

Sharing BOX

Manual

Public4MSME+ – Sharing economy model as a resource for SMEs during COVID-19 recovery time - second stage.

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Introduction

The document aims to present the results of the implementation of the project “Public4MSME+” in the part defined as a Product 1.

The document has been prepared and consulted by representatives of all Project Partners, presented in the following table.

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I. Sharing Box Concept

Sharing Box (available on the website: <https://public4sme.eu/index.php/sharing-box/>) is a dedicated set of tools, providing solutions to check the cities' readiness and availability to share public infrastructure with SMEs as well as on how public institutions can share their resources. It provides final solutions ready to adopt at the local level in Visegrad Group/Eastern Partnership regions.

It consists of four complementary elements: Manual 4 Cities (this document), Ideas Catalogue, Idwas by categories and Quick Look 4 Cities.

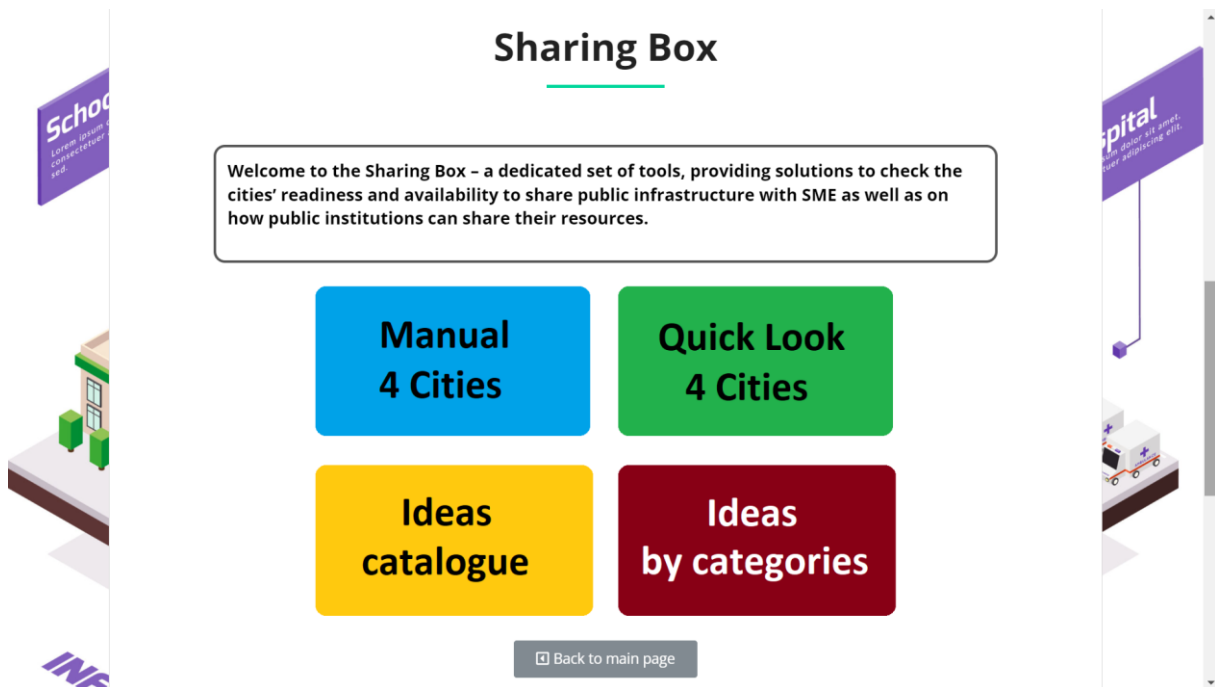
The function of the Sharing Box is twofold:

- Function 1. Product will work as rapid diagnostic process, that allows users to check readiness and availability to share public infrastructure with SME. This product will be a comprehensive solution ready to use by Target Groups (cities and SMEs) in their regular activity.
- Function 2. The tool will operate as a database with input-output mechanisms that through a few simple questions which define potential possibilities to use public resources in the purpose of strengthening local small companies.

By using the Quick Look, user will define necessary data that will lead to answering key questions: what part of public resources can be shared with local companies and what kind of initiatives or business processes can be stimulated/supported. User can also check what kind of public resources can be useful for him if it would be shared with him on the local level.

Detailed information on the Sharing Box implementation model are available in section III.

