

Improving Academic and Professional Education Capacity in Serbia in the area of Safety & Security (ImprESS)

Quality Assurance and Control Plan

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List of abbreviations and acronyms

EU	European Union
EACEA	Education, Audiovisual and Culture Executive Agency
CBHE	Capacity Building in Higher Education
NEO	National Erasmus Office
PC	Partner Country
ImprESS	Improving Academic and Professional Education Capacity in Serbia in the area of Safety & Security (by means of strategic partnership with the EU)
PA	Partnership Agreement
UCIPS	University of Criminal Investigation and Police studies
UESK	University Educons
UNID	University of Defence in Belgrade
UB	University of Belgrade, Faculty of Security Studies
BMU	Metropolitan University
R-Tech KG	Steinbeis Advanced Risk Technologies Institute doo
SHB	Steinbeis-Hochschule Berlin GMBH
SSSUP	Sant'Anna School of Advanced Studies (SSSA) - Institute of Management (IdM)
SGSP	The Main School of Fire Service
IUSAG	Ionian University Corfu
ATRISC	ATRISC, France
QCP	Quality Control Plan
QAC	Quality Assurance Committee
PSC	Project Steering Committee
PEC	Project Executive Committee
PC	Project Coordinator
QCC	Quality Champions Committee
IOA	Indicators of Achievement
TESS	Regional center for training and education in the area of safety and security
WP	Work package
WPL	Work package leader
TPL	Task leader

1. Introduction

This document presents the Quality Control Plan for Erasmus+ programme of the European Union 586410-EPP-1-2017-1- RS-EPPKA2-CBHE-JP ” Improving Academic and Professional Education Capacity in Serbia in the area of Safety & Security (by means of strategic partnership with the EU)” – ImprESS.

The purpose of the ImprESS Quality Control Plan is to provide the grounds for efficient and quality implementation of Project activities. The main aim of the document is to define quality expectations and goals, assign roles and responsibilities to management structures and define their participation in the control process; define project policy and standards; identify a set of procedures to be used to determine performance quality level, so the Project will satisfy the needs for which it was undertaken. It defines the acceptable level of quality, which is defined by the end users and describes how the project will ensure the level of quality in its deliverables and work processes.

The structure of the Quality Plan consists of the following components: introduction on project, Quality objectives; the roles of team members and responsibilities; Quality standards; Indicators of achievement; developing a Quality Assurance Plan.

The draft version of the Quality Control Plan is prepared by UCIPS and revised and significantly improved by FSS (UB) and SKG. It will be distributed to all project partners: University Educons, (UESK), University of Defence in Belgrade (UNID), University of Belgrade, Faculty of Security (UB), Metropolitan University, (BMU), Steinbeis Advanced Risk Technologies Institute doo, (R-Tech KG), Steinbeis-Hochschule Berlin GmbH, (SHB), Sant'Anna School of Advanced Studies (SSSA) - Institute of Management (IdM), (SSSUP), The Main School of Fire Service, (SGSP), Ionian University Corfu, ATRISC.

2. About the ImprESS

The ImprESS project is committed to supporting not only to the educational infrastructure in Serbia, but also the overall safety/ security situation and infrastructures ensuring it, through alignment with the EU practices and including the most advanced state-of-the-art studies.

The main goal of the ImprESS project is enhancing the capacity building in the field of academic and professional education in the area of Safety & Security, through:

- introducing courses and study modules into curricula of Serbia’s universities, in the area of Safety & Security
- establishing Regional center for training and education in the area of safety and security (TESS);
- ensuring impact with results and experiences from the project to overall safety and security situation infrastructure.

The ImprESS gathered partners from five countries (Serbia, Germany, Italy, France, Poland). The Project consortium consists of: The Academy of Criminalistics and Police Studies, (KPA), University Educons, (UESK), University of Defence in Belgrade (UNID), University of Belgrade, Faculty of Security (UB), Metropolitan University, (BMU), Steinbeis Advanced Risk Technologies Institute doo, (R-Tech KG), Steinbeis-Hochschule Berlin GmbH, (SHB), Sant'Anna School of Advanced Studies (SSSA) - Institute of Management (IdM), (SSSUP), The Main School of Fire Service, (SGSP), Ionian University Corfu (IUSAG), ATRISC.

ImprESS has been funded with support from the European Commission, within the Erasmus+ as the European Union programme for education, training, youth and sport. The general purpose of the programme is to modernize education, training and youth work across Europe.

3. Quality objectives

Quality planning defines the acceptable level of quality, which is defined by the end users and describes how the project will ensure the level of quality in its deliverables and work processes. It implies defining objectives and providing ways to achieve them, therefore, the development of the resources necessary to meet the needs of end-users. Quality control provides an assessment of the quality situation, its comparison with the quality objectives and the impact of management on removing differences between them.

Improving quality implies the process of raising the level of quality to a higher level, by establishing a quality improvement infrastructure and providing resources to diagnose the causes, stimulating improvement and controlling the achieved.

In order to apply common standards throughout the Project, Quality management process shall secure that:

- The ImprESS goals have been timely and efficiently applied and followed by all partners;
- Rights and obligations defined in the Partnership Agreement are fulfilled;
- EU and national regulations are taken into account;
- Rules and procedures (ImprESS guidelines on the management and reporting) are taken into account;
- All project activities are realized in accordance with the plan outlined in the ImprESS guidelines.

