



## D1.2

### IMPLEMENTATION PROGRESS

OCTOBER, 2025

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## **Partnership**

*Lead Partner:*

1. **ESCUELA ESPAÑOLA DE SALVAMENTO Y DETECCION CON PERROS (ESDP)** PIC 905278691, established in AVDA. PORTUGAL 54, MEJORADA DEL CAMPO 28840, Spain,

*Partners:*

1. **INONU UNIVERSITESI (INU)**, PIC 988666002, established in ELAZIG YOLU 15 KM, Malatya 44280, Türkiye,
2. **MUNICIPIO DE LOUSADA (LOUSADA)**, PIC 946875783, established in PRACA DR FRANCISCO SA CARNEIRO, SILVARES LOUSADA 4620-695, Portugal,
3. **KYTTARO ENALLAKTIKON ANAZITISEON NEON (K.E.A.N) (KEAN)**, PIC 950159621, established in PATROKLOU 57, ILION 131 23, Greece,
4. **KEAN ACTIVIDADES ALTERNATIVAS (ACAL)**, PIC 932657717, established in JUANFERNANDEZ, 4, MALAGA 29014, Spain,
5. **SPOR ELCILERI DERNEGI (SPELL)**, PIC 902157425, established in YAKINCA MAH. EGITIM CAD. NO 16 YESILYURT, MALATYA 44920, Türkiye,
6. **CODA DI LUPO ASSOCIAZIONE DI PROMOZIONE SOCIALE (Coda di Lupo)**, PIC 937494331, established in Via Trincea delle Frasche 7, Cagliari 09122, Italy,
7. **USMA PADOVA ASD (USMA)**, PIC 938173525, established in VIA PIRANDELLO 1, SELVAZZANO DENTRO 35030, Italy,

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**Partners involved in the elaboration of the document:**

<b>Participant No</b>	<b>Organization's name</b>	<b>Short name</b>	<b>Specify if involved</b>
<b>1</b>	Escuela Española de Salvamento y Detección con Perros	ESDP	Writing and editing
<b>2</b>	KEAN Actividades Alternativas	ACAL	Communication strategy
<b>3</b>	All partners	ALL	General review
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# 1. Executive Summary

## 1.1 Objectives and scope of the report

This mid-term progress report summarises the first 12 months of implementation of the Erasmus+ project *THEO – Exercise THERapy assistant dOgs*. THEO promotes physical activity with animals, especially dogs, as a means to improve wellbeing, empathy, and inclusion through sport and education. The report provides an overview of progress achieved, implementation status per Work Package, encountered challenges, and next steps for the upcoming period.

## 1.2 Summary of key achievements during the first 12 months

During the first year, the consortium successfully completed **WP2 – Research + THEO Videogame**, which included the development of the data collection methodology, analysis of children’s feedback, and the creation and dissemination of the *THEO video game*. **WP3 – Educating and Providing Tools** is close to completion, with the *THEO E-book* in its final editing phase. Under **WP5 – Communication, Dissemination and Mainstreaming**, the project’s website, communication strategy, and visual identity have been designed and implemented, ensuring strong visibility and outreach. Two consortium meetings were held: the **Kick-off Meeting in Málaga** and the **Transnational Project Meeting in Cagliari**. In addition, **WP4 – Awareness Campaigns** has been launched, with partners preparing social media actions and local awareness events to be implemented in the coming months.

## 1.3 Overall implementation status by Work Package

- **WP1 – Project Management and Coordination:** On track, with smooth coordination and regular partner meetings.
- **WP2 – Research + THEO Videogame:** Completed successfully.
- **WP3 – Educating and Providing Tools:** Near completion, with the e-book finalisation ongoing.
- **WP4 – Awareness Campaigns:** Officially launched, with preparatory work for social media and local events underway.
- **WP5 – Communication, Dissemination and Mainstreaming:** Active and ongoing, with strong visibility and engagement.

## 1.4 Main challenges and corrective measures

No major challenges have been identified. The main challenge concerns the coordination for event planning and selection in the second period. During the first year, the consortium streamlined the initial governance structure planned in the Grant Agreement, opting for a more agile coordination model based on monthly consortium

meetings with representatives from all partners. This adjustment has proven highly effective in ensuring regular communication, participatory decision-making, and efficient project monitoring.

## 1.5 Next steps for the second project period

The next phase will focus on the full implementation of **WP4 – Awareness Campaigns**, including local and online activities to broaden audience engagement. The consortium will also continue to enhance dissemination under **WP5** and ensure the finalisation and widespread promotion of all THEO outputs to maximise impact across Europe.

# 2. Introduction and Project Overview

## 2.1 Background and rationale of THEO project

THEO (*Exercise THERapy assistant dOgs*) is an Erasmus+ Sport project that builds on the growing recognition of the positive impact of physical activity with animals—especially dogs—on both human and animal wellbeing. The initiative responds to current challenges in promoting active lifestyles, social inclusion, and empathy, while fostering responsible pet ownership. By combining sport, education, and technology, THEO aims to make physical exercise an engaging, inclusive, and educational experience for children and families.

## 2.2 General objectives and expected outcomes

The project's overall objective is to promote physical activity through the interaction between humans and animals, enhancing mutual wellbeing, social cohesion, and awareness of the benefits of shared exercise. Specifically, THEO aims to:

- Develop innovative educational and digital tools, such as the *THEO videogame* and *E-book*, to raise awareness among children, educators, and families.
- Encourage behavioural change and empathy towards animals through playful learning.
- Create a European network of stakeholders—schools, sport clubs, shelters, municipalities, and NGOs—committed to disseminating THEO's message and methodology.

Expected outcomes include the full deployment of the videogame and e-book, a series of awareness campaigns and local events, and strong engagement across partner countries.

## 2.3 Work Package structure and lead partners

The project is structured into five interlinked Work Packages:

- **WP1 – Project Management and Coordination** (Lead: ESDP) ensures smooth cooperation, reporting, and quality assurance.
- **WP2 – Research + THEO Videogame** (Lead: INU) focused on data collection and the development of the interactive videogame.
- **WP3 – Educating and Providing Tools** (Lead: KEAN) develops and disseminates the *THEO E-book* and supports educational pilots.
- **WP4 – Awareness Campaigns** (Lead: Lousada) organises social media initiatives and local awareness events across partner countries.
- **WP5 – Communication, Dissemination and Mainstreaming** (Lead: ACAL) manages the project's visibility, website, and multiplier events.

