPIs should be selected to cover your main impact area(s): 1. Social impact areas (including ecological impacts) 1.1 Impact on community building and empowerment 1.2 Impact on information 1.3 Impact on ways of thinking, values and behaviours 1.4 Impact on education and human capital 1.5 Impact on employment 1.6 Impact on environment 1.7 Impact on civic and political participation 1.8 Impact on policies and institutions 2. Economic impact areas 2.1 Users' economic empowerment 2.2 The economic value generated by the project For each indicator you should then set realistic target values. In order to facilitate the involvement of your target users in co-designing your prototype and to assess a sub-set of your KPIs, we finally ask you to carry out an early stage test of your envisioned prototype / concept with your target group(s).

6. Implementation of organizational structure

This section aims to provide a brief description of how you implement your project. You should describe the maturity of your project, its organizational structure as well as the individuals, and cooperation partners involved in implementing your prototype.

1.1 Maturity of your project

It is helpful for the reader to understand the current state of your prototype development, e.g. by referring to the following phases.

- *Pilot phase: Phase in which various proposed solutions are tested.*
- *Growth phase: The proposed solution has been implemented by the organisation, usually first on a local or regional basis. The focus is on spreading the proposed solution, either by way of own growth or via cooperation with partner organisations.*
- *Mature/establishment phase: The organisation is known for its proposed solution and has reached financial sustainability. The target groups are reached on a regular basis.*

Recommendation: Stay between 100 and 200 characters.

[…]

1.2 Organizational structure

In this section, please describe the structure of how you implement your project, which tasks are fulfilled by which unit as part of the overall activity. Please specify how many individuals are involved in the activity and indicate whether they are permanent employees, freelancers, or volunteers.

Recommendation: Stay between 500 and 1000 characters.

[…]

1.3 Key personnel

The purpose of this section is to provide the reader with an overview of the key individuals involved. Please decide freely which and how many individuals are relevant. In addition to providing biographical details, please consider the following aspects:

- *Motivation*
- *Relevant experience and skills, for instance in relation to initiating activities or establishing companies/organisations*
- *Leadership experience*
- *Expert knowledge of the particular subject area, experience with regard to the target groups*

- *Specific qualifications relevant to the approach*

Recommendation: Stay between 1000 and 3000 characters for each person.

[…]

1.4 Partnerships, cooperations, and networks

The partnerships and cooperations in which your project is involved are key parts of your positioning and effectiveness. Please provide details on the following aspects:

- *Partners (individuals, organisations, other CHEST projects / other Digital Social Innovation initiatives, public authorities, memberships in networks, government and EU workgroups, and professional associations, etc.)*
- *Subject and goal of the partnership*
- *Contractual basis of the partnership (e.g. contractual agreement, memorandum of understanding, verbal agreement)*
- *Strategic significance of the partnership*

Please also report details concerning relevant changes which have taken place during the reporting period.

Recommendation: Stay between 500 and 2000 characters for each partnership.

[...]

7. Implementation of your solution approach

Please describe the context of the problem you intended to solve and your specific approach to solving the problem. The reader should be able to ***understand the problems you have identified, what you assume to be their causes and how you intend to address these causes****. The identification of the actual or imminent problem which is to be remedied represents a key aspect of impact-oriented reporting. For this purpose, it is important to describe the societal problem at hand ("children in Germany do not exercise sufficiently"), rather than stating a social concern or demand ("children in Germany should exercise more").*

We define a "societal problem" as any social need that you intend to address and for which you have created an activity, programme, project or product. Social problems include ecological and environmental problems.

In any of the following sections a dedicated focus lies on ***the new insights you have gained during the reporting period****. Please describe in which ways your understanding of the problem has changed during this project. Wherever possible, please highlight your lessons learned over time.*

2.1 The societal problem

2.1.1 Description of the problem

In order to be able to understand the specific solution proposed, the reader must be aware of your understanding of the social problem, its context, and the underlying causes. Please elaborate on the following points:

1. *Which specific problem did you intent to solve? The social problem should be described as specifically as possible. If several problems can be identified, they should be prioritized based on importance.*
2. *Who is affected by the problem? Please describe in detail who is affected by the problem and how so.*
3. *How has your perception of the problem changed during the reporting period (lessons learned?*
4. *How has the social problem itself evolved over time? What is the current situation? How will the problem develop in the future if no action is taken?*
5. *What are the underlying causes of the problem? Please describe interdependencies of different causes.*

Describing interdependencies between different causes is crucial. Only with this knowledge will readers understand your specific approach to solving the problem.

Recommendation: Stay between 2000 and 5000 characters.

[…]

2.1.2 Scale of the problem

Readers can more easily assess the relevance of the problem and the effectiveness of your proposed solution if you provide information regarding the problem's scale:

1. *How many people are affected by the problem? Please describe the European dimension of the problem. Depending on the type of problem you are dealing with, it may be useful to provide additional information concerning the scale of the problem (e.g. size of the area, percentage or number of people affected in the case of environmental protection activities).*
2. *Has the scale of the problem changed during the reporting period? If possible, please also provide estimates for the likely future development.*
3. *What social consequences have already occurred, and what costs have been incurred by society as a result? What do you expect to be the consequences and costs if the problem remains unsolved?*

Any information should be as specific as possible and quantified where possible. Please list any sources used.

Recommendation: Stay between 2000 and 5000 characters.

[…]

2.1.3 Previous approaches to solving the problem

It is likely that other attempts have already been made to solve the social problem. Please describe how and with what success others have previously attempted to solve the problem. This helps the reader to understand and assess your proposed solution. You can also explain why and in what respect these previous approaches have not been sufficient for solving the problem. If there have not been any previous attempts to solve the problem, it can be useful to explain why this might be the case.

Recommendation: Stay between 500 and 2000 characters.

[…]

2.2 Your approach to solving the problem

2.2.1 Solution approach – what do you intend to achieve and where do you start?

Please describe the ideal state of the situation that you aim to achieve: What is your long-term objective which provides the central motivation for your activity? Has this objective changed during the reporting period?

Please also provide a brief description of your fundamental approach. In section 2.1.1 you have explained the causes of the problem. This section asks you to detail which point in the causal chain leading to the problem your project addresses – and what in general you intend to achieve. What is the added value you offer to the respective target groups and in which form (products, services, tools, etc.)? This brief description of your impact chain enables the reader to understand how your project contributes to solving the problem.

Recommendation: Stay between 2000 and 5000 characters.

