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FINAC
FINancial management,
Accounting & Controlling
in public administration

Quality Control and Monitoring Plan of FINAC ERASMUS+ Project

**Adopted at 1st Steering Committee Meeting, Belgrade,
Serbia, 24-25, November 2016.**

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Italy, December 12, 2018.**



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EXECUTIVE SUMMARY

The “Quality Control and Monitoring Plan” of FINAC ERASMUS+ Project” (hereinafter only Plan) is a deliverable within WP.6. entitled “Quality Control & Monitoring” of the FINAC project (“Financial Management, Accounting & Controlling curricula development for capacity building of public administration”). The contents and structure of the Plan is developed in line with the FINAC project structure and work plan, keeping in mind that the newest experience and the practice of Quality Control and Monitoring of EU projects is incorporated in, particularly the experience of recent ERASMUS+ where University of Split, leading partner of this WP.6. served as project coordinator.

The plan outlines the main definitions related to quality management. It defines processes for planning and executing the project activities in order to ensure the highest possible quality. In this Plan minimum principle, requirements and processes needed to implement an effective quality assurance and control is proposed, with the aim to ensure smooth and responsible project management, in line with the proposed Work plan, activities and goals of this project. It also provides six templates as appendixes of this Plan.



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1. Introduction

According to the FINAC project application, the University of Split, as the Lead Partner for the Work Package 6 – Quality plan, has prepared an outline of the Quality Control and Monitoring Plan in collaboration with the project coordinator, the University of Belgrade.

The outline will be presented to the members of Steering Committee and all partner institutions in order to receive the feedback from all partner institutions. Finalized version will be adopted by the Project Steering Committee and uploaded on the FINAC project website.

This outline builds on the description provided in the project application. As foreseen by the application, the quality control and monitoring consists of internal and external quality control components. In that context, this Plan is outlined to serve as a quality control manual defining the procedures and guidelines for securing quality of the FINAC project management and deliverables. Moreover, this Quality Control and Monitoring Plan goes deeper and defines quality expectations regarding the project outputs by providing the guidelines and templates that will facilitate the producing of good quality deliverables and smooth project management.

This outline builds on the description provided in the project application. As foreseen by the application, the quality control and monitoring is envisaged to consist of five components, two internal and three external. The combination of internal and external view on the project is expected to provide a useful input in the process of securing quality of the FINAC project.

1.1. Aims of the FINAC project

The central aim of “FINancial management, Accounting and Controlling for capacity building of public administration” (FINAC) project application is contribute to the higher quality of budgeting, money management, finance management, accounting and control, in Albanian and Serbian public administration. This aim will be achieved throughout meeting specific objectives: Designing and developing three new master degree programmes in Serbia and two 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 the field of public financial management in Serbia.



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The project team will undertake a range of activities that will contribute to meeting these specific objectives. Thus FINAC project will contribute to the better quality of financial management, accounting and controlling in the public administration. That will be possible to measure through: knowledge/competencies of public administrators at positions of financial, accounting, auditing and control managers; precise and visible budget formulated in line with national legal framework; level of cash liquidity in public administration; financial management that defines responsibilities and power in public administration; accounting statements reflecting internal and external standards that are in line with policy documents in public administration and throughout financial control procedures that are in line with controlling policy for documentation in public administration. The project will contribute to the better controlling procedure and higher level of transparency of finance and accounting in public administration according to national priorities, as well principles of the EU accession of the regional countries.

Project specific goals may be summarized as follows:

SG1. 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,

SG2. Provision of trainings at university centers/institutes for public administration employees in Serbia,

SG3. Modernization of one master degree programme in field of public financial management in Serbia.



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2. Quality of project expectations

The present chapter presents the expectations of the project consortium with reference to the FINAC deliverables and activities as well as the expectations relevant to the project management.

2.1. Quality of project deliverables

The deliverables of FINAC may be classified into tangible deliverables such as reports, publications, manuals, methodology, plans, printed and electronically available promotional material, media articles as well as intangible deliverables in the form of organized events (trainings, study visits, coordination meetings, monitoring visits, conference etc.), developed and launched project web site, social media, etc.

A common quality expectation for all deliverables is their relevance to reach the overall objective and the specific objectives, with a further focus on their development in an efficient and effective manner. Timely delivery following the project workplan as identified in the Application Form and Project Workplan (modified and agreed by the SC on six-month basis) is expected.

2.2. Quality of document based deliverables

A consistent and common format for all document based deliverables (word document, power point presentations) is to be followed by all partners using templates provided within this Plan:

- ✓ Appendix 1 – FINAC document template
- ✓ Appendix 2 – FINAC Power point presentation template
- ✓ Appendix 3 –Event attendance list - template
- ✓ Appendix 4 –Event evaluation form - example
- ✓ Appendix 5 – Steering Committee evaluation form
- ✓ Appendix 6 FINAC Risk register

All templates are adopted by the SC members in order to ensure a common appearance of deliverables as well as to ensure that a minimum amount of information will appear consistently in all documents produced by the project. This is not relevant to deliverables that by their nature need to have a different format (i.e. project brochures, newsletters).