## 2.4 Target groups and geographical coverage

THEO targets primarily **children and young people**, as well as **teachers, trainers, veterinarians, families, sport and animal welfare organisations**, and **local authorities**. The partnership covers five European countries—Spain, Italy, Portugal, Greece, and Türkiye—ensuring diverse cultural perspectives and broad dissemination potential.

## 2.5 Methodology for project implementation and monitoring

The project follows a participatory, multi-actor methodology combining research, co-creation, education, and awareness-raising. Activities are guided by a **Quality Management Plan (QMP)** developed under WP1, ensuring continuous internal evaluation, regular partner meetings, and progress monitoring. Implementation is based on iterative feedback between research (WP2), educational development (WP3), awareness actions (WP4), and dissemination (WP5), ensuring coherence and impact throughout the project lifecycle.

# 3. Governance, Management and Coordination

## 3.1 Consortium composition and partner roles

The *THEO – Exercise THERapy assistant dOgs* consortium brings together eight partners from five European countries, combining expertise in sport, education, social inclusion, communication, and animal welfare. The partnership ensures geographical balance and multidisciplinary collaboration to achieve the project's objectives.

- **ESDP (Spain)** – Project Coordinator and Lead of WP1 (*Project Management and Coordination*). Responsible for overall management, communication with the EACEA, reporting, and quality assurance.
- **INU (Türkiye)** – Lead of WP2 (*Research + THEO Videogame*), responsible for research activities, data analysis, and the design and development of the videogame.
- **KEAN (Greece)** – Lead of WP3 (*Educating and Providing Tools*), in charge of the educational materials, the *THEO e-book*, and training activities.
- **Lousada Municipality (Portugal)** – Lead of WP4 (*Awareness Campaigns*), coordinating the social media awareness campaign and national awareness events.
- **ACAL (Spain)** – Lead of WP5 (*Communication, Dissemination and Mainstreaming*), responsible for the communication plan, project visibility, and multiplier events.
- **SPELL (Türkiye), Coda di Lupo (Italy), and USMA (Italy)** – Partners providing expertise in social inclusion, education, animal-assisted interventions, and event organisation, actively supporting all Work Packages.

This multidisciplinary structure ensures complementarity between research, education, communication, and awareness-raising, which are at the heart of THEO's mission.

### 3.2 Governance structure

While the original project design included the possibility of a formal Steering Committee, in practice THEO has adopted a **simplified and participatory governance model** that ensures agility and efficiency. Governance and coordination are structured as follows:

- **Consortium Meeting (Main Governance Body):** held monthly online, with one representative from each partner institution. These meetings function as the decision-making and monitoring body, covering all Work Packages and project management topics (WP1).
- **Project Coordination Team (ESDP):** responsible for day-to-day coordination, communication with the EACEA, and administrative management.
- **Work Package Leaders:** responsible for progress monitoring within their respective WPs and for submitting updates and deliverables to the coordinator.
- **Communication Office (ACAL):** manages the project's external communication, dissemination activities, and online presence.
- **Administrative and Financial Officers:** each partner designates an officer responsible for financial reporting and internal communication with ESDP.

This flat governance structure encourages transparency, shared responsibility, and efficient information flow between partners.

### 3.3 Internal communication channels

THEO combines several tools to ensure smooth, fast, and inclusive communication:

- **Email exchanges and shared drives** (Google Drive) are used for document sharing, reporting templates, deliverables, and shared planning.
- **Monthly online consortium meetings** (via Google meet) provide space for collective decision-making, progress review, and risk identification.
- **WhatsApp group:** created for informal and real-time communication among partners, facilitating quick coordination and immediate responses to operational matters.
- **Templates and reporting tools:** shared through WPI to ensure uniformity in deliverables and monitoring (progress tables, Gantt chart, and internal reporting forms).

This combination of formal and informal communication tools has proven highly effective in ensuring continuous interaction and collaboration among partners.

### 3.4 Decision-making process and coordination mechanisms

Decisions within THEO are made collaboratively, based on consensus during consortium meetings. When urgent decisions are required between meetings, the coordinator (ESDP) consults partners via email or WhatsApp, ensuring transparency and inclusiveness in every decision. Each Work Package Leader monitors progress and reports monthly to the consortium, while the coordinator compiles an overall update and proposes next steps.

The coordination process follows these principles:

1. **Transparency:** all decisions and actions are shared with partners.
2. **Accountability:** each partner is responsible for the quality and timeliness of its tasks.
3. **Inclusiveness:** every organisation participates in discussions and planning.
4. **Continuous evaluation:** feedback and monitoring are integrated into every consortium meeting.

This system has enabled the consortium to stay on schedule and maintain consistent quality across all project outputs.

### 3.5 Overview of transnational meetings and internal reporting

Since the project's start, several coordination and review meetings have taken place:

- **Pre-Kick-off Meeting (online):** to finalise the Quality Management Plan, communication procedures, and reporting templates.

- **Kick-off Meeting (Málaga, Spain):** official launch of the project, agreement on roles and responsibilities, and discussion of the first-year timeline.
- **Monthly online consortium meetings:** ensure regular monitoring, exchange of updates, and WP coordination.
- **Transnational Project Meeting (Cagliari, Italy):** review of WP2 completion, near-finalisation of WP3, preparation for WP4, and communication strategy follow-up.

Each meeting includes an **evaluation session**, allowing partners to reflect on progress, collaboration, and next steps. Internal reporting is continuous, with WP Leaders submitting summaries to ESDP, which compiles quarterly management notes.

Through this governance and management framework, THEO ensures effective coordination, accountability, and continuous evaluation. The informal yet structured communication model, together with the strong commitment of all partners, has fostered an open, participatory, and results-oriented project culture.

## 4. Quality Management Plan (QMP)

### 4.1 Introduction

Building upon the governance and coordination structure described above, the *Quality Management Plan (QMP)* defines the procedures and mechanisms that ensure the effective, transparent, and high-quality implementation of all project activities under THEO. It provides a framework for continuous monitoring, internal evaluation, feedback collection, and corrective action, guaranteeing that the project achieves its objectives and complies with Erasmus+ standards.

