

**H E P M P**

HIGHER EDUCATION PAIN MEDICINE PROJECT

# External Evaluation Report

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## List of Abbreviations

CBHE	Capacity Building in Higher Education
D&E	dissemination and exploitation
EACEA	Education, Audiovisual and Culture Executive Agency
EC	European Commission
EU	European Union
GA	Grant Agreement
HCWs	Health Care Workers
HE	Higher Education
HEI	Higher Education Institution
HEPMP	Higher Education Pain Medicine Project
LLL	Lifelong Learning
NEO	National Erasmus+ Office
PA	Project Adviser
PA	Partnership Agreement
PC	Project Coordinator
PCC	Partner Country Coordinator
PCs	Partner Countries
PgCC	Programme Country Coordinator
PgCs	Program Countries
PgCT	Programme Country Team
PM	Pain Medicine
PMB	Project Management Board
QCB	Quality Control Board
UB	Faculty of Medicine University of Belgrade, Belgrade, Serbia
UBBL	Faculty of Medicine University of Banja Luka, Bosnia and Herzegovina
UF	Faculty of Medicine University of Florence, Italy
UHDM	University Clinical Hospital Centre "Dr Dragisa Misovic-Dedinje" Belgrade, Serbia
UK	Faculty of Medical Sciences University of Kragujevac, Kragujevac, Serbia
ULj	Faculty of Medicine University of Ljubljana, Slovenia
UP	Faculty of Medicine University of Podgorica, Montenegro
UR	Faculty of Medicine University of Rijeka, Croatia
UT	Faculty of Medicine University of Tuzla, Bosnia and Herzegovina
WP	Work package

## I Introduction

The HEPMP is a 3-year curriculum development Erasmus+ Capacity Building in Higher Education project implemented within the Region 1: Western Balkans in Bosnia and Herzegovina, Montenegro and Serbia and coordinated by the University of Belgrade. As stated in the project application: *the main aim of HEMP project is to increase quality of education in pain medicine in order to contribute to the improvement of public health care services and PCs in line with the Health 2020. In Serbia, Montenegro and Bosnia and Herzegovina there is a significant problem of large percentage of the population who suffers from cancer, rheumatic and neurological diseases, while education in the field of pain medicine is insufficient. In fact, one of the priorities of the strategy Health 2020 improvement of the quality of medical services and continuously adapt to changing patterns of disease.*

Specific objectives of the project are<sup>1</sup>:

- Develop an interdisciplinary Pain Medicine program in under/postgraduate studies by applying new methodologies and specific learning outcomes in partner country universities
- Develop educational PAIN REGION WB Network in order to organize regional cooperation in education of interventional pain of all partner country universities
- Delivering trainings of pain medicine in order to increase skills and competences of health care workers (HCW) in PCs

The project also aims at:

- Modernizing the existing learning program and alignment with the program in the EU countries.
- Developing an entirely new learning modules at universities where such programs do not exist in PCs and create the conditions to change the curriculum of these universities and introduce new educational and scientific programs.
- Developing the large number of doctors will undergo training in pain medicine during the project.
- The PAINWEB platform will provide new opportunities for learning and communication.

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<sup>1</sup> Source: HEPMP Logical frameworks matrix

The external evaluation of a CBHE project can be conducted by analysing the quality of the implemented activities from the perspective of content and by analysing the quality of the implemented activities from the project management perspective. As envisaged in the project application and the HEPMP Quality Assurance manual, the HEPMP external evaluation is to be of the second type.

The external evaluation of the project during its implementation period is seen as a quality assurance tool as it does not aim at not assigning blame or identifying guilt for potential weak points, but rather as a tool that is to assist in overcoming obstacles and overall increasing the quality of the project activities and outputs.

The evaluation process was structured as follows:

- Development of the evaluation methodology
- Conducting data analysis based on the developed methodology
- Writing the external expert's report
- Presentation of the results of analysis by the external expert
- Implementing recommendations by the HEPMP project partners
- Reflection on the process in the final project report

The evaluator would like to thank all HEPMP project members for their cooperation in the process of developing this report. Special gratitude goes to the project coordinator Prof Dr Predrag Stevanović for providing all necessary material and altogether facilitating the evaluation process.



