# Q&A Info-session CERV-2026-DAPHNE

## Administrative aspects

**1. Which types of entities are considered public authorities for eligibility purposes under Priority 5?**

For the definition of public authority, please refer to page 9 of this document, section on "public bodies": rules-lev-lear-fca_en.pdf. For purposes of relevance under Priority 5, we look for competent public authorities in the Member State that have statutory or administrative responsibility for child protection, children's social services, or other relevant public services (local, regional, national level), such as:

- National ministries responsible for children, family or social affairs;
- National authorities responsible for social services, education, health, justice, migration or policing, where these have child-protection responsibilities;
- National authority designated to coordinate implementation of the Strategy on the Rights of the Child and Child Protection Action Plans;
- Child protection service provider, care institution or relevant stakeholder within the child protection system;
- Judicial, and law enforcement authorities;
- Education (including schools), healthcare (including mental health), and social and welfare departments and services
- Psychosocial support providers, digital/sport/leisure/culture sectors.

**2. For transnational projects involving partners from several countries, is it expected that a public authority is involved in each participating country?**

No, the involvement of one public authority per consortium (not per country) is sufficient for eligibility purposes.

**3. Where it is not feasible to involve a public authority as a consortium partner in a particular country, could a public authority participate as an associated partner?**

For Priority 4, the lead applicant (or single applicant) must be a public authority. For Priority 5, the participation of a public authority is mandatory either as lead or co-applicant/beneficiary (not affiliated entities nor associated partners).

**4. Under public authorities, do you include public universities?**

For the definition of public authority, please refer to page 9 of this document, section on "public bodies": rules-lev-lear-fca_en.pdf. For purposes of relevance:

- Priority 1: n/a

- Priority 2 and Priority 3:
  Applicants are encouraged to also involve a public authority in support of their project to help achieve the sustainability of project results and outcomes. These public authorities can be national, regional or local Ministries/agencies/equality bodies

responsible for gender equality and/or provision of services to victims of violence or perpetrators; police, judicial, health or education authorities etc., as relevant. The rationale for the choice must be documented and explained in Part B "Project description and implementation". This support can be expressed either via the involvement of a public authority in the consortium (either as beneficiary or as associated partner), or through a Letter of support from the public authority (Annex to the application). This will be taken into account in the scoring under the award criterion 3 - Impact.

- Priority 4:
  For the purposes of Priority 4 of this call, public authorities include government bodies, agencies, or other entities - funded or controlled by the state - as well as national, regional, or local level bodies responsible for performing public functions, managing public services, or exercising statutory powers (e.g. police, councils, and regulatory agencies).

- Priority 5:
  Competent public authorities in the Member State that have statutory or administrative responsibility for child protection, children's social services, or other relevant public services (local, regional, national level). See reply to question n.1 for a list of examples.

**5. Can the consortium be entirely national?**

Yes, under all priorities the consortium and the project can be national.

**6. Can an organisation be part of two proposals submitted under two different priorities, for example as coordinator in one and partner in another?**

One entity can submit only one proposal as coordinator/lead applicant; however, they can also participate in other proposals as partners. The participation as partners is not limited. In case of multiple proposals submitted by the same lead applicant, all the proposals will be rejected and will not be evaluated further.

**7. Under Priority 4, can a public research or academic institution such as a state university qualify as a public authority for the purposes of acting as lead applicant, including where multiple faculties or a university hospital would be involved?**

Please check if the University fulfils the conditions set on page 9/10 in rules-lev-lear-fca_en.pdf: if so, then yes, it is considered a public authority. For the purposes of Priority 4 of this call, public authorities include government bodies, agencies, or other entities - funded or controlled by the state - as well as national, regional, or local level bodies responsible for performing public functions, managing public services, or exercising statutory powers (e.g. police, councils, and regulatory agencies).

**8. Regarding Priority 5, do public authorities need to be consortium partners, or would an MoU suffice?**

For priority 5, the involvement of a public authority (at municipal/local, regional or national level) in the consortium is mandatory either as lead or co-applicant (see section 6 “Eligibility”). A memorandum, or letter of support, is not sufficient.

