Keep
Educating
Yourselves

FIRST PROGRESS EVALUATION REPORT

Belgrade, February 2020

INTRODUCTION AND APPROACH

This report presents the outcome of the progress evaluation of implementation of the project ''Keep Educating Yourself'' (acronym: KEY), project number: 598977-EPP-1-2018-RS-1-EPPKA2-CBHE-JP which is being implemented in the period from 15 October 2018 until 14 October 2021 by a consortium led by the Teacher Training College Novi Sad. The project is funded by the European Union through the ERASMUS+ CBHE.

The report covers the period from 15 October 2018 until 10 December 2019. The purpose of this evaluation is to assess the scope and quality of implemented activities and results achieved up to date in the framework of KEY project. The progress evaluation is a segment of the KEY project quality architecture, which is based on the Project Quality Architecture (PQA) methodology. For further reading about the PQA, please visit www.wb-institute.org.

The evaluation process was carried out in the period from 12 November 2019 to 24 January 2020 by the QAMC. The process encompassed the following activities:
- Interview with project coordinator
- Collecting data from the WP coordinators
- Interviews with activity coordinators
- Review of the activities reports, web notes and meeting materials
- Review of the management quality reports
- Review of the work packages quality reports
- Review of the results quality reports
- Review of the events quality reports
- Review of the DISSCOM quality reports
- Review of the Dissemination and Exploitation Plan
- Review of the press clipping report
- Drawing conclusions and recommendation
- Team discussion
- Drafting report

The report has 2 chapters:

A) FINDINGS

B) RECOMMENDATIONS

Disclaimer:
The attitudes stipulated in this report are not necessarily the attitudes of the donor or participating institutions.

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CHAPTER A) FINDINGS

A1) OVERALL FINDING

The project implementation seems to be in order and in accordance with the work plan. The project started in January 2019 with the kick off meeting hosted by the coordinator. In the preparatory period project implementation structures were created and implementation documents developed. First work package was fully completed while the all other work packages, except WP5, are being implemented. Activities are implemented in accordance with the work plan and the only significant delay is identified in purchasing of equipment. Project management and atmosphere across the teams is considered positive. Results are evaluated highly. Dissemination and communication is also considered very strong. Work packages evaluations should get pace. More effort is needed in planning events not to neglect evaluation.

A2) PROJECT MANAGEMENT QUALITY

Quality of project management was evaluated through the interview with the project coordinator, analysis of the implementation of the work plan and questionnaire survey of the team members. One management quality evaluation was carried in the period 08-15/10/2019.

Management of the KEY project seems to be solid. All **management and operational structures** envisaged in the project application were created in time. This includes:
- Project Steering Committee,
- Quality Assurance and Management Committee,
- Joint Procurement Committee,
- Advisory Boards and
- WP teams.

The following **implementation documents** were created:
- Database of contacts of project teams
- Project Implementation Manual
- PQA Guide
- Dissemination and exploitation plan
- PQA time frame
- Sustainability plan

Management of all these documents except PQA Guide and time frame (keeping, updating, revising, reporting and informing of SC and teams), is responsibility of project manager.

In addition, the **partnership agreements** were concluded between the coordinator and all partner institutions during first 6 months of the project, and copies of these agreements were sent to Ms. Giulia Moro - a project officer in EACEA.

Questionnaire survey addresses 85 members of different project teams, out of which only 37 responded (44%). The survey indicated that majority of team members (76%) are completely satisfied with the way the project is managed. The team members are particularly satisfied with positive atmosphere, teamwork and good organization. The clarity and preciseness of information and instructions received from the Project Steering Committee and coordinators was rated 4.68 out of 5;

The team members are overwhelmingly satisfied with personal (4.57/5) and other partners (4.59/5) involvement in the project.

The conflict management was rated highly (4.7/5). However, 2 responses (out of 37) rated their satisfaction with 1, with no further explanation. Comments mostly indicate that team members were not aware of the existence of any significant conflict and crisis situation.

The financial management was rated 4.57/5, with comment of some partners that they felt their associations should have been granted larger budget.

The major identified potential risk in the continuation of the project is delay in the procurement of equipment, which may delay sending the 2nd payment request to the EACEA and bring the project in situation to operate certain period of time with no project funds. Another risk with moderate impact may be status changes of vocational colleges into academies of professional studies.

The work plan is being implemented mostly on time. The first preparatory WP has been fully completed. The second, third and fourth developmental WPs started with the initial WP activities. The fifth, sixth, seventh and eighth WPs stated and are being implemented.

The major delay refers to activity 2.4 Purchasing of equipment. This activity is expected to be carried out in spring 2020. The delay occurred due to the following major reason:
- partners requested the change of the specification of equipment following the market survey which indicated that some minor pieces of equipment (such as didactic equipment, toys, art inventory, etc.) are difficult to procure through this joint procedure, and that suppliers are not willing to complete tendering documentation for such small quantities of equipment subject to procurement.

These are the findings regarding the status of activities in the work plan:

WP 1	ACTIVITY	STATUS	REMARKS
1.1.	Comparative analysis of ECEC CPD in RS,ME,RO,SI,HU&UK	COMPLETED	This report offer an insight into comparative CDP systems in 6 European countries (RS, ME, UK, RO, SI, HU) thier similarities and differences. This report provided input for discussing which CDP system would best fit the local context in Serbia and Montenegro. Based on the agreement of project consortium Comparative analysis report is published on English. Four meetings of researchers were held to discuss the process and findings: 1) Meeting in Novi Sad 16.01.2019; Meeting materials are available HERE 2) Meeting in Novi Sad 12-13.02. 2019; Meeting materials are available HERE

