

WOODIe Project

First Coordination Meeting

Bucharest, Romanian American Foundation Venue Gina Patrichi Street, no 6 3 October 2019 – 4 October 2019

3 October 2019

Unito: Laura Scomparin, Valeria Ferraris and Sergio Foà Amapola: Eleonora Guidi Crpe: Catalina Meirosu Uni Maribor: Jan Stajnko Uni Angers: Anthony Taillefait Vicesse: Norbert Leonhardmair

The afternoon meeting is dedicated to present the new additional staff members (UniTo: Emanuela Andreis and Emma McEvoy; CRPE: Bianca Petre; UA: Christina Koumpli) and to discuss in details the changes in the timeline of the project.

Partners agree that the new timelime that foresees the comparative report by the end of January and the gathering of the all the information on implementation and case studies by the end of November is more feasible and also essential to allow Amapola to carry out on solid basis the impact assessment. However, it is crucial to respect these deadlines.

4 October 2019

Unito: Laura Scomparin, Valeria Ferraris and Sergio Foà Amapola: Eleonora Guidi and Pina DE Angelis; Crpe: Alexandru Damian, Catalina Meirosu Uni Maribor: Jan Stajnko Uni Angers: Anthony Taillefait Vicesse: Norbert Leonhardmair

Morning (09:00 - 13:00)

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• WP2: Research and implementation assessment (Unito)

Activities scheduled and new activities carried out

Laura summarised the activities carried out and concluded and the deliverables already uploaded in the participant portal. The graphic design will be uploaded soon after checking with the project officer if the visual identity is respected. The French partner had the opportunity to interview the Directive rapporteur ad they will share the interview in French and in English (in G drive). Sergio summarised the main point of the WB Directive and of the policy framework on OD.

• Discussion on case studies

Laura introduces the discussion on the national research. Each partner will present briefly the main points of the legal framework and the work carried out for the case studies.

Jan starts presenting the Slovenian case. Jan reminds that the cases have been chosen according the given criteria of: a) the inclusion of three different kinds of entities from the public (or private, if not possible public) sector (entities of different nature, with different organisational structure, powers and competences); b) at least one municipality. Slovenia did not have problems in matching the criteria. Three are the cases selected: the Municipality of Maribor, the University Medical Centre Maribor and the University of Maribor. The Slovenian team has already completed the reports.

Alexandru presents Estonia and Romania legal and policy framework. Some information on implementation of WB in Estonia have been gathered by a 2016 report on WB cited in the Recent Coe Report. For Romania, a survey has been sent to 26 municipalities and 6 ministries.

Valeria presents the Italian case. Italy has analysed the report from ANAC at national level and has completed one case study (CSI, an ICT consortium in Turin). There are already some results on the current implementation and its shortcomings and strengths. The case of municipality of Milan needs to be completed together with Municipality of Turin. In order to increase the comparability, the Italian team will consider adding a health organisation and/or a medium size public university. Antony presents the situation in France, where a quite comprehensive legal framework exists. The French team has carried out several interviews to analyse the implementation at national level and has focused its attention on the municipality of Paris and the Bretagne region.

Leonard present Austria, that highly differs from the other countries on open data, due to the lack of policy that encourage the publication of data. The case studies are on-going and regards the municipality of Vienna, the WB ICT system of the Financial Market Authority and of the private company OMV. Emma could not join the discussion but her slides on Ireland have been included in the powerpoint (attached to this minute as Annex I).

Unito will read the Slovenian reports and then will provide a common Toc for all partners with a remind on the work to be carried out and deadlines.

• Comparative report: ToC and main points

The Unito team has started working on the comparative part of the legal and policy framework. two comparative tables – one on WB and on OD) has been built to understand if the needed information were available for all partners. Partners will be contacted to complete the information if missing. On Whistleblowing, the proposal is to analyse the legal framework of the Member States on the following eight main points:

- 1. Reference legislation
- 2. Definition
- 3. Objective field of application
- 4. Organisational measures
- 5. Subjective field of application
- 6. Reporting channels
- 7. Duty of confidentiality
- 8. Protection measures; burden of proof and sanctions

The Member States legal framework will be compared to the Directive provision, without taking it as a benchmark but in order to understand how the legislation is going to change in the near future. As regards open data, the Toc is under construction. The Unito team is analysing the 3 key documents on PP (2017 Commission Communication: Making Public Procurement work in and for Europe; 2016 OECD: Preventing Corruption in Public Procurement; Digiwhist - Recommendations for the Implementation of Open Public Procurement Data) to build a term of reference to carry out the analysis.

Afternoon (14:30 - 17:30)

WP 2 e 3: Implementation and impact assessment methodology and realisation (Amapola)

• Data from the reports: what is useful for the assessment;

Pina reminds partners the definition of impact evaluation (IE), its purposes and causal links between causes and effects. The focus of IE is on medium-long term effects. Examples of causal links existing between the adoption of legislation on WB and the rating of the Corruption Perception Index (cases of France and Italy).

Amapola has analyzed the reports of partners on WB and OD with the aim of identifying some common indicators that, if present, could be "predictive" of positive impacts of WB and OD measures. Pina and Eleonora then present two tables with a draft proposal of indicators for WB and OD asking partners' opinions on the relevance, adequacy and completeness of indicators. Partners discuss also on the "weight" of each indicator according to their predictive relevance (out of 100). Amapola will revise the tables according to partners comments and proposals.

Finally, Amapola presents the impact questionnaire developed to better understand the vision and awareness of legislators while enact WB and OD policy in partner countries.

• First analysis on case studies

Case studies on the implementation are an important source to make amendments and adjustments to the model so it is crucial to collect all the relevant information and possibly in a comparable manner reducing existing differences among countries.

• Further steps

Amapola will make all the discussed changes to the tables with indicators and send them to partners asking them to try to fill them according to each country context. The impact questionnaire will also be sent to partners that have to send it back by the 11 october.

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• WP4: Development of the ICT tool for the impact assessment

Due to time constraints, partners decided to postpone the discussion on WP4 in Vienna. Unito has confirmed that a person is being appointed to work on the tool.

WP5: Dissemination and communication

• Dissemination plan

Valeria reminds that the dissemination plan has been upload in the participant portal and need to be updated in January.

• Deliverables: articles; comparative report /Conferences and presentations The comparative report is due in January and in order to respect the deadline is essential that every partner will respect the internal deadlines for case studies. As already underlined, four articles need to be uploaded in the participant portal. One has been written on WB directive and is going to be published in European Papers. It would be better to choose articles that differ per country and issues. We could use the website to disseminate all the articles written no matter which ones are uploaded in the participant portal. It is important to use the website to disseminate information on upcoming conferences and events. So, every month/45 days one e-mail will remind to partners what has been done in term of dissemination and encourage to work on it.

• International final workshop

February 2012 in Turin. Partners start discussing it in the next meeting in Vienna.

• WP 1: Project monitoring

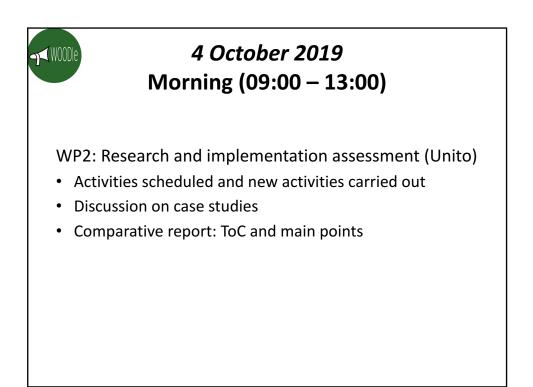
Eleonora presents the monitoring questionnaire and asks partners to fill it in before leaving. The questionnaire is attached to this minute as Annex 2.

