



FINAC
FINancial management,
Accounting & Controlling
in public administration



Co-funded by the
Erasmus+ Programme
of the European Union

FINancial management, Accounting and Controlling for capacity building of public administration”
(FINAC)
Steering Committee meeting Split June 19, 2017¹

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1. Rationale

According to the *ERASMUS+* project application and proposed *Quality Control and Monitoring Plan* adopted at the Kick off Meeting, held on November 24-25, 2016 in Belgrade, Serbia, the University of Split, as the Lead Partner for the Work Package 6 – Quality Control, has performed internal evaluation of the Steering Committee Meeting as an activity in the process of assuring and improving the quality of *the FINAC* project. This report summarizes the findings of the meeting evaluation.

According to the *Quality Control and Monitoring Plan*, internal evaluation was applied on two main aspects of the project: (1) event evaluation and (2) project evaluation. After 1st Steering Committee Meeting all participants were requested to fill in the form answering a set of questions related to project, project activities, and current experience in project management in a first year of project implementation. In this moment, according to the project timeline, this evaluation is performed on the bases of feedback from representatives of the partner institutions provided in the evaluation form fulfilled at the end of Steering Committee Meeting in Split.

2. Steering Committee Meeting (SCM)- Split

This project, as it is usual was started with Kick off meeting in Belgrade, November 2016, where all project partners were present, and project Steering Committee was established. Since then project partners continued with regular operations, and fulfilling project activities according to the proposed timetable and responsibilities.

1st SCM was at Agenda on the 1st day of Split project meeting, organized by University of Split, Faculty of Economics. Steering Committee Meeting evaluation is based on evaluation form fulfilled by attendees of the project meeting in Split, which held June 19 -21, 2017.

Evaluation is based on the perception of participants and is subject to personal assessments. The forms were prepared by University of Split, Faculty of Economics (hereinafter, UNIST-EF) and fulfilled after the SCM and collected by the University of Belgrade, Faculty of Organization Sciences (hereinafter, project leader UNIBG-FON).

After collection of the evaluation forms, project leaders UNIBG-FON archived original forms in digital format, and send it to UNIST-EF project partner responsible for Quality Control WP6. UNIST-EF develop data base which contains systematized data related to the participants marks, comments and suggestions. Data base was established and archived at UNIST-EF in order to produce evaluative report, and copy was delivered to the UNIBG-FON with the aim to assure project leader to have all collected data in data basis. For this time evaluation was collected through the hard copy survey, even though project partners agree to use on-line event evaluation form for the forthcoming events, we still try to motivate participants to fulfill forms at the end of the meeting in hard copy version.

Even though the questionnaire is a short one it covers different dimensions of realization related to the SC meeting: *Organization motivation to participate in FINAC, Structure of the project; Implementation of the project activities/deliverables; Dissemination; Management of the Project; Partnership and Sustainability.*

Furthermore, partners agree that previously mentioned questions represent essential part of each SCMevaluation; some additional questions may be added for the future SCM, in line with project agenda and the development phase of the project implementation.

Table 1 Event details

No.	Meeting	Date	Place	Evaluation	No. of fulfilled forms
1	Steering Committee Meeting	19 June Split	Split, Croatia	yes	15

3. Steering Committee Meeting evaluation results

Based on the answers collected we made analysis of each aspect of the project: 1) The role of your organization in the FINAC project; 2) Structure of the project; 3) Implementation of the project activities/deliverables; 4) Dissemination; 5) Management of the project; and 6) Sustainability Results for each of them could be found in the graphs below.

3.1. The role of your organization in the FINAC project

The role of each project partner was examined through 2 open questions so the answers will be presented in Table 2 and Table 3.

Table 2 What is the reason of your institution to participate in FINAC project?

NO	Answer
1	Develop a Master Degree in Public Administration
2	Sure the project concerns public administration (improving activities) MPALS6 is the change of professional development (integral) of the civil servants; therefore MPALS6 should serve as a 'link' between project and public administration. It should as well help with forming baseline according to data collected in questionnaires.
3	To contribute with our experience and competencies from research and development projects (especially in education sector) to fulfillment of the objectives of FINAC project. Excellent previous cooperation with project coordinator.
4	To improve education in financial courses RHW ub
5	To exchange experience with all partners; to implement new master study program
6	We perceive that FINAC project is a milestone of public sector financial management in Serbia and we want to be an important part of this process.
7	To contribute to Xy??? Of public administration
8	I am more than happy to collaborate with my colleagues from regional partner - institution on this kind of issue.
9	Cooperation in region, internationalization
10	Participate on development of master programmes on public administration, finance and controlling - providing expertise and expertise from Slovak University

11	Participate on development of master programmes on public administration, finance and controlling - providing expertise and expertise from Slovak University
12	Giving expertise, share knowledge & best practice
13	Awareness of the need for master programme on financial management in public administration; 2) Good cooperation and trust in the University of Belgrade; Readiness to build new networks in education and research
14	Networking with EU, Serbian and Albanian Universities; Sharing of contents on finance; Possibilities to develop new research and educational activities in the field of finance
15	Master accreditation programs with all project partners and to have a unique master degree; sharing of experiences

According to the results presented in Table 2, it is evident that project partners shared the goals, and beyond that it is evident that project partners from FINAC consortium shared 2 main goals:

- 1) Development of Master programmes in Financial management, accounting and controlling for Public administration, and
- 2) Building and maintain cooperation within project partners in this consortium.

Table 3 What are the expectations of your institution to gain from FINAC project

NO	Answers
1	A trained staff in finance, accounting and control in Public Administration, Implementation of a successful Master Program
2	We hope to contribute sufficiently to the creation of master programmes via professional inputs and collection/dissemination of the data. We believe the project will strongly contribute to improve financial audit, management and accounting in PA.
3	New project experience; Networking with project partners; Reference of being in a consortium that completed high quality EU project.
4	To introduce a new study program to develop new partnership.
5	To successfully make accreditation of new master programme and to educate new students.
6	New knowledge concerning experience of the EU partners; New partnerships and better understanding of public sector employees needs.
7	New Master programme
8	To develop Master program in the field of Financial management and control
9	Enlarging network & future cooperation with project partners
10	International cooperation - new contacts gaining experience from FINAC administration in other countries.