Benefits of establishing effective quality control mechanisms are:

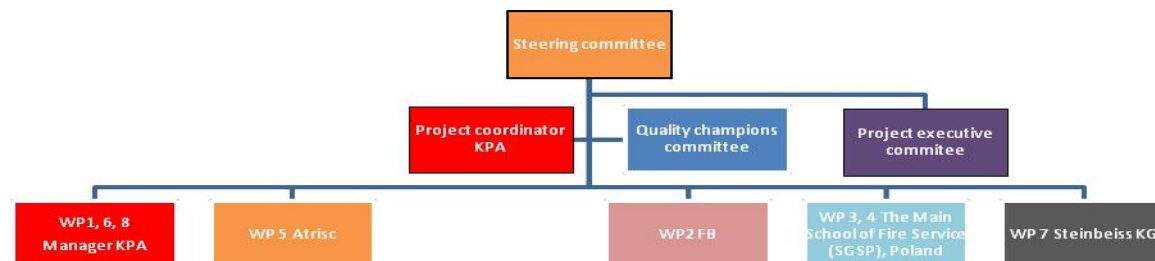
- developing effective communication between coordinator and all partners;
- exchanging of information between the Work package groups;
- exchanging of information between coordinator and partners;
- adequately controlled all changes to project plans;
- clear understanding of the projects objectives and obligations by all the stakeholders;
- developing procedures deemed necessary for proper control of the quality of the various Work packages and of the management procedures;
- developing clear agreement on the standards, procedures, methods to meet project objectives.

4. Roles and responsibilities

The management structure of the ImprESS is designed to ensure effectiveness, flexibility and quality of work and to fit the specific requirements of the Erasmus+ program for successful realization of planned project activities. The ImprESS Consortium is responsible to achieve, maintain and continually improve the quality of performance and of the results of the project and of partners efforts, in accordance with the Project Agreement and Guidelines on the project management and reporting.

The project management structure involves Project Coordinator, Steering Committee (11 members, Rectors, Deans and Directors of the project partners), Overall Project Manager, Project Executive Committee (3-11 members i.e. Project Coordinator) + Deputy (one of partners will determine deputy) and all of the partners will determine representative for PEC, participant's project managers responsible for deliveries and resource management of their organizations, Quality Assurance Committee (other bodies..).

Organigram of the Impress management structure¹:



Project coordinator

Main responsibilities:

1. Overall project management;
 - designing and applying appropriate project management standards;
 - managing project risks, including the development of contingency plans;
 - adopting any delegation and use of project assurance roles within agreed reporting structures;
 - liaison with programme management (if the project is part of a programme) and related projects to ensure that work is neither overlooked nor duplicated;
 - monitoring overall progress and use of resources, initiating corrective action where necessary;
 - liaison with appointed project assurance representatives to assure the overall direction and integrity of the project;
2. Efficient use of the project grant;
3. Monitoring the implementation of quality management throughout the Project and supporting all levels of project management;
4. Reviewing formal project deliverables and monitoring day to day project activities;
5. Coordinating ongoing activities and reporting on the performance of each stakeholder in accordance with the Partnership agreement and other documents;
6. Submitting reports and other deliverables to the European Commission (EACEA).

¹ See: ImprESS Guidelines on the Project Management and Reporting

7. Conducting a project evaluation review to assess how well the project was managed;

Steering Committee

Main responsibilities²:

1. Achievement of the project objectives/outcomes;
2. Checking and approving the project outputs, assessing the overall manager and all partner task leaders;
3. Project sponsoring, oversight, support and the resolution of the top issues;
4. Providing input to the development of the project, including the evaluation strategy;
5. Decisions on the budget, project plan, WDT, Partnership agreement etc.;
6. Identifying the priorities in the project – where the most energy should be directed;
7. Identifying potential risks;
8. Monitoring and diminishing risks;
9. Monitoring the quality of the project as it develops;
10. Providing advice (and sometimes making decisions) about changes to the project as it develops.

Project Executive Committee

Main responsibilities:

1. Responsible for the achievement of the project outcomes, timely, with quality and within budget limitations³.

Overall Project Manager

Main responsibilities:

1. Project management, communication and reporting to EACEA;
 - designing and applying appropriate project management standards;
 - identifying and obtaining support and advice required for the management, planning and control of the project;
 - managing project administration;
 - conducting a project evaluation review to assess how well the project was managed;

² See: Project Steering Committee Charter, Annex IV of the Erasmus+ Programme Capacity-Building projects in the field of Higher Education (E+CBHE) Partnership agreement.

³ See: Project Executive Committee Charter, Annex IV of the Erasmus+ Programme Capacity-Building projects in the field of Higher Education (E+CBHE) Partnership agreement.

2. Monitoring the implementation of quality management throughout the Project and supporting all levels of project management;
 - preparing and maintaining project, stage and exception plans as required;
 - managing project risks, including the development of contingency plans;
 - adopting and applying appropriate technical and quality strategies and standards;
3. Reviewing formal project deliverables and monitoring day to day project activities;
4. Coordinating ongoing activities and reporting on the performance of each stakeholder;
 - monitoring overall progress and use of resources, initiating corrective action where necessary;
 - reporting through agreed lines on project progress through highlight reports and end-stage assessments;
5. Collecting, reviewing and submitting reports and other deliverables (including financial statements and related certification) to the European Commission/EACEA;
6. Ensuring flow of project information and documents between the partners and with EACEA.

Partner's project managers

Main responsibilities:

1. Responsible for deliverables and resource management of their organizations;
2. Ensuring flow of project information and documents between project participants from their institution;
3. Overseeing work progress;
4. Collecting, reviewing and submitting reports and other deliverables (including financial statements and related certification) to the Steering Committee and Overall Project Manager;

Quality Champions Committee⁴

Main responsibilities:

1. Supporting the Project Coordinator in monitoring and assessing the quality of the project and its results, as well as development of Quality Control Plan;
2. Supporting quality management and maintaining a list of performance indicators to assess objectively the status of the project according to the work plan;
3. Understanding, demonstrating and promoting the values and behaviors expected of all employees to improve the quality;

⁴It is consisting of members from partner institutions experienced in quality assurance.

4. Understanding and promoting awareness of the organization's quality goals and how they apply to own areas of work;
5. Ensuring that communication is appropriate and effective and that messages are being delivered to all staff in a timely and consistent manner;
6. Promoting the quality agenda with Quality Managers in a consistent and coordinated manner;
7. Raising concerns through the appropriate routes in relation to activities which are impacting on the delivery of quality services and to signpost colleagues to appropriate processes for raising concerns.