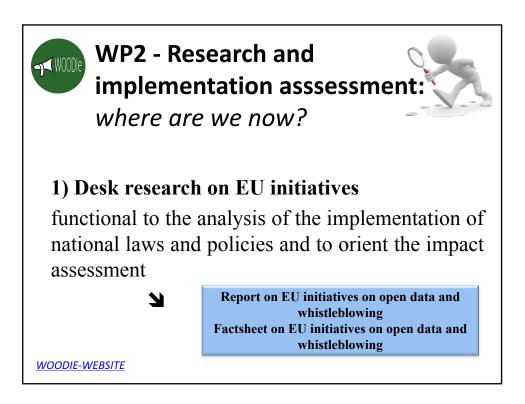


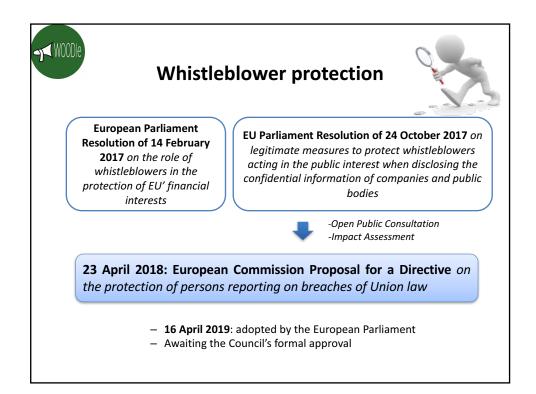


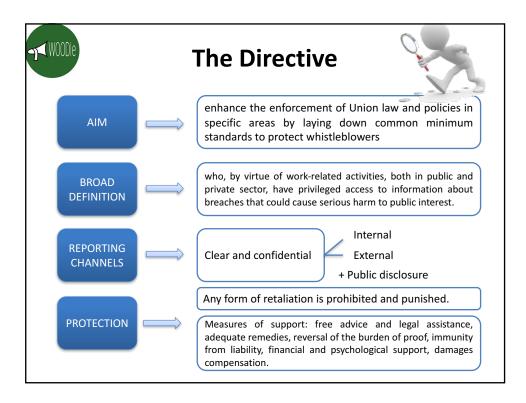


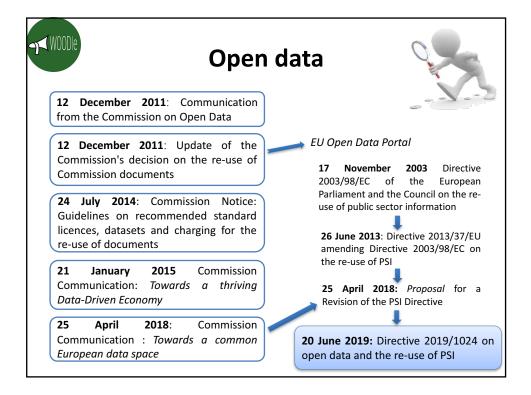


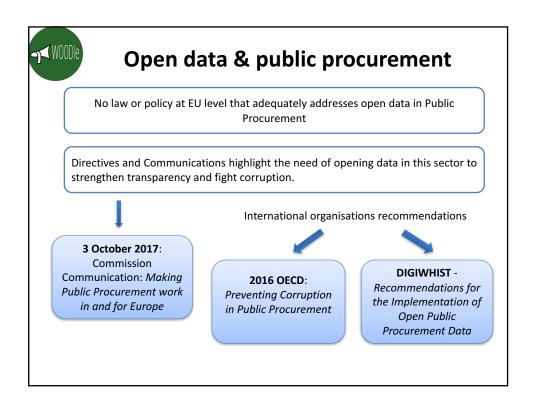


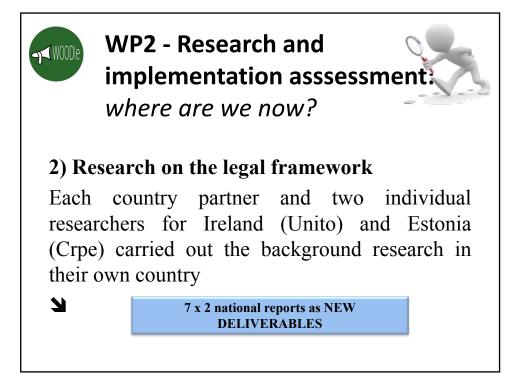


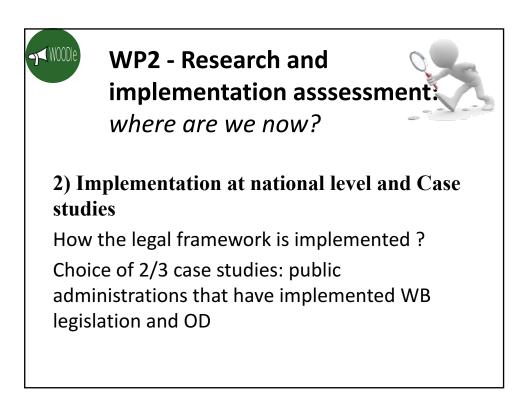




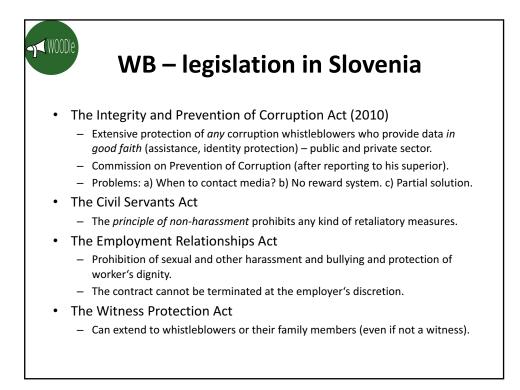






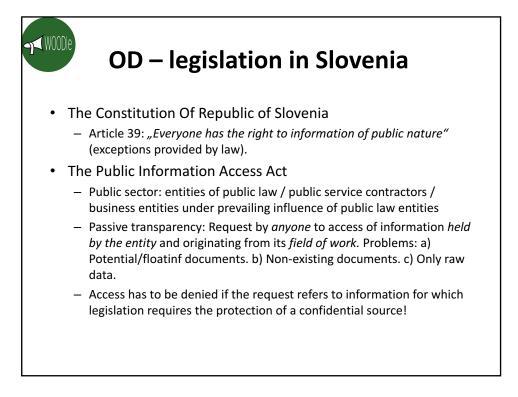






WB -legislation in Slovenia The Mass Media Act Journalists are not obliged to reveal their sources (except when stipulated by criminal legislation). The Criminal Procedure Act Journalist as a witness (protected as a privileged witness since 2019). Seizing of items relevant for criminal procedure from the journalist. Investigation of electronic and related devices of the journalist. Whistleblower as a witness (identity protection – in theory). The Criminal Code Article 142 (Unjustified revealment of a professional secrecy) Article 236 (Disclosure and unjustified acquisition of business secrecy) Article 238 (Abuse of internal information)

- Article 260 (Disclosure of classified information)



OD– legislation in Slovenia

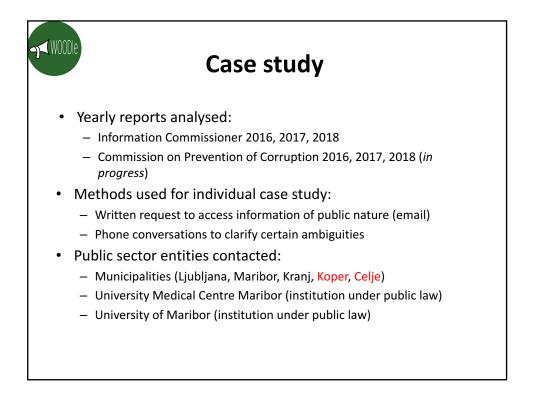
Proactive transparency:

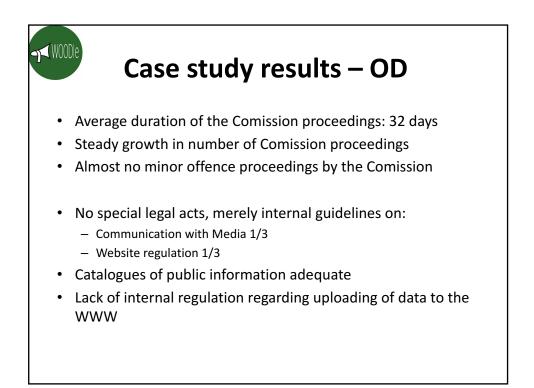
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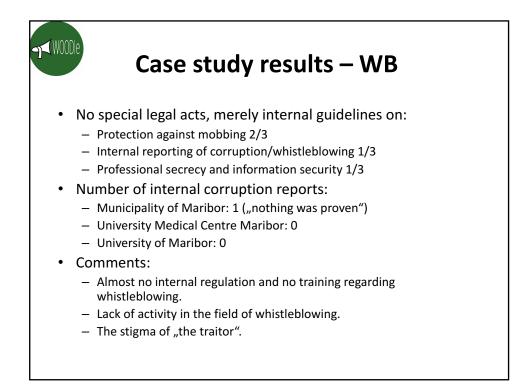
- Catalogue of public information
- Other information to be disclosed on the WWW
- Public finances: information on balance and payment transactions: <u>www.erar.si</u>
- Public procurement, concssions and public-private partnerships: <u>www.enaročanje.si</u>
 - Re-use of public information National open data portal of public sector: <u>www.podatki.gov.si</u>
- Authority to control: Information Commissioner if data is not disclosed
- The Mass Media Act

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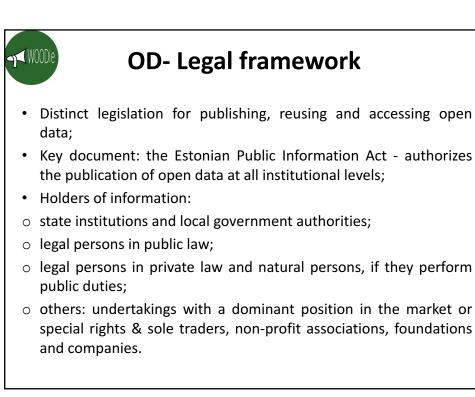
- The Public Procurement Act
- The Integrity and Prevention of Corruption Act



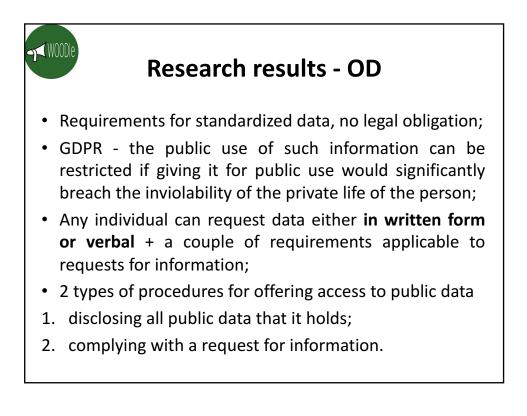








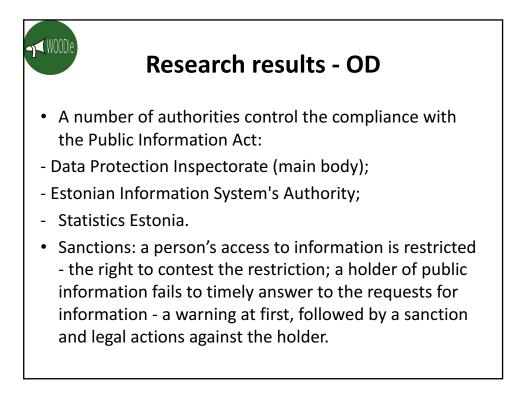
Research results- OD Access to public information and reuse of open data is free of charge; All holders of information are required to ensure access and disclosure to the information; Any person can request the information and it needs to be addressed within 5 working days by the relevant institution; The holders of information are obliged to either disclose the information on a website, either add a link to a webpage through which the information can be accessed;





Research results - OD

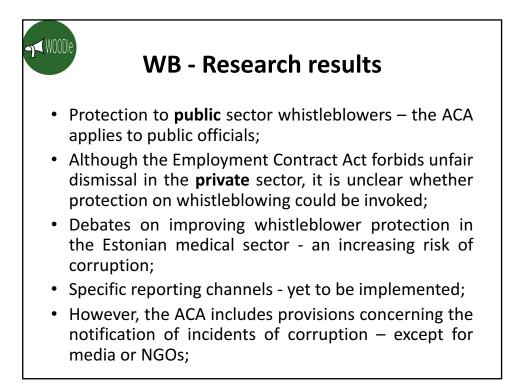
- Most of the public bodies in Estonia publish non-financial & financial (more common) data sets, not always following the recommendations provided by the authorities;
- National open data portal <u>https://opendata.riik.ee/en/;</u>
- Portal is under construction, the available number of datasets is limited;
- Public spending in Estonia: high level of transparency, all public authorities are obliged to disclose their budgets and financial reports;
- Online portal Estonian information gateway <u>www.eesti.ee</u> access to public electronic services and reusable information;

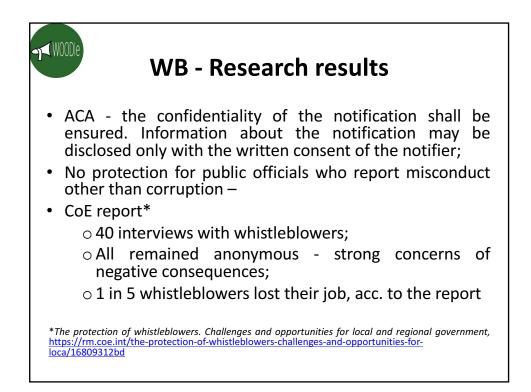


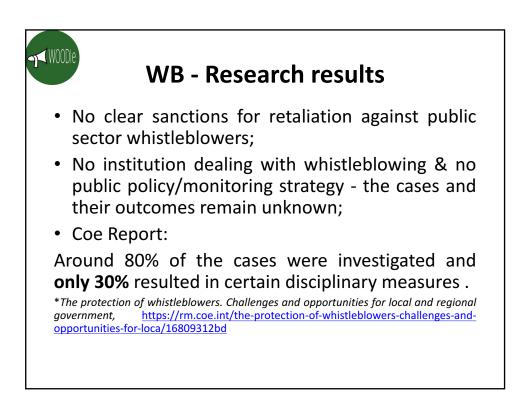


WB - Legal framework

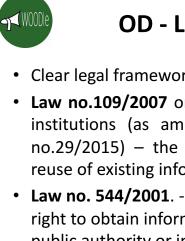
- No clear framework of regulations/legal clarity focused on whistleblowing;
- No protection for whistleblowers in the private sector;
- Few normative acts indirectly targeting whistleblowers e.g. the Anti-corruption Act (ACA);
- ACA applies to public officials who report corruption regarding other public officials; bans the concealment of corrupt acts & grants confidentiality and protection against retaliation;
- Other legal acts: the Employment Contracts Act, the Equal Treatment Act & the Civil Service Act.