### 4.2 Objectives and guiding principles

The QMP has been designed to:

- Ensure that all activities and deliverables meet the expected quality standards and timelines.
- Facilitate continuous evaluation and collective problem-solving among partners.
- Promote transparency, accountability, and open communication across the consortium.
- Integrate ethical and inclusion principles, particularly regarding the involvement of children, vulnerable groups, and animals.

These principles align with THEO's participatory and inclusive philosophy, ensuring that every partner contributes to maintaining excellence throughout the project lifecycle.

### 4.3 Quality assurance and monitoring mechanisms

Quality assurance is an ongoing and shared responsibility of all partners, coordinated under **WPI – Project Management and Coordination**, led by ESDP. Monitoring combines both quantitative and qualitative approaches, focusing on progress against milestones, deliverables, deadlines, and partner engagement.

The monitoring process includes:

- **Monthly consortium meetings**, where each WP Leader provides a brief update on progress, challenges, and next steps.
- **Quarterly internal summaries** prepared by the coordinator (ESDP) to track progress and highlight key achievements.
- **Post-meeting evaluations** following major transnational meetings (Kick-off and TPM) to assess coordination, communication, and collaboration efficiency.
- **Deliverable reviews**, conducted internally before submission to ensure quality, consistency, and compliance with dissemination standards.

These mechanisms ensure that all activities are implemented as planned and that potential risks are detected early and addressed collaboratively.

### 4.4 Evaluation process

Evaluation is integrated into all project activities and follows a cyclical approach:

1. **Planning:** setting objectives, expected outcomes, and indicators for each WP.
2. **Implementation monitoring:** regular tracking of progress through reports and meetings.
3. **Review and reflection:** qualitative feedback from partners and observations gathered during consortium meetings.
4. **Adjustment and improvement:** identification of lessons learned and corrective measures, shared with all partners.

After both the **Kick-off Meeting (Málaga)** and the **Transnational Project Meeting (Cagliari)**, dedicated evaluation sessions were held to assess management effectiveness, communication flow, and partner engagement. Feedback from these evaluations has been incorporated into the project's coordination routines, strengthening teamwork and streamlining reporting practices.

### 4.5 Quality indicators

To maintain high-quality outputs, the project applies several key indicators:

- **Timeliness:** deliverables and milestones completed according to the project schedule.

- **Quality of content:** relevance, clarity, and consistency of materials (e.g., e-book, videogame, communication tools).
- **Engagement:** active participation of all partners in meetings, activities, and dissemination.
- **Impact:** visibility and outreach of project outputs across countries and target audiences.
- **Satisfaction:** partner and stakeholder feedback gathered during events and evaluations.

These indicators are periodically reviewed by the coordinator and WP Leaders, ensuring that results remain aligned with the project's objectives and expected outcomes.

## 4.6 Corrective measures and continuous improvement

Minor issues identified during internal reviews or meetings are addressed immediately through open discussion and consensus. The consortium's agile communication system—particularly the use of WhatsApp and shared online tools—facilitates quick adjustments. When larger challenges arise, the coordinator proposes corrective measures and timeline adaptations for approval at the next consortium meeting.

This participatory and iterative approach allows the consortium to maintain flexibility, responsiveness, and continuous improvement throughout the project.

The Quality Management Plan acts as a living framework that evolves with the project's progress. Through continuous evaluation, transparent communication, and strong commitment from all partners, THEO ensures that its objectives are met with the highest standards of quality, inclusiveness, and impact, reflecting the core values of the Erasmus+ programme.

# 5. Data Management Plan (DMP)

## 5.1 Ethical Internal Approach, Data Protection and GDPR Compliance

The THEO project adheres to strict ethical standards and GDPR principles in all research and dissemination activities involving children, vulnerable persons, and animal-related content. The main research phase, as detailed in the corresponding deliverable, was conducted following the ethical framework approved by the consortium and in full alignment with EU and national regulations.

## **5.2 Protection of Children and Vulnerable Persons**

Given that the project includes qualitative research with children aged 9–14 years, all procedures were designed to ensure the safety, dignity, and voluntary participation of all participants. Informed consent was obtained from both parents/guardians and children before any data collection took place. Participation was entirely voluntary, with the option to withdraw at any time without consequences. Questions and activities were designed to be age-appropriate, non-intrusive, and aligned with best practices in child-centered research. All researchers involved received internal guidance on safeguarding and ethical interviewing with minors, including sensitivity to emotional well-being and protection from potential distress. Data were anonymised upon collection, and no personal identifiers were retained.

## **5.3 Ethical Considerations for Animal-Related Research**

The study design and dissemination activities involving dogs (real or virtual representations) respect both animal welfare and ethical communication standards. No live animals were used for experimentation. References to animals in the study are based on children’s narratives and creative ideas, and the project promotes empathy and responsible care towards animals.

## **5.4 Internal Ethical Communication and Image Use**

Within the consortium, internal communication and dissemination materials are managed according to GDPR and ethical standards. All consortium members provided explicit consent for the use of photographs or videos taken during project meetings and events for internal and public communication purposes. The same principle applies to any images including external participants: explicit, informed consent is obtained before use.

These consent records are securely stored by the responsible of the activity, ensuring that all visual materials used in project outputs comply with ethical and data protection requirements. Additionally, the consortium maintains an internal guideline on visual communication that ensures the protection of minors and avoids any misrepresentation.

## **5.5 Data Protection and GDPR Compliance**

All personal data processing within THEO complies with Regulation (EU) 2016/679 (GDPR). Data collected from participants were anonymised or pseudonymised prior to analysis. Any data containing potentially identifiable information are stored in secure, password-protected environments accessible only to authorised research personnel. Data processing is limited to what is strictly necessary for achieving the project’s

objectives. No data are transferred to third parties outside the consortium without explicit consent and data-sharing agreements. Data retention follows the project's Data Management Plan, ensuring controlled access, secure storage, and proper disposal after the project's completion.

The consortium also applies privacy-by-design and privacy-by-default principles in its digital and communication tools. Compliance is monitored as part of the continuous quality assurance cycle established in the project's QMP.