			3) Meeting in Pirot on 13-15.03. 2019; Meeting materials are available HERE 4) Meeting in Podgorica on 28-29.03. 2019; Meeting materials are available HERE **Output: Comparative analysis report Publication**
1.2.	Preparing of project implementation, finance management and project quality instructions	COMPLETED	The Project implementation manual (PIM) and Guide to PQA have been prepared in English language and presented at the Introduction conference in Serbia that was held February 2019 in Novi Sad. PIM a project management document intended for the members of the project teams. It gives an overview of the project, contractual obligations, good practices and the relevant factual data (contacts, team members, etc.). the PIM is available HERE. A Guide to PQA is a manual on monitoring and evaluation methodology that is applied in KEY project. The guide is intended to QAMC members and other project participants to better understand the M&E procedures and instruments which are to be followed in this project. The Guide in Serbian/Montenegrin is available HERE, while the English verision is available HERE.
1.3.	Preparing of position paper on ECEC CPD	COMPLETED	The Policy Recommendation team was constituted in February 2019. In the 10 months period, the team developed 2 tailor-made policy briefs (positions papers), including 1 for Serbia and 1 for Montenegro. Each policy brief gives an overview of CPD in 2 countries with major challenges, and lists specific recommendation for different stakeholders. The recommendations were developed in cooperation between the preschool teacher education colleges, preschool teachers, national regulators such as ZUOV in Serbia and BES in Montenegro, and policy think-thanks such as WEBIN. The recommendations are structured to address 3 types of stakeholders: - the national stakeholders - the local stakeholders - teachers and their associations Policy briefs were distributed to teachers associations and kindergardens, relevant ministries and provincial authorities, and local self-governments in Serbia and Montenegro. The policy briefs are available at the following links: Policy brief Serbia Policy brief Montenegro

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1.4.	Constitution of project advisory board	COMPLETED	The Advisory Boards were constituted in accordance with the PQA. Purpose of the advisory boards is to support project implementation with their specific points of views, stakeholders remarks and recommendations. Following the PQA instructions, the National Advisory Boards (NSBs) were constituted in Serbia and Montenegro, and each local HEI partner constituted Local Advisory Board (LABs) in their community. NAB Montenegro consists of 2 stakeholders. NAB Serbia consists of 4 stakeholders. LAB Kruševac consists of 4 stakeholders, LAB Vršac 3, LAB Novi Sad 5 and LAB Sremska Mitrovica 5. Output link: List of Advisory Board contact details Output link: Instructions for Advisory Boards
1.5.	Introduction conference	COMPLETED	Introduction conference in Novi Sad was held on 12/02/2019 at the Preeschool Teacher Training College with more than 80 stakeholders (educators, preschools, state institutions as well as the media) throught which the project was presented to the general public. The report about the event is available HERE. Introduction conference in Podgorica was held on 20/03/2019 at Public Preschool institution "Ljubica Popović" with 80 participants . The conference was attended by a large number of intitutions and organizations from Montenegro. The conference report is available HERE. **Output: Increased interest of the target public for the topic**
WP 2	ACTIVITY	STATUS	REMARKS
2.1.	Seminar on strengthening of the role of HEIs in ECEC CPD	COMPLETED	This deliverable indicates improved knowledge of 24 WB partner HEI teaching staff about important role of HEI in ECEC CPD. 2 educational seminars were delivered: 1) Seminar in Rakičan on 11-12/04/2019 2) Seminar in Vršac on 14-16/05/2019; The report on the event is available HERE. **Output: 37 teachers trained, having showed high level of satisfaction**
2.2.	Development of ECEC Learning Hubs	COMPLETED	Throughout the year of 2019, on each event organized within the KEY project, all aspects of establishing a high quality Life long learning centres were discussed and

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			recommendations were created according to which all the necessary steps were carried out, so that by the end od 2019: 6 CPD or LLLC were established in the involved HEIs (Novi Sad, Vrsac, Sremska Mitrovica, Krusevac, Pirot and Podgorica) on formal meetings of relevant bodies of individual HEIs. The sets of founding documents (including decisions and official rule books regulating the work of the centres along with the provision of adequate space, inventory and administrative staff) were created and formally adopted by the Councils of the Colleges. They are available on the following HEIs web pages: CPD Center Novi Sad Rule book CPD Center Sremska Mitrovica CPD Center Kruševac CPD Center Pirot + Rulebook CPD Center Vršac CPD Center Nikšić + Rulebook The 2nd workshop was held in Maribor from 08-10/04/2019. Workshop & seminar report is available HERE. 3rd workshop was held on 19-20/09/2019 Nikšić; Workshop report is available HERE. 4th workshop was held on 24-25/10/2019 Novi Sad; Workshop report is available HERE.
2.3.	Provision of space, inventory and administrative staff	COMPLETED	Each HEI has provided the adequate premise for the CPD center with basic inventory (desks, chairs, shelves). Equipment that will be purchased within this project will be installed at these premises. Description and locations of these premises are available HERE. Each institution appointed min. 1 person as responsible manager of the center. Appointed teams are available HERE.
2.4.	Purchasing of equipment	IN PROGRESS	Activities on the purchase of equipment stated already in Vršac in May 2019 when institutions decised to request for change of specification in order to leave out some types of equipment and add some other more relevant types. In June 2019 project coordinator sent request for approval for the change of equipment specification to project desk officer in EACEA Brussels. In the request, the coordinator explained the reason for requesting the change: ''*Changes refer to the exclusion of certain kind of equipment (such as sculpturing clay,*