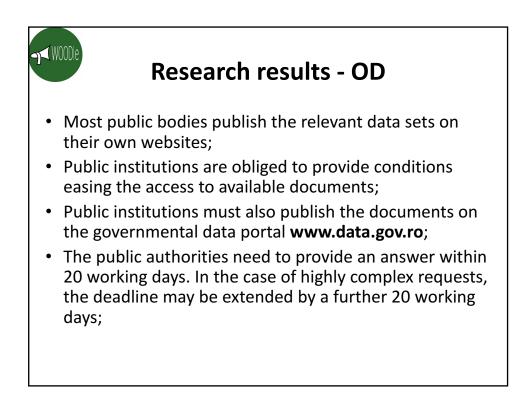


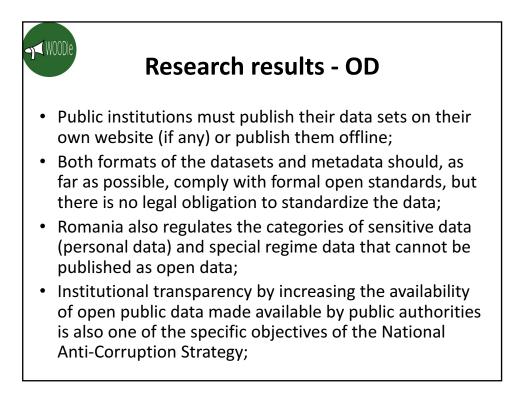




OD - Legal framework

- Clear legal framework and distinct legislation;
- Law no.109/2007 on the reuse of information in public institutions (as amended and supplemented by Law no.29/2015) – the conditions for the publication and reuse of existing information in public institutions;
- Law no. 544/2001. this law confers any person the right to obtain information about the activity of any public authority or institution;
- The **Emergency Ordinance no. 41/2016** on the establishment of simplification measures at the central public administration level.

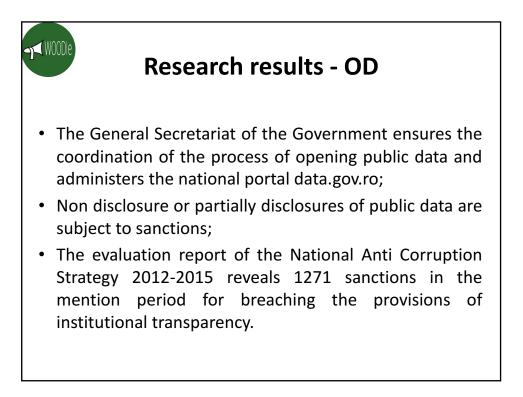


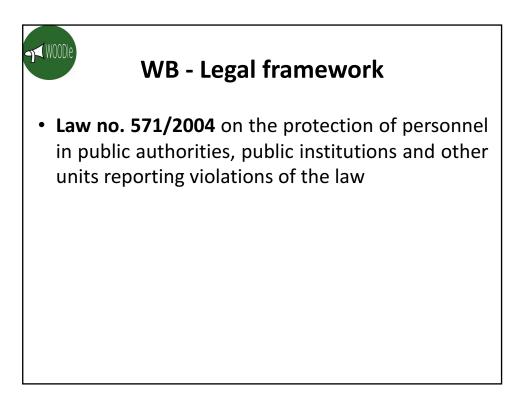


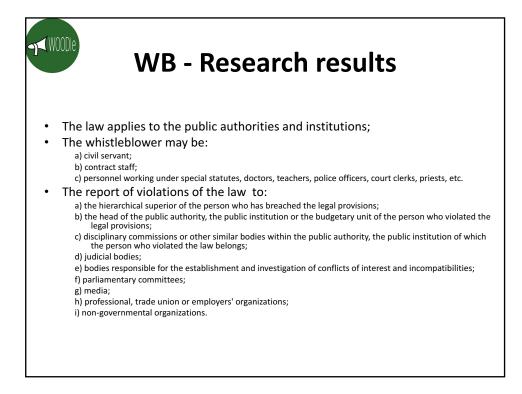


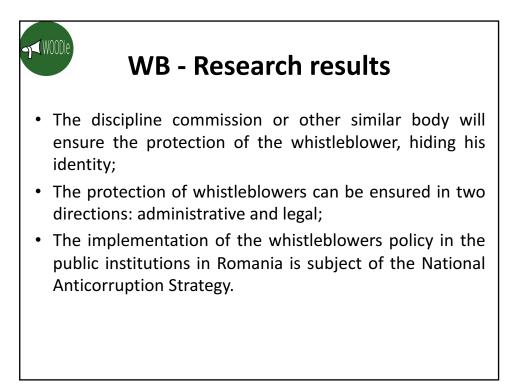
Research results - OD

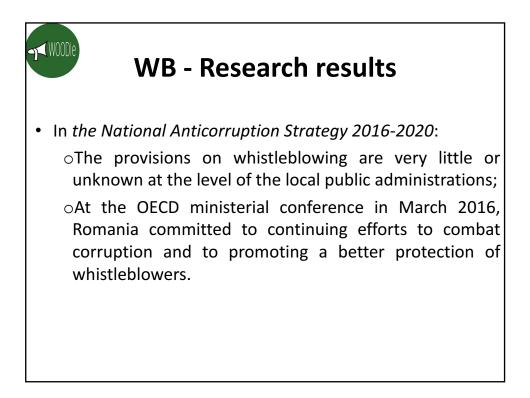
- For the period 2012-2015, over 885,120 requests were registered at the level of the central administration, with 839,878 responses provided;
- Most of the datasets are scan documents, un-editable, and do not fit into the general framework of easily accessible open data;
- The national portal only encompasses a low number of data sets;
- The financial reports of the bodies that fall under the obligation to disclose public data are the most common datasets published on websites and data.gov.ro.;











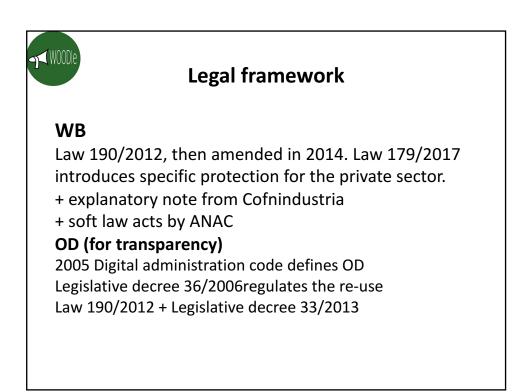
Work in progress: conducting a survey

• Targeted respondents:

WOODle

- 26 Romanian city halls (selected according to various population sizes);
- 6 Romanian line ministries.
- Questions about the implementation of whistleblower policy at institutional level, thematic training sessions for employees (if any), record of whistleblowers' complaints in the last 4 years, protection offered to whistleblowers, etc.
- Questions about their data publication policy and methodology, data format, degree of transparency, etc.







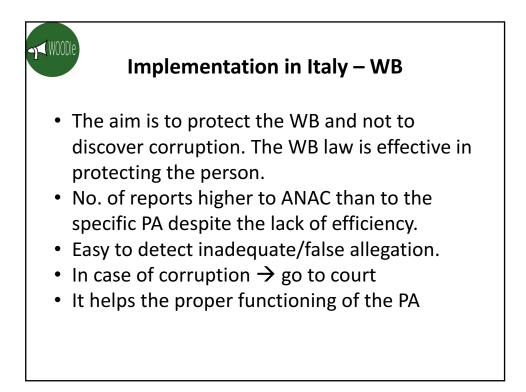
Implementation in Italy – Case studies

3 case studies chosen

1. CSI

- WOODle

- 2. Municipality (Milan, Turin, Catania)
- 3. ASL (Bologna)
- 4. University



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Implementation in Italy – OPEN DATA FOR TRANSPARENCY

- None (a part from bidders) looks at the data.
- The duty to publish increases the attention of the PA in doing the things right, in working well





FRANCE

Dr. Christina Koumpli Prof. Dr. Antony Taillefait

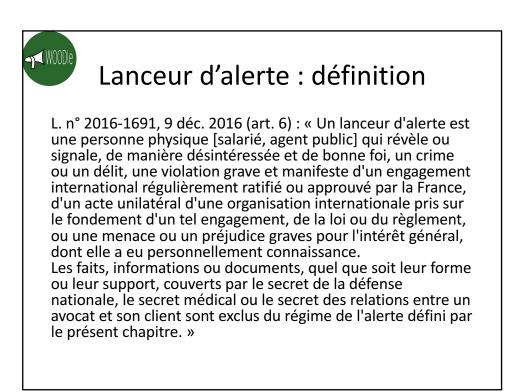
• Législation et réglementation françaises