## II Methodology

This report has been commissioned by the coordinating higher education institution - the University of Belgrade for the main purposes of evaluating the quality of implementation and providing recommendations for the second half of the project implementation period. The report is being developed relying on the:

**Desk research** – conducted by analysing the project documents available on the HEPMP project website as well as working documents provided by the project coordinator including but not limited to:

- The Erasmus+ Programme guidelines
  - Erasmus+ Programme Guide
  - EACEA Guide for Evaluators
  - Guidelines for the Use of the Grant
- Project reports, event material
- Project application and evaluation of the project application
- Dissemination material
- Progress report submitted to the EACEA in the middle of the project
- The EACEA feedback on the Progress report
- The project website <http://hepmp.med.bg.ac.rs/>

### **Interviews with:**

- The project coordinator
- The partner country partner representatives
- The programme country partner representatives

### **The analysis of questionnaires provided by the project partners**

This report has been developed based on evidence gathered by 15<sup>th</sup> of September 2019. It aims at providing recommendations to the Managing Board that can be implemented by the end of the project.

### III The HEPMP project consortium

The project is being implemented in three Erasmus+ Partner Countries: Bosnia and Herzegovina, Montenegro and Serbia (Table 1) under the coordination of the University of Belgrade and with cooperation of five Associated Partners (Table 2). The Programme Country universities from Croatia, Italy and Slovenia were selected, as reported by the project coordinator, based on their experience in the field of pain medicine.

The project consortium is balanced with two HEIs from Bosnia and Herzegovina (out of which one is in Republika Srpska and the other in the Federation of Bosnia and Herzegovina) and Serbia (the University of Belgrade, located in capital of Serbia and the University of Kragujevac covering central and south Serbia) and the largest HEI in Montenegro that covers the vast majority of the student body. The involvement non-academic partners (both full and associated partners) is essential to reaching project objectives, especially when it comes to the development of LLL courses and modernising study programmes in the field of pain medicine. However, slight disbalance in the partnership lies in the fact that only non-academic partner from Serbia is part of a partnership but not in the other two partner-countries.

- This imbalance could be easily remedied by including non-academic partners from other two partner countries to take part in the same or similar activities mirroring the KBC Dr. Dragisa Misovic to the extent in which different systems allow it. According to the project application KBC Dr Dragisa Misovic will implement a program of pain medicine and performing courses, participate in organizing and utilizing a web platform which will serve for case studies selection, exchange of knowledge on pain medicine (PM), organize course in interventional pain medicine aimed to educate professionals who deal with PM.

The involvement of associated partners from all three partner countries is highly commendable. Their activities to date seem to be limited to hosting LLL courses in Belgrade and Kragujevac.

- The project consortium could work on ensuring the sustainability of cooperation with associated partners by, for example, signing memorandums of understanding or cooperation agreements and making sure that those arrangements are in place after the project ends.
- The project partners could ensure that associated partners from all three partner countries are equality involved in the project

→ The project partners could increase the visibility of the associated partners

**Table 1: The list of HEPMP project partners**

No	Institution	Abbreviation	City	Country
1	University of Belgrade	UB	Belgrade	Serbia
2	University of Kragujevac	UKG	Kragujevac	Serbia
3	University of Tuzla	UniTz	Tuzla	Bosnia and Herzegovina
4	University of Banja Luka	UBL	Banja Luka	Bosnia and Herzegovina
5	University of Montenegro	UoM	Podgorica	Montenegro
6	University of Florence	UFI	Florence	Italy
7	University of Ljubljana	UoLJ	Ljubljana	Slovenia
8	University of Rijeka	URI	Rijeka	Croatia
9	KBC Dr. Dragisa Misovic	KBC	Belgrade	Serbia

**Table 2: The list of HEPMP associated partners**

No	Institution	City	Country	Role in the project
1	Primary health care centre	Indija	Serbia	courses maintenance, education of HCWs
2	Primary health care centre	Kragujevac	Serbia	courses maintenance, education of HCWs
3	Primary health care centre	Niksic	Montenegro	courses maintenance, education of HCWs
4	Primary health care centre	Tuzla	Bosnia and Herzegovina	courses maintenance, education of HCWs
5	Primary health care centre	Banja Luka	Bosnia and Herzegovina	courses maintenance, education of HCWs

### 3.1 The HEPMP Managing Board

Each participating project institution has its representative in the projects' governing board, *HEPMP Managing Board*. The following members have the voting power in the decision-making process and have been contacted in the process of writing this report. The analysis of the management style and quality will be presented within the overview of the work package 7: Management.

