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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 a 1st report about the progress of project implementation. Proposed deadline for this report according to the project application should be till the 18th month of project implementation, precisely April 15th 2018.

In this report all proposed WPs, task and activities are deeply explored in accordance with the project proposed plan till the March 15th 2018. For the purpose of this report we used all available resources 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 proofreaded by all SC members, with the aim to clarify eventual misunderstanding project report will be officially adopted by SC as final instance.



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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 centers/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 modernized 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) is 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 will contribute to development of employees in public administration and university staff.

Leader of **WP. 1** of the FINAC project is **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. activities 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



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and EU 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 realized 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) for 2015, it was emphasized that is necessary to provide additional education for 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 activity 1.1 is envisaged to depict current level of knowledge of public administration employees positioned as financial managers, accountants and financial controllers.

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

Project task **1.2. Mapping of current qualification structure of public administration employees** (deadline April 15th 2017) - Various factors affect the extant qualification structure for civil servants and appointees. Purpose of this activity is envisaged to report on a current qualification structure of employees positioned in financial management, accounting and controlling in public administration in regional countries. On the first study visit (University of Split, June 2017), results and challenges regarding financial management knowledge & qualification structure of the employees in Albania & Serbia (WP. 1) were presented.



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

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 1.3 activity has been to prepare report which will offer comparison of current situation regarding knowledge and 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. This report is of crucial importance, and served as an overview of status quo in public administration, also research results will immensely contribute to developing of final results of the project, i.e. master degree programmes and trainings.

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

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 has been to prepare a report on knowledge and expertise of the teachers at the universities. Information from the report will be highly important input for the EU partner institutions as they will develop trainings for teachers from regional countries (training for trainers). This activity is an essential prerequisite for the other project activities.

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

As a **progress indicators** 8 reports were produced:

- 1) Mapping of current level of knowledge of employees in public administration in the field of financial management, accounting and control - Albania



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- 2) Mapping of current level of knowledge of employees in public administration in the field of financial management, accounting and control - Serbia
- 3) Mapping of current qualification structure of public administration employees in financial management, accounting and control activities - Albania
- 4) Mapping of current qualification structure of public administration employees in financial management, accounting and control activities – Serbia
- 5) Teaching outcomes and harmonization of national strategies and EU directives in public administration - Albania
- 6) Teaching outcomes and harmonization of national strategies and EU directives in public administration – Serbia
- 7) Mapping of knowledge and expertise of trainers at the regional partner universities - Albania
- 8) Mapping of knowledge and expertise of trainers at the regional partner universities – Serbia

The reports were based on different methods: the report 1.1. was based on a mixed-method research, the reports 1.2. was based as on-line survey questionnaire, the report 1.3. was based on a mixed-method research and 1.4. was 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). Also, we can conclude that all activities about WP. 1 were finished in accordance and deadlines with project proposal.

Status of the WP.1. – FINISHED - completed on time



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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 is 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 realized 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 activity 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 four 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) - Activity 2.1 follows the activity 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 will be 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 already developed specific trainings and master degree programmes. In particular, prestigious EU university institution – Matej Bel University is selected to lead this WP.

Till the end of February 2018 **4 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 are 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



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conducting research regarding financial management knowledge and qualifications structure of the employees in Albania (WP. 1). In accordance with first study visit there were organized 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 are located at the level of high or very high out of grades which were very important element of the project management. Also, Steering Committee has meeting 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 institutions (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 are 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 organized meeting of Albanian, Croatian and Serbian institution representatives (activities about WP. 5 and activities about accreditation of Master Degree Program).



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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 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 is located at the level of high or very high out of grades which were very important element of the project management. Also, Steering Committee has meeting during the study visit at Università degli Studi Guglielmo Marconi where is adopted 'Project management and Risk plan' and 'Institutional and financial sustainability plan'.

3rd Study visit, hosted by Matej Bel University, December 3-7, 2017, Banska Bystrica, Slovakia. Representatives of all each partner institutions (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 are completed in 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: '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'.



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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 during three study visits so far. Also, Steering Committee has meeting 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 institutions (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 is located at the level



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of high or very high out of grades which were very important element of the project management. Also, Steering Committee has meeting during the study visit at Masaryk University where is discussed about 'Project progress and expected inputs of project leaders' and about 'Internal and external quality control plan'.

Also, one regional visit and one coordination meeting were organized till the end of February 2018.