Quality managers

Main responsibilities:

1. Responsible for the quality procedures respect and reports
2. Introducing and monitoring quality procedures according to suitable standards;
3. Setting the quality indicators;
4. Monitoring the progress of the project according to standards;
5. Control of the work done in accordance with the procedures and KPIs
6. Control of the procedure's execution and respect
7. Elaborate risk management;
8. Setting up a framework for all partners quality functions.

WP managers

Main responsibilities:

1. Responsible for monitoring of the overall progress of the WP and its activities;
2. Responsible to the Project coordinator and Overall Manager and their reports are sent to the PEC and OM, as predicted and in the interim due dates prescribed by PA, and ImprESS Management guidelines;
3. Monitoring the implementation of quality management throughout the WP.

Each project partner responsibilities

Main responsibilities:

1. Carrying out the activities they are responsible for, according to the WDT and/or partnership agreement on time, with duly content and quality;
2. Reporting to the Task, WP leaders and Coordinator within the agreed timetables;
3. Assuming responsibility in the event of any irregularities in the declared expenditure;

4. Repaying the Coordinator any amounts unduly paid in accordance with the agreement existing between them.

Task Leaders

Main responsibilities:

1. Monitoring the assigned activity;
2. Reporting to WP manager;
3. Ensuring its quality level and timeliness, and active participation of other partners.
4. Provide team leadership;
5. Focus the team on the tasks at hand or the internal and external customer requirements;
6. Coordinate team logistics;
7. Communicate team status, task accomplishment, and direction.

External monitoring evaluation

Main responsibilities:

1. Evaluation of the project activities and results;
2. Carrying out independent comprehensive monitoring evaluations to review, and report upon, the progress of the project at the mid-point of the project and six months prior to the end of the project;
3. Monitoring that the project is carried out according to plan and to provide advice to improve the quality of the project realization.

➤ 6. Procedures

6.1. Reporting - Internal 3 Month Reporting

Note: The Coordinator is responsible to submit to the Executive agency all reports - Progress and Final Reports and financial statement in a timely manner providing the necessary information to the Education, Audiovisual and Culture Executive Agency (EACEA) to assure them that ImprESS project is implemented according to the Grant Agreement provisions and Guidelines for the Use of the Grant. Partners will support reporting process providing necessary information and documents.

Coordinator shall deliver two reports to EACEA (Progress Report and Final report).

1. Purpose

This project internal procedure was established to monitor the progress of the project work and to identify problems and difficulties the different tasks or project levels are facing. The intention is to react faster than it would be possible with the contractually requested annual reporting for the EACEA and to overcome difficulties by providing solutions in early stages.

2. Responsible Persons

- The Project Coordinator (PCO) will ask each Task Leader (TSL) or Work Package Leader (WPL) to report after the 3-month reporting period has finished.
- Every Task Leader (TSL) and Work Package Leader (WPL) has to report within 15 days after the 3-month reporting period has finished.
- The Project Coordinator (PCO) collects and reviews the reports and hands over the reports that show problems or difficulties to the Executive Board of the project if needed.
- The Executive Committee (EC) reviews the reports handed over by the PCO and decides on further actions to be taken.

3. Process Indicators (Measured / Monitored)

The procedure starts on the first day after the finished 3-month reporting period.

4. Related Documents / References / Requirements

TSL and WPL will use form in ANNEX 1 (Partners internal report) in case of absence of the project management web tool, otherwise project management web tool would be used.

5. Requirements and Prerequisites

The internal 3-month reporting will be done through the project management web tool (if applicable).

The online reporting section has to be prepared and adjusted to meet the internal reporting requirements for the project.

6. Procedure specific definitions

n/a

7. Steps of the Procedure

In this part of the procedure description, the different steps of the project internal process for the 3-month reporting are described.

1. At the end of every 3-month reporting period in a project, the PCO asks the TSL, WPL and/or Project Manager to report on the progress of the work they are responsible for. This reporting has to be provided within 15 days.
2. If the person named in bullet 1. has reported on the progress of the task he/she is responsible for and he/she signals by this that the Work package or Task is financially and technically running as planned, the reporting for this 3-month period is finished.
3. If the TSL or WPL has reported on the progress of the task he/she is responsible for and he/she signals by this that the Work package or Task is financially and technically not running as planned, the PCO will hand over the reporting documentation to the Executive Committee (EC) which will discuss the issue further.
4. If the TSL or WPL has not reported on the progress of the task he/she is responsible for, the PCO will remind him/her once via e-mail to do so.
5. If the TSL or WPL has reported on the progress of the task he/she is responsible for, see steps 2 or 3.
6. If the TSL or WPL has not reported on the progress of the task he/she is responsible for within the next 5 days, the PCO will consider starting an Internal Expulsion Procedure by signaling the non-performance to the EB.

6.2 - 3-month financial reporting by partners

1. Purpose

This project internal procedure is established to monitor the use of resources within the project and to identify problems and difficulties.

The intention is to react faster than it would be possible with the contractually requested annual reporting for the European Commission (EC) and to overcome difficulties by providing solutions in early stages.

2. Responsible Persons

- The Project Coordinator (PCO) will ask each partner Project Manager to report after the interim reporting period has finished.
- Every project partner has to report within 15 days after the 3-month reporting period has finished.
- The Project Coordinator (PCO) collects and reviews the reports and hands over the reports that show problems or difficulties to the Executive Committee (EC) of the project if needed.
- The Project Executive Committee (EC) reviews the reports handed over by the PCO and decides on further actions to be taken.

3. Process Indicators (Measured / Monitored)

The procedure starts on the first day after the finished 3 months reporting period. The procedure is successful if all the financial reports have been collected within 15 days after each 3 months period.

4. Requirements and Prerequisites

The 3 months financial reporting will be done through the project management web tool if applicable. The online reporting section has to be prepared and adjusted to meet the internal reporting requirements for each project.

Templates for the financial reporting to EACEA should be used.

Only eligible payments according to the EACEA Guidelines for the Use of the Grant will be accepted.

