



MANAGEMENT BASELINE EVALUATION REPORT

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A INTRODUCTION

The management baseline evaluation was carried out in the period from 14-18/03/2022 using the instrument for management baseline evaluation. The purpose of this procedure is to examine whether preconditions for the start of the implementation of project activities were met in preparatory phase. By nature, this evaluation is a fact-finding procedure.

The instrument was completed by project coordinator Jelena Prtljaga.

B FINDINGS

Kick off meeting and finance management training were held as planned on 27-28.01.2022 and all partners' representatives participated and contributed.

Partnership agreements were signed by all parties and the draft of the agreement was sent to partners in advance to consult their international offices and legal representatives. Consequently, the process was initiated timely and the partners had enough time to organize the signing of the agreements. They have sent us the scanned pages with the signatures.

When it comes to the **creation of project teams**, they were formed according to the established plan. The teams and their responsibilities were discussed during the kick-off meeting. After the meeting, the partners had time to propose various team members and send us their names, contacts and roles.

The teams are as it follows:

1) The **Management Team/Steering Committee** (7 members), consisting of institutional project coordinators and main evaluator. It is responsible for project coordination, decision making and monitoring of project (activities) implementation. They are also responsible for dissemination activities and quality assurance.

2) WP.1 TEAM (7 members) for Development of European HEI e-repository of good practices related to socially inclusive learning culture and EWS, coordinated by PTTC Vršac.

3) WP.2 TEAM 2 (8 members) for Development of HEI teaching and non-teaching staff training program, coordinated by University of Palermo.

4) WP.3 TEAM (9 members) Development of CS-HE cooperation toolkit on increasing access and supporting achievement of underrepresented students in HE, coordinated by CESIE and WEBIN.

5) WP.4 TEAM (8 members) for the Development of Training of HEI teaching and non-teaching staff on increasing access and supporting achievement of underrepresented students in HE, coordinated by University of Madeira.

6) WP.5 TEAM (7 members) for the Creation of European policy brief/recommendations for improving social dimension of teaching and learning in European HEIs, coordinated by University in Alba Iulia.

7) 3 country stakeholders groups (presently total of 10 members) with roles to provide qualitative feedback with stakeholders eyes to project activities and results, and contribute to quality implementation and relevant results.

8) 2 country student group (presently total of 6 members) with role to provide qualitative feedback with student eyes to project activities and results, and contribute to quality implementation and relevant results.

The project managing body is Management team/Steering Committee. It's been composed of 1 representative per partner institution. All of them were involved in the creation of the project proposal, so that they are fully familiar with the concept of the project and the roles and responsibilities of their institutions.

Agreed **work methods** include email and phone communication, virtual and face-to-face meetings, which will be occasional and conducted to make important decisions through discussion, leading to mutual decisions. When **decision** can't be reached unanimously, the Management team will decide by simple majority vote of present team members or their replacements.

The project teams were formed at each partner institution.

When it comes to **project contact details list**, it was created and distributed to the team members. Having completed the table consisting of project team members and their contact details, the list was sent to the Institutional project coordinators to share it with their colleagues at their institutions.

All tools in the **set of project implementation tools** were developed and made available to the team members. In addition, a number of tools was developed and shared with the project partners.

These tools are:

- **Partnership Agreement**,
- **Project Financial Management Manual**
- **Rules and Procedures** (with the timesheet template).
- Also there is a **Project Work plan** (Gantt Chart) which is elaborated at a monthly level to identify the details of the project result, activity or event, result type, number of days anticipated to carry out an activity, produce a result or organize an event for each partner institution, start/end dates, deadlines, participating organizations and leading organizations, dissemination tools.
- Another tool is **CDE plan** with objectives, identified target groups and implementation,
- The last tool is **PQA matrix**, evaluation plan with instruments.

When it comes to the **organization of project management segments**, the answers in the table below shows how the following project management issues are organized.

Regular coordination and communication among the partners	<p>Overall coordination is responsibility of project lead institution.</p> <p>WP and result coordination is responsibility of WP coordinators.</p> <p>Lead institution is responsible for coordination of dissemination activities and monitoring of the implementation of CDE plan.</p> <p>WEBIN is responsible for coordination of quality assurance activities.</p> <p>Regular communication is taking place through e-mail correspondence, and when necessary, through Skype meetings.</p>
Conflict resolution	<p>If they arise, conflicts will be resolved in dialogues and constructive discussions involving all partner institutions' representatives. If peaceful agreement can't be reached, Mediation team will be created by 2 or 3 representatives from institutions not involved in conflict. They will have up to 1 month to meet with both parties in the conflict and suggest the agreement. If agreement can't be reached this way, the project coordinator will inform the National Agency (TEMPUS Foundation) about the conflict and request opinion. At the end, should no solution be found, the project coordinator will propose, and Management team vote on termination of partnership agreement with a partner in conflict.</p>
Reporting on conducted activities	<p>Reporting on the conducted activities is also organized at a project team level - project teams are responsible for leading and undertaking activities leading to production of project results, organizing events and meetings and these teams will have to send reports to the project coordinator, who will share it with all the institutions participating in the project implementation.</p>
Financial reporting, collection and keeping of the program and financial documents	<p>Financial reporting is defined in the partnership agreement. The partners will send financial reports and supporting documents (work and other engagement contracts, time sheets, travel orders and invoices, etc.) to project coordinator every 6 months. Project coordinator will consolidate the project financial report and upload supporting documents to the Project Module.</p> <p>Program document will be made available to project teams' members at project folder at Google Drive.</p>

10. When it comes to the fulfillment of management-related indicators from the LFM ...

Domain	Indicator number and title	Target value	Current value (insert)
PROJECT OVERALL	Number of project participants and structures constituted	8 project teams; 78 team members;	11 teams with 62 members
PROJECT OVERALL	Types of stakeholders - HEIs, NGOs, policy makers/ regulators, and number of persons per participating country	c) min. 3 types of stakeholders; min. 100 persons per participating country	3 types of stakeholders (HEIs, NGOs and regulators; 16 persons all together

C CONCLUSIONS & RECOMMENDATIONS

The project has been prepared for implementation with all preparatory activities carried out on time. Thus the kick off meeting and financial management training has been implemented, partnership agreements concluded by the lead partner and other partners, project teams created and team members contact details collected and shared with partners, implementation tools developed and made available to team members.

In order to finalize preparation, the Management team is advised to complete the creation of stakeholders and student advisory groups (stakeholders group in Italy, and student groups in Romania, Serbia and Italy).