



Project acronym: **GALATEA**

Project title: *Grow and Accelerate your smart projects in new value chains of the European Blue Economy*

Grant Agreement n°873026

## D.3.1

### Methodology for evaluation

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**Abstract**

This report presents the evaluation questions, criteria and indicators, and the frequency of data collection, to conduct the evaluation and impact assessment of GALATEA project (implementation and achievement) on an ongoing basis.

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## List of Abbreviations

B2B – Business to business

EASME – Executive Agency for Small and Medium Enterprises

EC – European Commission

FSTP - Financial Support to Third Parties

IC – Innovation Club

ICT – Information and Communication Technologies

KPI – Key Performance Indicator

SME – Small and medium-sized enterprise

WP – Work Package

## Executive summary

The deliverable intends to present **the main methodological tools** for the structuring of the GALATEA monitoring and evaluation process: the intervention logic of the project, the evaluation questions, criteria and indicators and the monitoring plan.

The objective is to build an **efficient project monitoring and evaluation process**: a rigorous methodology to assess the project's implementation (inputs and outputs in relation with planned activities) and the project's achievement (results and impacts in relation to the GALATEA project objectives) on an ongoing basis, that will be sufficiently frequent and consistent to take rapid corrective measures, but not too complicated and time-consuming for each partner to implement.

GALATEA methodologies and principles are based on the NEPTUNE experience, and **the evaluation and monitoring activities are designed to build upon the best practices learned by the project team during NEPTUNE.**

The present document *D3.1 Methodology for monitoring* is the first deliverable of Work Package 3 *Monitoring and Evaluation*. It will be delivered at an early project stage (Month 3) and addresses the following issues:

- What are the **main needs of assessment**?
- What are the **expected interrelations** between the GALATEA objectives (strategic and operational), activities and expected outcomes (results and impacts)?
- What are the **most relevant indicators** to monitor the project's implementation and project's achievement, and validate these expected interrelations?
- What are the **efficient methods to collect** these indicators?

## 1. Background and context

GALATEA “Grow and Accelerate your smArT projecTs in nEW value chAins of the European Blue Economy”, is a continuation of the successful INNOSUP-1 project “NEPTUNE, the Blue Growth Accelerator”, that ended in December 2018.

GALATEA brings together the cooperation and experiences of 7 ICT, aerospace, water technologies and maritime cluster and 1 research and technology organisation from 5 European countries: France, Greece, Romania, Poland and Spain. It started in June 2020 and will run for 30 months.

The GALATEA project aims to develop new cross-sectoral and cross-borders value chains supporting innovative SMEs to foster the development of Blue Growth key industries in Europe. This development will be driven by the integration of technologies and know-how from aerospace and ICT sectors, to the following domains: ports, ships, shipyards and maritime surveillance.

To reach this objective, GALATEA will implement a three-step methodology:

- 1) **Emergence of challenges**, based on the identification of customer’s needs and societal challenges at stake related to Smart Port, Smart Ship, Smart Shipyard and maritime surveillance.
- 2) **Emergence of ideas**, facilitated by the implementation of various digital tools giving the opportunity to organise remote networking sessions between European SMEs.
- 3) **Innovation support and services**, with two calls for proposals that will be launched, providing beneficiaries with financial support and services for the implementation of their innovation activities. SMEs will be awarded for a maximum grant of 60,000 €.

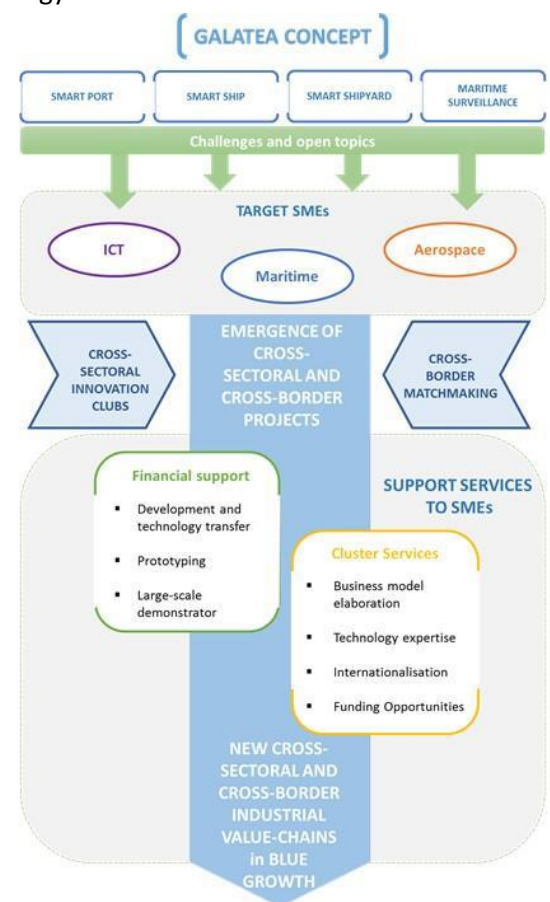


Figure 1 - GALATEA concept



## 2. Evaluation framework of GALATEA project

### 2.1. Objective of the monitoring and evaluation process

The objective of the monitoring and evaluation process is to compare the initial proposal in terms of objectives and activities, with the situation in terms of project achievements and project implementation, and to propose, if necessary, corrective measures.

