



## INTEREST Interim Report questionnaire Evaluation

### Work Package 7 – Quality Management

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#### A. Project Outputs to Date

After 15 months, the project team had to adapt to the pandemic context. With the constraints generated by the work by distance since last March, still 81,8% of the partners felt the partnership has accomplished the main activities in a good way (see figure 1).

Globally, partners still have a good perception of the results achieved for the period

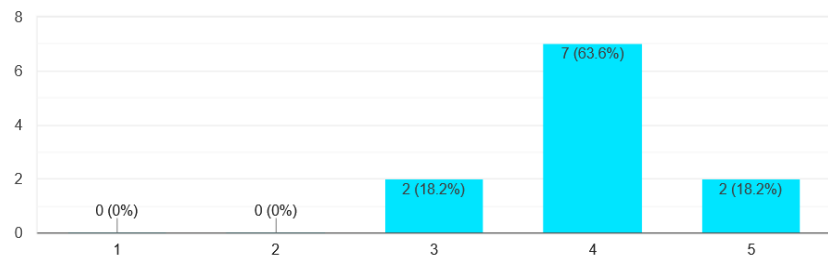


Figure 1: Main activities achievement perception

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 91% of partners participants, the outputs are in line with the objectives (see figure 3).

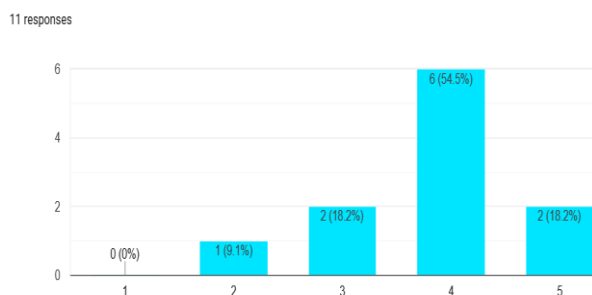


Figure 2: The project activities ran in line with the project timeline or with minor deviation with low impact for the project output

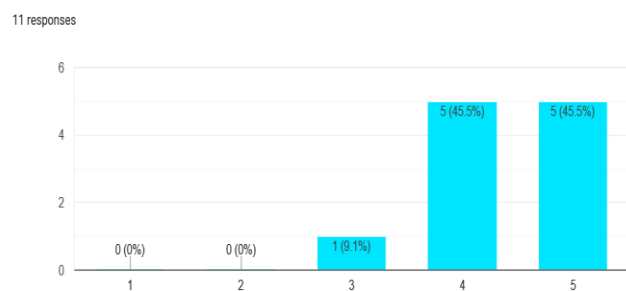


Figure 3: The produced project results and outcomes are in accordance with the project objectives



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 (73% - see figure 4). But still 27% of them does not think all the expected task can be realised in the given time frame (see figure 5). Only 3/11 participants need to be motivated by the project management team to keep all the group in line. Nevertheless, the main difficulty in setting the Framework, and the Guidelines for the training, are now solved.

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11 responses

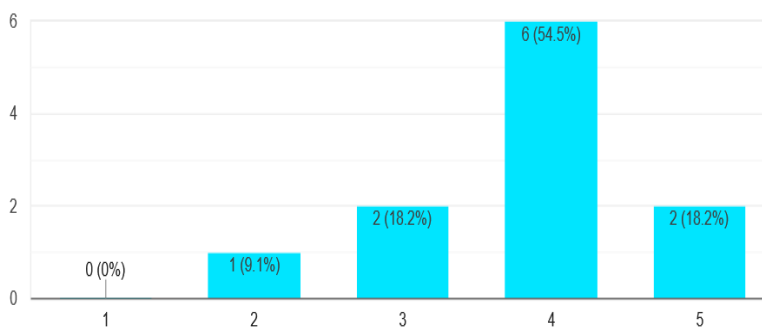


Figure 4:

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

11 responses

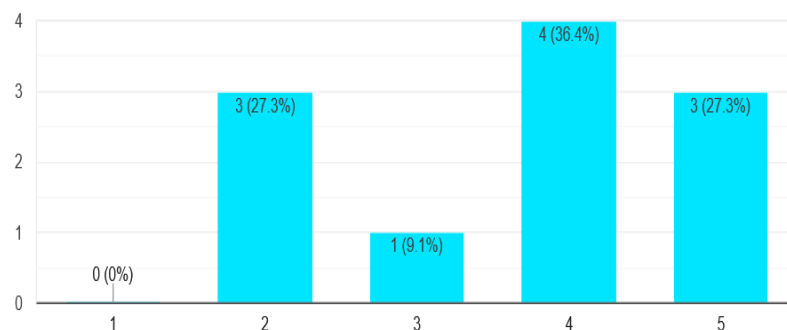


Figure 5:

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

11 responses

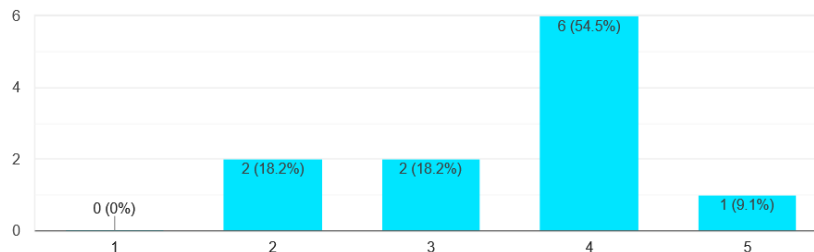


Figure 6:

*All partners have contributed the required efforts to the project activities over the first 15 months*

The project is in delay with some of the tasks, but the partners tried to do their best dealing with the project tasks as well. In the second 6 months they were able to accelerate the development process a bit and manage the delays.



## B. Project Management

Coordination of the project is still perceived as very efficient during the 15 months, well appreciated by partner (see figure 7) with a strong impact.

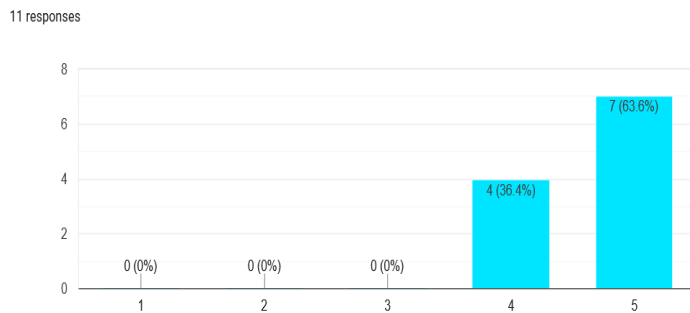


Figure 7:  
*Project Management effectiveness*

The management team is still well appreciated for:

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

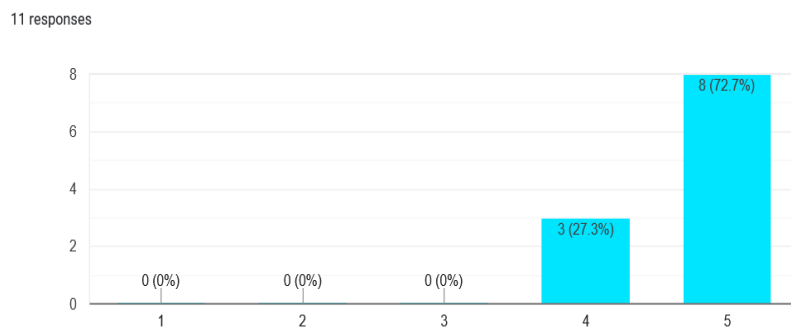


Figure 8:  
*Necessary support to achieve activities*

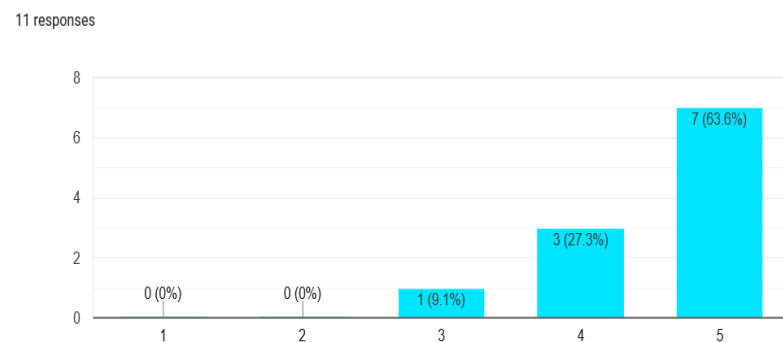


Figure 9:  
*Appropriate Time management*



The financial management of the project has been effective

11 responses

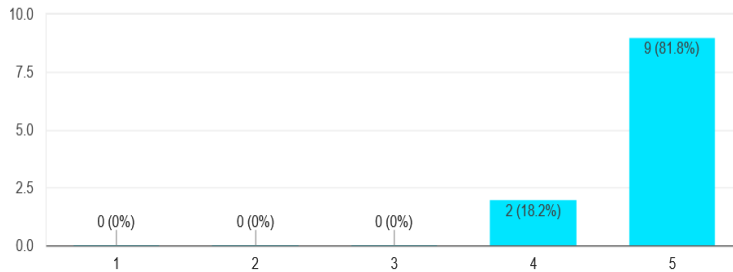


Figure 10:

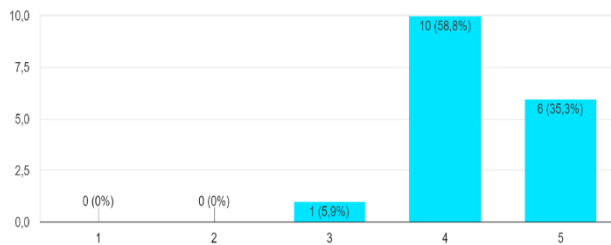
Financial mgt effectiveness

Supported by the coordinator, the guidance of the IO Leaders had more impact since the last period (9 months) on qualitative issues with a sympathetic support (see figure 11).

Figure 11: Good guidance from IO leaders

The leaders of the intellectual outputs have provided good guidance and instruction for the related activities and tasks

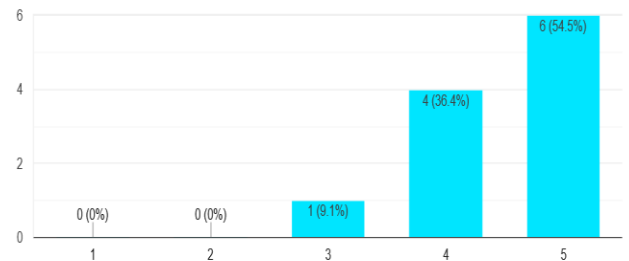
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Former Period (9 months)

The leaders of the intellectual outputs have provided good guidance and instruction for the related activities and tasks

11 responses



Last Period (15 months)

## C. Project Partnership

Still 80% of participants declared that level of accountability is high (see figure 12).

The partners have worked quite well even with a clear improvement of the responsiveness (see figure 13).

Manageable impact, considering not all partners have a high level of commitment, the partnership is efficient and result-oriented (see figure 14).



There has been a high level of accountability within the partnership over the first 15 months

