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**FINAC**FINancial management,
Accounting & Controlling
in public administration

Financial Management, Accounting and Controlling curricula development for capacity building of public administration

INTEGRAL INTERNAL QUALITY REPORT

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Rationale

According to the FINAC project application, the University of Split (US), as the Lead Partner for the Work Package 6 – Quality Control and Monitoring, prepared this ‘Integral internal quality report’ as the 2nd report about the progress of project implementation. Proposed deadline for this report according to Project plan has been September 15th, 2019.

In this report all proposed WPs, tasks and activities are deeply explored in accordance with the project proposed plan till September 15th, 2019. For the purpose of this report, all available resources were used with the aim to present project progress in the most realistic way: 1) resources, reports or documents available of project official website and intranet (e.g. Workspace); 2) all meeting minutes; and 3) direct communication with WP leaders via e-mail when it was needed.

After preparation of this report by WP.6. leader US, in accordance with quality control procedures US send this ‘Integral internal quality report’ to the project leader. When the report was approved by project leader UB, report was sent to all SC members. Finally, after proofreading by all SC members, with the aim to clarify eventual misunderstanding project report will be officially adopted by SC as final instance. Last phase of this report will be clarification of all details on joint meeting between WP.6. leader and project leader UB.



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Project goals and objectives

Main project goal is to contribute to higher quality of budgeting, money management, finance management, accounting and control, in the Albanian and Serbian public administration. Indicators of progress are:

- ✓ Higher quality of budgeting and money management in the public administration reached in next 4 years,
- ✓ Employees in public administration are familiar with public principles related to the field of public financial management, and defined by SIGMA principles of OCED reached in next 2 years,
- ✓ Qualified employees in public administration according to position and activities performing in the field of financial management, accounting and financial control in next 3 years.

Project **specific objectives** are:

- ✓ Design and development of 3 new master degree programmes in Serbia and 2 new master degree programmes in Albania in the field of financial management, accounting and controlling for capacity building of public administration in Albania and Serbia,
- ✓ Provision of trainings at university centres/institutes for public administration employees in Serbia,
- ✓ Modernization of one master degree programme in field of public financial management in Serbia.

Indicators of progress are:

- ✓ 3 designed and accredited new complementary master degree programmes in Serbia till the 18th month of project;
- ✓ 2 designed and accredited new complementary master degree programmes in Albania till the 18th month of project;
- ✓ 1 modernised master degree programme in the field of public finance management till the 18th month of project in Serbia;
- ✓ 3 newly designed and held trainings in the field of financial management, accounting, and controlling till the 18th month of project in Serbia.



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WP. 1. Mapping & reporting about current capacities of public administration employees in Albania & Serbia

The Financial management, Accounting and Controlling curricula development for capacity building of public administration (**FINAC** project) was envisaged to start with the mapping of current level of knowledge and capacity of employees in public administration in the field of financial management, accounting and financial control.

The **WP. 1.** sets as a goal examination of current level of knowledge, qualification structure and expertise of employees at positions of financial managers, accountants and controllers in public administration and teachers at the university centres, in order to develop master degree programmes that was contributed to development of employees in public administration and university staff.

Leader of **WP. 1.** of the FINAC project has been **Centre for Educational Policies (CEP)**. CEP is a research centre, skilled in conducting of surveys and analyses and providing professional support to decision makers and practitioners in developing, implementing and evaluating policies. Therefore, CEP is a leading partner for the implementation of project activities knowledge mapping and capacity of employees in public administration at positions of financial managers, accountant and financial control. All surveys were coordinated and edited by CEP and for the researches provided in Albania, responsible partner of FINAC project is European University of Tirana (UET).

WP.1. tasks started on October 15th, 2016 and were successfully finished until September 15th, 2017, according to the project proposed timelines. Proposed project tasks were: **1.1.** Mapping of current level of employees knowledge in public administration in the field of financial management, accounting and control (deadline April 15th, 2017); **1.2.** Mapping of current qualification structure of public administration employees (deadline April 15th, 2017); **1.3.** Teaching outcomes and harmonizing them with national strategies and EU



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directives for financial management, accounting and control in public administration (deadline August 15th, 2017); and **1.4.** Mapping of knowledge and expertise of trainers at the regional partner universities (deadline September 15th, 2017).

Within WP. 1. of the FINAC project **eight reports have been realised** based on conducted research (four reports for Serbia and four reports for Albania).

Project task **1.1. Mapping of current level of employees knowledge in public administration in the field of financial management, accounting and control** (deadline April 15th, 2017) - According to the Reports of European Commission on progress in accession to EU of Albania (at page 73) and Serbia (at page 72) since 2015, it was emphasized that is necessary to provide additional education for the top managers in the field of financial management, accounting and control, i.e. “senior public-sector managers will need to be trained to understand their specific role and responsibilities on financial management and control.” Thus the task 1.1. is envisaged to depict current level of knowledge of public administration employees positioned as financial managers, accountants and financial controllers. Regarding the WP 1.1., main areas of competence mapping were: Financial management and control; Internal audit; Programme budgeting; Budget implementation and accounting; and Public policy management. For this task, two reports were performed which presented the process and outcomes (findings) of the research that was undertaken in Serbia and Albania. The lead consortium partner responsible for the research design, its organization and administration, data analysis and the writing of the reports was the CEP. For the part of the research conducted in Albania, the main partner was the UET. UET representatives were responsible for the planning and execution of various segments of the research process. Overall coordination of the research process done in two countries was overseen and supported by the coordinating institution.



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Status of the task: completed on time in Serbia and Albania, two reports with overview of current level of knowledge of employees in public administration in the field of financial management, accounting and control were performed.

Project task 1.2. Mapping of current qualification structure of public administration employees (deadline April 15th, 2017) - Various factors such as high level of corruption, nepotism and non-transparent recruiting procedures affect the extant qualification structure for civil servants and appointees. Purpose of this task was envisaged to report on a current qualification structure of employees positioned in financial management, accounting and controlling in public administration in regional countries. For this task, two reports were performed which presented the process and outcomes (findings) of the research that was undertaken in Serbia and Albania about current qualification structure and practices of professional development of public administration employees working in the area of financial management, accounting and control activities. The lead consortium partner responsible for the research design, its organization and administration, data analysis and the writing of the reports was the CEP. For the part of the research conducted in Albania, the main partner was the UET - its representatives were responsible for the planning and execution of various segments of the research process. Overall coordination of the research process done in two countries was overseen and supported by the coordinating institution.

Status of the task: completed on time in Serbia and Albania, two reports with overview of current level of qualification structure of employees in public administration were performed.

Project task 1.3. Teaching outcomes and harmonizing them with national strategies and EU directives for financial management, accounting and control in public administration (deadline August 15th, 2017) - The goal of this task has been to prepare report that was offer comparison of the current situation regarding knowledge and



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qualification structure employees in public administration, based on data collected through the survey (WP.1.1 & WP.1.2). Results were compared with the goals defined by national strategies of regional countries and SIGMA (Support for Improvement in Governance and Management) principles on which underlying development of EU public administration, for both regional countries. These reports are of crucial importance and served as an overview of status quo in public administration, also research results was immensely contributed to developing of results of the project, i.e. master degree programmes and trainings. For this task, two reports were performed in Serbia and Albania. These reports had three focus. The first focus, deals with the main developments in public administration in Albania and the main challenges of these processes that bring to different aspects of public administration, particularly in respect to needed professional competencies of civil servants. Secondly, the main findings of the research was presented. The emphasis has been placed on the perceived needs for professional development of civil servants in public administration. Third part connected these two sources of information – analysis of national developments and challenges in public administration and research findings on professional needs of civil servants – in order to provide recommendations for developing teaching outcomes and curricula for two new master programs in Albania in the field of financial management, accounting and controlling and provision of trainings for public administration employees. This report is jointly written by the research team from UET and research team from CEP, a consortium partner responsible for the research design, organization and administration, data analysis and the writing of the reports. Overall coordination of the research process done in two countries was overseen and supported by the coordinating institution.

Status of the task: completed on time in Serbia and Albania, two reports with recommendations regarding harmonisation with EU directives knowledge and qualifications for financial management, accounting and control in public administration were performed.



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Project task **1.4. Mapping of knowledge and expertise of trainers at the regional partner universities** (deadline September 15th, 2017) - The goal of WP.1.4. is to prepare reports on knowledge and expertise of teachers at the universities. Information from the report has been highly important input for the EU partner institutions as they were developing trainings for teachers from regional countries (training for trainers). This activity is an essential prerequisite for the other project activities. For this task, two reports were performed in Serbia and Albania. The purpose of these reports were to provide information on existent expertise of university professors, in the topics relevant for FINAC project, engaged in developing and implementing master programs in partner countries. This also entails portraying needs for their further professional development as a basis for designed project activities, particularly study visits to EU partners. The lead consortium partner responsible for the research design, its organization and administration, data analysis and the writing of the reports was the CEP. For the part of the research conducted in Albania, the main partner was the UET - its representatives were responsible for the planning and execution of various segments of the research process. Overall coordination of the research process done in two countries was overseen and supported by the coordinating institution.

Status of the task: **completed on time in Serbia and Albania, two reports with overview of current level of knowledge and expertise on public financial management and controlling teaching staff at the regional universities were performed.**

As progress indicators eight reports were produced:

→ 2 reports with overview of current level of knowledge of employees in public administration till the 18th month of the project – **completed on time with two reports in Serbia and Albania,**



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- 2 reports with overview of current level of qualification structure of employees in public administration till the 18th month of the project – **completed on time with two reports in Serbia and Albania,**
- 2 reports with recommendations regarding harmonisation with EU directives knowledge and qualifications till the 18th month of project – **completed on time with two reports in Serbia and Albania,**
- 2 reports with overview of current level of knowledge and expertise on public financial management and controlling teaching staff at the regional universities – **completed on time with two reports in Serbia and Albania.**

These reports were based on different methods: the reports 1.1. were based on a mixed-method research, the reports 1.2. were based as on-line survey questionnaire, the report 1.3. were based on a mixed-method research and 1.4. were based as on-line survey questionnaire. On the third Steering Committee Meeting (Matej Bel University) FINAC reports prepared by CEP regarding WP. 1. was adopted (04/12/2017).