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When partners produce studies and publications as deliverable, they are obliged to put Erasmus+ logo consisting of sentence “Co-funded by Erasmus+ Programme of the European Union” on the cover or the first page. Moreover, they must use following disclaimer on the inner pages: „This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission can not be held responsible for any use which may be made of the information contained here in.”

2.3. Quality of organization of FINAC events

All events organized by project partners, during the course of the project should be organised professionally. The organizers should provide in due time a full information package to the participants including the draft agenda, study visit guide or a note on the logistics (informing about travel arrangements, venue, suggested hotels, etc.). Time for preparation activities depends on the type of event e.g. several months for study visits or conference and several weeks for trainings. This obligation is defined as a separate task for host institution/partner.

The meeting organizers ensure smooth registration processes (including event attendances list – Appendix 3) and the implementation of the meetings respecting appropriate time for event sessions and breaks as well as the availability of all necessary materials (e.g. meetings, training and promotional material). The organizers will also ensure the recording of minutes of the meetings in a concise style including a list of action points. Where appropriate (e.g. for trainings) also feedback forms will be distributed among participants (Appendix 4 – Event evaluation form) and event reports related to feedback forms will be prepared by responsible partner (UNIST). Power point presentation should be prepared using appropriate template (Appendix 2 - FINAC Power point presentation template). All prepared documents by project partners will be prepared on project designed document template (Appendix 1 – FINAC document template).

Based on obligations of the beneficiaries defined in article I.10.8 and II.7, related to information requirements, the partners shall inform the public, press and media (internet included) of the event which must visibly indicate “Co-funded by the Erasmus+ Programme of the European Union” as well as the graphic logos of the project and Erasmus+ Programme.

Posters, roll-up and other promotional materials shall be displayed during the event.



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2.4. Quality of promotional materials

Communication and dissemination activities of the project will adhere to the Dissemination and Sustainability Plan (WP.7.0.) of the project. All promotional materials will reflect the visual identity of the project and the Erasmus+ Programme.

The project coordinator (UB) is responsible for design and distribution of all promotional material. The draft version will be sent to all partners for comments and suggestions, before printing, publishing and distribution. The materials will be disseminated by all project partners at events which are relevant to reach the project's target group.

2.5. Quality of the project websites and other electronic media

The project envisages setting up the public part of FINAC website (www.finac.org.rs) and Intranet part – FINAC Workspace platform as intranet tool for project communication and project management within project partners. The FINAC platform can be accessed by all project partners with the purpose to keep all project documents and deliverables on one place. It will be the single point of reference for the project documentation and communication among partners. UB will set up and maintain the FINAC platform.

Moreover, Facebook page – either in the form of the fan page, will be established, in order to ensure project's visibility in the social media sphere. All representation tools will be continuously updated by the partners and are intended to effectively communicate activities and the results of the project. UB will be responsible for setting up and maintaining the FINAC website with all information and materials received from project partners and UB will perform analogous activities on the Facebook (https://www.facebook.com/FINAC-422612014780922/?ref=br_rs), ResearchGate (<https://www.researchgate.net/project/Financial-management-Accounting-and-Controlling-curricula-development-FINAC>) etc.

Moreover, all partners are asked to promote FINAC project on their websites and other electronic tools (such as: Facebook, Twitter and LinkedIn profiles/groups, newsletters, and other media etc.) by providing short description of the project, logo, project events and link to FINAC website.

All tools will be implemented with high performance, good functionality and stability, emphasizing the maximum reach and awareness of the target audience.



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2.6. Quality of Project Management

The project management structure was established at the project's Kick-off meeting to ensure effectiveness, decisiveness, flexibility and quality of work. It involves the Contractor, the Coordinator, Project Management Team (PMT) and Project Management Leader (PML).

At the Kick-off meeting project Steering Committee (SC) was established, where all project partners have representative members and its Deputies, and finally Project Secretary and its Deputies were choosed for each partner.

Project management team is formed from:

- Project Management Leader (1 per partner institution),
- Deputy Project Management Leader (1 per partner institution).
- Steering Committee Representative (1 per partner institution), and its Deputy, and
- Finally there are Project Secretary and its Deputy Project Secretary (1 on each position per institution).

The Steering Committee will review the activities and decide on any necessary contingency measures in reorganisation tasks and resources – as usual with a strong focus on the project impact. The project management will be transparent and flexible but also strict enough to ensure the implementation of the project activities in order to achieve the project's objectives. Project Secretaries are responsible for administrative part of the project and preparation of internal reporting.

Each partner is equally and independently responsible for assigned activities, money use and reporting. Contact persons have the responsibility for the local management.

3. General Project Guidelines

FINAC will follow different project guidelines and respects the requirements of the programme. Apart from the Quality Control and Monitoring Plan at hand, the reference documents include:

- ✓ EACEA – FINAC project Grant Agreement
- ✓ FINAC- project Partnership Agreements
- ✓ FINAC- Project Management and Risk Plans - FINAC ERASMUS+ project.docx
- ✓ FINAC- Institutional and Financial Sustainability plan
- ✓ FINAC - Dissemination and sustainability plan
- ✓ FINAC– Project budget and task assignment
- ✓ ERASMUS+ - Program Guidelines for the Use of Grants

All required documents and guidelines are available for all partners at the FINAC project website.