Reminder of the GALATEA general objective: support innovation in SMEs for the emergence of a new industrial value chain to foster the development of 4 key topics of the Blue Growth industries (and meet its associated challenges), and not to randomly support SMEs from individual clusters.

→ *Main related KPIs: support at least 100 European SMEs (FSTPs, services, or other mechanisms), for the development (creation or improvement) of 35 new innovative solutions (product or production processes).*

Reminder about the GALATEA activities: implementation within 6 WPs through: needs and challenges analysis, open-spaces solutions, innovation clubs, B2B events, calls for interest, FSTP system, services, dissemination and communication activities.

→ *Main related KPIs: involvement of 50+ end-users during the needs' analysis, management of 3 open-calls (2 for FSTPs and 1 for services), implementation of 1 collaboration spaces solutions, organisation of 2 innovation clubs and 2 remote international matchmaking events.*

To do that, we need to build tools that allow for:

- A shared vision between project partners, from the initial GALATEA proposal, on the objectives, activities, and expected outcomes, summarise use of **the intervention logic tool**.
- A shared vision between project partners on the GALATEA statement, in terms of dimensions to assess, and the associated criteria and indicators, summarise use of **the evaluation framework**.

### 2.2. The intervention logic of GALATEA project

The intervention logic is built around the definition of the so-called hierarchy of objectives (specific and operational) that the GALATEA project is seeking to achieve, by linking them to the outcomes resulting from a successful implementation in terms of outputs (short-term immediate outcomes), results (intermediate outcomes) and impacts (longer-term outcomes). The intervention logic is summarised in the following graphic representation.

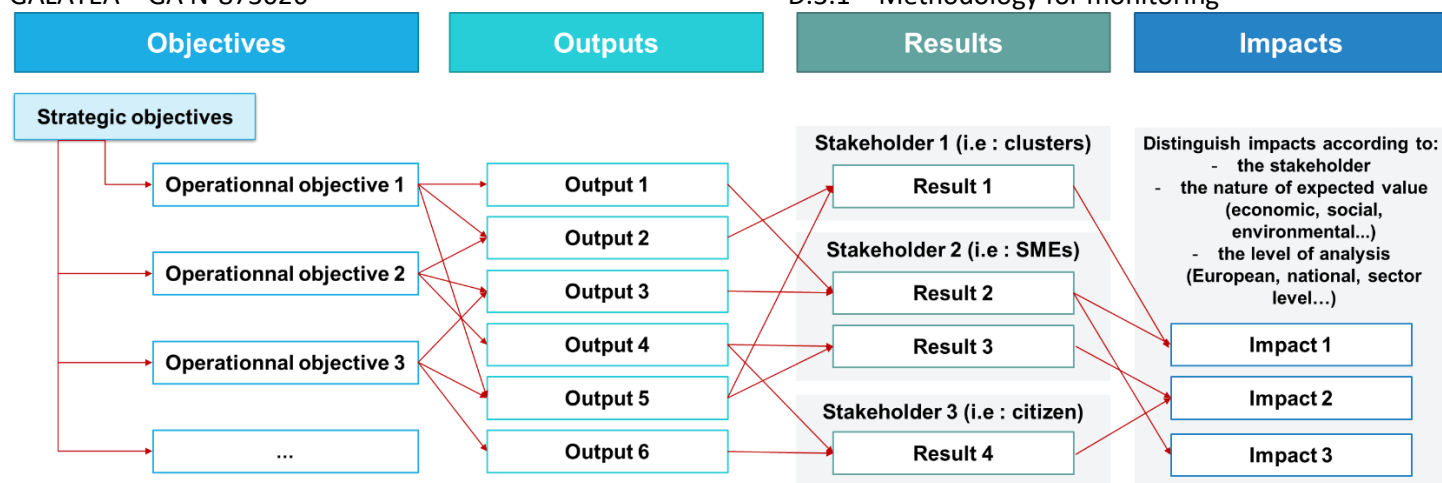


Figure 2 – Graphic representation of intervention logic

The development of the intervention logic is based on the translation of the objectives of the project into a hierarchy of expected outcomes.

After several discussions between the project partners, the consortium agreed with the intervention logic below.

