



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

Quality Control Plan

Authors

Zorica Vukašinović Radojičić

Ivana Bodrožić

Dalibor Kekić

Ana Branković

Aleksandar Sakač

July, 2018

Document information

Quality Control Plan

Project reference No	586410-EPP-1-2017-1- RS-EPPKA2-CBHE-JP
Dissemination level	Project team members only
Document version	3.0
Status version	Open
Date	06/06/2018
Title of WP	WP 6 – Quality Plan
Authors	Zorica Vukašinović Radojičić, Ivana Bodrožić, Dalibor Kekić, Ana Branković, Aleksandar Sakač
Revised	13/07/2018
Contributors	All partners
Approved by	All partners

Table of Contents

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
KPA	The Academy of Criminalistics and Police Studies
UESK	University Educons
UNID	University of Defence in Belgrade
UB	University of Belgrade, Faculty of Security
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
USTUTT	University of Stuttgart
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
WPM	Work package manager
TL	Task leader
WDT	Work Distribution Table
LFM	Logic Framework Matrix

HEI	Higher Education Institution
SMQA	Student Mobility Quality Assurance

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 (list of outcomes to be evaluated); Quality of processes; Risk assessment; Quality Assurance Plan and annexes.

The draft version of the Quality Control Plan is prepared by KPA. 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), University of Stuttgart, (USTUTT), ATRISC. All partners need to revise and update Quality Control Plan.

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), University of Stuttgart, (USTUTT), 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;

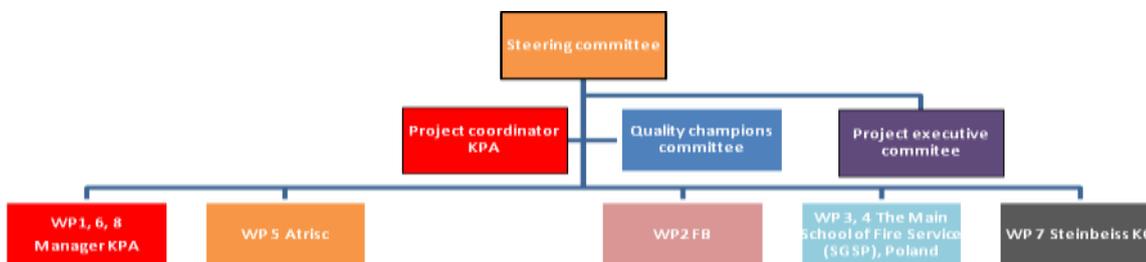
- clear understanding of the projects objectives and obligations by all the stakeholders;
- developing procedures deemed necessary for proper control of the quality of the various Work packages and of the management procedures;
- developing clear agreement on the standards, procedures, methods to meet 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 (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 structure:¹



¹ See: ImprESS Guidelines on the Project Management and Reporting.

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

Steering Committee

Main responsibilities:

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 issues² ;
4. Providing input to the development of the project, including the evaluation strategy;

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.

5. Providing advice on the budget;
6. Identifying the priorities in the project – where the most energy should be directed;
7. Identifying potential risks;
8. Monitoring 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 limitations.³

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. 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;

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.

- 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 project managers

Main responsibilities:

1. Responsible for deliveries 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 behaviours expected of all employees to improve the quality;
4. Understanding and promoting awareness of the organisation'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.

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

WP Quality plan

Main responsibilities:

1. Responsible for the quality procedures and reports to the Coordinator, Overall manager and the Steering Committee
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. Reporting to Steering Committee;
6. Elaborate Risk management;
7. 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 application form and/or partnership agreement;
2. Reporting to the lead partner within the agreed timetables;
3. Assuming responsibility in the event of any irregularities in the declared expenditure;
4. Repaying the lead partner 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 and other team members;
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.