			painting colours, easels etc.) which in latest market analysis conducted by the project team, turned to be very difficult to procure though a tendering procedure in such small quantities and value. It turned that it would be very difficult to motivate potential tenderers to complete extensive tendering dossier for procuring small-scale and small-value equipment. Thus, the consortium has decided to exclude this kind of equipment from specification, and procure it from its own funds other than project funds, and outside of the project, and to increase other useful technical equipment which is more likely to be purchased through a tendering procedure. Approval to change the specifications of the equipment was received in September 2019, and consortium continued with the procedure of preparing the documentation for the procurement of equipment. Thus, preparatory activities for equipment purchase have been carried out – a market survey for the pieces of equipment necessary for establishment of CDPs which can be purchased. On the other hand, decisions have been made in regard to kind of equipment, as well as didactic materials. The creation of the documents (in regard to preparing all the necessary documents complying with the national law on tendering procedures) for launching the tendering procedure is expected to be completed in February 2020.
2.5.	Revising and upgrading of CPD strategies of PC HEIs	NOT STARTED YET	. The CPD strategies of PC HEIs are being upgraded. The process will last until January 2021.
WP 3	**ACTIVITY**	**STATUS**	**REMARKS**
3.1.	Seminar on Moodle courses	COMPLETED	The seminar with 26 participants covered the following topics: how can we use applications for creating e-learning content (course authoring tools) Exe, H5P, Jclic and Lesson modules in the e-learning platform MOODLE. Other tools for creating content such as presentations, pdf, text documents, image tools, video creation were not considered because these tools are well known to all participants. The seminar report is available HERE.
3.2.	Development of CPD courses, crash courses and materials	NOT STARTED YET	The work on the development of CPD courses will start in February 2020.
3.3.	Accreditation of CPD courses	NOT STARTED YET	Accreditation will take place from September 2020 onwards, in line with the plan.
3.4.	Implementation of crash courses in the local communities	NOT STARTED YET	Implementation of courses for preschool teachers will start in Spring 2021, with accredited courses, and in line with the plan.

WP 4	ACTIVITY	STATUS	REMARKS
4.1.	ToT on QA,M&E	IN PROGRESS	Assessment of needs and designing of training sessions has started September 2019 by drafting the needs assessment questionnaire survey by the team composed of BCU, UM, RIS, UoM and WEBIN. Survey findings were used for drafting of QA ToT training sessions. Initial design was discussed at the meeting in Podgorica on 10-11 December 2019. The development of training design will continue throughout 2020. Designing of the training session is expected to be completed by September 2020 and first training sessions to be held in October 2020. Min. 24 teachers will participate in 2 ToT sessions to gain new knowledge and skills in the field of M&E relevant of QA of CPD.
4.2.	Development of (1)Manual on QA,M&E in CPD, (2) Teacher self-guide to CPD toolkit	IN PROGRESS	Creation of QA nd M&E manual started on December 2019 and continued throughout 2020. 2 publications are expected to be produced by February 2021: a) Manual on QA,M&E in CPD b) Teacher self-guide in CPD toolkit Both publications wil be printed and distributed to adult educators working with preschool teachers.
4.3.	ToT on QA,M&E for regulation bodies and CPD providers	NOT STARTED YET	ToT on QA,M&E will be organized for the representatives of the regulation bodies in the field of accreditation of preschool CPD courses in Serbia and Montenegro. In Serbia, these are representatives of ZUOV, Ministry of Education. In Montenegro, these are representatives of BES and Ministry of Education.
4.4.	ToT on QA,M&E for preschool teachers	NOT STARTED YET	ToT on QA,M&E will be organized for adult educators delivering CPD courses to preschool teachers in Serbia and Montenegro.
WP 5	ACTIVITY	STATUS	REMARKS
5.1.	Policy making&advocacy training	NOT STARTED YET	This activity is about to start in Spring 2020.
5.2.	Development of CPD model of accreditation standards	NOT STARTED YET	2 tailor-made model documents of national accreditation standards will be prepared – one for Montenegro, 1 for Serbian authorities in the field. These model documents will be a policy view of this group of institution on how the accreditation standards could be improved in 2 countries. Each document will be printed in 300 hard copies and distributed to the regulatory bodies and adult education and CP providers.
WP 6	ACTIVITY	STATUS	REMARKS

6.1.	QA Committee meetings	IN PROGRESS	1st Constitutive virtual QAMC meeting was held on Skype on 20 February 2019. There were 6 members attending out of expected 18 members. The members introduced each other and discussed the roles of QAMC, PQA methodology, and what is expected from the committee. Taking into account the small number of participants, and the fact that instruments are not ready yet, no plan or roles were agreed this time. Meeting points are available HERE. 1st QAMC face-to-face meeting was held in Sremska Mitrovica on 20th June 2019. A working method was agreed, the activities, results, events and project management were discussed, as well as the ways of their evaluation and quality assurance of the project. A Project Quality Architecture Guide was amended and agreed on how it will be used by team members. The plan of work for the next 6 months was adopted (PQA Timeframe of Activities). Meeting points are available HERE. PQA Timeframe of Activities is available HERE. The Guide in Serbian/Montenegrin is available HERE, while the English version is available HERE. 2nd QAMC face-to-face meeting was held in Novi Sad on 24 October 2019. There were QAMC members and main issue was preparation of 1st progress report and distribution of tasks. The QAMC adopted the following evaluation reports: 1st Management Quality Report WP1 Evaluation Report 1st DISSCOM Evaluation Report Meeting points are available HERE.
6.2.	Consultative meetings with Advisory Board	IN PROGRESS	Project Advisory boards were so far consulted 2 times: 1st round of consultations took place in the period 01 April – 31 May 2019 to inform the stakeholders about the project activities and collect initial thoughts from their side. 2nd round of consultations was organized in the period 01. September – 31 October 2019 to consult them about establishing of CPD centers and collect their feedback. The consultations took one of the following forms: individual face-to-face meeting, telephone, Viber, Skype, Zoom conference meeting, and e-mail consultations. These flexible ways of consultations were recommended due to fact that it is very difficult to