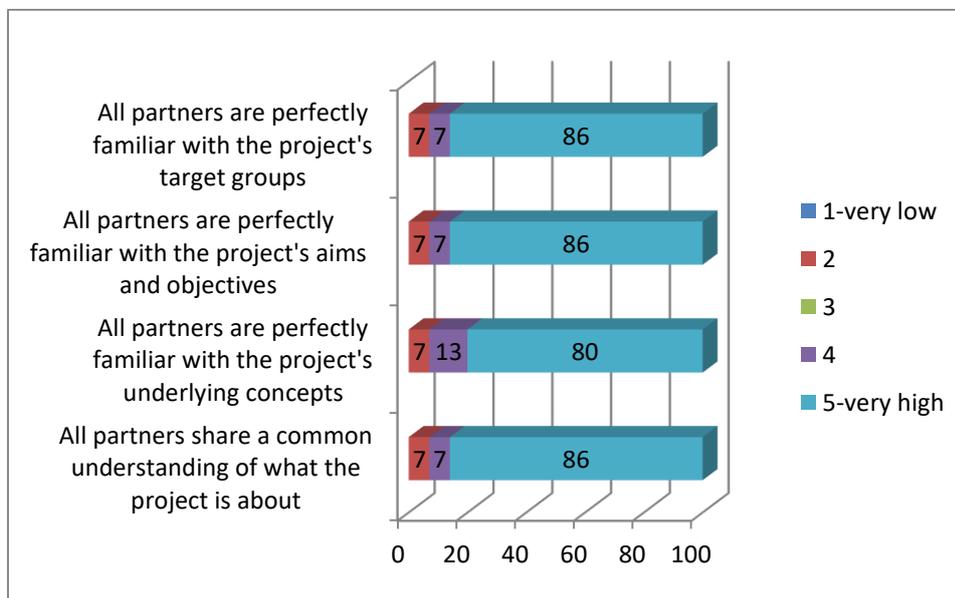
11	International cooperation - new contacts gaining experience from FINAC administration in other countries.
12	Experience, new contacts, collaboration
13	We expect to develop new and well built study program on Master level to deepen cooperation with University of Belgrade and to build cooperation with regional and EU partners (University)
14	Improve our knowledge of the topic of finance and controlling of the public administration, thanks to the sharing of the experience/skills among participants
15	To better promote and improve knowledge with all project partners

According to the answers presented in table 3 it is obvious that members of this project consortium shared common project goals, related to the initial approved project application, with the note they see even potential for the future cooperation. Within project consortium.

3.2. Structure of the project

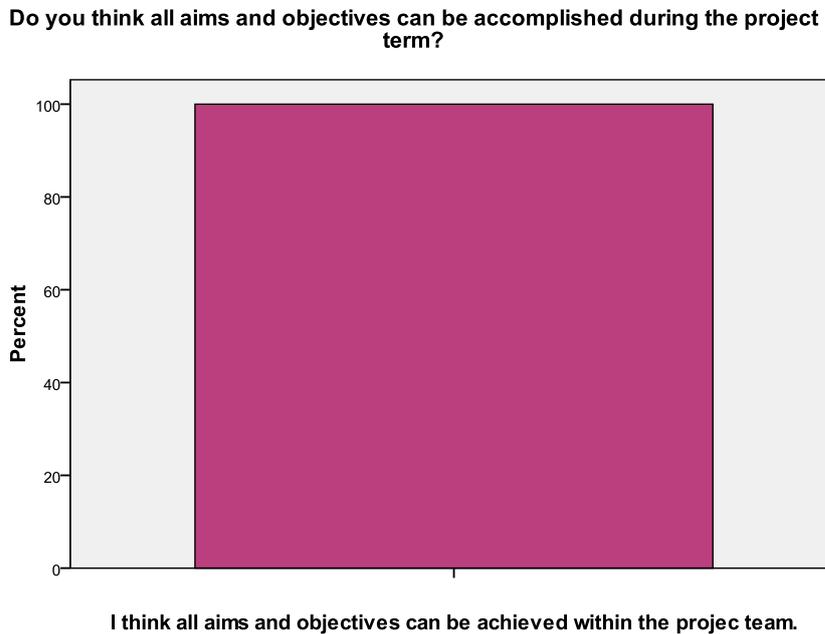
Please indicate how strongly you agree or disagree to the statements below, related to the structure of the FINAC project.

Graph 1



Regarding the answers related to the structure of the FINAC project, it is obvious that all SC members are very familiar with the project aim, objectives and other related topic. Most of them chooses answer 5 (very high) – 80% or more, or 4 (high) and only small portion 7-13%, also very few of them chooses answer 2 (low) – 7%, precisely 1 out of 15 respondents.

Graph 2 Do you think all aims and objectives can be accomplished during the project term?



It is evident for the results presented at Graph 2 that all SC members clearly see possibility to fulfilled all activities and objectives during the term.