Roles and responsibilities in students mobility

Student Mobility Quality Assurance (SMQA) Board main responsibilities:

1. Preparation and distribution of information to students (incoming and outgoing) concerning programmes available, requirements for participation, benefits and the value added for those who participate, etc., as well as preparation of ECTS info-packages and their distribution to partners;
2. Information concerning the criteria for selection of students to participate in the project exchange programme e.g. language skill requirements, certain grades in the overall student performance, etc.;
3. Eased correspondence with the partners while keeping continuous contact with them in order the information concerning placements, courses available, etc. to be always updated and valid;
4. Preparation of the necessary documentation for student mobility (e.g. bilateral agreements, learning agreements, student application forms);
5. Certificates to be awarded to students (e.g. attendance of language courses), etc.;

6. Development of communication lines and techniques internally with the other administrative and academic units (e.g. careers office) within the H.E.I., and among other H.E.Is involved in the project;
7. Bringing in touch the incoming student with the tutor assigned to supervise him/her, in the first place;
8. Keeping complete records/files for each one of the incoming and outgoing students (e.g. relevant correspondence, learning agreements, transcript of records, etc.), sending the students' documentation (transcripts of records etc.) to the departments for further consideration (recognition of study period abroad), etc;
9. Evaluating complaints and suggestions from students and taking the measures needed to correct or prevent negative influences;
10. Setting up a special library with ECTS - information packages and SMQA documentation;
11. Report to the top management, once per year giving statistical and qualitative figures for students mobility.

The academic department main responsibilities:

1. Assign tutors the task to supervise the incoming students;
2. Accommodate incoming students in laboratories, classes, libraries, etc., and provide them with facilities in order to carry out projects;
3. Monitor host students' performance and take all the actions needed to solve possible study problems;
4. Develop a learning environment for all the students regardless of the educational system they come from, taking into account language obstacles, cultural diversities, etc;
5. Evaluate incoming student's performance and award them credits and grades after they have completed their period of studies;
6. Recognize (home) students' studies abroad;
7. Assess the added value from the students' mobility and present all the figures, qualitatively and quantitatively in the annual report;
8. Apply the selection procedure and resolve student exchange problem so whenever appear.

5. Distribution of the work and accountability/ List of outcomes

Distribution of the work and accountability is made so that different work packages perform the following tasks, detailed presented in the Partnership Agreement.⁵

⁵ In accordance with LFM in PA.

Work Package	Key activities	List of outcomes to be evaluated	How they will be measured/source of information to be measured
WP1 PREPARATION	Preparation of the Kick-off meeting; work load distribution, analysis the current study programs (undergraduate, masters, PhD and specialized programs and courses curricula) in program and partner countries; documents preparation, defining needs and requirements for hardware and software, reporting, purchase the equipment, supplying coordinator with needed inputs, regarding analysis of study programs and defining needs and requirements in assessing available hardware and software.	<ul style="list-style-type: none"> - participation of all partners - study of the current study programs (undergraduate, masters, PhD and specialized programs) and courses curricula - documents prepared - defined needs for hardware and software - reports prepared - defined risk assessment - project schedules - high level of security/confidentiality and sustainability and review - identified all requirements - informativeness 	<ul style="list-style-type: none"> - legal documentation - agenda - list of participants - minutes of the meeting - power points - handouts - detailed actions to counter the risks - identified responsibilities for each Contractor (Partner) - developed Roles & Responsibilities - periodical progress reports - defined responsibilities - signed Non-Disclosure Agreements by all Contractors (Partners) - all needs that are changed among all Contractors (Partners) - constant consultations with coordinator project manager (overall manager) - every new requirements presented to project manager - standard documents;⁶ - efficient communication procedures - clear contractual procedures for perfect understanding between all parties.

⁶A 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 - Document version (v01)Authors initials (zv, mm.); Date when the document was created/modified (day, mm, yy).

