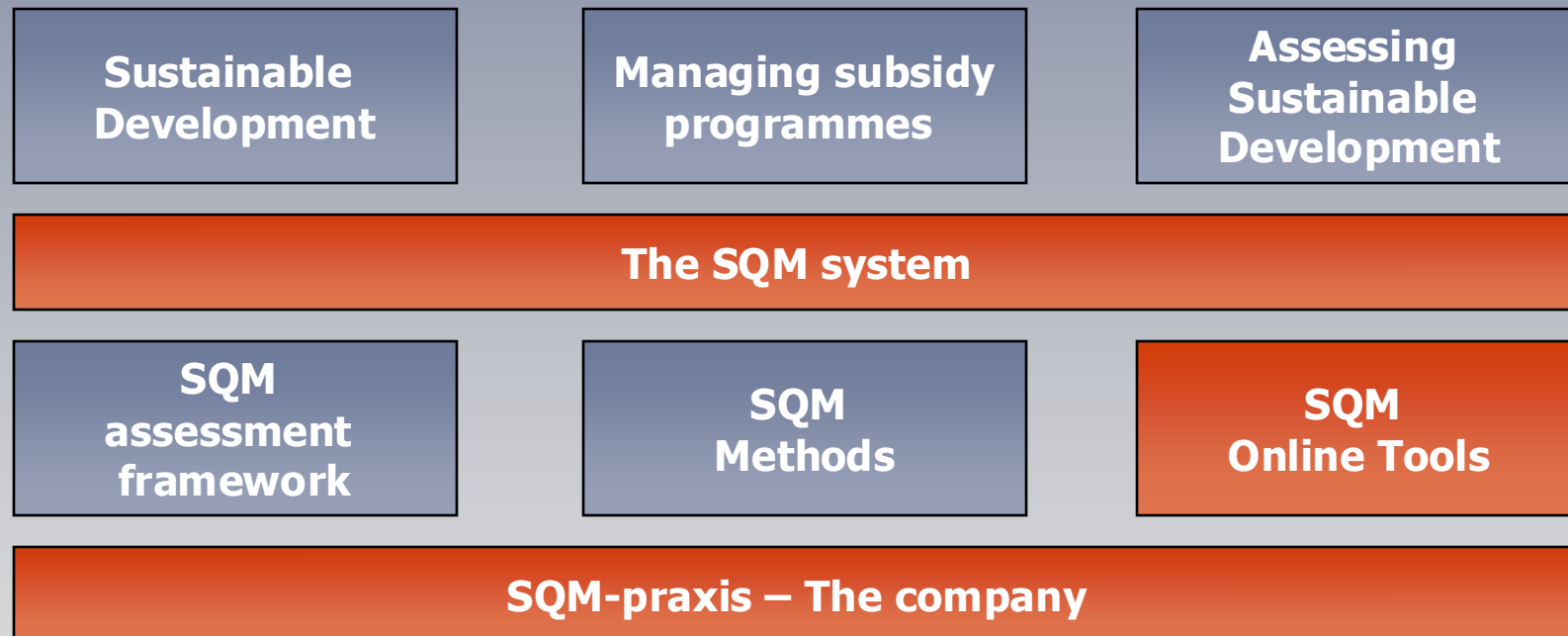


SQM – Sustainable Quality Management

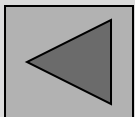
A system for managing sustainability processes

www.sqm-praxis.net



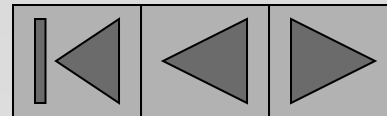
Please use the buttons for easy navigation

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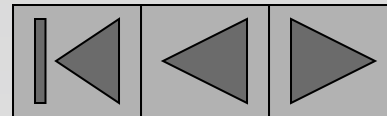
SQM – Sustainable Quality Management ®

Sustainable Development



The concept of Sustainable Development: important steps

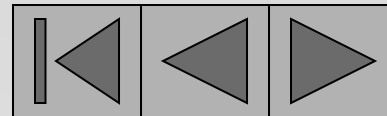
- **“Limits to Growth” 1972**
- **Oil crises 1973, 1980**
- **Brundtland Report 1987 (Environment and Development)**
- **Rio Declaration 1992**
- **EU Amsterdam Treaty 1997**
- **EU Göteborg Council 2001**



Sustainability:

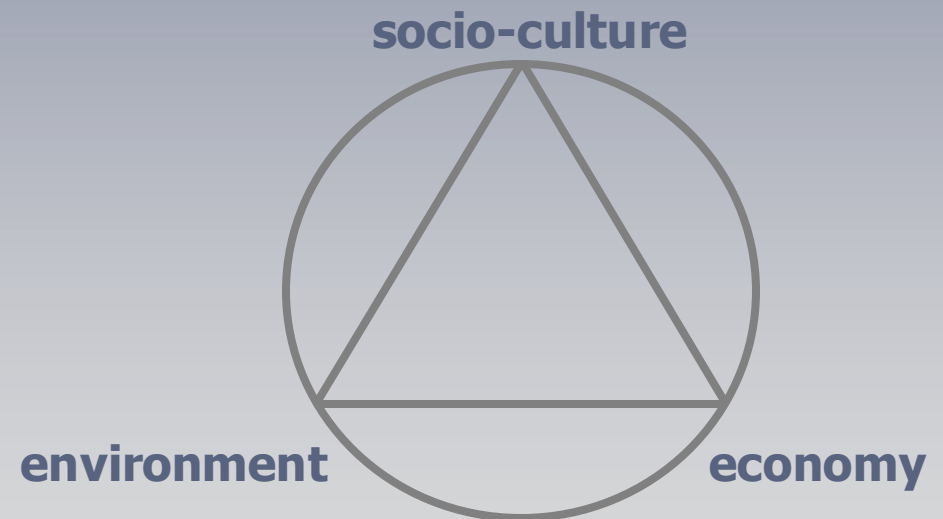
A «regulative idea»

- **Sustainability is not a simple rule but a general idea (reconciliation of humanity and nature) which has to be interpreted**
- **Sustainability should be regarded as a "regulative idea" in the Kantian sense – of the same kind as "freedom", "justice" or "health"**
- **Making sustainability tangible requires:**
 - an interpretation based on a defined procedure
 - the consideration of concrete contexts
 - the assessment of contrary developments and interests
- **The time it took to translate the ideas of the French Revolution into societal norms and procedures indicates how difficult this task will be**



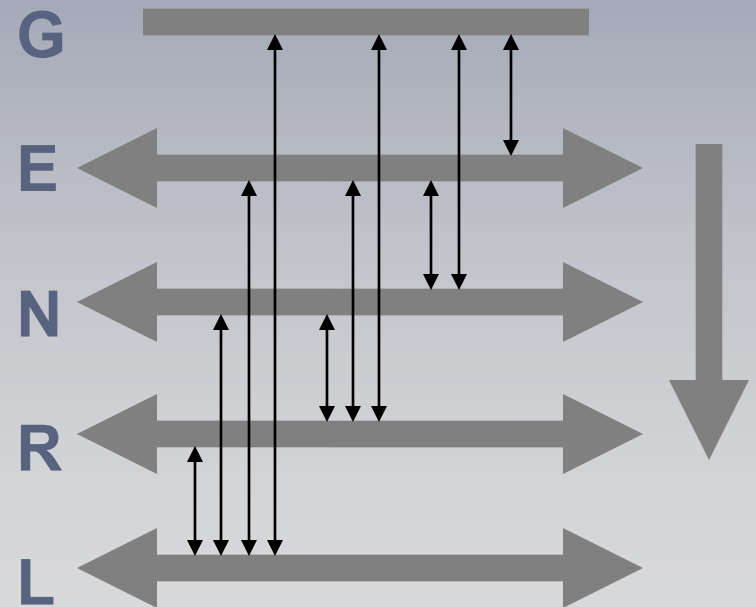
Sustainable Development: Integration of different dimensions

- The originally strong dominance of environmental issues is being replaced by a broader concept



Sustainable Development: Integration of several levels

- The emphasis of the debate shifts from the global to the regional and local levels



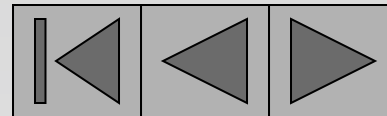
Sustainability: The new challenges

– **INTEGRATION**

- consider different dimensions of development simultaneously
- look for win-win solutions

– **OPENNESS TOWARDS THE FUTURE**

- conserve potentials and resources
- improve ability to learn, encourage innovation



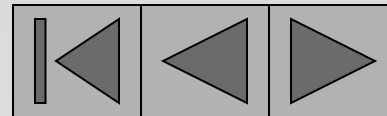
Sustainable Development: Defensive and constructive approach

– **Defensive approach**

- emphasises the conservation of resources and potentials
- is based on minimum demands
- tends towards a sectoral, additive point of view

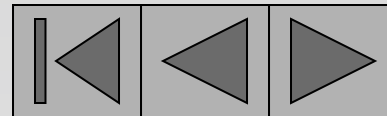
– **Constructive approach**

- gives prominence to the ability to learn and to be innovative
- emphasises the importance of win-win solutions
- strives for integrated and structural changes



Sustainable Development: A new paradigm

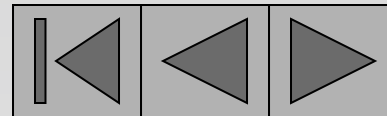
- **Crisis of tayloristic approaches**
 - in industry
 - in science
 - in politics and administration
- **An integrative view is necessary**
 - across time
 - across space
 - between different administrative levels
 - between disciplines
- **Consideration of different dimensions at the same time**
- **A learning process that will take decades**



SQM – Sustainable Quality Management ®

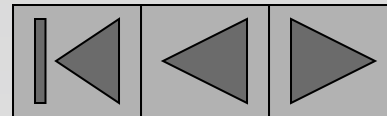
Managing public subsidy programmes

The necessity of new forms of governance



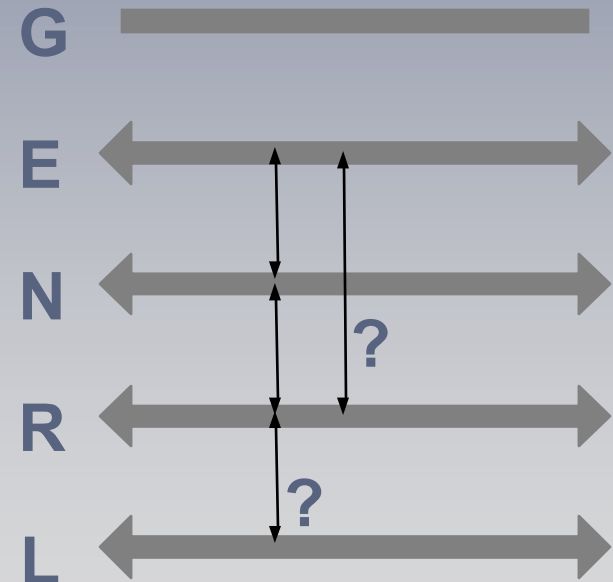
The European Structural Funds

- **Main instruments of the European Union for promoting local and regional development : ERDF, EAGGF, ESF**
- **Budget for 2000-2006 : 200 billion EURO**
- **Over 200 regional programmes in Europe**
- **The regulations require :**
 - Transparency of objectives, expenses and results
 - Participation of local actors
 - Co-operation of the major interest groups
 - Orientation towards the principles of Sustainable Development
- **New management instruments are needed for meeting these requirements**