**9. If civil society organisations cannot yet build a professional relationship with public authorities, does applying without a public authority in the consortium make them less likely to receive the grant?**

This depends on the priority you are applying to. Under Priority 1, the involvement of a public authority is not required. For Priority 2 and 3, it is recommended. This will be taken into account under criterion 3 – Impact, as their relevant involvement is intended to help achieve the sustainability of project results and outcomes. As the evaluation is based on multiple elements and criteria, this alone does not necessarily translate into having more or fewer chances of receiving the grants. For Priority 4, a public authority must act as lead or only applicant. For Priority 5, it is mandatory to involve a public authority within the consortium – hence, for these last two priorities, not having a public authority would result in ineligibility.

**10. Are transnational proposals rated more highly than national ones?**

Both national and transnational projects will be evaluated case by case according to the award criteria mentioned on page 38/39 of the call document.

**11. In which language must projects be developed: entirely in English or in the language of the host country?**

While English is advised for mere reasons of efficiency, you can submit your proposal in any official EU language (project abstract/summary should however always be in English). This has no impact on the scoring.

**12. How many civil society organisations should a consortium intend to subgrant to qualify under Priority 1?**

There is no minimum number of CSOs that an intermediary must support under Priority 1. Please read carefully the call document for all the mandatory requirements to set-up a regranting scheme.

**13. For Priorities 2 and 3, where lead applicants must be non-profit making, does this include public authorities, and can a municipality be a lead applicant?**

Yes, a public authority, including a municipality, can be a lead applicant – only for-profit entities cannot act as lead applicants.

**14. Can a Swiss NGO or another non-member-state organisation be eligible to apply and be funded under the call if the entire project and actions are carried out in EU Member States, including as beneficiary partner or coordinator?**

This depends on the status of the NGO. If it is an international organisation, then yes, it is eligible, provided that indeed the activities take place in eligible territories (EU Member State, including OCTs, country associated to the CERV Programme, or a country that is in ongoing negotiations for association, provided the agreement enters into force before grant signature). If it is not an international organisation, then no, it cannot be eligible to receive

grants. It may still participate within the consortium as associated partner, i.e. participating at own costs, without EC funding, and without signing the grant agreement. The consortium would remain responsible towards the granting authority for the action tasks performed by associated partners.

**15. For Priority 1, do public bodies and public universities need to submit the annual activity report as an annex to the application?**

No, public bodies are explicitly exempted from this requirement.

**16. Will a similar call for projects be published next year?**

Yes, a CERV-2027-DAPHNE call is foreseen to be published next year.

**17. Do associated or affiliated partners also need to register in the Participant Register?**

All beneficiaries and affiliated entities must register in the Participant Register (where the PIC is obtained) before submitting the proposal and will have to be validated by the Central Validation Service (REA Validation).

## Policy priorities

**18. Can online abuse, harm, or bullying, including upcoming AI-related risks alone, be a topic of a CERV project, without focusing on offline or physical harm?**

Yes, especially under the call's priority 3 on gender-based violence prevention, proposals focusing on online violence are welcome. Please pay attention to the wording of the priority, it is about measures to prevent cyber violence that strengthen the digital literacy skills of online users in line with the requirements of Article 34 (8) of the VAW Directive. So, please refer to this Article. It aims at preventive measures for the following types of cyberviolence: Non-consensual sharing of intimate or manipulated material, Cyber stalking, Cyber harassment and Cyber incitement to violence or hatred.

**19. What do you mean by "media"? Could the film and audiovisual industry include video clips, expression through music, and the music industry?**

The call does not restrict or specify types of media to be targeted, so a general commonly used definition of media can be used. This indeed could include video clips and the music sector. Still, given that the call is about stereotypical portrayals of women and men, this suggests that focusing on visual media would be particularly relevant.

**20. In Priority 1, is it mandatory that the project focus on both combating gender-based violence and violence against children, or can a project focus only on gender-based violence?**

Project can choose to either focus on gender-based violence or violence against children, there is no need to address both in one proposal.

**21. Regarding Priority 1, can third-party projects be programmatic, for example improving or extending services in gender-based violence, training staff, or preparing methodologies on working with victims, combined with capacity building, or must they focus only on organisational development?**

Yes, such activities would be suitable for third parties projects. In fact, capacity building to support grass-root CSOS needs to be provided by the intermediary organisation, in addition to providing sub-grants.