## 6. Communication Plan

The THEO project's communication strategy is designed to **maximize the visibility**, accessibility, and long-term impact of its results across Europe. Its primary aim is to engage a wide range of stakeholders, encourage the adoption of THEO's innovative tools, and highlight the physical, mental, and social advantages of exercising with animals. Through clear communication and knowledge sharing, the strategy supports healthier lifestyles, stronger community bonds, and enhanced empathy between people and animals.

Dissemination efforts concentrate on promoting **two key project outputs: the THEO Video Game and the THEO eBook**. The video game offers an interactive experience that showcases the joys and responsibilities of pet ownership, motivating especially young users to build healthy habits and empathy through virtual engagement. The eBook combines storytelling with practical exercises to educate readers on the benefits of exercising with dogs, fostering respect, responsibility, and emotional connection. Together, these resources provide innovative educational tools that blend learning, play, and well-being. The strategy **targets three primary audiences**. Families and dog owners are encouraged to recognize the benefits of exercising with dogs and to adopt positive, responsible behaviors in their interactions with animals. Animal organizations, veterinarians, shelters, sports clubs, and educators are engaged to integrate THEO materials within their activities and help translate project knowledge into practice. Local authorities, policymakers, and the general public are also reached to build awareness and promote THEO's principles in community programs and policy initiatives.

Led by ACAL, the consortium is committed to a coherent and collaborative approach to communication and dissemination. ACAL will coordinate the overall communication activities, ensuring a strong online presence, the development of visual materials, and publication of results through the Erasmus+ Results Platform. Multiple channels and methods are used to communicate THEO's results effectively. **The project website and social media channels** (Facebook, Instagram, YouTube, LinkedIn) are essential for dissemination and stakeholder engagement. These are complemented by offline and hybrid activities, including five workshops for introducing educational content, one international training event in Italy, four conferences in partner countries, and five multiplier events aimed at broadening the

reach of the project's outcomes. Digital promotional materials like brochures, banners, and fact sheets support these efforts, along with targeted outreach via newsletters, press releases, and local events. The dissemination strategy seeks tangible impact by engaging at least 500 stakeholders through communication actions, involving over 400 participants in project events, and sharing outcomes with a minimum of 750 stakeholders across Europe. Additionally, it aims for at least 200 stakeholders to adopt or incorporate THEO's outputs, contributing to the broader goals of fostering healthier, empathetic, and socially responsible communities.

To promote sustainability, THEO relies on its digital infrastructure, networks, and partnerships to ensure continued access to project results after the project ends. The ongoing availability of the video game and eBook through online platforms will sustain educational and awareness-raising activities. By nurturing cooperation among communities, educators, and organizations, the dissemination strategy guarantees that THEO's impact on positive human-animal relationships and active, compassionate lifestyles will endure well into the future.

## 7. Implementation Progress by Work Package

### 7.1 Progress of Activities (Months 1-12)

During the first project year, THEO achieved steady progress across all Work Packages, remaining broadly on schedule and delivering its main planned outputs.

**WP1: Project Management and Coordination (ESDP).** The consortium maintained effective coordination through monthly online meetings, a pre-kick-off session, and two transnational meetings (Kick-off in Málaga and TPM in Cagliari). A Quality and Data Management Plan was finalised and has guided internal monitoring, evaluation, and ethical compliance throughout the period.

**WP2: Research and THEO Videogame (INU).** Completed within the first 12 months, this WP gathered children's ideas and feedback on physical activity and animal welfare in five partner countries. Based on these insights, the *THEO videogame* was developed as an educational digital tool promoting responsible pet ownership and active lifestyles through play.

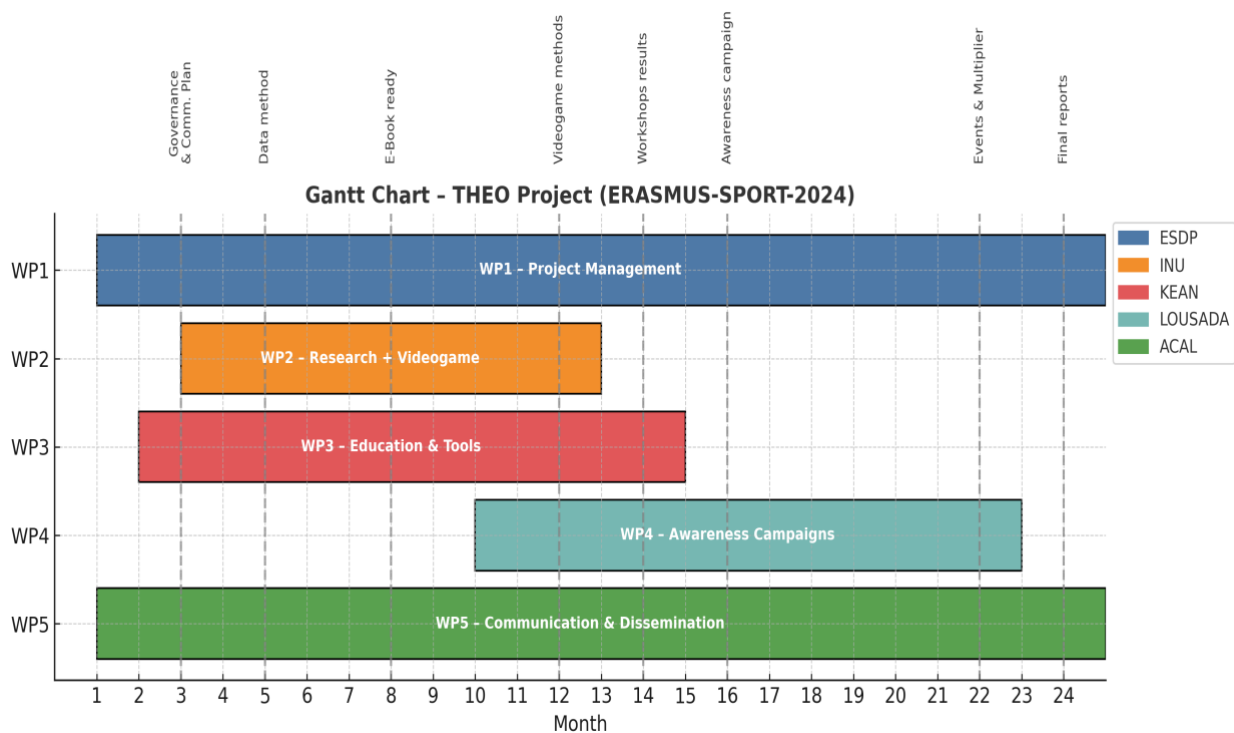
**WP3: Educating and Providing Tools (KEAN).** The *THEO e-book*, combining storytelling and practical educational activities, is in its final editing and translation phase. Preparations for workshops and pilot lessons have begun, ensuring readiness for roll-out in the next period.