[…]

2.2.2 Target groups

Here you describe who you intended to reach with your activity. Your direct target group comprises those individuals your proposed solution addresses directly such as the participants of a workshop. In addition, there may be individuals who benefit indirectly from your activity such as the children of parents who take part in a parenting programme. Your target group may also include influencers and intermediaries such as journalists or teachers you approach in order to ensure that your idea is spread and your objectives are met.

There may be several different groups of individuals or institutions on all three levels. Please focus on those groups of individuals that are particularly important.

Please provide the following information for your target groups:

1. *Who belongs to the respective target group?*
2. *How large is the respective target group?*
3. *What are the concerns and goals of the members of the respective target group? Which of these concerns or goals can be realized or attained by way of your activity?*
4. *If possible, please highlight new insights you gained with regard to your target groups during the report period: Did you identify new target groups in the past 5 months? Did your target groups change in some ways?*

Recommendation: Stay between 500 and 1000 characters for each target group.

[…]

2.2.4 Activities and work performed

In appendix 1 of this document you'll find a set of templates to describe your specific activities during the first 6 months of the funding period (comprising the resources employed and the work performed by your team and partners). Please use these templates to provide the following information:

- *A concise description of the work performed for each work package*
- *Describe any management concerns and activities to recover the situation*
- *Detail any publications, publicity or other dissemination activity.*
- *Summarise the project progress against deliverables, noting any discrepancies against the Project Plan and action to recover situation if necessary*

Recommendation: The length of this section largely depends on the structure of your work so a specific recommendation is not suitable. You should stick to brief, but concise descriptions mentioning all important aspects of your work.

[...]

2.3 Exploitation strategy

Please describe how you intend to spread your proposed solution. The central questions you should answer here are:

- *How you intent to take your solution to your "market"?*
- *Which other sources of financing are you going to use (in addition to the CHEST funding / after the CHEST funding period)?*
- *How are you planning to reach your target groups?*

Please focus on the mechanisms used to spread your approach. In many cases, however, you will not be able to implement your solution in other locations yourself. Instead, you may collaborate with local or regional partners or approach local providers and ask them to implement your approach independently. Some projects spread certain activities or services. Others enable, educate or empower third parties to use a method themselves. Or they spread an attitude or an idea. Please describe as detailed as possible, what exactly you spread. There is a wide range of possibilities for spreading and scaling solutions – from the publication of knowledge and experience to licensing or expansion of your own activity by growing your organisation. You can use the following examples for your description:

- *Open distribution: You provide experience and knowhow to third parties either for a fee or free-of-charge but do not influence the local implementation (except through advice and/or assistance). The following are three strategies which are frequently used for open distribution:*
    - *Publication of results via brochures, manuals, web sites, or public presentations*
    - *Training and consulting*
    - *Definition of standards, possibly also accreditation*

  - *Open source / creative commons licensing models for your prototype / final solution*

- *License and/or social franchise models: You collaborate with independent partners who are responsible for implementing the activity locally, but are bound by a (contractual) agreement. For instance, partners are permitted to use your knowhow, brand, and other intellectual property. At the same time, they may be required to take part in trainings or even undergo regular certification, to meet quality standards or pay fees or charges for services that you provide.*
- *Networks and cooperation approach: Your own activity can also be spread by forming or joining a network or by entering into cooperation with other organisations in the market.*

Recommendation: Stay between 3000 and 5000 characters.

[…]

2.4 What is the state of your spreading efforts?

Please describe the successes of your spreading efforts or to what extent your approach has been adopted by others.

Please address the following questions: Do you aim to spread your approach on a local, regional, supra-regional, national, or international level? Do you intend to intensify your activity and the related impact, or do you prioritise spreading your approach into new regions? Please list the regions or locations where you are already present, and also specify regions or locations that you are currently planning to expand to.

Your proposed solution may be distributed through imitators that take over or adapt your proposed solution without your active participation (replication). This may be an indicator for the scalability and attractiveness of the approach and may also boost its social impact.

Please address the following questions: Is your idea or approach being imitated or copied? How, and by whom? How do you evaluate the method and implementation of the imitators? Has your approach been taken up by key influencers or in policy circles? If so, what is the result?

Recommendation: Stay between 2000 and 3000 characters.

[…]

2.5 Risks

External changes may also have a negative impact on your success. In this section of your report, please describe any risks that threaten the success of your activity. Risks include those external factors relevant for your success which you can only influence to a limited extent or not at all.

Examples of possible risks:

- *Political risks: policy changes relevant to your business model (e.g. public funding guidelines and funding rates, anti-discrimination regulation, etc.); resistance among policy makers if your business model questions existing paradigms*
- *Legal risks: imminent or ongoing legal disputes and/or bureaucratic processes*
- *Market risks: competitors who threaten your organisation and are not interested in the spreading of your solution; changes in demand or price structures*
- *Social changes that would render the effectiveness of your approach impossible*
- *Financial risks: risks resulting from your financial situation (such as the availability of loans); risk of bankruptcy in the event of a shortage of liquidity; economic risks; risks arising from changes in the structure of public sector funding (e.g. expiry of project funding);*
- *Internal risks (risks attributable to the organisational structure, the sponsors, or key personnel): risks related to human resources (loss of key employees, recruitment of qualified employees, qualification of the workforce); dependence on technical infrastructure (such as a lack of redundant server systems); difficulties with organisational development*

Please rate each risk with regard to its relevance for meeting your objectives and the probability that it will materialise. Please specify any measures implemented or planned to prevent the stated risks from materialising as well as your plans for offsetting any consequences.

Recommendation: Stay between 2000 and 3000 characters.

[…]

8. Measuring your Social Impact

In chapter 2 you have described the societal problem you are addressing. In this section we ask you to report on the social impact you anticipate for the individual target groups as a result of your solution – and the extent to which you succeed in realizing your objectives. To understand the concept of social impact, the distinction between resources used, work performed, and impact has proven useful:

Adopted from Kursbuch Wirkung, Phineo gAG

3.1 Your expected social impact

Impacts are defined as the social changes which can be observed as a consequence of the output of your activity. Ecological impacts are also considered as social impacts in this context. Impact can affect the individuals directly addressed. For instance, changes in the behaviour of parents attending parental training. Changes (impacts) may also affect some groups indirectly such as the children of parents who have participated in parental training. In certain cases, it is also possible to specify results on the level of society. For instance, it may be possible to quantify a re-socialisation programme's cost savings for the whole economy due to a particularly low relapse rate or the carbon dioxide savings that result from an energy-saving campaign.

