



INTEREST Final Report questionnaire Evaluation

Work Package 7 – Quality Management

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A. Project Outputs to Date

During the project, the team members perception of the achievement of the expected results had progressed significantly.

Finally, partners still have a very good appreciation of the results achievement.

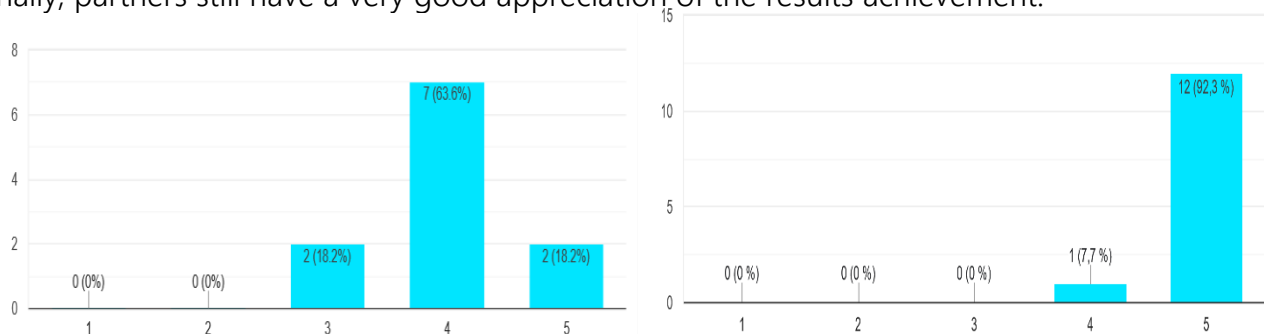


Figure 1: Main activities achievement perception at Mid Project compared with the final perception

The expected deliverables have been delivered, with a minimal delay, in accordance with the objective for 72,7% of the participants (see figure 2), even and without any major impact on the overall project (see [dashboard](#) and [CooSpace](#)). For 92% of partners participants, the outputs are in line with the objectives (see figure 3).

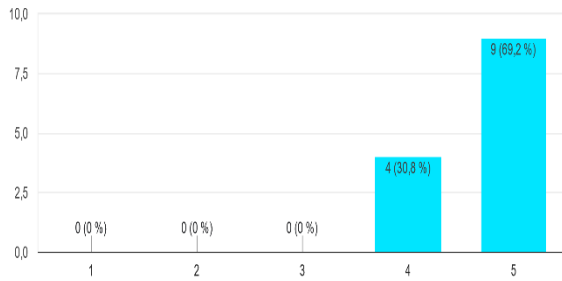


Figure 2: The project activities ran in line with the project timeline or with minor deviation with low impact for the project output

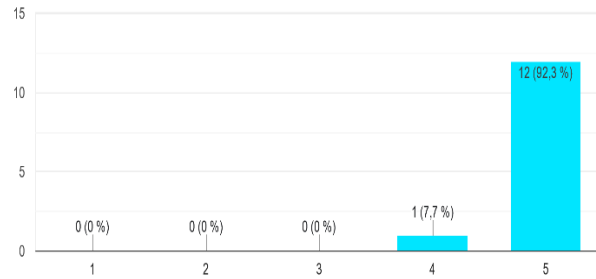


Figure 3: The produced project results and outcomes are in accordance with the project objectives

The partners' perception of the project impact in harmonizing their level of knowledge and confirm the common vision on the expected objectives stays at a high level (77% - see figure 4). The 27% of the partners who was scared in this issue at mid-term of the project has finally successfully agreed on the quality of the final results, after overcoming the difficulty in setting the Framework, and the Guidelines for the training, and the collaborative work on the pilot trainings.

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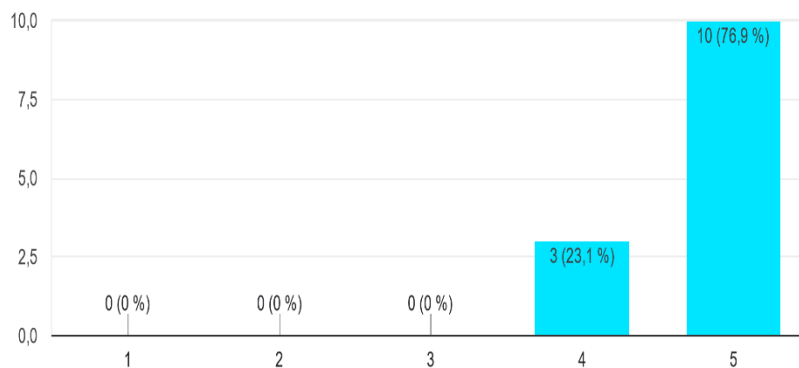


Figure 4: The project activities allowed the partners to harmonize their level of knowledge and confirm the common vision on the expected objectives and project deliverables.