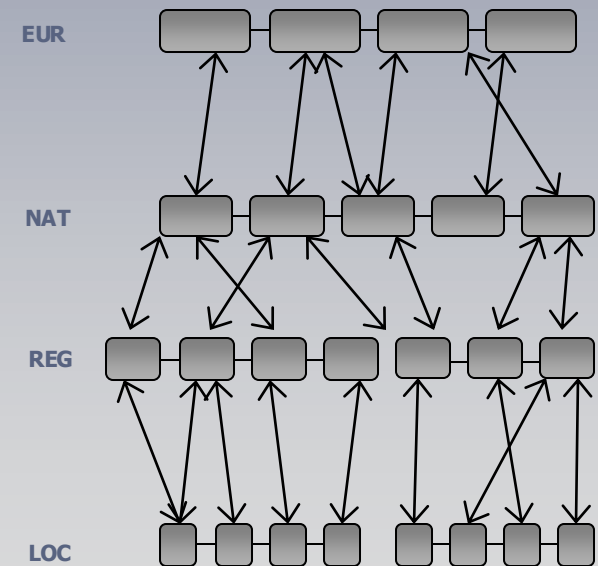
Structural funds: a typical case of multi-level governance

- At least four levels are involved
- Complex negotiations
- Need to cope with different administrative cultures
- Need to cope with different contexts in European regions
- Need to maintain a coherent policy
- Need to monitor implementation and to evaluate results



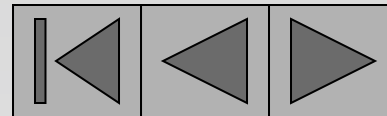
The importance of a coherent hierarchy of objectives

- **Transparent objectives make it easier to co-operate**
- **Without clear objectives every evaluation remains imprecise**
- **A coherent hierarchy of objectives allows to clearly identify the roles and responsibilities of the different administrative levels**
- **Clear and coherent objectives foster a culture of responsibility, creativity and self-government at all levels**



A huge market for management tools

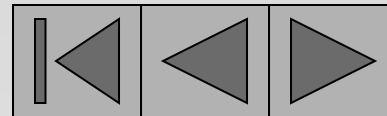
- **The management of EU structural funds has an influence on all kinds of public subsidy programmes in 2000-2006**
- **To respect Sustainable Development is increasingly required of all policies in Europe**
- **Managing public subsidy spending according to Sustainable Development principles requires new or improved management tools**
- **We estimate that every year around 10 billion EUR are spent in Europe for the management of such funds**



SQM – Sustainable Quality Management ®

Assessing Sustainable Development

from static checklists to dynamic management systems



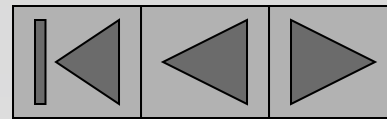
Assessing Sustainable Development in a dynamic and multifaceted Europe

– SD is about developing a new perception :

- SD is a multidimensional concept : the integration is more than the sum of sectoral approaches
- SD is an open process : you can always do better, yardsticks change as your experience grows
- SD requirements depend on the specific context : conditions, opportunities and priorities vary considerably across Europe

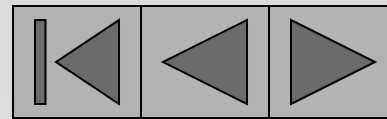
– Challenges for the assessment of SD:

- How does one ensure an integrated approach?
- How does one account for changing views? How does one encourage innovation?
- How does one account for the differences between European regions and cultures?



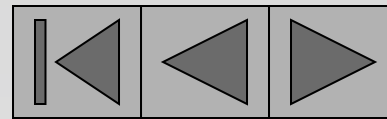
Quality Management for dynamic development processes

- **SD requires three-fold integration:**
 - across disciplines
 - across time
 - across space
- **Assessments with standardised static sets of indicators reproduce a static sectoral view:**
 - a new approach is needed
- **Helpful concepts could be :**
 - "self-reflection"
 - "mutual learning"
 - "change management"
 - "quality"



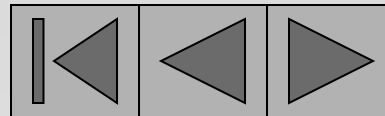
Assessing Sustainable Development: Supporting a learning process

- **Sustainable Development must be regarded as a continuous learning process**
- **Learning continuously changes the perspective concerning:**
 - what could and should be done (objectives)
 - how it could and should be done
- **Assessments can help in learning what should be done:**
 - by analysing a situation
 - by identifying alternative developments and actions
 - by specifying and revising objectives
- **Assessments can help in learning how to do better:**
 - by monitoring progress towards set objectives and by refocusing actions
 - by considering the different dimensions of development
 - by comparing different approaches
 - by exchanging experiences between different contexts



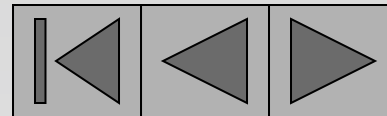
The concept of Quality Management

- **widespread use in industry**
- **quality is always relative, it can never be reached definitively**
- **attention to quality is important at every stage of “production”**
- **involvement of all at all levels, permanent attention, shared responsibility**
- **emphasis on the procedures**
- **re-examination of objectives and criteria on a regular basis**
- **transparency of objectives, monitoring and evaluation are most important**
- **environmental quality management systems have led to a quantum leap in industrial environmental policies**



SQM – Sustainable Quality Management

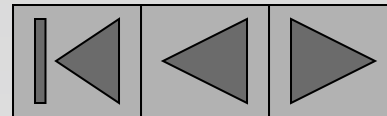
- **a comprehensive system for assessing Sustainable Development**
- **based on the concept of Quality Management**
- **provides a general framework but allows for different interpretations of Sustainable Development**
- **a tool for interregional and intercultural communication**
- **a tool for interdisciplinary communication**
- **a tool for managing transformation and learning processes**



SQM – Sustainable Quality Management ®

The SQM system

A system for managing sustainable development processes



SQM – a versatile modular system for different user groups

- **managers of funding programmes**

- can use powerful SQM concepts and tools for the whole programme cycle
- the main target group of *SQM-praxis* for the moment

- **professional programme and project developers**

- can use highly versatile tools for development and evaluation
- competent partners for all final users, certificates from *SQM-praxis*

- **actors in local communities**

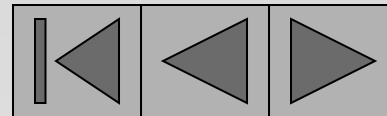
- learn to use the SQM “language” for discussions

- **politicians and communicators**

- are interested in tools for the creation of transparency
- can use the SQM concepts and framework

- **business managers and consultants**

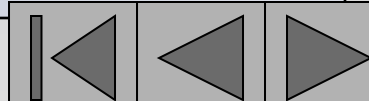
- a potentially most important market for SQM
- specific SQM.tools will only be available in 2003



SQM – Sustainable Quality Management®

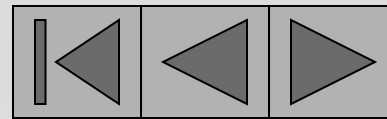
a modular system for a variety of users

Concepts <ul style="list-style-type: none"> – Sustainable Development as regulative idea and dynamic process ... – Quality Management of development processes, evaluation ... – Subsidiarity as a central concept of governance ... 		
Framework the SQM analysis framework <ul style="list-style-type: none"> – ORIENTATION: 10 Components of Sustainability – SOCIAL POTENTIAL: 16 Regional Key Factors – ACTION DYNAMICS: 6 Basic Transformation Levers 	Methods <ul style="list-style-type: none"> – diagnosis of situations – strategy and programme development – monitoring and evaluation of programmes and projects – SQM appraisal combining qualitative and quantitative analysis – participative facilitation – synthesis and visualisation – training 	Tools Internet-based online-tools <ul style="list-style-type: none"> – <i>SQM.guide</i>: public guide to funding programmes – <i>SQM.progman</i>: tool for managing funding programmes – <i>SQM.project</i>: versatile expert tool for SQM-related projects – <i>SQM.experience</i>: exchange of experiences



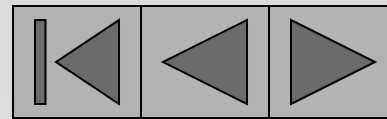
SQM – communication and understanding between different cultures

- **SQM has been developed on the basis of a series of European research and pilot application projects in several countries since 1996 (INSURED, D2MiP, ...)**
- **The SQM concepts constitute an intercultural “language” for describing different points of view and different contexts**
- **All tools have been conceived for multilingual use**
- **Special emphasis has been given to EU structural funds**
- **The SQM analysis framework consisting of 32 basic aspects can be applied to very different contexts**
- **Systematic descriptions of the contexts facilitate the intercultural exchange of experiences**



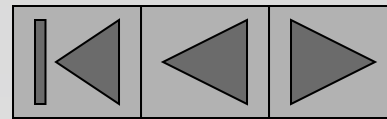
SQM – involvement of actors and interest groups

- **flexible applications for different user groups and tasks**
- **tools for the support of participative processes: facilitation methods, questionnaire systems, tools for analysis, synthesis and visualisation**
- **combination of qualitative and quantitative appraisals: unstructured opinions and knowledge can also be included**
- **a common “language” for local actors, interest groups and experts**



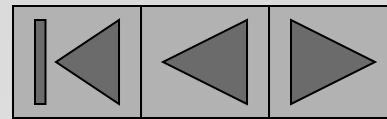
SQM – versatile and upgradeable thanks to a modular structure

- SQM is a modular and scaleable system based on a small number of basic principles**
- After an easy start, the growing experience of the users opens up more and more possibilities**
- Different concepts, methods and tools can be arranged into an optimal combination for specific tasks, users and target groups**
- The basic analysis framework can be simplified or refined indefinitely**
- Online tools for different needs are based on a common structure and can be configured and upgraded step by step**
- New special applications are gradually being developed**