All payments should be linked with the supporting documentation: bill of payment (for equipment), contract for services, attendance registers, timesheets, accommodation bills, tickets etc.

All payments should be clearly linked to the particular deliverable, task and WP.

5. Records

The records of the previous Interim Reporting Periods are available online at dropbox or project management web tool.

6. Steps of the procedure

In this part of the procedure description, the different steps of the project internal process for the 3-month financial reporting.

1. The PCO has to ask each Partner to report after the 3 months financial reporting period has finished.
2. Each Partner has to report within 15 days after the 3-month financial reporting period has finished.

3. If a Partner has not reported on the use of resources, the PCO will remind him/her once via e-mail to do so.
4. If a Partner has not reported on the use of resources within the next 5 days after the reminder, the PCO will consider starting an Internal Expulsion Procedure by signaling the non-performance to the PEG.
5. If all Partners have reported on the use of resources, the PCO reviews the reports and hands over the reports that show problems or difficulties to the SC if needed.
6. If some payment is considered to be ineligible or not dedicated to the project goals by the resolution of SC, partner that make such payment should bare the expenses.

6.3. Deliverable Acceptance Procedure

1. Purpose

Purpose of this procedure is to ensure the consistency with a Grant Agreement and Partnership Agreement as well as quality and on time delivery of to be submitted deliverables within the ImprESS project. The procedure describes steps of the project internal validation and approval for deliverables. The deliverables specified in the project contract are subdue to this acceptance procedure involving the reviewers "external" to the work to be reviewed (if needed). The procedure can be applied to the project documents upon the request of the respective WP leader or the Coordinator.

NOTE:

2) THE COORDINATOR: The roles of "monitoring compliance" and the "intermediary between the Parties and the EACEA. Practically, it means that the coordinator is the final instance in ensuring the quality of the deliverables.

3) BASIC PRINCIPLES: This procedure follows the following main principles:

- a) Priority I: The deliverables defined in the Partnership Agreement (PA) must be delivered as specified in the PA.
- b) Priority II: The deliverables should include also the wishes/suggestions of the EU, e.g. those conveyed by the Project Officer to the Project Coordinator.
- c) Priority III: The deliverable shall fulfill the requirements from Grant and Partnership Agreement and must be accepted by Task Leader, Work package Leader and Project Coordinator.

2. Responsible Persons

1. The Work package Leader (WPL) is issuing the Description of Work (DoW) and necessary templates and/or documents based on current version of WDT not later than 15 days from the planed task or WP start as per agreed plan.
2. Task Members (TSM) have to submit the deliverable they have committed themselves to deliver (according to the currently applicable Description of Work, 1 month in advance to the delivery date set in the currently applicable project plan.
3. The Task Leader (TSL) has 5 working days to review and approve the deliverable submitted by the TSM.
4. WPL has 5 working days to review and approve the deliverable submitted by the Task Leader.
5. The Project Coordinator (PCO) has 5 working days to review and approve the deliverable submitted by the WPL.
6. The Executive Board (EB) has 5 working days to review and approve the deliverable, in case the deliverable was submitted by the PCO due to a disagreement on the scope and/or content of the deliverable.
7. If the EB has not approved the deliverable, it is the PCO's responsibility to find a solution, that may result in rework, re-direction of the task/effort to other tasks and/or partners if the delivery was not done or accepted within three months after the delivery date set by the currently applicable project plan.

NOTE 1.: If the approval of a deliverable would have to be provided by the same person submitting the deliverable or having it approved on lower approval level, the approval of the deliverable has to be provided by the respective deputy responsible.

NOTE 2.: In case of tasks T3.3, T3.4, T3.5 from WDT in role of WPL act project managers of UCIPS, FSS, UNID, UESK, and BMU for subjects/courses expected to be delivered from the respective EU partners.

3. Process Indicators (Measured / Monitored)

The indicators to monitor the process are the following:

1) Was the deliverable submitted on time?

Indicator: "on time" vs. "delay time (weeks)"

2) Do the reviewers and the PCO accept the deliverable?

Indicator: Number & severity of the comments

3) Have the authors shown readiness to accept comments?

Indicator: Percent of the "reviewers" comments accepted

The procedure starts due to or before the defined date of deliverable delivery.

Note 1: „As planned“ is referring to the deliverable description defined in the currently applicable version of the Description of Work. Any modification request to the applicable version of the DoW has to be submitted and approved by the TSL, the WPL, the PCO, and the EB before submission of the final deliverable.

4. Requirements and Prerequisites

The deliverable shall fulfill the requirements from Partnership Agreement, should meet the additional request communicated to the consortium by the EU and possibly include suggestions of project partners expressed during the work at the project which all have to be included in the Description of Work.

Regarding technical standards, documents and other deliverables may be in the verbal or written form, internal and external and it has its own standard elements such as: title page, table of contents, executive summary, introduction, main body, recommendations, annexes and references (if applicable).

5. Procedure Specific Definitions

- Disagreement: With Disagreement different assessments on scope and content of the deliverable by TSM, TSL, WPL and PCO is meant.

6. Records

Every deliverable has to be uploaded on the project site and send in electronic form to the PCO (if applicable). Every deliverable has to have its Review of Deliverable (in Annex 2) and Annex 3 – Internal project quality evaluation form.

7. Steps of the Procedure

Before the final deliverable of a performed task is sent to the EACEA the deliverable has to be approved on different project levels of the project. These levels are

- Task Level
- Work Package Level
- Project Coordination Level
- Executive Board Level, if needed due to disagreement

Each Leader of the above listed project levels has to approve the submitted deliverable within the timeframe indicated in this procedure.

1. If the TSL (5 working days for approval), the WPL (5 working days for approval), and the PCO (5 working days for approval) approve the deliverable, the deliverable will be sent to EACEA as a final result.
2. If the TSL, the WPL and the PCO have not approved the deliverable, the deliverable will be sent back to the responsible TSM in the project with instructions to improve the deliverable and a time frame to rework and update it.