11 responses

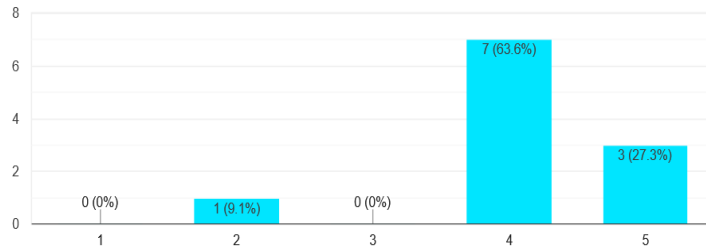


Figure 12: High level of accountability

Partners' responsiveness has been excellent

11 responses

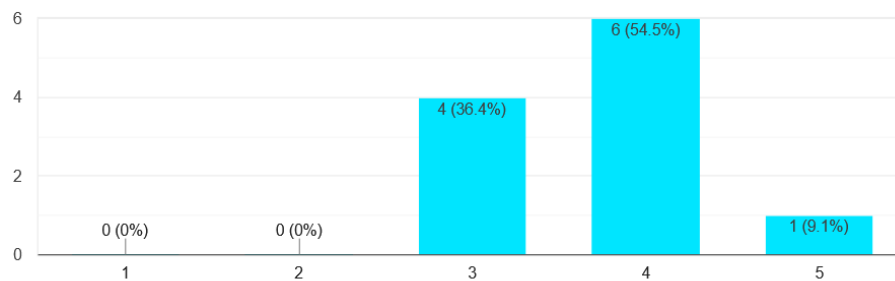


Figure 13: Partners' responsiveness

All partners have been committed to the project goals over the first 15 months

11 responses

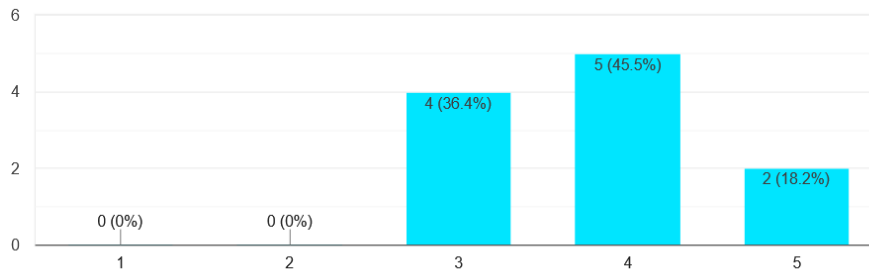


Figure 14: Partners' commitment

There has been a good level of cooperation between the partnership

11 responses

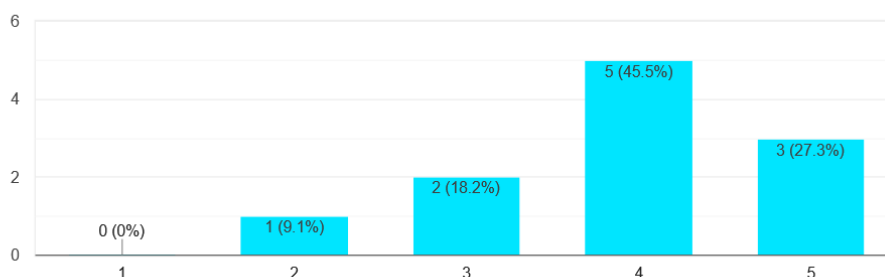


Figure 15: Good level of cooperation



Some comments :

- *“Unfortunately the COVID pandemic (...) made the implementation process in the first 15 months more difficult. - reassuring that we have the opportunity for a maximum 5 months extension of the project duration at the end. It means that we can make further work plan modifications, and if we won't be ready with the training materials till September 2020 we can postpone the pilot trainings from Sept-Dec 2021 to Feb-May 2022 (the latest).*

## D. Project Communication

The communication procedures are now well understood by all (see figure 16) (clearly better than after the former period (9 months). Partners are no more disturbed by the situation and has accepted the communication and information sharing (see figure 17). Each tension occurred was managed by the group, no critical conflict really solved (see figure 18-19).

The communication procedures within the partnership over the first 15 months have been effective

11 responses

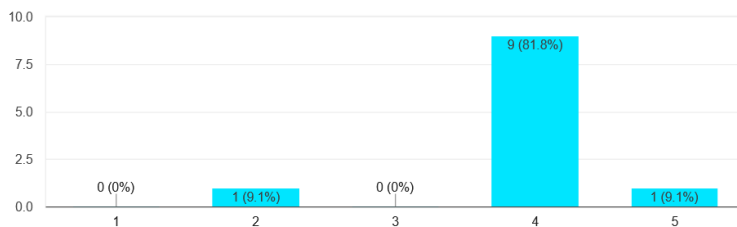


Figure 16:

Effective communication procedure

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

11 responses

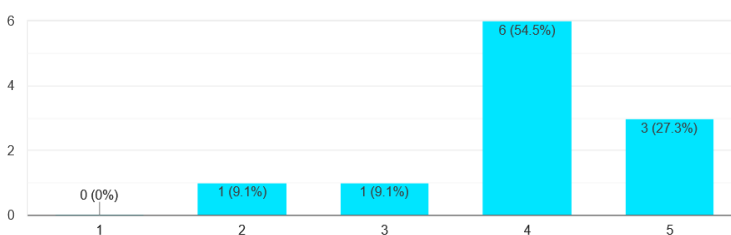


Figure 17:

Open communication & information sharing

There have been clear rules concerning conflict management

11 responses

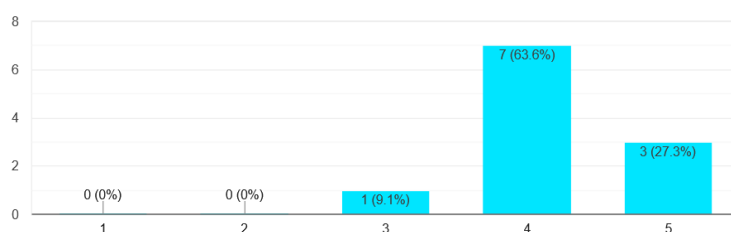


Figure 18:

Clear rules for conflict management

There have been no critical project conflicts and issues  
11 responses

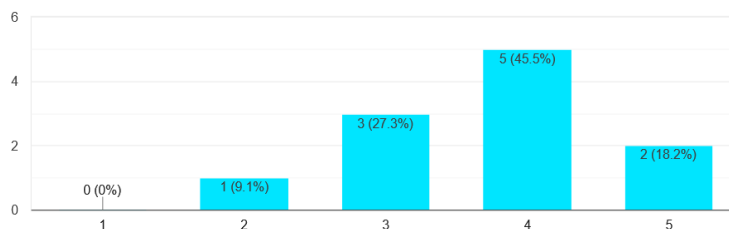


Figure 19:  
No critical conflicts

## E. Impact and Dissemination

After the previous evaluation period, the partners became aware of the importance of launching dissemination actions in a concrete way. The pandemic has led to a revision of the dissemination methods, as the multiplication of events cannot be organised in the usual way. A proper revision of the website to improve its visibility and a reinforcement of actions via social networks can be observed.