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			gather all these important stakeholders at one place at the same time. Consultative communication with the advisory boards will continue in 2020 and 2021. The consultations will take one of the following forms: individual face-to-face meeting, telephone, Viber, Skype, Zoom conference meeting, and e-mail consultations.
6.3.	Progress evaluations	IN PROGRESS	First progress evaluation report was prepared in the period October 2019 - January 2020, by the QAMC, and it covers the period from 15 October 2018 until 31 October 2019. The survey analysed the expectations and work plan on one side, and achievement and accomplishments on the other side. The report has not identified any substantial risk in implementation in the past period. However, the report sets recommendations for further period. Second progress evaluation report will be published at the beginning of 2021. **Output: Progress report 2020**
6.4.	External evaluation	NOT STARTED YET	External evaluator will be contracted by the end of 2020 and will start its contract in mid-2021. It will complete the assignment and prepare an independent evaluation report by the end of September 2021.
6.5.	Auditing	NOT STARTED YET	Auditor will be contracted in the mid-2020 to start auditing of first two years of the project. By September 2021, the auditor will have to additionally verify the costs incurred in 2021 and complete the auditing report for all 3 years.
WP 7	**ACTIVITY**	**STATUS**	**REMARKS**
7.1.	Website programming & dissemination	COMPLETED	The project website was released in April 2019 at the following address: www.projectkey.net. It has the following sections: (1) HOMEPAGE where the latest news and events are presented, latest photos, partners and downloads. (2) ABOUT PROJECT page has subdivisions presenting the project objectives, work packages, project relevance and project teams. (3) PARTNERS page is a short presentation of project partners. (4) ACTIVITIES were the latest news are presented. (5) OUTCOMES AND OUTPUTS is listing out the project deliverables per work package. (6) MEDIA page contains the photos from project events and video clips of TV reports, statements and films related to the project and the topic. (7) DOWNLOADS page has 4 sub-divisions: publications and reports, event materials, documents and

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			presentations. The publications and reports sub-division contains documents such as the project reports, handbook handouts. The event materials division contains packages of documents related to different events (meetings, workshops, trainings, conferences, etc.), such as agendas, reports, evaluations, etc. The documents sub-division contains relevant project implementation documents such as template forms (ITR, JD, time sheet), QA Manual, Implementation manual, QA instruments, activity plan, ghant chart, etc. The presentations sub-division contains power-point presentations of the project. Output: http://projectkey.net
7.2.	Internal institutional dissemination	COMPLETED	All partner institutions carried out internal institutional dissemination events, most of them over the first 6 months of the project. HE partner institutions carried out these events in the scope of Council sessions when project was presented to institutions teaching staff. Preschool institution JPU Ljubica Popović, ZUOV, BES and WEBIN presented the project at the collegium meetings. In addition, in September 2019, BES held presentation of the project to directors and coordinators for professional development from public and private preschool institutions in Montenegro as well as to the advisors from the Bureau for Education Services. Report is available HERE. Teacher associations UVV and SUVS presented the project at May annual meeting of teachers in Kladovo, in front of more than 200 teachers from Serbia.
7.3.	Media promotion&newsletter	IN PROGRESS	12.02.2019. Radio-televizija Vojvodine https://www.youtube.com/watch?v=B5VNWVHhWQs&feature=emb_title 12.02.2019. Pokrajinski sekretarijat za visoko obrazovanje i naučnoistraživačku delatnost https://apv-visokoobrazovanje.vojvodina.gov.rs/odrzana-uvodna-konferencija-o-celozivotnom-ucenju/?lang=lat 12.02.2019. Ministarstvo prosvete, nauke i tehnološkog razvoja http://www.mpn.gov.rs/vicek-savremene-obuke-za-vaspitace/ 12.02.2019. RTV Vojvodina http://www.rtv.rs/sr_lat/vojvodina/novi-

			sad/medjunarodni-projekat-key-za-usavrsavanje-vaspitaca_991460.html 12.02.2019. Kanal 9 https://www.kanal9tv.com/usavrsavanje-vaspitaca-kroz-key-projekat/ 12.02.2019. Vajdasági Rtv https://www.youtube.com/watch?v=HtkrMNq5oeY&feature=emb_title 12.02.2019. TV Kanal 9, Novi Sad https://www.youtube.com/watch?v=U_Uw48Ry3V0&feature=emb_title 14.02.2019. Roditelji edukacija http://roditelji.edukacija.rs/vesti/savremene-obuke-za-vaspitace-reforma-predskolskog-obrazovanja-i-vaspitanja/ 21.02.2019. Mladi Nikšića https://www.mladiniksica.me/studijski-program-za-predskolsko-vaspitanje-i-obrazovanje-dio-key-projekta/ 11.03.2019. Plus online https://www.plusonline.rs/visoka-skola-u-pirotu-domacin-treceg-sastanka-ucesnika-key-projekta-u-okviru-erazmus-programa/ 13.03.2019. Plus online https://www.plusonline.rs/treci-sastanak-ucesnika-key-projekta-odrzava-se-u-visokoj-skoli-u-pirotu/ 14.05.2019. Regionalna TV Banat Vršac https://www.youtube.com/watch?v=EYePzy_xV5s 15.05.2019. Regionalna TV Banat Vršac https://www.youtube.com/watch?v=5DsNQoOg4Pk 18.05.2019. Večernje novosti http://www.novosti.rs/vesti/srbija.73.html:795293-PO-UGLEDU-NA-EU-Uce-ceo-radni-vek 21.06.2019. Gradska M televizija https://www.youtube.com/watch?v=e3boCTh-3a4&feature=emb_title 24.06.2019. Vijesti online https://www.vijesti.me/vijesti/drustvo/u-niksicu-formiran-centar-za-obuku-nastavnika 03.07.2019. Televizija Nikšić