**WP4: Awareness Campaigns (Lousada).** Launched in Month 10, this WP established the framework and visual identity of the European awareness campaign. Planning for national awareness events and social-media actions is underway for implementation during the coming months.

**WP5: Communication, Dissemination and Mainstreaming (ACAL).** The project website, social-media channels, logo, and promotional materials were created and disseminated. The communication plan is active, enhancing THEO’s visibility among educators, NGOs, municipalities, and animal-welfare organisations across Europe.

Overall, the first year consolidated THEO’s operational foundations—completing research, delivering digital outputs, and reinforcing coordination—preparing the consortium for broader outreach and awareness activities in the second project period.

**Figure 1: Gantt Chart THEO project**



## 8. Monitoring, Evaluation and Quality Assurance

### 8.1 Internal Evaluation Structure and Frequency

Monitoring and evaluation within **THEO** are coordinated under **WP1 – Project Management and Coordination (ESDP)** and form an integral part of the consortium’s governance approach. The project applies a continuous internal evaluation framework, based on regular partner interaction and shared responsibility for quality control.

Evaluation takes place at three complementary levels:

- **Ongoing monitoring:** integrated into the monthly online consortium meetings, where progress on each Work Package is reviewed, potential risks are discussed, and upcoming tasks are aligned.
- **Post-event evaluations:** following each **Transnational Project Meeting** (Kick-off in Málaga and TPM in Cagliari), partners completed structured surveys assessing communication, collaboration, management efficiency, and team engagement. Results showed a high degree of satisfaction and highlighted the effectiveness of frequent communication and participatory decision-making.
- **Periodic reporting:** each partner provides updates on their progress and contributions, feeding into internal quality summaries prepared by the coordinator.

This multi-level system ensures timely identification of potential issues and supports proactive corrective action when needed.

## 8.2 Key Performance Indicators (KPIs)

The consortium monitors project performance using a set of quantitative and qualitative **Key Performance Indicators (KPIs)** defined in the Quality Management Plan:

- **Implementation indicators:** adherence to project timelines and completion of deliverables.
- **Quality indicators:** coherence, clarity, and relevance of outputs (e-book, videogame, communication tools).
- **Communication indicators:** number and reach of dissemination activities, social media engagement, and visibility actions.
- **Satisfaction indicators:** results from TPM evaluation surveys and qualitative partner feedback.

Progress against these indicators is reviewed quarterly. Data show steady advancement in all areas, confirming the project remains on track.

## 8.3 Partner Self-Assessment Results

All partners have actively contributed to the project's progress and internal quality assurance. Self-assessment exercises demonstrate a high level of engagement, cooperation, and ownership of assigned tasks.

A **dissemination activity table** compiled by **WP5 partners** was used as part of this evaluation. Each organisation reported the events, communication actions, and materials produced during the first 12 months. This process enabled the consortium to monitor outreach results, identify best practices, and adjust dissemination strategies for the next period.

Feedback from both the **TPM surveys** and the **partner self-assessments** confirms strong coordination, effective communication, and satisfaction with the management structure.

## 8.4 Quality Assurance Methods and Corrective Actions

Quality assurance combines preventive and corrective measures to ensure consistency and excellence across all outputs:

- **Preventive measures:** continuous monitoring through monthly meetings, internal review of deliverables before submission, and early identification of risks.
- **Corrective measures:** collaborative problem-solving during consortium meetings, including schedule adjustments or coordination improvements where needed.

No major corrective actions have been necessary during the first 12 months. Minor adjustments—mainly related to the timing of dissemination activities or the planning of national awareness events—were resolved efficiently through partner collaboration and direct communication.

Overall, THEO's internal monitoring and evaluation mechanisms have proven robust and efficient. The combination of **monthly progress tracking**, **TPM evaluation surveys**, and **dissemination monitoring** has enabled the consortium to maintain high standards of quality, coordination, and transparency throughout the project's first year.

## 8.5 Evaluation kick off meeting and TPM

### 8.5.1 Kick-off Meeting (Málaga, January 2025)

The THEO project held its official Kick-off Meeting in Málaga, Spain, in January 2025. The meeting brought together representatives from all partner organisations to launch the project, align administrative and technical procedures, and review the implementation plan for the first year. The Kick off meeting was hosted by ACAL.

Following the event, an **evaluation survey** was conducted using a Google Form distributed to all participants. The purpose of this survey was to gather feedback on the organisation, communication, content relevance, and overall effectiveness of the meeting. The main findings are summarised below.