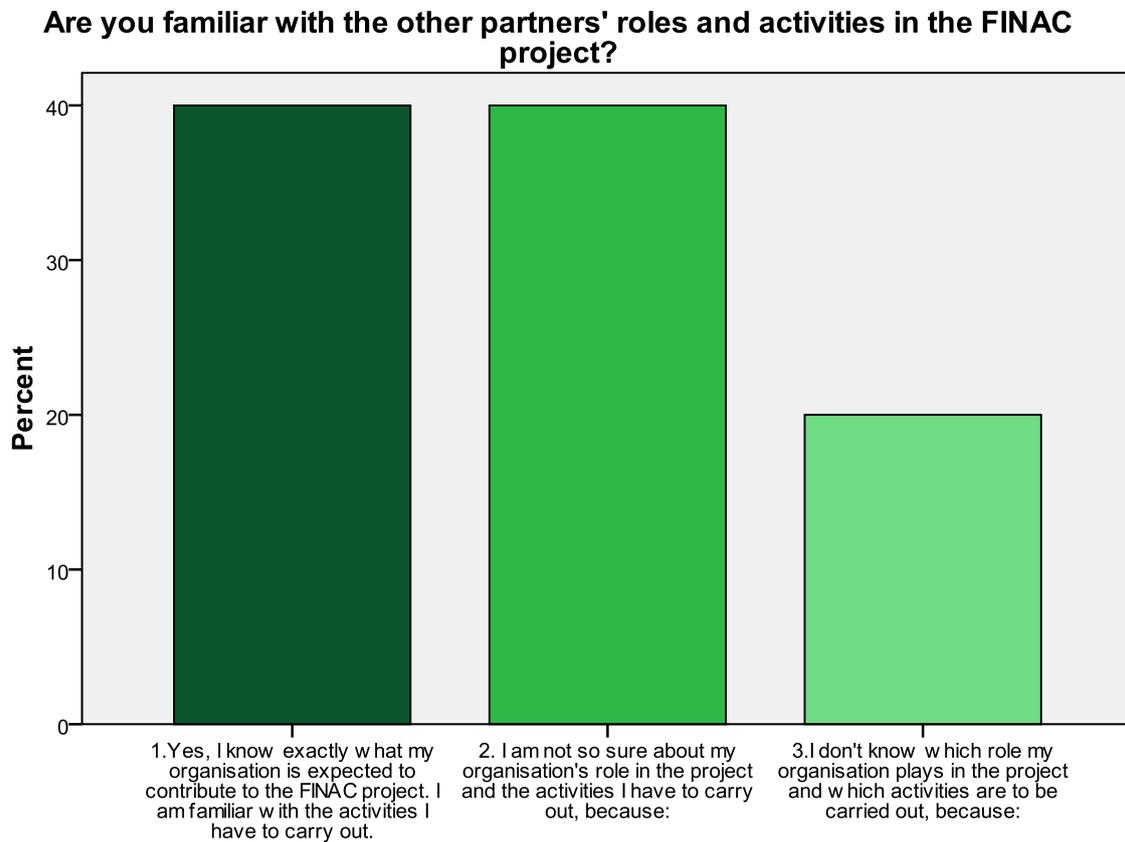
ADDITIONAL COMMENT: Possible problems are accreditation procedure, but is going to be resolved through the cooperation and coordination.

Graph 3 Are you clear about your organization's role, the activities and responsibilities you have to carry out in the project?



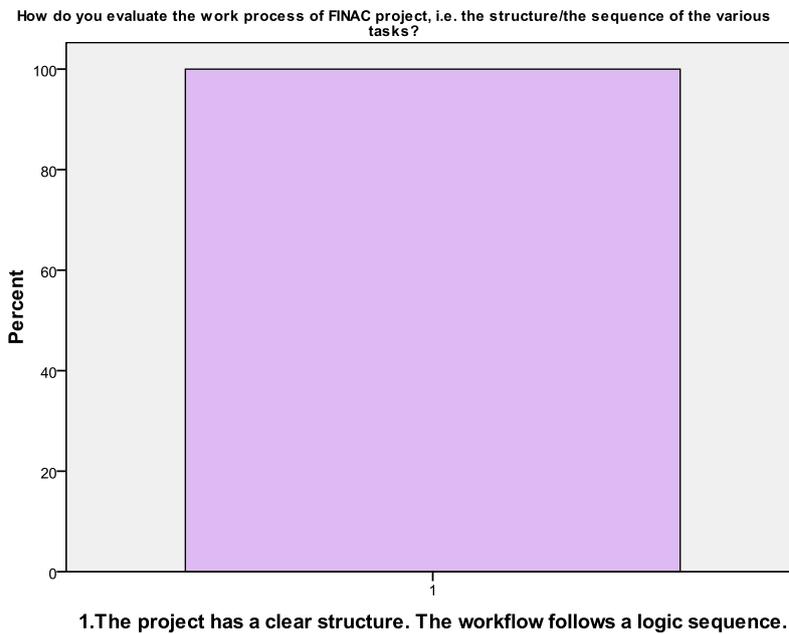
Results presented on Graph 3 clearly showed that all SC members know their duties and responsibilities in this project.

Graph 4 Are you familiar with the other partners' roles and activities in the FINAC project?



Regarding the question presented on Graph 4 40% of SC members are completely clear about the activities, they need to carry out, 40% are not totally sure and 20% chooses answer don't know the role of their organization in the project. So far that answers are bit in conflict with the previous answers, chooses by the same participants. So the explanation performed by respondents is interesting.

Graph 5 How do you evaluate the work process of the FINAC project, i.e. the structure/the sequence of the various tasks?



Results presented on the graph 5 lead obviously present the opinion of SC members (100%) that all SC members see project structure as a clear enough, with the structured workflow and a logic sequence.