Status of the WP.1. – finished, in accordance with WP timeline, finish date for this WP was September 15th, 2017. Detailed activities overview is as follows: 1.1. Mapping of current level of employees knowledge in public administration in the field of financial management, accounting and control (deadline April 15th, 2017) – Serbia completed, Albania completed; 1.2. Mapping of current qualification structure of public administration employees (deadline April 15th, 2017) – Serbia completed, Albania completed; 1.3. Teaching outcomes and harmonizing them with national strategies and EU directives for financial management, accounting and control in public administration (deadline August 15th, 2017) – Serbia completed, Albania completed; and 1.4. Mapping of knowledge and expertise of trainers at the regional partner universities (deadline September 15th, 2017) – Serbia completed, Albania completed.



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WP. 2. Knowledge exchange at the EU partner institutions

The work package 'Knowledge exchange at the EU partner institutions' (**WP. 2.**) sets as goal recognition of specific needs of teachers at the regional universities and building their capacities, based on the experience and good practice of their colleagues from the EU university institutions. Implementation of this WP was planned to be reached out through organising trainings at EU university partner institutions, in order of horizontal transfer of knowledge and expertise.

According to the project proposal, **Matej Bel University (MBU)** is leading partner for implementation of **WP. 2.** as prestigious university with focus on public administration economy, and developed joint master degree programmes with other EU universities. MBU conducted activities of horizontal transfer of knowledge from EU university partner institutions on Albanian and Serbian university staff. Also, in accordance of this work package, MBU developed 'FINAC study visit Protocol' (Protocol).

WP. 2. of the FINAC project have been realised based on several tasks: **2.1.** Training of trainers from Albania & Serbia at EU universities (deadline April 15th, 2019); **2.2.** Purchase of literature (deadline April 18th, 2018); and finally **2.3.** Purchase of equipment (deadline April 18th, 2018).

In accordance with the project proposal, estimated end date of WP. 2. is April 15th, 2019.

As the aim of this task is strengthen local capacity of teachers at the regional universities, based on the experience and good practice of their colleagues from the EU university institutions, the visits should be organised so as to incorporate the following: (a) knowledge transfer from the EU partner institutions to FINAC project partner institutions and decision makers; (b) learning of the EU partners.



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European university partner institutions are: University of Split (Croatia), Università degli Studi Guglielmo Marconi (Italy), Matej Bel University (Slovakia) and Masaryk University (Czech Republic). So there was one regional visit in Albania, one coordination meeting in Serbia and five study visits at European university partners (Croatia, Italy, Slovakia and Czech Republic).

2.1. Training of trainers from Albania & Serbia at EU universities (deadline April 15th, 2019) - Task **2.1** follows the task 1.4. using the evidence on the current level of knowledge and expertise of university teachers and staff, in public financial management and control, training for university teachers and staff has been developed and delivered at the programme countries partner institutions. EU partner institutions were carefully selected to best fit the aims of the project. They have a great experience in public financial management and controlling in public administration. Up to date they have been developed specific trainings and master degree programmes.

In accordance with WP deadline, **5 study visits, 1 regional meeting and 1 coordinative meeting** were performed.

1st Study visit hosted by University of Split, June 18-22, 2017, Split, Croatia. Representatives of all partner institutions (49 participants) participated on the first study visit. The representatives of project consortia have been informed about the partner institution and the content of the first Study visit within the project, about project results and accomplishments, about the role of dissemination and sustainability plan and some of them gave constructive ideas which can contribute to the higher project visibility. Also, financial issues and supporting documentation were managed according to EACEA recommendations, budgetary constraints and time framework. On the first study visit, results and challenges regarding management knowledge and qualification structure of the employees in Albania and Serbia (WP. 1.) were presented, as well as challenges of conducting research regarding financial management knowledge and qualifications



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structure of the employees in Albania (WP. 1). In accordance with first study visit there were organised meeting of Albanian and Serbian institution representatives (activities about accreditation of Master Degree Program) and Pitching Research (this presentation was very useful for higher visibility of the project).

Also, there were several presentations that were recognised as specific needs of teachers at the regional universities to build their capacities as follows: 'Regulating public administration financing in Croatia', 'Challenges of financial control in Croatia's public administration' and 'Challenges of Public Financing in Split-Dalmatia County'. Event evaluation report shows that the quality of Study visit FINAC Meeting Split organization and activities were located at the level of high or very high out of grades which were a very important element of the project management. Also, Steering Committee meeting has been organised during the study visit at University of Split where is adopted 'Study visit protocol' and 'Dissemination and Sustainability plan'.

2nd Study visit, hosted by Università degli Studi Guglielmo Marconi, September 26-30, 2017, Rome, Italy. Representatives of all each partner institution (60 participants) participated on the second study visit. The representatives of project consortia have been informed about the partner institution and the content of the second Study visit within the project and about the activities that was completed in the previous period. On the second study visit, report on financial management knowledge and qualification structure employees in Albania and Serbia (WP. 1.) were presented, as well as report on financial management knowledge and qualifications structure employees in Albania (WP. 1). In accordance with second study visit there were organised meeting of Albanian, Croatian and Serbian institution representatives (activities about WP. 5. and activities about accreditation of Master Degree Program).

Also, there were several presentations that were recognised as specific needs of teachers at the regional universities to build their capacities as follows: 'Distance learning



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methodologies and production of multimedia learning', 'Multimedia lessons and Simulations for the School of Business', 'The recent Italian budget reform and spending reviews', 'Discussing the management reform in Italian Public Administration: the practical application to Ministries and Public Authorities' and 'Budgeting, modernization and ethics in the Public Sector: further evidence from an international comparison'.

Event evaluation report shows that the quality of Study visit FINAC Meeting Rome organization and activities were located at the level of high or very high out of grades that were a very important element of the project management. Also, Steering Committee meeting has been organised during the study visit at Università degli Studi Guglielmo Marconi where 'Project management and Risk plan' and 'Institutional and financial sustainability plan' has been adopted.

3rd Study visit, hosted by Matej Bel University, December 3-7, 2017, Banska Bystrica, Slovakia. Representatives of all each partner institution (37 participants) participated on the third study visit. The representatives of project consortia have been informed about the partner institution and the content of the third Study visit within the project and about activities that was completed in the previous periods.

Also, there were several presentations that were recognised as specific needs of teachers at the regional universities to build their capacities as follows: 'Management of Civil Service Reform in Central Europe', 'Evaluation of Public Administration Reforms in Central and Eastern Europe EU Member States', 'Active Participation and Citizen Engagement in Good Governance', 'Project Management in Public Services', 'Participatory Budgeting as a Tool for Effective Public Service Provision' and 'SOLIDUS project presentation'.

Looking at Event evaluation report, third Study visit at Matej Bel University, all partners have expressed great satisfaction with organization and content of the study visit. It was concluded that project activities have to keep such a high level and quality presented



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during three study visits so far. Also, Steering Committee meeting has been organised during the study visit at Matej Bel University where is adopted 'Reports prepared by CEP regarding WP. 1.', 'Budgetary reallocation', 'Internal plan for insuring quality' and 'External independent expert for preparing Report on external evaluation'.

4th Study visit, hosted by Masaryk University, February 11-15, 2017, Brno, Czech Republic. Representatives of all each partner institution (45 participants) participated on the fourth study visit. The representatives of project consortia have been informed about the partner institution and the content of the fourth Study visit within the project and about the activities that are completed in the previous period.

Also, there were several presentations that were recognised as specific needs of teachers at the regional universities to build their capacities as follows: 'Security and Privacy in Public Administration in Light of EU Regulations', 'Auditing in the Public Sector', 'Creation of research oriented postgraduate study programme Regional Economics', 'EAPAA (European Association for Public Administration Accreditation)', 'Overpricing of Public Procurement', 'Institutes for Public Administrations as a bridge between universities and public administration', 'Double Degree Master in Public Economics and Public Finance' and 'Fiscal Sustainability: Municipal Finance in the Czech Republic'. In accordance with fourth study visit, all participants visited Ministry of Finance of the Czech Republic in Prague and participated on presentations of the representatives of the Ministry (lectures about auditing sector, public sector accounting system reform, accounting consolidation of the state and consolidated financial statements in the Czech Republic.

Looking at Event evaluation report of fourth study visit, the overall picture shows that the quality of Study visit FINAC Meeting Brno organization and activities was located at the level of high or very high out of grades which were a very important element of the project management. Also, Steering Committee meeting has been organised during the study visit



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at Masaryk University where is discussed 'Project progress and expected inputs of project leaders' and about 'Internal and external quality control plan'.

5th Study visit, hosted by Università degli Studi Guglielmo Marconi (2nd time), December 11-15, 2018, Rome, Italy. Representatives of all each partner institution (38 participants) participated on the fifth study visit. The representatives of project consortia have been informed about the partner institution and the content of the Fifth Study visit within the project and about the activities that were completed in the previous period.

Also, there were several presentations that were recognised as specific needs of teachers at the regional universities to build their capacities as follows: 'Marconi Industry 4.0', 'E-Learning: theoretical and historical background', 'The use of High Technology-based Tools in Distance Learning Universities', 'BRIGHTS - Boosting Global Citizenship Education using digital storytelling', 'PROFIC - Professional Development in Intercultural Competence in HE Institutions'. FINAC Project Team also visited Marconi Studios and participated on course 'Data - Driven innovation in the Enterprise 4.0: Big Data & Project management'.