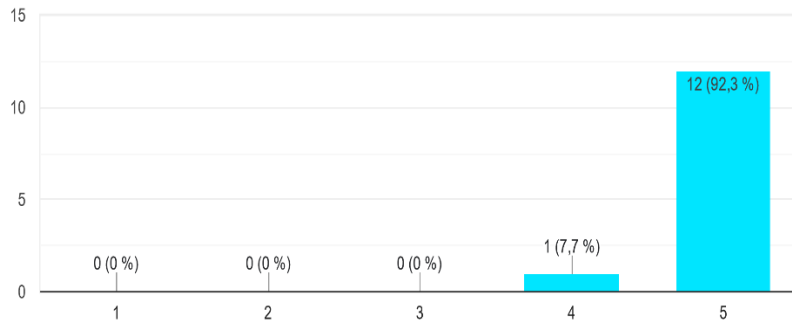


Figure 5: The planned project tasks up until the end of the project can be realised within the given time frame

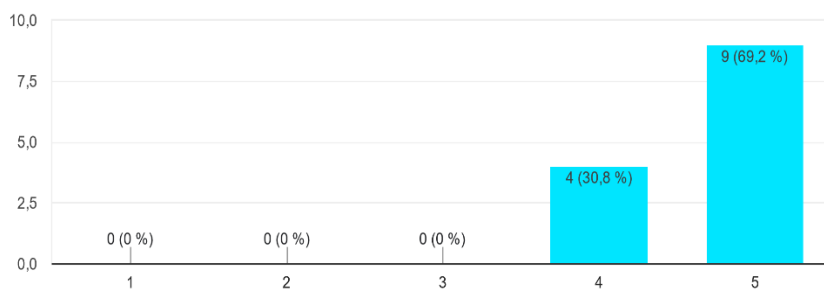


Figure 6: All partners have contributed the required efforts to the project activities over the first 15 months

The project was fully in delay. In the final 20 months, they were all able to accelerate the development process by a relevant priority oriented management approach.

B. Project Management

Coordination of the project is still perceived as very efficient during the last 20 months, well appreciated by partner (see figure 7) with a strong impact.

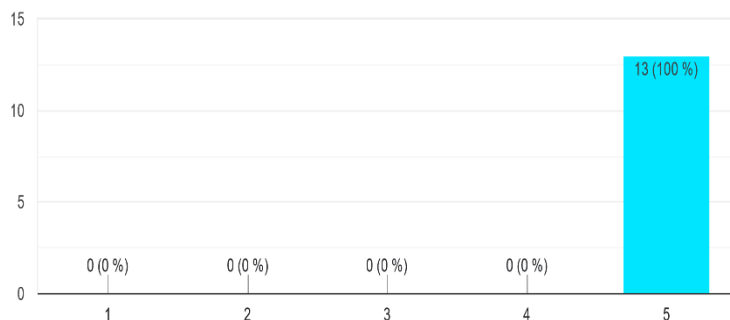


Figure 7: Project Management effectiveness over the last 20 months



The management team is still well appreciated for:

1. the support to achieve the project activities, (figure 8)
2. the time management (figure 9)
3. the financial management (figure 10)