L. n° 2016-1691, 9 déc. 2016 relative à la transparence, à la lutte contre la corruption et à la modernisation de la vie économique dite « loi Sapin II » D. n° 2017-564, 1^{er} avr. 2017 relatif aux procédures de recueil des signalements émis par les lanceurs d'alerte au sein des personnes morales de droit public ou de droit privé circul. n° NOR : CPAE1800656C, 19 juill, 2018 relative à la procédure de

circul. n° NOR : CPAF1800656C, 19 juill. 2018 relative à la procédure de signalement émises par les agents publics

Législation sectorielle : santé, environnement, conflits d'intérêts

 Résolution législative du Parlement européen du 16 avr. 2019 sur la proposition de directive du Parlement européen et du Conseil sur la protection des personnes dénonçant les infractions au droit de l'Union



L'alerte : principes

Dispositif hiérarchisé à trois canaux pour recueillir les signalements

- 1. un signalement interne est donc effectué auprès de l'employeur, du supérieur hiérarchique, direct ou indirect, ou du « référent alerte » que ceux-ci ont désigné
- 2. en principe en cas de non réponse dans un délai dit raisonnable , un signalement externe est effectué auprès des autorités, administrative (ministère ; défenseur des droits ; AAI ; par ex.) ou judiciaire, compétentes
- 3. presque en « désespoir de cause », le lanceur d'alerte divulgue au public le signalement en cas de défaut du traitement de l'alerte lors de l'étape précédente

Dispositif exceptionnel à deux canaux

En cas de danger grave et imminent ou en présence d'un risque de dommages irréversibles, le signalement peut être porté directement à la connaissance

Ayant respecté cette procédure graduée et ayant agi de « bonne foi et de manière désintéressée », l'informateur bénéficie d'une protection contre les réelles ou éventuelles représailles dont il peut ou pourrait faire l'objet.

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Protection du lanceur d'alerte

- Les procédures mises en œuvre pour recueillir les signalements garantissent une stricte confidentialité de l'identité des auteurs du signalement, des personnes visées par celui-ci et des informations recueillies par l'ensemble des destinataires du signalement.
- Aucun travailleur ne peut être sanctionné ou faire l'objet d'une mesure discriminatoire, directe ou indirecte, pour avoir signalé une alerte dans le respect des articles 6 à 8 de la loi n° 2016-1691 du 9 décembre 2016
- N'est pas pénalement responsable la personne qui porte atteinte à un secret protégé par la loi [secret des affaires], dès lors que cette divulgation est nécessaire et proportionnée à la sauvegarde des intérêts en cause, qu'elle intervient dans le respect des procédures de signalement définies par la loi et que la personne répond aux critères de définition du lanceur d'alerte prévus à l'article 6 de la loi n° 2016-1691 du 9 décembre 2016
- Réintégration
- Nouvelle incrimination : Toute personne qui fait obstacle, de quelque façon que ce soit, à la transmission d'un signalement est punie d'un an d'emprisonnement et de 15 000 € d'amende.

Jurisprudence

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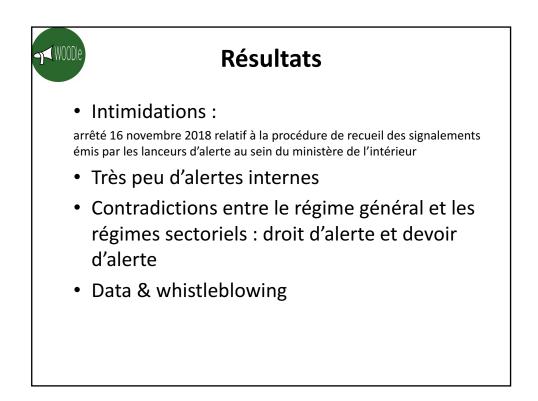
• TA Bordeaux, 30 avr. 2019, conseil départemental de la Gironde, req. n° 1704873 :

Une aide-soignante, agent public, a pu signer une lettre ouverte adressée à plusieurs hautes autorités administratives et à des médias dénonçant des faits de mauvais traitements sur des personnes mineures et l'inertie du centre relevant de l'autorité du conseil départemental. L'urgence à faire cesser des faits délictueux nombreux autorisait l'intéressé à se prévaloir des dispositions de la « loi Sapin II » et à ne pas saisir son employeur avant de lancer son alerte. La sanction disciplinaire dont elle a fait l'objet était illégale et sa carrière a dû être reconstituée.

Conseil des Prud'hommes de Lyon, référé, 17 avril 2019

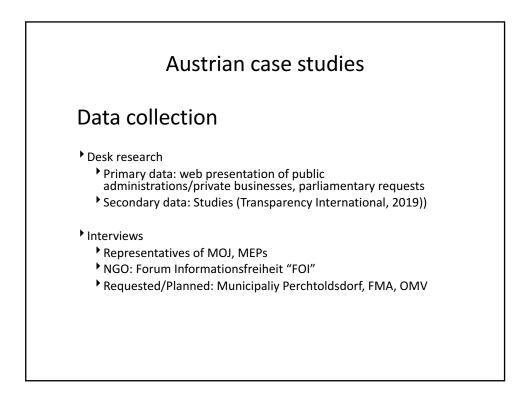
Après avoir remis en cause la création par un EPIC d'une filiale en vue de faciliter la conclusion d'accords avec une société informatique nord-américaine au mépris des règles européennes relative à la commande publique, l'informateur a suivi la « procédure Sapin ». Sans réponse de sa hiérarchie, il a saisi le procureur de la République qui a ouvert une enquête préliminaire. Il a été écarté de son service et ses responsabilité lui ont été retirées par sa hiérarchie. Il a été ensuite licencié. Les juges lui reconnaisse la qualité de lanceur d'alerte, juge nulle le licenciement et ordonne le paiement de ses salaires non versées.