Event evaluation report shows that the quality of Second Study visit FINAC Meeting Rome organization and activities was located at the level of high or very high out of grades that were a very important element of the project management. Also, Steering Committee meeting has been organised during the study visit at Università degli Studi Guglielmo Marconi where is adopted 'FINAC updated Dissemination and sustainability plan', 'FINAC updated Project management and risk plan' and 'FINAC updated Quality control and monitoring plan'.

Also, in accordance with WP deadline one regional visit and one coordination meeting were organised. FINAC project management delegation from Serbia visited the project's partner institutions in Albania on April 24-29, 2017 (**regional visit**). The coordination meetings took place in Tirana and Shkodra and were organised by project team member from



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European University of Tirana and Shkodra University. The regional visit has aimed to create cohesion among project team members from Serbian and Albanian partner institutions, to present the results achieved in the first six months of project implementation and they defined upcoming activities. This part of regional visit is very important for implementation of WP. 1.

In the meantime, **coordination meeting** FINAC project partners, hosted by Faculty of Organisational Sciences, University of Belgrade, was organised on November 3, 2017. The participants were informed about the progress of each activity through work packages.

Looking in minutes of study visit in Croatia, Italy (two times), Slovakia and Czech Republic, minutes of Steering Committees at all study visits, minutes of the regional visit in Albania and coordinative meeting in Serbia and looking at Internal Quality reports of all study visits, we can conclude that informal knowledge exchange, networking and connections between academics and public sector officers and experts is a very important element of FINAC project. Also, all study visits are in accordance with Protocol.

Status of the task: completed on time, 229 participants (which is significant higher than 40-60 participants planned) from universities and the Ministry for public administration and local self-government of Serbia trained organised by four EU university institutions.

After WP 2.1. deadline there were several meetings that were organised as a regional visit. Also, it is important to highlight that study visit hosted by University of Split (2nd time in May, 2019) has been organised after WP 2.1. deadline.

2.2. Purchase of literature (deadline April 18th, 2018) - Implementation of WP. 2. is additionally supported with purchasing of adequate literature that represent task **2.2.** for regional partner institutions, in order to boost university capacities of regional partner



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institutions. This activity has been performed according to current national public procurement procedures in Albania and Serbia.

Purchase of literature was performed in accordance with the estimated deadline as follows:

- × in February, 2018 University of Kragujevac purchased literature (books and printed materials);
- × in December, 2017 Belgrade Metropolitan University purchased literature (books and printed materials);

Also, University of Belgrade (Rectorate), Belgrade Metropolitan University and Faculty of Organizational Sciences has been purchased software and license. Analysing all documents of the purchasing process, we can conclude that every part is in accordance with procedure and project deadlines. Total value of purchased literature (software are included) is 19.033 EUR and with licences, the total value is 23.000 EUR.

Status of the task: completed on time, 23.000 EUR spent for purchase of professional literature (professional literature was purchased at much lower planned prices; estimated procurement value was 30.000 EUR).

2.3. Purchase of equipment (deadline April 18th, 2018) - University capacities has been additionally boosted with the activity **2.3.** that is purchase of equipment. This activity has been performed according national public procurement procedures in Albania and Serbia.

The purchase of **equipment** was performed in line with proposed deadlines:

- × in November and December, 2017 University of Belgrade purchased IT equipment (desktop and notebook computers) and software;



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- × in November, 2017 University of Kragujevac purchased IT equipment (desktop and notebook computers and other IT equipment) and audio, video and communication equipment;
- × in December, 2017 State University of Novi Pazar purchased IT equipment (desktop and notebook computers, printers, scanners and other IT equipment) and audio, video and communication equipment;
- × in December, 2017 Belgrade Metropolitan University purchased IT equipment (desktop, notebook and tablet computers, printers, scanners and other IT equipment, audio, video and communication equipment and software);
- × in December, 2017 Shkodra University purchased IT equipment (desktop and notebook computers and other IT equipment);
- × in November and December, 2017 European University of Tirana purchased IT equipment (desktop and notebook computers) and audio, video and communication equipment.

Analysing all documents of the purchasing process, we can conclude that every part is in accordance with procedure and project deadlines. Total value of purchased equipment is 127.000 EUR, and with licences, the total value is 131.199 EUR.

Status of the task: completed on time, 127.000 EUR spent for the purchase of lap-tops, LCD monitors, external memories, etc. (with licences, the total value is 131.199 EUR) - estimated procurement value was 127.000 EUR. Also, there were slight changes in the specification of the equipment compared to the planned, but there were approval from EACEA for this.

It is very important to highlight that total spent value for purchase literature and equipment (WP 2.2. and 2.3.) was 150.232,94 EUR and the planned value is 157.000 EUR. This is a result of purchase at significantly lower prices than planned.



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Progress indicators for this WP were reached:

- 40 - 60 participants from universities and the Ministry for public administration and local self-government of Serbia trained organised by four EU university institutions – **completed on time with 229 participants from universities and the Ministry for public administration and local self-government of Serbia,**
- 30.000 EUR spent for purchase of professional literature till the 18th month of the project – **completed on time with 23.000 EUR spent for purchase of professional literature (software and licences are included),**
- 127.000 EUR spent for the purchase of lap-tops, LCD monitors, external memories, etc. till the 18th month of project realisation – **completed on time with 127.000 EUR spent for the purchase of lap-tops, LCD monitors, external memories, etc. (with licences, the total value is 131.199 EUR).**

Status of the WP. 2. – finished, in accordance with WP timeline, finish date for this WP was April 15th, 2019. Detailed activities overview is as follows: 2.1. Training of trainers from Albania & Serbia at EU universities (deadline April 15th, 2019) - completed; 2.2. Purchase of literature (deadline April 18th, 2018) - completed; and finally 2.3. Purchase of equipment (deadline April 18th, 2018) – Serbia completed, Albania completed.



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WP. 3. Developing & accreditation of master degree programmes

Previous activities conducted throughout WP. 1. and WP. 2. opened a space for the implementation of **WP. 3.** The WP. 3. sets as a goal the development of master degree programmes for public administration managers, particularly for those are performing, or intending to perform financial management, accounting and controlling activities (three new master degree programmes that are designed in Serbia and two master degree programmes that are designed in Albania).

Implementation of WP. 3. (deadline October 1st 2018) has been reached out through regular coordination meetings and harmonization of plans related to design and development of new and modernisation of existing one master degree programmes in order to avoid overlapping; then designed new master degree programmes in the field of finance, accounting and control for public administration employees, accredited of a new master programmes and finally developed study guides and materials for new programmes.

WP. 3. of FINAC project have been realised based on several tasks: **3.1.** Coordinative meetings and harmonization of plans regarding designing and developing master degree programmes (deadline February 15th, 2018); **3.2.** Designing new master degree programmes in the field of finance, accounting and controlling for public administration employees in Albania and Serbia (deadline February 15th, 2018); **3.3.** Accreditation new master degree programmes in Albania and Serbia (deadline May 15th, 2018); **3.4.** Modernisation of one master degree programme in Serbia (deadline March 15th, 2018); and finally **3.5.** Developing study guides for all master degree programmes in Albania & Serbia (deadline October 15th, 2018).



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Also, teams for implementation of this package were organised: The Belgrade Metropolitan University team (five members), University of Belgrade team (eleven members), University of Kragujevac (eight members), European University of Tirana (seven members) and University of Shkodra (seven members) and State University of Novi Pazar (five members).

3.1. Coordinative meetings and harmonization of plans regarding designing and developing master degree programmes (deadline February 15th, 2018) - Prior to approaching the design of master degree programmes several coordinative meetings has been organised (WP. 3.1). The goal of these meetings has been related to design and developed of master degree programmes. General idea was to develop complementary programmes in regional countries. The first coordination meeting of the Working group for the implementation of the project 'The Development Capacity Building of Public Administration' within the Erasmus+ Program was held in July, 2017, in the premises of the Ministry of Public Administration and Local Self-Government. University of Belgrade organised six coordinative meetings from July to October, 2017 with State University of Novi Pazar, Centre for Educational Policies, University of Kragujevac and Belgrade Metropolitan University. University of Kragujevac organised eight coordinative meetings from August to October, 2017; State University of Novi Pazar organised four coordinative meetings from August to November, 2017; European University of Tirana organised six coordinative meetings from November, 2017 to February, 2018; University of Shkodra organised one coordinative meeting in September, 2017.

Status of the task: completed on time, twenty-six reports from coordination meetings were performed (which is significant higher than several reports planned).

3.2. Designing new master degree programmes in the field of finance, accounting and controlling for public administration employees in Albania and Serbia (deadline February 15th, 2018) – Coordinative meetings should result in appropriately shaped and designed master degree programmes. Programmes have been based on professional



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expertise and capacities of university teachers. Therefore, some master degree programmes was emphasise on accounting, other on finance, while third one had the accent on financial control, procedures and tools for its implementation. Coordinative meetings resulted with new master degree programmes designed, which are based on professional expertise and capacities of university teachers. According to the meeting minutes and attached documents, it is clear that all universities designed master degree programmes that has been applied for accreditation. In accordance with coordinative meetings results, three new master degree programmes in Serbia (at University of Belgrade, University of Kragujevac and State University of Novi Pazar) and two master degree programmes in Albania were developed (at European University of Tirana and University of Shkodra).

Status of the task: completed on time, three new master degree programmes in Serbia and two in Albania were performed (three new master degree programmes that are designed in Serbia and two master degree programmes that are designed in Albania was planned).