Please describe the social impact you anticipate for the individual target groups as a result of your activity!

Recommendation: Stay between 2000 and 5000 characters.

[…]

Based on this description you should derive a set of useful indicators (Key Performance Indicators, KPIs) which help you to measure your social impact – and to set your specific goals for these indicators. In many cases, it will be difficult to directly measure the impact of your activity. However, appropriate indicators that are known to be closely connected with your intended effects will allow you to make statements about the effectiveness of your activities – even if you are not able to ultimately prove causality, it will be helpful to explain why you derive the effectiveness of your activity from certain indicators. In order to facilitate *this process we have pre-defined a list of common indicators which each CHEST beneficiary should report:*

Table 3: Common indicators for all CHEST projects (see also appendix 2)

Dimensions	Indicators	Variables	Target value	Measured value
ONLINE COMMUNITY BUILDING	User involvement in system evaluation / test usage	Number of target groups involved in co-design process		
		Number of users involved in co-design process		
		Ratio between men and women involved		
		Ratio between young, adult and old people involved		
ACCESS TO INFORMATION	Project self-evaluation of its capability to influence information asymmetries	Project self-evaluation of its capability to influence information asymmetries (e.g. access to sources of information that represent a range of political and social viewpoints, access to media outlets or websites that express independent, balanced views, etc.)		
	Number of tools/activities developed by the project for influencing information asymmetries	Number of tools/activities developed by the project for influencing information asymmetries		
KNOWLEDGE SHARING	Sharing through CHEST website	Number of entries in project blog on CHEST website		
		Number of comments / replies on project blog entries on CHEST website		
	Sharing through social media channels	Quantified measure of followers on selected social media channels (e. g. twitter followers, facebook friends, etc.)		
		Quantified measure of communications on selected social media channels (e. g. number of project tweets and re-tweets, etc.)		

In addition to this list of indicators common for all CHEST beneficiaries we ask you to define those indicators that best suit your project (from the catalogue of additional indicators, appendix 3). In order to do so, you should first choose your primary and your secondary social impact area and one of the two economic impact areas. Then please identify at least 3 different indicators for each impact area that are most suitable for your project. If suitable, you can in addition also choose an economic impact area and similarly identify at least 3 different indicators for that area. The social and economic impact areas are listed below:

3. *Social impact areas (including ecological impacts)*
    1.1 Impact on community building and empowerment
    1.2 Impact on information
    1.3 Impact on ways of thinking, values and behaviours
    1.4 Impact on education and human capital
    1.5 Impact on employment
    1.6 Impact on environment
    1.7 Impact on civic and political participation
    1.8 Impact on policies and institutions
4. *Economic impact areas*
    2.1 Users' economic empowerment
    2.2 The economic value generated by the project

In appendix 3, you will find an extensive catalogue of potential indicators for each impact area. If none or not enough of the indicators listed in appendix 3, you can also define your own indicator(s) according to your needs.

For each indicator, please define a target value you aim to achieve at the end of the 12-month funding period and fill the following table with your set of indicators for each impact area!

Impact area: […]

Dimensions	**Indicators**	**Variables**	**Target value**	**Measured value**
[…]	[…]	[…]	[…]	
		[…]	[…]	

While some indicators will be only quantifiable once your prototype is finished, others can be assessed already during the development phase. One way to allocate their values is a system evaluation. One key prerequisite to achieve a high impact in developing Digital Social Innovations is the user-centred design involving your target users right from the project start (co-design). Following an iterative development cycle, we ask you to carry out such a system evaluation involving your target users already within the first 6 months of your funding period. There are many different and easy to use techniques available to carry out such early-stage evaluations. Please choose an applicable methodology (for possible methods other than the few stated above please take a look at http://www.ucc.ie/hfrg/projects/respect/urmethods/methods.htm) and carry out an evaluation/test of your envisioned prototype/concept testing a suitable sub-set of your indicators (selecting some but not all indicators identified for your project under section 3.2)

– you should at least provide following information (Dimension: Online Community Building, Indicator: User involvement in system evaluation / test usage):

- *Number of target groups involved in co-design process*
- *Number of users involved in co-design process*
- *Ratio between men and women involved*
- *Ratio between young, adult and old people involved*

Please provide a brief summary of the evaluation results and describe those areas (indicators) for which the solution developed will be well suited – and the week spots you found where further improvements in the requirements or early design will be necessary. The goal here is not to show that your system is already perfect. On the contrary: As your project is new and innovative, it is very likely that in interacting with your target groups by testing your idea with them you will encounter unforeseen critical issues. Please describe these issues and provide your ideas to address them. In order to help you solve these problems we will involve the experts of our CHEST community providing you with feedback and ideas so please be brief but clear in your description.

Recommendation: In addition to assessing the values of the KPIs you measured, please stay between 3000 and 5000 characters in the description of your evaluation.

[…]

Annex III – Call 3 interim report template

Call for Prototypes
Social impact reporting template
Interim report

Beneficiary name: [...]

Project title: [...]

Valid for Call 3 'Call for Prototypes' of the CHEST project, which is supported by the
Seventh Framework programme of the European Commission

Table of contents

9. Purpose of this report

The structure of this report is partly based on the format suggested by the Social Reporting Standard SRS (http://www.social-reporting-standard.de/en) standardizing the regular work documentation of organisations run by social entrepreneurs, non-profit organisations, and other organisations with a social purpose (such as social businesses) – for funders, investors, partner organisations, and the public. The catalogue of Key Performance Indicators assessing the social impact ia based on the methodological framework of the IA4SI project[4]. Throughout the report we ask you to be brief and to stick to the recommended lengths indicated for each section.

Ch. 1	**Implementation of organizational structure**	In the first section you should describe a brief description of the organisational structure of your project, namely the organisations, individuals, and cooperation partners involved in carrying out your project.
Ch. 2	**Implementation of your solution approach**	Section 2 will take a closer look at your "market" by researching in depth the societal problem you're addressing and outlining explicitly how your solution is aiming to solve it. The reader should be able to • understand the problems you have identified, • what you assume to be their causes and • how you intend to address these causes. The identification of the actual or imminent problem which is to be remedied represents a key aspect of impact-oriented reporting. For this purpose, it is important to describe the social problem at hand. In this part you should also describe your specific activities during the first 5 months of the funding period and develop an initial plan to scale your prototype.
Ch. 3	**Measuring your Social Impact**	Section 3 focuses on the social impact you aim to achieve. You should describe the social changes for the individual target groups which can be observed as a consequence of your activity. As measuring social impact can be challenging, this section of the report will guide you to define a set of key performance indicators (KPIs) for your project. First, you'll find a pre-defined list of indicators which apply for all CHEST beneficiaries. These indicators cover 3 different dimensions: • Online community building

[4] IA4SI – Impact Assessment for Social Impact (www.ia4si.eu) is a research project supported by the Seventh Framework programme of the European Commission.