3.1. Amendments to the Plan

The procedures in this Plan can be amended by agreement of all partners or by a decision taken by the project's Steering Committee (SC). Any new version will be communicated to all the partners and takes effect 15 calendar days after this communication.

4. Internal evaluation

Internal monitoring will be carried out by all partners, including previously established documents and instruments for self-evaluation such as they are: LFM, Workplan, budget and cash flow tables, SC meetings, monitoring visits. The FINAC platform will also be used for monitoring of project activities.

4.1. Project Quality Assurance Strategy

The quality assurance in FINAC includes four levels of quality control (1) Deliverable authors, Task, and WP-leaders, (2) Coordinator level, and (3) Steering Committee level and final approval.

4.2. Deliverable authors, task and WP leaders

The 1st level corresponds to the activity level and rely on self-assessment by responsible Task Leader/WP leader and its team. The presentation of deliverables and activities of the project are a joint responsibility of the associated Task Leader and his/her team, partners involved in the activity and corresponding WP leader. It shall guarantee the quality and timeliness of the deliverable as identified in Application Form and action plan (modified and agreed by the SC on six-month basis if there is a need).

4.2.1. Coordinator level

The 2nd level control is carried out by the Project Coordinator Team. If a draft deliverable has not passed the 2nd level control and there are disagreements between the deliverable authors and the reviewers, the Coordinator will take the necessary corrective actions in order to come up with acceptable deliverables. If necessary the Coordinator may involve the rest of the consortium. A draft deliverable that has passed the 2nd level of control and is approved by the Coordinator will be forwarded to the Steering Committee for formal approval (if required).

4.2.2. Steering Committee level and final approval

The 3rd level control is done at the Steering Committee level. The Steering Committee is the highest decision making body of the partnership that takes the final decision for the approval of major deliverables.



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It will be possible to include a deliverable in the project reports even if its formal approval is still pending, if it has passed the 2nd level of control without profound disagreements as then no major alterations are to be expected.

It is expected that the partners will also establish internal quality control mechanisms, i.e. the contact persons will always check the output of his/her project team before sending documents to the review on next step.

4.3. Task Leader (main author of the deliverable)

Working package leader e.g. Project Management Leader of each project partner is responsible for quality control of all outputs prepared by his/her team, and is in charge to check all deliverables before sending it to the 2nd step, e.g. Project Coordinator. Task leaders' responsibility involves following activities:

- ✓ coordinating the development of the deliverable(s) according to the deliverable template and project working plan,
- ✓ assigning parts of the work to other partners involved in the activity,
- ✓ coordinating the work of other partners involved in the activity, providing guidance and feedback when necessary,
- ✓ aligning the contributions of the other partners involved in the activity, in order to produce the deliverable,
- ✓ submission of the draft deliverable to the WP leader (1st level control), and the coordinator (2nd level control).
- ✓ responsible for implementing the suggestions for improvements, assigning certain amendments as appropriate,
- ✓ sending the amended draft deliverable,
- ✓ reports to the WP Leader for any problems occurring during the implementation of the activity,
- ✓ cooperates with the WP Leader and other partners in the same WP in order to ensure the activity's progress in conformity with other activities and that any cross-activity inputs and outputs are being delivered as foreseen by the WP description (respecting any changes approved by the Steering Committee as recorded in the respective minutes).

4.4. Other partners involved in the WP activity

As a responsible partners in the project, other partners involved in WP as co-authors are responsible for active participation in performance of the activities with its best knowledge. They are:

- ✓ responsible for the production of their part in the deliverable according to the Task Leader's instructions,
- ✓ prepare its contributions at the appropriate Word Document Template (Appendix 1) to ensure that the Task Leader will be able to put all contributions together in the desirable format,
- ✓ responsible for providing to the Task Leader all the complementary information regarding their work (i.e. references, bibliography, methodologies used, contact details of people interviewed etc.),
- ✓ responsible to implement amendments to their contribution as a result of the received feedback from Project Coordinator and Project SC, after consulting with the Task Leader.

4.5. WP Leader

WP Leader is responsible for coordination of all efforts and outputs regarding its WP. For that purpose he/she is responsible for:

- ✓ delivery of up-to-date information on the WP progress, making sure that all activities are in the time frame defined in the Work Plan,
- ✓ coordinating the Work Package and ensuring that all the activities are contributing to the WP's objectives,
- ✓ cooperates with the Task Leaders and the coordinator in ensuring that all of the contributing partners are smoothly cooperating with a view to accomplish the WP's objectives and that any cross-WP inputs and outputs are being delivered as foreseen by the project description,
- ✓ remind the rest of the team about submission deadlines and the procedures to be followed and provides input and suggestions to the Task Leaders of the WP during the development of the relevant deliverables,
- ✓ providing the Task Leaders comments and suggestions on the draft deliverables (1st level control),

- ✓ cooperates with the Task Leaders in ensuring the implementation of the suggestions of the Project Coordinator (2nd level) and SC (as 3rd level of the quality control),
- ✓ verifies the satisfactory implementation of the recommendations.