3.2. Implementation of the project activities/deliverables

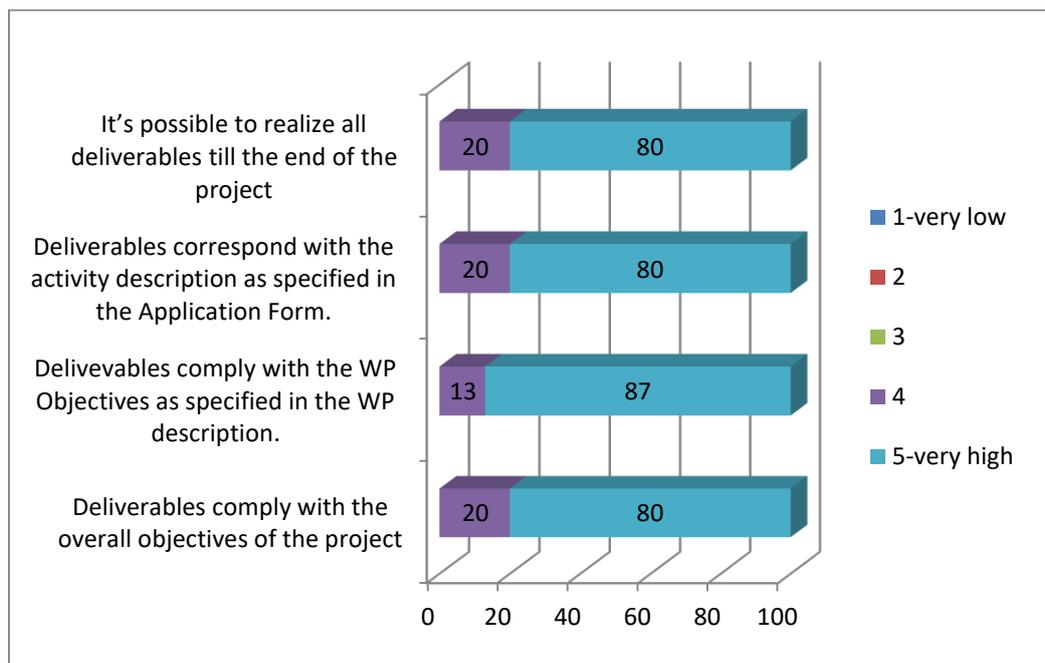
Table 4 Please indicate at least three obstacles that you had when implementing project activities in the first project year

NO	Answer
	Opening an account number for the project
	In order to get questionnaires filled by public administration employees MPALS6 had to put a lot of efforts and to contact the institutions couple of times - NOT AN OBSTACLE just a bit more intensive work on the activity.
	Low motivation of public servants to fill in on-line questionnaire; Limited accessibility of materials in possession of central harmonization unit (not willing to share those which are not ak....???)
	Disharmony of same national regulations
	None perfect leadership of prof. Benkovic
	N/A
	Filling in the firm sheets, planning of activities, First installment come rather late to our bank account

	Filling in the firm sheets-can you provide unified example what to write in os activities & outputs, planning of activities - different things in project description and in budget, First installment come rather late to our bank account
	NO
	Understanding the way costs are calculated and reimbursed; Understanding the role of the participants the partner institutions
	Not a lot sharing of info about project tasks progress
	Financial issues/calculations; Continuation meetings with public administration; management of w.p.

All answers regarding the problems faced by project partners are presented in table 4, it is obvious that different partners faced different problems, regarding to the specific situation at particular institutions, countries or different experience in this particular type of the management of ERASMUS+ projects.

Graph 6 Please indicate how strongly you agree or disagree to the statements below by marking the appropriate answer regarding deliverables of FINAC project

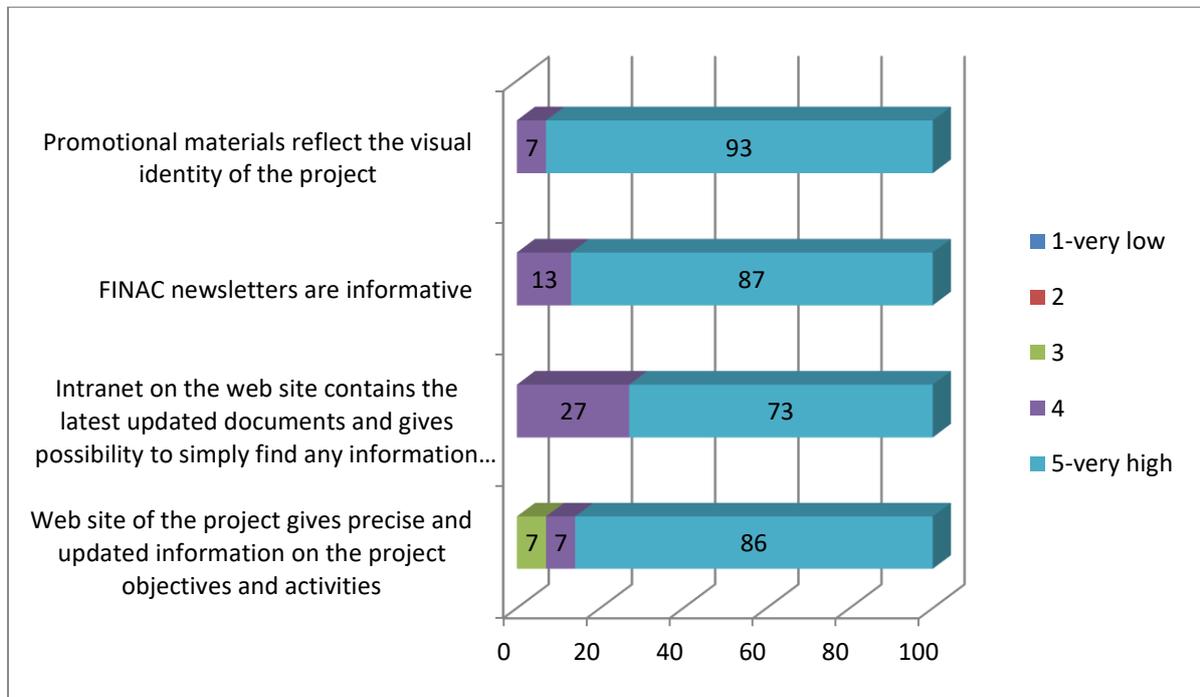


It is obvious that all SC members see it is possible to deliver all project activities and task during the project tasks. High proportion of SC members marked the answers with 5 (very high) – 80%, and only 20% with high.