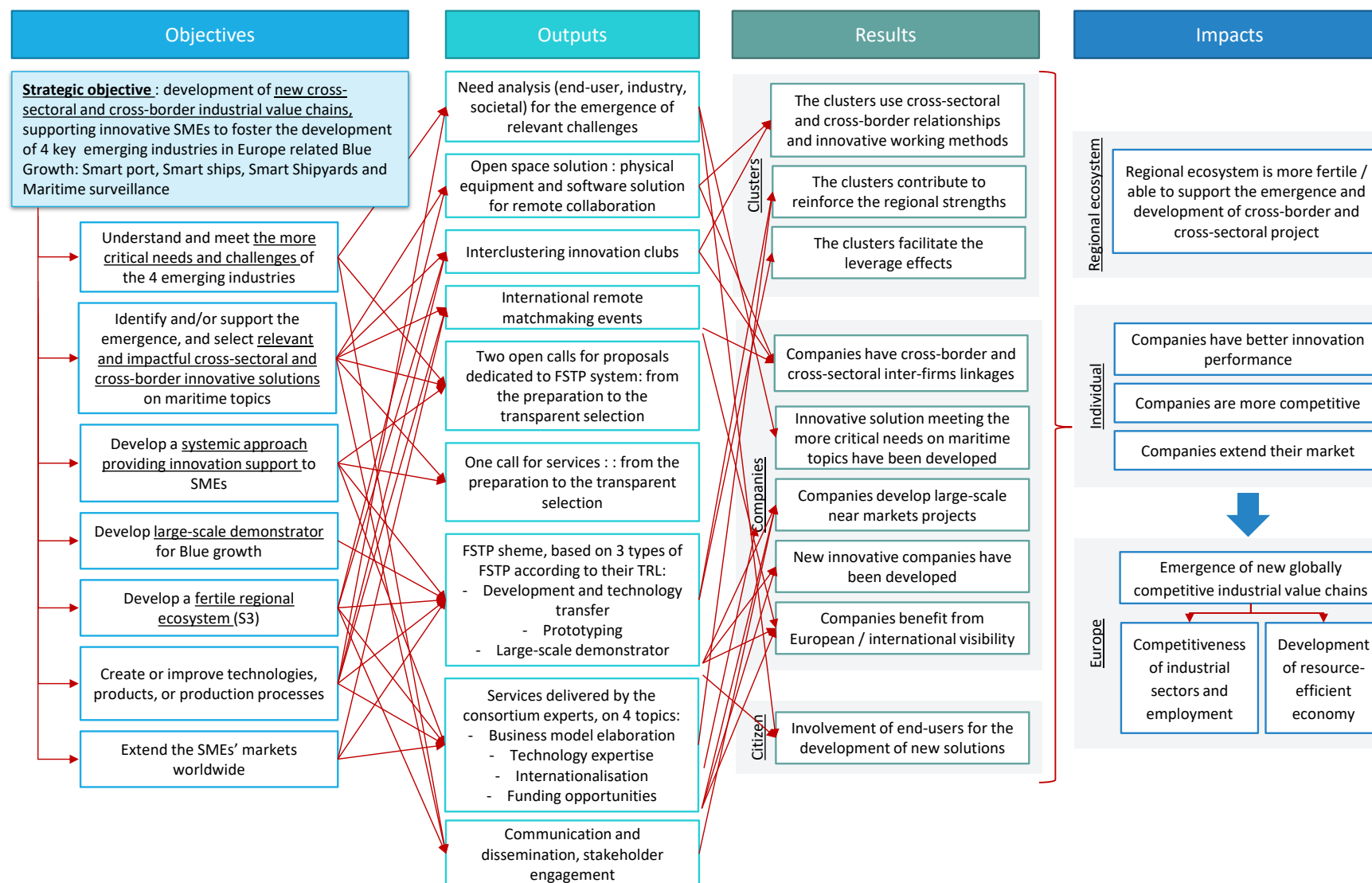


Figure 3 - GALATEA intervention logic

### 2.3. The evaluation framework of the GALATEA project

There are five typical evaluation dimensions when undertaking such an evaluation exercise, linked to the intervention logic: Relevance, Efficiency, Effectiveness, Added value and Coherence.