			https://www.youtube.com/watch?v=mskiyw386XM&feature=emb_title 28.11.2019. TV Zona plus https://www.tvplus.rs/post/odr%C5%BEan-sastanak-u-okviru-projekta-nastavi-da-se-usavr%C5%A1ava%C5%A1 28.11.2019. RTV Plus Kruševac https://www.youtube.com/watch?v=3OYMyJ34QSo **Output: project widely promoted**
7.4.	Dissemination conference	NOT STARTED YET	To be held in the end of project.
7.5.	Distribution of ECEC CPD model of accreditation standards to decision makers	NOT STARTED YET	To be carried out in the second period of the project.
WP 8	**ACTIVITY**	**STATUS**	**REMARKS**
8.1.	Kick off meeting	COMPLETED	The Kick-off Meeting was organized by lead institution in Novi Sad, to discuss the project details and develop implementation, administration procedures, budget by the institutions and template forms, as well as the proposal of Partnership Agreement. The meeting was attended by represantatives of partner institutons from Serbia and Montenegro. At this meeting various project teams was constituted (Project Steering Committee, QAMC, Finance Administration Team, etc.). At the meeting it was desised to hold the Introductory Conference in Podgprica and Novi Sad, according to which principles and time frame. They are made mailing list, an e-mail the person in charge of specific task. In addition, specific guidelines for choice of the Steering Committee of project. Meeting reports is available HERE.
8.2.	Training for project managers and finance departments	COMPLETED	One day during the introduction conference was dedicated to training of project managers and finance departments of consortium partners. There 26 participants including finance department staff, project coordinators and HE teachers participating in the project. Training was delivered by experienced project managers from WEBIN and BCU. In this training participants were introduced with contractual obligations, programe guide rules, project costs and good management practices. Evaluation of the training indicated positive feedback of participants, with more than 90% of positive responses. Training report is available HERE.

			Additional training of project managers and finance departments in managing CBHE projects was held in Podgorica following the request of Montenegrin partners for additional support in better understanding the rules and procedures. The training was held on 08 November at the University of Montenegro with participation of 9 participants including finance department staff, project coordinators and HE teachers participating in the project from 3 partner institutions from Montenegro. Training was delivered by experienced project managers from WEBIN. In this training participants were introduced with contractual obligations, programe guide rules, project costs and good management practices. Evaluation of the training indicated positive feedback of participants, with 100% positive responses. Training report is available HERE.
8.3.	Steering Committee meetings	IN PROGRESS	First Steering Committee meetings was held within the Introductory Conference. The Project Steering Committee agreed the rules for Partnership agreements. The methodology of work for Work Package 1 has also been established, where research is being conducted in all 6 participating countries on the status of teacher training programs. The organization of future activities has also been agreed for this work package, which will be finalized at an already agreed meeting in Pirot in March. Also, future work on project quality assurance was agreed, and an Introductory Conference in Montenegro, where the project will be presented to local stakeholders, is scheduled for late March. The report on the event is available HERE. The second Steering Committee meetings – impact and sustainability plan was adopted, the possibilities of internal dissemination were discussed and the following activities were proposed, A manual on project management, finance and quality was presented, the establishment of an Advisory Board was discussed, as well as the issue of equipment procurement. The final version of the manual will be forwarded to the coordinators and work package coordinators. Evaluations will be held twice a year, prior to the scheduled meetings of the Steering Committee. The report on the event is available at: Meeting reports is available HERE.

			Output link: Impact and sustainability plan
			In the third worksop within the WP 2 (Niksic) was held the meeting of the Project Steering Committee. The meeting was attended by the representatives of the National Erasmus + Office in Montenegro who evaluated positively the implementation of the project activities.
			Meeting report is available HERE.
			Fourth Steering Committee meetings - briefing on the preparation of the final report, recommendations and quality assurance. Financial administration and reporting. Members of Steering Committee was familiar with: constitution of project Advisory Board; website programming & dissemination; proceedings about preparing the report from the briefing in Brussels; the results of the project management quality assessment. It has been acknowledged that the procurment process for audit should be taking place in the following months as the project moves into the second implementation year.
			The meeting report is available HERE.
			4 more Steering Committee meetings will be held by the end of the project.
8.4.	Daily project management and administration	IN PROGRESS	Daily project management and administration was carried out by all partner institutions. This included copying and scanning of project documentation, archiving and keeping hard copies and electronic copies in on the project website and joint Google Drive disc, sending e-documentation to coordinator every 4 months, etc.
			Project management was evaluated in October 2019 and report is available here: 1st Management Quality Report
			Daily project management and administartion will continue.

Conclusions:

- *In spite of positive atmosphere in the project and high satisfaction with partner and personal involvement in the project implementation, it is noticed that only 44% of team members completed*

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the management evaluation form. Thus it is necessary to increase team member's participation in quality assurance activities.

- *Delay in the procurement of equipment will most probably delay the request for the second pre-financing payment from the EACEA. This development needs to be followed properly in order to ensure that procurement will be conducted in the spring 2020, and that delay in sending the second request for pre-financing payment will be minor.*

A3) WORK PACKAGES QUALITY

In the period covered by this report, only WP5 wasn't open. WP1 was open and is already completed. Other work packages were opened and activities are being implemented according to the work plan. WP2 is reading to completion. The only activity remained is 2.4 Procurement and installation of equipment, which is expected in the spring 2020. WP3 is on the half way to completion. WP4 has started in October 2019. Work packages WP6, WP7 and WP8 started at the beginning of the project and will last until the end of the project. Some work packages, such as WP7 (Dissemination) have the co-leaders – 2 partner institutions sharing responsibility for the work package.

In the past period, only 2 work packages were subject to evaluation, including WP1 and WP2. Final evaluation of WP1 was carried out in November 2019. In December 2019 the WP2 was evaluated with little success taking into account that only 7% of team members completed the evaluation form. The reason for such low result lays in the specific exam & pre-holiday period when the evaluation was conducted and increased workload carried out by all partners. Thus this evaluation will be re-done in the spring 2020.