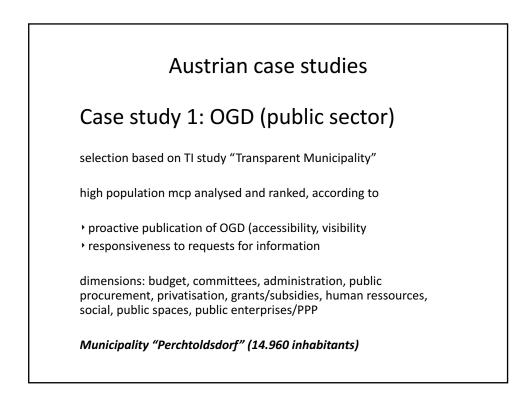


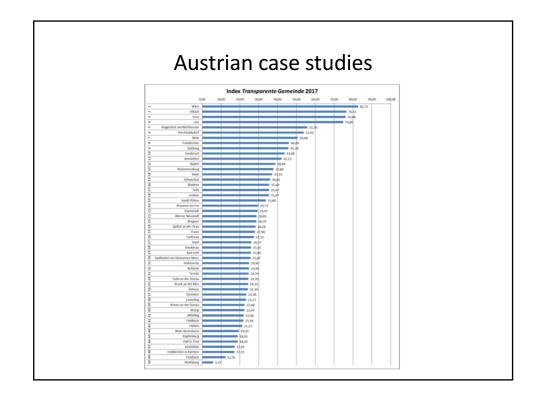


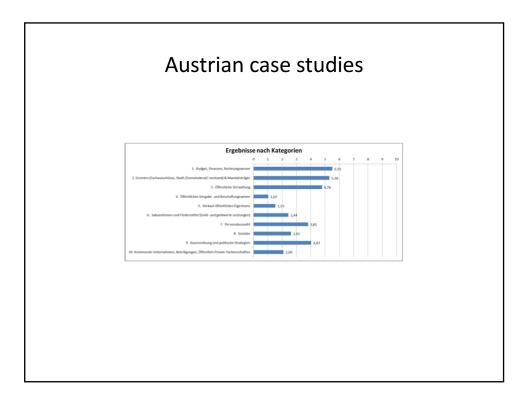
Austrian legal framework Open Government Data Austria has no Freedom of Information Act, as only country in Europe To protect administrative and government information from disclosure, Austria has the "Amtsgeheimnis" (official secret) at constitutional level (B-VG Art. 20 Abs. 3). According to the Global Right to Information Rating³⁰ Austria is ranked on position 123 of all 124 democratic countries in the world. Legally the right to information is restricted in all areas where the statutory confidentiality obligation holds (information Diligence Act/Auskunftspflichtgesetz §1). Further legal regulations are to be found in special laws as listed in the Information Diligence Act §631. Actions: The development of OGD in Austria has been strongly supported by civil society activities of IT professionals involved in OGD interest groups. Thereby a system has been developed which has received very little attention from public authorities so far. As of 29th May 2019, 1.143 entities (including 1078 local communities that reported via www.offenerhaushalt.at) have contributed data so far. A "Transparenzdatenbank" (TDBG - transparency database) has been legally implemented in 2012, but not everyone seems to be reporting and the access to files is still not provided by all regional concils and authorities.

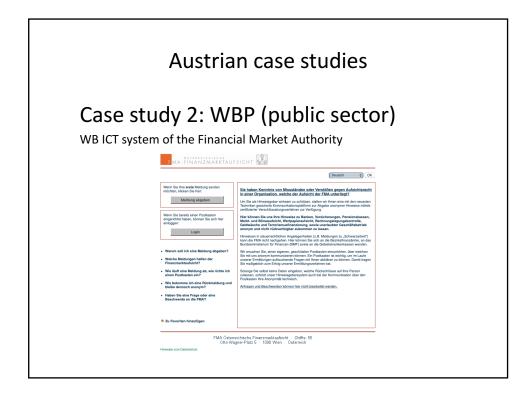


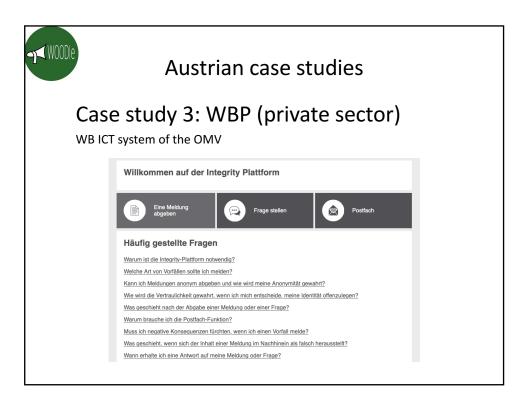
Austrian case studies Case study design		
	Open Government Data	Whistleblower Protection
Public sector	"Transparent Municipality" (ranking of municipalities to publishing OGD and responsiveness to requests): City of Vienna, Municipality Perchtoldsdorf (public available data; interview planned). Cases gone wrong: 3 cases of improper public procurement procedures (MOI, BKA, MOD) demonstrating the needs and requirements for the WOODIE IT solution // Public available information	FMA: BMKS-System (public report on system and numbers) City of Vienna: Anti-corruption-hotline Both requested for interview on procedures and policies according to the questionnaire.
Private sector	N/A	OMV: public available whistle blowing syster to be described Requested for interview on internal procedures.







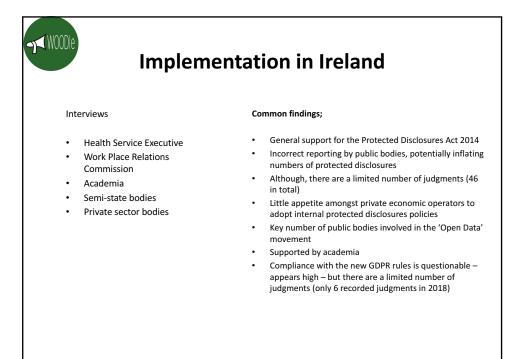


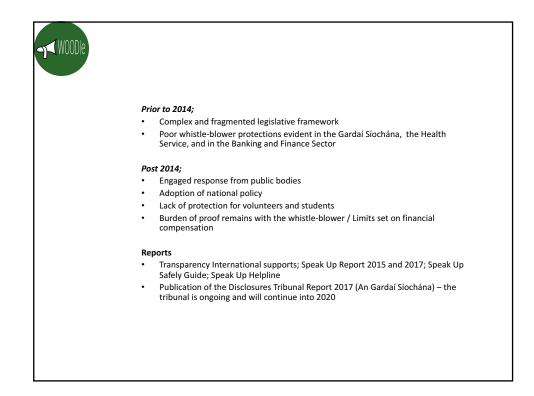


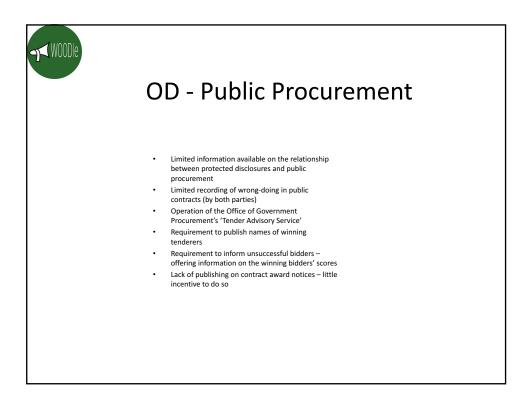
Austrian case studies Cases gone wrong Case 1: Detention centre for asylum seekers The tender released by the communal administration though was obviously tailored to one specific bidder, avoiding a competitive process among different offers. Upon request from the federal central audit authority the Ministry of Interior (MoI) could not provide satisfactory information about the bidding process of this procurement process. Case 2: Kick-off event Austrian EU presidency The one-day event was staged in the Alpine resort of Schladming with a budget of 2.7 Mio € including marketing activities. 1.4 Mio € were spent for PR agencies, 1.3 Mio € for advertising the event in different media. Upon request from an opposition MP the government offered only a very generic answer about the process of soliciting offers from agencies and the criteria for choosing among them. Case 3: Funding of Security Think Tank The Austrian MoD subsidized a Think Tank close to the populist party FPÖ with 200.000 € annually without any clear definition of what kind of services this grant would entail. There was no public call for tender, which would have been required by law.



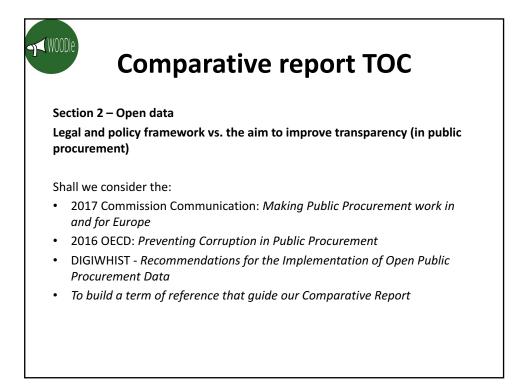
WOODle WB/OD - Legal framework Whistleblowing Open Data Legislation . Statutory Instrument No. 279/2005 -Legislation European Communities (Re-Use of Public Sector Information) Protected Disclosures Act **Regulations 2005** 2014 Statutory Instrument No. 103/2008 The Health Act 2004, as European Communities (Re-Use of Public Sector Information) (Amendment) Regulations 2008 amended by the Health Act 2007 . Statutory Instrument No. 525/2015 -European Communities (Re-use of Public Sector Information) (Amendment) Regulations 2015 The Protection for Persons Reporting Child Data Protection Act 2018 Abuse Act 1998 • Freedom of Information Act 2014 The Charities Act 2009 Government supports; Open Data Strategy 2017 – 2022; Circular 12/2016: Licence for Re-Use of Public Sector Information .