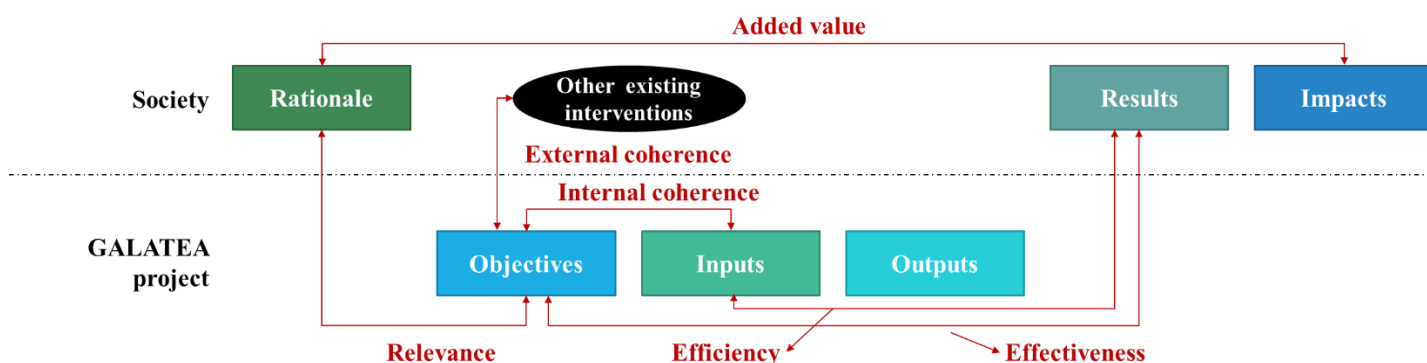


Figure 4 - Graphic representation of existing evaluation dimensions

Our understanding regarding the EC/EASME expectations, to facilitate the monitoring and evaluation undertaken, notably, by the EASME, is that two main aspects of the project have to be monitored and evaluated: the implementation of GALATEA and its achievements. In particular, and in relationship with the content and activities of the project, the identified needs of assessment are:

Needs assessment	Sub-dimensions	Target
<b>Project implementation</b> <u>Inputs and outputs in relation with the planned activities</u>	<ul style="list-style-type: none"> <li>The process used for management, coordination and internal communication</li> <li>The methodology used to develop the GALATEA systemic approach</li> </ul>	Internal = GALATEA consortium
<b>Project achievements</b> <u>Results and impacts in relation with the GALATEA objectives</u>	<ul style="list-style-type: none"> <li>The methodology developed for the <u>emergence of relevant challenges</u>: involvement of “customers”, societal challenges identification...</li> <li>The methodology developed for the <u>identification and selection of relevant SMEs / group of SMEs</u>, beneficiaries for the FSTP: innovation club (IC), remote international matchmaking events, call for proposal, involvement of “customers” for the selection</li> <li>The <u>set of tools</u> designed to support innovative SMEs: eligible activities and amount of FSTP, topics and modalities of services, but also contracts and reporting tools</li> </ul>	External = GALATEA third parties (SMEs supported) and ecosystem (partnered customers)

The **assessment of the GALATEA project implementation** will concern in particular the dimension of **Efficiency** and **Internal Coherence**. The **assessment of the GALATEA project achievements** will concern in particular the dimension of **Effectiveness**, **External Coherence** and to a lesser extent the **Added Value**.

For each dimension, joint work between the partners has allowed for the definition of:

- an exhaustive list of evaluation questions that will be assessed during the GALATEA project;
- assessment criteria in coherence with the evaluation dimension and the project objectives;

- the identification, for each assessment criteria, a set of **qualitative and quantitative SMART** (Specific, Measurable, Achievable, Relevant, and Time dependent) **indicators**.

Each of these elements are summarised on the evaluation framework. A Graphic representation is presented here under.