The interviews with WP coordinators indicated that WP coordinators are still relaying on project coordinator in coordination of the work packages, and are taking direct responsibility only for certain activities, mostly related to hosting an event (conference, meeting, workshop), and distribution of information to WP team members.

WORK PACKAGE #	WORK PACKAGE TITLE	EVALUATION FINDINGS
WP.1	INCEPTION	WP1 started in November 2018 and was completed successfully in March 2019. Some minor changes were produced WP was coordinated by the University of Montenegro. Only final evaluation of the WP was carried out. 34 team members out of 54 completed the evaluation form (62.96%). • 20 respondents (58.82%) in the work package are completely satisfied with the way in which the activities under this work package are managed, 10 participants (34.41%) are satisfied, while 4 participants are neutral (11.76%). • The participants emphasized excellent cooperation with the managers of this work package. • What makes the respondents particularly satisfied is the good coordination and integration of the project team, the collaboration, communication and expertise of the team members.

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		• The thing that needs to be improved is the flow of information. • The information and instructions received from project team members were rated as very clear and precise – 4.37/5. • The level of involvement and involvement of other partners is highly rated. • The respondents are satisfied with the results achieved within this work package.

Conclusions:

- *It seems that WP coordinators have limited awareness of their full responsibility for managing the WP. It seems that WP coordinators do only those activities which are received from the project coordinator as a clear instruction.*

- *In the period covered by the project WP evaluations were not fully compliant with the PQA Guide. Thus WP1 interim evaluation was not carried out, WP1 final evaluation should have been carried out at least in June 2019 and WP2 should have been evaluated in July 2019. This all indicated that WP coordinators insufficiently prioritize the QA of the processes covered by their WPs.*

A4) PROJECT RESULTS

In the period covered by this report the total of 14 results were evaluated. These are the following: 1.1, 1.2, 1.3, 1.4, 1.5, 2.1, 2.2, 2.3, 6.1, 6.2, 7.1, 8.1, 8.2, 8.3. The evaluations indicated that results are meeting the indicators set in the Logical Framework, with minor deviations. Many of these results significantly exceeded the relevant indicators.

R #	RESULT	TARGET INDICATOR	QAMC EVALUATION	JUSTIFICATION & SOURCES
1.1	Comparative analysis report	- 6 countries examined - 200 hardcopies	Very good quality (5)	Publication includes all 6 countries envisaged. It has 144 pages, published in English based on the agreement of the consortium. Printed 100 copies and has positive feedback from all partners in the project. The comparative analysis represents a good starting point for policy recommendations. Sources: publication, interview with publication editor.
1.2	Project implementation manual	- Positive feedback	Very good quality (5)	Complete, informative and well organized document. Distributed to all institution coordinators. Positive feedback from institution coordinators. Source: Interview with project coordinator.
1.3.	Policy recommendations	- Stakeholder specific	Very good quality (4.4)	The policy briefs look very relevant, well presented and formulated. The briefs are stakeholders specific addressing 3 different groups of stakeholders. Sources: Policy briefs available at project website; Interviews with policy briefs editors
1.4	Project Advisory Board with external stakeholders	- 10 members	Good quality (3.8)	2 National (NABs) and 6 Local Advisory Boards (LABs) were established. NAB Montenegro consists of 2 stakeholders. NAB Serbia consists of 4 stakeholders. LAB Kruševac consists of 4 stakeholders, LAB Vršac 3, LAB Novi Sad 5 and LAB Sremska Mitrovica 5. Sources: List of Advisory Board contact details, interviews with project coordinator and institution coordinators at 6 partner HEIs.
1.5	Introduction conference	- 80 participants	High quality (100%)	Preparation, organization and content of the conference contributed to the good project launch. The introductory conference was held in the large presence of representatives of all project partners institutions, representatives of the Erasmus Office in Montenegro, Ministry of Education, University of Montenegro, over 80 participants.
2.1	Improved teachers competences in ECEC CPD	- 1 seminar - 24 teachers trained - Great satisfaction with the seminar	Very good quality (4.8)	Achieved: 2 seminars (in Rakičan and Vršac), 37 teachers trained, having showed high level of satisfaction

				Source: training reports, photos
2.2	Set of founding documents	- 2 workshops - 6 sets of founding documents	Good quality (3.75)	4 workshops were held in Pirot, Maribor, Nikšić and Novi Sad. Over the period of 7 months, all 6 partner HEIs developed and adopted 6 sets of founding documents. Despite the greater number of workshops than planned, and developed/adopted 6 sets of founding documents, HEIs are advised to further develop plan of work of centers, code of conduct, sustainability plan and cooperation agreements with preschools, teachers and their associations in order to ensure the sustainability. Sources: workshop reports, photos, decisions available at project website
2.3	Provided space, inventory and administrative staff	- 6 premises designated	Very good quality (5)	Each partner HEI from Serbia and Montenegro allocated premises for ECEC CPD centers/hubs. Basic inventory (desks, chairs, shelves) is provided for all spaces. Each institution appointed min. 1 person as manager of the center and 1 deputy. Sources: Decisions available at project website
7.1	Project website	- Increased number of website visits - Min. 5 web updates/month	Very good quality (4.1)	The website is informative, complete containing all relevant project information, well organized. Website is updated regularly with new pieces of information, on average 3 per month. There are on average 50-100 website visits per month. Source: http://projectkey.net
8.1	Project kick-off meeting	- 20 kick-off participants	Very good quality (5)	The kick off meeting was held with 21 participants. At the meeting the constitution of project teams started, agreements and tasks were agreed about the development of dissemination plan, quality plan, drafting of management manual and quality manuals. Good atmosphere among the team members was encouraged. Sources: kick off meeting report, photos
8.2	Enhanced competences of admin staff to manage EU grants	- 1 training - 15 admin staff trained - Positive feedback	Very good quality (100% of positive responses)	Achieved: 2 training, 35 staff trained, positive feedback with 100% of positive responses (meeting of expectations; relevance of training). Sources: training reports, photos