3. If the PCO disagrees on the assessment and approval of other project levels, the EB has to approve the deliverable (5 working days for approval). If the deliverable was approved by the EB, the deliverable will be sent to the EC.
4. If the EB has not approved the deliverable, the PCO is responsible for finding a solution.
5. This solution may result in rework, re-direction of the task/effort to other tasks and/or partners if the delivery was not done or accepted within three months after the delivery date set by the currently applicable DoW.

6.4. Procedure for collecting and tracking modification requests for the project related contractual documents (management of change)

1. Purpose

This procedure was established to collect and track the contractual modification requests from project partners. Contract means Partnership Agreement and its annexes. This procedure would be used for all project related changes like improvements, new features etc., if related document (or else) is accepted by EB or SC.

2. Responsible Persons

- The Project Partner seeing the need for modification of project-related contractual documents (e.g. PA or its Annexes) should signal this to the Project Coordinator.
- The Project Coordinator (PCO) will collect these modification request and list them on the respective project management web tool or in the other dedicated file.
- The Project Coordinator (PCO) will evaluate and categorize the modification request and, if needed, asks the Project Steering Committee for a decision on the raised issue.
- The Project Steering Committee will evaluate and approve the requested changes for PA.

3. Process Indicators (Measured / Monitored)

The procedure starts by reception of a request for contractual modification sent to the PCO by a project partner.

4. Related Documents / References / Requirements

Partnership Agreement for ImprESS Project.

5. Requirements and Prerequisites

The project partner who asks for contractual modification should justify the change request and describe what impact this change will have on the project work and project partners.

6. Procedure specific definitions

n/a

7. Records

See bullet 2.

8. Steps of the Procedure

1. The project partner who identified the need for modification of the contractual document, sends the request for modification of the contractual document, including justification of the change and possible impact on the project work and project partners, to the PCO.

2. The PCO will collect these modification request and list them on the respective project web tool or a file, including the following information:

- Issue number
- Short issue description
- Partners affected
- Raised by
- Raised when
- Actions to be taken
- SC Confirmation and Advise

3. The PCO, if needed in accordance with the EB will evaluate and categorize the modification requests in order to assist in implementation of the contractual change, by

- checking the input provided by the partner,
- provide assistance in realization of the contractual change (which organization or organizational unit is in charge? what needs to be done by whom?)
- contacting the respective contract partner (e.g. EB and/or SC) and asks for implementation of the contractual change.

9. Project-specific data and references

See item 4 and 7.

6.5. Procedure for approval of dissemination activities

1. Purpose

This procedure was established to assess, review and approve dissemination activities within project, which are part of the official workplan and to ensure that project related budgets are used only for dissemination activities which serve the project's objectives.

2. Responsible Persons

- The Project Partner will send the request for a dissemination activity to the PCO and dissemination WP leader.
- The Dissemination WP leader has to review and approve the dissemination activity.
- The Project Coordinator (PCO) has to review the dissemination activity.

3. Process Indicators (Measured / Monitored)

The procedure starts by reception of a request for a dissemination activity sent to the PCO and dissemination WP leader.

4. Related Documents / References / Requirements

n/a

5. Requirements and Prerequisites

All project participants should:

1. Take appropriate action for disseminating foreground of which have ownership.

Note: All dissemination activities will have to be agreed upfront by dissemination WP leader.

It should include the following statement that they are done under ImprESS project in all publications or any other dissemination related to ImprESS:

"The activities leading to these results has received funding from the EACEA under Erasmus + project ImprESS" or "This project has been funded with support from the European Commission".

The Dissemination Plan of a project should include a list for

- Requested dissemination activities
- Approved and planned dissemination activities
- Approved and past dissemination activities
- Disapproved dissemination activities

The project partner who asks for dissemination activities should provide the decision makers with meaningful information as it is described under item 8.

6. Procedure specific definitions

n/a

7. Records

Currently applicable version of the Dissemination Plan for ImprESS project.

8. Steps of the procedure

1. If a project partner would like to disseminate the project work and/or the project results funded by project budget, he has to submit a detailed description of the planned dissemination activity to the WP leader.
2. If the project partner has provided WP leader with all requested information as listed below, it will update the list of requested dissemination activities with respect to the Dissemination Plan established for the given project.
 - o Activity Name
 - o Activity Description
 - o Activity Date
 - o Activity Type
 - o Activity Costs
 - o Activity Responsible
 - o Activity Target Group & Expected Impact
 - o Activity foreseen in the Dissemination Plan.
3. If the WP Leader considers the request for dissemination activity as useful for the project and as serving the project's objectives, he will approve the request and send the information to the PCO. If the WP leader considers the request as not appropriate regarding the project's objectives or the budget, he might disapprove the request. The list of disapproved dissemination requests will be updated accordingly.
4. After the event, Partner shall provide attendance list, photo, video and/or audio documentation and written report to PCO and WP leader within 5 working days after the event.

9. Project-specific data and references

n/a

6.6. Partner Expulsion Procedure

1. Purpose

This project internal Expulsion Procedure is used for assuring the quality of the project work by reminding a poor-performing or non-performing project partner about his/her responsibilities before starting an official procedure of termination of a beneficiary according to the Grant Agreement (GA) of the project. Following this Expulsion Procedure, poor-performing or non-performing partners of the project consortium will be reminded about their contractually binding responsibilities according to the Partnership Agreement (PA) and the Grant Agreement (GA) to ensure the in-time delivery and quality of results to be produced. This Expulsion Procedure can be stopped by the reactivity of the respective poor-performing or non-performing partner or by the Steering Committee (SC).