SQM – transparency and communication with new Internet technologies

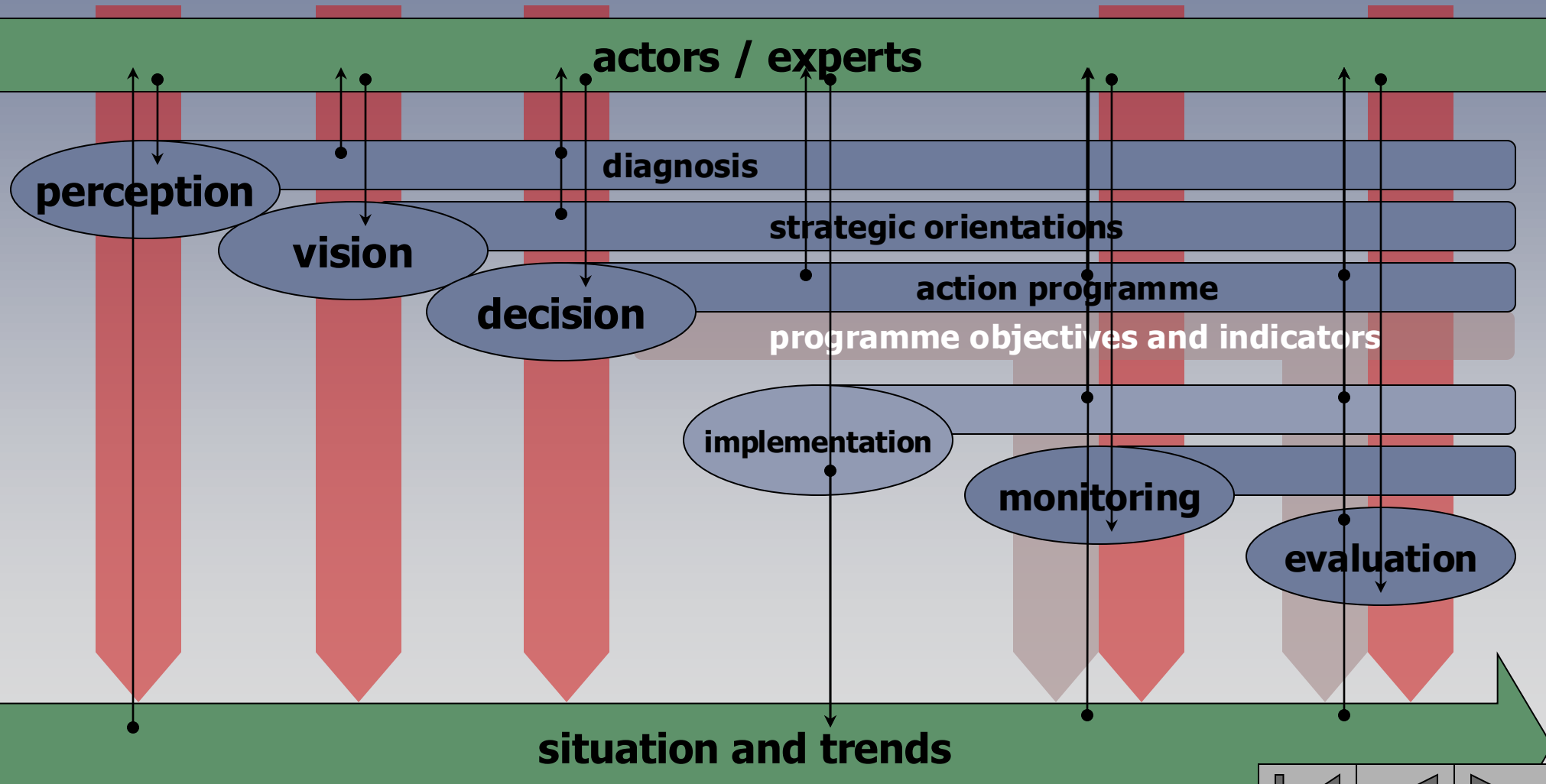
- **The basic SQM concepts and methods can be used without the Internet. However, the consistent application of new Internet technologies can open up new dimensions.**
- **In order to use the different tools you only need an Internet connection and specific passwords**
 - no installation problems, no maintenance
 - easy start-up
- **The central SQM database engine allows for an easy and targeted exchange:**
 - public information pages, programme guides, questionnaires ...
 - management systems with differentiated rights for numerous collaborators
 - confidential projects with collaborators all across Europe
 - databases for the exchange of experiences in thematic networks



SQM – Sustainable Quality Management:

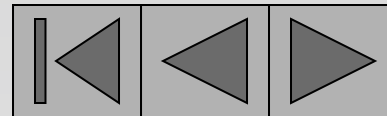
use of SQM-appraisals over the whole policy cycle

SQM analysis framework



SQM – Areas of application

- **local and regional development**
- **spatial planning**
- **transport policy**
- **research policy**
- **industrial projects**
- **Participative strategy development at all levels**
- **Conception, management, monitoring and evaluation of programmes and projects**
- **Special emphasis on Structural Funds**
- **Transfer of experiences from one context to another**
- **Training**



SQM – Sustainable Quality Management ®



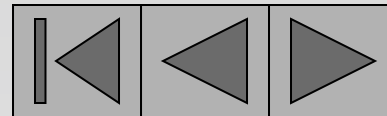
SQM – The assessment framework

**A framework for the discussion and assessment
of sustainable development processes**

SQM – assessment framework

SQM - A professional tool based on simple questions:

- Which direction do we choose for our future?
ORIENTATION – The principles of sustainable development
- Which are the societal forces and the capacities for co-operation?
SOCIAL POTENTIAL – The local key factors for sustainable development
- Which levers could be used for reorienting development?
ACTION DYNAMICS – The transformation levers

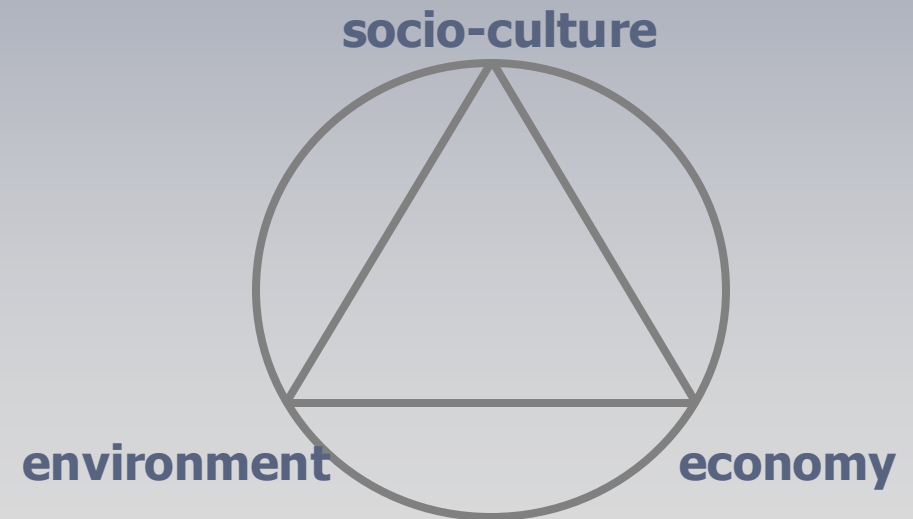


ORIENTATION: 10 Components of Sustainability: WHAT?

What do we want to sustain?

Development dimensions

1. Environmental dimension
2. Economic dimension
3. Socio-cultural dimension

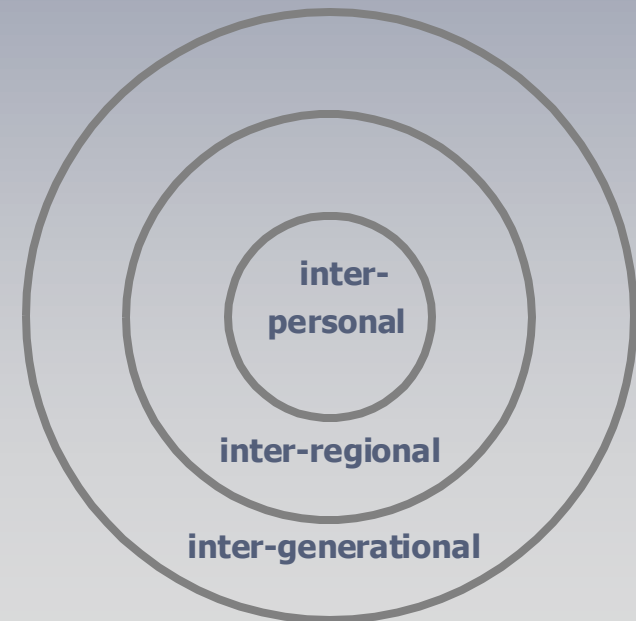


ORIENTATION: 10 Components of Sustainability: WHY?

Which conflicts of interest are the motives?

Dimensions of equity

- 4. Social and gender equity (inter-personal)
- 5. Equity between regions (spatial)
- 6. Equity between generations (temporal)

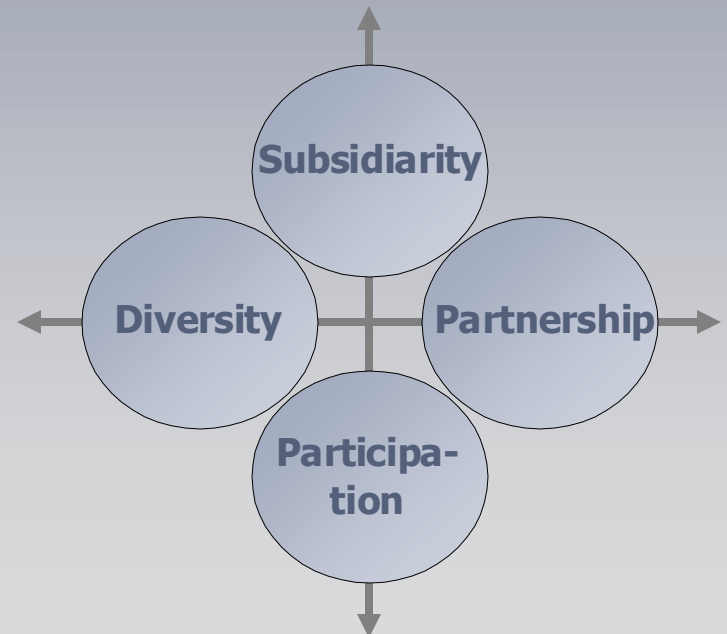


ORIENTATION: 10 Components of Sustainability: HOW?

Which basic approaches can help us?

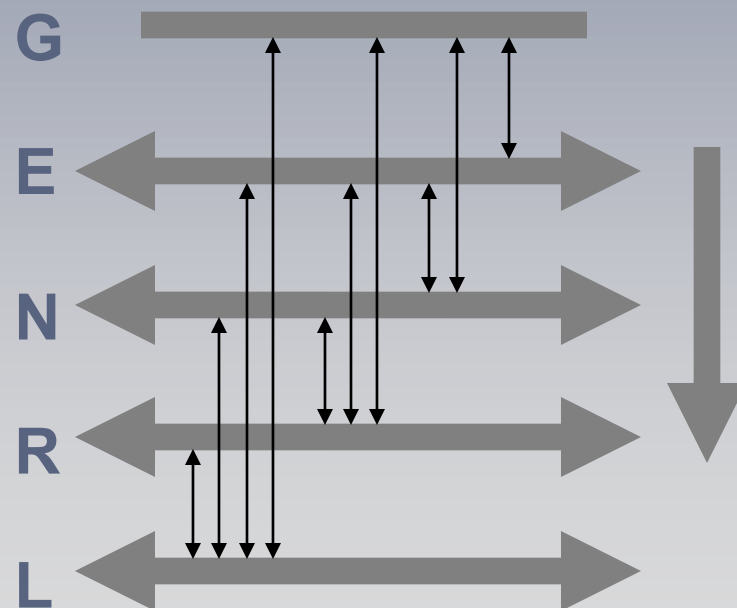
Systemic Principles

- 7. Diversity
- 8. Subsidiarity
- 9. Networking / Partnership
- 10. Participation



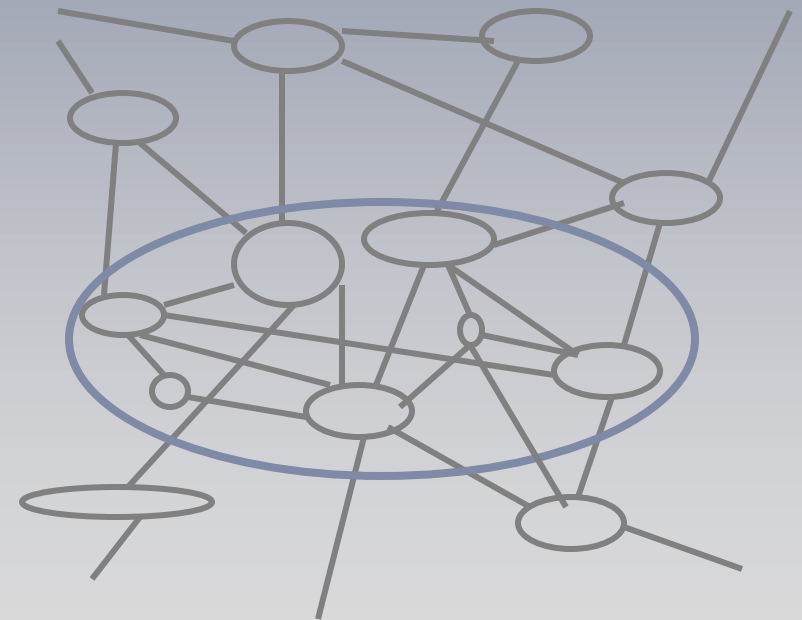
Subsidiarity

- **Political-administrative system**
- **Social cohesion, solidarity**
- **Technical systems**
- **Resource management**