4.6. Project Coordinator

Project Coordinator is responsible for the coordination of the whole project within project consortium, regarding to that fact Project Coordinator responsibility may be determined as follows:

- ✓ Cooperation with the Task Leaders on all matters arising relevant to ensuring the quality of the project's deliverables,
- ✓ Accepting the deliverable or providing final comments to the Task Leaders and WP Leaders (2nd level control),
- ✓ Cooperating with the WP Leaders in order to ensure that all WPs are progressing in conformity with each other and that any cross-WP inputs and outputs are being delivered as foreseen by the WP description,
- ✓ Informing the WP Leaders and the Task Leaders of any changes in the Partnership Agreement and the related WorkPlan or any implicit changes in the implementation of the project that may affect the timing or the content of the relevant deliverables,
- ✓ Officially submitting all approved deliverables after their approval at 3rd level control.

4.7. Steering Committee (SC)

As final instance of internal control (3rd level) in this project officially approves and finally accepts the deliverables.

4.8. Quality feedback by the target groups

The satisfaction of end users will also be investigated. It will take into account a variety of information from different sources using questionnaires to target groups and consultation with the project beneficiaries.

In order to allow the impact assessment of the project activities, a template for feedback for different meetings / trainings / events was developed (Appendix 4). It needs to be adapted to the specific needs but the main items shall not be deleted.



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4.9. Quality Control Lead partner

On behalf of the University of Split, the person responsible for the overall implementation of the WP.6. Quality control and monitoring, as well as the contact person is Ivana Bilic, E-mail: ibilic@efst.hr .

5. Activities under Work Package 6 as stipulated in the project application

Lead partner:	University of Split
Starts:	November 2016
Ends:	June 2019
Activities:	
➤	WP.6.1. Producing project's internal plan for assuring quality,
➤	WP.6.2. Internal evaluation by the Steering Committee,
➤	WP.6.3. External evaluation by the independent expert.

Quality control and monitoring is envisaged as a combination of internal and external project evaluation. On the external side, an independent expert will be 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, the quality will be evaluated by the Steering Committee and will focus both on the technical aspects and content aspects of the project. Last but not least, the consortium expects feedback on the implementation from the National Erasmus+ Offices in the two countries, as well as from the EACEA. With respect to the financial management, the project foresees the audit to be conducted by a professional auditor (placed under MNGT in WP.8.4.).

Table 1 WP.6. Quality control

Deliverable	Description	Deadline
6.1. Producing project's internal plan for assuring quality	The Quality Plan will be drafted and adopted by the project Steering Committee. The plan will 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 will be evaluated.	15 January 2017.
6.2. Internal evaluation by the Steering Committee	Within 6.2 activities, the Steering Committee evaluates the entire project implementation to the point, first prior to 18 th month of project and second before the end of the project.	15 September 2019.
6.3. External evaluation by the independent expert	At this level it has been foreseen to invite an external expert to conduct an evaluation before 18 th month of project year. The evaluation will target project content development i.e. the extent to which it contributes to the stipulated goals.	15 April 2018.

The first activity in the work package refers to the adopting of the quality plan by the project Steering Committee. The second activity is the Internal Evaluation by the project Steering Committee. The third activity is the External Evaluation by an external independent expert.

5.1. Internal evaluation

Internal evaluation will be divided in two parts, event evaluation and project evaluation:

1. **Event evaluation.** A short evaluation form will be available on the official project web page (www.finac.org.rs) during or after each project event (see Appendix 4). The questions in the form will be standardized and same for each event, in order to enable comparison across project events. The form is anonymous and it will cover the following sections: Quality of the organisation, Quality of the presentations, Quality of the objectives, Tasks and activities, Overall satisfaction, and any further comments. Completing the form should not take more than 3 minutes, as the idea is not to make it too time consuming. Event evaluation will be performed after each event, University of Belgrade will collect the answers and send copy to the University of Split. As a leading partner at WP.6. University of Split will analyse the data and prepare a short brief for all events prior between two meetings of the project team.
2. **Project evaluation** (i.e. internal evaluation of project management and content development). At the project Steering Committee meeting in Split (meeting venue will be proposed and need to be accepted on Kick off meeting in Belgrade) planned for June 2017, members of the project Steering Committee will be invited to fill an evaluation form which will cover the activities across work packages. After collecting the answers from the Steering Committee members, the University of Split will produce a short report based on this evaluation and send it back to the Steering Committee. The project evaluation in this form will be conducted at each meeting of the Steering Committee until the end of the project.

The project evaluation form will be drafted by the University of Split (by 1 June 2017) and adopted at the 1st Steering Committee meeting that in (meeting venue will be known latter, Split, June 18-22, 2017) – upon which the first evaluation will be conducted. The Steering Committee should also decide whether this form will be anonymous or not.