2. Responsible Persons

- Responsible for initiating this procedure is the Project Coordinator (see PCO). The PCO indicates to the EB of the project that a partner is poor-performing or non-performing and asks the EB to label the respective partner as poor-performing or non-performing to start the internal Expulsion Procedure.
- The Expulsion Procedure will be enforced by the Executive Committee (EC) of the project, which sends two official reminders to the responsible person (first reminder) and to the responsible person and the Legal Entity Appointed Representative (second reminder) of the poor-performing or non-performing project partner.
- The responsible person and the Legal Entity Appointed Representative (see LEAR) have to provide the EB of the project with an updated and detailed work plan for the work the poor-performing or non-performing project partner is responsible for.
- The EB has to accept the workplan provided by the poor-performing or non-performing project partner to stop the expulsion procedure. If the workplan is not accepted, the EB, in accordance with the SC of the project, has to send all documentation about the poor-performing or non-performing project partner to the EACEA to request a termination of a the beneficiary, which is considered as a defaulting party according to GA and PA.

3. Process Indicators (Measured / Monitored)

The procedure starts if the PCO signals a non-performance of a partner to the EB.

4. Related Documents / References / Requirements

Grant Agreement, Partnership Agreement, EACEA Guidelines for the Use of the Grant

5. Requirements and Prerequisites

To start this Expulsion Procedure, the PCO has to prove by records the poor-performance or non-performance of the to be expelled project partner in the Expulsion Report. This should be proved by records taken in the project management tool, e.g. internal 3 month reporting and periodic reporting, attended events, organized meetings, created action lists and work plans, uploaded documents for preparation and documentation of the performed and to be performed project-related work etc.

These records have to be handed over to the EB of the project, which has to decide if the Expulsion Procedure should be started on basis of these records.

6. Procedure specific definitions

- Non-performing partner : A non-performing partner is defined as a partner who is not properly reporting on the progress of the work he/she is responsible for, which includes the periodic reporting as well as the internal 3 month reporting, or is not producing the results he/she has committed him-/herself to deliver.
- Defaulting Party: “Defaulting Party means a Party which the Executive Committee has identified to be in breach of the Partnership Agreement and/or the Grant Agreement”. This definition applies for this procedure.

7. Records

Expulsion report, warning (reminding) letters, EB and SC MoMs.

8. Steps of the procedure

1. In the first phase, the Executive Committee (EC) of the project, indicated by the PCO, considers a project partner as poor-performing or non-performing project partner and sends a first official reminder to the responsible person of the respective partner (optional cc: concerned partners and WPL, TSL). The reminded project partner has 20 days to provide the EB with updated and detailed work plan of the work he/she is responsible for. If the EB accepts this work plan, the Expulsion Procedure is stopped.
2. If the workplan was not provided by the reminded partner or not accepted by the EB, a second official reminder will be sent to the responsible person and the LEAR of the poor-performing or non-performing partner to remind him/her about his/her contractually binding responsibilities. The reminded project partner has 10 days to provide the EB with a updated and detailed work plan of the work he/she is responsible for. If the EB accepts the work plan provided by reminded partner, the Expulsion Procedure is stopped.
3. If the workplan was not provided by the reminded partner or not accepted by the EB, the EB will, in accordance with the GA and PA, delegate the responsibility of expulsion to the EACEA by sending all documentation about the internal Expulsion Procedure and about the poor-performing or non-performing partner to the EACEA for further consideration and possible termination of a beneficiary. The internal Expulsion Procedure is stopped.

9. Project-specific data and references

Grant Agreement, Partnership Agreement

6.7. Risk reduction procedure

1. Purpose

This procedure was established to collect, track and mitigate project risks.

2. Responsible Persons

- The PCO or the Project Partner seeing the possible risk signal this to the Project Coordinator in writing explaining risk source, possible impact on project and suggesting mitigation measures and action timing.
- The Project Coordinator (PCO) will collect these information and list them on the respective project management web tool or in the other dedicated file.
- The Project Coordinator (PCO) will evaluate and categorize the risks and if needed, asks the Project Steering Committee for a decision on the raised issue.

- The Project Steering Committee will evaluate and approve the mitigation measures.

3. Process Indicators (Measured / Monitored)

The procedure starts by reception of a information by PCO or by a project partner.

4. Related Documents / References / Requirements

Partnership Agreement for ImprESS Project, Project proposal (LFO matrix).

5. Requirements and Prerequisites

The PCO or project partner should justify the risk and propose mitigation measures. The possible negative impact on the project work and project partners should be described.

6. Procedure specific definitions

n/a

7. Records

See bullet 2.

8. Steps of the Procedure

1. The PCO or the project partner who identified risk, sends the information, including justification of the risk and possible impact on the project work and project partners, to the PCO.
2. The PCO will collect these information and list them on the respective project web tool or a file, including the following information:
 - Issue number
 - Short issue description
 - Partners or WP or Task affected
 - Raised by
 - Raised when
 - Actions to be taken
 - SC Confirmation and Advise
3. The PCO, if needed in accordance with the EB will evaluate and categorize the risk in order to assist in implementation of the mitigation actions, by
 - checking the input provided by the partner,
 - provide assistance in realization of the mitigation action (which organization or organizational unit is in charge? what needs to be done by whom?)
 - contacting the respective contract partner (e.g. EB and/or SC) and asks for implementation of the mitigation activities/measures.

9. Project-specific data and references

See item 4 and 7.

7. Documents and reports

All documents/reports within the ImprESS are to satisfy following quality criteria:

- to correspond qualitatively to objectives established by the project;
- to be finalized within timeframe;
- to be approved by relevant management structure;
- deliverables shall be written in English;
- to be presented in corresponding templates.

7.1. Document management

• Document name

1. All working files are kept in file server to provide an overview of the projects, keep relevant project, documents and also to avoid the unnecessarily loss of documents;
2. A document, regardless of type and format is to be stored in e-form in appropriate folder on ImprESS server or on web page, has to have proper file name. Meaningful words should be used related to the content of the document, as short as possible (not longer than 20 characters). To shorten a document name, to use words in continuity, each word starting with capital letter (Final Report_v01zv15052018).

Meaning:

- Document version (v01);
- Authors initials (zv, mm..). Can be a number of authors;
- Date when the document was created/modified (day, mm, yy).