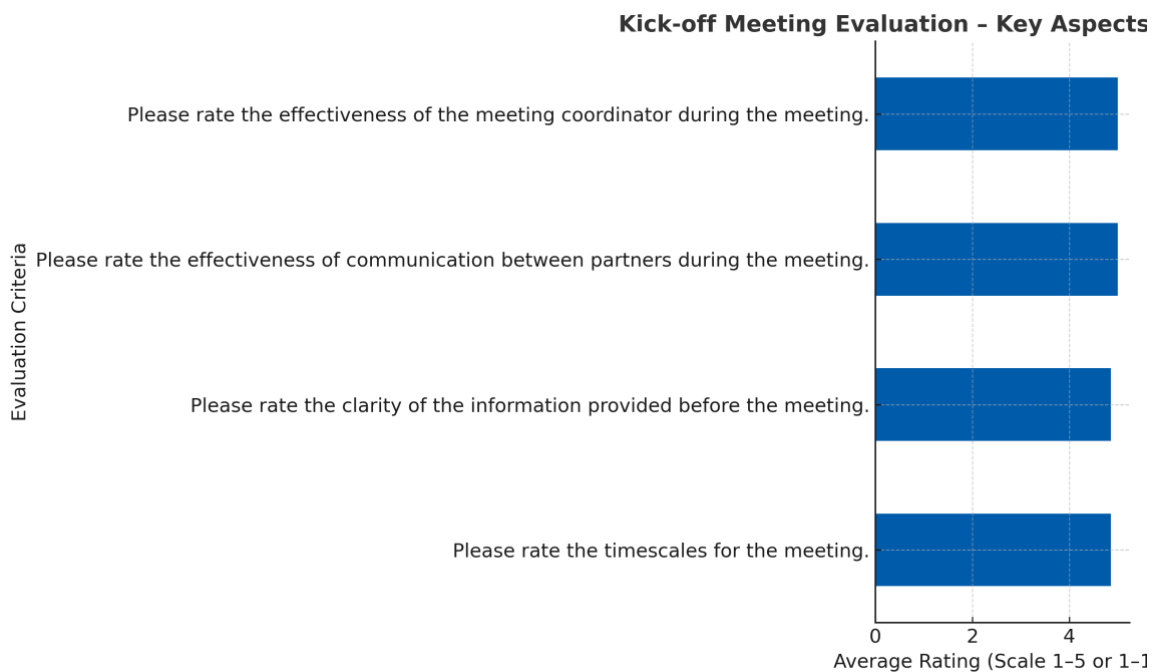
Participants rated the **organisation and structure of the meeting** as very high, highlighting the clarity of the agenda, time management, and the balance between administrative and content-oriented sessions. The **pre-meeting information**—agenda, objectives, and preparatory documents—was considered clear and useful, helping participants arrive well-prepared.

Communication during the meeting was perceived as **open and inclusive**, with a strong atmosphere of collaboration and team spirit. The content of the sessions was regarded as **highly relevant** to the project’s objectives, and participants expressed confidence in understanding their tasks and responsibilities following the meeting.

The average satisfaction level exceeded **85%**, confirming that the meeting successfully achieved its objectives of coordination, clarity, and partnership engagement. Suggestions for improvement included allowing more time for group discussion and sharing presentations in advance.

A **bar chart** summarising participants’ ratings of the meeting’s organisation and clarity is provided below, illustrating the overall positive feedback. The questionnaire of the **Google Form evaluation** is included as an **Annex** to this report.

**Figure 2: Kick off meeting evaluation**



### 8.5.2 Transnational Project Meeting (Cagliari, October 2025)

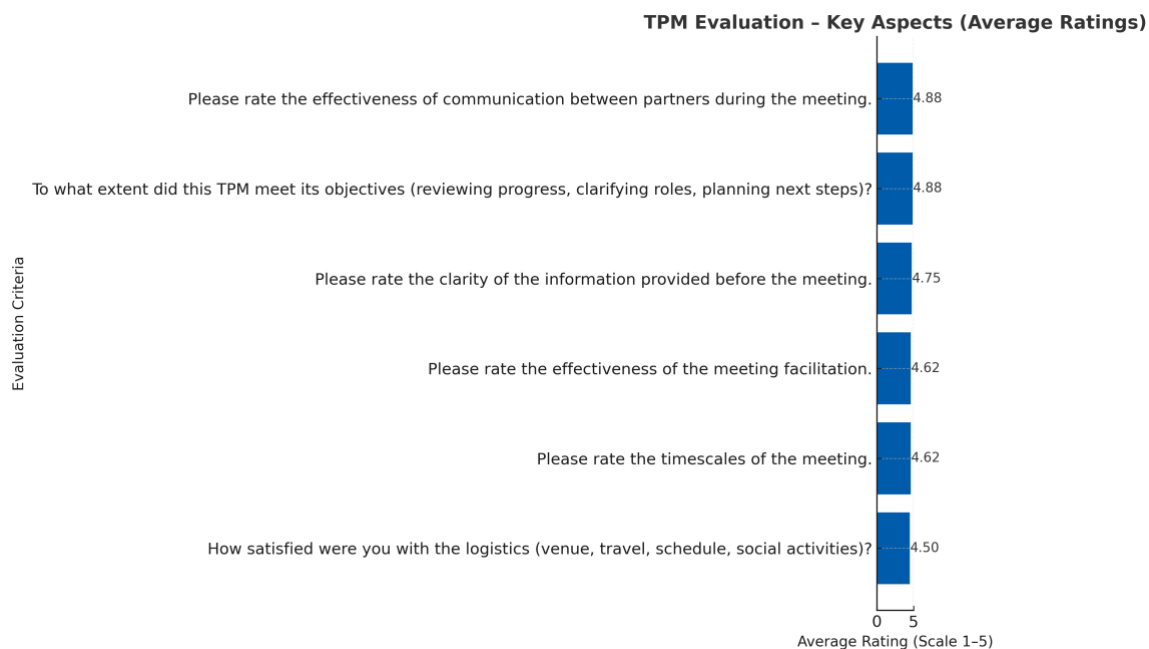
The second Transnational Project Meeting (TPM) of the THEO project took place in Cagliari, Italy, in October 2025. Hosted by Coda di Lupo the meeting gathered all consortium partners to review progress achieved during the first implementation year, evaluate the outcomes of WP2 and WP3, and plan the next steps under WP4 and WP5.

Following the event, a **feedback survey** was conducted through a Google Form shared with all participants. The survey collected feedback on the organisation, communication, relevance of the content, and the overall satisfaction with the meeting. The most significant results are summarised below.

Participants expressed **high satisfaction with the overall organisation** and structure of the TPM. The clarity of objectives and the agenda received particularly strong evaluations. Partners appreciated the **collaborative environment** and the productive discussions around the finalisation of the videogame and e-book, as well as the preparation of the awareness campaigns (WP4). Communication among partners was also rated very positively, confirming the strong coordination and cohesion within the consortium.

The **overall satisfaction** level averaged above 4.5 out of 5 across all indicators, confirming that the meeting successfully met its objectives. Minor suggestions for improvement included dedicating more time to dissemination planning and extending technical sessions for deeper exchange. These suggestions will be considered in the organisation of the next consortium meeting to further enhance efficiency and inclusiveness. The key aspects of the evaluation are shown below.

**Figure 3: TPM evaluation**



## 9. Deviations and Corrective Measures

### 9.1 Summary of Deviations from the Initial Plan

During the first 12 months of implementation, the overall progress of THEO has remained well aligned with the original Grant Agreement. No major deviations affecting the project's objectives, deliverables, or budget have occurred.