II. What does the Sharing Box include?

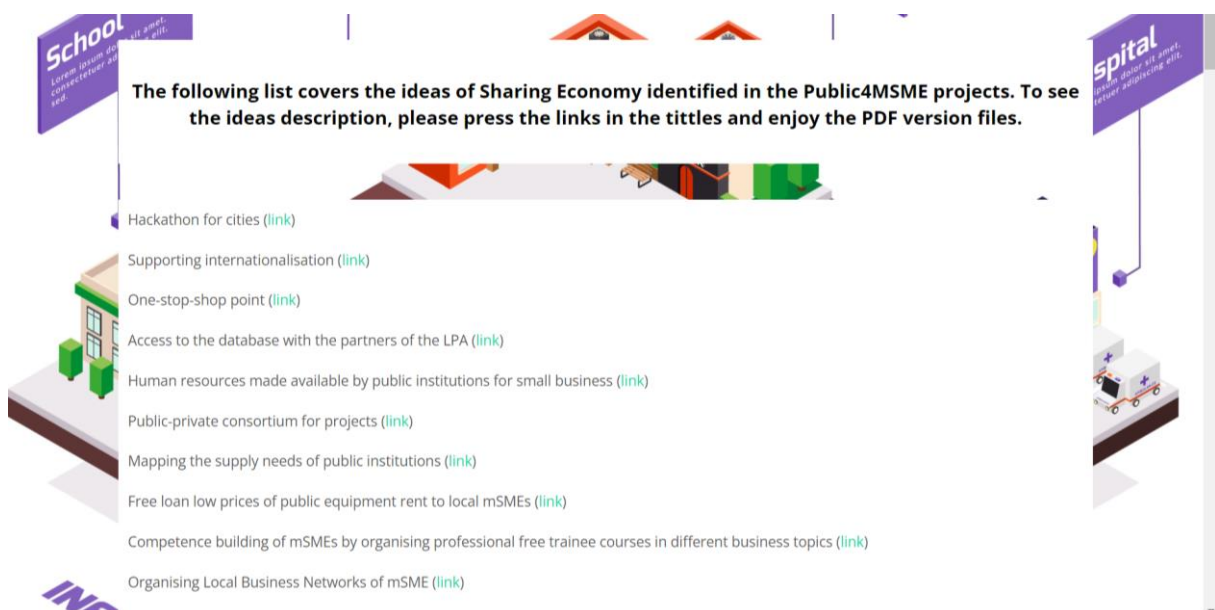


2.1. Sharing Economy tool

2.1.1. Manual 4 Cities

This is the paper that you are reading right now, summarizing the range of tools developed during the Project, explaining the scope of their operation and showing how to use them in practice.

2.1.2. Ideas Catalogue



The Sharing Box Ideas Catalogue consists of more than 80 Sharing Economy ideas collected during the implementation of two editions of the Public4MSME project (Public4MSME and Public4MSME+). During the first edition a catalogue of 30 **case studies** has been created. They have been collected by Project Partners and present successfully implemented Sharing Economy activities in cities during first months of the COVID-19 pandemics (mainly in 2020). During the second edition Project Partners prepared more than 50 Sharing Economy **concepts**, that can be an inspiration and a ready-made templates for public entities looking for solutions in the field of Sharing Economy.

Description of each idea has been prepared on a standardised description template containing information shown in the table below:

Title:	
Idea objective	
Sharing process (max 1000 characters)	
Restrictions/rules (law, skills, time, other)	
Procedures (if applicable)	
Costs for public institutions (if applicable)	
Expected result (if possible)	

The aforementioned model of the description has the role to initiate the thinking process of using the public resources as a potential value for the local companies that suffer the crisis stimulated by COVID-19 pandemics and unexpected War on Ukraine. In following rows you can find practical information how the Project Partners imagine the process of implementation, steps of the process and necessary procedures and resources that are connected to the ideas. The expected results are the simple description of the success in implementation of the idea - picture of the success.

In cases prepared in the first stage of the Public4MSME Project (30 cases), the aforementioned table is preceded by the detailed data of the place (city, institution) where the case study comes from.

2.1.3. Ideas by categories

Ideas presented in the Catalogue are categorised into twenty categories presented in the table below. The idea to create the catalogue is to give potential users the possibility to make first selection with focus of the ideas/solutions that has the highest value for cities or are suitable to the urgent problem or address the available resources in the City.

No	Areas
1	IT Solutions for SMEs
2	Internationalisation of SMEs
3	Development of local networks of companies
4	Promotion of companies' offer by public institutions and events

5	Transfer of administrative knowledge to support companies/cutting the administrative boundaries
6	Securing/sharing contacts with SMEs
7	Sharing human resources with SME
8	Supporting human resources in SME
9	Access to special public infrastructure
10	Start-up creation
11	Using public media and PR tools to promote local companies and its products/services
12	Sharing existing Real Estate resources with SMEs
13	Access to public transport resources
14	Support for entrepreneurs` family life
15	Direct care to generate savings in the companies budget
16	Trainee courses and knowledge for companies
17	Direct grant for SME
18	Other initiatives and ideas that address sharing model, undefined above
19	Support for Ukrainians/refugees from Ukraine and their adoption to companies reality
20	Direct support to the sales processes in the companies

2.1.4. Quick Look 4 Cities

QL Questionnaire – Public4SME

0.0 Respondent


0.1 I am:

- an employee of a public institution
- an owner/employee of MSME (micro, small, medium enterprise)

0.2 What is your knowledge about the activity of public institutions in the city?

- Lack of knowledge
- General knowledge
- Detailed knowledge
- I am an expert directly involved in various activities

Part: 0 1 2 3 4



School
Lorem ipsum
consectetur
adipiscing elit.

