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STEERING COMMITTEE REPORT

Universita degli Studi Guglielmo Marconi, Rome, Italy,

26-30, September 2017.



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1. Rationale

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

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

2. Steering Committee Meeting (SCM) – Rome, Italy

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

Project 2nd SCM was at Agenda on the 1st day of Rome project meeting, organized by Università degli Studi Guglielmo Marconi, Rome, Italy. Steering Committee Meeting evaluation is based on evaluation form fulfilled by attendees of the project meeting in Rome, which held September 26-30, 2017.

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

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

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

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

Table 1 Event details

No.	Meeting	Date	Place	Evaluation	No. of fulfilled forms
1	Steering Committee Meeting	September 26, 2017	Rome, Italy	yes	7

3. Steering Committee Meeting evaluation results

Based on the answers collected we made analysis of each aspect of the project: 1) The role of partner institution in the FINAC project; 2) Implementation of the project activities and deliverables; (3) Dissemination; (4) Project management activities; (5) Partnership; and 6) Sustainability. Results for each of them could be found in the graphs below.

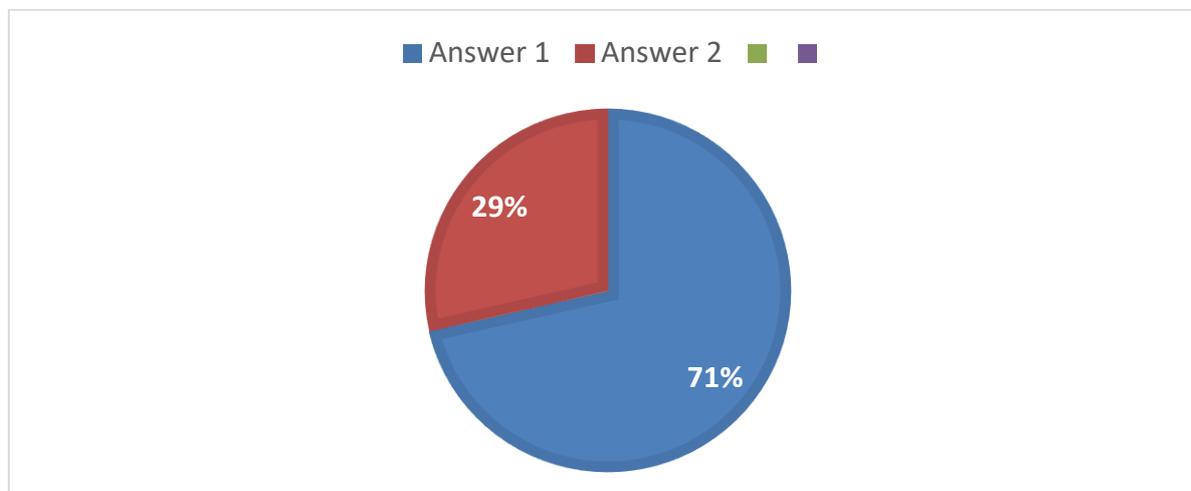
3.1. The role of your organization in the FINAC project

The role of each project partner was examined through 2 open questions so the answers will be presented in Table 2 and Figures 1 – 3.

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

Four answers were offered to participants as its follows: (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.

Figure 1 Do you think that all aims and objectives defined by Agenda of Steering Committee can be accomplished by your project team? -



Most of the partners do not see any obstacles regarding achieving projects aims and objectives. Furthermore, 2 out of 5 SC meeting participants who see some obstacles regarding aims and objectives added the same, additional comment regarding that, showed in Table 2.

Table 2 Partners comments regarding question 2 - Do you think that all aims and objectives defined by Agenda of Steering Committee can be accomplished by your project team?

Participant	Answer
1	I think it is difficult to achieve all aims and objectives because: of implications of High Education on Law
2	I think it is difficult to achieve all aims and objectives because: of implementation of the High Education on Law

Second question in this section has been related to the institution role:

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

Three answers were offered to participants as it follows: (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...

Figure 2 Are you clear about your institution's role, the activities and responsibilities you have to carry out in the project?



From the results presented in Figure 2 it is evident that all SC meeting participants choose answer '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.' and showed an extremely awareness of its future contributions and to do activities for this project! Along with that nobody added any additional comments for this question.

Third question in this section were related to the project structure:

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

Answers were provided as follows: (1) The project has a clear structure. The workflow follows a logic sequence; (2) The work process is not quite clear to me because...; and (3) I disagree with the work process because...