3.3. Dissemination

In the next step of this questionnaire SC members answered the questions regarding the dissemination possibilities and activities during the course of FINAC project.

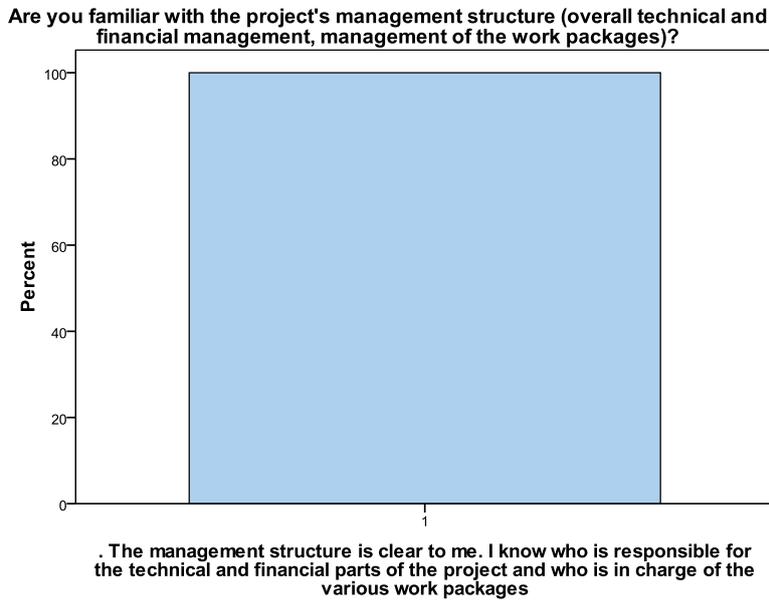
Graph 7 Please indicate how strongly you agree or disagree to the statements related to the project dissemination activities?



SC members mostly rated dissemination possibilities as very high, or high. Only 7% (1 person) rated project web site with 3 (medium grade).

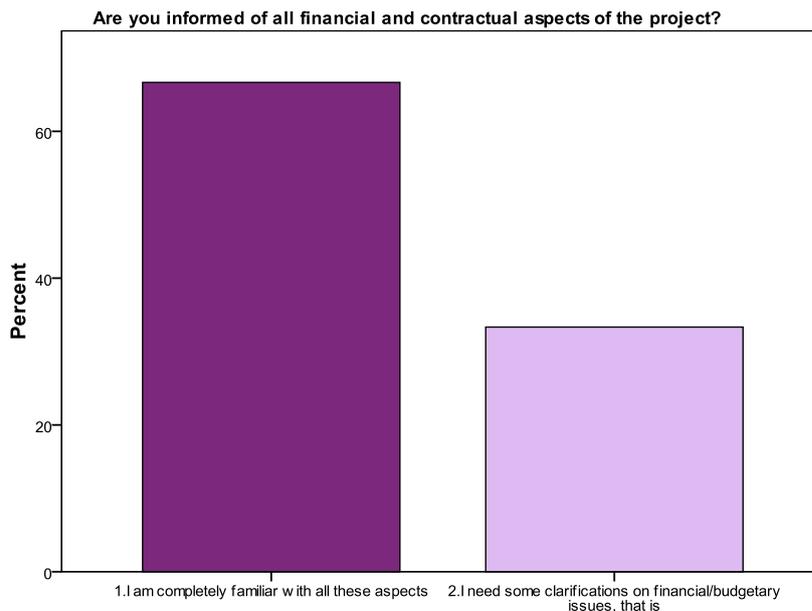
3.4. Management of the project

Graph 8 Are you familiar with the project's management structure?



From the answers provided and presented on graph 8, it is obvious that all project partners are clear with the management structure of the FINAC project 100%.

Graph 9 Are you informed of all financial and contractual aspects of the project?



Most of the SC members are completely clear with the financial and contractual aspects of the project, while some of them need some clarifications. So regarding to the necessary clarification it is interesting to see what they wrote as elaboration and need for be more clarified.

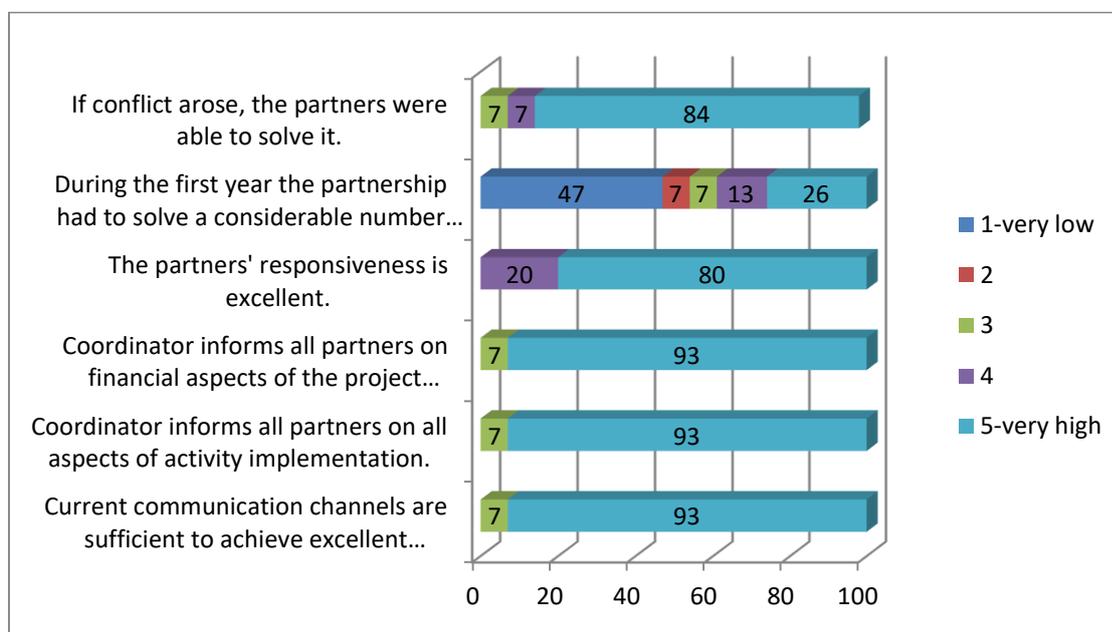
Table 5 Clarification of the answers related to the need for financial clarifications

Answer	Elaboration
I need some clarification on financial/budget issues, that is	Traveling costs
I need some clarification on financial/budget issues, that is	Travel expenses
I need some clarification on financial/budget issues, that is	Always cleared by e-mail.
I need some clarification on financial/budget issues, that is	Staff costs and reporting of action actions and supported costs
I need some clarification on financial/budget issues, that is	Travel cost per person during the meetings.