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 organized by project team member from 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 organized on November 3, 2017. The participants were informed about the progress of each activity through work packages.

Looking at minutes of study visit in Croatia, Italy, Slovakia and Czech Republic, minutes of Steering Committees at all study visits, minutes of 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 very important element of FINAC project. Also, all study visits are in accordance with Protocol.

Status of the task: still in progress until April 15th 2019 (project proposed deadline)



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

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

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

Analysing all documents of the purchasing process, we can conclude that every part is in accordance with procedure and project deadlines.

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

2.3. Purchase of equipment (deadline April 18th 2018).

University capacities will be additionally boosted with the activity 2.3 that is purchase of equipment. This activity will be performed according national public procurement procedures in Albania and Serbia.

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



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

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

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 organized by four EU university institutions,
- 30.000 EUR spent for purchase of professional literature till the 18th month of project,



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- 127.000 EUR spent for the purchase of lap-tops, LCD monitors, external memories, etc. till the 18th month of project realisation.

Status of the WP.2. - partially finished; task - 2.1. Training of trainers from Albania & Serbia at EU universities still in progress due the date April 15th 2019 (project proposed deadline); tasks 2.2.Purchase of literature and 2.3.Purchase of equipment FINISHED - completed on time



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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 realized 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). Also, teams for implementation of this package were organised: The Belgrade Metropolitan University team (5 members), University of Belgrade team (11 members), University of Kragujevac (8 members), European University of Tirana



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(7 members) and University of Shkodra (7 members) and State University of Novi Pazar (5 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 was be related to designed 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 on July, 2017, in the premises of the Ministry of Public Administration and Local Self-Government. University of Belgrade organized 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 organized eight coordinative meetings from August to October, 2017; State University of Novi Pazar organized four coordinative meetings from August to November, 2017; European University of Tirana organized seven coordinative meetings from November, 2017 to March, 2018. University of Shkodra organized one coordinative meeting in September, 2017.

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

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 will be based on professional expertise and capacities of university teachers. Therefore, some master degree programmes will



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emphasise on accounting, other on finance, while third one will have the accent on financial control, procedures and tools for its implementation. Designed new master degree programmes in both regional countries will be the topic of 3.2. 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 which will be applied for accreditation.

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

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 which 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 then after first year of master degree programme implementation they can apply for accreditation. University of Shkodra applied on November 8th 2017 for accreditation and they are in process of issuing licence. European University of Tirana applied in March 2018. Meanwhile, due the limitation by regulators in Albania, UET asked to change initial name of the Master degree programme what was approved by EACEA (November 17th 2017), and new Master degree program will be Master of business



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administration what much better suited the developing policy of UET, and sustainability of the programme.

Status of the task: completed before time for all Serbian universities, in progress in Albania, precisely: applied for accreditation in progress- University of Shkoder and UET, what is in line with the official procedure in Albania

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
3.4. Belgrade Metropolitan University / Faculty of Economics, Finance and Administration (FEFA) modify 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

3.5. Developing study guides for all master degree programmes in Albania & Serbia (deadline October 15th 2018) - Previous WP.3. activities will be supported with newly developed teaching materials. This means that task 3.5. will represent the strong support to new accredited and modernised programmes aimed to improve the knowledge transfer quality, in both regional countries.

Status of the task: still in progress, proposed deadline for this task is within six months



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Progress indicators will be:

- Several reports from coordination meetings till the 18th month of project – performed by all project partners.
- 3 new master degree programmes that are designed in Serbia, and 2 master degree programmes that are designed in Albania – activities are already finished in Serbia, and still not finished in Albanian (UET)
- 5 accredited master degree programmes in regional countries till the 18th month of project realisation - activities are already finished in Serbia, and still in progress in Albanian what is subject of change until April 15th 2018
- Modernised master degree programme in Serbia till the 18th month of project realization – finished
- Developed study guides for all master degree programmes in Albania and Serbia till the 24th month of project realization – is on schedule for upcoming period in line with project proposed timeline.

Status of the WP.3. – partially finished – WP deadline is deadline (October 1st 2018);

3.1. Coordinative meetings and harmonization of plans regarding designing and developing master degree programmes (deadline February 15th 2018) – finished;

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) - finished;

3.3. Accreditation new master degree programmes in Albania and Serbia (deadline May 15th 2018)– finished in Serbia, University of Shkodra and UET applied in line with Albanian regulation and waiting for the response - still in progress;

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 – is on schedule for upcoming period (deadline October 15th 2018).