1. Characteristics of the city

1.1 Data about the city

1.1.1 City Name

1.1.2 Number of inhabitants

1.1.3 Number of MSMEs

1.2 Public institutions in the city (please specify the number in pieces, broken down by the types of institutions below)

1.2.1 City Hall

1.2.2 Kindergartens

1.2.3 Schools (primary, secondary, universities)

1.2.4 Cultural institutions

1.2.5 Sports centers

1.2.6 Tourism centers

1.2.7 Social welfare centres

1.2.8 Health centers

1.2.9 Municipal units

1.3 City activity


1.3.1 Does the City Hall organize meetings and local events for residents and tourists?
 Yes
 No

1.3.2 Does the City Hall organize networking meetings with institutions from partner cities?
 Yes
 No


1.3.3 Does the City Hall organize meetings between companies and local public institutions?
 Yes
 No

1.3.4 Does the City Hall run a separate department/position for business and entrepreneurship in the city?
 Yes
 No

1.3.5 Does the City Hall implement a local partnership with another local government unit (poviat, commune)?
 Yes
 No




Hospital
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adipiscing elit.




School
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consectetur
adipiscing elit.


Part: 0 1 2 3 4




Hospital
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School
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adipiscing elit.





Hospital
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2 Organization of local politics

2.1 Strategic management in the city

2.1.1 Does the city have an MSMEs support programme?

- Yes
- No
- I do not know

2.1.2 What activities supporting MSMEs does the program include? (max. 500 characters)

2.1.3 Have public institutions implemented projects supporting MSMEs, financed from European Funds/domestic/foreign subsidies?

- Yes
- No
- I do not know

2.1.4 To what extent public institutions in the city have experience in supporting local companies (implemented dedicated activities/projects).

- Local networks
- Promotion of companies' offer (+testing)
- Administrative knowledge to support companies
- Contacts
- Human resources for SME
- Human resources in SME
- Access to special infrastructure
- Start-up creation
- Media, Public Relation
- Real estate

- Transport
- Support for the family life of entrepreneurs
- Savings
- Trainee courses and knowledge
- Grants for SME
- UA support
- Sales support
- I do not know

2.1.5 Do public institutions in the city use innovative solutions and good practices from other cities?

- Yes
- No
- I do not know

2.2 Sharing Economy Model in the city

2.2.1 Have public institutions in the city provided free aid to enterprises so far (in EU countries it is also public or de minimis aid)?

- Yes
- No
- I do not know

2.2.2 How can you evaluate the City's experience in implementing the Sharing Economy?

- A comprehensive Sharing Economy model is being implemented.
- Numerous Sharing Economy initiatives are undertaken in various areas of public administration.
- There are incidental Sharing Economy initiatives.
- There are no initiatives of this nature.
- I do not know.

2.2.3 What type of barrier has a decisive impact on the scale of Sharing Economy initiatives in the City (main obstacle)?

- Financial
- Procedural
- Lack of awareness/knowledge
- Lack of will/support in the organization

- Lack of public support
- There are no barriers in this respect
- I do not know

2.2.4 What is the scale of implementation of the Sharing Economy model in the City?

- Very large (at least 10 implementations or 5 institutions)
- Large (at least 8 implementations)
- Medium (at least 5 implementations)
- Small (2 implementations)
- None
- I do not know

2.2.5 What entities has the City cooperated with in previous projects in the field of Sharing Economy?

- Entrepreneurs
- Non-governmental organizations
- Other public entities
- None
- I do not know

2.2.6 What resources were the subject of Sharing Economy in the City?

- Big infrastructure
- Equipment
- Skills
- Knowledge
- Contacts
- Cash
- Exemption
- Rights (inc. IPR)
- Event space
- Project partner
- Other
- I do not know

Part: 0 1 2 3 4

3 The role of companies in the city

3.1 The relationship between public institutions and enterprises

3.1.1 How strong is the relationship between public institutions in the City and enterprises?

- None
- There is, but it is incidental.
- There is, but only with some institutions.
- There is, and has a regular character but only with some institutions.
- There is, and has a regular character and with all the institutions in the city.

3.1.2 What is the main type of relations between public institutions and enterprises?

- sale of services for companies
- cooperation in the provision of public services
- making public resources available on a commercial basis
- sharing public resources in barter
- making public resources available free of charge

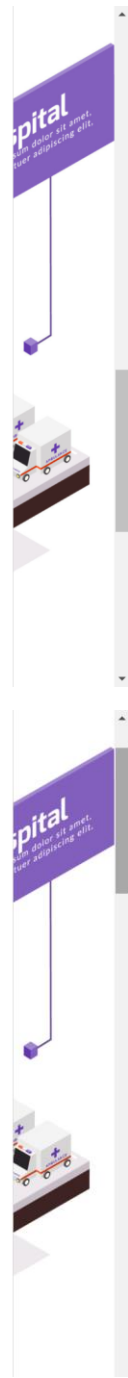
3.1.3 Do enterprises in the city unite in the form of chambers of commerce, associations, etc.?

- No
- Yes, but it is informal and does not work.
- Yes, it is formal (given a legal form) but does not work.
- Yes, it is informal, but it works dynamically.
- Yes, and it works strong.

3.1.4 Do public institutions organize meetings for entrepreneurs (seminars, thematic lectures, consultations and others)?