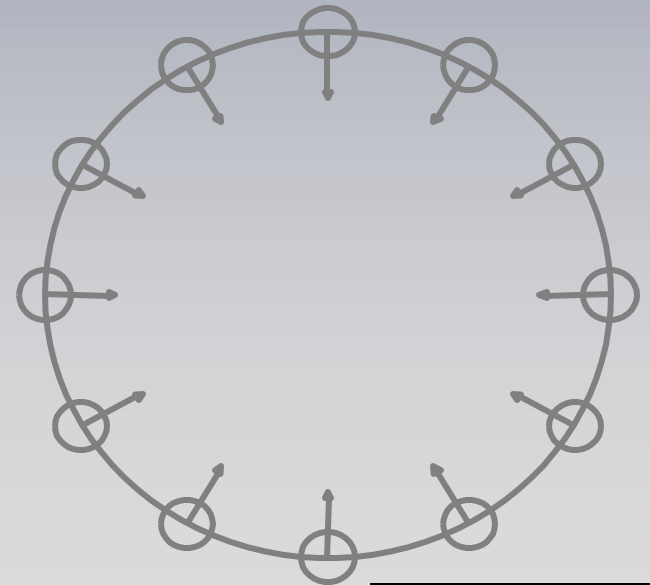
Networking / Partnership

- **co-operation**
- **exchange of experiences at regional, national and European levels**
- **habitat networks**
- **partnerships between administrations, NGOs, companies**

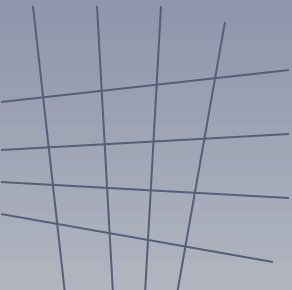


The importance of the context: The SOCIAL POTENTIAL

- **Sustainability can only be assessed in the local / regional / national context**
 - **The social dynamics at the local level are decisive for success or failure**
 - **Strategies must be adapted to individual conditions**
- **16 key factors**



ACTION DYNAMICS: Transformation Levers

- 
- D1** **Enhancing problem understanding**
 - D2** **Open collective learning**
 - D3** **Negotiation and co-decision**
 - D4** **Creation of a shared vision**
 - D5** **Client orientation**
 - D6** **Result orientation**

SQM: The analytical framework

ORIENTATION:

Components of sustainable development

- O1 Environment
- O2 Economy
- O3 Socio-culture
- O4 Inter-personal equity
- O5 Spatial equity
- O6 Inter-temporal equity
- O7 Diversity
- O8 Subsidiarity
- O9 Networking and partnership
- O10 Participation

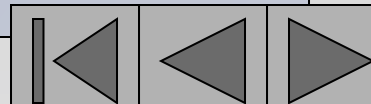
ACTION DYNAMICS:

Transformation levers

- D1 Enhancing problem understanding
- D2 Open collective learning
- D3 Negotiation and co-decision
- D4 Creation of a shared vision
- D5 Client orientation
- D6 Result orientation

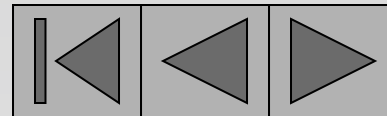
SOCIAL POTENTIAL: Key factors

- P1 Perception of a variety of development approaches
- P2 Creativity and innovation in an entrepreneurial culture which emphasises responsibility towards the community
- P3 Capacity to cope with complexity and ambiguity and to anticipate change
- P4 Openness to enrich the own culture and enhance multicultural cohesion
- P5 Discovery and re-encoding of territorial specificities and local knowledge
- P6 Ability of each to reach their optimum level of attainment and fulfilment
- P7 Fractal distribution of competence using the counter-flow principle
- P8 Autonomy of strategic decision making within a facilitating infrastructure
- P9 Primary reliance on own resources without compromising the ones of the others
- P10 Shared value system taking into account environmental, socio-cultural and economic interdependencies
- P11 Social cohesion
- P12 Opportunities and room for equitable interaction
- P13 Capacity of creating a shared vision
- P14 Integration of social and technical skills into the innovation process
- P15 Access to information and to the arena of dialogue and debate
- P16 Multiplicity of interactions, enhanced by local animators



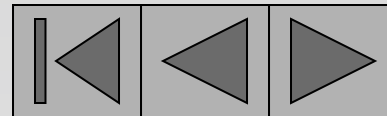
SQM – Sustainable Quality Management

SQM – Methods



The SQM appraisal

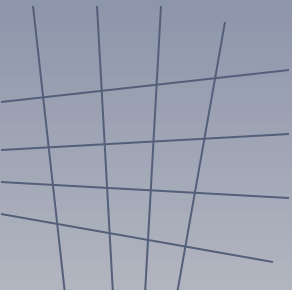
- **Appraisal of**
 - a situation
 - a project
 - a programme ...
- **with reference to the elements of the SQM analysis framework**
- **Variable complexity of the framework**
- **Qualitative assessment based on SWOT analysis**
- **Quantitative synthesis and visualisation**



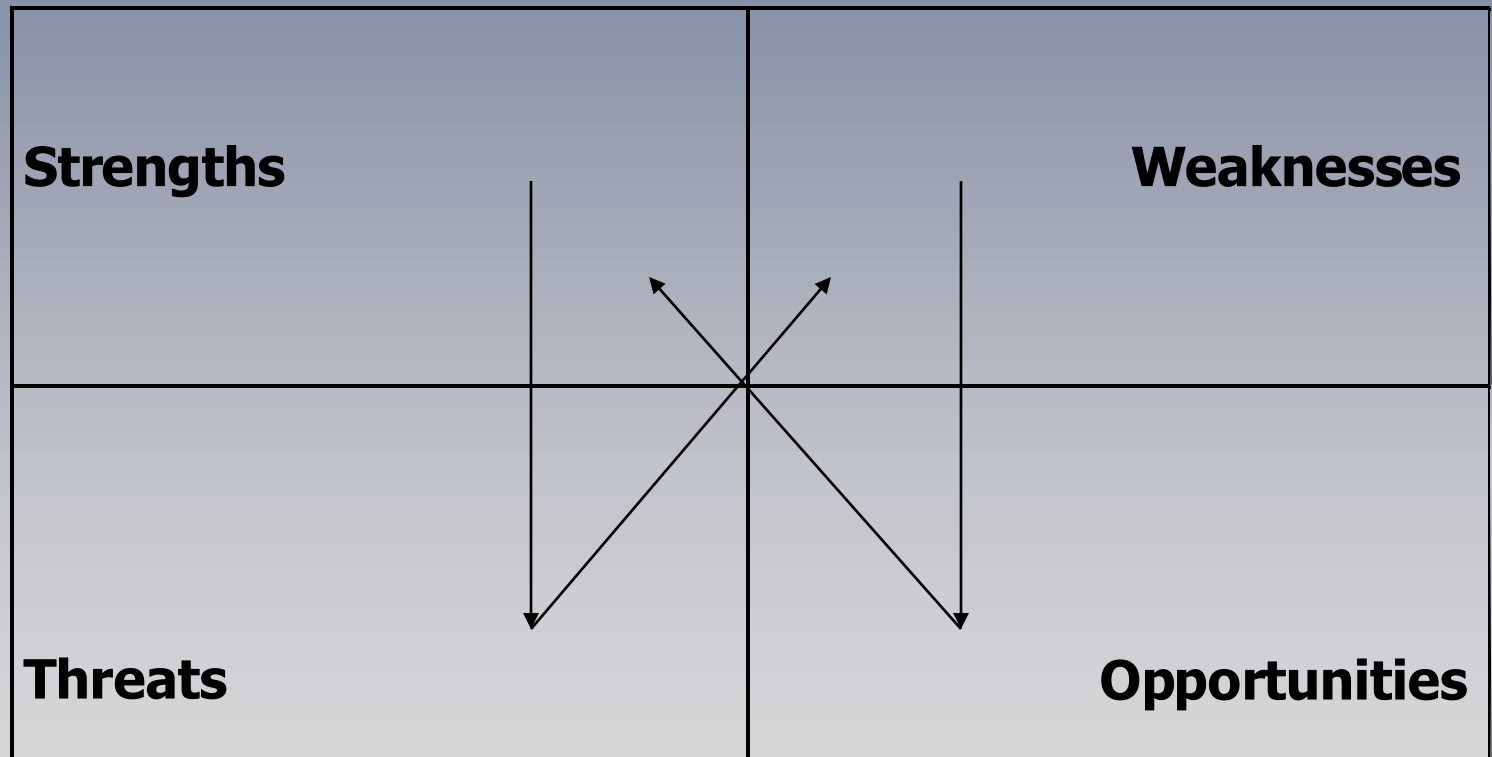
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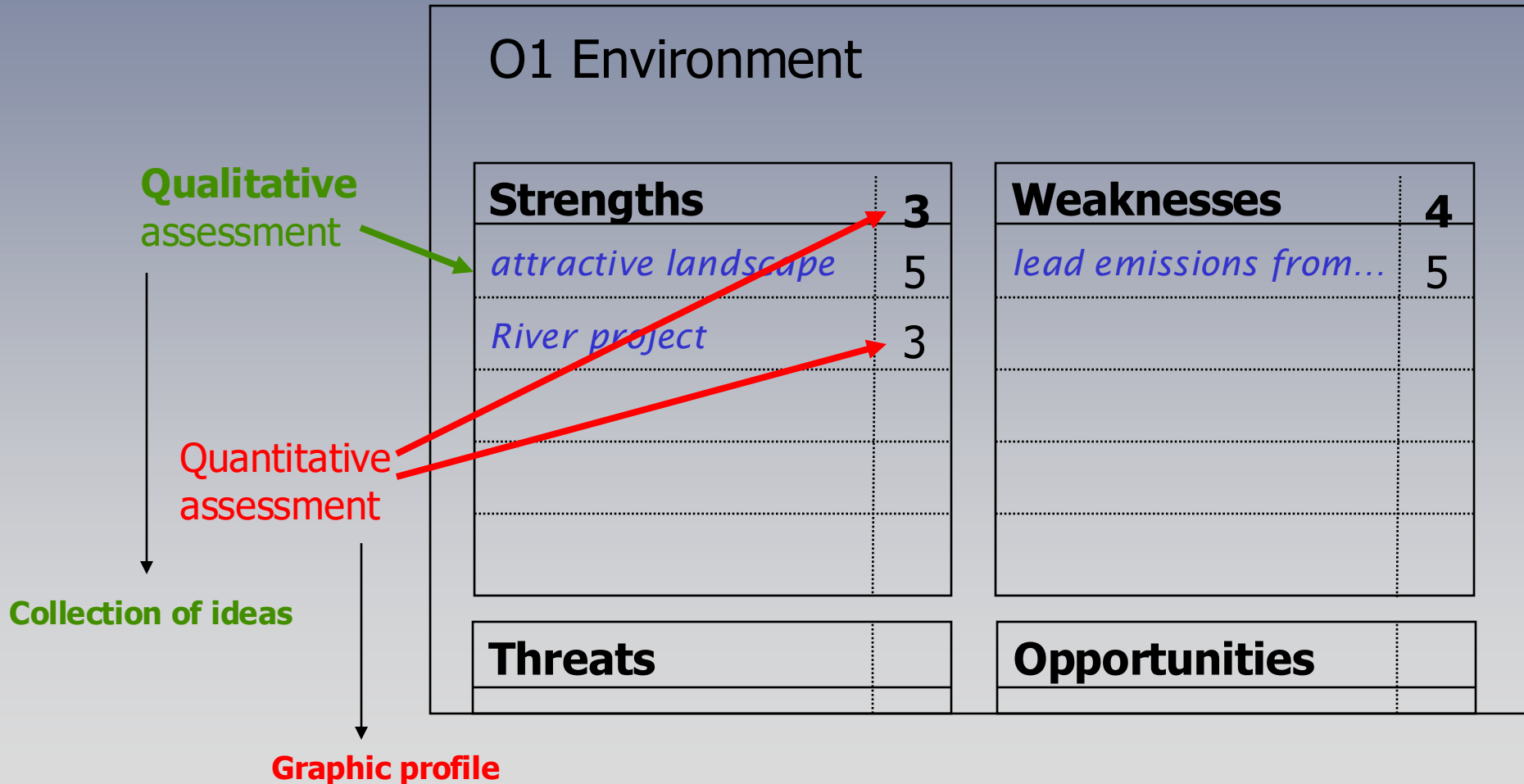
Putting the SQM analysis framework in concrete terms for specific contexts