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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 and development three new master degree programmes in Serbia and two in Albania.

WP. 4 of FINAC project will be realized based on several tasks: **4.1.** Enrolment of students (estimated end date is November 15th2018); **4.2.** Implementation of master degree programmes (deadline is October 14th2019); **4.3.** Analysis of students feedback (deadline June 15th2019); **4.4.** Mentoring of master theses preparation (deadline is October 14th2019). For all these tasks estimated start date is not before the October 15th2018. So, we can conclude that implementation of this main goal of FINAC project is expected to be in line with the planned timetable. Also, all activities are undertaken for realization of this package.

Progress indicators for proposed tasks will be:

- 160 students enrolled at master degree programmes till the 26th month of project realisation,
- Approximately delivered 1320 student hours till 32nd month of project realisation
- 6 reports with students feedback till 33rd month of project realisation in both countries,
- 160 defended Master theses till 36th month of project realisation.
-

Status of the WP.4. – This WP start date is in October 2018



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WP. 5 Short term trainings at university centres/institutes

WP.5 goal is to design and deliver trainings for public administration employees positioned in financial management, accounting and controlling in Serbia. Due the process of the project implementation, particularly at the Marconi University Study Visit and Steering Committee meeting this goal was extended to trainings in Albania.

Implementation activities of this **WP.5.** are performed at the university centre/institute, 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 aims to contribute to capacity building of public administration, since their employees will improve professional skills by attending these trainings. Furthermore, trainings aim 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 will include 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 will be developed over the course of this project. Realization of this WP will be supported by colleagues from EU university partner institutions. Leading partner for this WP.5. is **Belgrade Metropolitan University** (former Singidum University¹)?

Proposed WP. 5 tasks are: **5.1.** Designing of short term trainings at the university centres/institutes (deadline February 15th 2018); **5.2.** Enrolment of candidates (deadline January 15th 2019); and **5.3.** Implementation of trainings and short educational courses (deadline May 15th 2019).

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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Activities under WP.5 started on July 5th, 2017 and currently are finished in Serbia, and on schedule for upcoming project period in 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) will be the activity based on the report obtained through WP.1.1. The report will offer data input to university institution that is responsible for this project activity in order to develop tailor made and customized trainings for public administration employees. Additionally, experience of the EU project university partners will be 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. Four trainings were designed:

- 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

Status of the task: completed on time in Serbia, expected to be performed in Albania

5.2. Enrolment of candidates(deadline January 15th 2019) –this activity requires 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.



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Even initially training was planned for 60 participants, each of trainings was attended by more than 30 participants, in total more than 120 participants. Trainings in Serbia were organized in cooperation with SUK (Human Resources Management Service of Serbian government). All activities were performed before project proposal deadline, February 15th, 2018.

Status of the task: **completed on time in Serbia, expected to be performed in Albania**

5.3. implementation of trainings and short educational courses(deadline May 15th 2019) –The implementation of the short term trainings was performed at the university centre/institute, 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, aiming 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.

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)



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[Programme budgeting - Syllabus in English PDF](#), December 21st 2017; and 4) [Risk management in the public sector - Syllabus in English PDF](#), December 15th 2017.

Status of the task: completed on time in Serbia, expected to be performed in Albania

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.

Since, during the University Marconi study visit, September 2017, idea about implementing similar training in Albania was adopted. In line with that decision, Albanian partner, UET will organize training in upcoming project period. UET staff from the Department of Management and Marketing; Department of Finance and Economics; and Projects and International Cooperation Office will be in charge for the development and realization of the trainings. Since those trainings represents additional efforts of project team, activities will start in upcoming period, after April 2018.

Activities will be accompanied with **progress indicators**:

- 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; Albania – will perform
- 2) Enrolled and delivered training for 60 participants in period between 18 and 24 month of project realization, Serbia – completed; Albania – will perform
- 3) 3 new designed trainings held till 24th month of project realization Serbia – completed; Albania – will perform

Status of the WP.5. – Partially finished because of recent extension of these trainings to Albania. So Serbia already finished all tasks, while Albania has it on its schedule for upcoming period, due the later start of the activities. - 5.1. Designing of short



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term trainings at the university centres/institutes (deadline February 15th 2018) – Serbia completed, Albania will perform it; tasks 5.2. Enrolment of candidates (deadline January 15th 2019) Serbia completed, Albania will perform it; and 5.3. Implementation of trainings and short educational courses (deadline May 15th 2019) Serbia completed, Albania will perform it.