- No
- Yes
- I do not know

3.1.5 Do public institutions share contacts with enterprises, thanks to which companies can increase their sales market / join a new value chain?



- No
- Yes, on a local level
- Yes, on a regional level
- Yes, on a national level
- Yes, on an international level
- I do not know

3.1.6 Do public institutions analyze the needs/problems of local companies?

- No
- Yes, occasionally (e.g. when updating the strategy)
- Yes, regularly
- Yes, on an international level
- I do not know

3.2 Promotion of companies from the City

3.2.1 Do public institutions promote local enterprises as part of their PR activities in the media?

- No
- Yes, on selected occasions
- Yes, regularly
- I do not know

3.2.2 Do public institutions promote local enterprises as part of their events?

- No
- Yes, on selected occasions
- Yes, regularly
- I do not know

3.2.3 Do public institutions support the transfer of knowledge about local enterprises as part of supra-local activities?

- No
- Yes, on selected occasions
- Yes, regularly
- I do not know

3.3 Supporting savings in the companies

3.3.1 Do public institutions in the city organize initiatives to reduce the costs of companies?

- No
- Yes, in terms of energy costs
- Yes, in terms of heating costs
- Yes, in terms of employment expenses
- Yes, for administrative expenses (excluding taxes)
- I do not know

3.3.2 Do public institutions organize activities in the field of improving the competencies of human resources in enterprises?

- No
- Yes, based on own resources and external funding
- Yes, only in the case of obtaining external funding
- I do not know

3.3.3 Do public institutions organize activities to support the direct sale of products/services by companies at the local level?

- No
- Yes, on selected occasions
- Yes, regularly
- I do not know

3.4 Technical support

3.4.1 Can enterprises use the infrastructure of public institutions free of charge?

- No
- Yes (indicate which one)
 - City Hall
 - Kindergartens
 - Schools (primary, secondary, universities)
 - Cultural institutions
 - Sports centers
 - Tourism centers

- Social welfare centres
- Health centers
- Municipal units
- I do not know

3.4.2 Are there transport solutions in the city for the needs of local companies?

- No
- Yes
- I do not know

3.4.3 Are there solutions in the city that support the use of buildings owned by public institutions?

- No
- Yes
- I do not know

Part: 0 1 2 3 4

4 Sharing process

4.1 Scope of operation

4.1.1 What scope of the project is interesting from the perspective of the city? Choose the areas of support for companies that you would like to implement in the Sharing Economy in the City model.

- IT Solutions for SMEs
- Internationalisation
- Local networks
- Promotion of companies' offer (+testing)
- Administrative knowledge to support companies
- Contacts
- Human resources for SME
- Human resources in SME
- Access to special infrastructure
- Start-up creation
- Media, Public Relation
- Real estate
- Transport
- Support for the family life of entrepreneurs
- Savings
- Trainee courses and knowledge
- Grants for SME
- Other
- UA support
- Sales support

4.1.2 What resources will be the subject of Sharing Economy in the planned project? Indicate what public resources in the city can be used in the planned Sharing Economy project.

- Big infrastructure
- Equipment

- Skills
- Knowledge
- Contacts
- Exemption
- Rights (inc. IPR)
- Event space
- Project partner
- Other
- I do not know
- Not applicable

4.1.3 What is the expected nature of cooperation between public institutions and enterprises?

- a. cooperates in the provision of public services
- b. sharing public resources in barter
- c. making public resources available free of charge
- d. facilitating more efficient use of private entities' resources

4.1.4 What is the nature of the planned action?

- Formal
- Informal

4.1.5 Would you like to promote local businesses and their products through the Sharing Economy model?

- Yes
- No

4.1.6 Do you assume that the Sharing Economy model will be based on both public resources and the use of resources of local entrepreneurs?

- Yes
- No

4.1.7 Will the project create an IT tool/application?

- Yes
- No

4.1.8 Do you allow additional expenses from the budget of the public institution in the process of project implementation?

- Yes
- No

4.2 Implementation of Sharing Economy Model

4.2.1 How complex is the city ready for? What type of activities do you prefer for Sharing Economy projects in the City?

- Fast, one-time, no complex processes
- Complicated, long-term with an extensive procedure
- Comprehensive, long-term, simple procedure
- It does not matter

4.2.2 Is the City Hall ready to conduct its own research/analysis for the purpose of implementing the Sharing Economy?






- Yes
- No

2.1. The engine of the QL

Quick Look is mechanism that originally was based on the Microsoft Excel solution that was transferred to the more advanced IT tool working on the basis of the webpage. That solution guarantee easy access by any user, from any Visegrad and Easter Partnership Countries. It is prepared in the English Language but it can be also translated into other languages, with the use of Google Translate tool.

The equipment/conditions necessary to secure to have access to the Sharing Box/Quick Look Tool are:

- computer with access to the Internet,
- Browser Support. The numbers in the table specify the first browser version that fully supports the questionnaire.