*Table 3: The list of HEPMP managing board*

No	Name and Last Name	Institution
1	Prof. dr Predrag Stevanović,	University of Belgrade, <b>Project Coordinator</b>
2	Prof. dr Jasna Jevđić	University of Kragujevac
3	Prof. dr Vladimir Đukić	KBC dr Dragiša Mišović
4	Prof. dr Danko Živković	University of Montenegro
5	Prof. dr Jasmina Smajić	University of Tuzla
6	Prof. dr Darko Golić	University of Banja Luka
7	Prof. dr Anđelo Rafaele De Gaudio	University of Florence
8	Prof. dr Maja Šoštarić	University of Ljubljana
9	Prof. dr Željko Župan	University of Rijeka

## **IV Project objectives and implementation**

The extent to which the project is reaching its project objectives will be evaluated through the output analysis that will be structured following the structure of the work packages. Specific project objectives are:

- 1. To develop an interdisciplinary Pain Medicine program in under/postgraduate studies by applying new methodologies and specific learning outcomes in partner country universities**
  - Activities within work packages 1 and 2 are directly aiming at reaching this output
- 2. Develop educational PAIN REGION WB Network in order to organize regional cooperation in education of interventional pain of all partner country universities**
  - Activities within work packages 1 and 4 are directly aiming at reaching this output
- 3. Delivering trainings of pain medicine in order to increase skills and competences of health care workers (HCW) in PCs**
  - Activities within work packages 1 and 3 are directly aiming at reaching this output

This section will also look at the project activities structured around those directly linked to reaching project objectives:

- Quality assurance activities
- Dissemination and exploitation activities
- The project management activities.
- Impact

The following documents were used as the main strategic framework for the evaluation of efficiency and effectiveness of the project activities:

- The Erasmus+ Programme Guide Version 2 (2019): 15/01/2019<sup>2</sup>
- Guidelines for the Use of the Grant<sup>3</sup>
- Guide for Experts on Quality Assessment of E+ Actions Part II KA2 - Capacity Building in Higher Education<sup>4</sup>
- The use of the EU emblem in the context of EU programmes<sup>5</sup>

#### **4.1 WP1 Comparative analysis of education offer in Pain Medicine**

The activities within the first work package aimed at providing the analysis of the pain medicine study programmes and LLL courses in Partner and Programme Countries and at developing the comparative analysis of both. It also aimed at implementing the labour market analysis in all three countries. While these activities are directly linked to the development of study programmes in the pain medicine and to the development and implementation of the LLL courses, the last activity has the significantly wider impact: the equipment purchase for HEIs in all three Partner Countries.

Regarding the reports produced within the first three activities the analysis was to provide information on the overall quality of the reports and where deemed necessary analyse the reports by applying the Unit Costs logic: value for the money, meaning that the amount of money claimed must correspond with the output produced

It is commendable that all reports do follow the visibility standards set by the *Guidelines for beneficiaries and other third parties: the use of the EU emblem in the context of EU programmes* (October 2012). All reports re having the same structure, while the HEPMP visibility identity and the co-funding of the Erasmus+ Programme of the European Union is highly visible. However, not all reports seem to be of the same quality when it comes the content itself. While the exact amount of unit costs claimed for these reports was not known when the external

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<sup>2</sup> [https://ec.europa.eu/programmes/erasmus-plus/resources/programme-guide\\_en](https://ec.europa.eu/programmes/erasmus-plus/resources/programme-guide_en)

<sup>3</sup> [https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space/capacity-building-in-field-higher-education-2017\\_en](https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space/capacity-building-in-field-higher-education-2017_en)

<sup>4</sup> [https://eacea.ec.europa.eu/erasmus-plus/library/guide-for-experts-quality-assessment-for-erasmus-plus-centralised-actions\\_en](https://eacea.ec.europa.eu/erasmus-plus/library/guide-for-experts-quality-assessment-for-erasmus-plus-centralised-actions_en)

<sup>5</sup> [https://eacea.ec.europa.eu/about-eacea/visual-identity\\_en](https://eacea.ec.europa.eu/about-eacea/visual-identity_en)

report was produced, the project partners could ensure that the volume of work corresponds with the costs claimed. In addition, the project partners could revisit these reports and revise them so that:

- they are of similar quality when compared to each other. Currently it seems that the University of Belgrade conducted more comprehensive analysis than other Partner Country HEIs within activities 1.1. The similar can be concluded for reports produced within activities 1.2 as it seems that report produced by partners from Italy is lagging behind in quality from the Programme Country HEIs from Slovenia and Croatia.