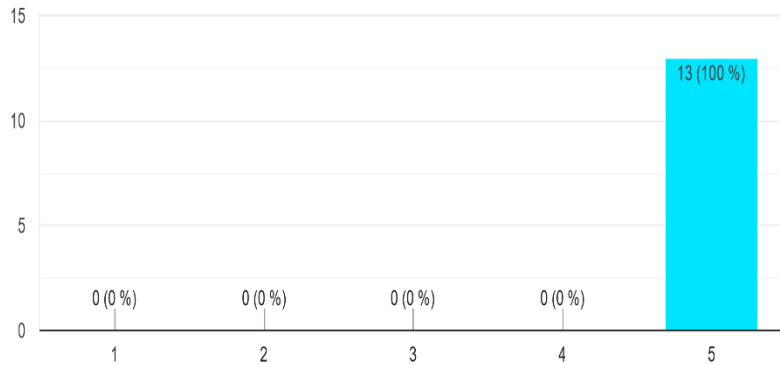


Figure 8: Necessary support to achieve activities

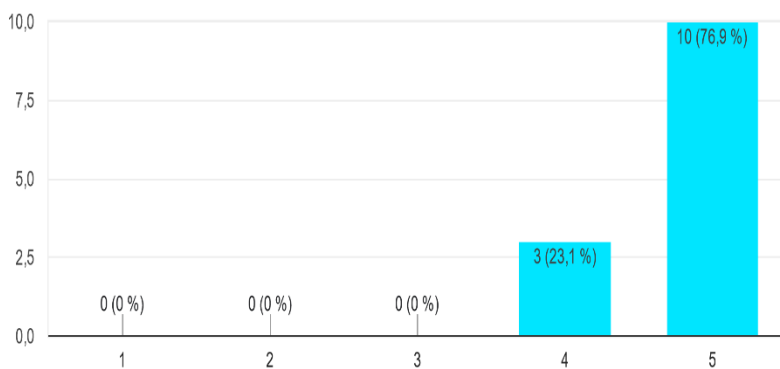


Figure 9: Appropriate Time management

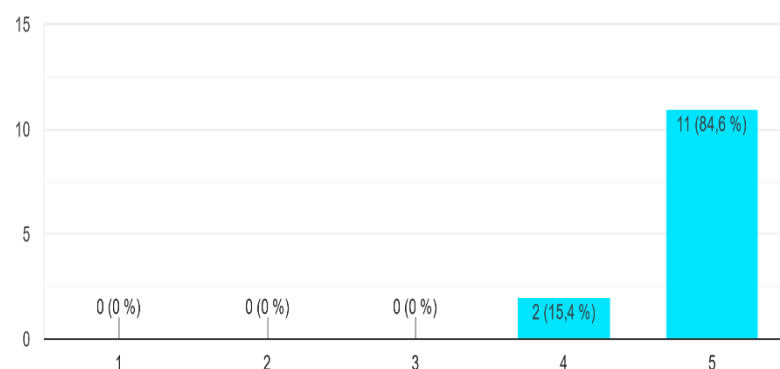


Figure 10: Financial mgt effectiveness

Supported by the coordinator, the guidance of the IO Leaders had relevant impact for the last period (20 months) on qualitative issues.



C. Project Partnership

The partners have worked quite well even with a clear improvement of the responsiveness for the last 20 months (see figure 13). All partners have a high level of commitment, the partnership is efficient and result-oriented. (see Figure 14).

Finally, the level of cooperation strongly progressed in the second phase of the project. The final period centred on the training methodology and the pilot trainings was very collaborative for setting the condition of delivering relevant outputs.