8.3	Smooth project management, administration and reporting ensured	- 6 SC meetings - Reporting and delivery of documents every 4 months - Positive atmosphere among SC members	Very good quality (4.68)	This result is an ongoing results having impact on the project over the entire implementation period. Over the first 14 months, the total of 4 SC meetings were held, reporting and delivery of documents is ensured every 4 months, and positive atmosphere among SC members could be identified. The first management evaluation indicated a very positive perception of the interviewees with average 4.68 points (1-5 scale). Sources: SC meeting reports, 1st management quality report

A5) EVENTS QUALITY

The quality of events was evaluated at the completion of single event (conference, seminar, workshop, and training). The events took place as face-to-face events and virtual events (mostly meetings of the teams). The events included parallel face-to-face events (such as the parallel meetings of different project teams). In the past period, the following events took place:

DATES	PLACE	EVENT	EVALUATION	
			YES	NO
16/01/2019	Novi Sad	Kick-off and 1st WP1 meeting		X
12-13/02/2019	Novi Sad	Introduction conference and 2nd WP1 meeting	X	
13/02/2019	Novi Sad	1st SC meeting		X
12-13/02/2019	Novi Sad	1st financial management training	X	
13-15/03/2019	Pirot	3rd WP1 meeting and 1st WP2 workshop	X	
28-29/03/2019	Podgorica	Introduction conference and 4th WP1 meeting	X	
08-10/04/2019	Maribor	2nd WP2 workshop	X	
11-12/04/2019	Rakičan	1st ECEC CPD seminar	X	
13-16/05/2019	Vršac	2nd ECEC CPD seminar	X	
20-21/06/2019	Sremska Mitrovica	1st QAMC meeting and 2nd SC meeting		X
19-20/09/2019	Nikšić	3rd WP2 workshop	X	
20/09/2019	Nikšić	3rd SC meeting		X
24-25/10/2019	Novi Sad	4th WP2 workshop	X	
24/10/2019	Novi Sad	2nd QAMC meeting		X
25/10/2019	Novi Sad	4th SC meeting		X
08/11/2019	Podgorica	2nd financial management training	X	
10-11/12/2019	Podgorica	1st WP4 meeting	X	

Kick off meeting, SC meetings and QAMC meetings were not evaluated as these events were part of larger events which were evaluated a whole by the participants. Skype meetings were not evaluated.

Events evaluations in general indicated the positive perception trend, relevant events, relevant speakers, and rather good working environment. For training sessions, there is an often comment that training should last longer or be organized in more iterations.

The information on the selection of participants was N/A, apart from the training for finance departments, in which participated the finance officers of partner institutions.

A6) DISSEMINATION AND COMMUNICATION QUALITY

The quality of dissemination and communication was evaluated through the DISSCOM Evaluation Form, in line with the PQA Guide. The evaluation of dissemination and communication should provide information on the extent to which the project succeeded to distribute results to different project target groups, and involve them in the project activities. The basis for the evaluation is ''Dissemination and exploitation plan'' and LFM indicators for WP.7.

Indicators of achievement and or/performance as indicated in the project proposal	7.1 Increasing number of website visits, min. 5 web updates/month 7.2 17 internal dissemination events 7.3 Dissemination conference held, 80 participants, 10 videos/articles 7.4 2 country expert working groups

Indicator 7.1: Increasing number of website visits, min. 5 web updates/month
Project website http://projectkey.net was presented in March 2019. It consists of 7 pages and 8 more sub-pages including: HOME / ABOUT (Objective, Work Packages, Project relevance, Project teams) PROJECT PARTNERS ACTIVITIES OUTCOMES AND OUTPUTS MEDIA DOWNLOADS (Events materials, Presentations, Publications and reports, Documents). The number website has on average 3 new posts per month and between 50 – 100 visits.
Indicator 7.2: 17 internal dissemination events
All partner institutions carried out internal institutional dissemination events, most of them over the first 6 months of the project. HE partner institutions carried out these events in the scope of Council sessions when project was presented to institutions teaching staff.

Preschool institution JPU Ljubica Popović, ZUOV, BES and WEBIN presented the project at the collegium meetings.

In addition, in September 2019, BES held presentation of the project to directors and coordinators for professional development from public and private preschool institutions in Montenegro as well as to the advisors from the Bureau for Education Services.

Indicator 7.3: Dissemination conference held, 80 participants, 10 videos/articles

Dissemination conference will be held at the end of the project. However, 10 videos/articles as part of this indicator may be identified in the past period in terms of its achievement. The total of 21 videos/articles about the project and the specific project activities were published at the media services in Serbia and Montenegro, these are the following:

Introduction conference in Novi Sad (12-13.03.2019):
Ministry of Education Government of Serbia
Provincial Secretariat on HE
RTV Vojvodina – TV program
RTV Vojvodina – Hungarian TV service
RTV Vojvodina – Romanian TV service
RTV Vojvodina – portal
TV Kanal 9

WP.1 meeting in Pirot (13.03.2019):
TV Puls Online
TV Puls Online 2
TV Puls online 3
TV Puls online 4
Puls online - portal
Naslovi.net

Introduction conference in Podgorica (28.03.2019) :
University of Montenegro
Erasmus+ Office Montenegro
Vijesti

CPD seminar in Vršac (14-16/05/2019):
TV Banat
Večernje Novosty Daily

Establishing of CPD Center in Nikšić:
Vijesti – 24/06/2019
Vijesti – 25/04/2019
TV Nikšić – 07/09/2019

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Fulfillment of "Dissemination and exploitation plan"