Following the EACEA feedback on the Analysis of labour market needs relevant for HCW in PCs, the analysis looked more closely at the following reports produced within activity 1.4:

- Labour Market Needs Montenegro
- Labour Market Needs Serbia
- Labour Market Needs BiH

The analysis of the reports showed that the report on the labour market needs in Serbia is the most comprehensive. In addition to the comprehensiveness of the reports, the note can be made on the content itself. All three reports are looking at the number of people in need of the application of the knowledge in pain medicine. While this perspective is indeed important segment of the labour market need analysis, the potential revision of the reports aimed at increasing their impact could consider the following:

- Identifying **target groups**: students (whether all students are targeted or some?), doctors, nurses professors
- Answering the question is there a **problem** at the labour market (for example, too many medical professionals or low employability?) and connecting the potential solution with the HEPMP project outputs (for example showing that the increase in skills leads to higher employability)
- Analysing how many medical students need the type of knowledge provide in the modernised study programmes
- Showing the implementation potential of the LLL course by analysing how many medical people need this type of training

- Analysing whether there are national strategies referring to the development/support of the pain medicine?
- Analysing the employability of graduates – to what extent the HEPMP intervention is increasing skills and competences of medical students

In addition to answering the following questions the project partners can also look at the results of the graduate surveys conducted within the [Tempus project CONGRAD](#) in Bosnia and Herzegovina, Montenegro and Serbia that looked into the employment and overall employability of graduates in listed countries. Among other it concluded that medical graduates are primarily and predominantly employed by the state with limited possibilities for fresh graduates to be employed in the private sector. This finding implies that any intervention aiming at increasing the employment opportunities in this sector would have to be significantly larger than an intervention into curriculum and LLL courses and could include the ministries responsible for health and education (more about this is covered in the section Impact of this report). While for the issue of employment of graduates the system-level approach is needed, the employability of graduates is the field in which the HEPMP project can make a significant contribution. The reports could also reflect on skills and knowledge that are lacking when it comes to medical students in all three Partner Countries and to what extent and in which areas the HEPMP project can contribute.



With regards to the last activity: the **purchase and installation of equipment** at HEIs in Bosnia and Herzegovina and Montenegro, the project partners must be acutely aware that delays in purchase must not jeopardise the project activities that depend on the timely installation of the equipment. The following guidelines could be fully respected:

*This budget heading may be used to support the purchase of equipment on the condition that such equipment (...) is **directly relevant to the objectives of the project.***

*Equipment (...) **must be installed as soon as practically possible after the start of the project.***

*Equipment could be instrumental to the objectives of the project and could **therefore be purchased at the beginning of the project implementation period.***

*Guidelines for the Use of the Grant, p25 and p26*

The project coordinator reported that the purchase of the equipment is in its final stages meaning that it had been conducted at all partner HEIs while the post-factum document compiling and analysis is ongoing. The University of Belgrade reported that the students have been already using the equipment acquired within the HEPMP project and that the University of Kragujevac is ready for the next intake of the students with the new equipment. Based on the interviews with the project partners it seems that they are aware of the need to use the equipment for the purpose of reaching the project outputs in a timely manner. Even more so, it was reported to the evaluator that the delay in the purchase will not hinder project activities. Still, having in mind the delay in purchasing the equipment, it is highly advisable that the project coordinator reflect in the final report on the following:

- Why there has been a delay in the equipment purchase and instalment?
- Whether that delay **had effect on the project objectives?**
- **If there have been** some obstacles – how the project consortium overcame them?
- Reflect on the initial equipment list as according to the project application and the final list of equipment purchased
- Describe the link between the items purchased and the project outputs.