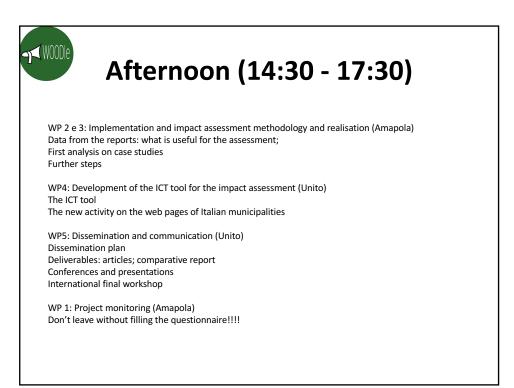


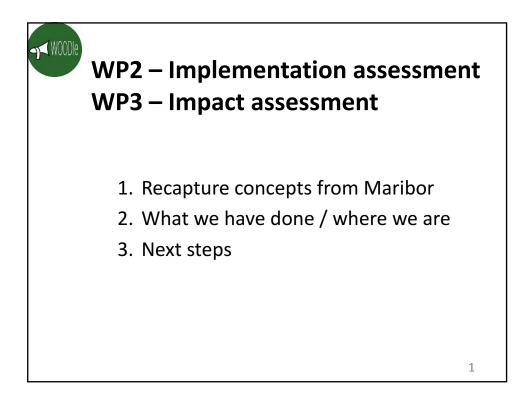


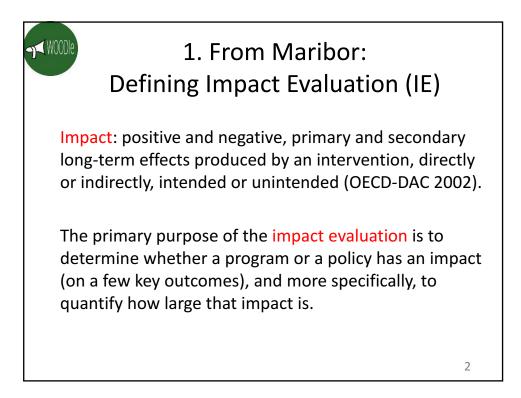
Comparative report TOC Section 1 - Whistleblower Legal framework to be compared vs. Directive provisions but without taking the Directive as a benchmark 1. Reference legislation 2. Definition 3. Objective field of application 4. Organisational measures 5. Subjective field of application 6. Reporting channels 7. Duty of confidentiality 8. Protection measures; burden of proof and sanctions 9. Conclusions

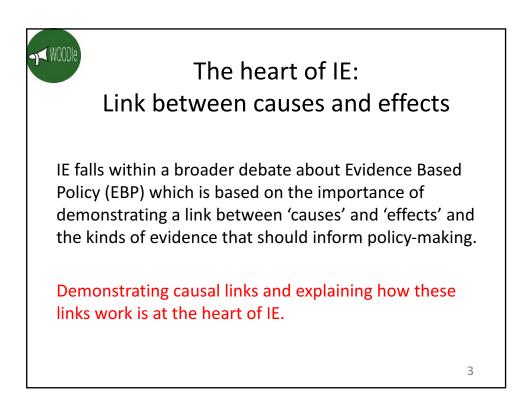


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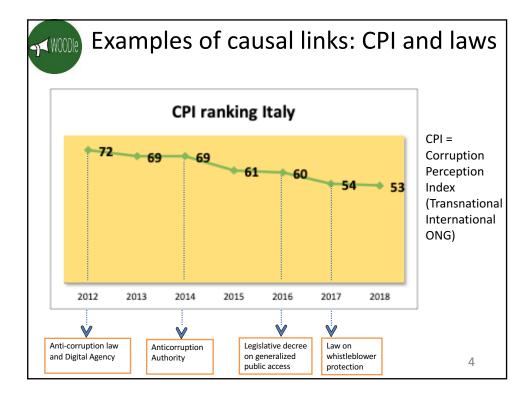


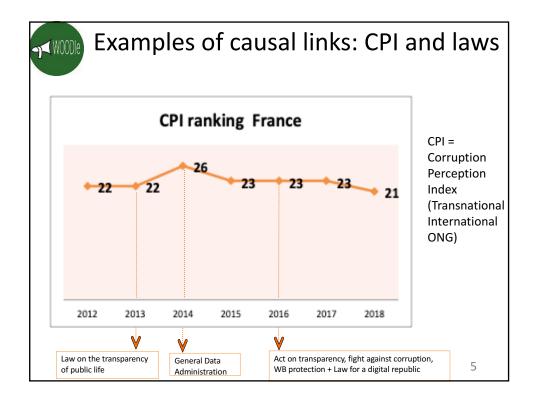




Evaluation plan- macro-actions:

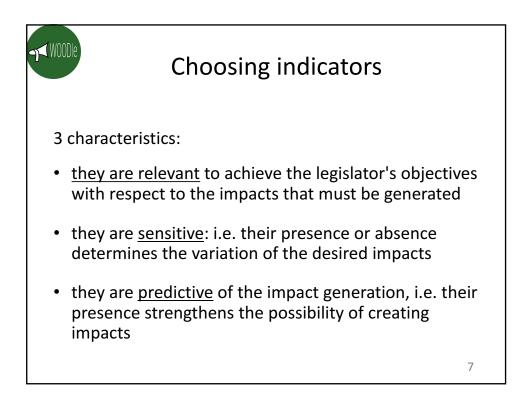
- Analysis of the legislative system and first identification of the impact indicators;
- reconstruction of the legislator's theory of change (questionnaire)
- Analysis of the impact highlights of the considered measures through the comparison with the CPI Index brain storming
- Preparation of the database for WB and OD case studies (NGT)
- consolidation of indicators and collection of further elements to understand the variables through the case studies
- Creation of the check list, based on the predictive indicators, to evaluate the implementation of the measures in the different public administrations.
- Testing of the check lists in the different types of public
- IT platform preparation and support for its use
- Data collection from the IT platform of the public administration ranking within the Woodie Corruption Index.