**22. Is it mandatory under Priority 2 to focus on children as well?**

No

**23. In Priority 2, can a proposal focus on training relevant authorities and developing innovative investigative tools to help them identify and address gender-based violence, without necessarily setting up support shops or similar services?**

Priority 2 is not only about setting one-stop shops, there are also other aims (setting up or adapting services in rape crisis or sexual violence referral centres, developing tools to tackle the need for immediate protection and support faced by victims of sexual and domestic violence). Please read carefully the text of the call.

**24. Under the priorities, does the project have to cover all the things listed or just one of the things?**

There is no need to focus on the entire list of objectives/activities of the priority.

**25. How much weight is given in evaluation to the themes, priorities, and activities listed for each priority compared with the general objectives, expected results, and principles contained in the policy documents? Are the themes and priorities listed on pages 10–17 only indicative examples, or are they intended to limit the scope?**

It is very important that projects focus on the specific aims listed under the call's priorities, it is not sufficient to align your proposals with more general policy documents. We really expect applicants to develop proposals focusing on what is stated in the text of the call. More general proposals or addressing other aspects, not specifically mentioned in the text of the call, are likely to receive less points especially under the award criterion 1 "Relevance" (see page 38-39 of the call).

**26. Would a consortium consisting solely of organisations based in Ukraine and Moldova be eligible under Priority 3? If so, how would such applications be assessed under the relevance criterion, given that actions would be implemented outside the EU and in countries where the Violence Against Women Directive does not apply? Would alignment with the Istanbul Convention be sufficient?**

Yes, such proposal would be in principle eligible (if indeed both Ukraine and Moldova signed relevant agreement for participation in CERV). It is possible to refer to the Istanbul Convention (the VAW Directive is largely based on the Convection) but still the Directive's provisions can also be relevant in the context of the countries' EU membership negotiations process and aligning their legislation with the EU aquis.

**27. Do you welcome project ideas that focus on adapting already tested or previously supported DAPHNE approaches in other regions or countries?**

Yes, still proposals need to justify their added value and pay attention to risks of duplication.

**28. Under Priority 2, are projects focusing on a specific form of violence and/or a particularly vulnerable target group encouraged, or is a broader approach addressing multiple forms of violence preferred?**

It is fine to focus on a specific form of violence.

**29. Is it acceptable under Priority 3 for a project to focus on preventing gender-based violence through prevention, early warning signs, combating stereotypes and victim-blaming, preventing cyber-violence, and promoting respectful relationships, without providing direct services to victims or case management?**

Yes, Priority 3 is about gender-based violence prevention, so work with victims is not expected.

**30. If methodologies or tools are funded under Priorities 1, 2, and 5, is it also possible to propose them under Priority 3?**

Please consult the list of activities to be funded (page 17 of the call), they apply to all the call's priorities.

**31. For Priority 3, which lists rape prevention, cyber-violence, perpetrators, and combatting stereotypes, are applicants expected to cover all four or choose one?**

No, proposals can focus on one aspect.

**32. Can you provide examples of "coordinated specialist-support centres" mentioned under Priority 2?**

Yes, the call already mentions the model of Barnahus and the model of the Family Justice Centres.

**33. Regarding Priority 1, should capacity building be limited to institutional strengthening such as fundraising and communication, or can it also include technical capacity building, for example on innovative approaches to supporting victims, working with perpetrators, or prevention mechanisms?**

Such specific aspects might be possible and relevant within a continuous capacity-building programme for CSOs which needs to be set up by intermediaries. The call mentions the possibility the use feedback from implementation and results as well as knowledge sharing among CSOs (including mentoring, coaching and on-the-job training), which could indeed focus on the aspects that you mention, even if these would not be among the first objectives, as the main aim of capacity building is indeed to strengthen organisational structures and capacity of CSOs.

**34. Under Priority 2, does the support sought by the call include longer-term victim support, such as psychotherapeutic support, or is it mainly intended for immediate help and practical measures to attain justice?**

Looking at the provisions of the VAW Directive, the accent is put on immediate support and referral to other specialist services, which could be indeed psychotherapeutic support. Art. 25(d), mentioned in the text of the call, states that Member States shall ensure "information on and, where appropriate, referral to services providing medical and forensic

examinations, which may include comprehensive healthcare services, and information on and, where appropriate, referral to psychosocial counselling, including trauma care". Therefore, such longer-term psychotherapeutic support would not be primarily targeted under the call priority 2.