## 4.2 WP2 Development of joint curricula for PM study program

The second work package gathers activities oriented towards developing/modernising study programmes in the field of pain medicine.

As the first step towards this goal, the project partners implemented teaching staff trainings at the Programme Country HEIs in a timely manner.

- The exploitation of these trainings could be ensured by organizing trainings for other teaching staff at the Partner Country HEIs in order to transfer skills and knowledge gained within the project to other colleagues. As they are not planned by the initial project application, the project partners could consider developing a plan on how to train other colleagues in the future.

The project partners reported that they have developed the teaching material that will be used by all project partners. The curriculum developed is quite comprehensive and is available on the project website. However, the project partners could work on increasing the visibility of the modernised/newly developed study programmes as:

- it might be difficult for general public to understand different types of specialisations as they do not follow typical Bologna structure (although are aligned with Bologna process 3 cycle study structure). Perhaps using the terms under and post graduate courses/study programmes would make it easier to follow the implemented reforms
- it is not clearly differentiated on the website what was done by each participating HEI

In addition, the EACEA feedback on the Progress report questioned the impact of the study programmes. The project partners reported that the impact of the modernised study programmes is significantly higher than 10 as mentioned in the feedback report. The University of Belgrade reported that the modernised undergraduate studies will attend over 500 students. However, it is highly advisable that the project partners ensure that all students that could acquire knowledge in pain medicine are covered by the HEPMP intervention.

### **4.3 WP3 Development of LLL courses and interventional pain medicine courses**

The aim of the activities within work package 3 is to implement LLL courses for interventional pain management to medical professionals. It seems that the courses are being well implemented in Serbia (by the University of Belgrade and the University of Kragujevac) and Bosnia and Herzegovina (by the University of Banja Luka and the University of Tuzla). However, it seems that the University of Montenegro is somewhat lagging behind with the implementation of LLL courses.

It could be noted that the LLL courses have a strong impact and exploitation potential. One course can cover a significant number of medical professionals a time and can be repeated in cooperation with medical institutions at a limited implementation cost. All courses are accredited by the relevant bodies at national level which adds to their exploitation potential. Course materials are available on the HEPMP project website, while the project partners from the University of Tuzla ensured to have a recording of the course that can be disseminated further on.

### **4.4 WP4 Establishment of Academic network**

The project coordinator reported that the preparations for the development of the academic network are ongoing. The software for the pain network is to be presented during the September's management board meeting to all project partners. The Network could have a significant impact on the medical professionals and general public. However, that impact seems to be dependent on dissemination activities that are to be performed by the project partners. It is still early to assess how outreach and the involvement of all relevant medical institutes will be organised. The project partners could ensure that all upcoming project dissemination events are used for promoting academic network both among medical professionals and general public.

The project coordinator needs to ensure that the personal data management and storage of are in line with the laws on personal data protection in all three participating countries.

## 4.5 WP5 Project dissemination

### 4.5.1 Dissemination

The Erasmus+ Programme Guide defines dissemination as *“a planned process of providing information on the results of programmes and initiatives to key actors. It occurs as and when the result of programmes and initiatives become available. In terms of the Erasmus+ Programme this involves spreading the word about the project successes and outcomes as far as possible. Making others aware of the project will impact on other organisations in the future and will contribute to raising the profile of the organisation carrying out the project. To effectively disseminate results, an appropriate process at the beginning of the project needs to be designed. This could cover why, what, how, when, to whom and where disseminating results will take place, both during and after the funding period.”*

Following this definition, the project partners took effort in developing the HEPMP Dissemination Strategy that is available on the project website which shows that the planning of the activities is well in hand.

As the EACEA feedback on the HEMPM Progress Report suggested that the Dissemination Strategy has to have the measurable indicators. Even though the strategy does list indicators for each activity, the project partners could go an extra mile to develop more indicators to strengthen the Dissemination Strategy.

The project website is being updated on regular basis and in a timely manner. It seems that it aims at communicating at both medical professionals that can find all project material posted online (from Reports to LLL courses material to the study programmes material) and general public.

The project is developing the Newsletters that are covering the main project events and outputs. The project partners could consider disseminating the newsletter on their institutional websites and to their own professional contacts.

The project website could be sustainable after the project implementation period ends keeping the project resources available to the public and medical professionals at least three years following the end of the project.