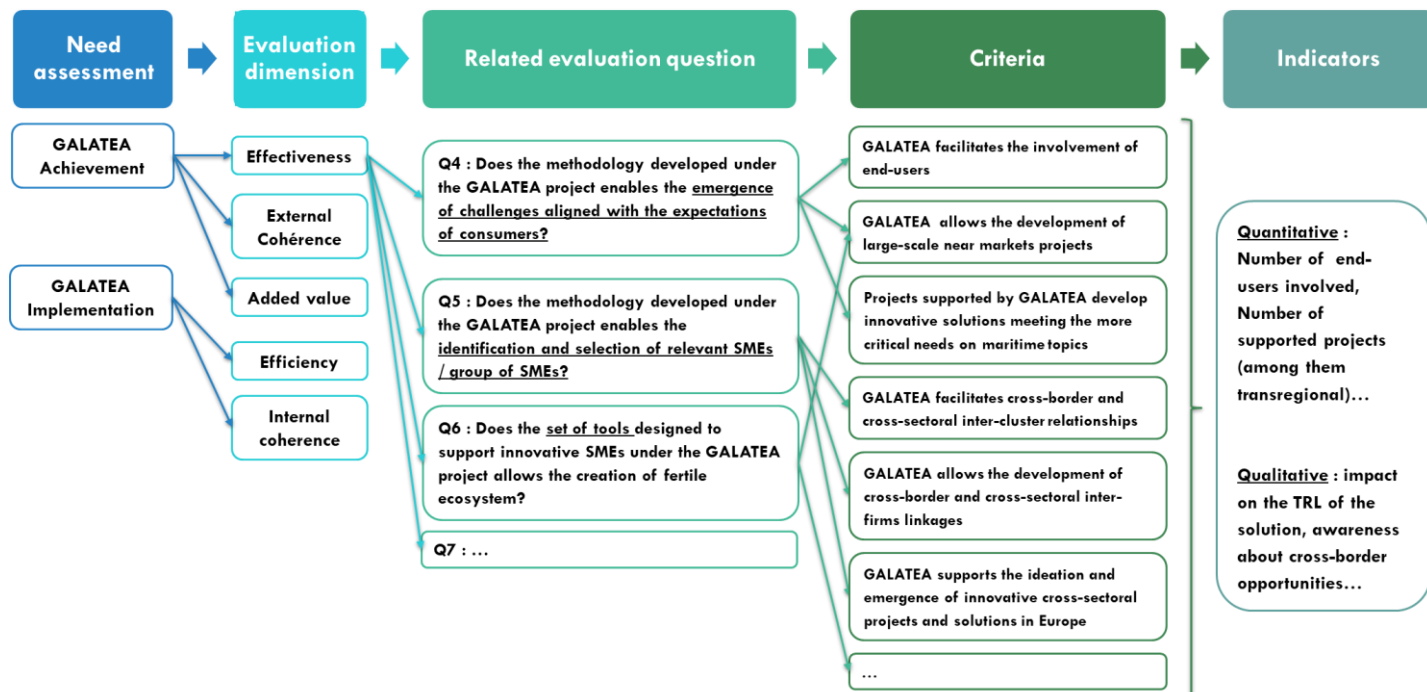


Figure 5 - Graphic representation of the evaluation framework (focus effectiveness of GALATEA)

In comparison to the previous NEPTUNE project and **based on lessons learned, the GALATEA evaluation framework has less indicators**, especially quantitative indicators self-declared regarding economic and environmental long-term impacts.

Indeed, the previous NEPTUNE project experience highlighted the need to reduce the numbers of quantitative indicators self-declared on the contractual documents (forecasting of long-term impacts, difficult to exploit) and simplify them, and to collect more direct feedback, especially from SMEs. Thus, GALATEA consortium will **launch a quick but much more focused survey to the supported SMEs (contractual, at the end of the support)** to understand the real impact of GALATEA for the development of the innovative solutions deployed.

After several discussions between the partners, the consortium agreed the following evaluation framework below.

Needs assessment 1 - GALATEA implementation (consortium level)			
Evaluation dimension	Evaluation questions	Criteria	Indicators
<b>EFFICIENCY</b>	<p>Q1: Does the process used for the <u>management, coordination and internal communication</u> of GALATEA project make it possible the development of the planned activities?</p> <p>Q2: Are the methodological tools used under the <u>systemic approach</u> of GALATEA well adapted and correctly dimensioned?</p>	<ul style="list-style-type: none"> <li>Internal management, coordination and communication follow identified processes</li> <li>Activities planned are made on time</li> <li>The use of large survey for the need analysis is useful and not time and resource consuming</li> <li>The mix between remote and physical activities for the animation of the collaborative space is useful and well proportioned</li> <li>The process and support mechanisms designed (for the identification, selection, contracting and monitoring of innovative SMEs and projects) is clearly defined and not time and resource consuming</li> </ul>	<p><u>Quantitative</u>: Timing for the setting-up of open-space solution; Number, timing and effort spent for the interclustering innovation clubs; Number, timing and effort spent for the B2B events; Timing and efforts spent for the need analysis large survey; Number of answers to the need analysis large survey.</p> <p><u>Qualitative</u>: Cluster's satisfaction on the methodological tools, Satisfaction of the participants to the innovation clubs and to the remote matchmaking event (SMEs, stakeholders), Number of participants to the innovation clubs and to the remote matchmaking event (SMEs, stakeholders), Number of application received from participants to the IC and remote B2B; Use of virtual co-working sessions.</p>
<b>INTERNAL COHERENCE</b>	<p>Q3: Is the <u>planned allocation of budget and resources</u> sufficient to make it possible to reach the GALATEA objectives?</p>	<ul style="list-style-type: none"> <li>Activities planned are delivered with the allocated budget and resources</li> <li>Budget is well shared between partners according to their degree of involvement</li> </ul>	<p><u>Quantitative</u>: budget consumption, remaining budget, delays...</p> <p><u>Qualitative</u>: partner's capacity to perform the activities planned</p>