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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, where 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), **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 will be 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 will be evaluated by the Steering Committee and will focus both on the technical and content aspects of the project. The consortium also expects feedback on the implementation from the National Erasmus Office in the regional countries, as well as from the EACEA.

Till this moment, March 15th2018 all tasks are in the process of its implementation or completed, depending 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. The plan contain 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 adopted. Due the feedback from ERASMUS Office Serbia and lately developed Project management documents the Quality control and monitoring plan was updated and adopted at Study Visit Banska Bystrica, Steering Committee meeting, December 2017. Quality control and monitoring plan includes documents such as: attendance list, event evaluation for, steering committee evaluation form. Also, 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 future updates will be apply in future, during the course of this project.

Status of the task: completed on time, 1st version, 2nd version 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.

With respect of all this activity leading partner of WP.6. University of Split prepared 4 SC meeting reports and all event evaluations reports, also this report as 1st mid project progress report. According to the proposed procedure Steering Committee will verify this report. Deadline for this activity is April 15th 2018 for 1st report (before 18th month of the project), and for 2nd one, till the September 15th, 2019.



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Status of the task: completed on time 1st report, and 2nd is on schedule for upcoming project period.

6.3. External evaluation by the independent expert(deadline April 15th 2018) - Along with internal evaluation, an external evaluation will be performed before 18th month of the project lifetime. The evaluation will target project content development i.e. the extent to which it contributes 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 Professor István Hoffman, PhD. Professor 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.

Progress indicators for this WP.6. are as follows:

- Internal plan for assuring of project quality till the 4th month of project - completed
- 2 internal project evaluation reports during project – 1st report will be completed due the time, and 2nd is on schedule for upcoming project period.
- 1 external project evaluation report till the 18th month of project – completed.

Status of the task: completed on time, 2nd internal quality report will be on schedule in upcoming project period

Status of the WP.6. – partially finished, in accordance with WP timeline, finish date for this WP is September 15th 2019.6.1. Producing project's internal plan for assuring quality (deadline January 15th 2017) – completed on time, updated after NEO



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feedback, 6.2. Internal evaluation by the Steering Committee (deadline September 15th 2019) – 1st report completed on time, 2nd will be finished due the proposed deadline; 6.3. External evaluation by the independent expert (deadline April 15th 2018) – completed on time.



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WP. 7 dissemination and exploitation

The purpose of WP.7. is 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 targeted with these project activities. The aim of this WP.7. is 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 are: **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 will be provided through five work packages that will contribute to higher level of visibilities of project deliverables. Therefore, this master degree programmes and trainings will be promoted and all interested parties will be informed about project outcomes:

1. Throughout 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, Twitter and Facebook page.

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.



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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 producing by UB and MPALSG as leading partner institutions for 7.1 activities and sent to all project partner. Also, all other consortium partner institutions are contributing with sending materials for Newsletter in order to enrich newsletters content. UB composed an extensive mailing list at which newsletter is distributing. Also, during the kick off phase of the project University of Split published article in local newspaper/university newspaper supplement, December 28th 2016, p. 16 ([Link](#)). Since this moment Albanian partner published 4 articles in local media: **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](#)) and **4)** National Daily Newspaper MAPO – Article on 25th April 2017 ([Link](#)). Italian partners published note in Guglielmo Marconi University Magazine about the FINAC in No. 8, January/February 2017.

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.



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Project partners 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 January 2018 project 5th 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: **task is in progress**

7.2. Website creation – Activity 7.2. is highly important, because website will be medium that will make projects' deliverables visible, as well all activities that are making project' plan. Additionally, website will 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.

FINAC project website is 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 is maintained up to date 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**

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



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Activities regarding this task will start in the first months of 3rd project year. So far Master degree programs accreditation process is in progress. Promotion of new master degree programmes will be done through advertisements in national magazines and newspapers. Special attention will be paid to the selection of daily newspapers and other advertisement channels so that target group will be fully aware of the benefits offered by new master degree programmes.

Status of the task: this task is in project timeline for 2nd report period

7.4. Promoting of trainings(deadline January 15th 2019)– Three new developed trainings will be disclosed, and therefore the activity 7.4 will be essential for promoting and making trainings visible to target groups. Short term trainings should be advertised in magazines that read potential target groups of future participants in trainings.