- 
- **The SQM analysis framework is rather general and thus adaptable to different contexts**
 - **In order to help inexperienced users, the general aspects can be translated into specific assessment questions for specific contexts**
 - **In order to allow for a more detailed analysis, sub-aspects can be defined according to the specific context**
 - **Specific sets of questions and sub-aspects have been developed for:**
 - the individual steps of the policy cycle
 - for different countries
 - for specific programmes

SWOT analysis: a dynamic perspective



Qualitative and quantitative assessment: The SQM/SWOT assessment sheet

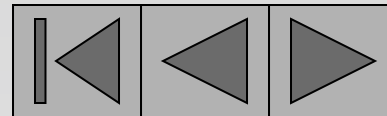


Synthesis and visualisation: example of a profile

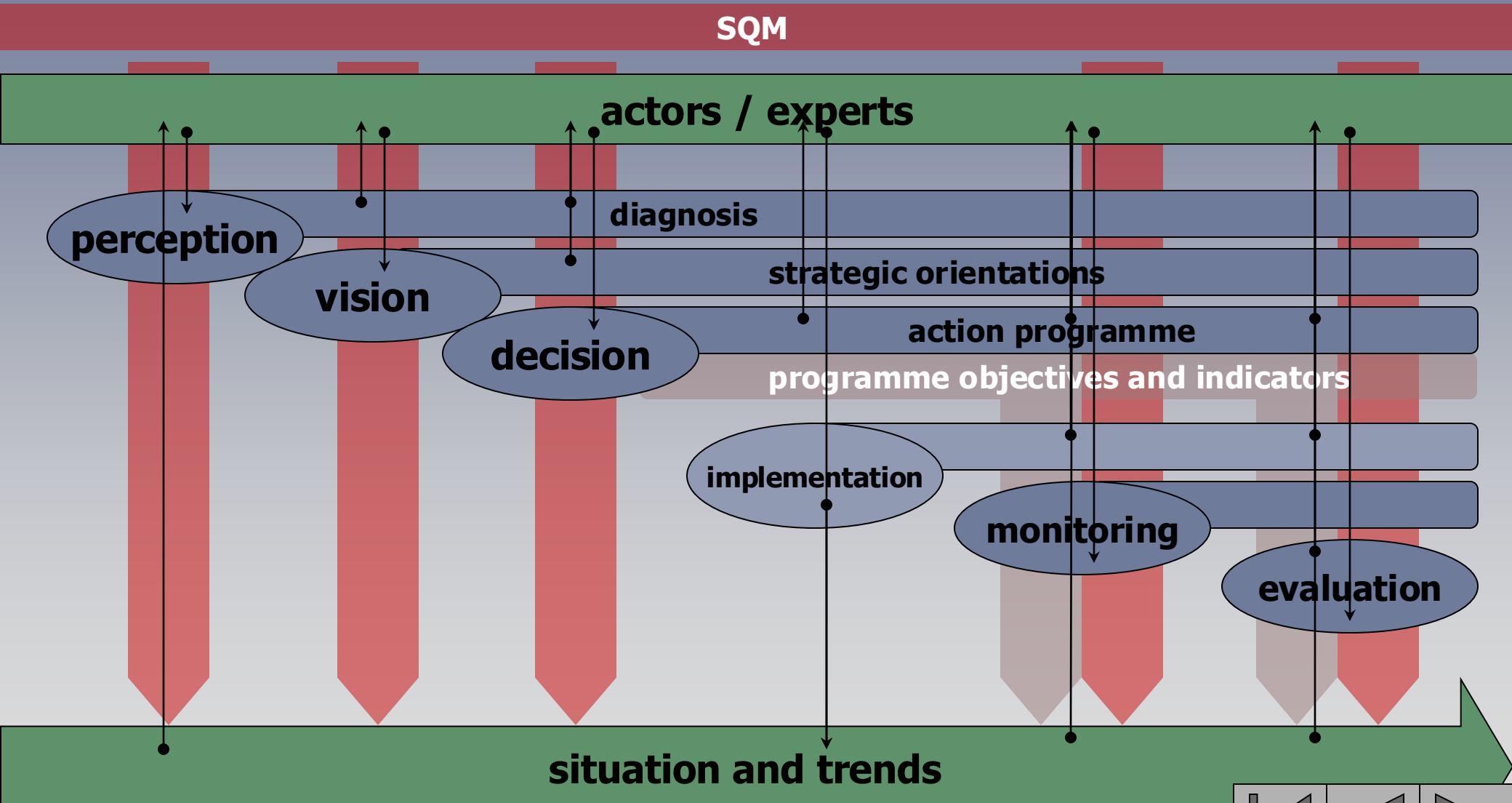
ORIENTATION		S	W	O	T
O1	Environment				
O2	Economy				
O3	Socio-culture				
O4	Equity between individuals				
O5	Equity between territories				
O6	Equity between generations				
O7	Diversity				
O8	Subsidiarity				
O9	Networks / Partnership				
O10	Participation				

SQM – the six basic tasks

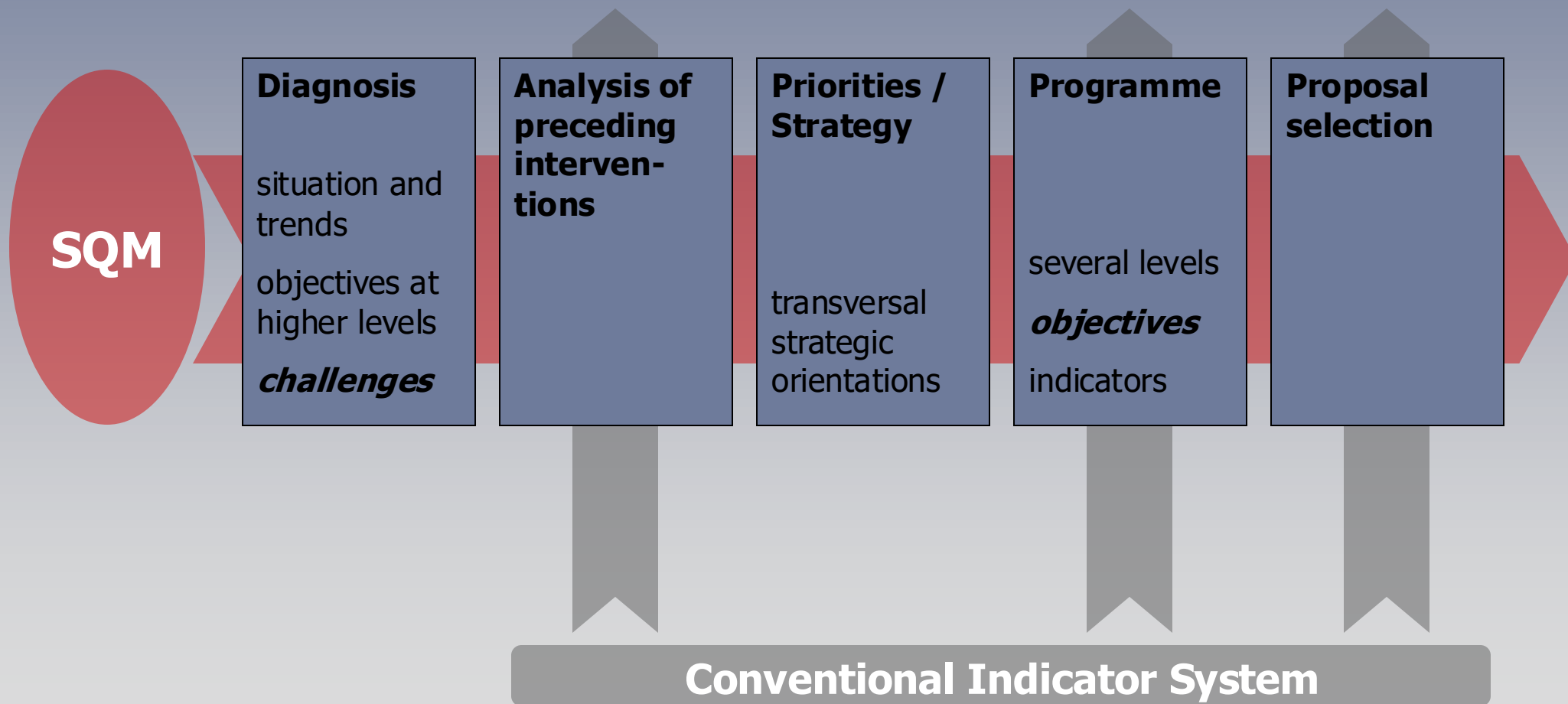
- 1 to assess situations and trends**
- 2 to develop strategies**
- 3 to assess programmes, measures and actions ex ante**
- 4 to monitor and to support programmes and actions**
- 5 to evaluate programmes and actions ex post**
- 6 to transfer experiences from one context to another**