Needs assessment 2 - GALATEA achievement (beneficiaries level)			
Evaluation dimension	Evaluation questions	Criteria	Indicators
EFFECTIVENESS	Q4: Does the methodology developed under the GALATEA project enables the <u>emergence of challenges aligned with the expectations of consumers?</u>	<ul style="list-style-type: none"><li>• GALATEA facilitates the involvement of end-users (industry and citizen) in the development of innovative solutions</li><li>• Projects supported by GALATEA develop innovative solutions meeting the more critical needs on maritime topics</li></ul>	<p><u>Quantitative:</u> Number of end-users involved (survey analysis, IC, remote B2B...), Number of supported projects, Number of cross-regional supported projects, Number of FSTPs delivered by categories, Number of innovative solutions developed (new or significantly improved products or production processes), improvement of the TRL of the solution, Number of services delivered by categories, Number of application received from participants to the IC and remote B2B, Number of SMEs participating to the final event, Number of communication activities developed</p> <p><u>Qualitative:</u> Impact of the TRL of the solutions, Changes in the innovation practices of SMEs, Awareness about cross-border and cross-sectoral opportunities, Contacts made thanks to GALATEA project, Contribution to the regional strategies (S3 priorities), European visibility</p>
	Q5: Does the methodology developed under the GALATEA project enable the <u>identification and selection of relevant SMEs / group of SMEs?</u>	<ul style="list-style-type: none"><li>• GALATEA facilitates cross-border and cross-sectoral inter-cluster relationships and working methods</li><li>• GALATEA allows the development of cross-border and cross-sectoral inter-firms linkages and collaboration</li><li>• GALATEA supports the ideation and emergence of innovative cross-sectoral projects and solutions in Europe</li></ul>	
	Q6: Does the <u>set of tools</u> designed to support innovative SMEs under the GALATEA project allows the creation of fertile ecosystem?	<ul style="list-style-type: none"><li>• GALATEA allows for the development of large-scale near market projects</li><li>• GALATEA fuels the regional, national et European innovative ecosystems</li><li>• GALATEA supports the development of innovative solutions into the European SMEs</li></ul>	
	Q7: Do the methods used for <u>external communication and exploitation of project's results</u> allow cross-sectoral and European / International visibility?	<ul style="list-style-type: none"><li>• The GALATEA project benefits from European awareness of policy makers, businesses, end-users and citizens</li><li>• The supported SMEs benefit from European and International visibility to extend their markets opportunities</li></ul>	
Needs assessment 2 - GALATEA achievement			

Evaluation dimension	Evaluation questions	Criteria	Indicators
<b>EXTERNAL COHERENCE</b>	Q8: Does the <u>set of tools</u> designed to support innovative SMEs under the GALATEA project overcome fragmentation and avoid duplication of funding?	<ul style="list-style-type: none"> <li>• GALATEA facilitates the leverage effect through ESIF and/or regional, national, European funds (e.g.: InvestEU)</li> <li>• GALATEA facilitates the leverage effect through private sector actions</li> </ul>	<p><u>Quantitative:</u> Number of co-funded projects, Number of SMEs receiving access to capital risk and other forms of finance</p> <p><u>Qualitative:</u> companies' satisfaction on the leverage effects of GALATEA</p>
<b>ADDED VALUE</b>	<p>Q9: How does the GALATEA project contribute to the European SMEs performance?</p> <p>Q10: How does the GALATEA project contribute to the regional ecosystem dynamism?</p> <p>Q11: How does the GALATEA project contribute to the European strategies (Innovation, Competitiveness, Blue Growth, Green Deal, DEP...)?</p>	<ul style="list-style-type: none"> <li>• GALATEA supports the innovation performance of SMEs</li> <li>• GALATEA E supports the SMEs development and competitiveness (industrial leadership)</li> <li>• GALATEA supports the SMEs market visibility and opportunities (internationalisation)</li> <li>• GALATEA contributes to regional smart specialisation strategies (S3) by reinforcing the regional strengths</li> <li>• GALATEA enables the emergence of a new globally competitive industrial value chain (define geographical scale) and fuels the regional ecosystems</li> <li>• GALATEA contributes to the development of a resource-efficient economy (ecological transition, circular economy), in line with the Green Deal</li> <li>• GALATEA contributes to the competitiveness of European targeted industrial maritime sectors, in line with Blue Growth strategy</li> <li>• GALATEA contributes to the digital transition, in line with the Digital strategy</li> </ul>	<p><u>Quantitative:</u> Number of SMEs declaring impact in terms of turnover, employment, market share, internationalisation... number of projects supported in line with S3, number of projects supported in line with European strategy (blue growth, green deal, DEP...)</p> <p><u>Qualitative:</u> Impact on SMEs turnover, impacts of employment (created / safeguarded), Impacts on SME market share, Impacts for the digital transition, Impact for the environmental transition</p>



### 3. Monitoring Plan

The monitoring plan describes how the data will be collected (with which tools, responsibilities), the frequency of collection, and the frequency of monitoring so that it is sufficiently frequent to take rapid corrective measures but not so frequent as to make it inefficient (and time-consuming).

In comparison to the NEPTUNE project and **based on lessons learned previously, the GALATEA monitoring plan aims to define how to improve the optimisation of the efforts spent by the partners** and by the SMEs for the data collection and **to allow for a feedback loop for ensuring ongoing improvement** (GALATEA, “a learning process”).

The tools for the data collection will be designed considering the time and resources both SMEs and GALATEA’s clusters will be able to dedicate to these activities. Specific reporting conditions will therefore be built into the FSTP agreements, to ensure they are provided by participants in a timely fashion.