As it is presented in Figure 3, all SC meeting participants chooses answer: '1 - The project has a clear structure. The workflow follows a logic sequence.' Regarding to the answer it is possible to conclude that all SC meeting participants confirmed clear structure and the logic of the project workflow. Furthermore, even the questionnaire offered possibility for additional comments, none of the participants have something to add regarding this question.

Figure 3 How do you evaluate the work process of FINAC project, i.e. the structure/the sequence of the various tasks?



3.2. Implementation of the project activities and deliverables

This part of the questionnaire has been directed to indicate current state and potential problems regarding the implementation of the project activities and ability of the project partners to deliver expected deliverables.

First question in this section was:

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

All answers regarding the problems faced by project partners are presented in table 2, it is obvious that different partners have different perspectives, regarding to the specific situation at particular institutions, countries or different experience in this particular type of the management of ERASMUS+ projects.

Results provided by SC members were presented in Table 2.

Table 3 Please indicate at least three obstacles that you had when implementing project activities in the first project year

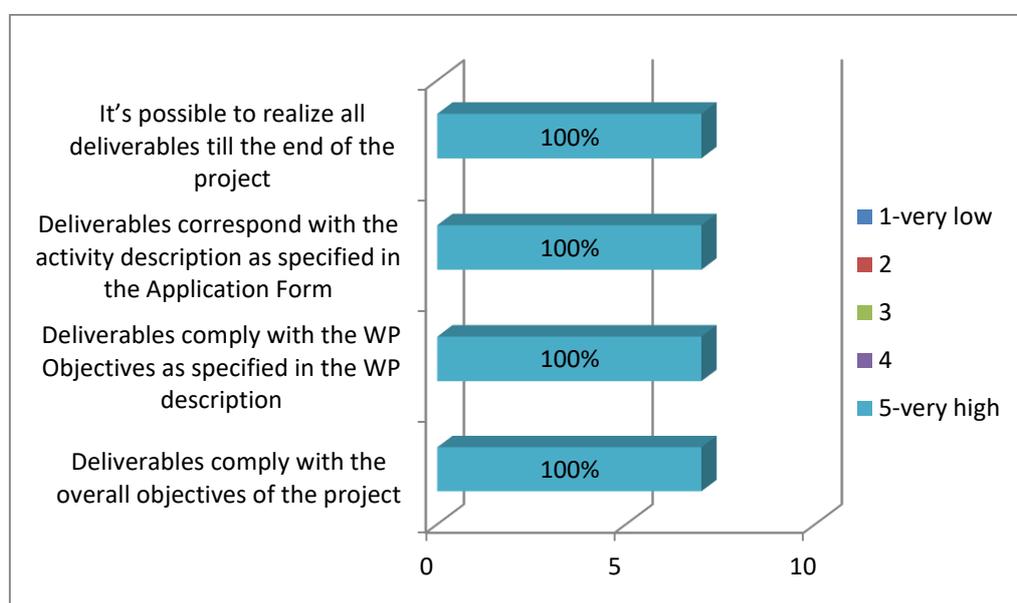
Participant	Answer
1	(1) Summer break July-August slowed down the implementation; (2) Tender of equipment between public & private universities - different rules; (3) new law on higher education, no by laws.
2	(1); (2); (3) No administration in University

3	(1) Lack of university administrator
4	N/A
5	There was no obstacles
6	There are no obstacles
7	There were no obstacles

Next question in this section were related to the project deliverables:

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

Graph 1 - Please indicate how strongly you agree or disagree to the statements below by marking the appropriate answer regarding deliverables of FINAC project