3.3. Accreditation new master degree programmes in Albania and Serbia (deadline May 15th, 2018) – The design of master degree programmes was accredited from the national Commission for accreditation and quality control of Republic of Serbia for University of Belgrade, University of Kragujevac and State University of Novi Pazar that is in accordance with project proposal and before proposed deadlines. For master degree programmes in Albania, there is different accreditation procedure. European University of Tirana and University of Shkodra 1st need to submit application for licence in Commission; Ministry of Education, Sport and Youth. After that, they receive licence confirmation and after first year of master degree programme implementation they can apply for accreditation. It is very important to highlight that licenced in Albania is the same as getting accreditation in Serbia to enrol students to the master programme (education systems are simply different and accreditation in Albania is not necessary to be able to educate a



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student's). University of Shkodra applied on November 8th, 2017 for accreditation and they received licence from Ministry in October 19th, 2018. European University of Tirana has filed an official request for the initiation of program accreditation procedures (February 2019), addressed to the Higher Education Quality Assurance Agency. Also, in September, 2019 UET received the external evaluation report for the master programme from the experts engaged by the ASCAL for the accreditation process and all components were evaluated with max score. It is a matter of time now when the Board of Accreditation will meet and present the positive decision.

Status of the task: completed on time, three master degree programmes in Serbia was accredited; in Albania two master degree programme was licenced - after first year of master degree programme implementation, they can apply for accreditation for two master degree programmes in Albania (five accredited master degree programmes in regional countries was planned).

3.4. Modernisation of one master degree programme in Serbia (deadline March 15th, 2018) – The part of this WP is modernised one master degree programme in Serbia. Belgrade Metropolitan University/Faculty of Economics, Finance and Administration (FEFA) modified the study program of master academic studies in Economics by introducing the following new elective subjects: Financial management and control, Audit and Financial risks. In January, 2018 Belgrade Metropolitan University Senate approved the amendments to the study program, which is in accordance with project proposal and deadlines.

Status of the task: completed on time, one out of planned one master degree programme in Serbia was modernised.

3.5. Developing study guides for all master degree programmes in Albania & Serbia (deadline October 15th, 2018) - Previous WP. 3. activities have been supported with newly



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developed teaching materials. This means that task 3.5. was representing the strong support to new accredited and modernised programmes aimed to improve the knowledge transfer quality, in both regional countries. For this master programme, study guides have been developed (i.e., teaching materials has been prepared). Professors prepared for every course teaching materials (books, scripts and other teaching materials) who used for all courses in the semester and for entrance exam. All guides has been prepared professionally and in accordance with the aims of master degree programmes in Albania and Serbia.

Status of the task: completed on time, with developed study guides for all master degree programmes in Albania and Serbia.

Progress indicators for this WP were reached:

- Several reports from coordination meetings till the 18th month of the project - **completed on time with twenty-six reports from coordination meetings,**
- 3 new master degree programmes that are designed in Serbia and 2 master degree programmes that are designed in Albania - **completed on time with three new master degree programmes in Serbia (at University of Belgrade, University of Kragujevac and State University of Novi Pazar) and two in Albania (at European University of Tirana and University of Shkodra),**
- 5 accredited master degree programmes in regional countries till the 18th month of project realisation - **completed on time with three accredited master degree programmes in Serbia; in Albania two master degree programme was licenced - they can apply for accreditation after first year of master degree programme,**
- Modernised master degree programme in Serbia till the 18th month of project realisation - **completed on time with modernised master degree programme in Serbia (FEFA including into his study programme new elective subjects: Financial management and control, Audit and Financial risks),**
- Developed study guides for all master degree programmes in Albania and Serbia till the 24th month of project realisation - **completed on time with developed study guides for all master degree programmes in Albania and Serbia.**



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Status of the WP.3. – finished, in accordance with WP timeline, finish date for this WP was deadline October 1st, 2018. Detailed activities overview is as follows: 3.1. Coordinative meetings and harmonization of plans regarding designing and developing master degree programmes (deadline February 15th, 2018) – **Serbia completed, Albania completed;** **3.2.** Designing new master degree programmes in the field of finance, accounting and controlling for public administration employees in Albania and Serbia (deadline February 15th, 2018) – **Serbia completed, Albania completed;** **3.3.** Accreditation new master degree programmes in Albania and Serbia (deadline May 15th, 2018) – **Serbia completed, Albania completed;** **3.4.** Modernisation of one master degree programme in Serbia (deadline March 15th, 2018) – **completed;** and finally **3.5.** Developing study guides for all master degree programmes in Albania & Serbia (deadline October 15th, 2018) – **Serbia completed, Albania completed.**



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WP. 4. Implemented master degree programmes

Previous activities conducted throughout WP. 1., WP. 2. and WP. 3. was open a space for the implementation of the **WP. 4.** The main goal of FINAC project and this package has been the design, development and implementation three new master degree programmes in Serbia and two in Albania. This is based on the assumption that interest and benefits recognition of these programmes was contributed to the development of employees in public administration, or those students that have ambitions to find employment in public administration. WP. 4. of FINAC project has been realised based on several tasks: **4.1.** Enrolment of students (estimated end date is November 15th, 2018); **4.2.** Implementation of master degree programmes (the deadline is October 14th, 2019); **4.3.** Analysis of students feedback (deadline June 15th, 2019); **4.4.** Mentoring of master theses preparation (the deadline is October 14th, 2019).

4.1. Enrolment of students (deadline November 15th, 2018) – Along with WP. 3.3. this is the most challenging task of new developed master degree programmes. This is particularly due to the fact that programmes of this kind do not exist in regional countries. Therefore, the activity WP. 4.1. is strongly supported in promotion activities by the Ministry for public administration and local self-government for both countries, together with other channels for promotion and putting in focus master programmes which are present in university practice (in this part we highlight the importance of the coordinative meeting between the Ministry for public administration and local self-government and FINAC Project Staff in Serbia held on November 11th, 2018-the purpose of the meeting was to continue the implementation of upcoming activities related to the process of enrolment of employees in units of local self-government and civil servants delegated by their institutions to the master programs). The date of a contract signing was: UNBG (FOS)-5th, December 2018; BMU (FEFA)-5th, November; UNKG-24th, December 2018; SUNP-29th, November 2018; UET-6th, November 2018; Shkodra-26th, June 2019. Finally,



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198 students enrolled at master degree programmes (FOS-35 students, FEFA-43 students, UNKG-30 students, SUNP-10 students, UET-42 students, Shkodra-38 students).

Status of the task: completed on time, 198 students enrolled at master degree programmes (160 students enrolled at master degree programmes were planned).

4.2. Implementation of master degree programmes (deadline October 14th, 2019) –

This task enables transfer of professional expertise and knowledge horizontally to students enrolled at master degree programmes. All previously acquired and advanced university capacities has been contributed to successful realisation of this WP. Prior to the start of the master's study, the syllabus was developed, the classes were defined and the schedule of classes by semesters. In October and November 2018, after the calls for enrolment, students enrolled in the master programme. After that, students signed a contract and in the meantime, classes began. There are two semesters. In the winter semester, students attended at three compulsory courses and one elective course. Students chose one elective course from the basket of elective courses. In spring/summer semester, study programme included only elective courses. At the end of the semester, there were exam periods (after winter and summer semester). Also, student's feedback has been received at end of semesters. After exam periods, students submit for the master's thesis and addressed potential mentors regarding the topic of the master's thesis. Finally, there were approximately delivered 1.800 student hours. All activities for implementation master programme have been implemented. Master thesis finishing is only one part in progress. A expected date of finishing master thesis is October 14th, 2019.

Status of the task: in progress, 1.800 student hours has been delivered (approximately delivered 1.320 student hours was planned).

4.3. Analysis of students feedback (deadline June 15th, 2019) – Students' feedback has been analysed from the aspect of delivering classes and from the aspect test-paste-rate and



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obtained grades as a focal point of this WP. All data has been obtained and prepared in a form of reports, as a precious input for any further improvement of work progress at the universities. The students had the opportunity to evaluate both the courses and the lecturers. The questionnaire contained the questions referring to: whether the candidates think they have improved their knowledge due to the course; whether the lessons were inspirational; whether they would recommend the course to other master students; whether the classes were well-prepared; whether the teaching material was presented clearly and logically; whether the method of grading was clearly explained; whether attending the lectures was a worthwhile experience; whether the lecturer was fair and impartial while working with students; whether the lecturer was fair and impartial to all the students who attended the course; whether the students would sign up for another course delivered by the same lecturer; whether the guest lectures within the course were interesting and useful. All master's courses at all faculties were rated excellently by the student. The results of student's feedback are as follow: FOS-96% of students rated all courses they really liked according to all criteria, on average; FEFA-average grade for all courses is 4.8; UNKG-91% of students rated all courses they really liked according to all criteria, on average; SUNP-97% of students rated all courses they really liked according to all criteria, on average; UET-students positive evaluated program, subjects and academic staff; Shkodra-93% of students rated all courses they really liked according to all criteria, on average). Finally, 6 reports with students feedback in both countries has been prepared and presented at 2nd Study visit at University of Split.

Status of the task: completed on time, six reports with students feedback (four reports in Serbia and two in Albania) were performed (six reports with students feedback in both countries were planned).

4.4. Mentoring of master theses preparation (deadline October 14th, 2019) – Obtaining Master thesis is quite challenging and assumes mutual dedication of students and mentors. The result of this activity is not merely Master theses, but higher level of knowledge and



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expertise in the field of financial management, accounting and controlling all students that work or have intention to work in public administration, both regional countries. After passed exam periods, students at the master program fulfil the conditions to sign up for master thesis and they turned to potential mentors in order to determine the topic. It is very important to highlight here that time needed for finishing master theses can vary due to different private circumstances with which students are facing if they have full time job, or family issues (this potential risk is point out in document Project Management and Risk plan as project outcomes and WP 4 risk). At the date of this report, 97% of students at the master program fulfil the conditions to sign up for the master thesis from FOS, 53% from FEFA, 93% from UNKG, 70% from SUNP, 9% from UET and 50% from Shkodra.