SQM methods: support for every step of the policy cycle

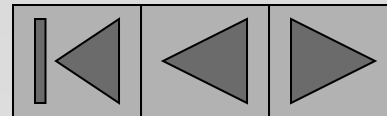


programmedevelopment

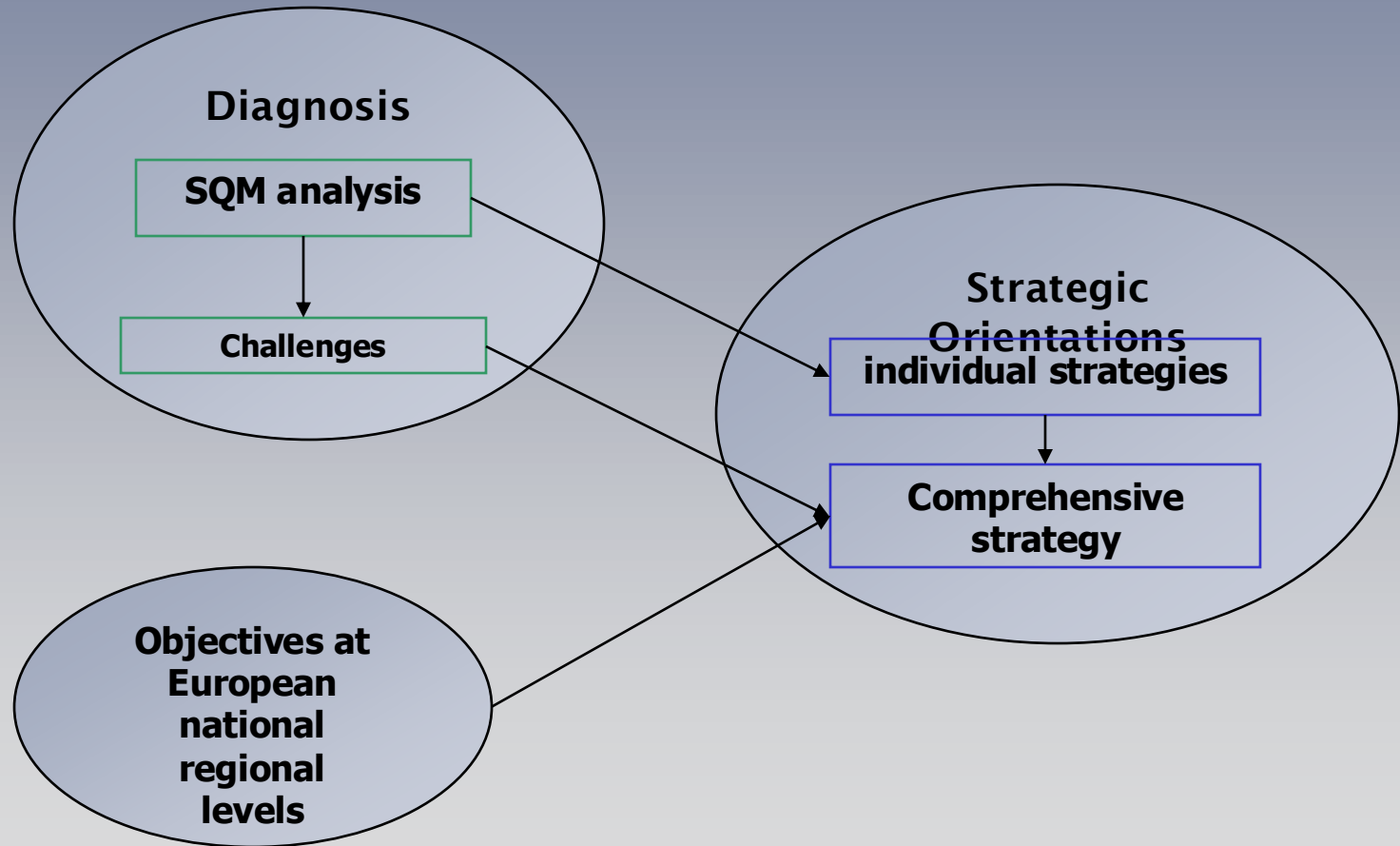


The WGLA – Working group of local actors

- In order to develop a local or regional programme, it is advisable to systematically involve local actors using SQM. Particularly useful is the establishment of an ad hoc working group of local actors (WGLA).
- The WGLA consists of persons reflecting the local driving forces and interests – it is not a group of official representatives.
- The members of the WGLA should be willing to go through a process of open collective learning.
- The WGLA develops a common perception of the locality and a shared vision for further development.
- Co-operation within the WGLA requires time – at least seven working days.
- The WGLA is a creative group – there is no hierarchy.
- Official decisions should be taken at a later stage by formally authorised institutions.



Development of strategic orientations



SQM – Examples of projects

1998: Towards Sustainable Development: Experiences and Recommendations of seven European Regions. PACTE programme.

1998: Development of procedures for the consideration of SD criteria in the awarding of Structural Funds. Saxony (D)

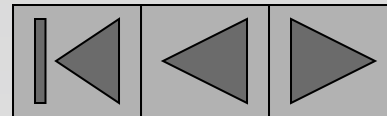
1999: D2MiP: a DG Regio pilot project in Midi-Pyrénées (F) concerning the participatory development of local Objective 2 programmes. Evaluation by DG Research.

2000: Proposal Agenda 21 in Florence

2001: *SQM.guide* MiP: Internet-based programme guide for the Midi-Pyrénées structural funds with auto-evaluation facility for project proposals

2001: D2ParcsMiP: Programme development for three Regional Natural Parks in Midi-Pyrénées

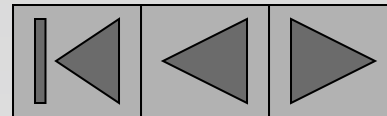
2002-04: INNESTO: EU research project concerning “Sustainable District Logistics”



SQM – Sustainable Quality Management ®

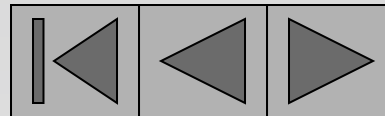
SQM tools

Online tools for the management of public support programmes



SQM tools for support programmes: general objectives

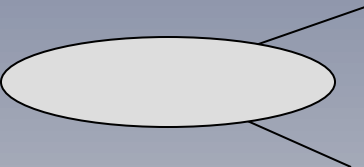
- **reinforcement of the orientation towards Sustainable Development**
- **support for and simplification of the programme management (project application and selection, monitoring, reporting, evaluation...)**
- **improved transparency of programmes and procedures**
- **stronger consideration of the programme objectives**
- **higher quality of project proposals**
- **support for project management**



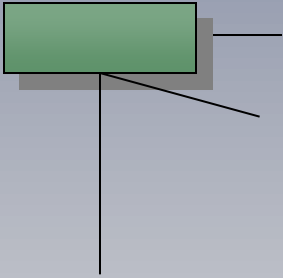
SQM tools



SQM web server

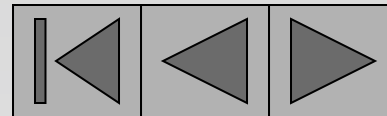
- 
- The central SQM web server is designed to provide all SQM tools online over the Internet
 - Data warehousing is centralised; the different tools can make use of a common data pool
 - Users only need a PC with Internet connection as well as passwords for the non-public tools and functions
 - A multi-level access control system allows for the differentiated assignment of reading and editing rights

SQM.guide



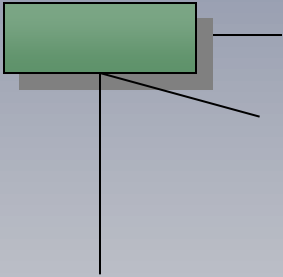
Online guide for complex support programmes

(for use by the interested public)



SQM.guide...

- ... increases the transparency of the support programme**
- ... facilitates access to the programme for broad target groups**
- ... reinforces the orientation of project proposals towards Sustainable Development**
- ... reinforces the orientation of project proposals towards the objectives of the programme**
- ... improves and simplifies the application process**
- ... relieves the programme management team**



SQM.guide – functions

– Online guide through complex support programmes

- detailed presentation of the programme in a hierarchical structure
- search for programme elements of possible interest to the applicant

– Self-evaluation of project proposals by the applicants

- specific questionnaires for the individual programme elements
- evaluation with regard to the programme objectives
- evaluation with regard to Sustainable Development
- a rough automatic analysis of the evaluation gives hints for improvements

SQM.progman

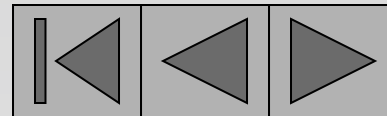


**Software tool
for the management of complex programmes**

(for use by the programme management team)

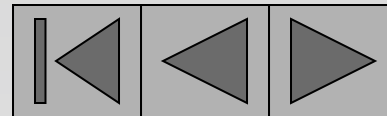
SQM.progman – objectives

- support for all management tasks that require assessments
- coherent programme management on the basis of a system of objectives and “sustainability profiles”
- monitoring of the projects and of the programme at all levels
- major simplification of reporting
- optimal preparation of later evaluations
- simplified communication between all those involved in the programme administration
- differentiated and secure password system

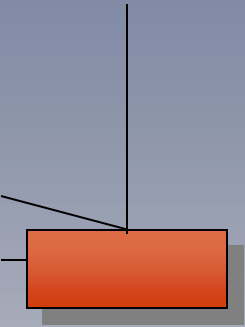


SQM.progman – functions

- support for the evaluation and selection of project proposals
- project monitoring
- programme monitoring
- support for the compilation of reports (e.g. the annual reports to the EU Commission)
- project evaluation

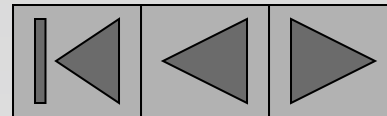


SQM.project

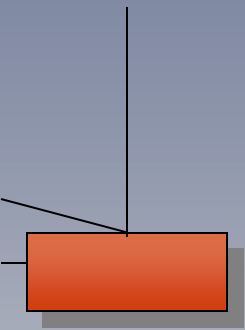


**Software tool
for programme development and project
management**

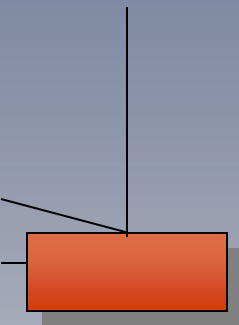
(for use by consultants and trained project managers)



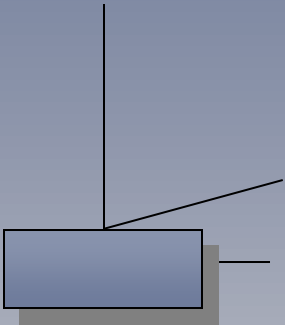
SQM.project – properties

- 
- **flexibly configurable tool for experts**
 - **versatile use in all projects concerning the management of sustainable development processes**
 - **combined qualitative and quantitative assessment of situations, strategies, programmes and projects with regard to a variety of aspects**
 - **flexible use of the SQM analysis framework and of question libraries and indicator systems based on it**
 - **support for different appraisal procedures**
 - **project management functions, team communication**
 - **simultaneous use in different languages**

SQM.project – areas of application

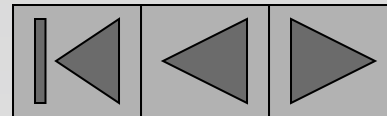
- 
- **development of programmes and projects**
 - **project management with multidimensional monitoring**
 - **complex projects with geographically dispersed, multilingual teams**
 - **evaluation of projects and programmes**
 - **development of SQM-based systems for specific issues (urban development, regional logistics, ...)**
 - **...**

SQM.experience

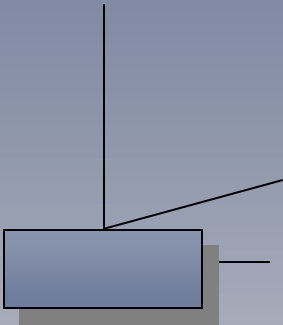


**Database
with descriptions of “best-practice”
experiences**

(for use in open or closed thematic networks)