Now that first concrete results could be obtained with the finalized IO1, an increase in the number of actions should be noted with a monitoring of its impact on stakeholders. 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?

- "It is too early to see at this stage but there is potential for a significant impact."
- "New way of thinking in case of the institutional project team, out-of-the-box thinking experience."
- "At the moment the impact is not sufficient because of various factors such as COVID-19 pandemic and limited direct contact with the target group."
- "As the first deliverable has not yet been disseminated it's too soon to judge. However, our member organisations have expressed keen interest in the project and look forward to the deliverables being published".
- "So far the impact has been minimal."

The question of impact is now well integrated; the decision for selecting more external experts is a clear evidence. Their involvement in the deliverable review may be also used for promoting the project results:



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.

- *It will be relevant later as we will have the first results, we have possible new associated partners (SMEUnited, Strategia & Sviluppo Consultants) and experts (from South-Africa). We also involved external experts from Hungary and from other countries to the revision of the first and the second IO.*
- *I involved an Italian consulting firm with a strong interest on sustainability and circular economy issue, which recently became an associated project partner. The Accountants' Association at provincial level is informed about the developments. A Slovenian university is also informed and may join future project events.*
- *We have promoted awareness to many organisations and many have expressed a keen interest e.g., SMEUnited, EFRAG. The project is especially timely given the significant developments on non-financial reporting (NFR) and sustainability reporting in the EU (DG-FISMA and EFRAG) and globally (IFRS Foundation).*
- *We ask local business supporting agency to support for addressing to SMEs.*
- *"Local SMEs discussing "*
- *"To ADINVEST International Business Mentor Network for improving the level of knowledge of Business Mentors".*

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

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

- *Other universities, global governance groups*
- *First to internal institutional target groups - staff and management; besides BBS organised a big conference connecting to the kick-off meeting in Budapest, and the main objectives and the expected results of the project were mentioned at the plenary session. Together with MGYOSZ we started the dissemination to Hungarian companies as well - through a first article in the monthly periodical of MGYOSZ (Magyar Gyáripar) in the second half of 2020. Next article is planned when we will be ready with the Framework and the Guide and we can start planning the pilot trainings.*
- *Article on a local monthly magazine, targeted to entrepreneurs and managers \* Article on the newsletter of the Department, targeted to students and colleagues*
- *Students and some of my colleagues (academic staff) from different universities.*
- *Using the LinkedIn and Twitter social media platforms as well as or own electronic*





newsletter (Latest from Brussels) EFAA has promoted INTEREST to many including the IIRC, SME United, IFRS Foundation, EFRAG, and our member organisations (professional accountancy organisations <https://www.efaa.com/about-efaa/efaa-members/index.html>) amongst others.

- students, companies, public at large, scholars
- To privately owned SMEs and relevant reporting departments.
- Local business supporting agency, selected SMEs
- Business Mentors for improving SME owners' awareness on Integrated Reporting challenge and opportunities for valorisation of own businesses.

## E. Partner's suggestions

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Some comments raised some key points:

- Delay for the finalising the training materials to keep the planning for the pilot trainings.
- Being more explicit for the key target group (manager/owner of SMEs) by being more practical and less academic.

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

- "Unfortunately the COVID pandemic (...) made the implementation process in the first 15 months more difficult. - reassuring that we have the opportunity for a maximum 5 months extension of the project duration at the end. It means that we can make further work plan modifications, and if we won't be ready with the training materials till September 2020 we can postpone the pilot trainings from Sept-Dec 2021 to Feb-May 2022 (the latest).
- "Now that some deliverables are available, at least in draft form, involve more explicitly local SMEs (in as much as possible)".
- "I think that we need some tangible effects such as complete IR framework for SMEs and the SME guide to start the promoting phase (dissemination) among the target group i.e. owners/managers of SMEs."
- "A major challenge going forward will be to ensure the project leverages the developments in NFR in the EU (revision of NFRD and development of NFRS by EFRAG)."
- "we should keep it more practical less academic."
- Pre-discussion on topics in smaller groups not the plenum
- Accelerate the dissemination of results and generate communication events including target group representatives for an efficient impact."



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