Status of the task: in progress, according to proposed project deadlines should be completed till October 14th 2019.

Progress indicators for this WP were reached:

- 160 students enrolled at master degree programmes till the 26th month of project realisation - **completed on time with 198 students enrolled at master degree programmes (FOS-35 students, FEFA-43 students, UNKG-30 students, SUNP-10 students, UET-42 students, Shkodra-38 students),**
- Approximately delivered 1.320 student hours till 32nd month of project realisation - **completed on time with 1.800 student hours delivered,**
- 6 reports with students feedback till 33rd month of project realisation in both countries - **completed on time with six reports with students feedback (four reports in Serbia and two in Albania),**
- 160 defended Master theses till 36th month of project realisation – **in progress.**

Status of the WP.4. – WP 4.1. & 4.3. – finished, in accordance with WP timeline; WP 4.2. & 4.4. – in progress, estimated date of this WP is October 14st, 2019. Detailed



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activities overview is as follows: **4.1.** Enrolment of students (estimated end date is November 15th, 2018) – **Serbia completed, Albania completed;** **4.2.** Implementation of master degree programmes (the deadline is October 14th, 2019) – **Serbia in progress, Albania in progress;** **4.3.** Analysis of students feedback (deadline June 15th, 2019) – **Serbia completed, Albania completed;** **4.4.** Mentoring of master theses preparation (the deadline is October 14th, 2019) – **Serbia in progress, Albania in progress.**

WP. 5 Short term trainings at university centres/institutes

The goal of a WP.5. has been to design and deliver trainings for public administration employees positioned in financial management, accounting and controlling in Serbia. Activities performed in previous WPs open the space for successful realization of this package. Due the process of the project implementation, particularly at the Marconi University Study Visit and Steering Committee meeting the goal of this WP, even previously was planned only for Serbia, was extended the trainings to Albanian partner, precisely UET in line with results collected and needs revealed in the Status Quo analyses.

Implementation activities of this **WP.5.** were performed at the partner universities, as a part of a life-long learning (LLL) non-degree curricula targeted at employees at the Ministry of public administration and local self-government. These programmes aimed to contribute to capacity building of public administration. Through the programme, their employees improved professional skills by attending these trainings. Furthermore, trainings aimed to contribute to all interested parties to acquire new abilities and tools, to handle activities more responsibly and to make their promotion more likely. These short term trainings in Serbia included courses on public finance managing, budgeting in the public sector, financial reporting and internal auditing on the level of local self-government, all of which are entirely new and have been developed over the course of this project. Realization of this WP have been supported by colleagues from EU university partner institutions. Leading partner for this WP.5. was **Belgrade Metropolitan University** (former Singidum University¹).

Proposed WP. 5 tasks were: **5.1.** Designing of short term trainings at the university centres/institutes (deadline February 15th 2018); **5.2.** Enrolment of candidates (deadline

¹Singidum University was project partner which changed the organization during the project implementation and, all was confirmed by EACEA, Belgrade Metropolitan University. Precisely, Faculty of Economics, Finance and Administration – FEFA was member of Singidum University, and lately they become member of Belgrade Metropolitan University



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January 15th 2019); and **5.3. Implementation of trainings and short educational courses** (deadline May 15th 2019).

Activities under WP.5 started on July 5th, 2017 and till the moment this report was prepared finished in in Serbia, and Albania.

5.1. Designing of short term trainings at the university centres/institutes (deadline February 15th 2018) - The designing of short term trainings (WP.5.1) has been an activity based on the country reports obtained through WP.1.1. The report offered data input to university institutions that are responsible for this project activities in order to develop tailor made and customized trainings for public administration employees. Additionally, experience of the EU project university partners served as very important asset in developing of this kind of trainings.

Leading partner for WP.5. is Belgrade Metropolitan University, and Serbian team consist 5 members: 1. Professor Vladimir Poznanić, PhD; 2. Assistant professor Goran Radosavljević, PhD; 3. Assistant professor Danica Rajin PhD; 4. Assistant professor Miloš Erić PhD; and 5. Assistant professor Mihajlo Babin, PhD.

Furthermore, particularly in a line with project Status Quo Analysis and obtained knowledge about the topic due the partners collaboration and regular meetings, even initially planned 3 at the end Serbian partners developed 4 trainings as follows:

- 1) Financial management and control in the public sector
- 2) Internal and external audit in public sector
- 3) Programme budgeting
- 4) Risk management in the public sector.



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Also, during the course of this project and discovered additional needs for Life-Long Learning for Albanian. Approved trainings in Albania were result of Steering Committee decisions during the course of the project. UET was in charge for the development and performance of those trainings. UET staff from the Department of Management and Marketing; Department of Finance and Economics; and Projects and International Cooperation Office were in charge for the development and realization of the trainings. Since those trainings represents additional efforts of project team, activities started in the second part of 2018. For that purpose 2 trainings from Albanian team were proposed: 1) Performance Audit and 2) Auditing and IT Auditing.

Syllabus of trainings developed by Albanian UET team were: 1) Performance Audit; and 2) Audit and IT audit.

Status of the task: completed on time in Serbia, project partners developed 4 trainings, even 3 were originally planned, 2 additional trainings were performed in Albania.

5.2. Enrolment of candidates (deadline January 15th 2019) – this activity in Serbia required support and promotion of the Ministry for public administration and local self-government of Serbia, together with other channels for promotion and putting in focus trainings that are conducted at the universities. Promotion activities, and cooperation between project partners and previously mentioned representatives of Serbian public administration were extremely successful what was obvious regarding the achieved results of enrolment in trainings in Serbia.

Even initially trainings were planned for 60 participants, each of trainings was attended by more than 30 participants, in total more than 120 participants. Trainings in Serbia, developed by FEFA - Serbian partner, were organized in cooperation with SUK (Human



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Resources Management Service of Serbian government). All activities were performed before project proposal deadline, February 15th, 2018.

Trainings in Albania were performed in November 2017, and January 2019. Enrolment of the candidates, based on presented Attendance lists were: 1) Performance Audit – November 20 and 21, in total 21 candidates; and 2) Auditing and IT Auditing, performed January 15 – 18, 2019, with in total 12 attendees.

Status of the task: completed on time in Serbia with 120 participants, out of 60 initially planned, completed in Albania with 33 participants in total, what was added value in this project.

5.3. Implementation of trainings and short educational courses (deadline May 15th 2019) – The implementation of the short term trainings was performed at the FEFA Metropolitan University in Serbia, as a part of life-long learning (LLL) non-degree curricula targeted at employees of the Ministry of public administration and local self-government. These programmes contributed to the capacity building of public administration, with the aim to improve skills and expertise of employees positioned as financial managers, accountants and controllers. However, they should contribute to other students if they are interested to acquire new abilities and tools in handling responsibilities and making their promotion more likely. These trainings included courses on managing public finance, budgeting in the public sector, financial reporting and internal auditing on the level of local self-government, all of which are entirely new and will be developed over the course of this project.

It was particularly important to engage colleagues from university partner institutions in realisation of this activity what contributed to quality, and motivation of participant to implement new acquired knowledge.



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Even Initially planned three, four trainings were developed, list of trainings with hyperlink for programmes along with training dates are as follows: 1) [Financial management and control in the public sector -Syllabus in English PDF](#), November 16-17th 2017; 2) [Internal and external audit in public sector - Syllabus in English PDF](#), November 23-24th 2017; 3) [Programme budgeting - Syllabus in English PDF](#), December 21st 2017; and 4) [Risk management in the public sector - Syllabus in English PDF](#), December 15th 2017. Even initially planned for 60 participants in total, each of trainings was attended by more than 30 participants, in total more than 120 participants.

Also, during the course of this project and discovered additional needs for Life-Long Learning for Albanian. Approved trainings in Albania were result of Steering Committee decisions during the course of the project. UET was in charge for the development and performance of those trainings. For that purpose 2 trainings from Albanian team were proposed: 1) [Performance Audit - UET Trainings PublicAdmin 20 21 November 2018.pdf PDF](#), November 20th and 21st 2018; and 2) [Audit and IT audit- Syllabus trainings - January 15-18 2019 PDF](#), January 15th – 18th 2019.

Trainings in Albania were performed in November 2018, and January 2019. Enrolment of the candidates, based on presented Attendance lists were: 1) Performance Audit – November 20 and 21, in total 21 candidates; and 2) Auditing and IT Auditing, performed January 15 – 18, 2019, with in total 12 attendees.

Activities are already completed in Serbia in November and December 2017. Four trainings were performed, 2 of them lasted 2 days and 2 lasted 1 day. Albanian activities were performed in November 2018 and January 2019, in line with WP timeline.

Status of the task: completed on time in Serbia 4 out of 3 initially planned trainings, completed on time in Albania, 2 additional trainings.



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Progress indicators for this WP were reached:

- 1) 3 newly designed trainings in the field of financial management, accounting and controlling for employees in public administration till the 18th month of project activities, **Serbia – completed with 4 newly designed trainings; Albania – completed with 2 newly designed trainings.** So even initially planned 3 newly designed trainings, as a progress indicators we can identify 6 newly designed trainings.
- 2) Enrolled and delivered training for **60 participants** in period between 18 and 24 month of project realization, **Serbia – completed with 120 participants** in total; **Albania – completed with 33 participants** in total.
- 3) 3 new designed trainings held till 24th month of project realization **Serbia – completed till December 2017, 4 trainings; Albania – completed till January 2019, 2 trainings.**

Status of the WP.5. – Finished on time in Albania and Serbia, some activities in this WP. has been performed a bit late than project deadlines suggested, but that time lag was a result of extension of project activities out of initial plan and served as project added value. Detailed activities overview is as follows: - 5.1. Designing of short term trainings at the university centres/institutes (deadline February 15th 2018) – Serbia completed, Albania - completed; tasks 5.2. Enrolment of candidates (deadline January 15th 2019) Serbia completed, Albania – completed; and 5.3. Implementation of trainings and short educational courses (deadline May 15th 2019) Serbia completed, Albania - completed.