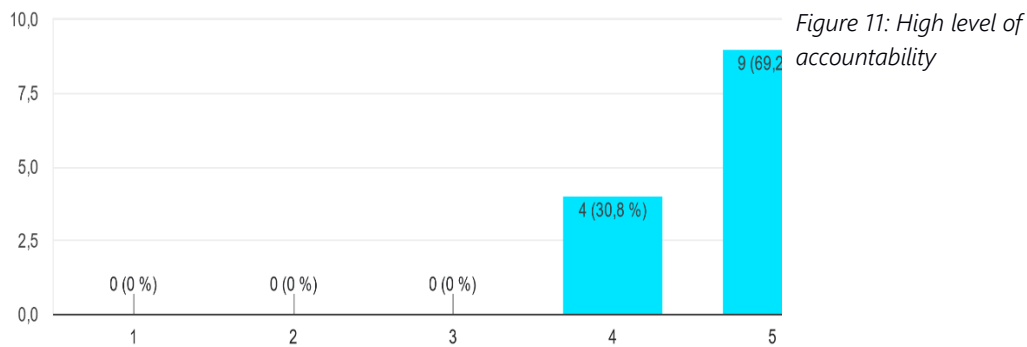


Figure 11: High level of accountability

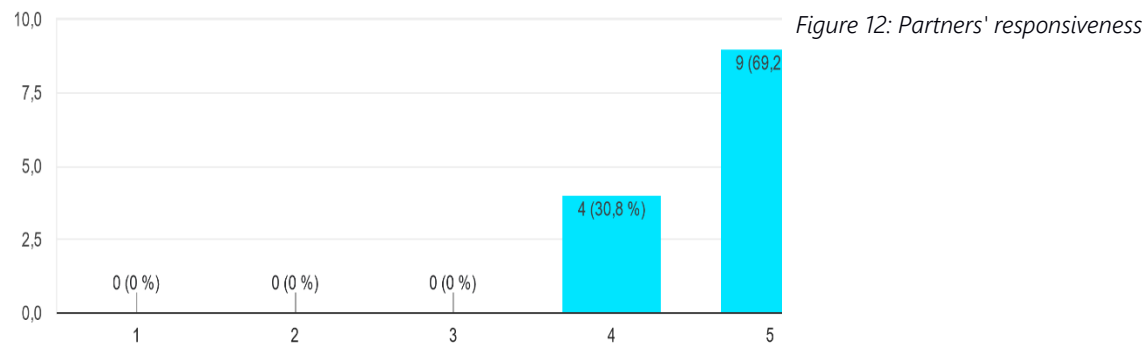


Figure 12: Partners' responsiveness

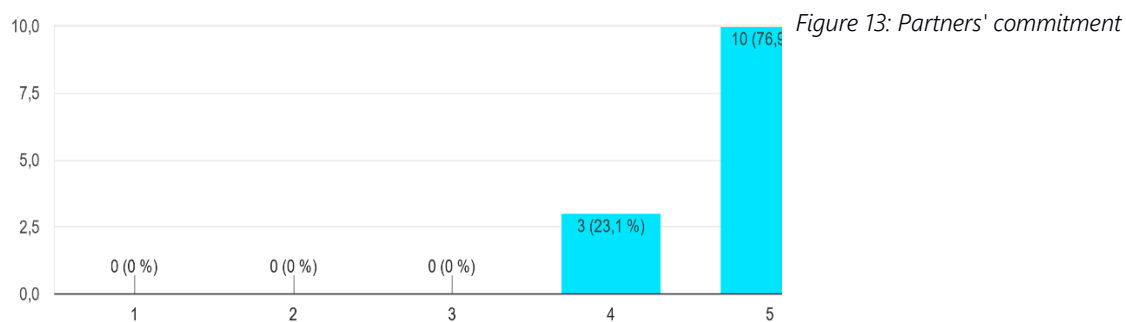


Figure 13: Partners' commitment

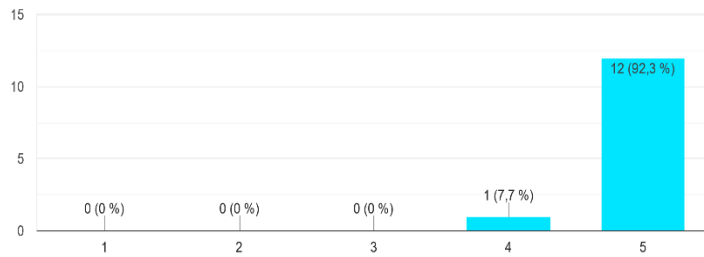


Figure 14: Good level of cooperation

D. Project Communication

The communication procedures were clearly better than after the former period. Partners has improved the communication and by sharing more efficiently the information and material produced by the partners (fig.17).

Each tension occurred was managed by the group, no critical conflict really solved (fig. 18-19).

The communication procedures within the partnership over the last 20 months have been effective
13 réponses

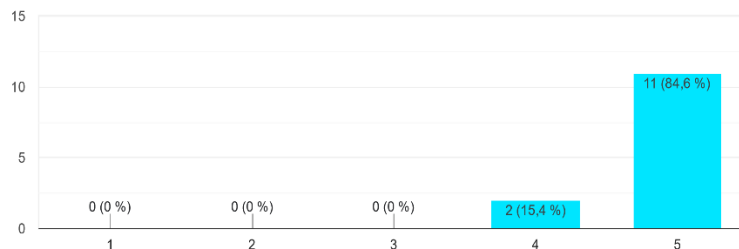


Figure 15: Effective communication procedure

The project partners have maintained open communication and have shared information as appropriate
13 réponses