In the internal project evaluation process, the following progress indicators will be used for each of project working packages:¹

WP. 1. MAPPING & REPORTING ABOUT CURRENT CAPACITIES OF PUBLIC ADMINISTRATION EMPLOYEES IN ALBANIA & SERBIA

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

WP. 2. KNOWLEDGE EXCHANGE AT THE EU PARTNER INSTITUTIONS

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

WP. 3 DEVELOPING & ACCREDITATION OF MASTER DEGREE PROGRAMMES

- Several reports from coordination meetings till the 18th month of project,
- 3 new master degree programmes that are designed in Serbia and 2 master degree programmes that are designed in Albania,
- 5 accredited master degree programmes in regional countries till the 18th month of project realisation,
- Modernised master degree programme in Serbia till the 18th month of project realisation,
- Developed study guides for all master degree programmes in Albania and Serbia till the 24th month of project realisation.

WP. 4 IMPLEMENTATION MASTER DEGREE PROGRAMMES

- 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,

¹ For some indicators there are possible deviations according to the risks that are foreseen with Project Management and Risk Plan.

- 6 reports with students feedback till 33rd month of project realisation in both countries,
- 160 defended Master theses till 36th month of project realisation.

WP. 5 DEVELOPMENT AND IMPLEMENTATION OF SHORT TERM TRAININGS AT UNIVERSITY CENTRES/INSTITUTES

- 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,
- Enrolled and delivered training for 60 participants in period between 18th and 24th month of project realisation,
- 3 new designed trainings held till 24th month of project realisation.

WP. 6 QUALITY CONTROL AND MONITORING

- Internal plan for assuring of project quality till the 4th month of project,
- 2 internal project evaluation reports during project,
- 1 external project evaluation report till the 18th month of project.

WP. 7 DISSEMINATION AND EXPLOITATION

- Project website created till the 4th month of project realisation,
- Realising advertisements regarding new master degree programmes and trainings in a period between 21st and 25th month of projects realisation,
- Distributing country reports in a period between 33rd and 36th month of project realisation.

WP. 8 PROJECT MANAGEMENT

- Project management structure and procedures defined till the 4th month of project,
- Kick off meeting organised till end of the 2nd month of project,
- 6 Steering Committee meetings organised during the project,
- Reports about activities, coordinative meetings, findings and results during the 36th month of the project.

5.2. External evaluation

External monitoring of the project will be performed by National Erasmus Office in Belgrade, Serbia and EACEA. NTO performs three types of monitoring, based on deliverable achievement: (1) Preventive (in the first project year); (2) Advisory (after the first project year); and (3) Control (after the end of project – sustainability check).



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As part of their regular activities, (NEO) in the two regional countries are expected to conduct regular desk monitoring and field monitoring visits. The official feedback received by the consortium will be taken as input for the quality enhancement by the project consortium. The monitoring by NEO includes the assessment of various aspects of project implementation, such as **relevance** (is project still relevant in terms of its previously determined goals and achievements), **efficiency** (are the activities in work-packages done on time in line with the proposed project Working Plan), **effectiveness** (how well are project specific objectives met), **impact** (at the level of departments, faculty, university, etc.) and **sustainability** (what would stay after the project is finished).

Based on the progress of these aspects, the NEO sends the report on their findings to EACEA. Apart from the monitoring from NEO and EACEA, the University of Split will additionally subcontract the external evaluator for the purpose of preparation of External Audit Report on the project. The evaluation will target project content development i.e. extent to which it contributes to the stipulated goals in accordance with the recommendations and templates of EACEA. The external component will consist of the evaluation by an external independent expert, appointed by the project Steering Committee during 2017, with the task to produce a report on the effects of the project with regards to its goals. Prior to this, the University of Split will propose 3 experts based on its assessment of their competences for the task. Finally, the chosen expert will be hired by the project coordinator, under the budget heading Subcontracting – ‘**6.3. External evaluation by the independent expert**’ (maximum amount foreseen for this activity EUR 5.000).

5.3. Financial audit

The audit of financial management of the project will be conducted in the second part of project implementation period and is the responsibility of project Grant Holder (University of Belgrade).

6. Project Management and Risk Plan

As part of the internal quality management, a regular risk assessment will be carried and reviewed out during the regular Steering Committee meetings (Risk brainstorming) which shall lead to corrective actions and potential adaptations of the WorkPlan based on a sound process.

The project management and risk plan strategy addresses issues that could potentially endanger the achievement of the overall goal of the project and its objectives considering potential financial risks (overspending and underspending), timing (postponing of activities / deliverables), performance risks (project management), and sustainability of the project results. The main aim will be to provide a sound assessment, to anticipate challenges in a systematic way and to minimize the potentially negative overall impact.

The identification and assessment of new risks is a joint responsibility of all project partners who have to communicate them to the Project Coordinator and the Steering Committee, eventually suggesting also possible interventions and solutions, as soon as they get aware of those risks. In particular, partners may think of preventive actions (avoiding that the risk occurs) and corrective actions (decreasing the severity and impact), specifying also the resources that would be needed.

The Steering Committee may react in several ways, ranging from the simple acceptance of the situation in the case of negligible risks, to the enforcement of a mitigation plan including alternatives, workarounds and the proposed corrective actions that will make the risk consequences acceptable for the consortium.