WP. 6 Quality control and monitoring

WP.6. was designed with the aim to assure quality control and monitoring of the whole FINAC project and its activities. In line with that **WP.6.** goal was development and implementation of the adequate quality control and monitoring, and in line with that three main tasks were established: **6.1.** Producing project's internal plan for assuring quality (deadline January 15th 2017); **6.2.** Internal evaluation by the Steering Committee (deadline September 15th 2019); and **6.3.** External evaluation by the independent expert (deadline April 15th 2018). Lead partner for WP.6. is University of Split.

Implementation of this WP has been provided through the implementation of internal and external project evaluation. On the external side, an independent expert was invited to evaluate the effectiveness of the project, i.e. the extent to which it contributes to the stipulated goals, whereas on the internal part. Also, during the project timeline the quality of project implementation and management has been evaluated by the Steering Committee and will focus both on the technical and content aspects of the project. The consortium also redefined established documents and outputs of this WP according to the feedback on the WP.6. implementation from the National Erasmus Office in the Serbia which served as a project leader country regulator body, as well as feedback from the EACEA.

Till this moment, September 15th2019 all tasks were finished, in accordance of the project timeline, so the report about each of the proposed task will be explained below:

6.1. Producing project's internal plan for assuring quality (deadline January 15th 2017)
– According to the project proposed plan for this task the Quality Plan should be drafted and adopted by the project Steering Committee till January 15th 2017. The plan contained the description of internal evaluation procedures by the Steering Committee (activity 6.2) and external ones (activity 6.3), methodology of evaluation, as well as a set of quality criteria against which the project should be evaluated.



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Internal quality control and monitoring plan was initially developed for Kick off meeting, Belgrade, November 2016 where the plan was officially adopted. Due the feedback from ERASMUS Office Serbia and lately developed and adopted Project management documents the Quality control and monitoring plan was updated and adopted at Study Visit Matej Bel, Steering Committee meeting, December 2017, and at Study Visit Università degli Studi Guglielmo Marconi, Steering Committee meeting, December 2018. Quality control and monitoring plan includes documents such as: attendance list, event evaluation for, steering committee evaluation form. Also, in Quality control and monitoring plan the procedure of project output control is clearly elaborated. Quality Control and Monitoring Plan proposed procedure for quality control of each project output, as follows: 1st level of control is on WP leader, 2nd level is on Project coordinator, and last one 3rd level – Steering Committee. Deadline for this activity was January 2017, and was respected along with future updates. And, if it will be need or recommendation from ERASMUS Office or EACEA for future updates will be apply in future, during the course of this project or even after in the phase of project final reporting.

Project Quality Control and Monitoring Plan and all its updates are available on FINAC project Workspace.

Status of the task: completed on time, 1st version, 2nd and 3rd versions updated after the feedback of ERASMUS+ National office Serbia

6.2. Internal evaluation by the Steering Committee (deadline September 15th 2019) – Within **6.2.** activities, the Steering Committee evaluates the entire project implementation to the point, first prior to 18th month of project and second before the end of the project. As a part of Quality Control and Monitoring, under the WP.6. each study visits and steering committee meeting were evaluated, and adequate report was prepared. Along with that it is important to note that all questionnaires were adopted by Steering Committee.



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With respect of all this activity leading partner of WP.6. University of Split prepared 7 SC meeting reports and all event evaluations reports, also one Quality Control and Monitoring report as 1st mid project progress report. According to the proposed procedure Steering Committee verified that report. Deadline for this activity was April 15th 2018 for 1st report (before 18th month of the project) what was completed on time, and this one - 2nd one, is prepared till the September 15th, 2019.

Status of the task: 2 planned reports, completed on time 1st report, and 2nd this report prepared on time, before September 15th.

6.3. External evaluation by the independent expert (deadline April 15th 2018) - Along with internal evaluation, an external evaluation was performed before 18th month of the project lifetime. That evaluation targeted project content development i.e. the extent to which it contributed to the stipulated goals.

For that purpose, leading partner of WP.6. open Call for external evaluator in November 2017. After call was closed, and application collected, WP.6. leader presented applications at Study visit in Banska Bystrica. Steering committee chooses Prof. István Hoffman, PhD. Prof. Hoffman finished his work on the report under the coordination of University of Split, and report was adopted by WP.6 leader US March 9st, 2018, before proposed deadline in project application – April 15, 2018. External evaluation report was further forwarded to Project leader and all project partners, and adopted in a line with established Quality Control and Monitoring procedure.

Status of the task: completed on time.

Progress indicators for this WP were reached:



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- Internal plan for assuring of project quality till the 4th month of project – **completed on time, adopted in upcoming SC meeting according to the National ERASMUS+ office feedback.**
- 2 internal project evaluation reports during project – **completed 1st report was completed due the time, and 2nd this one is prepared according to the schedule.**
- 1 external project evaluation report till the 18th month of project – **completed on time and adopted by SC.**

Status of the task: **completed on time, 2nd internal quality report was prepared on time**

Status of the WP.6. – finished, in accordance with WP timeline, finish date for this WP is September 15th 2019. Along the project proposed activities the status is as follows:

6.1. Producing project’s internal plan for assuring quality (deadline January 15th 2017) – completed on time, updated after National ERASMUS Office feedback and after each change adopted by Project Steering Committee; 6.2. Internal evaluation by the Steering Committee (deadline September 15th 2019) – 1st report completed on time, 2nd prepared in a line with project timeline, till September 15th 2019; 6.3. External evaluation by the independent expert (deadline April 15th 2018) – completed on time.

WP. 7 dissemination and exploitation

The purpose of WP.7. has been dissemination and exploitation of all project results and activities, along with the newly designed trainings and master degree programs. Also, through the activities of **WP.7.** project should extend its reach to wider public than was initially targeted with these project activities. The aim of this WP.7. has been to reach various stakeholders, such as employers, HEIs not involved in the consortium, civil sector, international audience, general public etc. Lead organization for this WP.7. is project leader, University of Belgrade.

Tasks that will boost dissemination and exploitation of the project has been defined as follows: **7.1.)** sending regular newsletter and press releases (deadline October 14th 2019); **7.2.)** website creation (deadline of January 15th 2017); **7.3.)** promoting of master degree programmes (deadline November 15th 2018); **7.4.)** promoting of trainings (deadline January 15th 2019); and **7.5.)** distributing country reports (deadline October 14th 2019).

Implementation was planned to be performed through five work packages that will contribute to higher level of visibilities of project deliverables. Therefore, this master degree programmes and trainings should be promoted and all interested parties should be informed about project outcomes. Promotion was planned to be performed throughout:

1. Public administration publications,
2. At the educational fair stands,
3. Conferences (national and international) dedicated to issues of public administration,
4. By disclosing information at the University/Faculty websites,
5. Through social networks, like LinkedIn, short movies about Master programme (www.finac.org.rs) and Facebook page.
6. Establishment of FINAC Community Club, with the aim to become Alumni Club.



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7. Establishing of official cooperation with national and regional bodies in Public Administration with the aim to assure sustainability of Master programmes in future.

For the purpose of this WP, as a start point Dissemination and Sustainability plan was developed, with the detailed information and guidelines about the all future activities performed by all involving project partners.

Detailed description of the activities performed under the WP.7. till this moment are presented below:

7.0. Dissemination and Sustainability plan - For the purpose of this WP, as a start point Dissemination and Sustainability plan was developed, with the detailed information and guidelines about the all future activities performed by all involving project partners.

Status of the task: **completed on time**

7.1. Newsletter and press release (deadline October 14th 2019) - Project newsletter are produced by UB and MPALSG as leading partner institutions for 7.1. activities and sent to all project partner and published on project official website. Also, all other consortium partner institutions contributed with sending materials for Newsletter in order to enrich newsletters content. UB composed an extensive mailing list at which newsletter is distributing.

Croatian partner, University of Split during the kick off phase of the project published article in local newspaper/university newspaper supplement, December 28th 2016, p. 16 ([Link](#)).

Albanian partner published several articles in local media:



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- 1) National Daily Newspaper MAPO – Article on 2nd October 2017 ([Link](#))
- 2) National Daily Newspaper MAPO – Article on 9th October 2017 ([Link](#))
- 3) National Daily Newspaper MAPO – Article on 1st May 2017 ([Link](#))
- 4) National Daily Newspaper MAPO – Article on 25th April 2017 ([Link](#))
- 5) National Daily Newspaper MAPO – Interview with professor Arlinda about public administration in Albania, October 11th 2018 ([Link](#))
- 6) University Official Facebook ([UET Facebook](#)) Promotion of Master study, December 18th 2018.
- 7) University Official Facebook – Promotion of FINAC project and Master study, December 20th 2018.
- 8) Promotion event for the new master programme at the European University of Tirana in the framework of FINAC project at UET Innovation HUB, December 19th 2018.
- 9) National Daily Newspaper MAPO – Promotion of Master programmes – Article, Hard Copy, December 20th 2018
- 10) ERASMUS+ FINAC team project visit, August 30th 2019, [ERASMUS+](#)

Italian partner published 2 notes about the FINAC project in Guglielmo Marconi University Magazine about the FINAC in 1) No. 8, January/February 2017 and 2) No 16., November 2018.