However, a few **minor operational adjustments** were introduced to optimise coordination and scheduling:

- The **governance structure** initially foreseen in the Grant Agreement (including a Steering Committee and other management layers) was **simplified** in practice. The consortium opted for a more agile coordination model based on **monthly consortium meetings** with representatives from all partners. This adaptation has enhanced communication, efficiency, and decision-making while maintaining full compliance with Erasmus+ requirements.

## 9.2 Justification and Mitigation Actions

All deviations were introduced after discussion and agreement among partners during consortium meetings. The simplified management structure has proven **more effective**, reducing administrative burden and improving responsiveness.

Monitoring mechanisms under WP1 and the continuous evaluation process (through monthly meetings and TPM surveys) have been sufficient to identify and address any minor issues in real time, avoiding the need for formal corrective measures.

## 9.3 Updated Planning for Months 13–24

For the second project period, all Work Packages will continue as planned with updated sequencing to reflect the current progress:

- **WP3 (Educating and Providing Tools):** finalisation and dissemination of the e-book, including translations and pilot workshops.
- **WP4 (Awareness Campaigns):** full implementation of the European awareness campaign and national awareness events, building on the educational tools produced.
- **WP5 (Communication, Dissemination and Mainstreaming):** intensified outreach, social media actions, and participation in international events to ensure maximum visibility.
- **WP1 (Management and Coordination):** continuation of monthly meetings and internal quality monitoring until project completion.

The consortium confirms that all activities, deliverables, and objectives remain on track for successful completion by Month 24.

# 10. Risk Management

## 10.1 Identified Risks and Mitigation Measures

The THEO consortium identified, at proposal stage, a set of potential risks that could affect the project's implementation. These risks have been continuously monitored by the coordinator under WP1 through the Quality Management Plan (QMP) and the monthly consortium meetings. The following table summarises the main risks and

their corresponding mitigation measures, updated according to the project's current progress (Month 12).

<b>Risk No.</b>	<b>Description</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation Measures</b>	<b>Current Status (M12)</b>
1	Low internal communication or lack of awareness among partners	Unlikely	High	Active coordination by WP1 leader (ESDP), implementation of the QMP, and regular monthly meetings.	Fully mitigated. Monthly meetings and TPMs have proven effective.
2	Inability of a partner to perform assigned tasks	Unlikely	High	Early detection through continuous monitoring; reallocation of tasks if needed.	Not occurred. All partners have delivered as planned.
3	Unexperienced or insufficiently qualified staff	Unlikely	Very High	Internal evaluation of staff profiles and reassignments if required.	Mitigated. Staff expertise maintained.
4	Low interest of stakeholders in participating	Unlikely	High	Early engagement through local networks and continuous communication.	Stakeholder engagement strong; further reinforcement planned for M13–M20
5	Poor visibility of project activities and outcomes	Moderate	Moderate	Implementation of high-impact dissemination campaigns under WP5.	On track. Visibility increased via social media and campaign teasers.

## 10.2 Updated Risk Matrix

Category	Risk	Likelihood (M12)	Impact (M12)	Mitigation / Follow-up Action
Operational	Delays in WP4 awareness events due to local administrative approvals	Low	Medium	Close coordination with local authorities and contingency planning for alternative venues.
Management	Temporary unavailability of key staff	Low	Medium	Delegation within teams and updated contact matrix maintained by coordinator.
Technical / Quality	Lower-than-expected engagement in dissemination actions	Medium	Medium	Increased visibility through collaboration with sport clubs and online challenges.
Financial	Exchange rate or inflationary effects on subcontracted services	Low	Low	No financial deviations; lump-sum approach ensures stability.
External	Unforeseen restrictions on public events (e.g. regulations, weather)	Low	Medium	Hybrid and online dissemination formats prepared as contingency.

Risk management within THEO has been proactive and continuous. The consortium maintains a dynamic risk register, updated quarterly by the coordinator and validated during consortium meetings. All critical risks identified at proposal stage have been either mitigated or fully controlled through the combined effect of the Quality Management Plan, structured communication routines, and partner self-assessment mechanisms. At mid-term, the overall residual risk level is low, and no event has required formal corrective measures or amendment to the Grant Agreement.

## 11. Conclusions and Next Steps

### 11.1 Summary of Achievements and Lessons Learned

During its first 12 months, THEO has successfully completed the foundations of the project, achieving all milestones foreseen for the first period. The consortium finalised the **research phase (WP2)** and produced the **THEO videogame**, an innovative educational tool promoting empathy, responsible pet care, and physical activity among children. The **e-book (WP3)** reached its final editing and translation stage, and the **communication and dissemination activities (WP5)** established strong visibility through a functional website, social media presence, and consistent outreach actions.

Management and coordination mechanisms have proven efficient: monthly consortium meetings, post-event evaluations, and internal monitoring have ensured transparency, participation, and timely delivery. The simplification of the governance structure—replacing the initially planned steering groups with an agile coordination model—has enhanced collaboration and decision-making without affecting quality or compliance.

Among the main lessons learned, the consortium highlighted the value of **continuous communication, shared responsibility**, and the **early integration of dissemination and educational activities**, which have ensured coherence and high partner engagement.

### 11.2 Priorities for Months 13–24

The second project period will focus on consolidation, outreach, and impact:

- **Finalisation and dissemination of educational outputs:** completion and distribution of the THEO e-book, integration into pilot activities and workshops across partner countries.
- **Implementation of awareness campaigns (WP4):** launch of the European campaign and national awareness events, engaging schools, sport clubs, and local communities.
- **Expansion of communication and dissemination (WP5):** intensified outreach through social media challenges, participation in sectoral events, and cooperation with NGOs and public authorities to maximise visibility.
- **Continued monitoring and evaluation (WP1):** ensuring quality assurance, partner coordination, and periodic updates of the risk and dissemination plans.

These actions will reinforce the project's impact, ensuring that THEO's message of empathy, well-being, and responsible coexistence reaches a wide European audience.