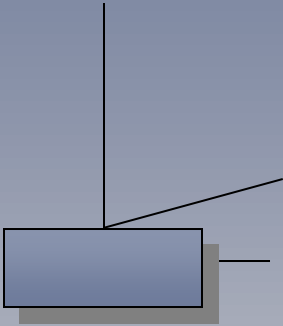


SQM.experience – objectives



- **structured description of experiences with the help of the SQM analysis framework**
- **systematic exchange of experiences**
- **consideration of the specific contexts using systematic SQM-based context descriptions**
- **systematic assessment of the transferability of experiences between different contexts**
- **intercultural communication made easier through the use of a description system that has been tested Europe-wide**

SQM.experience – functions

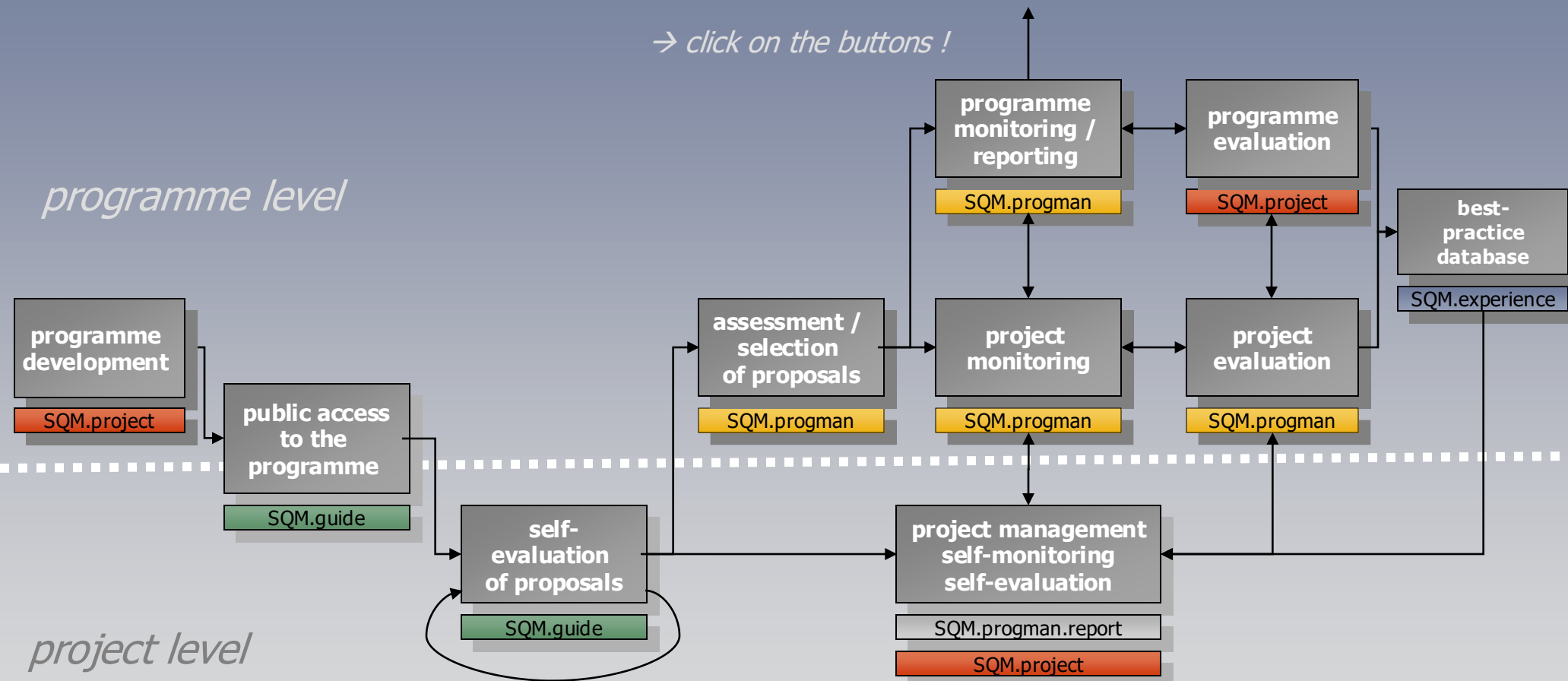


- **support for the formulation of structured descriptions (based on the SQM framework and on a collection of standard instruments)**
- **multiple search functions**
- **comparison of contexts, analysis of transferability**
- **communication aids**

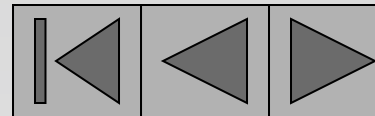
Use of SQM tools in the context of public subsidy programmes

→ click on the buttons !

programme level



programme cycle



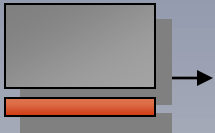
Programme development

– the individual tasks

- analysis of the territory and of preceding interventions
- formulation of the challenges
- formulation of strategic orientations
- development of a programme incl. objectives and indicators
- ex-ante evaluation of the programme

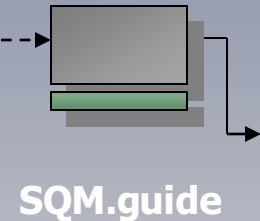
– participative development of the analyses and strategic orientations with local actors and experts

– support and documentation for all tasks provided by SQM.project

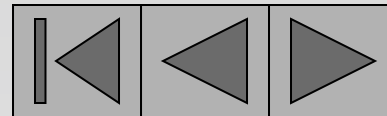


SQM.project

Public access to the support programme (Online-Guide) I

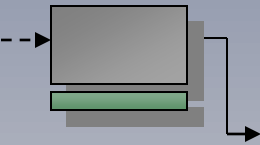


- **clear presentation of complex support programmes for potential applicants**
- **search for possibly applicable programme elements (measures, sub-measures) with the help of a small number of hierarchically structured key criteria:**
 - location of the project (down to the level of municipalities)
 - type of applicant (company, local community, NGO, ...)
 - business sector (tourism, training, waste management ...)
 - type of project (material investment, training course, ...)
- **structured presentation of all information and documents that may be relevant for the applicants**



Public access to the support programme (Online-Guide) II

- SQM.guide presentation of a support programme on the Internet



SQM.guide

http://www.sqm-praxis.net/sqm_tool/structure.php - Microsoft Internet Explorer

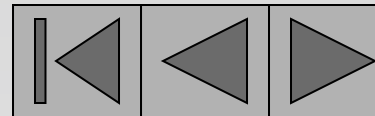
File Bearbeiten Ansicht Favoriten Extras ?

Das Programm Ich habe ein Projekt Help Contact

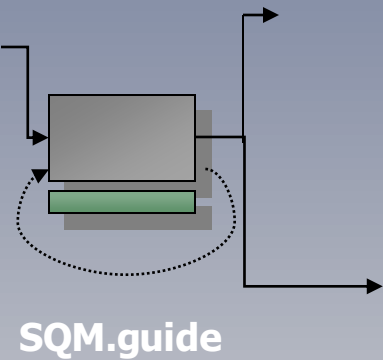
SQM GUIDE Baden-Württemberg: MEPL

Programmelement

Programm	- BaWü: Maßnahmen- und Entwicklungsplan ländlicher Raum	Details
Achse	I - Strukturverbesserung II - Agrarumwelt und Forstwirtschaft	Details
Massnahme	I.1 - Investitionen in landwirtschaftlichen Betrieben I.2 - Niederlassungsbeihilfen für Junglandwirte I.3 - Flurbereinigung I.4 - Verbesserung der Verarbeitung und Vermarktung landwirtschaftlicher Produkte	Details
Unter-Massnahme	I.1.1 - Agrarinvestitionsförderprogramm I.1.2 - Regionalprogramm	Details
Aktion		
Unter-Aktion		

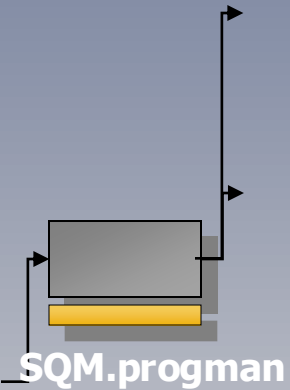


Self-evaluation of project proposals

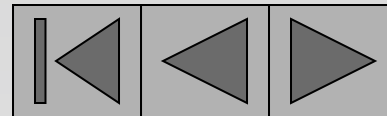


- **automatic compilation of a specific questionnaire for every individual programme element (measure, sub-measure, action)**
- **answers provided by the applicant: appraisal of the project envisaged**
 - contribution to the programme objectives
 - orientation towards Sustainable Development
- **automatic rough analysis of the filled-in questionnaire**
 - structured report
 - synthesis of the answers in a graphical presentation
 - simple suggestions for improvements of the evaluation or the proposal
- **the self-evaluation can be repeated several times**
- **the final version of the evaluation report becomes part of the application**

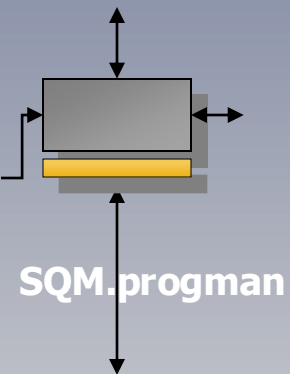
Support for the assessment and the selection of project proposals



- **self-evaluations submitted on-line are used by appointed evaluators as a basis for an independent assessment using the same system**
- **a synopsis of the resulting assessment profiles is used as a basis for the selection of the applications to be funded**
- **objectives and indicators of the selected proposals may need to be revised**
- **the results of the ex-ante evaluation and the revised objectives and indicators are entered into the project database; they serve as a basis for monitoring and evaluation**



Project monitoring



- **monitoring of the individual projects at regular intervals with regard to:**
 - the project objectives and project indicators
 - the project time schedules
 - the programme objectives
 - the dimensions of Sustainable Development
 - also the project budget, where required
- **considerable simplification of the monitoring task through a special reporting tool for project managers:**
 - online submission of reports
 - graphical overviews, automatic warning signals
 - comparison with ex-ante evaluation
 - comparison with other projects
- **more time available for the targeted support of projects**

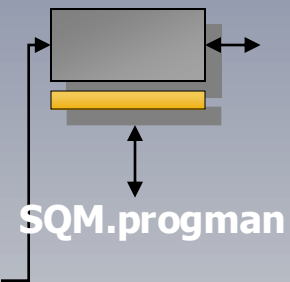
Programme monitoring and reporting

– monitoring of the programme at all levels

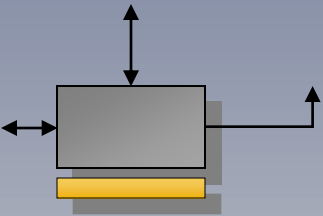
- synthesis of lower level appraisals and other data at each level from the bottom up
- appraisal of the meeting of objectives at every level
- early identification of imbalances and problems

– compilation of summary reports

- coverage of a major part of the reporting requirements of the European Commission
- flexible definition of reports for very different requirements
- considerably simplified compilation as a result of structured involvement of the persons in charge at every programme level

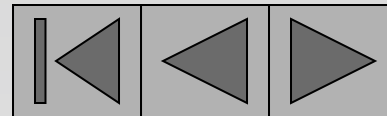


Project evaluation

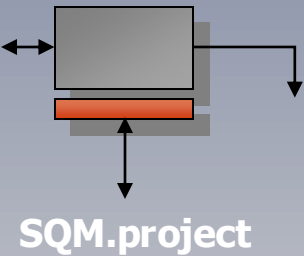


SQM.progman

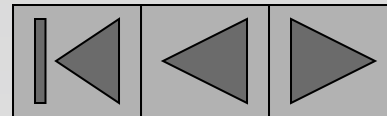
- **Project evaluation by programme managers or external experts**
- **use of the monitoring data**
- **use of the self-evaluation of the project, if available**
- **considerable simplification through the use of the same assessment method and unified data structure throughout the programme**
- **high flexibility and relevance as a result of project specific objectives and indicators**