Slovakian partner, University Matej Bel posted note about the FINAC project in NISPAcee Newsletter – November 3rd 2107 ([Link](#)).

Serbian partners have many dissemination and media activities during the course of FINAC project so detailed list is provided below:

University of Belgrade (and team members from **Faculty of Organizational Sciences**) as a project leader performed many dissemination and media activities over the past 3 years.



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Some important milestones regarding the Press Conference organized at Faculty of Organizational Sciences, University of Belgrade has been:

- 1) Report from the press conference at RTS1, November 27th 2018 at 5.20PM (from 6:50 <https://youtu.be/dsU5gG44vV0>)
- 2) Tanjug News "Projekat Finac Erasmus za jačanje kapaciteta javne uprave" November 27th 2018 ([Link](#))
- 3) RTV "Projekat Finac Erasmus za jačanje kapaciteta javne uprave" November 27th 2018 ([Link](#))
- 4) Website Ministry of Public Administration and Local Self-Government, Minister Ružić: "STRUČNO USAVRŠAVANJE ZAPOSLENIH ZA JAČANJE KAPACITETA JAVNE UPRAVE", November 27th 2018 ([Link](#))
- 5) Serbian Government website "Nastavak jačanja kapaciteta zaposlenih u javnoj upravi", November 27th 2018 ([Link](#))
- 6) Website SPS-a, Minister Ružić: "STRUČNO USAVRŠAVANJE ZAPOSLENIH ZA JAČANJE KAPACITETA JAVNE UPRAVE", November 27th 2018 ([Link](#)).

University of Kragujevac organized Press Conference regarding launching of new Master studies and some other media release related to the FINAC project, links and titles are listed below:

- 1) Infokg.rs - "Državni službenici na besplatne mater studije - EU financiranje"; November 7th 2018 ([Link](#))
- 2) ikragujevac.com - "[KRAGUJEVAC: Novi Master program besplatno za 30 polaznika iz javne uprave](#)", November 8th 2018 ([Link](#))
- 3) [sumadinac.rs](#) - "Predstavljanje rezultata ERASMUS+ projekta na Ekonomskom fakultetu", November 8th 2018 ([Link](#))
- 4) [vesti.rs](#) - "Unapređenje znanja državnih službenika", November 7th 2018 ([Link](#))
- 5) [kragujevac.rs](#) - November 7th 2018 ([Link](#))



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- 6) University of Kragujevac, Official YouTube [Master akademske studije - Link](#) published November 14th 2018

University of Novi Pazar posted several notes about the FINAC project at official University website:

- 1) Presentation of Master programmes, July 6th 2018 ([Link](#))
- 2) Press Conference November 7th 2018 as a call for applicants for a new Master programme at University of Novi Pazar, November 7th 2018 ([RTVNP](#); [Radio Sto Plus](#))

Additional efforts are made through promotion of FINAC project and its activities through the most popular social media: Facebook ([link](#)) or LinkedIn (<https://www.linkedin.com/company/finac.org.rs/>). Also, this project is presented on the most popular research network Research Gate.

Project partners also published announcement about the project of the official partners' websites. WP leader and project partners continuously worked on these WP activities. Deadline for these activities is October 14th, 2019 and till the end of this report, September 15th 2019 project 8th Newsletter was distributed, Newsletter and other news regarding the project activities are also publicly available via project website, in '[In Focus](#)' section.

Status of the task: successfully performed over the project life cycle

7.2. Website creation – Activity 7.2. is highly important, because website served as medium that enabled all projects' deliverables visible, as well all activities that are making project' plan. Additionally, website has the aim to offer a lot of useful information about reform changes in public administration in regional countries, particularly in the field of financial management, accounting and financial control.



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FINAC project website was already established before project proposed (deadline of January 15th 2017). Project website has 7 sections, 6 of them are open for general public: [About](#); [In Focus](#); [Events](#); [Results & Reports](#); [Library and Newsletter](#). Project website has been maintained up to date during the whole project duration and provides all interested parties and general public with relevant and accurate information about the project and its activities. Last section [Workspace](#) is reserved for project team, and served as Intranet.

Status of the task: **completed before proposed time** - <http://www.finac.org.rs/site/about>

7.3. Promoting of master degree programmes (deadline November 15th 2018) – Promotion of new master degree programmes according to the initial project plan should be performed through advertisements in national magazines and newspapers. Special attention should be paid to the selection of daily newspapers and other advertisement channels so that target group has been fully aware of the benefits offered by new master degree programmes.

Activities regarding this task should started in the first months of 3rd project year. So far Master degree programs accreditation process is done in Serbia and still in progress in Albania.

Serbia

- 1) Promoting activities of Master programmes in Ministry for Public Administration and Local Self-Government, Belgrade, Serbia, 11th & 12th June 2018. – in total about 60 attendees, and about 60% of them joined Master program, [flyer DUNP](#), [flyer FON](#).
- 2) Promoting activities of Master programmes in Ministry for Public Administration and Local Self-Government, Kragujevac, Serbia, 10th July 2018. – 45 attendees mostly representatives of Local Government, [flyer](#).



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- 3) Promoting activities of Master programmes in Ministry for Public Administration and Local Self-Government, Novi Pazar, Serbia, 6th July 2018. – 27 attendees mostly representatives of Local Government
- 4) Call for Master Programmes announced at Serbian National Academy of Public Administration Webpage, September 18th, 2018
- 5) Call for Master Programmes announced at Ministry for Public Administration and Local Self-Government Webpage, September 19th, 2018
- 6) Call for Master Programmes at University of Kragujevac, announced at Serbian National Academy of Public Administration Webpage, October 3rd, 2018
- 7) Call for Master Programmes at University of Novi Pazar, announced at Serbian National Academy of Public Administration Webpage, October 3rd, 2018
- 8) Call for Master Programmes announced for University of Novi Pazar at Ministry for Public Administration and Local Self-Government Webpage, October 8th, 2018
- 9) Information about enrolment new generation of students on Master Programme Financial management, control and managerial accounting, announced at Ministry for Public Administration and Local Self-Government Webpage, May 15th, 2019
- 10) Information about 2019-2020 enrolment of Master student in Serbia are already announced at FINAC official website - [In Focus](#), August 16th – 20th 2019.

Albania

- 1) UET – Call for Application for Professional Master in Audit – Scholarship for Public Administration Employees at European University of Tirana, UET - [LINK](#)
- 2) UET – Facebook promotion of Master programme - [UET - Facebook](#).
- 3) Shkodra – promoted Master studies at official University website - [Link](#).

Status of the task: this task was performed in Serbia in cooperation with local government and ministries. UET announced public call and use official UET media for that purpose, while Shkodra – promoted Master studies at official University website - [Link](#).



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7.4. Promoting of trainings (deadline January 15th 2019)– Three new developed trainings were originally planned to be developed. During the project life cycle Serbian partner, FEFA (Metropolitan University) developed 4 trainings, even at the beginning 3 trainings were planned. Also, according to the Steering Committee decision 2 new trainings were performed by Albanian partner UET. In a line with that changes promotion of trainings should be extended to Albania.

Therefore the activity 7.4. was essential for promoting and making trainings visible to target groups. According to the project plan short term trainings should be advertised in magazines that read potential target groups of future participants in trainings.

Serbia finished trainings and promotion of the activities were performed through project website, SUK – partner website (Government of the Republic Serbia, [Human Resource Management Service](#)), along with other related websites such as [Public Finance Office](#), [FEFA official website](#) and other relevant media. So far the number of attendees (120 out of planned 60) confirmed that the performed promotional efforts exceed its goal in Serbia.

For promotion of trainings in Albania UET created advertisement for UET official sites – [trainings promotion at UET](#).

Status of the task: completed on time in Serbia promoted via official project and institutions websites, performed in Albania, promoted via official sites.

7.5. Distributing country reports (deadline October 14th 2019) - Country reports produced in WP.1 will be distributed, not only at project events, but also at different other events to partners and institutions in countries of Western Balkan. Reports will be also distributed electronically.



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Country reports produced in WP.1 are already publicly available on project website, in section [Results and reports](#) and due the course of this project will be distributed, not only at project events, but also at different other events to partners and institutions in countries of Western Balkan.

- 1) Presentation of country reports at 5th International Scientific Conference on Contemporary Issues in Economics, Business and Management (EBM 2018), performed by Mirjana Todorović, Vesna Janjić, Ivana Medved, paper: ZERO-BASED BUDGETING AND ROLLING BUDGETING: APPLICATION POSSIBILITIES
- 2) Country reports were developed in a hard copy version, and will be available on Serbian and Albanian languages, distributed at the Final FINAC conference in Belgrade, September 26th – 27th in Belgrade, Serbia.

Status of the task: still in progress due the proposed project timeline, one paper presentation at the international conference were performed in 3rd year of the project, and country reports will be available in hard copy version, distributed at Final FINAC conference, September 2019.

Progress indicators for this WP were reached:

- Project website created till the 4th month of project realization – **completed on time:** <http://www.finac.org.rs/site/about>
- Realising advertisements regarding new master degree programmes and trainings in a period between 21st and 25th month of projects realization – **completed on time**, advertisements and flyers were distributed at official sites and programme presentations..
- Distributing country reports in a period between 33rd and 36th month of project realization – **completed on time** - presented at EBM 2018, Kragujevac, November,



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2018; Country report publication – distribution at Final FINAC conference, September, 2019.

- **Status of the WP.7.** – completed till the end of the project in line with proposed project timeline. 7.1.) Sending regular newsletter and press releases (deadline October 14th 2019) – till September 15th 2019 8 project newsletters were published, along with periodical press release; 7.2.) Website creation (deadline of January 15th 2017) – completed on time; 7.3.) Promoting of master degree programmes (deadline November 15th 2018) – completed on time; 7.4.) Promoting of trainings (deadline January 15th 2019) – completed in Serbia, completed in Albania; 7.5.) Distributing country reports (deadline October 14th 2019) – presented at EBM, international conference, Kragujevac, November, 2018, Country report publication – distribution at Final FINAC conference, September, 2019.