### 11.3 Recommendations for Sustainability and Mainstreaming

To ensure long-term sustainability beyond the project's lifetime, the consortium will:

- Maintain the **THEO website and digital materials** as open-access educational resources.
- Encourage partners and stakeholders to integrate the **e-book and videogame** into regular school and extracurricular activities.
- Promote partnerships with **municipalities, educational networks, and animal welfare organisations** to expand the project's reach.
- Build on the lessons learned to design potential **follow-up initiatives or Erasmus+ collaborations**, particularly in the areas of education, youth engagement, and animal-assisted learning.

Through these actions, THEO will continue to inspire empathy, care, and positive human–animal interaction in educational and community

## 12. Annex

## THEO KoM Evaluation

Dear partners,

Thank you all for attending the kick off meeting of THEO project during which we shared our expectations and organized the plan to meet them.

Your feedback on the meeting is really important to ensure effective collaboration and to make improvements for future meetings. Please take a few minutes to complete this evaluation form based on your experience.

This survey should be completed by tomorrow

Thank you!

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\* Indica que la pregunta es obligatoria



1. Organisation \*

*Marca solo un óvalo.*

- INONU
- SPELL
- LOUSADA
- ESDP
- ACAL
- KEAN
- USMA
- CODA DI LUPO

Organisation of the meeting

2. Was the meeting well-structured and easy to follow? \*

*Marca solo un óvalo.*

- Yes
- No

3. Please rate the timescales for the meeting. \*

*Marca solo un óvalo.*

1   2   3   4   5

Uns:      Satisfied

4. Were the meeting facilities appropriate and easy to access? \*

*Marca solo un óvalo.*

- Yes
- No

5. Any comments or suggestions?

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#### Communication and Information

6. Please rate the clarity of the information provided before the meeting. \*

*Marca solo un óvalo.*

1 2 3 4 5

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Uns:      Satisfied

7. Please rate the effectiveness of communication between partners during the meeting. \*

*Marca solo un óvalo.*

1 2 3 4 5

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Uns:      Satisfied

8. Please rate the effectiveness of the meeting coordinator during the meeting. \*

*Marca solo un óvalo.*

1 2 3 4 5

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Uns:      Satisfied

9. Any comments or suggestions?

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#### Content and Participation

10. Was the content of the meeting relevant to the project? \*

*Marca solo un óvalo.*

Yes

No

11. Was everyone given the opportunity to contribute to the discussion? \*

*Marca solo un óvalo.*

Yes

No

12. Any comments or suggestions?

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#### Post-meeting Clarity

13. Do you know what tasks you need to complete after the meeting? \*

*Marca solo un óvalo.*

Yes

No

14. Are you aware of your responsibilities within the project? \*

*Marca solo un óvalo.*

Yes

No

15. Any comments or suggestions?

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### Overall Feedback

16. What did you find most helpful about the meeting

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17. What could be improved for futures meetings?

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18. Any additional comments or suggestions?

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Este contenido no ha sido creado ni aprobado por Google.

Google Formularios

## THEO | TPM Evaluation

Dear partners,

Thank you for attending the **THEO Transnational Project Meeting in Cagliari (23-24 of October 2025)**.

Your feedback is very valuable to us. Please take a few minutes to complete this short evaluation form. Your answers will help us improve the quality of our collaboration and the overall impact of the THEO project.

Please complete the form by **tomorrow**.

Warm regards,

### DISCLAIMER

*We treat all data confidentially. Your data will be only used for (1) communication with you about the meeting, (2) communication with the coordinating organization on logistical and organisational matters and (3) reporting to the European Commission*

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\* Indica que la pregunta es obligatoria



1. Organisation \*

*Marca solo un óvalo.*

- LOUSADA
- ESDP
- ACAL
- KEAN
- INONU
- SPELL
- CODA DI LUPO
- USMA

**Organisation of the meeting**

2. Was the meeting well-structured and easy to follow? \*

*Marca solo un óvalo.*

- Yes
- No
- Otro: \_\_\_\_\_

3. Please rate the timescales of the meeting. \*

*Marca solo un óvalo.*

1   2   3   4   5

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Too      Well balanced

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4. To what extent did this TPM meet its objectives (reviewing progress, clarifying roles, planning next steps)? \*

*Marca solo un óvalo.*

1   2   3   4   5

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Not      Fully met

5. Any comments or suggestions on organisation?

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### **Communication & Information**

6. Please rate the clarity of the information provided before the meeting. \*

*Marca solo un óvalo.*

1   2   3   4   5

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Ver      Very clear

7. Please rate the effectiveness of communication between partners during the meeting. \*

*Marca solo un óvalo.*

1   2   3   4   5

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Ver      Excellent

8. How satisfied were you with the logistics (venue, travel, schedule, social activities)? \*

*Marca solo un óvalo.*

1 2 3 4 5

Ver      Very satisfied

9. Any comments or suggestions on communication or logistics?

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### **Content & Participation**

10. Was the content of the meeting relevant to the THEO project objectives? \*

*Marca solo un óvalo.*

Yes

No

11. Was everyone given the opportunity to contribute? \*

*Marca solo un óvalo.*

Yes

No

12. Please rate the effectiveness of the meeting facilitation. \*

*Marca solo un óvalo.*

1 2 3 4 5

Very      Very effective

13. Any comments or suggestions on content or participation?

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### **Post-meeting clarity**

14. Do you know what tasks your organisation needs to complete after this TPM? \*

*Marca solo un óvalo.*

- Yes  
 No  
 Partially

15. Are you clear about your organisation's responsibilities for the next project phase? \*

*Marca solo un óvalo.*

- Yes  
 No  
 Partially

16. Any comments or suggestions on ensuring clarity of next steps?

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**Overall feedback**

17. What did you find most helpful about the meeting? \*

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18. What could help you and your organisation be more effective in the next project phase?

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19. Any suggestions to strengthen collaboration for the remaining activities?

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20. Data Processing Agreement \*

By signing this electronic document, I give my consent to Escuela Española de Salvamento y Detección con Perros (ESDP) (coordinator of the project) to record, store, and process personal information about me for the purpose of logistic and organisational matters connected to my participation in the project, in accordance with the Personal Data Protection Act [GDPR] and the guidelines from the European Commission and the Erasmus+ Programme. Further, I agree to receive emails and communications connected to my participation, from the coordinating and hosting organisation of the project.

*Selecciona todos los que correspondan.*

I have read and agree

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