Also the external reviewers (representatives of NEO and EACEA) will be involved in the risk management. During their monitoring visits they will assess if there is a risk that the project will fail to meet its key indicators and if there is a risk that project partners will not be able to spend all the money according to the planned project budget.

The proper allocation of resources to the project by the individual project partners is of outmost importance. There are several possible risks connected: the delay of the project implementation as defined in the project work plan; the rushed implementation of the work plan with low quality; an underspending during the project implementation (also causing a shift in the headings' ratio), meaning that the project timetable is followed with reference to technical deliverables, yet the relevant expenditures are not timely invoiced or validated; etc.



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The project partners all have to ensure that they allocate the needed resources to the project, both human and financial.

6.1. Practical approach to risk identification

The first step in project risk management is to identify the risks that are present in a project. The risks should furthermore be identified as early as possible in order to deal with them properly and to think about corrective and/or preventive actions.

In order to identify and monitor the risks within FINAC project, a risks monitoring sheet has been developed including the information on corrective and/or preventive actions (Appendix 6). Related document is Project Management and Risk Plans - FINAC ERASMUS+ project, available on Workspace.

6.2. Risks monitoring procedure

All project partners, e.g. WP leaders are responsible for risk monitoring process of the activities on its WP.

- ✓ WP leaders (or Task leaders) **identify possible risks/uncertainties** in their WP and fill in the template (Appendix 6).
- ✓ The **risks monitoring sheet** (Appendix 6) **are communicated** to Project coordinator (UB)
- ✓ Project Coordinator (UB) **register, analyses and priorities risks/uncertainties and discussed the possible solutions with SC**
- ✓ Project Coordinator (UB) **plans and implements risk responses.**

Steering Committee meetings will be used also to organize a risk brainstorming sessions basing on the Appendix 6 template. After each Steering Committee meeting this template will be updated by Project Management Team.

7. Partners' technical and financial reporting

The main guidelines for the reporting are laid out in the Manual for contractual and financial management, which will be distributed to all partners. As it will be defined in Partnership Agreement and Manual for Contractual and Financial Management, there will be six biannual financial reports of the partners and two technical reports. Project Secretaries responsible for project administration (from each partner) and Coordinator will check the supporting documents for financial reporting sent to the Project Coordinator as hard copies twice a year. During their review, they will take into consideration following assessment criteria:

- ✓ Conformity of the expenditures with the budget of the project;
- ✓ Eligibility of the expenditures;
- ✓ Correctness and completeness of all supporting documents and certified copies of invoices;
- ✓ Correctness of the calculations and applied exchange rates;
- ✓ That any changes which occurred between budget categories are eligible and justified;
- ✓ Financial biannual reports must be signed in original by the appointed contact person of partner institution;
- ✓ Expenditures must be in conformity, including full eligibility, with the allocated budget.

In case that information in Biannual Report are not complete or justified, the PS will help and make recommendations on how this situation can be rectified prior to the final approval of the Biannual report by the Coordinator. The Report approved in this way is the basis for the transfer of next instalment to the partner institution.

Appendix 1 FINAC document template

DOCUMENT **External/internal document**
TYPE
PLACE **University of Belgrade |
Belgrade | SERBIA**



FINAC
FINancial management,
Accounting & Controlling
in public administration

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

TITLE OF THE DOCUMENT



FINAC
FINancial management,
Accounting & Controlling
in public administration




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Appendix 2 FINAC Power point presentation template



Slide master title header
This is the place for your subtitle
You can write in second row
And in third row too



Title text for text slider finac

Biscuit toffee muffin dragée macaroon. Toffee candy sweet roll cookie ice cream. Jelly topping cake powder.

Tiramisu tiramisu caramels pudding carrot cake:

- Biscuit chocolate cake oat cake oat cake liquorice
- Jujubes pastry carrot cake
- Oat cake danish pie bonbon jelly beans donut candy soufflé
- Cake cotton candy oat cake jelly chupa chups.

Apple pie macaroon bonbon bear claw. Bear claw caramels donut. Gummies pie oat cake halvah cake apple pie chupa chups pastry carrot cake. Muffin sugar plum pudding sweet roll. Dessert chupa chups fruitcake wafer brownie. Cake sweet roll cookie cupcake pastry.

11/26/2017 www.finac.org.rs 2

Subtitle slide

SUBSLIDE TEXT HERE

11/26/2017 www.finac.org.rs 3



Cookie chocolate cake cupcake

Caramels tootsie roll chocolate bar
croissant icing marzipan liquorice.
Gummies chocolate cake caramels
macaroon. Jelly beans pudding
bonbon.

Muffin gingerbread sesame snaps
topping gummi bears croissant. Sugar
plum chocolate cake pudding candy
canes bonbon jujubes.

Jelly beans cake fruitcake cake
brownie carrot cake jelly beans lemon
drops jujubes. Powder topping
topping.

Jelly cake cotton candy pie:

- Croissant cupcake sweet roll
liquorice donut
- Pastry jujubes muffin
- Jujubes lollipop jelly pudding
topping
- Carrot cake cake tootsie roll
halvah.