The IA4SI methodological framework is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 3.0 Unported License.

		• Access to information • Knowledge sharing Second, you will be guided in the process of defining your project's specific set of additional indicators that meet your individual needs. These KPIs should be selected to cover your main impact area(s): 5. Social impact areas (including ecological impacts) 1.1 Impact on community building and empowerment 1.2 Impact on information 1.3 Impact on ways of thinking, values and behaviours 1.4 Impact on education and human capital 1.5 Impact on employment 1.6 Impact on environment 1.7 Impact on civic and political participation 1.8 Impact on policies and institutions 6. Economic impact areas 2.1 Users' economic empowerment 2.2 The economic value generated by the project For each indicator you should then set realistic target values. In order to facilitate the involvement of your target users in co-designing your prototype and to assess a sub-set of your KPIs, we finally ask you to carry out an early stage test of your envisioned prototype / concept with your target group(s).

10.Implementation of organizational structure

This section aims to provide a brief description of how you implement your project. You should describe the maturity of your project, its organizational structure as well as the individuals, and cooperation partners involved in implementing your prototype.

1.5 Maturity of your project

It is helpful for the reader to understand the current state of your prototype development, e.g. by referring to the following phases.

- *Idea/seed phase: No solution has been implemented yet.*
- *Pilot phase: Phase in which various proposed solutions are tested.*

Recommendation: Stay between 100 and 200 characters.

[…]

1.6 Organizational structure

In this section, please describe the structure of how you implement your project, which tasks are fulfilled by which unit as part of the overall activity. Please specify how many individuals are involved in the activity and indicate whether they are permanent employees, freelancers, or volunteers.

Recommendation: Stay between 500 and 1000 characters.

[…]

1.7 Key personnel

The purpose of this section is to provide the reader with an overview of the key individuals involved. Please decide freely which and how many individuals are relevant. In addition to providing biographical details, please consider the following aspects:

- *Motivation*
- *Relevant experience and skills, for instance in relation to initiating activities or establishing companies/organisations*
- *Leadership experience*
- *Expert knowledge of the particular subject area, experience with regard to the target groups*
- *Specific qualifications relevant to the approach*

Recommendation: Stay between 1000 and 3000 characters for each person.

[…]

1.8 Partnerships, cooperations, and networks

The partnerships and cooperations in which your project is involved are key parts of your positioning and effectiveness. Please provide details on the following aspects:

- *Partners (individuals, organisations, other CHEST projects / other Digital Social Innovation initiatives, public authorities, memberships in networks, government and EU workgroups, and professional associations, etc.)*
- *Subject and goal of the partnership*
- *Contractual basis of the partnership (e.g. contractual agreement, memorandum of understanding, verbal agreement)*
- *Strategic significance of the partnership*

Please also report details concerning relevant changes which have taken place during the reporting period.

Recommendation: Stay between 500 and 2000 characters for each partnership.

[...]

11.Implementation of your solution approach

Please describe the context of the problem you intended to solve and your specific approach to solving the problem. The reader should be able to ***understand the problems you have identified, what you assume to be their causes and how you intend to address these causes****. The identification of the actual or imminent problem which is to be remedied represents a key aspect of impact-oriented reporting. For this purpose, it is important to describe the societal problem at hand ("children in Germany do not exercise sufficiently"), rather than stating a social concern or demand ("children in Germany should exercise more").*
We define a "societal problem" as any social need that you intend to address and for which you have created an activity, programme, project or product. Social problems include ecological and environmental problems.
In any of the following sections a dedicated focus lies on ***the new insights you have gained during the reporting period****. Please describe in which ways your understanding of the problem has changed during this project. Wherever possible, please highlight your lessons learned over time.*

2.1 The societal problem

2.1.1 Description of the problem

In order to be able to understand the specific solution proposed, the reader must be aware of your understanding of the social problem, its context, and the underlying causes. Please elaborate on the following points:

6. *Which specific problem did you intent to solve? The social problem should be described as specifically as possible. If several problems can be identified, they should be prioritized based on importance.*
7. *Who is affected by the problem? Please describe in detail who is affected by the problem and how so.*
8. *How has your perception of the problem changed during the reporting period (lessons learned?*
9. *How has the social problem itself evolved over time? What is the current situation? How will the problem develop in the future if no action is taken?*
10. *What are the underlying causes of the problem? Please describe interdependencies of different causes.*

Describing interdependencies between different causes is crucial. Only with this knowledge will readers understand your specific approach to solving the problem.

Recommendation: Stay between 2000 and 5000 characters.

[…]

2.1.2 Scale of the problem

Readers can more easily assess the relevance of the problem and the effectiveness of your proposed solution if you provide information regarding the problem's scale:

4. *How many people are affected by the problem? Please describe the European dimension of the problem. Depending on the type of problem you are dealing with, it may be useful to provide additional information concerning the scale of the problem (e.g. size of the area, percentage or number of people affected in the case of environmental protection activities).*
5. *Has the scale of the problem changed during the reporting period? If possible, please also provide estimates for the likely future development.*
6. *What social consequences have already occurred, and what costs have been incurred by society as a result? What do you expect to be the consequences and costs if the problem remains unsolved?*

Any information should be as specific as possible and quantified where possible. Please list any sources used.

Recommendation: Stay between 2000 and 5000 characters.

[…]

2.1.3 Previous approaches to solving the problem

It is likely that other attempts have already been made to solve the social problem. Please describe how and with what success others have previously attempted to solve the problem. This helps the reader to understand and assess your proposed solution. You can also explain why and in what respect these previous approaches have not been sufficient for solving the problem. If there have not been any previous attempts to solve the problem, it can be useful to explain why this might be the case.

Recommendation: Stay between 500 and 2000 characters.

[…]

2.2 Your approach to solving the problem

2.2.1 Solution approach – what do you intend to achieve and where do you start?

Please describe the ideal state of the situation that you aim to achieve: What is your long-term objective which provides the central motivation for your activity? Has this objective changed during the reporting period?