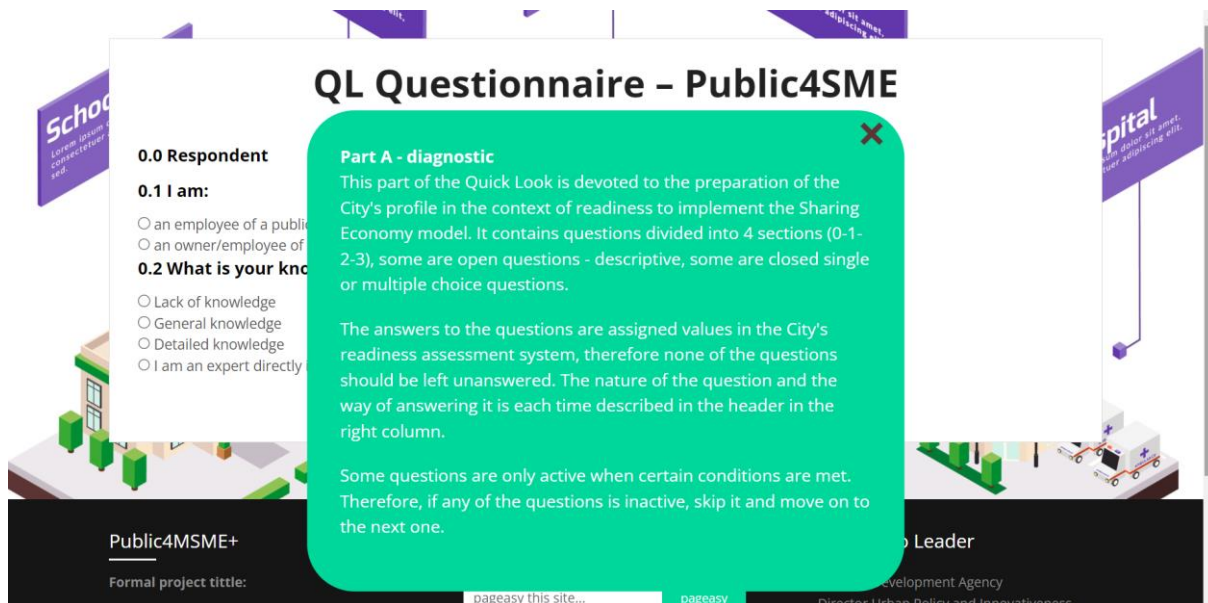
				
36.0	10.0	16.0	9.0	23.0

- Adobe Acrobat/Reader - needed to view the Report in pdf outside the browser.

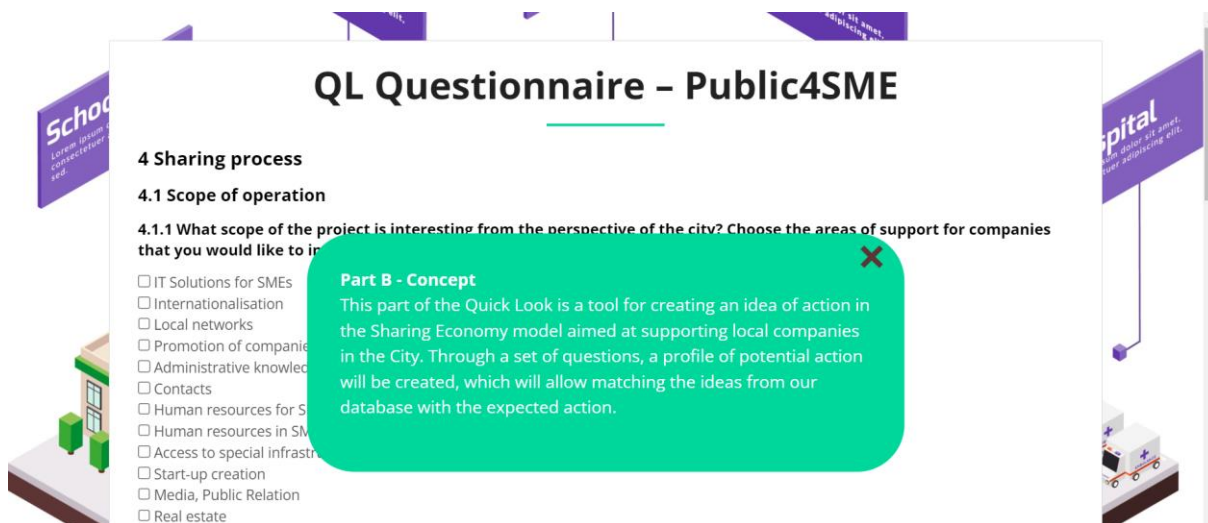
2.2.1. Input – output model

Quick Look is based on the input-output model, which means that obtaining a result with a list of proposed sharing economy solutions requires entering specific data. The mechanism requires the user to fill in the questionnaire that consists of five sections: 0-1-2-3-4, and is divided into two parts: Part A – Diagnostic and Part B – Concept.

Part A is devoted to the preparation of the City's profile in the context of readiness to implement the Sharing Economy model. It contains questions divided into 4 sections (0-1-2-3), some are open questions - descriptive, some are closed single or multiple choice questions. Some questions are only active when certain conditions are met. Therefore, if any of the questions is inactive, the user should skip it and move on to the next one. The answers to the questions are given values in the City's readiness assessment system, therefore none of the questions should be left unanswered. The nature of the question and the way of answering it is each time described in the header in the right column.