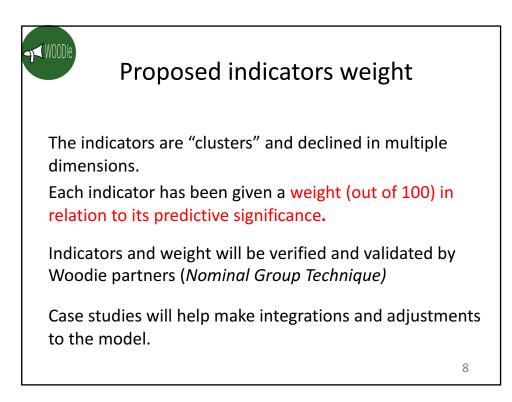






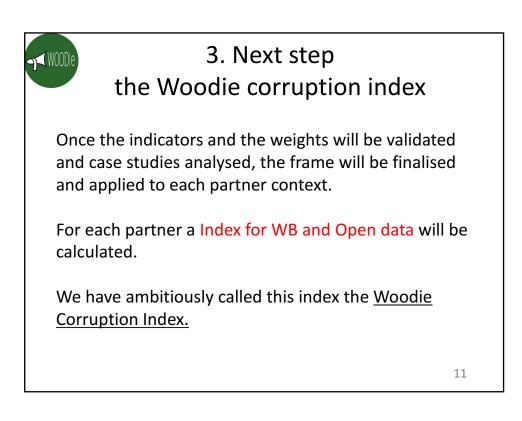




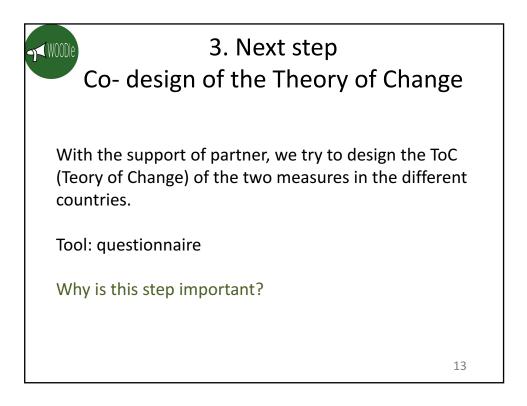


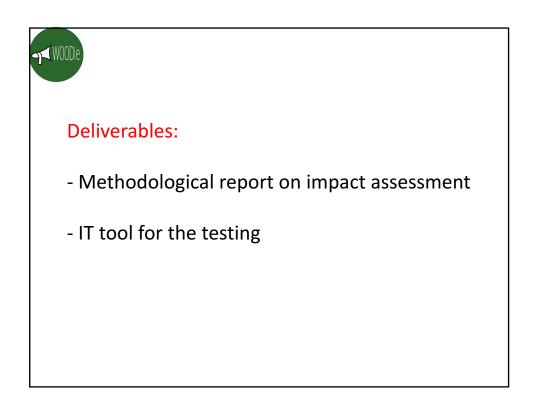
- WOODIe	Indicators	what they indicate, what they measure, what they include	value of the predictive indicator
Whistleblower	Law or policy commitments	The indicator measures legislative attention on the subject WB: Law dedicated to WB, More comprehensive Law or nothing	30
	Process and/or means of implementation	The indicator measures the capacity of the legislator to provide procedures, service and tool to be compliant and appropriate to the needs of the WB user, such as the functionality of the IT platform. Level of protection and guarantees to WB, Channel of reporting; guideline; IT platform, Sanction measures, other	35
	Actors involved and responsibilities	The indicator examines the planning of the actors and their responsibilities in managing the WB measure: National institution; decentralized actor, person responsible within each public administration	20
	Resources allocation	The indicator examines whether and how the legislator has provided specific economic resources for the implementation of the measure	5
	Other relevant information for the evaluation	The indicator examines whether and how the legislator verifies the application and the outcome of the WB measure	10
		Max score	100

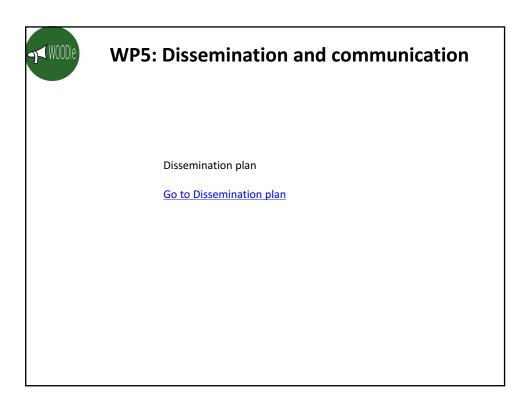
	Indicators	what they indicate, what they measure, what they include	value of the predictive indicator
Open Data	Law or policy commitments	The indicator measures legislative attention on the subject OD: specific law dedicated to open data, Policy based on other regulatory sources, nothing	30
	Process and/or means of implementation	The indicator measures the capacity of the legislator to provide procedures, services and tools to be compliant and appropriate to the needs of OD users. Obligations on availability; obligations on disclosure on websites, obligations on data on PP; national database, national strategy for Open data	40
	Actors involved and responsibilities	The indicator examines the planning of the actors and their responsibilities in managing the OD measure: National institution; decentralized actor, person responsible within each public administration	15
	Resources allocation	The indicator examines whether and how the legislator has provided specific economic resources for the implementation of the measure	5
	Other information for the implementation evaluation	The indicator examines whether and how the legislator verifies the application and the outcome of the Open Data measure	10
		Max score	100

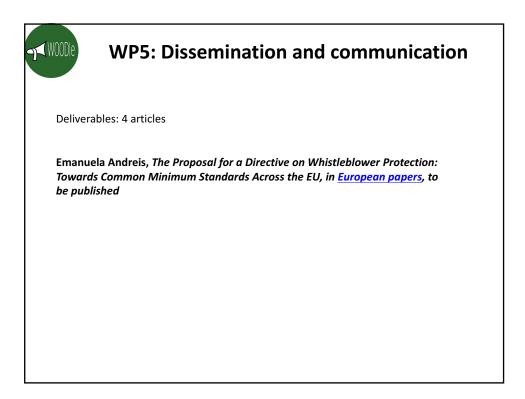


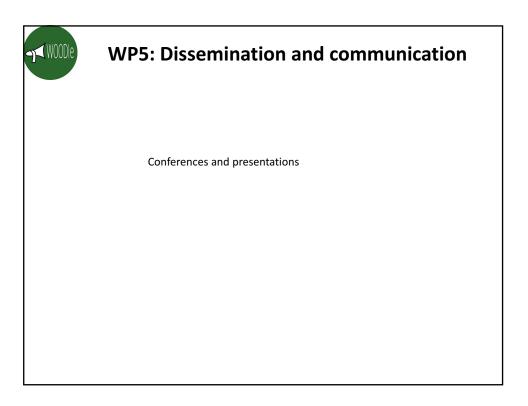




















WOODIe Project

INTERNAL PROJECT MONITORING QUESTIONNAIRE

PERIOD (months): February – September 2019

As agreed during the kickoff meeting, we would like to have your opinion on some topics in order to contribute to monitor the efficiency and effectiveness of the project and to improve the project management and communications tasks.

The questionnaire is composed by 3 sections.

Please rate the listed aspects in each section using a 5-point scale, where 1 is the lowest score (= not satisfactory at all) and 5 the highest (= completely satisfactory).

1. PROJECT MANAGEMENT

ASPECT	(A) OVERALL RATING	(B) PROBLEMS, DIFFICULTIES ENCOUNTERED	(C) POSITIVE ASPECTS	(D) COMMENTS OR SUGGESTIONS FOR IMPROVEMENT
Project management (i.e. scheduling, task assignment, deadline monitoring)	 ① not satisfactory at all ② ③ ④ ⑤ completely satisfactory 			
Project governance and administrative issues (i.e. decision-making, consultation and problem- solving)	 ① not satisfactory at all ② ③ ④ ⑤ completely satisfactory 			

ASPECT	(A) OVERALL RATING	(B) PROBLEMS, DIFFICULTIES ENCOUNTERED	(C) POSITIVE ASPECTS	(D) COMMENTS OR SUGGESTIONS FOR IMPROVEMENT
Overall project work process	 ① not satisfactory at all ② ③ ④ ⑤ completely satisfactory 			

2. PARTNERSHIP

ASPECT	(A) OVERALL RATING	(B) PROBLEMS ENCOUNTERED	(C) POSITIVE ASPECTS	(D) ADDITIONAL COMMENTS OR SUGGESTIONS FOR IMPROVEMENT
Transnational coordination	① not satisfactory at all			
meetings (i.e format, scheduling, documentation)	2			
seneduning, documentation)	3			
	4			
	© completely satisfactory			
Proactiveness and	① not satisfactory at all			
exchange among partners	2			
	3			
	4			
	⑤ completely satisfactory			

3. INTERNAL COMMUNICATION

INTERNAL COMMUNICATION	(A) OVERALL RATING	(B) PROBLEMS ENCOUNTERED	(C) POSITIVE ASPECTS	(D) ADDITIONAL COMMENTS OR SUGGESTIONS FOR IMPROVEMENTS
Communication from/to	① not satisfactory at all			
the project co-ordinator	0			
	3			
	4			
	⑤ completely satisfactory			
Internal communication	① not satisfactory at all			
tools adopted (e-mail, G- drive; website)	2			
	3			
	4			
	⑤ completely satisfactory			
Circulation of	① not satisfactory at all			
information within the partnership	0			
partnership	3			
	4			
	⑤ completely satisfactory			

Please use this section if you wish to add further comments:



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