8. Meetings, conferences/other events

- All events have to be timely and professionally organized. The host institution will be responsible for efficient organization which includes necessary coordination, preparation of invitations, premises, projectors, cameras, letters, available accommodation, etc.
- The host institution or Coordinator will be responsible for all required materials (supporting documents, agendas, presentations, etc.) as well for the elaboration of reports/minutes on the held event upon its completion. For meeting preparation and minutes of the meeting, partners will use the template presented in ANNEX 4 of the document.
- The dates/venues of the SC meetings shall be agreed and announced (incl. the draft agenda and written formulation of any decisions to be made) at least 14 calendar days before the meeting.
- The SC meetings will be recorded, e.g. via the WebEx video conferencing platform.

- The SC meetings shall include all partners and leave enough time and technical possibilities to clarify all the issues of the agenda (meetings not involving all partners shall be avoided).

8.1. Communication

- Teleconferences should be organized on monthly bases and whenever it is necessary;
- Face-to-Face Meetings (at least 6 meetings of the SC, PEC meetings in person at least once in every 6 months and whenever it is necessary);
- E-mail communication will be strictly through formal e-mail;
- All partners should be included when it is of interest of the whole project;
- All Serbian partners should be included when it is of their interest;
- Use of Trello application – on voluntarily bases.
-

8.2. Writing e-mail

The subject of the emails should always start with "ImprESS:" and followed by relevant key words.

8.3. Promotion and dissemination tools

- The ImprESS project has set up a website to promote the goals of the Project and to attract broader target groups and general public. On the blog, regularly updated information should be found, project achievements and results. Besides, cross border conferences will be realized. The aim is to be well presented to selected target groups.

8. Risk assessment

8.2 Project risks assessment and possible actions are shown in the Table 1.

Table 1. – Project Risk Assessment

	RISK	PROPOSED ACTION	LEVEL OF RISK
1	Lack of communication between Partners	<ul style="list-style-type: none"> ➤ Extraordinary meetings ➤ Precise procedures ➤ Mediation ➤ Software supported project management ➤ Monitoring interaction between partners 	Medium
2	Staff and Contractors Capacity	<ul style="list-style-type: none"> ➤ To use additional capacities ➤ Mutual assistance between partners ➤ Sheering administrative capacities 	Medium
3	Financial management	<ul style="list-style-type: none"> ➤ To overcome obstacles in this area due to lack of financial knowledge 	High
4	Lack of engagement, poor attendance and/or dropout	<ul style="list-style-type: none"> ➤ Constant monitoring ➤ To raise awareness of all partners of the size and importance of their commitment 	Medium
5	Delivery on time and quality	<ul style="list-style-type: none"> ➤ Strong project management commitment ➤ Strong quality management commitment 	Low
6	Misunderstanding and overlapping responsibilities - excessive number of authorities and bodies	<ul style="list-style-type: none"> ➤ To make/implement clear distinction between responsibilities and duties of authorities and bodies within the project ➤ Bodies like Steering Committee, Executive Committee and Quality Champions Committee have to have clearly defined responsibilities and activities. 	High
7	Internal Control and Internal Auditing	<ul style="list-style-type: none"> ➤ Insisting on application of the quality procedures 	Medium

9. Quality assurance activities

Quality assurance activities will be performed to ensure the quality standards for project processes are met.

Quality assessment plan is presented in the following table:

Title of Activity	Expected deliverable	Due date
Regular Quality Assurance Committee meetings	Reports	May/October annually
Development of the Quality control plan	Plan	June 2018 / January 2020
Monitoring the progress of the project	Reports	Quarterly
Quality review of the Project	Reports	14/05/2019 and 14/07/2020

EU Framework

1. Regulation (EU) No 1288/2013 of the European Parliament and of the Council of 11 December 2013 establishing 'Erasmus+': The Union programme for education, training, youth and sport and repealing Decisions No 1719/2006/EC, No 1720/2006/EC and No 1298/2008/EC Text with EEA relevance;
2. Erasmus+ Charter (Erasmus+ Charter for Higher Education 2014-2020);
3. The General European Call for project proposals;
4. The National Call for project proposals;
5. *Erasmus+ programme guide.*

Internal documents

1. ImprESS *Guidelines on the Project Management and Reporting*;
2. Erasmus+ Programme Capacity-Building projects in the field of Higher Education (E+CBHE) *Partnership agreement*;
3. *Grant Agreement* for an action with multiple beneficiaries- Agreement Number-2017-3214/001-001, Project reference number- 586410-EPP-1-2017-1-RS-EPPKA2-CBHE-JP;
4. *Rules on mobility*, 19 no. 79/1-5-2018, od 25.01.2018.

Annexes

Different supporting documents have been elaborated for the overall enhancement of the project quality plan. They are in compliance with PA, Guidelines and other relevant ImprESS documents.

- Annex 1 – Partners internal report
- Annex 2 - Check list for review of deliverables (to be completed on completion of identified deliverable)
- Annex 3 – Internal project quality evaluation form
- Annex 4 - Standards & procedures for Project Meetings/Workshops
- Annex 5 - Work Package Information Sheet

ANNEX 1 Partners internal report

Title of the Work Package

Work Package Lead Partner	
Name of the responsible person	

1. Activities and achievements carried out to achieve result

Fill in the outputs/outcomes and indicators as per the WDT (Logical Framework Matrix) of the WP during the review period. In the column “Achieved to date” describe all activities done in order to achieve the indicated output/outcome. Provide a short comment if necessary.