Part B (section 4) is a tool for creating an idea of action in the Sharing Economy model aimed at supporting local companies in the City. Through a set of questions, a profile of potential action will be created, which will allow matching the ideas from our database with the expected action.

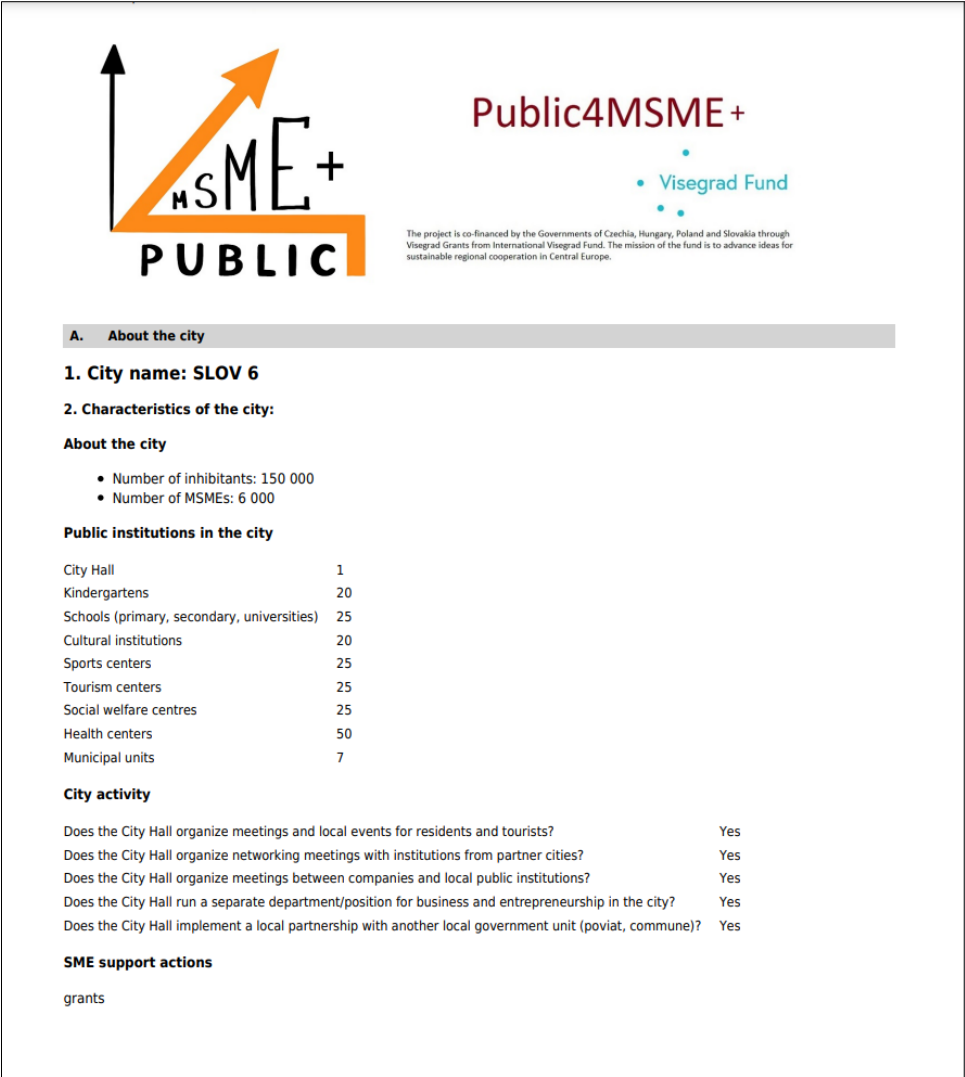


After completing the questionnaire user will receive the Recommendation Report on-line. The Report contains:

- the Number of the Report,
- General information about the city (based on information given by the user in open questions in the Part A),
- The total scoring of the questionnaire,
- General recommendations
- Strengths,
- Weaknesses,
- The list of the idea.

After the Report is defined on the webpage, there is also possibility to download the Report to PDF.

Below, you will find the first page of an example report.



2.2.2. Report (print screens)

Scoring

The overall rating given after completing the questionnaire is based on points that the user can get for each answer and additional conditions predefined in the questionnaire algorithm. The justification of the overall rating takes into consideration strengths and weaknesses pointed in the questionnaire. Some of the weaknesses, considered to be of special significance are called "Watchouts" and "Killers". They are items in bold on the list of weaknesses in the Report. In some cases, the user is given recommendation to get further analysis of the results, taking into consideration "watchouts" and "killers".

B. Dashboard

Total: 650

Evaluation as a result of existing strong barriers to the introduction of the Sharing Economy in the City, score above the required score threshold (suggested analysis to reduce the indicated barriers)

Evaluation in connection with obtaining a score (min 400, max 600 points) (requires taking into account the results of the watchout/killer analysis)

The situation is promising

In the context of its readiness to implement the Sharing Economy model, the city is in a good moment. The first experiences and numerous factors positively influencing the implementation of the model have been launched. An important aspect is monitoring the current needs of enterprises, so that it is possible to react to factors causing critical changes in companies in the shortest possible time.