Regarding the dissemination events the project partners could work towards:

- Intensification of the dissemination events towards the end of the project

implementation period

- Increasing the creativity in spreading the word about the project outputs: the final project conference could be large, both in terms of the number of people present both in terms of media appearance and online presence.

#### 4.5.2 Exploitation

The Erasmus+ Programme Guide defines exploitation as *a planned process of transferring the successful results of the programmes and initiatives to appropriate decision-makers in regulated local, regional, national or European systems, on the one hand, and (b) a planned process of convincing individual end end-users to adopt and/or apply the results of programmes and initiatives, on the other hand.*

It seems that the HEPMPM project has good bases for meeting high exploitation potential. Regarding the study programmes developed or modernised within the HEPMP project they all seem to be accredited or pending accreditation. To the end of the project the Partner Country HEIs could ensure, as stated before, that the coverage of students by the modernised/developed study programmes is at its highest and that the programmes have ensured funding.

The HEPMP LLL courses implemented to date are accredited. The project partners could explore the options of courses being self-funded after the HEPMP project ends (based on the application fee) or funded by external donors (pharmaceutical companies, medical institutes etc.).

The project application envisages the signing of the cooperation agreements between HEIs and other relevant stakeholders. The project coordinator reported that the University of Belgrade is working on signing the Memorandum of Understanding with the HEMOFARM, a pharmaceutical company situated in Belgrade, Serbia. However, in order to ensure the full implementation potential of this activity, the project consortium could implement the following activities:

- Project partners from Partner countries could start working on signing memorandums of understanding with medical institutions, pharmaceutical companies etc.
- The HEPMP project partners from both Programme and Partner Countries could explore options of developing the Erasmus+ applications within the K2 action (Strategic Partnerships, Capacity Building in Higher Education) as well as KA103 (Erasmus+ mobilities between partner countries) and KA109 (Erasmus+ mobilities between programme countries).
- The HEPMP project partners from both Programme and Partner Countries could explore options of developing other project applications and initiatives: H2020, Western Balkans Fund etc.

#### **4.6 WP6 Quality Control**

The quality control and management activities seem to be implemented with the full awareness of the need to ensure quality control and monitoring. The Quality Assurance Manual was developed at the beginning of the project by the Quality Control Board. The EACEA feedback on the HEPMP Progress Report stated that the Quality Assurance Manual could contain measurable progress indicators which is the conclusion of this analysis as well.

The project coordinator subcontracted the author of this report as an external expert for the purpose of developing this report via open call that was published on the project website. The aim of the external evaluation is, according to the project application, to *supervise the work of the board of control of the quality of work and the work of the Board of Management as well as the implementation*. This report is being developed to meet stated purpose in a timely manner that will leave enough time to all project partners to implement suggested changes.

## 4.7 WP7 Management

The project management seems to be ongoing without significant obstacles. It is characterised by a hands-on approach that follows democratic procedures. The project management board has been established at the beginning of the project. It is being coordinated by the project coordinator with the equal participation of all project partners. The voting is implemented in situations when decisions are being made. This report focused on the following elements of the efficient and effective project management:

- The project communication
- The project management
- Leadership
- The project documentation – internal and external including the reports towards the donor
- Democratic procedures
- Financial management of the grant

The project partners had not reported any obstacles when it comes to the aspects of communication, decision making, leadership and keeping the project documentation. However, an obstacle can be noted in the fact that the project has not absorbed the 70% of the first instalment. The further financial analysis was conducted in the cooperation with the European External Expert that offered his expertise Mr Niklas Nannskog.

## V Feedback on the financial aspects of the grant implementation

The financial analysis of the project was conducted by looking at the project outputs in relation to the project budget and the Guidelines for the Use of the Grant of the Erasmus+ Programme and general spending patterns. The financial analysis did not, however, look at individual expenditures, their eligibility or the eligibility and soundness of the supporting documents.

The analysis showed that the project partners need to be mindful of the rule for the staff costs that states that *the Staff category to be applied will depend on the work to be performed in the project and not on the status or title of the individual. Staff carrying out an administrative task could be reported under the category "Administrative staff"* (Guidelines for the Use of the Grant, page 30).