## Financial management & Reporting

**35. Can the staff costs or working time of officials employed by a public authority be counted towards the project's co-funding contribution?**

Yes, it can; the co-financing must be covered by the consortium with any other resources than EU funding. Personnel costs of public officials may be included in the estimated project budget (budget heading A) if they comply with the applicable general eligibility rules set out (Art. 6.1 of the model grant agreement). The EU contribution covers 90% of the total estimated eligible costs, while the remaining 10% must be covered by the consortium through its own resources or other sources of funding. There is no separate category of costs allocated to the co-financing share. Further guidance on personnel costs can be found in Article 6.2 in the annotated grant agreement.

**36. Regarding the lump sum budget for Priority 3, how should the 10% co-financing be calculated? If the maximum EU grant is €600,000 covering 90%, does the total eligible project cost need to be around €666,666, or does €600,000 represent the total project budget from which 10% is deducted?**

Indeed, if the maximum EU contribution is set at EUR 600,000, then the total costs of the project must amount to EUR 666,666. However, this is the reverse reasoning; applicants should present a budget for the project covering all the costs of the action, of which 90% will be covered by the EU funding. All budget thresholds set out in the call document refer to the requested EU grant amount, not to the total estimated eligible costs (see page 34 of the call document).

**37. In Priority 1, if running costs for third-party projects are not eligible, are running costs related to executing the supported project, such as a project manager, accountancy, or partial office rent, eligible?**

Financial support to third parties under Priority 1 is intended to fund specific project activities, not the general running costs of organisations. Costs directly linked to the implementation of regranted projects, such as personnel costs for project management and administration, may be eligible. Intermediaries must establish clear eligibility rules for their regranting schemes, ensuring that the costs supported are linked to the activities and expected results of the third-party projects. General office rent is not considered a direct project cost. Intermediaries may, however, provide for a reasonable flat rate to cover indirect costs within their regranting schemes.

**38. Are in-kind contributions allowed as part of the 10% co-financing requirement under Priority 5?**

No. In-kind contributions are not applicable; there is no monetary value assigned to in-kind contributions and therefore cannot be counted towards the 10% co-financing.

**39. Is procurement of vehicles and equipment allowed under Priority 5?**

All estimated costs must be reasonable, justified and directly linked to the proposed project activities, in accordance with the general eligibility conditions set out in Art 6.1 Annotated Grant Agreement. Equipment costs must be calculated in accordance with the applicable depreciation rules and correctly encoded in the detailed budget table. Indirect costs are covered by the 7% flat rate automatically calculated by the budget table.

**40. Is refurbishment of premises allowed under Priority 5?**

Renting buildings and refurbishing them is not among the activities listed for funding under the CERV programme. Therefore, the main objective of a project should not be renting a building and refurbishing it. The objectives of the project should align with the activities supported by the Programme, such as awareness raising, promotion and the dissemination of information, mutual learning and the exchange of good practices, analytical and monitoring activities, increasing awareness, capacity building, improvement of access to victim support services…etc. However, limited rental and refurbishment costs might be considered if they are necessary to implement the activities foreseen in the Programme and if they may be considered accessory to the main activities of the project.

All estimated costs must be reasonable, justified and directly linked to the proposed project activities, in accordance with the general eligibility conditions set out in Art 6.1 Annotated Grant Agreement. General running costs such as refurbishing office premises are not a direct project cost. Indirect costs are covered by the 7% flat rate automatically calculated by the budget table.

**41. Under Priority 2, are rental costs of premises used as a one-stop shop eligible, and what about utilities?**

Renting buildings and refurbishing them is not among the activities listed for funding under the CERV programme. Therefore, the main objective of a project should not be renting a building and refurbishing it. The objectives of the project should align with the activities supported by the Programme, such as awareness raising, promotion and the dissemination of information, mutual learning and the exchange of good practices, analytical and monitoring activities, increasing awareness, capacity building, improvement of access to victim support services…etc. However, limited rental and refurbishment costs might be considered if they are necessary to implement the activities foreseen in the Programme and if they may be considered accessory to the main activities of the project.

Under all priorities, rental costs of premises directly linked to the implementation of project activities (refer to the list of activities in the call document: e.g. workshops, conferences) may be estimated under budget category C.3. Instead, general office rent and utilities are considered indirect costs, already covered by the 7% flat rate automatically calculated in the detailed budget table.