Evaluation in connection with obtaining a score (min. 600, max. 900 points) (requires taking into account the results of the watchout/killer analysis)

Strengths

- The city has an MSMEs support programme
- Public institutions implemented projects supporting MSMEs, financed from European Funds/domestic/foreign subsidies
- Public institutions in the city use innovative solutions and good practices from other cities.
- Public institutions in the city have so far provided free assistance to enterprises.
- The city has an extensive experience in implementing Sharing Economy.
- The implementation of the Sharing Economy model included cooperation with entrepreneurs.
- Public institutions in the city have relations with entrepreneurs.

Weaknesses

- **The city indicates the existing barriers affecting the scale of Sharing Economy initiatives in the city.**
- Public institutions do not promote local enterprises as part of their PR activities in the media.
- Public institutions do not support the transfer of knowledge about local enterprises as part of supra-local activities.
- Public institutions do not organize activities to improve the competences of human resources in enterprises.
- Public institutions do not share contacts with enterprises, thanks to which companies could increase their sales market/involve themselves in new value chains.

General recommendations

C. Solutions catalogue

General recommendations

- R2 - Appointment or granting powers to an employee of the City Hall / other public institution in the field of building relationships with companies and the function of the Sharing Economy Broker
- R3 - Strengthening the role of employees of the department / position for entrepreneurship with the tasks of the local Sharing Economy Broker
- R4 - Introducing Sharing Economy solutions as an element of local partnership, in the context of analyzing and using the potential of public institutions' resources.
- R6 - Introducing solutions allowing for better communication and promotion of the activities of public institutions, especially those addressed to entrepreneurs and employees of companies
- R7 - It is necessary to raise the awareness of public institutions in the field of the Sharing Economy model.
- R8 - Preparation of educational materials presenting positive examples of Sharing Economy in cities
- R9 - Implementation of a solution for the exchange of good practices in the use of the Sharing Economy model between institutions in the City.
- R12 - Getting acquainted with ideas from the database that were not selected in the first selection by the Quick Look mechanism
- R17 - Ongoing analysis of the needs of local entrepreneurs
- R18 - Conducting a pilot project to release available resources - The city shows untapped potential in the sense of implementing the Sharing Economy model.

General recommendations refer to the points obtained in individual questions, the total score, as well as to additional conditions predefined in the questionnaire algorithm. There is a list of twenty recommendations given in the Quick Look. You can find them in the table below.

List of ideas

Ideas	
Hackathon for Cities	** !
Supporting internationalisation of local business by organising business meetings in/from foreign partnership Cities during mutual events and study trips/visits	** !
One-stop-shop point (business emergency service) in City Hall to protect companies against administrative conflicts with the law including local, regional and national regulations.	** !
Access to the database with the partners of the local public authority	** !
Human resources made available by public institutions for small business - for specific tasks	** !
Public-Private consortium for projects	** !
Mapping the supply needs of public institutions - small businesses can reorient their production lines according to needs	** !
Competence building of mSMEs by organising professional free trainee courses in different business topics	** !
Organising Local Business Networks of mSME to support creation of local value chains, mutual learning and problem solving	** !
Promotion of the local business (products, solutions, case studies) in public or private media	** !
Promotion of the local companies as a case studies for educational trips	** !
Organisation of the educational/school project to solve problems of the local companies by grouping students and professional staff in small interdisciplinary "villages"	** !
Sponsorship of barcamps	** !
Creation of local/city trademark to promote of local companies	** !
Providing cultural and art products for use in the activities of local companies	**
Promotion of local companies on fairs by sharing the stand space organised by public institution with local companies	**
Sharing the promotion space on sport infrastructure	**
Free cargo space in public transport for local producers (registered in the dedicated system)	**
Internships programs for students in local mSMEs	**
Public-Private Partnership: revitalization of the lake surroundings in a recreation area	**
Employee baguette - Support of local baguette producer	**
Kindergarten support bookstores and small book sellers	**
Novel web site - preparing novel web site for SME	**
Farm street - 2 days festival in the main street	**
Free loan / low prices of public 259 rent to local mSMEs	!

Due to the general idea presented in Sharing Box Concept, the users define the set of the characteristics of the City and the Quick Look tool supports them by delivering the list of ideas that match the current situation in the City. The final part of the Report contains a full list of the Ideas included in the Sharing Box resources. Some of the Ideas are marked with stars and / or exclamation marks. The defined "code" and selection tool in the Quick Look define 2 kinds of the matching criteria of the cases in the database:

1. Stars – mark the Ideas matched by the Sharing Box algorithm to the needs of the City indicated in Part B (section 4) of the questionnaire. User defines Areas that are of potential interest in the future Sharing Economy undertakings, while the algorithm matches them with the Areas indicated in each of the Ideas. The more stars an idea gets – the better it corresponds with city's strengths. The scale of matches is: 1-4 matches get 1 star, 5-8 matches get 2 stars, 9-10 matches get 3 stars.
2. Exclamation marks - indicate ideas with similar weaknesses that the City has and correspond with weaknesses of the Sharing Economy climate in the City. There is no scale used in this case.