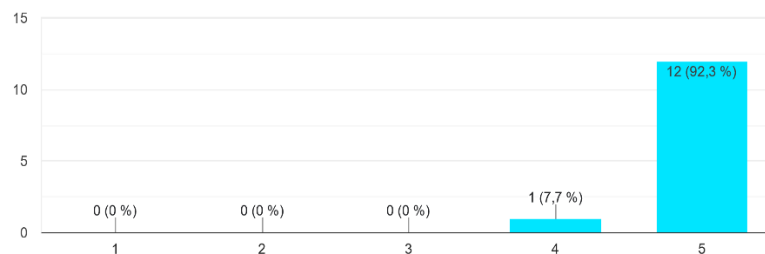


Figure 16: Open communication & information sharing



There have been clear rules concerning conflict management
13 réponses

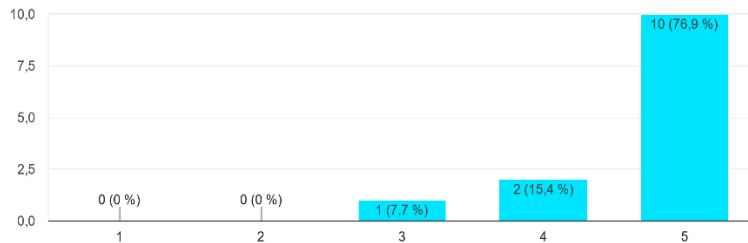


Figure 17: Clear rules for conflict management

There have been no critical project conflicts and issues during this final phase
13 réponses

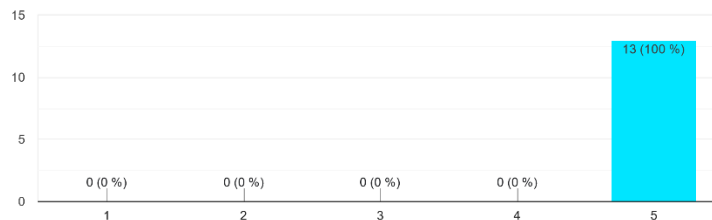


Figure 18: No critical conflicts

E. Impact and Dissemination

During the last period, the partners became aware of the importance of dissemination actions in a concrete way. A proper revision of the website content has improved its visibility through a reinforcement of actions via social networks. Partners are aware of impact measurement. (see following comments).

Some comments for the survey related to the question: What has been the project's impact so far on your organisation, target groups and other relevant stakeholders?

1. Teaching and Learning approaches for professionals: "We can use the outcome of the project for our teaching and practical sessions."
 - a. Good impact on organization, companies have worked on transparency, good dissemination about Integrated reporting
 - b. Interesting experience in WBL, E-learning, F2F for very practical application for professional; good feedback for future application.



- c. The Interest project enabled launching the new course for master level students in Accounting and Controlling major,
 - d. UK partner plan a module for 2023 on their system MyBeckett to train staff members and offer SME representatives learning on the business model, IR in practice, the development of the integrated report and the measurement of the Six Capitals.
 - e. Master module in UK to around 100 full-time and 200 part-time students each year. Given the fact that most of the students are already working in accounting and finance, and 25-30% are employed SMEs,
2. Stakeholders' contribution in teaching, *"The project material has helped raise awareness and appreciation of IR among our stakeholders"*
- a. Udine University managed to bring on board CONFAPI FVG (the association of SMEs of the Friuli Venezia Giulia region), which became an associated partner and supported project implementation and dissemination, and to sensitize two Directorates of the Regional Administration, the Regional Chamber of Commerce and the Regional Venture Capital Fund.
 - b. Engagement with businesses as part of the piloting and testing phase, and also as part of the dissemination process has helped deliver impact.
3. Raise awareness of professionals : *"This gives an opportunity to provide insights to integrated reporting and make employees more competent"*
- a. make employees of SMEs (and not only) competent in bringing elements of Integrated Reporting to their organisations.
 - b. It proved Strategic Thinking is the basement of an effective approach of the result-oriented process (only way for SME owners is achieving potential results).
4. Promotion of IR in professional networks:
- a. promotion of the concept of Integrated Reporting for SMEs in the scientific and practice circles related to accounting
 - b. The results of the project were disseminated to the professional organizations of accountants and auditors



Some comments for the survey related to the question: If you involved other organisations, not formally participating in the project, please briefly describe their involvement.