**42. If the coordinator in Priority 5 is a public organisation, are there recommendations on budget percentages and roles between public organisations and NGOs/civil society organisations?**

The budget distribution must be coherent and proportionate to the task and responsibilities assigned to each consortium member. There are no fixed percentages or recommendations set out in the call document. The budget, its feasibility, and cost effectiveness are evaluated under the Quality criterion.

**43. Are in-kind contributions allowed as part of the 10% co-financing requirement, and are contributions from other institutional donors also allowed?**

In-kind contribution is not applicable and cannot be counted for the 10% co-financing requirement. Co-financing may be covered by the beneficiaries' own resources or financial contributions from other donors. Volunteer work may also contribute to the 10% co-financing through the application and use of unit costs subject to the conditions established by Commission Decision C(2019) 2646 unit-cost-decision-volunteers_en.pdf.

**44. Since there is no indication of indirect cost rate, how should indirect costs be reflected, and at what percentage?**

Please consult the excel file 'Detailed budget table'. Indirect costs are automatically calculated by the excel file as a 7% flat rate of direct costs.

**45. If a higher education institution acts as coordinator under Priority 1 and works with a public authority as partner, can the partner act as the main distributor of funds for the co-funded projects?**

For priority 1 proposals can be submitted by either a single applicant (mono-beneficiary) or by a consortium. The lead applicants must be non-profit making. The call document (page 33) clarifies two additional conditions for priority 1:

a. have a recent proven experience of at least 3 years in implementing CSO capacity building activities in the fields of gender-based violence and/or violence against children;

b. have a recent proven experience in awarding and managing grants in the fields of gender-based violence and/or violence against children.

If the proposal is submitted by a consortium, the consortium must fulfil both points a. and b. This means that they can be either both fulfilled by at least one member, or separately by different members of consortia.

**46. For Priority 3, if the call defines two deliverables as compulsory, would including more deliverables improve the final score, and is it obligatory to define at least one deliverable per work package?**

The call document lists the mandatory deliverables for all priorities (i.e. progress report and report on the EU survey in WP1) and additional mandatory deliverables applicable only for priority 1. Applicants must add all other deliverables based on their proposed activities. Please consult the application template section 4 for clarifications on work packages and deliverables.

**47. If a consortium includes countries with very different average wage levels, how should the human resources package be calculated in each work package? Are there recommendations or good practices?**

Each beneficiary fills in its own costs per work package. Each beneficiary must estimate their personnel costs based on their usual actual costs, broken down by profiles available in the detailed budget table, customisable as needed. While some may be higher, the estimated 'costs per unit' are expected to fall within the indicative ranges for the relevant country and type of organisations used by the evaluators (i.e. Horizon Dashboard for lump sum).

**48. In Priority 4, with two work packages being the minimum, is there a maximum number of work packages? Are eight work packages acceptable, or would fewer be recommended?**

There is no maximum set. The number depends on the activities proposed, we recommend grouping activities in a coherent way and avoiding a complex long work plan structure.

**49. Can work package 1 be considered as indirect costs?**

No, work package 1 is intended to cover tasks and resources linked to Project Management and coordination. The detailed budget table will automatically compute a 7% flat rate of direct costs to account for indirect costs. As set out in the call document, the coordination and management costs of WP1 should not exceed 10% of the proposal total costs. Under lump sum funding, project coordination is simplified as there are no costs reporting obligations. Only for priority 1, a higher percentage may be exceptionally justified, since WP1 includes tasks related to the management of the regranting in addition to project coordination tasks.

**50. Will there be second-level audits? What about bookkeeping records, for example use of a project number?**

Under lump sum funding, there are no ex-post financial audits, as the payments are carried out on the basis of the implementation of the action and not on the baisis of costs claimed therefore, there is no obligation to keep costs-related documentation. Instead, the granting authority may carry out ex post controls on the proper implementation of the action and compliance with the obligations under the Agreement. Please find more information under Article 20 and Article 25 the model grant agreement for lump sum grants.

**51. Have I understood correctly that, if selected, beneficiaries must implement whole work packages with their own funds and only be reimbursed after the technical report, even though pre-financing is provided after signature of the grant agreement?**

No, you receive a prefinancing which is normally 80% of the max grant amount as a float to implement the activities. The payment of the balance is paid at the end of each reporting period. DAPHNE projects have usually only one reporting period, meaning reporting and payment of the balance at the end of the project.