Activity No	Activity title	Start date	End date	Description of the activity	Indicators of achievement per WDT

1. Problems

Describe the main problems encountered and recommend a solution if possible

Outputs/ outcomes	Description of problem	Recommendation

2. Changes

Present all changes to WP plans including postponing implementation deadlines

Outputs/ outcomes	Change of plan and likely implication for WP activities	Suggested actions	Date of notification to ImprESS coordinator

3. Brief summary

Summarize progress of activities against the implementation schedule (up to 100 words)

Summarize progress against specific objective indicators from the WDT (up to 200 words)

Summarize main problems encountered and recommendations (up to 200 words)

Location,date

Signature

ANNEX 2 - Check list for review of deliverables

Deliverable title	
Work package	
Author	
Date	

Assurance point	Issues to be Addressed	Assessment	Comments	Recommendations
Compliance with ImprESS objectives	<i>Does the deliverable comply with the overall objectives of the project?</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially		
Compliance with the specific objectives of the WP	<i>Does the deliverable comply with the WP Objectives as specified in the WP description?</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially		
Correspondence with the description of work of the relevant activity	<i>Does the deliverable correspond with the activity description as specified in the WDT?</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially		
Compliance with the deliverables template	<i>Is the deliverable presented using the Project's deliverable format?</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially		
Adequacy of complementary information	<i>Examples of complementary info:</i> - Sources used, - List of contacts, - Methodology used.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Partially		
Adequacy of written language	<i>Level of written English</i>	<input type="checkbox"/> Excellent <input type="checkbox"/> Adequate <input type="checkbox"/> Poor		
Overall assessment and suggestions for improvement				
Deadline for submission of amended version of the deliverable				

ANNEX 3–Internal project quality evaluation form

Project title	Improving Academic and Professional Education Capacity in Serbia in the area of Safety & Security (by means of strategic partnership with the EU)
Project acronym	ImprESS
Project reference number	586410-EPP-1-2017-1- RS-EPPKA2-CBHE-JP
Coordinator	University Educons
Project start date	October 15, 2017- October 14, 2020
Project duration	36 months

Implementation of the project activities (applicable for WP1-WP5)

Grading	Poor	OK	Good	Very Good	Excellent
Project activities comply with the overall objectives of the project	1	2	3	4	5
Deliverables comply with the WP objectives as specified in the WP description	1	2	3	4	5
Deliverables correspond with the activity description as specified in the WDT	1	2	3	4	5
Activity timing (respect of the deadlines)	1	2	3	4	5

Comment:

Dissemination (WP7)

Grading	Poor	OK	Good	Very Good	Excellent
Web site of the project gives precise and updated information on the project objectives and activities	1	2	3	4	5
Promotional materials reflect the visual identity of the project	1	2	3	4	5
Project presentation in the media	1	2	3	4	5

Comment:

Management of the project (WP8)

Grading	Poor	OK	Good	Very Good	Excellent
Communication channels are sufficient to achieve excellent project results	1	2	3	4	5
Coordinator informs all partners on all aspects of activity implementation	1	2	3	4	5
Coordinator informs all partners on financial aspects of the project realization	1	2	3	4	5
If conflict arose, the partners were able to solve it	1	2	3	4	5
Project events (project meetings, workshop, trainings, and study visits) are well structured	1	2	3	4	5
Project events have good prepared agendas sent on time	1	2	3	4	5
Project events provide enough opportunities to discuss and exchange ideas	1	2	3	4	5
Project events prepare us well for the next steps of the project work	1	2	3	4	5
The SC, PMC, QAC meetings are usually concise and informative	1	2	3	4	5

Comment:

Partnership

Grading	Poor	OK	Good	Very Good	Excellent
All partners put much effort in their tasks	1	2	3	4	5
All members of the consortium take responsibility for project activities and results	1	2	3	4	5
All members of the consortium are acknowledging skills and expertise of other project members	1	2	3	4	5
The partnership motivates us to collaborate with the partners in the future projects	1	2	3	4	5

Comment:

Exploitation

Grading	Poor	OK	Good	Very Good	Excellent
Exploitation of the project is well determined	1	2	3	4	5
It's possible to extend project impact during and after project lifetime	1	2	3	4	5
Sustainability of the project is provided	1	2	3	4	5

Comment:

ANNEX 4 - Standards & procedures for Project Meetings/Workshops

MEETING/WORKSHOP AGENDA

Project Name: ImprESS			
Purpose, Objectives and Elements of the Meeting/Workshop:			
Expected Attendees:		Place:	
		Date and Time:	
Agenda Item		Accountable Person	Time
1. Introduction			mins
2. First Presentation			mins
3. Second Presentation			mins
List of Attachments: (e.g., copies of reports, presentation material)			
Project Name: ImprESS			
Purpose, Objectives and Elements of the Meeting/Workshop:			
Present:		Place:	
Absent:		Date and Time:	
Summary of Significant Conclusions/Results (by Agenda Item)			X-Ref to Action Items
1.			
2.			
3.			
Action Item	Accountable Person	Due By	Date Closed
1.			
2.			
3.			
List of Attachments: (e.g., copies of reports, presentation material)			
Approvals:			
Name:			Date:

CHECKLIST FOR MEETING/WORKSHOP EFFECTIVENESS

Project Name: ImprESS	
Meeting/Workshop Name:	
Place:	Date and Time:
Please rate the effectiveness of the meeting by assigning a value from 0 (worst) to 5 (best) to each item. Return the completed form to the Quality Assurance Manager.	

Ground Rule	Rating
The meeting/woorshop objective was clear.	
There was a published schedule with specified goals for each item (for information, for discussion, for action), and assigned time.	
Attendance was usefull. There was a valid reason for each participant to take time away from their other responsibilities to attend.	
I was notified in advance of the theme, my part in the meeting/woorshop, and what I may be questioned.	
All of the staff and materials required were available.	
There was a moderator (chairperson) appointed to keep the meeting/woorshop on track.	
The meeting/woorshop started on schedule.	
There was a ground rules defined for how the meeting/woorshop was to flow.	
The meeting/woorshop kept to the schedule and the assigned time for each item, and the ground rules were followed.	
There was agreement accomplished.	
Action items were appointed where suitable.	
There was a person appointed to keep minutes.	
Minute book was provided within a sensible period and adequately documented the meeting.	
Comments (constructive suggestions)	
<div style="display: flex; justify-content: space-between;"> Completed By (optional): Date </div>	

Annex 5 - Work Package Information Sheet

Work Package Ref.nr	Partner responsible for sub-contracting (Acronym)	Planned start date	Actual start date	Planned end date	Actual end date	Brief description of delay reasons (if any)	Brief description of issues (if any)	Brief description of perceived solution