In addition,

- **the data collection will be integrated as much as possible into the software tool** used for the management of the call for application and supported projects, to avoid additional data entry times.
- **A quick but very focused survey to the supported SMEs (contractual) will be launched at the end of the GALATEA project** to understand the real impact of GALATEA for the development of the innovative solutions implemented via the projects, of the companies, and of the European value chain, and to collect their feedback about the support mechanism developed via the GALATEA accelerator. This survey will be run by an external and neutral organisation: GAC Group, an international innovation consultancy firm specialised in innovation performance support and in inter-regional and international collaboration with varied project experiences related to the evaluation and monitoring of innovation projects.
- **Specific attention has been paid to the retro-planning to ensure we have a coherent feedback loop allowing to take corrective measures if necessary and implementing a learning process.** For example, specific evaluation will be conducted at the end of the first open call, to ensure we have the feedback from the first open call of proposal before launching and evaluating of the second call. Idem regarding the IC and remote B2B emergence tools.

Two assessment reports are planned during the project, in line with the EC reporting periods: M15 and M30.

The following scheme summarises how the data will be collected (tools and responsibilities).

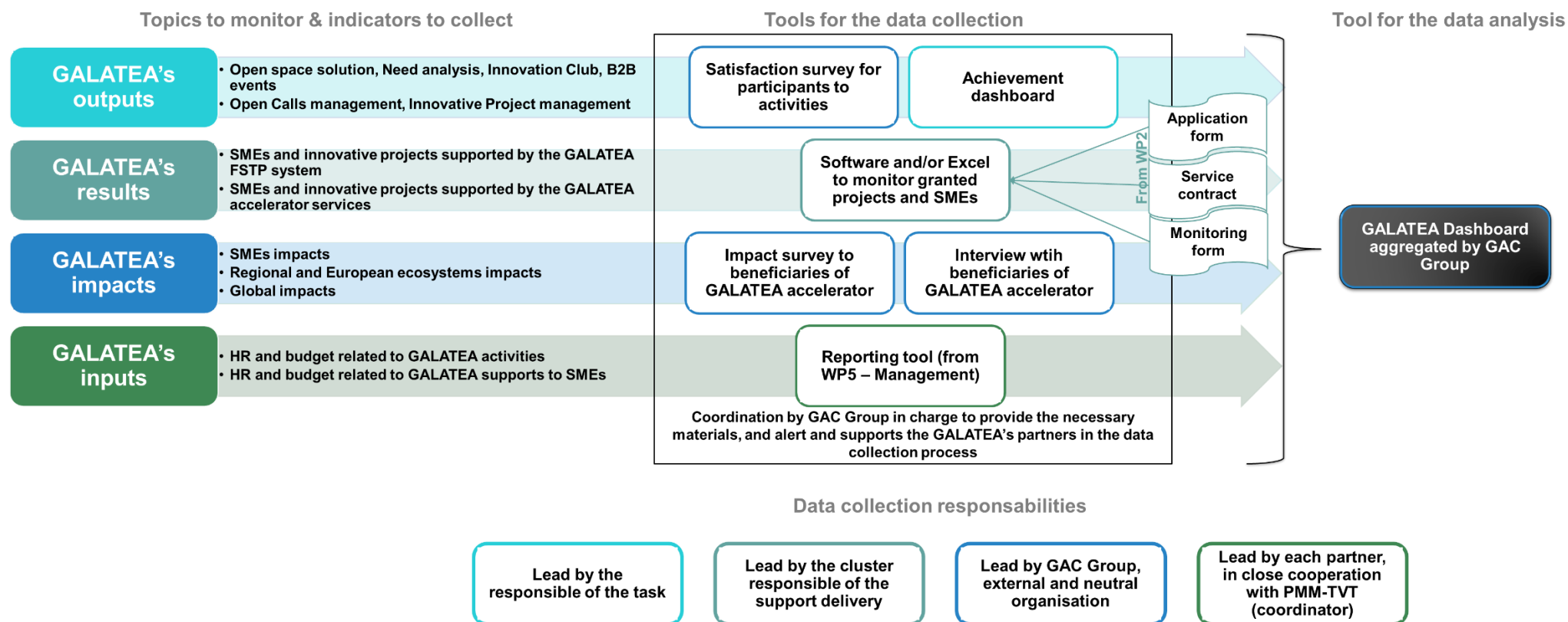


Figure 6 - Data collection process and responsibilities

The table below describes in detail for each indicator how the data will be collected and the frequency of collection