**52. For project consortium meetings usually placed under work package 1, do you suggest keeping them there even if it makes the 10% ceiling difficult, or embedding them across other work packages?**

Such task would be linked to WP1 'Project Management and coordination'. Under lump sum funding, project coordination is simplified as there are no costs reporting obligations.

Only for priority 1, a higher percentage may be exceptionally justified, since WP1 includes tasks related to the management of the regranting in addition to project coordination tasks.

**53. For Priority 1, can grantees also charge indirect costs at the 7% flat rate?**

Intermediaries may establish a regranting scheme that provides for a reasonable flat rate to cover indirect costs incurred by regrantees. This must be duly justified and explained in the application form, under the section describing the proposed regranting methodology. In addition, please note that the call document encourages intermediaries to opt for simplified cost options such as lump sum funding.

**54. Will the consortium be part of the grant agreement, or does it need to be already created before submission?**

The consortium must be established at proposal stage, with all participating beneficiaries identified in the application and in the detailed budget table, as the quality of the consortium is assessed during the evaluation. If selected for funding, the consortium beneficiaries will become parties to the grant agreement.

**55. Can one partner have responsibility for two or three work packages?**

The call does not establish any restrictions on the distribution of tasks among partners. Please consider that under the Quality criterion, experts will assess the proposed methodology for implementing the project, including the organisation of work, timetable, allocation of resources and distribution of tasks between partners.

**56. Are recipients of an EU operating grant allowed to claim the flat-rate indirect cost?**

The guidance "How to manage your lump sum grant" has clarified that if a participant receives an operating grant, indirect costs will not be eligible for the lump sum grant. The Excel detailed budget table will not allow you to remove the indirect costs. This means that you should remove them from the manually encoded amounts in Part A of your application. If your operating grant ends before the lump sum grant, calculate the reduction on a pro rata temporis basis for the period of overlap between the operating grant and the relevant work packages of the lump sum grant.

**57. Do the annual personnel costs used for unit cost calculation include statutory employer contributions, employer social security contributions, and other mandatory employer charges?**

Correct, please consult how to estimate personnel costs in the annotated grant agreement (Article 6.2 - page 51).

**58. The lump sum dashboard data appear outdated and refer to 2023 salary rates. How should that be handled?**

You must estimate Personnel costs must be estimated based on your organisation usual actual costs. You are not asked to apply the rates shown in the Horizon Dashboard. As explained on its website, the Dashboard is used by evaluators as a benchmarking tool to assess whether the estimated personnel costs are reasonable.

**59. Under budget heading C.3 "Other goods, works and services", what kind of activities belong there, and can these be core project activities?**

Costs under budget category C.3 may be estimated for each work package, where relevant to the proposed project activities. Please refer to Article 6.2 C.3 of the annotated grant agreement and the categories available on the detailed budget table (e.g. consumables, services for meetings etc). Costs entered under the row 'Other' must be detailed under the excel worksheet 'Comments'.

**60. If the beneficiary wishes to take out a bank guarantee, regardless of the financial capacity assessment, would the cost be eligible and could it be included in the budget?**

The costs may be considered ineligible and removed from the proposed budget, as deemed not necessary for the action. Therefore, you should not estimate these costs.

**61. Is it possible to cover the 10% co-financing partially or solely through volunteers?**

The use of volunteer costs is intended to support the 10% co-financing, you must estimate such costs based on the rules established by Commission Decision C(2019) 2646 unit-cost-decision-volunteers_en.pdf, and describe in your work plan the role and tasks of the volunteers you plan to involve.

**62. In the case of externalisation, does the design and implementation of a communication campaign fall under subcontracts or under other direct costs?**

If you externalise an entire task, you subcontract the whole campaign from the content design and implementation to its monitoring and evaluation phase. If instead, you buy a service for part of the campaign e.g. graphic design, such costs are rather purchase of a service and may be estimated under C3.

**63. Is the use of unit costs for travel, accommodation, and subsistence optional rather than compulsory?**

The unit costs are compulsory. Costs under C1 must be clearly linked to the work plan and activities proposed. For this reason, tasks and deliverables must be detailed with indicators (e.g. number of participants in meetings/events etc).