Annex 4 to the Call Conditions

**Final Report “Lessons learned and future plans” Template**

*Total length of the report – 3-4 pages*

|  |  |
| --- | --- |
| Project number |  |
| Project title |  |
| Project Beneficiary |  |
| Project duration | *from dd/mm/yyyy to dd/mm/yyyy* |

*This report is a review of the main outcomes of the project and the lessons learnt, with an outlook to prospective follow-up actions and upscaling of ALMA framework within the ESF+ or national measures. Analysis of the project results and implementation helps the Beneficiary to root causes of problems that occurred during the project implementation and to avoid those problems or minimize potential risks in future projects.*

*The report's findings will feed into an analysis of the results and impacts of the ALMA call for proposals to be carried out by ESFA. The lessons learnt from your report will prevent future ALMA implementers from repeating the same mistakes and allow them to take advantage of best practices.*

*The report consists of 4 parts:*

1. *An analysis of the results (outputs and outcomes) and impact of the project;*
2. *Key success factors;*
3. *Lessons learnt and recommendations;*
4. *Outlook (**future plans).*
5. **ANALYSIS OF THE RESULTS AND IMPACT OF THE PROJECT**

|  |
| --- |
| *Provide answers to the following questions:*   * *What results (output, outcomes) and impact did you expect from the project?* * *Did you reach the expected results and impact and to what extend?* * *What methods did you use to assess the project results and impact? What indicators did you use to measure the results and the impact?*   *Please provide information on changes in target groups’ status in the labour market after the mobility, e.g., people in employment at the end of measure, people in education at the end of measure. Please describe target groups’ changes according to the self-assessment results. Specify how you evaluated the changes in the self-assessment of the project participants. Please provide a sample of the questionnaires you used as an annex to the report.*  *Max. 2000 characters* |

1. **KEY SUCCESS FACTORS**

|  |
| --- |
| *Please share what worked well and why, i.e., identify key success factors.*  *Max. 1000 characters* |

1. **LESSONS LEARNED AND RECOMMENDATIONS**

*Please share what did not work and why, i. e., challenges you faced and solutions you chose. In hindsight, what do you think should have been done differently? Based on your experience, suggest recommendations for future project promoters.*

*Please analyse the following aspects of the project implementation: project network, division of roles and responsibilities, target group outreach methods, project management, decision making mechanism and communication management, project time management, cost management, human resource management, public procurement management, risks management, project methodology, preparation of the target group for the mobility, organizing of the mobility, follow-up activities, etc.*

*For the analysis of lessons learnt, please fill in Lessons Learned Log. You can add as many rows to the table as you need.*

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Lessons Learned Log | | | | | | |
| No. | Situation description (what happened) | Impact  on Project | Early warning  signs | Cause | Actions (what  was done) | Improvement Recommendation |
| *1* |  |  |  |  |  |  |
| *2* |  |  |  |  |  |  |
| *3* |  |  |  |  |  |  |
| *4* |  |  |  |  |  |  |

1. **OUTLOOK (FUTURE PLANS)**

|  |
| --- |
| *Describe your* *future plans for the rolling-out of ALMA programme at a larger scale, built on the experience and results of the project. Explain how you are going to use project results for future implementation of ALMA programme at local/ regional/ national level. Explain how you will support and monitor the upscaling.*  *If you do not intend to scale up ALMA programme at any level, please explain the reasons.*  *Max. 1500 characters* |