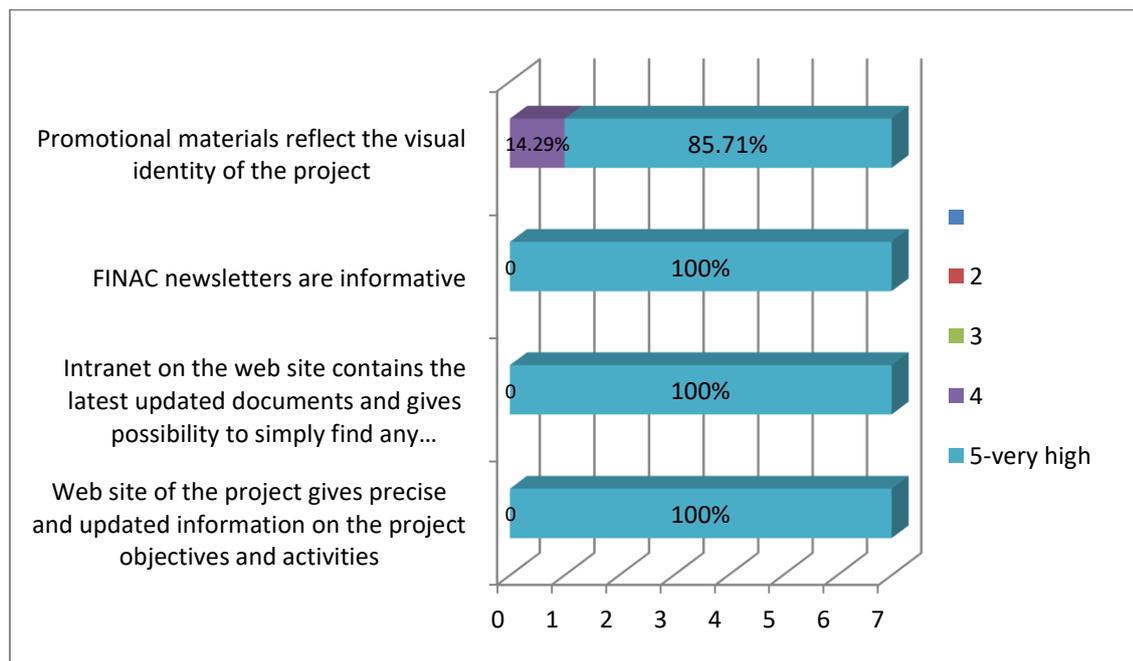


It is obvious that all SC members see it is possible to deliver all project activities and task during the project tasks.

3.3. Dissemination

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

Graph 2 Please indicate how strongly you agree or disagree to the statements below by marking the appropriate answer (1 – strongly disagree to 5 – strongly agree).



SC members mostly rated dissemination possibilities as very high for all question. Exception is only question: ‘Promotional materials reflects the visual identity of the project’ where 14.29% or precisely one person graded this aspect of dissemination with the grade 4 (high).

3.4. Management of the project

In this section SC meeting participants were asked about the current state of the management of the FINAC project.

First question was as it follows:

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

Provided answer were: (1) 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...; and (3) I am not familiar with the project's management activities at all because...

Regarding to the respondents’ answers presented in the Figure 4 it is obvious that are all SC meeting participants are completely familiar with the project management activities till the next Steering Committee meeting which is on schedule for December 3 – 7, 2017. Also, none of the respondents added any additional comments.

Figure 4 Are you familiar with the project's management activities till the next Steering Committee?



Second question in this section has been about regarding financial and contractual aspect of the FINAC project.

Are you informed of all financial and contractual aspects of the project activities in upcoming period?

Answers were provided as it follows: (1) I am completely familiar with all these aspects; (2) I need some clarifications on financial/budgetary issues, that is...; and (3) I need some clarification on contractual issues, that is.... The answers are presented in Figure 5.

Most of the SC members are completely clear with the financial and contractual aspects of the project (Figure 5), while some of them need some clarifications. So regarding to the necessary clarification it is interesting to see what they wrote as elaboration and need for be more clarified. According to the results presented in the Table 4 it is obvious that some of the SC members need some extra clarification about the 'travel cost', and suggestion is to add this topic for discussion for the Agenda of next SC meeting in December 2017.

Figure 5 Are you informed of all financial and contractual aspects of the project activities in upcoming period?