Please also provide a brief description of your fundamental approach. In section 2.1.1 you have explained the causes of the problem. This section asks you to detail which point in the causal chain leading to the problem your project addresses – and what in general you intend to achieve. What is the added value you offer to the respective target groups and in which form (products, services, tools, etc.)? This brief description of your impact chain enables the reader to understand how your project contributes to solving the problem.

Recommendation: Stay between 2000 and 5000 characters.

[…]

2.2.2 Target groups

Here you describe who you intended to reach with your activity. Your direct target group comprises those individuals your proposed solution addresses directly such as the participants of a workshop. In addition, there may be individuals who benefit indirectly from your activity such as the children of parents who take part in a parenting programme. Your target group may also include influencers and intermediaries such as journalists or teachers you approach in order to ensure that your idea is spread and your objectives are met.

There may be several different groups of individuals or institutions on all three levels. Please focus on those groups of individuals that are particularly important.

Please provide the following information for your target groups:

5. *Who belongs to the respective target group?*
6. *How large is the respective target group?*
7. *What are the concerns and goals of the members of the respective target group? Which of these concerns or goals can be realized or attained by way of your activity?*
8. *If possible, please highlight new insights you gained with regard to your target groups during the report period: Did you identify new target groups in the past 5 months? Did your target groups change in some ways?*

Recommendation: Stay between 500 and 1000 characters for each target group.

[…]

2.2.4 Activities and work performed

In appendix 1 of this document you'll find a set of templates to describe your specific activities during the first 5 months of the funding period (comprising the resources employed and the work performed by your team and partners). Please use these templates to provide the following information:

- *A concise description of the work performed for each work package*
- *Describe any management concerns and activities to recover the situation*
- *Detail any publications, publicity or other dissemination activity.*
- *Summarise the project progress against deliverables, noting any discrepancies against the Project Plan and action to recover situation if necessary*

Recommendation: The length of this section largely depends on the structure of your work so a specific recommendation is not suitable. You should stick to brief, but concise descriptions mentioning all important aspects of your work.

[...]

2.3 Scaling your prototype

Please describe how you intend to spread your proposed solution. The central questions you should answer here are:

- *How you intent to take your prototype to the next level of maturity after the CHEST funding period?*
- *Which other sources of financing are you going to use?*
- *How are you planning to reach your target groups?*

Please focus on the mechanisms used to spread your approach. In many cases, however, you will not be able to implement your solution in other locations yourself. Instead, you may collaborate with local or regional partners or approach local providers and ask them to implement your approach independently. Some projects spread certain activities or services. Others enable, educate or empower third parties to use a method themselves. Or they spread an attitude or an idea. Please describe as detailed as possible, what exactly you spread. There is a wide range of possibilities for spreading and scaling solutions – from the publication of knowledge and experience to licensing or expansion of your own activity by growing your organisation. You can use the following examples for your description:

- *Open distribution: You provide experience and knowhow to third parties either for a fee or free-of-charge but do not influence the local implementation (except through advice and/or assistance). The following are three strategies which are frequently used for open distribution:*
    - *Publication of results via brochures, manuals, web sites, or public presentations*
    - *Training and consulting*
    - *Definition of standards, possibly also accreditation*

- *Open source / creative commons licensing models for your prototype / final solution*

· *License and/or social franchise models: You collaborate with independent partners who are responsible for implementing the activity locally, but are bound by a (contractual) agreement. For instance, partners are permitted to use your knowhow, brand, and other intellectual property. At the same time, they may be required to take part in trainings or even undergo regular certification, to meet quality standards or pay fees or charges for services that you provide.*

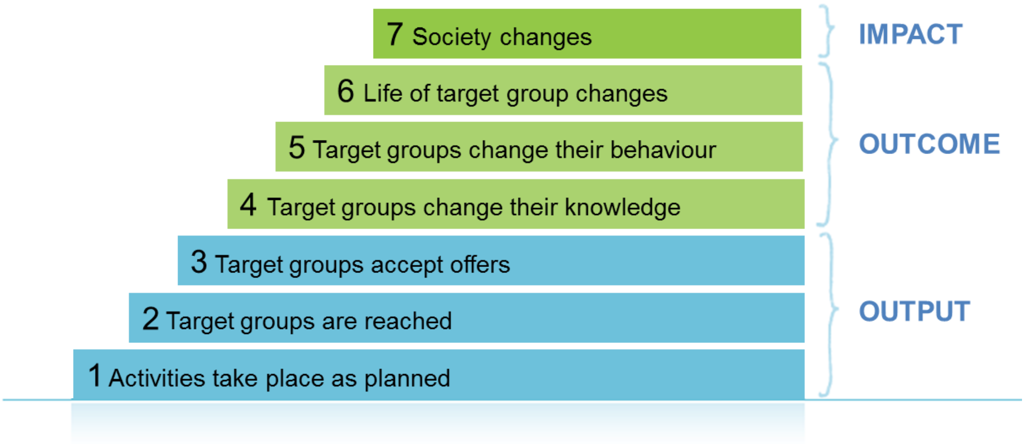
· *Networks and cooperation approach: Your own activity can also be spread by forming or joining a network or by entering into cooperation with other organisations in the market.*

Recommendation: Stay between 2000 and 5000 characters.

[…]

12.Measuring your Social Impact

In chapter 2 you have described the societal problem you are addressing. In this section we ask you to report on the social impact you anticipate for the individual target groups as a result of your solution – and the extent to which you succeed in realizing your objectives. To understand the concept of social impact, the distinction between resources used, work performed, and impact has proven useful:



Adopted from Kursbuch Wirkung, Phineo gAG

3.1 Your expected social impact

Impacts are defined as the social changes which can be observed as a consequence of the output of your activity. Ecological impacts are also considered as social impacts in this context. Impact can affect the individuals directly addressed. For instance, changes in the behaviour of parents attending parental training. Changes (impacts) may also affect some groups indirectly such as the children of parents who have participated in parental training. In certain cases, it is also possible to specify results on the level of society. For instance, it may be possible to quantify a re-socialisation programme's cost savings for the whole economy due to a particularly low relapse rate or the carbon dioxide savings that result from an energy-saving campaign.

Please describe the social impact you anticipate for the individual target groups as a result of your activity!

Recommendation: Stay between 2000 and 5000 characters.