It is obvious that some SC members need some additional clarification regarding to the some financial/budget issues, particularly travel costs. So the suggestion is to add this topic to Rome agenda to clarify it within project team members and SC members.

Communication and conflict management

Graph 10 How do you agree about below mentioned questions regarding the project communication and conflict management

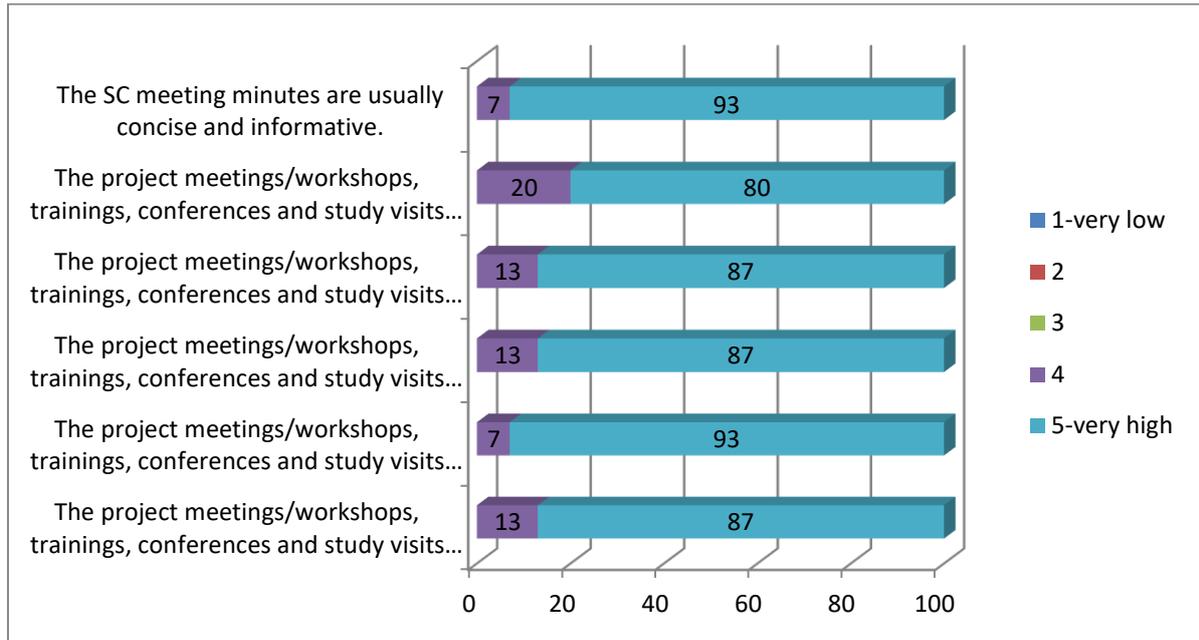


Most of the partners are agree that FINAC project operated at the very high (5) level of excellent communication and with the high potential to resolve any conflict if there is a need for it. Question 2 regarding resolving problem during the project year 1 showed wide range of answers. Most of the

partners read the question carefully and marked answer 1 (no need to resolve any problems) – 47%.

3.5. Project meetings/workshops, trainings, conferences and study visits

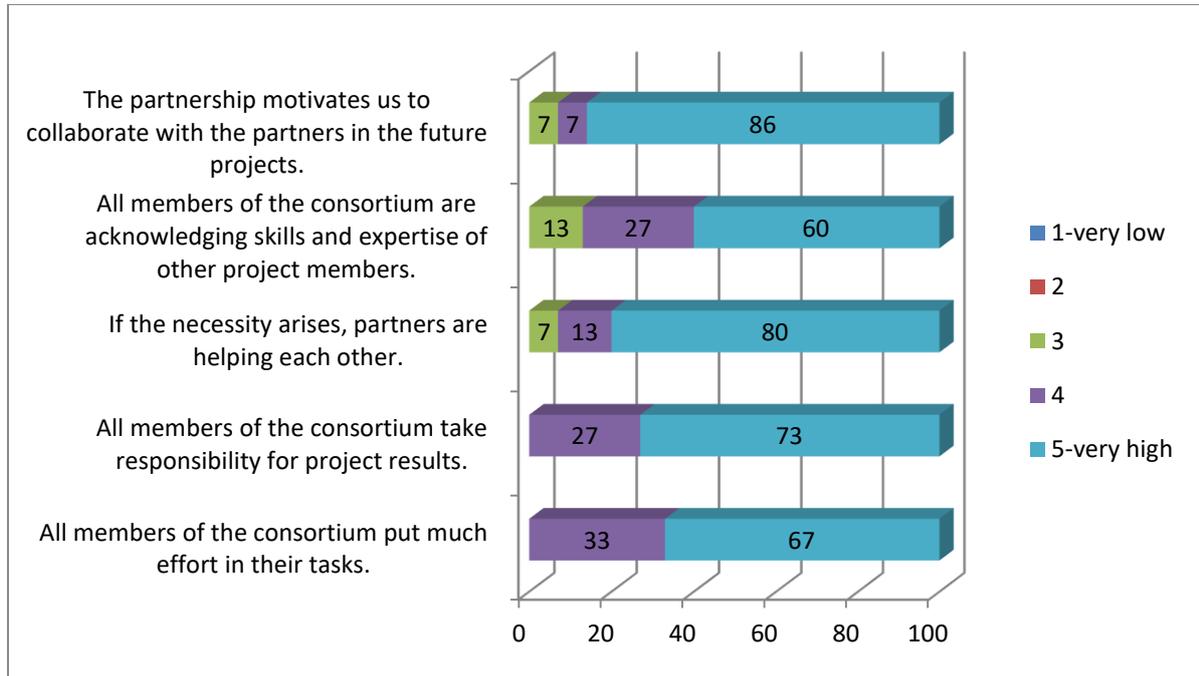
Graph 11 Partners answers regarding the project meetings/workshops, trainings, conferences and study visits