Tools for data collection	Frequency	Data collection process	Quantitative	Qualitative
<b>Satisfaction surveys for participants to activities</b>	Dedicated online survey will be launch at the end of each event  Evaluation before the second round of activities	Launch by GAC Group  Completed by participants to GALATEA activities	n.a	<b>Innovation Clubs</b> <ul style="list-style-type: none"> <li>Satisfaction of the participants (SMEs, stakeholders)</li> <li>Contacts made thanks to GALATEA project</li> </ul> <b>B2B events</b> <ul style="list-style-type: none"> <li>Satisfaction of the participants (SMEs, stakeholders)</li> <li>Contacts made thanks to GALATEA project</li> </ul>
<b>Achievement dashboard (Excel)</b>	Ongoing process, at the end of each activity	Dedicated request for information will be asked by GAC Group  Completed by the responsible of the task.	<b>Open Space</b> <ul style="list-style-type: none"> <li>Timing for the setting-up of open-space solution;</li> </ul> <b>Need analysis</b> <ul style="list-style-type: none"> <li>Timing and efforts spent for the need analysis large survey;</li> <li>Number of answers to the need analysis large survey</li> <li>Number of end-users involved</li> </ul> <b>Innovation Clubs</b> <ul style="list-style-type: none"> <li>Number of IC organised</li> <li>Timing of the IC</li> <li>Effort spent for the implementation of IC</li> <li>Participants into the IC (number and list)</li> <li>Number of end-users involved</li> </ul> <b>B2B events</b> <ul style="list-style-type: none"> <li>Number of B2B events</li> <li>Timing of the B2B events</li> <li>Effort spent for the implementation of B2B events</li> <li>Participants into the B2B events (number and list)</li> <li>Number of end-users involved</li> <li>Number of remote B2B meetings</li> </ul>	<ul style="list-style-type: none"> <li>Cluster's satisfaction on the methodological tools</li> <li>Cluster's satisfaction on the internal processes (management, communication, monitoring...)</li> </ul>

Tools for data collection	Frequency	Data collection process	Quantitative	Qualitative
<b>Dashboard of granted SMEs and projects</b>	Ongoing process, with homogeneous and quality review of the data M15 and M30  and feedback loop between the 2 open-calls	Coordination and aggregation by GAC Group  If possible, through the software tool, directly completed by the SMEs (from application form, service contract and monitoring form)  If not possible, completed by each cluster / partner responsible of the delivery	<b>From application form</b> <ul style="list-style-type: none"> <li>Number of applications received (and list)</li> <li>Number of applications received by participants to the IC and remote B2B;</li> </ul> <b>From service contract</b> <ul style="list-style-type: none"> <li>Number of project and beneficiaries granted (and list)</li> <li>Number of project and beneficiaries' participants to the IC and remote B2B granted</li> <li>Number of cross-regional granted projects,</li> <li>Number of FSTPs delivered by categories,</li> <li>Number of services delivered by categories,</li> </ul> <b>From monitoring form</b> <ul style="list-style-type: none"> <li>Number of co-funded projects,</li> <li>Number of SMEs receiving access to capital risk and other forms of finance</li> <li>Number of innovative solutions developed (new or significantly improved products or production processes),</li> <li>Improvement of the TRL of the solution</li> <li>Number of projects supported in line with S3,</li> <li>Number of projects supported in line with European strategy (blue growth, green deal, DEP...)</li> </ul>	<b>From application form</b> <ul style="list-style-type: none"> <li>Attractiveness of Open calls and GALATEA accelerator: by topics / challenge and category of FSTP / services</li> </ul> <b>From monitoring form</b> <ul style="list-style-type: none"> <li>Alignment of projects supported with regional S3,</li> <li>Alignment of projects supported in with European strategies (blue growth, green deal, DEP...)</li> </ul>

Tools for data collection	Frequency	Data collection process	Quantitative	Qualitative
<b>Impact survey to SMEs</b>  <i>Based on large online survey and 15 interviews</i>	At the end of the project, between M27 and M30	Launched by GAC Group  Completed by beneficiaries to GALATEA accelerator	<ul style="list-style-type: none"> <li>Number of SMEs declaring impact in terms of turnover, employment, market share, internationalisation...</li> </ul>	<ul style="list-style-type: none"> <li>Use of virtual co-working sessions</li> <li>Changes in the innovation practices of SMEs</li> <li>Awareness about cross-border and cross-sectoral opportunities</li> <li>Contacts made thanks to GALATEA project</li> <li>Impact of the TRL of the solutions</li> <li>Impact on SMEs turnover,</li> <li>Impacts of employment (created / safeguarded),</li> <li>European visibility</li> <li>Impacts on SME market share</li> <li>Companies' satisfaction on the leverage effects of GALATEA</li> <li>Impacts for the digital transition</li> <li>Impact for the environmental transition</li> <li>Contribution to the regional strategies (S3 priorities),</li> <li>Contribution to European strategies (blue growth, green deal, DEP...)</li> </ul>
<b>Reporting tool</b>	At the end of each reporting period (M15 and M30)	Managed by PMM-TV (coordinator)	<ul style="list-style-type: none"> <li>Budget consumption,</li> <li>Remaining budget,</li> <li>Delays...</li> </ul>	<ul style="list-style-type: none"> <li>Partner's capacity to perform the activities planned</li> </ul>

*Figure 7 – GALATEA monitoring plan*

The next step will be the design of the content of these four tools for the data collection actions (D3.2 – Tools for the data collection).