Work Package	Key activities	List of outcomes to be evaluated	How they will be measured/source of information to be measured
WP2 MODEL FOR IMPROVING THE EDUCATIONAL CAPACITY	Analyzing EU and Serbian regulations; developing model for improving the educational capacity in the area of „sector skill alliance“ for safety and security and dissemination via website and other applicable means; bilateral and other agreements development and signing.	<ul style="list-style-type: none"> – Report/analysis of EU and Serbian regulations; – contracting agreements – Acceptance criteria 	<ul style="list-style-type: none"> – finished negotiations – list of signed agreements/contracts – number of total online views – materials publicly available – each Contractor (Partner) have signed all documents
WP3 SETTING UP THE INFRASTRUCTURE FOR APPLYING THE MODEL	Setting up the infrastructure for applying the model; detailed comparison and gap identification for courses and study modules; Courses and modules selection for implementation Courses and modules; Teaching materials development; E-learning modules/materials development; Training of the Serbian lecturers on Program countries HEI; Accreditation process start; Education materials dissemination.	<ul style="list-style-type: none"> – Infrastructure set up – Compared/analyzed courses and study modules; – Identified gaps for courses and study modules; – Developed new modules that will be produced 	<ul style="list-style-type: none"> – number of participants who will implement e-learning materials – Number of teaching material created – Number of total online views – report/other documents – individual reports from students
WP4 APPLYING THE MODEL IN SERBIA	Applying the model in Serbia; Courses & study modules execution; Courses & study modules evaluation and materials fine tuning; Students visit to program countries HEIs; Achievements and outcomes dissemination.	<ul style="list-style-type: none"> – Applied model – Enrollment of Serbian students to program countries HEI – Evaluated study modules – Evaluated training materials 	<ul style="list-style-type: none"> – Number of courses executed – report on Serbian students enrollment in courses programme countries HEIs/list of students participated – individual evaluation of quality of teaching process – availability of materials

Work Package	Key activities	List of outcomes to be evaluated	How they will be measured/source of information to be measured
WP5 ESTABLISHING THE TRAINING AND EDUCATION SAFETY AND SECURITY CENTER IN SERBIA	Establishing the training and education safety and security center in Serbia – TESS; The TESS specific domain of applicability; TESS Courses and Trainings; Hardware and Software equipment in the TESS; The TESS management structure and Sustainability Plan; Report editing.	<ul style="list-style-type: none"> – Established TESS – Introduced courses and trainings – Equipped by hardware and software – Established management structure – Checked and tested milestones 	<ul style="list-style-type: none"> – legal documentation – Report on TESS domain and applicability – number of courses and trainings offered within Center – report on procedures – power points, handouts – tested courses, modules and exercises
WP6 QUALITY PLAN	Appointment of overall and University Quality Champions; Quality Plan development; Development of Quality procedures and templates; Overall and University monitoring, evaluating and quality reporting; Learning material peer review; Document management rules, procedures, templates drafting; Internal quality survey.	<ul style="list-style-type: none"> – Appointed quality champions – Developed Quality Control Plan – Project reports – Drafted templates – Assessed success 	<ul style="list-style-type: none"> – delivered quality reports – number of QA mechanisms and procedures – number of adopted QA procedures – agenda – list of participants – applied templates by all partners – applied quality procedure by all partners – regular internal reviews – good and checked Quality Plan
WP7 DISSEMINATION AND EXPLOITATION	Development and implementation of dissemination and exploitation; Extending the Model and its applicability Europe-wide; Dissemination plan creation; Development, maintenance and promotion of the ImprESS Website; Social network development and statistics; ImprESS social network communication; Use & Link to already developed EU tools; Opening and maintenance of e-library public access	<ul style="list-style-type: none"> – Developed dissemination and exploitation plan – Developed, maintained the ImprESS Website – Developing ImprESS social network communication – Opening e-library 	<ul style="list-style-type: none"> – implemented dissemination and exploitation plan – uploaded materials – number of users – courses covered by e-learning – distributed materials – visual materials – social media links used – each member of the Staff has information about results – feedback of the results is provided to the project management



	area; Perform media, enrolment and promo campaigns; Organize ImprESS symposia and workshops; Exploitation Plan.	<ul style="list-style-type: none"> - Performing media and promo campaigns - Organizing symposia/workshops 	
WP8 MANAGEMENT	Administrative, technical and project Management; Statutes and other documents editing; RACI matrix development; reports editing; Established the project management bodies and adopted procedures for efficient project management; Risk management procedure editing; Administrative and financial project management; administrative and financial staff training; definition of official communication.	<ul style="list-style-type: none"> - Established management project structure - Developed WDT - Developed RACI matrix - Defined risk management - Defined financial management - Assembled suitable teams 	<ul style="list-style-type: none"> - agendas for kick off meetings - attendance list from meetings - minutes from the meeting - applied efficient management by all partners - materials from the event - handouts - power point - every team has tasks and deadlines - clearly allocates responsibilities of each team.