As it was previously mentioned this task was originally planned only for Serbia, but project consortium decided to extend these activities to Albania. So in this particular moment Serbia already finished trainings and promotion of the activities were performed through project website, SUK – partner website, along with other related websites such as [Public Finance Office](#), 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.

Status of the task: completed on time in Serbia, due the late start date will be performed in Albania

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.

Status of the task: still in progress due the proposed project timeline

Progress indicators will be:

- Project website created till the 4th month of project realization - completed
- Realising advertisements regarding new master degree programmes and trainings in a period between 21st and 25th month of projects realization – will be on schedule in upcoming project period
- Distributing country reports in a period between 33rd and 36th month of project realization – will be on schedule in upcoming project period

Status of the WP.7. - partially finished - those activities are still in progress according to the project timeline. 7.1.) Sending regular newsletter and press releases (deadline October 14th 2019) – as continues project activity is still in progress; 7.2.) Website creation (deadline of January 15th 2017) – completed on time; 7.3.) Promoting of master degree programmes (deadline November 15th 2018) - will be on schedule in upcoming project period; 7.4.) Promoting of trainings (deadline January 15th 2019) – completed in Serbia, will be on performed in Albania; 7.5.) Distributing country reports (deadline October 14th 2019) – according to the project timeline will be on schedule in upcoming period.



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WP. 8 Project management

Overall coordination and project management is responsibility of coordinating institution, which is University of Belgrade. In accordance with that University of Belgrade perform coordination of all project work packages, and UB is overtaking responsibility for project management.

Implementation of this WP.8 will be provided through financial management, organizing 6 Steering Committee meetings, local coordination meetings, equipment and literature purchasing, reporting and dissemination parallel with other project activities. Those activities should help 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. will be 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 off 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.

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 will be facilitated through the Steering Committee composed of project coordinator and nominated persons from each of the consortium partner institution and its regular meetings. The Steering Committee will meet six times in total during project realisation. The key management event will be the Kick off project



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workshop in Belgrade, organised by the University of Belgrade, 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.

The main responsibility of UB under this task was to establish project Steering Committee as a formal body of the project. Also, till this moment UB established relevant resources on Workspace 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 2017 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 with the aim to inform all partners about their duties and responsibilities. Also, as all consortium members have different 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



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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

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, February 2018 4 Steering Committee meetings were organized and UB as leading partner take care about organization of SC meetings, agenda and meeting minutes. The rest of 2 SC meetings will be organizing in upcoming period. Each Steering Committee meeting was evaluated, and all reports are available on 'Workspace'.

Status of the task: in progress due the fact this activity last during the end of the project

8.4. Reporting on project's activities & progress (deadline October 14th 2019) University of Belgrade produce 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 will arrange financial audit by an external auditor.

As a leading partner in this WP UB organize 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 US as leading partner for WP.6. quality control and monitoring may join them in monitoring visits.



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Status of the task: in progress due the fact this activity last during the end of the project

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

Progress indicators will be:

- Project management structure and procedures defined till the 4th month of project - completed,
- Kick off meeting organised till end of the 2nd month of project - completed,
- 6 Steering Committee meetings organised during the project – till the end of 1st report period 4 out of 6 SC meetings are already performed, 2 meetings will be organized in upcoming period, in line with the project needs and activities,
- Reports about activities, coordinative meetings, findings and results during the 36th month of the project – continuously performed.

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; 8.2. Kick off meeting – completed; 8.3. Organizing of Steering Committee Project – in progress; 8.4. Reporting on project’s activities & progress – in progress in line with project lifecycle.



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Concluding remarks

This 'Integral internal quality report' represent status of FINAC project after 17th months of project implementation (March 15th2018). 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 before its official deadline. 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.

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.

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 already applied.

Along with all collected information, documents and inputs for this report the only concern we have in this particular moment is when activities regarding WP.3. will be finished in Albania, along with that connected working package implementation of WP.4. in Albania is also one of the concerns we have.



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For the purpose of exploring the situation on the site and support Albanian partners in implementation of WP.3 and WP.4 it is recommended by External evaluator to organize Preventive monitoring visit to Albania by Project management team and Quality control and monitoring team.



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Internet Resources

1. National Daily Newspaper MAPO – Article on 2nd October 2017
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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/>
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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