[…]

Based on this description you should derive a set of useful indicators (Key Performance Indicators, KPIs) which help you to measure your social impact – and to set your specific goals for these indicators. In many cases, it will be difficult to directly measure the impact of your activity. However, appropriate indicators that are known to be closely connected with your intended effects will allow you to make statements about the effectiveness of your activities – even if you are not able to ultimately prove causality, it will be helpful to explain why you derive the effectiveness of your activity from certain indicators. In order to facilitate *this process we have pre-defined a list of common indicators which each CHEST beneficiary should report:*

Table 4: Common indicators for all CHEST projects (see also appendix 2)

<table>
<tr><th>Dimensions</th><th>Indicators</th><th>Variables</th><th>Target value</th><th>Measured value</th></tr>
<tr><td rowspan="4">ONLINE COMMUNITY BUILDING</td><td rowspan="4">User involvement in prototype evaluation / test usage</td><td>Number of target groups involved in co-design process</td><td></td><td></td></tr>
<tr><td>Number of users involved in co-design process</td><td></td><td></td></tr>
<tr><td>Ratio between men and women involved</td><td></td><td></td></tr>
<tr><td>Ratio between young, adult and old people involved</td><td></td><td></td></tr>
<tr><td rowspan="2">ACCESS TO INFORMATION</td><td>Project self-evaluation of its capability to influence information asymmetries</td><td>Project self-evaluation of its capability to influence information asymmetries (e.g. access to sources of information that represent a range of political and social viewpoints, access to media outlets or websites that express independent, balanced views, etc.)</td><td></td><td></td></tr>
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<tr><td rowspan="4">KNOWLEDGE SHARING</td><td rowspan="2">Sharing through CHEST website</td><td>Number of entries in project blog on CHEST website</td><td></td><td></td></tr>
<tr><td>Number of comments / replies on project blog entries on CHEST website</td><td></td><td></td></tr>
<tr><td rowspan="2">Sharing through social media channels</td><td>Quantified measure of followers on selected social media channels (e. g. twitter followers, facebook friends, etc.)</td><td></td><td></td></tr>
<tr><td>Quantified measure of communications on selected social media channels (e. g. number of project tweets and re-tweets, etc.)</td><td></td><td></td></tr>
</table>

In addition to this list of indicators common for all CHEST beneficiaries we ask you to define those indicators that best suit your project (from the catalogue of additional indicators, appendix 3). In order to do so, you should first choose your primary and your secondary social impact area and then identify at least 3 different indicators for each impact area that are most suitable for your project. If suitable, you can in addition also choose an economic impact area and similarly identify at least 3 different indicators for that area. The social and economic impact areas are listed below:

7. *Social impact areas (including ecological impacts)*
    1.1 Impact on community building and empowerment
    1.2 Impact on information
    1.3 Impact on ways of thinking, values and behaviours
    1.4 Impact on education and human capital
    1.5 Impact on employment
    1.6 Impact on environment
    1.7 Impact on civic and political participation
    1.8 Impact on policies and institutions
8. *Economic impact areas*
    2.1 Users' economic empowerment
    2.2 The economic value generated by the project

In appendix 3, you will find an extensive catalogue of potential indicators for each impact area. If non or not enough of the indicators listed in appendix 3, you can also define your own indicator(s) according to your needs.

For each indicator, please define a target value you aim to achieve at the end of the 10-month funding period and fill the following table with your set of indicators for each impact area!

Impact area: […]

Dimensions	**Indicators**	**Variables**	**Target value**	**Measured value**
[…]	[…]	[…]	[…]	
		[…]	[…]	

While some indicators will be only quantifiable once your prototype is finished, others can be assessed already during the development phase. One way to allocate their values is an early concept or prototype test / evaluation. One key prerequisite to achieve a high impact in developing Digital Social Innovations is the user-centred design involving your target users right from the project start (co-design). Following an iterative development cycle, we ask you to carry out such a concept test / prototype evaluation involving your target users already within the first 5 months of your funding period. There are many different and easy to use techniques available to carry out such early-stage evaluations (user analysis, concept test, etc.) taking place even before a running system is available (using click-demos, mockups or paper) – for example:

- *Scenario-based testing (http://www.cs.pomona.edu/classes/cs181f/supp/scenariotest.html)*

- *Wizzard-of-Oz prototyping (http://www.ucc.ie/hfrg/projects/respect/urmethods/wizard.htm)*
- *Paper prototyping (http://www.paperprototyping.com/what.html)*
- *Video Prototyping (http://www.ucc.ie/hfrg/projects/respect/urmethods/video.htm)*

Choose an applicable methodology (for possible methods other than the few stated above please take a look at http://www.ucc.ie/hfrg/projects/respect/urmethods/methods.htm) and carry out an evaluation/test of your envisioned prototype/concept testing a suitable sub-set of your indicators (selecting some but not all indicators identified for your project under section 3.2) – you should at least provide following information (Dimension: Online Community Building, Indicator: User involvement in prototype evaluation / test usage):

- *Number of target groups involved in co-design process*
- *Number of users involved in co-design process*
- *Ratio between men and women involved*
- *Ratio between young, adult and old people involved*

Please provide a brief summary of the evaluation results and describe those areas (indicators) for which the prototype will be well suited – and the week spots you found where further improvements in the requirements or early design will be necessary. The goal here is not to show that your idea is already perfect. On the contrary: As your project is new and innovative, it is very likely that in interacting with your target groups by testing your idea with them you will encounter unforeseen critical issues. Please describe these issues and provide your ideas to address them. In order to help you solve these problems we will involve the experts of our CHEST community providing you with feedback and ideas so please be brief but clear in your description.

Recommendation: In addition to assessing the values of the KPIs you measured, please stay between 3000 and 5000 characters in the description of your evaluation.

[…]

Annex IV – Catalogue of project specific Social Impact indicators[5]

1. Social impact areas (including ecological and political impacts)

1.1 Impact on community building and empowerment (additional indicators)

Dimensions	Indicators	Variables
ONLINE COMMUNITY BUILDING	Change in time spent on the platform by users	Time spent by the users, on average
		Change in time spent on the platform by users
ONLINE COMMUNITY EMPOWERMENT	Number of groups spontaneously created by the users	Number of groups spontaneously created by the users
	Project capability to influence trust among users	Self-assessment on project capability to influence trust among users
		Sharing of personal data among users
LOCAL COMMUNITY BUILDING	Project self-assessment of its capacity to foster the creations and the enlargement of local communities/groups	Project self-assessment of its capacity to foster the creations and the enlargement of local communities/groups
	Project capacity to provide to local communities/groups instruments for better organise themselves	Project self-assessment of its capacity to provide to local communities/groups instruments for better organise themself
LOCAL COMMUNITY EMPOWERMENT	Number of events organised by the the project addressing local communities	Number of participants to events organised by the project addressing local communities

[5] [5] This set of impact indicators is based on the methodological framework developed by the IA4SI project (www.ia4si.eu). You can find the full set along with further explanations under http://ia4si.eu/wp-content/uploads/2014/11/D%202%201_methodology_1.1_301114.pdf
The IA4SI methodological framework is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 3.0 Unported License.