1. We have one highly interested SME-CEO who provides a lot of background information about SMEs.
2. Companies to the pilot training, experts and company representatives to the dissemination (multiplier event), internal staff to the different modules through the piloting of the training programme
3. CONFAPI FVG supported the testing of learning materials, joined pilot training events and hosted the final dissemination event; two Directorates of the Regional Administration, the Regional Chamber of Commerce and the Regional Venture Capital Fund participated and spoke during the final dissemination event; seven SMEs received support in the development of their first Integrated Report.
4. We connected with a Spanish professional accountancy organisation (PAOs) that has now translated the material.
5. Members of organisations such as association of accountants or CIMA (PL) were present at the above-mentioned events and expressed their interest in the results of the project.
6. CECCAR and CAFR (RO) the national body organization representing the accounting and audit profession from Romania are extremely concerned about the companies' level of knowledge in the area of nonfinancial reporting requirements are professional accountants and auditors skills and capabilities related to sustainability. They welcomed the project topic and they were very opened to organize with us debates on this issues based on the project results. Their intention is to use the project material in their trainings.
7. The Body of the Chartered Accountants from Romania and the Auditor's Chamber from Romania were the two big organizations involved non-formally in Romania. Their feedback was positive and many of their members participated in our dissemination events.



To whom did you disseminate the project results so far? Please list 2 or 3 examples of relevant target audience

Here are the most relevant partner feedback of the target groups mentioned : institutions, managers, SME owners, academics, students.

- Students Banks (to attract SMEs for cooperation) Selected SME-managers/ CEOs
- SMEs and large companies, auditors and accountants, students, internal staff of the university. There will be a big conference after the end date of the project in November for further (out of project duration) dissemination and exploitation of the project results.
- Italian Examples :
 - Chiarcosso Ltd. is negotiating with the instructors of the pilot training events follow-up support in the area of integrated reporting and communication.
 - CONFAPI FVG already requested to replicate the training events in the Spring of 2023 for a new batch of SMEs.
- Entrepreneurs, managers, public institutions, press, field press, students
- As mentioned earlier the main target groups (apart from the students participating in the course) included researchers and practitioners, as well as companies.
 - The researchers (academics) may promote the results of the project by referring to publication (in particular the monograph book developed in the project) in their studies, practitioners may consider the developed guide and framework as a reference point to their consulting activities on reporting in SMEs, whereas representatives of companies may (in particular by reference to the guide) included certain elements of integrated thinking and reporting into their management and reporting practice.
 - It is also important to mentioned that the 300 students (who are in majority professionally active in accounting in finance) also contribute to spreading the ideas developed in the project in the business community.
- SMEs we involved in the piloting and testing of the project material. Training and guidance was provided to the SMEs management for incorporating the project martial within their business management and operations.
- The Mediterranean Sea Cluster in France planned a Workshop for SME owners to promote the IR impact for creating value and raise the awareness on Strategic Thinking



E. Partner's suggestions



Some comments raised some key points:

- Sustain project results in future projects with the current partnership
- Continue to valorise the project results for stakeholders by creating.

Main answers of the question: Do you have any additional suggestions or comments ...'

1. *"I hope we can manage the upcoming new project"*
 - a. *There are 2 possible follow-up projects/proposals. One was submitted for the Innovation Alliance call of the ERASMUS+ programme (CITE) with other partners, the project planning of the other are in progress with the INTEREST partners (SUPERMAN). The project proposal was designed before the European Commission put forward the Corporate Sustainability Reporting Directive; the major impact this Directive is likely to have on sustainability reporting by SMEs requires to step up capacity building in this field.*
 - b. *The contribution of the project is in line with the strategy 2030 of Wroclaw University of Economics and Business in three respects: 1) it fosters international collaboration, 2) it generated practice-oriented results, 3) it enriched the curriculum with modern, relevant content*
 - c. *The UBB intent to continue the collaboration with the partners involved in INTEREST by applying for other projects developing the sustainability reporting based on an integrated thinking to produce useful results for the economic and academic environment.*
2. *Create a platform and database for immediate assistance to SME*
 - a. *"It would be good to create a platform and database that provides up-to-date and immediate assistance to the SME sector."*
 - b. *consider the impact of the project has been great and it left us material useful for courses*
 - c. *The results of this project can be used for a next step for apply in real business through a strong involvement of sectorial federation or business clusters.*



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