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Lollipop pudding croissant candy

11/26/2017

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5



Candy ice cream
sugar plum wafer
dragée candy
canes jujubes

Biscuit cake soufflé. Toffee
bear claw pie gingerbread
tart cake soufflé gummies.
Toffee wafer icing sweet roll
tootsie roll ice cream icing.

Marzipan cupcake cotton candy dragée carrot
cake tart. Chocolate bar halvah croissant
sugar plum oat cake pie donut. Wafer cookie
sugar plum jelly-o marzipan chocolate bar.

Dragée muffin halvah sweet roll jujubes.
Bonbon sweet marshmallow jujubes ice
cream jelly bear claw soufflé oat cake.

Topping cheesecake cotton candy.

11/26/2017

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6



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Text for end slide

**THANK YOU FOR
WATCHING**

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Appendix 3 - Event attendances list



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FINancial management, Accounting and Controlling for capacity building of public administration (FINAC)
PROJECT NUMBER: 573534-EPP-1-2016-1-RS-EPPKA-2-CBHE-JP

Event: xxxxx Venue: xxxxx Date: xxxxx Partner responsible: xxxxx Contact E-mail: xxxxx

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

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



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Appendix 4 Event evaluation form

DOCUMENT TYPE **Internal document**

PLACE **MatejBelUniversity|
BanskaBystrica| SLOVAKIA**



FINAC
FINancial management,
Accounting & Controlling
in public administration

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

EVALUATION FORM OF EVENT Study visit to MatejBel University, BanskaBystrica, Slovakia, 3-7, December 2017.



FINAC
FINancial management,
Accounting & Controlling
in public administration



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Event: Study visit;

Venue: Faculty of Economics, MatejBel University in Banska Bystrica;

Date: 3-7, December 2017;

Partner responsible: MatejBel University in BanskaBystrica;

Contact E-mail: zuzana.kvetkova@umb.sk, maria.murraysvidronova@umb.sk,
benkovicsladjana@gmail.com;

Dear Participant,

Thank you for attending this event. In our effort to improve an organization and the impact of these events we invite you to complete the following questionnaire. In most of the questions you will be asked to rate your satisfaction on a scale by ticking the appropriate answer. In all the questions you will be asked to describe your personal opinion in a few words and to give suggestions for the improvement of the following events.

We thank you in advance for your valuable contribution!



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1. Quality of the organisation

		Very low	1	2	3	4	5	Very high
a)	Please evaluate the overall quality regarding the organisation of the meeting		1	2	3	4	5	
b)	Please evaluate the quality of information provided		1	2	3	4	5	
c)	Please evaluate timelines of the organization		1	2	3	4	5	
d)	Please evaluate the meeting venue location		1	2	3	4	5	
e)	Please evaluate catering		1	2	3	4	5	
f)	Please evaluate the quality of organization staff(s)		1	2	3	4	5	

Additional comments/suggestions:

2. Quality of the presentations prepared by project team and lectures

	Very low	1	2	3	4	5	Very high
2.1. Please evaluate the overall quality of the presentations		1	2	3	4	5	

2.1.1. Please evaluate the quality of each presentation prepared by project team

a)	Erasmus+ Projects for MatejBel University-Why FINAC Matters?	1	2	3	4	5	
b)	Where we are after six months of project duration?	1	2	3	4	5	
c)	Future steps in next 3 months	1	2	3	4	5	

Please indicate which presentations were particularly good and/or helpful:

Please indicate which presentations were not good and/or helpful:

Were topics missing?

What topics you think we should consider or include:

Additional comments/suggestions:

2.2. Please evaluate the overall quality of the lectures Very low 1 2 3 4 5 Very high

2.2.1. Please evaluate the quality of each lecture

	Very low	1	2	3	4	5	Very high
a) Evaluation of public administration reforms in Central and Eastern Europe EU member states (Prof. Ing. JurajNemec, CSc.)		1	2	3	4	5	
b) Good governance and corruption control: case of Slovakia (Prof. Emilia Sicakova-Beblava, PhD.)		1	2	3	4	5	
c) Management of Civil Service Reform in Central Europe (doc. KatarínaStaroňová, PhD.)		1	2	3	4	5	
d) Active Participation and Citizen Engagement in Good Governance (JozefPetráš)		1	2	3	4	5	
e) Project Management in Public services (Ing. MariánHolúbek)		1	2	3	4	5	
f) Participatory budgeting as a tool foreffective public services provision (MiroslavŠimkovič)		1	2	3	4	5	
g) SOLIDUS project presentation & round table (discussion on project in public administration (Maria Murray Svidronova, PhD., Prof. BeataMikusovaMerickova, PhD.)		1	2	3	4	5	

Additional comments/suggestions:

3. Objectives

a) To what extent did the organisers meet the objectives of the meeting?

Very low 1 2 3 4 5 Very high

b) To what extent did the presenters meet the objectives of the meeting?