In addition a clear differentiation between unit costs and real costs could be made: while for unit costs the project coordinator needs to ensure the bulk of supporting documents that justify entire cost down to the last unit, when it comes to the unit cost, and in particular when it comes to the Staff Cost, the project coordinator must ensure that the output produced corresponds with the units claimed. While this analysis did not look into each output and units charged, the caution is raised.

The fact that the project partners haven't absorbed 70% of the first instalment primarily due to the delay in equipment purchase, leads to conclusion that some of the activities must have been pre-financed by the project partners. The analysis showed that the staff cost not charged in the first half of the project will be transferred following the reception of the second instalment.

Another recommendation to be made to the project teams from each participating university that are the Programme's newcomers is to try connecting to experienced colleagues from their own universities that can provide help and guidance when it comes to financial reporting.

Lastly, the project consortium could be mindful of the fact that the cofounding could be recorded and reported but could not be justified.



## VI Impact

Based on the output of the Tempus project CONGRAD that had a wider objective *to enable higher education institutions (HEIs) in Serbia, Montenegro and Bosnia and Herzegovina to continuously conduct graduate surveys for the purpose of enhancing study offerings and facilitating permanent modernisation processes*<sup>6</sup>. The project reached its goal by conducting that three separate graduate surveys in Bosnia and Herzegovina, Montenegro and Serbia on 14152 graduates in total. The survey aimed at gathering data on the academic track of graduates, their first and/or current employment and consequently at analysing their employment and overall employability. Relevant conclusions made was that the medical graduates are primarily and predominantly employed by the state (71.3%) while their employment is also predominantly within their field of study. In comparison to other graduates they are among those least likely to be employed in the private sector. This leads to a conclusion that any intervention aiming at increasing the employability of medical students would have to be conducted on the state level with larger financial potential. However, the impact of the CEPMP project lies in ensuring that graduates receive more relevant high-quality knowledge that in return increases their employability.

The impact potential of the project is further on dependent to the sustainability of the LLL courses, developed/modernised study programmes and the implementation of the Academic Network. While it is impossible to fully assess the Network at this stage, the sustainability of LLL courses and the study programmes seems to be ensured through acquiring the national accreditations. When it comes to impact, the number of medical professionals attending the LLL courses proves full coverage of places (in relation to the accredited number of places). The project coordinator reported that the modernised study programme at the 5<sup>th</sup> year of undergraduate studies attends 500 students. Other project partners need to ensure that the full coverage of the medical students is reached. In relation to the workplan, the full project impact on this issue can be assessed only at the end of the project span.

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<sup>6</sup> Source: <http://www.congrad.org/project-description/>

## VII Recommendations

Based on the conducted analysis the following recommendations can be made.

### 7.1 Partnership

- This slight imbalance between academic and non-academic partners could be easily remedied by including non-academic partners from other two Partner Countries to take part in the same or similar activities mirroring the KBC Dr. Dragisa Misovic.
- The project consortium could work on ensuring the sustainability of cooperation arrangements with associated partners
- The project partners could ensure that associated partners from all three partner countries are equality involved in the project
- The project partners could increase the visibility of the associated partners
- Project partners from Partner Countries could start working on signing memorandums of understanding with medical institutions, pharmaceutical companies etc.
- The HEPMP project partners could explore options of developing the Erasmus+ applications within the K2 action (Strategic Partnerships, Capacity Building in Higher Education) as well as KA103 (Erasmus+ mobilities between partner countries) and KA109 (Erasmus+ mobilities between programme countries).
- The HEPMP project partners from both Programme and Partner Countries could explore options of developing other project applications and initiatives: H2020, Western Balkans Fund etc.

## 7.2 The project outputs

- The project reports within WP1 could be revised so that they are of similar quality when compared to each other.
- The project reports within WP1 could be revised in order to more directly and in detail tackle the question of the project impact.
- The project partners could develop plans on how to train other colleagues using the knowledge gained within the HEPMP project.
- The visibility of the modernised/newly developed study programmes could be increased
- The coverage of students by the modernised/developed study programmes could be is at its highest and that the programmes have ensured funding.
- The implementation of the LLL courses at the University of Montenegro could be intensified
- The project partners could explore the options of courses being self-funded after the HEPMP project ends (based on the application fee) or funded by external donors (pharmaceutical companies, medical institutes etc.).
- The equipment purchase could be completed as soon as possible
- The final project report could reflect on delays in equipment purchase
- The upcoming project dissemination events are used for promoting academic network both among medical professionals and general public
- The project coordinator needs to ensure that the personal data management and storage are in line with the laws on personal data protection in all three participating countries.
- The Quality Assurance Manual could be updated with measurable progress indicators