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

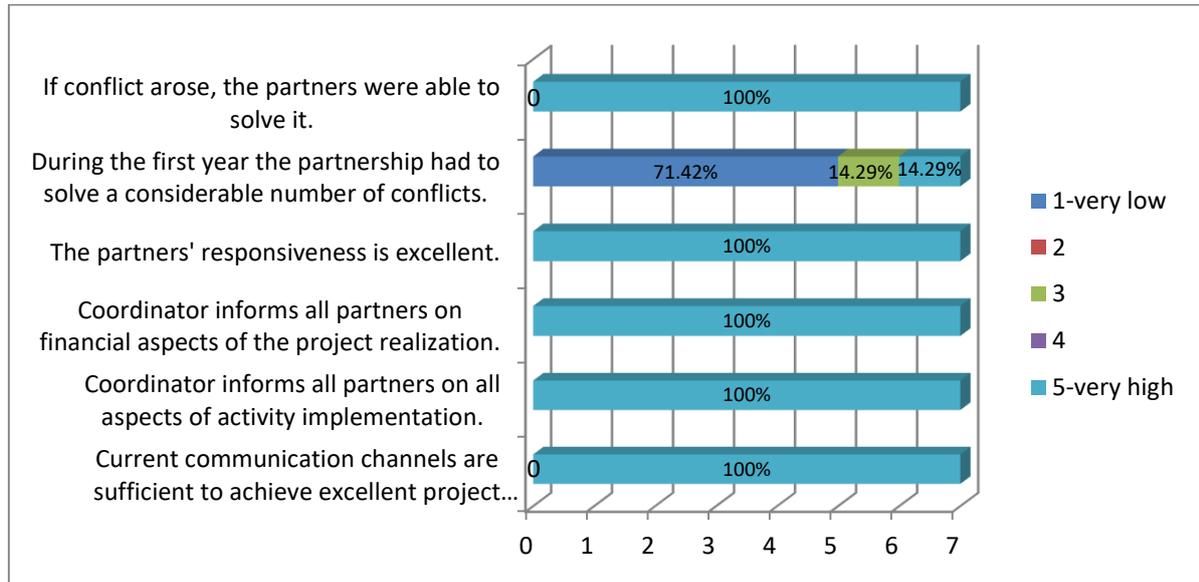
Table 4 Clarification of the answers related to the need for financial clarifications

Answer	Elaboration
I need some clarification on financial/budget issues, that is	About travel cost (to pay)
I need some clarification on financial/budget issues, that is	Travel costs

The third question in this section has been related to the Communication and conflict management within project Consortium (Graph 3).

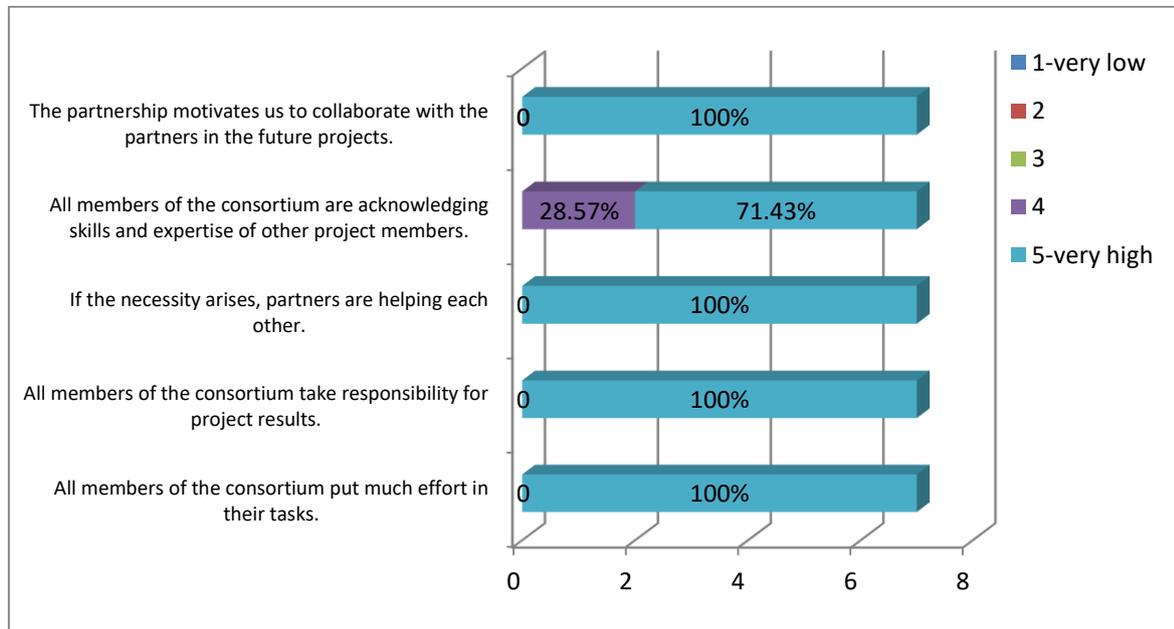
Most of the partners are agree that FINAC project operated at the very high (5) level of excellent communication and with the high potential to resolve any conflict if there is a need for it. Only 2nd question may be more clearly elaborated, formulated in this way may cause confusion within the respondents.