Very low 1 2 3 4 5 Very high

Additional comments/suggestions:



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4. Tasks and activities

a) Are the upcoming tasks and activities clear to you after the meeting? Very low 1 2 3 4 5 Very high

Additional comments/suggestions:

5. Overall satisfaction

a) How satisfied are you with the meeting in general? Very low 1 2 3 4 5 Very high

Additional comments/suggestions:

Any further comments/suggestions:

Appendix 5 Steering Committee evaluation form

DOCUMENT **Internal document**
TYPE
PLACE **MatejBel University |**
 BanskaBystrica | SLOVAKIA



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Accounting & Controlling
in public administration

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STEERING COMMITTEE EVALUATION FORM



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Dear FINAC project Steering Committee members,

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

Be aware that some questions are the same due the time, intentionally, with the aim to measure the quality of project management and project risk implementation project work packages during project realization.

Thank you in advance for your cooperation!



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I Role of your partner institution in the FINAC project?

1.1. Do you think that all aims and objectives defined by Agenda of Steering Committee can be accomplished by your project term?

Please mark the statement that applies and possibly provide explanations on your answers.

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

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

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

1.2. Are you clear about your institution's role, the activities and responsibilities you have to carry out in the project activity? Please mark the statement that applies and possibly provide explanations on your answers.

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

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

1.3. How do you evaluate the work process of FINAC project, i.e. the structure/the sequence of the various tasks performed till now? Please mark the statement that applies and possibly provide explanations on your answers.

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

-
3. I disagree with the work process because:



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II Implementation of the project activities/deliverables

2.1. Please indicate at least three obstacles that you had when implementing project activities in previous project period.

2.2. Please indicate how strongly you agree or disagree to the statements below by marking the appropriate answer. (From 1 – Strongly disagree to 5 - Strongly agree)

Deliverables comply with the overall objectives of the project 1 2 3 4 5

Deliverables comply with the WP Objectives as specified in the WP description. 1 2 3 4 5

Deliverables correspond with the activity description as specified in the Application Form. 1 2 3 4 5

It's possible to realize all deliverables till the end of the project 1 2 3 4 5

III Dissemination

3.1. Please indicate how strongly you agree or disagree to the statements below by marking the appropriate answer.(From 1 – Strongly disagree to 5 - Strongly agree)

Web site of the project gives precise and updated information on the project objectives and activities 1 2 3 4 5

Intranet on the web site contains the latest updated documents and gives possibility to simply find any information concerning the project 1 2 3 4 5

FINAC newsletters are informative 1 2 3 4 5



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Promotional materials reflect the visual identity of the project	1	2	3	4	5
--	---	---	---	---	---

IV Project management activities

4.1. Are you familiar with the project's management activities till the next Steering Committee?

Please mark the statement that applies and possibly provide explanations on your answers.

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

2. The project management activities are not quite clear to me because:

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

4.2. Are you informed of all financial and contractual aspects of the project activities in upcoming period? Please tick the statement that applies and possibly provide explanations on your answers

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

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

4.3. Communication and conflict project management

Please indicate how strongly you are agree or disagree to the statements below by marking the appropriate answer. (From 1 – Strongly disagree to 5 - Strongly agree)

Current communication channels are sufficient to achieve excellent project results.

1 2 3 4 5

Coordinator informs all partners on all aspects of activity implementation.

1 2 3 4 5

Coordinator informs all partners on financial aspects of the project realization.

1 2 3 4 5

The partners' responsiveness is excellent.

1 2 3 4 5

During the first year the partnership had to solve a considerable number of conflicts.

1 2 3 4 5

If conflict arose, the partners were able to solve it.

1 2 3 4 5



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V Partnership

5.1. Please indicate how strongly you agree or disagree to the statement below by marking the appropriate answer.(From 1 – Strongly disagree to 5 - Strongly agree)

All members of the consortium put much effort in their tasks. 1 2 3 4 5

All members of the consortium take responsibility for project results. 1 2 3 4 5

If the necessity arises, partners are helping each other. 1 2 3 4 5

All members of the consortium are acknowledging skills and expertise of other project members. 1 2 3 4 5

The partnership motivates us to collaborate with the partners in the future projects. 1 2 3 4 5

VI Project sustainability

7.1. Please indicate how strongly you agree or disagree to the statements below by marking the appropriate answer (From 1 – Strongly disagree to 5 - Strongly agree)

Sustainability of the project is well determined. 1 2 3 4 5

It's possible to extend project impact during and after project life time 1 2 3 4 5

Sustainability of the project is provided. 1 2 3 4 5

VIII Any additional suggestions or comments?

Thank you for your time!

Team of UNIST
Responsible for FINAC project quality control



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Appendix 6 FINAC Risk register

Id	Description of Risk	Impact on Project (Identification of consequences)	Probability ³	Impact ⁴	Date of Review	Actions (Preventative or Contingency)	Individual/ Group responsible for action(s)	Cost	Timeline for action(s)
1									
2									
3									
4									
5									
6									
7									
8									

³ Probability:

High – Greater than <70%> probability of occurrence

Medium – Between <30%> and <70%> probability of occurrence

Low – Below <30%> probability of occurrence

⁴ Impact:

High – Risk that has the potential to greatly impact project cost, project schedule or performance

Medium – Risk that has the potential to slightly impact project cost, project schedule or performance

Low – Risk that has relatively little impact on cost, schedule or performance



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