### **7.3 Dissemination and exploitation**

- The project partners could consider disseminating the newsletter on their institutional websites and to their own professional contacts.
- Intensification of the dissemination events towards the end of the project implementation period
- Increasing the creativity in spreading the word about the project outputs: the final project conference could be large, both in terms of the number of people present both in terms of media appearance and online presence.

### **7.4 Financial management**

- The staff costs must be assigned based on the type of work and not the position of the person performing a task
- Clear differentiation between unit costs and real costs could be made in terms of justification of the unit costs by the project outputs.
- The project could request the second instalment as soon as possible
- The cofounding must me shown but it is not necessary to justify it.

## VIII Annex 1 Data collection questionnaire



## HEPMP Implementation Report

### Partner Country Institutions

- University of Belgrade / UBG
- University of Kragujevac / UKG
- University of Banja Luka / UBL
- University of Tuzla / UT
- University of Montenegro / UoM
- Dr. Dragisa Misovic - Dedinje , Belgrade / DM

### Programme Country Institutions

- University of Florence (Italy) / UFL
- University of Rijeka (Croatia) / URJ
- University of Ljubljana (Slovenia.) / ULJ

Question	Feedback from	Answer
Timetable of future activities as announced and described in the email sent on July 30 <sup>th</sup> 2019	All	
Please describe the accreditation procedure in your country	Partner country institutions except the DM	
At what stage is your institution with regards to the accreditation of study programmes within WP2	Partner country institutions except the DM	
Revised project work plan	UB following the MBM meeting based on partners' feedback	
Detailed description on the development of LLL courses envisaged within WP3	UT UBL UM	
Equipment purchase – status	UT UBL UM	
Quality Control Indicators – please complete the table below	Partner country institutions except the DM	
Employability of graduates – please outline the employability opportunities for your graduates in your country with the focus on those covered by the HEPMP activities	Partner country institutions except the DM	
Please list all the media appearances for promoting the HEPMP project your institution had to date	All are welcome, obligatory for partner country institutions	
Please list all the media appearances for promoting the HEPMP project your institution plans to have by the end of the project	All are welcome, obligatory for partner country institutions	

Please list all the public appearances your institution had to date (lectures, speeches, presentations etc.)	All are welcome, obligatory for partner country institutions	
Please list all the public appearances your institution plans to have by the end of the project (lectures, speeches, presentations etc.)	All are welcome, obligatory for partner country institutions	
Please provide us with links to websites that mention the project (including but not limiting to institutional websites with the HEPMP logo, pages promoting the project, LLL courses, study programmes, media appearances etc.)	All to the extent that is applicable	
Please describe your cooperation with associated partners from your country in the upcoming activities <sup>7</sup>	Partner country institutions except the DM	
Please describe how you plan to include the associated partners from your country in the upcoming activities	Partner country institutions except the DM	

<sup>7</sup> **Associated partners are:**

1. Primary health care centre Inđija Serbia
2. Primary health care centre Kragujevac Serbia
3. Primary health care centre Niksic Montenegro
4. Primary health care centre Tuzla Bosnia and Herzegovina
5. Primary health care centre Banja Luka Bosnia and Herzegovina

Please describe possible connections that can be made with non-academic institutions (for example, signing letters of intent with pharmaceutical companies, ensuring internships at medical care centres etc.)	Partner country institutions except the DM	
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### **Indicators for quality assurance manual**

Please assess the quantity of the following indicators. The assessments do not have to be precise as we will use them as progress indicators to update the Quality Manual and assess the project progress at the end of the project lifespan.

Study programmes developed/modernised	
Students enrolled	
LLL courses developed	
LLL courses organised per year	
LLL courses organised per year	
LLL courses attendants per course	

### **Indicators for dissemination plan**

The total number of public appearances with mentioning HEPMP (lectures, speeches, presentations etc.)	
The total number of media appearances	

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Project number: 585927-EPP-1-2017-1-RS-EPPKA2-CBHE-JP

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