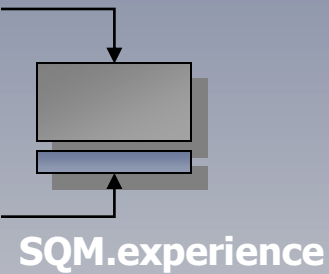
Programme evaluation



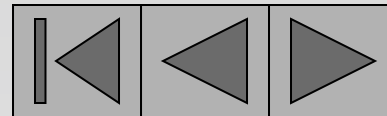
- **evaluation of the programme by external experts**
- **use of the monitoring data provided by SQM.progman**
- **highly flexible procedures with SQM.project**
- **involvement of those responsible at all programme levels with the help of appropriate methods and tools**
- **meaningful results through reference to clear objectives defined in advance**
- **comprehensible and clear presentation of the results**
- **higher quality and lower costs compared to conventional approaches**
- **also recommended if SQM has not been used in earlier phases of the programme (in this case cost reduction will smaller)**



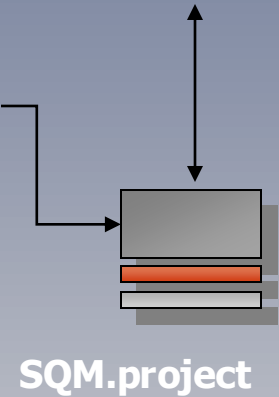
Best Practice Database



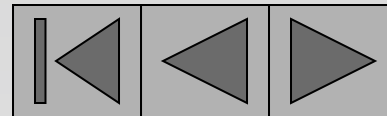
- **description of exemplary experiences and projects using the SQM framework**
- **description of the context, a prerequisite for the assessment of the transferability of experiences**
- **description of typical instruments and procedures**
- **multiple search functions, comparison of contexts**
- **selected data can be made publicly available**
- **stimulating ideas for new projects**
- **working tool for development agents and project developers**
- **multilingual access for Europe-wide use**



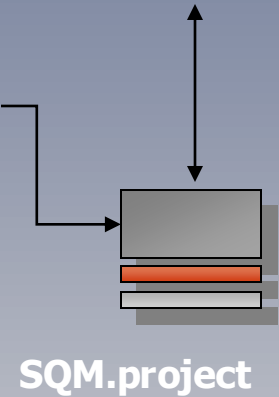
Project management and self-monitoring



- basic functions are provided by **SQM.progman.report**
- flexible management of more complex projects with **SQM.project**
- work flow and task management
- monitoring of resources
- regular check of project progress against project objectives and project indicators
- at project milestones: project assessment regarding programme objectives and sustainable development aspects
- online reporting to programme managers



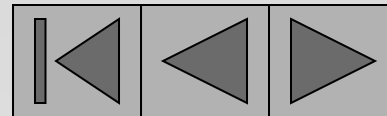
Project self-evaluation



- **intermediate and final evaluation of projects**
- **degree of detail depends on the type of project and has to be defined by the programme managers**
- **builds on the monitoring data**
- **involvement of several persons or groups by way of questionnaires and structured workshops**
- **reinforces self-responsibility, supports learning processes**
- **comprehensible and transparent presentation of the results, also for public relations**
- **prepares and facilitates the task of the programme managers and external evaluators**

SQM tools ...

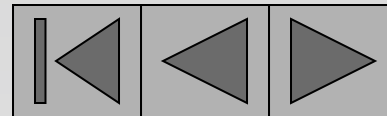
- ... are flexible and can be used in a modular way**
- ... are technically and conceptually well tuned with each other**
- ... can be coupled with already existing management tools**
- ... can also be used separately**
- ... will become accessible on-line during the course of 2002**



SQM – Sustainable Quality Management ®

SQM-praxis : The company

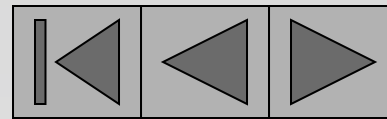
Resources for Sustainable Quality Management



SQM-praxis

A new company is looking for investors and partners

- **Business purpose:**
Commercialisation of the system „SQM – Sustainable Quality Management ®“
- **The issue:**
Sustainable Development
- **The market:**
The management of public subsidy programmes in Europe
- **The product:**
Internet-based management tools; training courses
- **The technology:**
an appraisal and management system based on EU research projects;
Internet database technologies



SQM-praxis

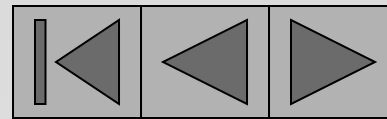
– the founders :

two researchers / consultants with international reputation

- Ruggero Schleicher-Tappeser,
Director EURES – Institute for Regional Studies in Europe,
Freiburg i.Br. / Germany
- Filippo Strati,
Director SRS – Studio Ricerche Sociali, Firenze / Italy

– the legal form:

limited company under German law "SQM-praxis GmbH"



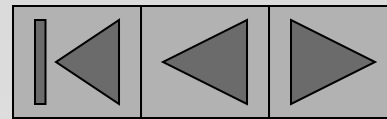
SQM-praxis: the objectives

market objectives :

- **SQM will become one of the leading European systems for integrating Sustainable Development principles in:**
 - **European Structural Funds programmes**
 - **public funding programmes in general**
- **SQM will become a widely accepted system for sustainability management in business**

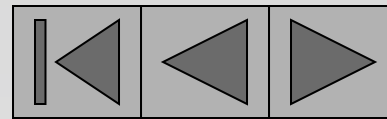
structural objectives:

- **SQM-praxis will train and certify a European network of independent consultants who use SQM**



SQM-praxis: the products

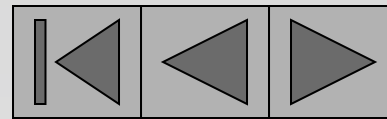
- **Internet-based tools for the management of sustainable development processes**
 - development of strategies and programmes
 - public relations and project development
 - monitoring of projects and programmes
 - evaluation
 - exchange of experiences
- **Training courses for different target groups**



SQM-praxis: the target groups (1)

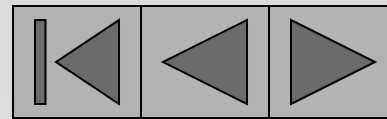
– The administrators of the regional EU Structural Funds programmes

- The EU budget for the Structural Funds in 2000-2006 amounts to 200 billion Euro
- The EU requires, that these funds be allocated on the basis of criteria that reflect the principles of Sustainable Development
- In practice, until now there have been no adequate systems that could ensure such a coherence
- In an evaluation of GD Regio pilot projects SQM has been recognised as the most advanced system (2000)

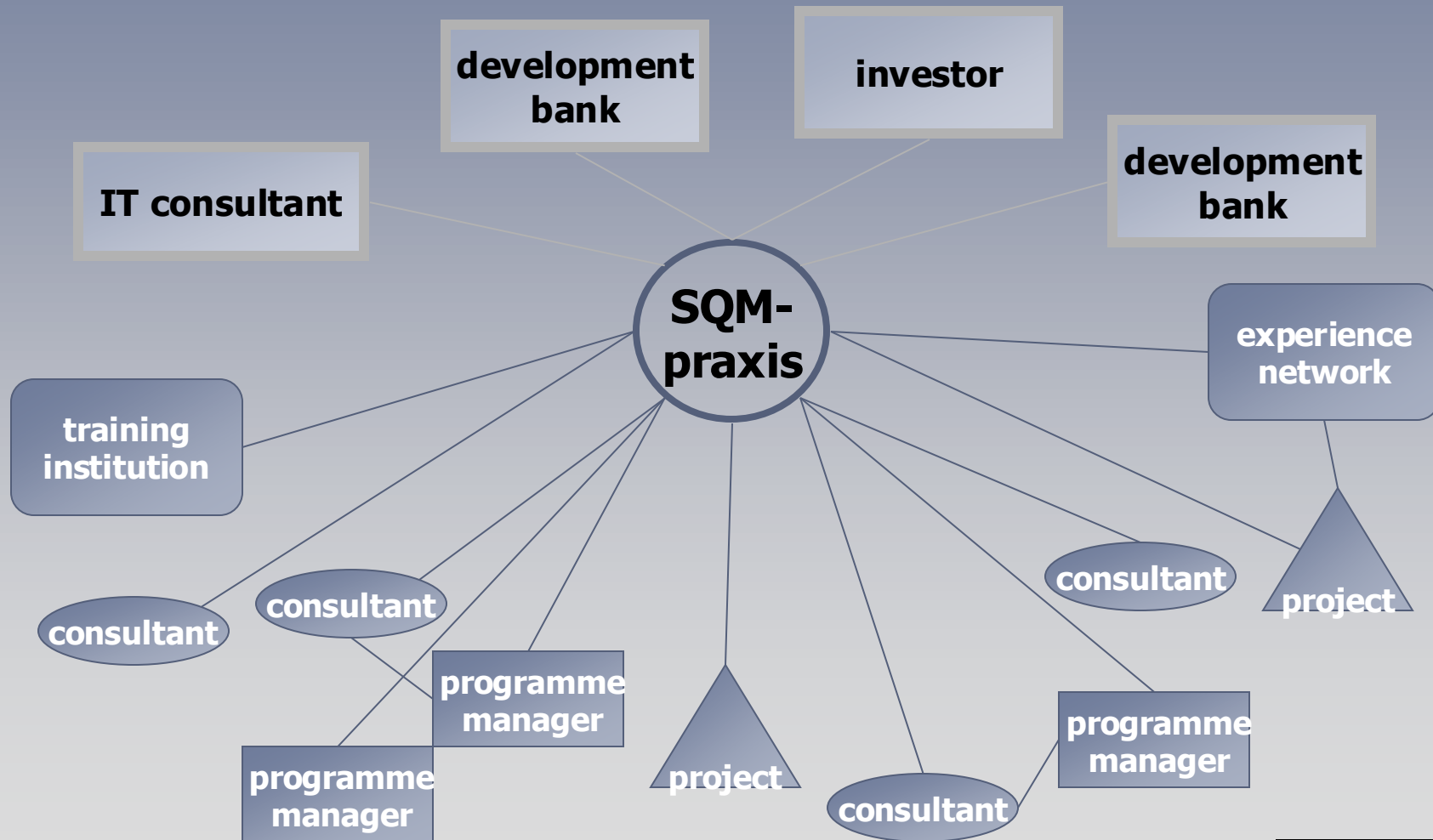


SQM-praxis: the target groups (2)

- **Administrators of other public support programmes in Europe**
 - Following the example of the EU, a clear orientation towards the principles of Sustainable Development is increasingly being demanded
 - The SQM system has been tested in a series of European projects concerning its comprehensibility and adaptability in the context of different European cultures
- **Consultants dealing with the development and the evaluation of public support programmes**
- **Private companies wanting to develop sustainable projects**



Building the SQM network: investors, users, certified partners



Further Information ...

www.sqm-praxis.net

SQM-praxis

**Basler Str. 19
D-79100 Freiburg
Germany**

**Tel. +49-761-70441-0
Fax +49-761-70441-44
freiburg@sqm-praxis.net**

SQM-praxis

via G. B. Amici 20
I-50131 Firenze
Italy

Tel. +39-055-500 0606
Fax +39-055-500 2202
firenze@sqm-praxis.net