Graph 3 How do you agree about below mentioned questions regarding the project communication and conflict management



3.5. Partnership

Graph 4 SC members answers regarding to the power of partners networking and cooperation

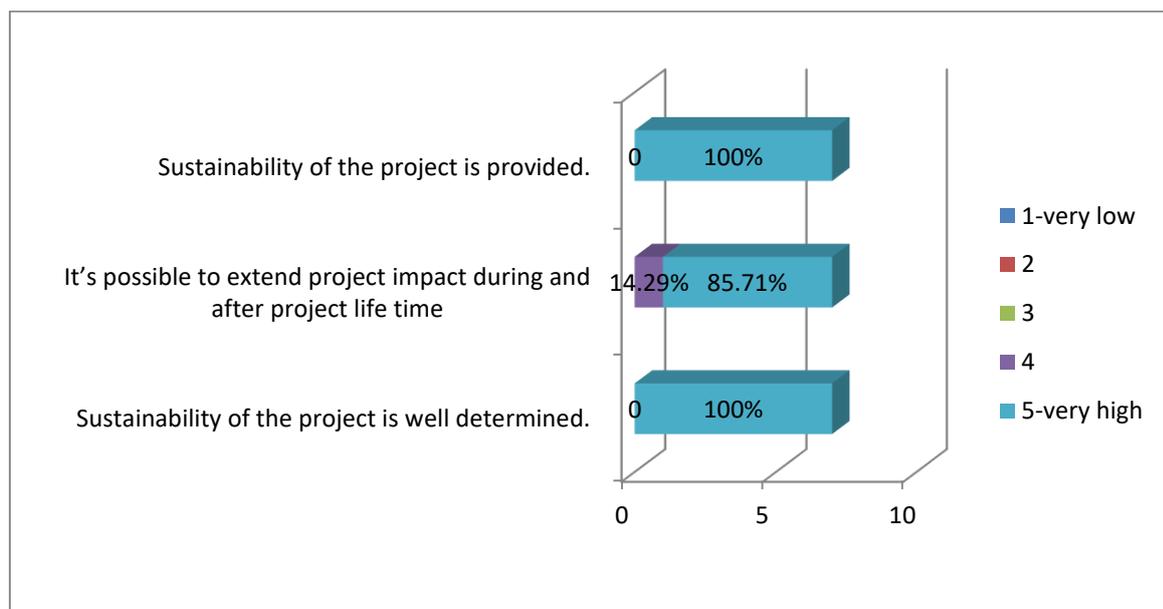


According to the results presented on Graph 4 it is obvious that most of the SC members sees FINAC consortium as a powerful network of knowledge and experience. Furthermore, the most interesting part is about the responsibilities and efforts in their task within FINAC consortium. It is obvious that all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

3.6. Sustainability

Last section has been related to the SC meeting expectations regarding to the sustainability of this project, with the provided answers as it follows: (1) Sustainability of this project is provided.; (2) It's possible to extend the project impact during and the after project lifetime.; and (3) Sustainability of this project is well determined.

Graph 5 SC members attitudes toward sustainability of FINAC project



Results presented on the Graph 6 revealed that all SC members' sees FINAC as a very sustainable project over the time. Furthermore, most of the answers are marked with 5 (very high), while only one of the participant marked question 2 – It's possible to extend project impact during and after project lifetime with 4 (high).

And last, but not least all participants got a chance to provide project management and project partners with any additional comments regarding FINAC project and its implementation and management in 1st project year.

Table 5 Additional comments by SC participants

Participant	Comment
1	Thank you for a very professional management!
2	Very useful project
3	N/A

4. Summary

The evaluation of the Rome Steering Committee meeting for *Erasmus+ FINAC* project given in this report was based on the evidence on the activities conducted and analysed data related to quality of activities and overall 2nd SC members meeting, rated by all the participants.

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

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

: Role of the partner institution in FINAC, Structure of the project; Implementation of the project activities/deliverables; Dissemination; Management of the Project; Partnership and Sustainability.

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

Ivana Bilić & Marko Čular
University of Split, Faculty of Economics
Split, October 24, 2017

Annex 1 Event attendance list and SC evaluation form

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

¹ 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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STEERING COMMITTEE EVALUATION FORM

Universita degli Studi Guglielmo Marconi, Rome, Italy,

26-30, September 2017.



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!

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 team?

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? 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? 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:

II Implementation of the project activities/deliverables



1



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

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
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

V Partnership

5.1. Please indicate how strongly you are 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

6.1. 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

VII Any additional suggestions or comments?

Thank you for your time

Team of UNIST
Responsible for FINAC project control