6. Quality of processes

6.1. Reporting process

The Quality Control Plan has two levels of evaluation of the project: internal and external.

The internal evaluation of the project comprises of two components:

1. Partners internal reports⁷ and Internal project quality evaluation form⁸
2. Progress reports to EACEA.

All types of reporting will help to view the project's progress objectively within the Consortium but also for purpose of external monitoring that will be implemented by NEO and EACEA.

Good reporting system⁹ will enable the management in proper planning and controlling and same principles have to be followed for making reporting system more effective:

1. proper flow of information,
2. proper timing,
3. accurate information,
4. relevant information,
5. documents and reports should be clear and simple,
6. costs and evaluation of responsibility.

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 our 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 delivered two reports to EACEA (Progress Report and Final report).¹⁰

Coordinator and each partner has to respect the reporting deadlines (stated in the Partnership Agreement) and submit their reports with supporting documents on validation of expenditure to the project coordinator in due time as requested.

The partners will prepare **Internal reports – Partner's Technical reports** consisting of description of the

⁷ Partners/WP will use forms in ANNEX 1(Partners internal report) in conjunction with other management tools such as the Review of Deliverables (in Annex 2).

⁸ See: Annex 3 – Internal project quality evaluation form.

⁹ See: Annex 6 – Guidelines for reporting.

¹⁰ See: Article 6 of the Partnership Agreement.



586410-EPP-1-2017-1-RS-EPPKA2-GRHE-IP

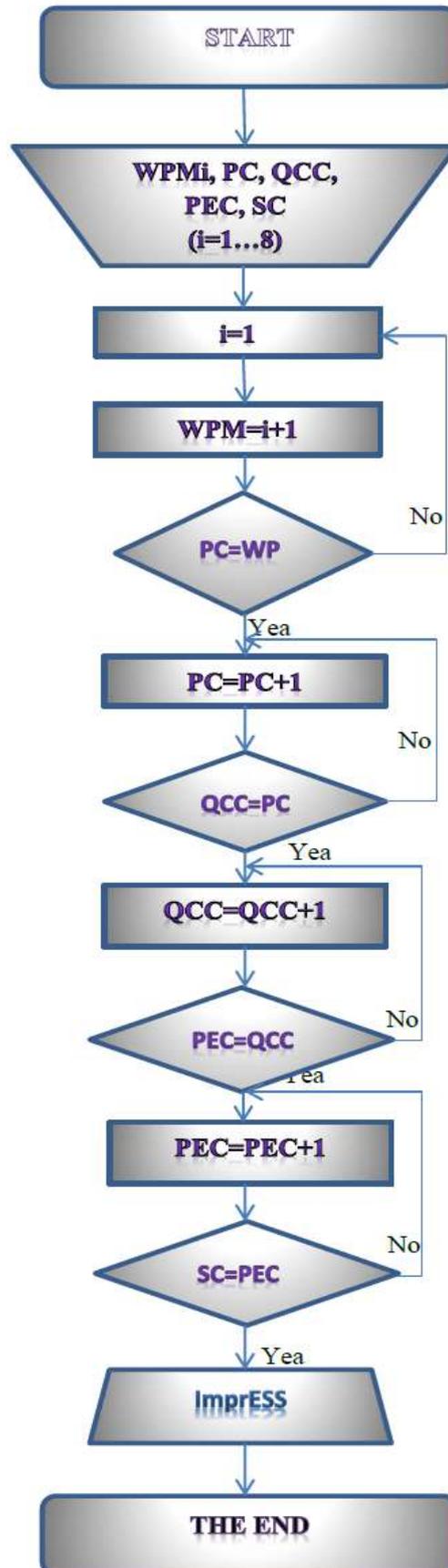
progress made, statistics and indicators, table of achieved/planned outcomes. Reporting on realized project activities by all partners shall be supported by using the template provided in Quality plan.

Partner's shall deliver six **Technical report on the implementation of the project** delivered to coordinator (1st report – 14.06.2018; 2nd report – 14.10.2018; 3rd report – 14.03.2019; 4th report - 14.10.2019; 5th report - 14.04.2020; 6th report - 14.10.2020). Partner's/Beneficiaries shall deliver six Financial Report to coordinator (1st report – 14.06.2018; 2nd report – 14.10.2018; 3rd report – 14.03.2019; 4th report - 14.10.2019; 5th report- 14.04.2020; 6th report - 14.10.2020).¹¹

The reports should accurately reflect project partners progress (both technical and financial) during the reporting period, highlighting any key issues. It is recommended to prepare the reports by adding the information in due time when the activity takes place particularly for the reporting on the realized events where it is expected to have set of information and news in 10 days after the event.