	DATE	PLACE	ACTIVITY	ACHIEVEMENT (number of participants, media coverage provided, tools used)	
	12-13/02/2019	NOVI SAD (RS)	INTRODUCTION CONFERENCE	120 participants; Power point presentations; Photos; Media coverage provided;	
	13-15/03/2019	PIROT (RS)	WP1 WORKSHOP	Power point presentations; Photos; Media coverage provided;	
	28-29/03/2019	PODGORICA (ME)	INTRODUCTION CONFERENCE	80 participants; Power point presentations; Photos; Media coverage provided;	
	MARCH 2019 – OCTOBER 2021	KEYPROJECT.NET	PROJECT WEBSITE	In place	
	MARCH 2019 – OCTOBER 2021	SERBIA, MONTENEGRO, SLOVENIA, HUNGARY, UK, ROMANIA	MEDIA PROMOTION	Ongoing	
	MARCH-JUNE 2019	NOVI SAD, VRŠAC, SREMSKA MITROVICA, BELGRADE, KRUŠEVAC, PIROT, SMEDEREVO (RS), PODGORICA, NIKŠIĆ (ME), MARIBOR, MURSKA SOBOTA (SI), BAJA (HU), TIMISOARA (RO), BIRMINGHAM (UK)	17 INTERNAL DISSEMINATION EVENTS	N/A	
	APRIL-MAY 2019	NOVI SAD, VRŠAC, SREMSKA MITROVICA, BELGRADE, KRUŠEVAC, PIROT (RS), PODGORICA (ME)	CONSULTATIONS WITH ADVISORY BOARDS ABOUT POLICY BRIEFS (WP1)	N/A	
	08-12/04/2019	MARIBOR & MURSKA SOBOTA (SI)	CPD SEMINAR (WP2)	64 participants; Power point presentations; Photos; Media coverage provided;	
	14-16/05/2019	VRŠAC (RS)	CPD SEMINAR (WP2)	Power point presentations; Photos; Media coverage provided;	
	20-21/06/2019	SREMSKA MITROVICA (RS)	ECEC LEARNING HUBS WORKSHOP (WP2)	Power point presentations; Photos;	
	19-20/09/2019	NIKŠIĆ (ME)	ECEC LEARNING HUBS WORKSHOP (WP2)	Power point presentations; Photos; Media coverage provided;	

CHAPTER B) RECOMMENDATIONS

1. **Project coordinator is advised to plan a joint meeting with WP coordinators and re-discuss the roles and responsibilities of WP coordinators** in planning and implementation of WP activities, communication with the partners, distribution of information within the team, ensuring the visibility of activities in the WP, and monitoring an overall progress within the WP.

2. **QAMC and WP coordinators are advised to better plan WP evaluations**, and ensure better response of team members to completing the evaluation forms. For example, interim evaluations of WP6, WP7 and WP8 could be implemented together, so that respondents time dedicated to evaluations is optimized.

3. Institutional coordinators is advised to additionally **encourage the team members to increase their participation in QA activities**, evaluations and completion of the forms. For example, when evaluation questionnaire is sent to team members, institutional coordinators could remind team members from their institution to complete the form.

4. Taking into account that purchase of equipment is currently the major identified risk, project coordinator, WP2 coordinator and **institutional coordinators are advised to prioritize the completion of this activity**. Thus, it is the coordinator should complete the tendering dossier as soon as possible and send it to other partner institutions for the revision and approval.

5. WP coordinators and QAMC are advised to **carry out more frequent results evaluations** with smaller number of results. Ideally, results quality evaluation should be carried out prior to or upon the completion of a single result (deliverable).

ANNEX 1: LIST OF RESOURCES

http://projectkey.net

List of Advisory Board contact details

Instructions for Advisory Boards

CPD Center Novi Sad Rule book

CPD Center Sremska Mitrovica

CPD Center Kruševac

CPD Center Pirot

Rulebook

CPD Center Vršac

CPD Center Nikšić

Rulebook

1st Management Quality Report

Impact and sustainability plan

WP1 Evaluation Report

1st Results Evaluation Report

1st DISSCOM Evaluation Report

ANNEX 2: LIST OF QAMC MEMBERS

1. MR. MARKO STOJANOVIĆ, chairperson, Western Balkans Institute
2. MS. JASMINA RADOIČIĆ, member, Western Balkans Institute
3. MS. DUŠKA PEŠIĆ, member, Preschool Teacher Education College - Sirmium, Sremska Mitrovica
4. MS. SILVIA GLADIĆ, member, Preschool Teacher Training College Novi Sad
5. MR. CRAIG KELLY, member, Birmingham City University
6. MS. SZTANANE BABITS EDIT, member, University in Baja (EJF)
7. MR. VUČINA ZORIĆ, member, University of Montenegro
8. MS. BILJANA LUČIĆ, member, Public Preschool Institution "Ljubica Popović"
9. MR. ROBERT CELEC, member, Ris Raziskalno Izobrazevalno Sredisce Dvorec Rakican
10. MS. GORDANA LAZAREVIĆ, member, Union of Associations of Preschool Teachers in Serbia
11. MS. ALEKSANDRA MARCIKIĆ, member, Assotiation of Teachers of Vojvodina
12. MS. OANA IVAN, member, West University Timisoara
13. MS. SABINA SINKO, member, University in Maribor
14. MS. ANA MARKOVIĆ, member, Preschool Teacher Education College Kruševac
15. MR. REŠAD SIJARIĆ, member, Bureau for Education Services of Montenegro
16. MR. IVAN SAVIĆ, member, Institute for the Improvement of Education and Upbringing
17. MR. ALEKSANDAR STOJANOVIĆ, member, Preschool Teacher Training College "Mihailo Palov" Vršac
18. MR. IVICA PANIĆ, member, College of Professional Studies for Preschool Teachers in Pirot