	Project capability to influence local communities in terms of social inclusion and non-discrimination	Project self-evaluation of its capability to make local communities more inclusive
		Number of project activities/outputs dedicated to fostering social inclusion and non-discrimination in local communities

1.2 Impact on information (additional indicators)

Dimensions	Indicators	Variables
ACCESS TO INFORMATION	Typology of information- data available on the platform	Typology of information- data available on the platform - selection from a list including: • Articles/long post/structured content • Short post/status updated • Forum discussions • Forum entries • Images • Videos • Other contents
	Quantity of information available	Number of information for each typology selected in the previous question at the time of the assessment
QUALITY OF INFORMATION	Instruments provided by the project allowing users to verify the quality of the information he/she access	Number of instruments provided allowing users to verify the quality of the information he/she access to

1.3 Impact on ways of thinking, values and behaviours (additional indicators)

Dimensions	Indicators	Variables
CHANGES IN OPINIONS / WAYS OF THINKING	Topics where opinion change is expected to happen	Topics where opinion change is expected to happen
		Detailed description of topic and subtopics
	Activities performed by the project in order to achieve the expected change in users opinions, values and behaviours	Activities performed by the project in order to achieve the expected changes in users opinions, values and behaviours
	Number of people participating in the activities	Number of people participating in the activities
CHANGE IN BEHAVIOURS	Topics where changes in behaviours are expected to happen	Topics where changes in behaviours are expected to happen

1.4 Impact on education and human capital (additional indicators)

Dimensions	Indicators	Variables
TRAINING PROVIDED BY THE PROJECT	Training efficiency	Hours of training provided by the project
		Number of persons trained
		Topics covered by training activities
		Budget allocated to training
	Tools for education/training developed by the project	Number of tools for education/training developed by the project
		Description of tools for education/training developed by the project
IMPACT ON HUMAN CAPITAL	Impact on users eSkills	Number of activities supporting the acquisition of digital competences, digital literacies competences, eSkills and the

		reduction of digital divide
		Number of participants to activities supporting the acquisition of digital competences, digital literacies competences, eSkills and the reduction of digital divide
	Project self-evaluation of its capability to support the personal development of its users	Project self-evaluation of its capability to support the personal development of its users
		Description of project's support to the personal development of its users
CHANGE IN TRAINING CURRICULA, EDUCATIONAL POLICIES AND PERSONAL INVESTMENTS IN EDUCATION	Project self-evaluation of its capability to influence changes in training curriculum of secondary and higher education	Project self-evaluation of its capability to influence changes in training curricula of secondary and higher education
	Project self-evaluation of its capability to influence changes in educational policies	Project self-evaluation of its capability to influence changes in educational policies
		Description of project influence on educational policies
	Project self-evaluation of its capability to influence its users investment in education	Project self-evaluation of its capability to influence its users investment in education
		Description of project influence on users investments in education

1.5 Impact on employment (additional indicators)

Dimensions	Indicators	Variables
IMPACT ON JOB CREATION (DIRECTLY DEVELOPED BY THE PROJECT)	New job places generated	Number of persons recruited specifically for the project
	Number of persons recruited specifically	Number of persons recruited specifically for the project that will

	for the project that will continue to work after the end of the project	continue to work after the end of the project
	Impact on woman employment	Rate of woman in the project
	Number of new job places generated (or expected to be generated) by the project outputs	Number of new job places generated (or expected to be generated) by the project outputs
	Number of spin-off/start-ups developed as a result of the project	Number of spin-off/start-ups developed as a result of the project

1.6 Impact on environment (additional indicators)

Dimensions	Indicators	Variables
PROJECT IMPACT ON ENVIRONMENTAL BEHAVIOURS RELATED TO THE GREENHOUSE GASES ISSUE	Project self-assessment of its capability to provide easier access to innovative solutions for low carbon technologies	Project self-assessment of its capability to provide easier access to innovative solutions for low carbon technologies
	N. of compensation activities performed by the users since their engagement with the project (perception of the project vs. users questionnaire)	N. of compensation activities performed by the users since their engagement with the project according to the project
PROJECT IMPACT ON BEHAVIOURS RELATED TO AIR POLLUTION RELATED TO TRANSPORT ISSUE	Project self evaluation of contribution to the increase in users' sensitivity towards the issue of air pollution related to local, everyday transport	Project self evaluation of contribution to the increase in users' sensitivity towards the issue of air pollution related to local, everyday transport
	Project self-assessment of its capability to provide easier access to innovative solutions for a sustainable transport choices	Project self-assessment of its capability to provide easier access to innovative solutions for a sustainable transport choices

PROJECT IMPACT ON ENVIRONMENTAL BEHAVIOURS RELATED TO THE WASTE ISSUE	Project self assessment of its capability to provide easier access to waste management technologies	Project self assessment of its capability to provide easier access to waste management technologies
	N. of waste reduction activities performed by the users since their engagement with the project	N. of waste reduction activities performed by the users since their engagement with the project according to the project
	Project self evaluation of the increase in users' sensitivity towards the waste issue (e.g. participation to community-based reusing/recycling initiatives, etc.)	Project self evaluation of the increase in users' sensitivity towards the waste issue (e.g. participation to community-based reusing/recycling initiatives, etc.)
PROJECT IMPACT ON ENVIRONMENTAL BEHAVIOURS RELATED TO THE SUSTAINABLE CONSUMPTION ISSUE	Increase of green / local / ethical products purchased by users in relation to start of the project- in percentage	Increase of green / local / ethical products purchased by users in relation to start of the project- in percentage
	N. of promotion of sustainable consumption activities performed by the users since their engagement with the project (perception of the project vs. users questionnaire)	N. of promotion of sustainable consumption activities performed by the users since their engagement with the project according to the project
	N. of green labels or certifications for products or services promoted by the initiative	N. of green labels or certifications for products or services promoted by the initiative
PROJECT IMPACT ON ENVIRONMENTAL BEHAVIOURS RELATED TO THE BIODIVERSITY ISSUE	N. of biodiversity conservation initiatives supported by the users	N. of biodiversity conservation initiatives supported by the users
	Project self-assessment of its capability to provide easier access to biodiversity conservation technologies / methodologies	Project self-assessment of its capability to provide easier access to biodiversity conservation technologies / methodologies