¹¹ All reports should be typed and should be in English. Copy of each report and supporting documents should be provided to the Coordinator and PEC in due time. They will report on realized different events (info days, workshops, seminars, conference, meetings, trainings, etc.) by all beneficiaries.

6.1.2. Algorithm of rules and responsibilities



6.2. Deliverable production

The complexity of ImprESS goals and activities result with a number of project deliverables. In general, they may be categorized as: documents and reports; events (kick off meeting, national/international events, webinars, video conferences); services and other. All deliverables shall be consistent with ImprESS project/project objectives:

- Deliverables should be in compliance with the specific objectives of the WP;
- They should correspond to the description of work of the relevant activity;
- All deliverables shall be written using uniform terminology/formats;
- Deliverables shall be viewed by all partners at least 5 days before they are publicized;
- All documents produced outside the Project shall be validated by Quality manager.

6.3. Documents and reports

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

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

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, discussion, conclusion, recommendations and references. All the partners will use the template of Project report presented in ANNEX 1 of the document. Guidelines for good reporting have been established in Annex 6 of the document.

Individual timesheet summary template for the purpose of the project is available at web page of the Erasmus + project ImprESS: www.impress.kpa.edu.rs.

6.4. 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).

- **Document stamp**

1. Document version (v01);
2. Authors initials (zv, mm.);
3. Date when the document was created/modified (day, mm, yy).

6.5. 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 invitation agendas, letters, available accommodation, etc..
- The host institution will be responsible for all required materials (supporting documents, agendas..) as well for the elaboration of reports/minutes on the held event upon its completion. All the partners will use the template presented in ANNEX 4 of the document.¹²

6.6. Communication

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

¹² See: ANNEX 4 - Standards & procedures for Project Meetings/Workshops.

- Use of dropbox folder – on voluntarily bases.

6.7. Services

- Envisaged services should be adequately developed and designed to respond to end-users in accordance with timeframe;
- They need to follow clearly defined methodology, address relevant target groups and meet indicators within the planned time frame.

6.8. 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.

7. Quantification of quality process

Criteria for evaluation of Partner's Activity	Points for Activity				Mark
	10	6	3	0	
Time dimension	On time	Delay up to 15 days	Delay up to 30 days	Other	
Size of completed activity	100%	90%	75%	Other	
Frequency of cooperation with other partners during the activity	Over 20 contacts ¹³	Over 10 contacts	Over 5 contacts	Other	
Compliance of results of activities with project goals	100%	80%	60%	Other	
Helping other partners during the execution of their own activity(ies)	Confirmation ¹⁴ of at least three partners	Confirmation of two partners	Confirmation of one partner	Other	
				Total	

Apply the rating system from the moment of signing of the contract between the partners. It is estimated that the activity is successful if it is achieved at least 41 points. Partially successful activity is achieved if at least 35 points. Failure is active when it has less than 35 points, according to partner needs to take certain steps penalty.

¹³ Confirmation of contact in connection with the activities must be in writing and display of written communication (by e-mail, for example). At least 50% of the contacts must be confirmed before the last three days, until the completion of activity.

¹⁴ By e-mail.

8. Risk assessment

- Assessment of quality control is based on the risk factor of the activities undertaken. During quality assessment IOA are carefully examined and assessed to provide clear image of the level of quality implementation of the project.