It is obvious that all SC members graded activities related to the meetings/workshops, trainings, conferences and study visits as very satisfying – grade 5 – 80% or more participants, only up to 20 % (no more than 3 persons) grade meetings/workshops, trainings, conferences and study visits with grade 4 (high), what is more than confirming that project management prepare and inform project partners and prepare all related activities on time, respecting all SC partner’s needs.

3.5. Partnership

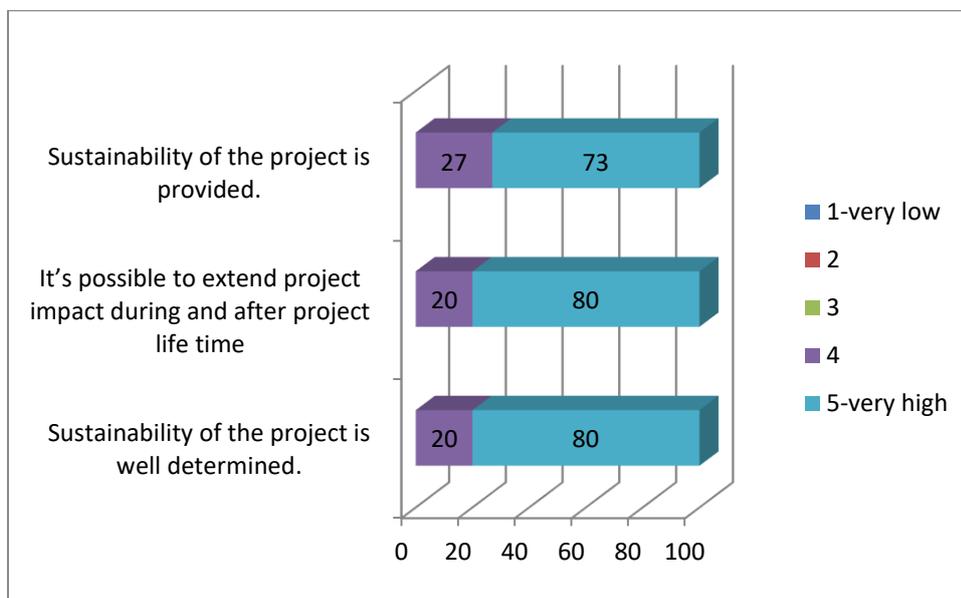
Graph 12 SC members answers regarding to the power of partners networking and cooperation



According to the results presented on Graph 12 it is obvious that most of the SC members sees FINAC consortium as a powerful network of knowledge and experience. Furthermore, the most interesting part is about the responsibilities and efforts in their task within FINAC consortium. It is obvious that all SC members chooses high grades for that purpose, mostly 5 (very high) or 4 (high).

3.6. Sustainability

Graph 13 SC members attitudes toward sustainability of FINAC project



FINancial management, Accounting and Controlling for capacity building of public administration
(FINAC)

PROJECT NUMBER: 573534-EPP-1-2016-1-RS-EPPKA-2-CBHE-JP

Results presented on graph 13 revealed that all SC members' sees FINAC as a very sustainable project over the time. Furthermore, most of the answers are marked with 5 (very high), while only some of them were marked with 4 (high).

4. Summary

The evaluation of the Split Steering Committee meeting for *Erasmus+ FINAC* project given in this report was based on the evidence on the activities conducted and analysed data related to quality of activities and overall 1st SC members meeting, rated by all the participants.

The overall picture shows that the quality of the of FINAC project management and its activities is located at the level of high or very high out of grades defined from: 1 (very low) to 5 (very high) which is the result we can be absolutely satisfied with.

The evaluation results show that SC members from all project partners rated current experience of FINAC project and its management in terms of:

Organization motivation to participate in FINAC, Structure of the project; Implementation of the project activities/deliverables; Dissemination; Management of the Project; Partnership and Sustainability.

According to the all results presented in in this report it is obvious that overall project management activities in 1st year of FINAC project implementation is at an excellent level, what need to be continued in upcoming activities and years of the project.

Ivana Bilić & Marko Čular
University of Split, Faculty of Economics
Split, July 10, 2017

Annex 1 Event attendance list

No.	Name	Organization	Signature	Permission ² signature	E-mail address
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					

²I confirm with my signature that project organizers and project partners are allowed to use event photos for project promotion activities

Annex 2. Evaluation form



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Evaluation form

Dear FINAC project Steering Committee members,

The evaluation form below serves as one of the tools of internal evaluation of FINAC project. We kindly ask you to provide us with the required information which will allow us to assess the structure and content development of the project, and if needed, provide further indications for improvement of the project workflow.

Thank you in advance for your cooperation!

I The role of your organisation in the FINAC project?

1.1. What is the reason of your institution to participate in FINAC project?

1.2. What are the expectations of your institution to gain from FINAC project?

II Structure of the project

2.1. Your perception about the partners in FINAC.

Please indicate how strongly you agree or disagree to the statements below by marking the appropriate answer?