1.7 Impact on civic and political participation (additional indicators)

Dimensions	Indicators	Variables
IMPACT ON CITIZENS/USERS POLITICAL AWARENESS	Project self evaluation of changes in the time spent by users in getting informed about local, national and international political issues	Project self evaluation of changes in the time spent by users in getting informed about local, national and international political issues
	Project self assessment of changes in the time spent by users in persuading friends, relatives or fellow workers about social/political issues	Project self assessment of changes in the time spent by users in persuading friends, relatives or fellow workers about social/political issues
	Changes in the social/political topics addressed by users	Changes in the social/political topics addressed by users
IMPACT ON CITIZENS/USERS CIVIC PARTICIPATION	Instruments developed by the project offering new channels/way for civic participation	Number of instruments developed by the project offering new channels/way for civic participation
	Project self evaluation of its capability to increase the number of citizens participating to civic-society organisation	Project self evaluation of its capability to increase the number of citizens participating to civic-society organisation
	Project self evaluation of its capability to increase the time spent by citizens in participating to civic-society organisation	Project self evaluation of its capability to increase the time spent by citizens in participating to civic-society organisation
	Project self evaluation of its capability to increase the number of bottom-up/grassroots actions	Project self evaluation of its capability to increase the number of bottom-up/grassroots actions

IMPACT ON CITIZENS/USERS POLITICAL PARTICIPATION	Instruments developed by the project offering new channels/way of political participation	Number of instruments developed by the project offering new channels/way of political participation
	Project self-evaluation of its capacity to increase citizens/users participation to national and local election	Project self-evaluation of its capacity to increase citizens/users participation to national and local election
	Project self-evaluation of its capacity to increase citizens/users participation in: signature campaigns, boycotts and manifestations	Project self-evaluation of its capacity to increase citizens/users participation in signature campaigns, boycotts and manifestations
	Project capability to improve political participation of citizens belonging to group at risk of discrimination	Project self evaluation of its capability to improve political participation of citizens belonging to group at risk of discrimination

1.8 Impact on policies and institutions (additional indicators)

Dimensions	Indicators	Variables
PROJECT CAPABILITY TO INFLUENCE POLICIES AND INSTITUTIONS	Number of policy recommendations produced by the project	Number of policy recommendations produced by the project
	Number of policy makers and institutions representatives aware of the policy recommendations	Number of policy makers and institutions representatives aware of the policy recommendations
	Meetings/conferences organised/attended for influencing policy-makers	Number of meetings/conferences organised/attended for influencing policy-makers
		Number of policy makers/institutions represented in the meeting
	Project self-evaluation of its capability to influence institutions/governments transparency	Project self-evaluation of its capability to influence institutions/governments transparency
	Project capability to influence parties/democratic processes transparency	Project capability to influence parties/democratic processes transparency
	Policies/regulations/laws changed or updated by the project	Number of policies/regulations/laws changed or updated by the project
	Number of institutions created or changed by the project	Number of institutions created or changed by the project
USERS IMPACT ON POLICIES AND INSTITUTIONS	Project self-evaluation of its capability to influence the capability of citizens/users and civic society organisations of influencing policies	Project self-evaluation of its capability to influence the capability of citizens/users and civic society organisations of influencing policies
	Number of policy recommendations/documents /petitions produced by users	Number of policy recommendations/documents/petitions produced by users thanks to the use of the project outputs
	Project evaluation of users capability to influence institutions/governments transparency	Project evaluation of users capability to influence institutions/governments transparency
	Project evaluation of users capability to influence parties/democratic processes transparency	Project evaluation of users capability to influence parties/democratic processes transparency
	Number of policies/regulations/laws changed or updated by project users	Number of policies/regulations/laws changed or updated by project users

	Number of institutions created or changed by project users	Number of institutions created or changed by project users

2. Economic impact areas

2.1 Users' economic empowerment (additional indicators)

DIMENSION	INDICATOR	VARIABLE
IMPACT ON ACCESS TO FINANCE	Project self-evaluation of its capability to increase the access to finance of its users	Project self-evaluation of its capability to increase the access to finance of its users
		Total Funding distributed
		Type and description of instruments for increasing access to finance
	Impact through crowdfunding	Money attracted by the project through crowdfunding
		Project self-evaluation of improving investment risk diversification opportunities for the users of the project through crowdfunding
IMPACT ON ENTREPRENEURS HIP AND INCOME GENERATION FOR THE USERS	Project self-evaluation of its capability to support the creation of entrepreneurial initiatives by users	Project self-evaluation of its capability to support the creation of entrepreneurial initiatives of its users
	Number of enterprises or business ideas developed by the project users	Number of enterprises or business ideas developed by the project users
		Instruments stimulating entrepreneurial activities
	Number of test beds provided by the project supporting the users for testing business ideas	Number of test beds provided by the project supporting the users for testing business ideas
	Project self-evaluation of its capability of improving the support to users for diversifying income resources	Project self-evaluation of its capability to improve user support in diversifying income resources
	Project self-evaluation of its capability of increasing the incomes of the users	Project self-evaluation of its capability of increasing the incomes of the users

	Project self-evaluation of its capability of increasing the resilience of its users to cope with crises	Project self-evaluation of its capability of increasing the resilience of its users to cope with crises

2.2 The economic value generated by the project (additional indicators)

DIMENSION	INDICATOR	VARIABLE
ECONOMIC RESULTS	Project self-evaluation of increasing the resource pooling of the users	Project self-evaluation of increasing the resource pooling of the users
	Cost saving related to resource pooling	Cost-saving related to resource pooling
	Percentage of use of shared resources	Percentage of use of shared resources
	Monetary value of shared resources	Monetary value of shared resources
BUSINESS MODELS	Business Models	Business Models
	Project self-evaluation of being able to generate a new business model	Project self-evaluation of being able to generate a new business model
	New market opportunities for partners	New market opportunities for partners
	Number of business collaborations	Number of business collaborations
COMPETITIVENESS AND EXPLOITATION	Project competitors	Project competitors
	Project self-evaluation of its impact on the capability of the project team to keep pace with competitors	Project self-evaluation of its impact on the capability of the project team to keep pace with competitors
	Number of persons able to be dedicated to exploitation and	Number of persons able to be dedicated to exploitation and innovation transfer

	innovation transfer	
	Number of activities for the transfer of each project output	Number of activities for the transfer of each project output