Ordinal number	RISK	PROPOSED ACTION	LEVEL OF RISK
1	Lack of communication between Contractors	<ul style="list-style-type: none"> ➤ E-mails as kind of communication ➤ To use Trello ➤ To use online web-based application ➤ Software project management ➤ Monitoring interaction between partners ➤ Identifying difficulties. 	Medium
2	Lack of reliance between Contractors and desire for shared responsibility	<ul style="list-style-type: none"> ➤ To prepare/revise documents to be signed by all Contractors ➤ To undertake shared responsibility ➤ Well prepare negotiations about documents by all partners, by EU assistance ➤ To resolve problems. 	Medium
Ordinal number	RISK	PROPOSED ACTION	LEVEL OF RISK
3	Staff and Contractors Capacity	<ul style="list-style-type: none"> ➤ To use KPA/partners capacities – available academic staff which would be in a position to keep the project on track (planning potential leave from work, health and other reasons) ➤ To use available administrative capacities in institutions and train them constantly ➤ Considering common interests of the Project and assistance in capacity development between all stakeholders. 	Medium
4	Safety of financial management	<ul style="list-style-type: none"> ➤ To overcome obstacles in this area due to lack of financial knowledge ➤ Coordinator/partners and Overall Manager should find information about good practice in finance about European projects. ➤ Coordinator have to consult with other Contractors about financial management. ➤ Overall manager (Steering Committee) shall work 	High

		on adding module of financial management training to Coordinator or a staff in its regular training packages and target to train maximum number of staff in financial management.	
5	Lack of engagement, poor attendance and/or drop-out	<ul style="list-style-type: none"> ➤ The Steering Committee should recognize the partners having a full understanding of the aims of the project and their involvement ➤ To raise awareness of all partners of the size of their commitment ➤ To invest enough efforts to perform efficiently by the end of the project ➤ Project coordinator should monitor and accordingly shall indicate possible partner's errors. 	Medium
6	Disagreement between partners	<ul style="list-style-type: none"> ➤ The coordinator shall act to mediate discussion and locate a solution that may require compromise ➤ In the case of disagreement between partner-coordinator and another partner then another (third) partner will be asked to assist in the process of resolution ➤ Should a substantial disagreement arise the full consortium will be involved in developing a shared understanding of the situation and agree as a group the best resolution and actions to move forward. 	High
Ordinal number	RISK	PROPOSED ACTION	LEVEL OF RISK
7	Timely delivery and quality	<ul style="list-style-type: none"> ➤ Members of WP6 – Quality Plan will oversee the internal quality of the project. ➤ QM team shall work closely with the Overall manager to ensure quality of project activities and reporting. ➤ They will act on the quality briefings from the appointed external evaluator. ➤ The manager of for each WP will be responsible for ensuring the tasks associate with that WP are completed on time and of feeding back to the WP6 if key deliverables are likely to be delayed ➤ The manager of WP6 shall support the Overall manager to deliver and maintain quality. 	Low
8	All events	<ul style="list-style-type: none"> ➤ Organization of events may be rescheduled if affected by specific circumstances (weather, national holidays, etc..) ➤ Rescheduling timescale ➤ If an event impact is on progress, the Steering would meet to discuss with a view to increasing 	Low

		flexibility in the proposed timescale in order to ensure that they were in a position to fulfill the original objectives without overhanging quality.	
9	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 no fully and clearly defined responsibilities and activities. ➤ Team members often do not know who is responsible for what. ➤ There is a possibility of disposal of the members of these bodies from the Staff and Contractors. ➤ We have to accept this risk, because there is no appropriate tool for transcendence this risk. 	High
10	Internal Control and Internal Auditing	<ul style="list-style-type: none"> ➤ The internal control system has been universally observed to be very weak, but it's possible for constructing good internal control system. WP6 project team can help to overall manager ➤ A control management specialist will be engaged to conduct a review of the project's control management activities ➤ Detailed statement of audit needs will be provided to the Overall manager to ensure that audited project statements comply with best practices in project reporting and auditing. 	Medium

9. External monitoring evaluation

- Evaluation of the project activities and results will also be performed by independent external expert(s) who will carry 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.
- The evaluations will be made to make sure that the project is carried out according to plan and to provide advice to improve the quality of the project realization.
- External monitoring of quality will take place twice during the project and financial evaluation will take place during the final year.