	Strongly disagree			Strongly agree	
All partners share a common understanding of what the project is about	1	2	3	4	5
All partners are perfectly familiar with the project's underlying concepts	1	2	3	4	5
All partners are perfectly familiar with the project's aims and objectives	1	2	3	4	5
All partners are perfectly familiar with the project's target groups	1	2	3	4	5

2.2. Do you think all aims and objectives can be accomplished during the project term?

Please mark the statement that applies and if possible provide explanation on your answer.

1. I think all aims and objectives can be achieved within the project term.
2. I think it is difficult to achieve all aims and objectives, because:

—

3. I think the aims and objective cannot be achieved, because:

—

4. I am not familiar with the project aims and objectives, therefore I cannot judge if they can be achieved or not.

—

2.3. Are you clear about your organisation's role, the activities and responsibilities you have to carry out in the project?

Please mark the statement that applies and if possible provide as with explanation on your answer.

1. Yes, I know exactly what my organisation is expected to contribute to the FINAC project. I am familiar with the activities I have to carry out.
2. I am not so sure about my organisation's role in the project and the activities I have to carry out, because:

3. I don't know which role my organisation plays in the project and which activities are to be carried out, because:

2.4. Are you familiar with the other partners' roles and activities in the FINAC project?

Please mark the most appropriate answer.

1. I know about all the partners' tasks in the project.
2. I know about most of the partners' tasks in the project.
3. I know about some of the partners' tasks in the project.
4. I only know my organisation's tasks in the project.

2.5. How do you evaluate the work process of FINAC project, i.e. the structure/the sequence of the various tasks?

Please mark the statement that applies and if possible provide explanation on your answer.

1. The project has a clear structure. The workflow follows a logic sequence.
2. The work process is not quite clear to me because:

3. I disagree with the work process because:

III Implementation of the project activities/deliverables

3.1. Please indicate at least three obstacles that you had when implementing project activities in the first project year.

3.2. Please indicate how strongly you agree or disagree to the statements below by marking the appropriate answer.

	Strongly disagree			Strongly agree	
Deliverables comply with the overall objectives of the project	1	2	3	4	5
Delivevables comply with the WP Objectives as specified in the WP description.	1	2	3	4	5
Deliverables correspond with the activity description as specified in the Application Form.	1	2	3	4	5
It's possible to realize all deliverables till the end of the project	1	2	3	4	5

IV Dissemination

4.1. Please indicate how strongly you agree or disagree to the statements below by marking the appropriate answer.

	Strongly disagree			Strongly agree	
Web site of the project gives precise and updated information on the project objectives and activities	1	2	3	4	5
Intranet on the web site contains the latest updated documents and gives possibility to simply find any information concerning the project	1	2	3	4	5
FINAC newsletters are informative	1	2	3	4	5
Promotional materials reflect the visual identity of the project	1	2	3	4	5

V Management of the project

5.1. Are you familiar with the project's management structure (overall technical and financial management, management of the work packages)?

Please mark the statement that applies and if possible provide as with explanation on your answer.

1. The management structure is clear to me. I know who is responsible for the technical and financial parts of the project and who is in charge of the various work packages

2. The management structure is not quite clear to me because:

3. I am not familiar with the project's management structure at all because:

5.2. Are you informed of all financial and contractual aspects of the project?

Please mark the statement that applies and if possible provide as with explanation on your answer.

1. I am completely familiar with all these aspects
 2. I need some clarifications on financial/budgetary issues, that is
-

3. I need some clarification on contractual issues, that is,
-

5.3. Communication and conflict management

Please indicate how strongly you are agree or disagree to the statements below by marking the appropriate answer.

	Strongly disagree			Strongly agree	
	1	2	3	4	5
Current communication channels are sufficient to achieve excellent project results.					
Coordinator informs all partners on all aspects of activity implementation.	1	2	3	4	5
Coordinator informs all partners on financial aspects of the project realization.	1	2	3	4	5
The partners' responsiveness is excellent.	1	2	3	4	5
During the first year the partnership had to solve a considerable number of conflicts.	1	2	3	4	5
If conflict arose, the partners were able to solve it.	1	2	3	4	5

5.4. Project meetings/workshops, trainings, conferences and study visits

Please indicate how strongly you agree or disagree to the statements below by marking the appropriate answer.

	Strongly disagree			Strongly agree	
	1	2	3	4	5
The project meetings/workshops, trainings, conferences and study visits are well structured.					
The project meetings/workshops, trainings, conferences and study visits have good prepared agendas sent on time.	1	2	3	4	5
The project meetings/workshops, trainings, conferences and study visits usually address all necessary aspects that we need for carrying out the project .	1	2	3	4	5
The project meetings/workshops, trainings, conferences and study visits usually provide enough opportunities to discuss and exchange ideas.	1	2	3	4	5
The project meetings/workshops, trainings, conferences and study visits usually prepare us well for the next steps of the project work.	1	2	3	4	5
The SC meeting minutes are usually concise and informative.	1	2	3	4	5

VI Partnership

6.1. Please indicate how strongly you are agree or disagree to the statement below by marking the appropriate answer.

	Strongly disagree			Strongly agree	
All members of the consortium put much effort in their tasks.	1	2	3	4	5
All members of the consortium take responsibility for project results.	1	2	3	4	5
If the necessity arises, partners are helping each other.	1	2	3	4	5
All members of the consortium are acknowledging skills and expertise of other project members.	1	2	3	4	5
The partnership motivates us to collaborate with the partners in the future projects.	1	2	3	4	5

VII Sustainability

7.1. Please indicate how strongly you agree or disagree to the statements below by marking the appropriate answer

	Strongly disagree			Strongly agree	
Sustainability of the project is well determined.	1	2	3	4	5
It's possible to extend project impact during and after project life time	1	2	3	4	5
Sustainability of the project is provided.	1	2	3	4	5

Thank you for your time.