2.2.3. Case Studies data collecting tool

Quick Look has been also equipped with the idea-adding mechanism, which allows to constantly extent and update the ideas database.

This mechanism is based on processing the data coming from Part B (section 4) of the questionnaire.

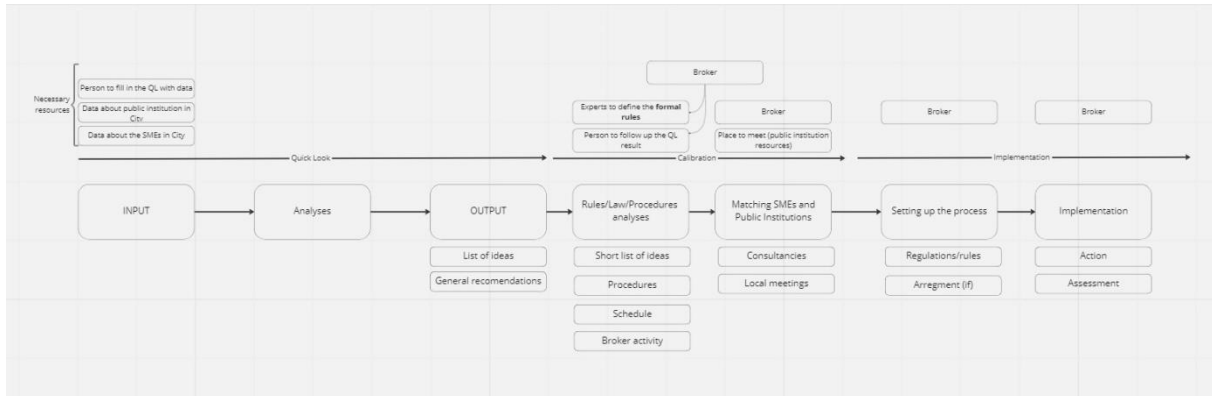
Information obtained in this step are afterwards processed by the administrator of the Sharing Box in the SQL database. Administrator is able to add new ideas, as well as edit and delete the existing ones.

Adding of a new idea requires having the completed idea template (shown in section 2.1.2).

Administrator enters data from section 4 of the Idea Template into the AQL database matchmaking system, and then uploads the pdf file with the idea to the file repository.

III. Sharing Box implementation

The diagram of the Sharing Box operation scheme is shown in the figure below:



3.1 Quick Look implementation

Quick Look operates as a database with input-output mechanism. Resources necessary to start the QL process are: Data regarding public institutions in the City, Data regarding the SMEs in the City, as well as a Person with a high level of knowledge about the City’s Sharing Economy activities, who will fill in the QL Questionnaire. On the basis of the data provided by the user in the Questionnaire (in which a formal list of questions is asked at each level) the QL algorithm defines potential possibilities to use public resources in the purpose of strengthening private entities. The user is given recommendations adequate to their current Sharing Economy situation and a list of matching ideas that can be inspiration and a know-how tool. This will lead to answering key questions: what part of public resources can be shared with local companies and what kind of initiatives or business processes can be stimulated/supported.

3.2 Calibration activities

3.2.1 Local consultancies

At this stage a matching between SMEs and public institutions should be undertaken. Having received the recommendations and sample ideas from the Quick Look, and providing a suitable venue for local meetings where the parties involved could present their views, a space is created to match the needs and capabilities of both parties and hopefully reach a consensus. Those discussions should also take into consideration local circumstances and conditions, such as: local procedures, rules and law. Here, the role of the local broker / facilitator is crucial.

3.2.2 Broker/Local facilitator

Each city should designate a Broker / Local facilitator who will be responsible for working on the Sharing Box with the City and SMEs. The Brokers / local facilitators in question should be selected from municipal offices or local business support organisation in selected cities. It is recommended that Brokers have detailed knowledge about the activity of public institutions in the city. They will work with both parties on each stage of the implementation process to prepare and execute following actions:

1. Supervising of the conducting of the questionnaire.
2. Supporting implementation.
3. Monitoring of implementation and definition of case report.

Apart from the professional experience and adequate knowledge, it is also recommended that brokers that brokers have certain soft skills, such as for example: high communication skills, analytical thinking, creativity, problem-solving, organisation and decision-making.

3.3 Implementation

3.3.1 Setting up the process

While the process comes to the setting-up stage, the role of the local broker / facilitator will concentrate firstly on compliance of the Sharing Economy concepts with existing regulations and rules, and secondly on developing and arranging the framework for implementation of the concept in the existing environment. This might include elaborating of the relevant regulations, agreements or signing relevant contracts.

3.3.2 Monitoring and reporting

The whole process of the Sharing Box implementation should be monitored on each level to identify potential threats in a timely manner, and, if necessary, be able to modify the planned actions. The responsibility for controlling this process should be on the local broker / facilitator. After completing the implementation of the activity, it is recommended to carry out an assessment and follow up activities, to assess the adequacy and compliance of the actions taken.