Before starting the assessment of applications, potential auditor must:

- have a sound knowledge of the Erasmus+ Programme Guide which provides all necessary information to potential auditor on the Programme in general and on the actions for which they can apply for a grant;
- acquire an in-depth knowledge of the action concerned, its objectives, and the policy priorities that apply;

-
- have an in-depth understanding of the award criteria applicable to the applications under assessment;
 - know the content and structure of the application form;
 - be familiar with all the reference documents and tools provided by the National Agency;
 - to demonstrate passion and commitment to improving quality Excellent communication skills;
 - enthusiasm and ability to motivate and inspire others through a positive approach to providing high quality services;
 - a ‘can do’ attitude;
 - ability to see solutions instead of barriers;
 - confidence to challenge practice which does not appear to contribute to the organisations quality goals.

Criteria for selection:

Main criteria:

Risk management of the auditor in general
Actual or perceived quality of the auditor
Business-specific knowledge
Adequate insurance coverage
Relationship management
Communication skills of the lead partner
Potential for good cooperation between the auditor and company's management
Audit approach and strategy presented
System of internal audit firm quality assurance
Auditor independence
People management, including qualification of the team, training and experience
Availability
Use of experts to assess specific areas of risks helped establish the standards for auditing and assessment practices.

List of possible criteria:

Internal processes
Approach to business and operations
Proposed methodology
Areas that will receive primary emphasis and the related audit approach
Comprehensive work plan
Use of associated or affiliated member firm personnel and third-party experts
Audit approach
Business understanding
Use of IT tools
Additional internal status report
Means to ensure the timeliness of the information
Communication strategy
Good ethical reputation
References
Reputation
Within the audit firm: review of the system of internal quality assurance

An audit application can receive a maximum of 10 points for all criteria relevant for the action. The table below shows the relative weight of each criterion in the different actions managed by our institution.

Award criteria	Maximum scores of award criteria per Action				
	Key Action 1			Key Action 2	Key Action 3
	Accreditation of higher education mobility consortia of previous project audit processes	Mobility projects in the field of Higher Education of previous project audit processes	Mobility projects in the fields of school education of previous project audit processes	Strategic Partnerships in the field of Education of previous project audit processes	Communication between the auditor and previous partner project under evaluation
Relevance of the previous audit processes	3	3	3	3	3
Quality of the previous projects design and implementation	2	3	3	2	4
Quality of the audit team and the cooperation arrangements	2	2	2	2	1
Impact and dissemination of the previous audit processes	3	2	2	3	2
TOTAL	10	10	10	10	10

10. Quality assurance activities

Quality assurance activities will be used to ensure the quality standards for project processes are met, and also determining how often or when the quality assurance activity will be performed.

Quality plan schedule 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
Monitoring the progress of the project	Reports	Quarterly
Quality review of the Project	Reports	14/05/2019 and 14/07/2020

References

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. *Administration Guide*, Project ImprESS - Improving Academic and Professional Education Capacity in Serbia in the area of Safety & Security, by means of strategic partnership with the EU, Elaborated by the Coordinator of the project;
2. *ImprESS Guidelines on the Project Management and Reporting*;
3. Erasmus+ Programme Capacity-Building projects in the field of Higher Education (E+CBHE) *Partnership agreement*;
4. *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;
5. *Project Steering Committee Charter*, Annex IV of the Erasmus+ Programme Capacity-Building projects in the field of Higher Education (E+CBHE) Partnership agreement;
6. *Project Executive Committee Charter*, Annex IV of the Erasmus+ Programme Capacity-Building projects in the field of Higher Education (E+CBHE) Partnership agreement;
7. *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 6- Guidelines for reporting
- Annex 7 – Students evaluation of student mobility programme
- Annex 8 - Student application form

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 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

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 logical framework matrix (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 PA?</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: - Sources used, - List of contacts, - Methodology used.</i>	<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	The Academy of Criminalistics and Police Studies
Project start date	October 15, 2017- October 14, 2020
Project duration	36 months

Implementation of the project activities

Grading	Poor	OK	Good	Very Good	Excel lent
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 PA	1	2	3	4	5
It's possible to realize all project activities till the end of the project	1	2	3	4	5

Comment:

Dissemination

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 is well presented in the media	1	2	3	4	5

Comment:

Management of the project

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/workshop 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 useful. 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/workshop, 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/workshop on track.	
The meeting/workshop started on schedule.	
There was a ground rules defined for how the meeting/workshop was to flow.	
The meeting/workshop 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)	
Completed By (optional):	
Date	

Anex 6 Guidelines for reporting

1. Write the Report with the Readers in Mind.

The project report should not be an exhibit of how extensive the person's knowledge about the project is. He/she must take into consideration the level of familiarity with the management and other stakeholders with the project.