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WP. 8 Project management

Overall coordination and project management has been one of the main responsibility of coordinating institution, which was for this project University of Belgrade. In accordance with that University of Belgrade performed coordination of all project work packages, and UB is overtaking responsibility for project management.

Implementation of this WP.8. has been provided through financial management, organization of 7 Steering Committee meetings (6 were initially planned), local coordination meetings, equipment and literature purchasing, reporting and dissemination parallel with other project activities. Those activities helped in providing the best support to the project core activities and reaching wider objective, which is higher quality of budgeting, money management, finance management, accounting and controlling of public administration in Albania and Serbia.

WP.8. has been performed through the following tasks: 8.1. Setting up project management structure & procedures (deadline February 15th 2017); 8.2. Kick off meeting (deadline November 15th 2016); and 8.3. Organizing of Steering Committee Project.

Till this moment constitution of Steering Committee was held at Kick of meeting in Belgrade, November 24 – 25th 2016, and 4 SC meetings: 1st Split, June 19th 2017, 2nd September 27th 2017, Rome, 3rd December 4th 2017, Banska Bystrica and 4th February 12th 2018 in Brno, 5th Zlatibor, June 9th 2018, 6th Rome December 12th 2018 and 7th Split, May 24th 2019.

8.1. Setting up project management structure & procedures (deadline February 15th 2017) – The aim of the activity **8.1.** is to set project management structure, that is Steering Committee. Project management has been facilitated through the Steering Committee composed of project coordinator and nominated persons from each of the consortium



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partner institution and its regular meetings. The Steering Committee initially planned to have 6 meetings during project realisation, finally ended with 7 Project Steering Committee meetings. The key management event has been the Kick off project workshop in Belgrade, organised by the University of Belgrade and presence of National ERASMUS+ office, with the aim to gather all partners and to clarify roles, divide precisely responsibilities and plan activities. The final conference is, also, planned to be held in Belgrade, with already defined dates September 26th – 27th 2019.

The main responsibility of UB under this task was to establish project Steering Committee as a formal body of the project what was done at kick off meeting. Also, till this moment UB established and maintained relevant resources on project intranet e.g. Workspace, and publicly available parts of the official website: Results & Reports and InFocus with all available project documents available to all project members. Furthermore, UB developed all relevant documents related to the project implementation such as: Project Management and Risk Plans; Institutional and Financial Sustainability Plan, all relevant FINAC project visuals are prepared and published at Workspace.

Status of the task: **completed on time**

8.2. Kick off meeting (deadline November 15th 2016) – Minutes from Kick off meeting should precisely define time framework, responsibilities that partner institutions are overtaking with signing of grant agreement, how will be organised coordinative meetings and communication channels among project partner institutions. Additionally, minutes from Kick off meeting will define and other bodies that will coordinate realisation of project activities in order to achieve project deliverables.

Kick off meeting was organized in Belgrade, November 2016 where all project consortium members were present. At the Kick off meeting UB organized 2 days' intensive programme where the project as itself was presented, along with the project tasks, activities and all WP



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with the aim to inform all partners about their duties and responsibilities. Also, as all consortium members has different previous level of knowledge about the ERASMUS+ programme, Darko Milogoric, Representative of National ERASMUS+ Office presented all relevant knowledge and information about the program to participants of kick off meeting with the aim to inform all partners about the programme. Also, Tanja Miscevic, Head of Negotiating Team for Accession of the Republic of Serbia to the EU presented the importance of Chapter 32 - relevance for the financial system and obligations for the public administration in regional countries, what was extremely important for this particular project and involved countries. Finally, project work plan was adopted at Kick off meeting.

Status of the task: **completed on time – November 2016**

8.3. Organizing of Steering Committee Project (deadline October 14th 2019) Realization of FINAC project is supported through organization of 6 Steering Committee meetings, at which representatives of partner institutions will jointly deliberate about project issues and make decisions in order of project realization. Till this moment, September 2019 7 (one additional) Steering Committee meetings were organized and UB as leading partner take care about organization of SC meetings, agenda and meeting minutes. Each Steering Committee meeting was evaluated, and all reports are available on 'Workspace'.

Status of the task: **completed on time, in a line with project plans and timeline, with 7 SC meetings and established communication via e-mail and project website.**

8.4. Reporting on project's activities & progress (deadline October 14th 2019) University of Belgrade produced the reports about project activities & progress through this task for EACEA and final project report. Consortium partners contribute with detailed records of their internal funding distribution, accompanied by Individual Mobility Reports for travel costs, Conventions for Staff Costs, photocopies of all receipts, boarding passes, and other documents asked by UB. UB is in process of arranging financial audit by an external auditor, and activities is planned to be performed on time.



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As a leading partner in this WP UB organized project coordination meetings and preventive monitoring visits during the course of the project, in line with necessity to discuss some topics with project consortium or necessity to perform regular or specially needed control. In some point of those activities UB as leading partner for WP.6. quality control and monitoring participated in some of the monitoring visits, or conducted some of them without UB.

Status of the task: in progress due the fact this activity last during the end of the project – October 14th 2019.

All activities under WP.8. are accurate and in line with the project timetable, and are successfully coordinated by UB.

Progress indicators for this WP were reached:

- Project management structure and procedures defined till the 4th month of project – **completed on Kick off meeting, November 2016,**
- Kick off meeting organised till end of the 2nd month of project - **completed, November 2016,**
- 6 Steering Committee meetings organised during the project – **completed till the end of the project 7 SC meetings were already performed,**
- Reports about activities, coordinative meetings, findings and results during the 36th month of the project – **continuously performed and published at project website and officially established communication via e-mail.**
- **Status of the WP.8. – partially finished due the fact that some tasks last during the end of the project; 8.1. Setting up project management structure & procedures – completed November 2016; 8.2. Kick off meeting – completed November 2016; 8.3. Organizing of Steering Committee Project – completed till May 2019, 7 SC**



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meetings; 8.4. Reporting on project's activities & progress – continuously performed and published at project website and officially established communication via e-mail.



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Concluding remarks

This 'Integral internal quality report' represent status of FINAC project after 17th months of project implementation (March 15th2018) was already submitted and this report represents 2nd internal report, as a final one. After the detailed analyses of proposed and performed activities and task by project consortium it is evident that project consortium and project leader finished all planned activities in line with its official deadlines. Moreover, most of the tasks and activities are finished before its official deadline. All that confirms that project is well planned and well performed within consortium till this moment. Even some of the activities where targeted public is involved such as trainings for employees in public finance in Serbia proposed targets are exceeded what are very encouraging in this phases of the project implementation, and Albanian partner UET performed also trainings in Albania.

The most sensitive WP of this project are WP.3 Designed master degree programs and WP.4. Implemented master degree programs. So far the design of master degree programmes was finished and accredited from the national Commission for accreditation and quality control of Republic of Serbia for University of Belgrade, University of Kragujevac and State University of Novi Pazar which is in accordance with project proposal and deadlines. Implementation is in final stage, as it is in line with project proposed activities and deadlines.

Procedure about the accreditation of the master degree programmes in Albania is different and according to the country procedure and legislation should passes two levels, 1st application for licence and 2nd after the 1st year of implementation. In the moment of preparation of this report University of Shkoder and UET were licenced and finishing their implementation phases on time.



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Project **specific objectives** were:

- ✓ Design and development of 3 new master degree programmes in Serbia and 2 new master degree programmes in Albania in the field of financial management, accounting and controlling for capacity building of public administration in Albania and Serbia – developed and performed on time.
- ✓ Provision of trainings at university centres/institutes for public administration employees in Serbia - developed and performed on time.
- ✓ Modernization of one master degree programme in field of public financial management in Serbia - developed and performed on time.

Indicators of progress are:

- ✓ 3 designed and accredited new complementary master degree programmes in Serbia till the 18th month of project;
- ✓ 2 designed and accredited new complementary master degree programmes in Albania till the 18th month of project;
- ✓ 1 modernised master degree programme in the field of public finance management till the 18th month of project in Serbia;
- ✓ 3 newly designed and held trainings in the field of financial management, accounting, and controlling till the 18th month of project in Serbia.

As it is already written in this report, all indicators of progress are reached by all assigned partners institutions on time.

All around project was well planned and performed in a line with proposed activities and deadlines, even in some points with additional results such as more trainings. Along with all planned and performed activities this project will be finished on time, with all accompanied reports.



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Internet Resources

1. National Daily Newspaper MAPO – Article on 2nd October 2017
<http://www.mapo.al/2017/10/projekti-finac-studimi-mbi-administraten-shqiptare-dhe-serbe-prezantohet-ne-rome/>
2. National Daily Newspaper MAPO – Article on 9th October 2017
<http://www.mapo.al/2017/10/projekti-finac-nevoja-per-mastera-te-rinj-per-administraten-publike/>
3. National Daily Newspaper MAPO – Article on 1st May 2017
<http://www.mapo.al/2017/05/finac-uet-dhe-universiteti-i-beogradit-bashke-per-trajnimin-e-administrates-publike/>
4. National Daily Newspaper MAPO – Article on 25th April 2017
<http://www.mapo.al/2017/04/java-nderkombetare-ne-uet/>
5. Universitas, Slobodna Dalmacija and Jutarnji list supplement, December 28th 2016. p. 16
<http://www.unist.hr/Portals/0/datoteke/dokumenti/Universitas%2086.pdf?ver=2016-12-29-131659-893>
6. www.finac.org.rs – all relevant project news, results and outputs for internal and external audience