Also, caution must be observed in using technical terms and concepts, as the readers of the report might not be familiar with them. However, if it is unavoidable to use them, provide a brief explanation of the term or the concept and use these words as sparingly as possible.

2. Support the Report with Data.

Reporting on the progress of a project is better if there is concrete and tangible data to back it up.

Though using too many figures and statistics may not be too helpful in some cases, a combination of texts and figures might just do the trick.

3. Overview the Sections.

Project report should present updates on the key metrics such as the following:

- **Timelines and Project Schedules**

It measures how the project is progressing in terms of the planned tasks and also whether these are accomplished within the target schedule. The relevance of this metric is for the management to know whether the project will be completed on time or not.

- **Cost**

Under this metric, expenses made for the project are assessed on whether they are still on the budget or if they are also within the planned expenditures.

It is important for the stakeholders to get an update on the financial aspect of the project for them see if the budget intended for the project is being used judiciously.

- **Resources**

This section talks about the project team's overall performance. This part allows the team to show how they are working towards the completion of the project. Also, it may be in this portion whether the team's skills and competencies are a right match as to the requirements of the project or some interventions are in need for them to perform well and deliver the project.

- **Changes**

The section on changes may not be regularly filled-up as there is only a need for such if the team adopted some changes as to the project plan.

- Quality Control

This might be the most important aspect of the report, as the team is expected to deliver outputs and results which are on schedule and within the budget. However, the output must also pass the requirements of the client, the management, or the stakeholders.

- Actions Taken

It is unavoidable to encounter problems, issues, and challenges during the implementation of the project. Thus, this section is where the team should discuss the problems they have encountered during the reporting period and what they have done to resolve or to address the issue.

4. Plan for the Future.

Include a brief discussion on the future tasks for the next reporting period.

In the minds of management, a project is just as good as how it was in a project report.

This is especially true if they do not have a physical access to the project itself and have no other means of getting updated about the project aside from the reports they are getting from the team.

Make the report speak for the project by making it brief, concise, transparent, and also comprehensive, as possible.

Annex 7 - Students evaluation of student mobility programme

Grading	Poor	OK	Good	Very Good	Excellent
I was well informed concerning programmes available, requirements for participation, benefits and the value added for those who participate	1	2	3	4	5
I was familiar the criteria for selection of students to participate in the project exchange programme e.g. language skill requirements, certain grades in the overall student performance, etc.	1	2	3	4	5
I had good communication with the assigned tutor.	1	2	3	4	5
I was accommodated in laboratories, classes, libraries, etc., and provided with facilities in order to carry out projects.	1	2	3	4	5

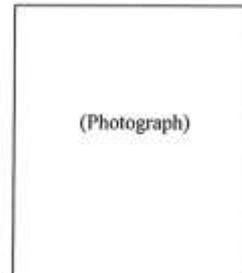
Comment:

Annex 8 – Student application form¹⁵

STUDENT APPLICATION FORM

ACADEMIC YEAR: 20.../20...

FIELD OF STUDY:.....



This application should be completed in BLACK and BLOCK letters in order to be easily copied and/or telefaxed.

SENDING INSTITUTION: Name and full address: _____

 Departmental coordinator – name, telephone and fax numbers, e-mail : _____
 Institutional coordinator – name, telephone and fax numbers, e-mail : _____

STUDENT'S PERSONAL DATA (to be completed by the student applying)

Family name: First name (s):
 Date of birth:
 Sex: ...M/F... Nationality:
 Place of birth:
 e-mail address:
 Current address: Permanent address (if different):

 Current address is valid until:
 Tel. no (incl. country code nr.): Tel:

LIST OF INSTITUTIONS WHICH WILL RECEIVE THIS APPLICATION FORM (in order of preference):

Institution	Country	Period of study		Duration of stay (months)	No. of expected ECTS credits
		From	To		
1.
2.
3.

¹⁵ Template is an integral part of the *Rulebook on Student Mobility* issued by the University of Criminalistic and Police Studies Senate (No. 79/1-5-2018 from January 25th 2018), presented in annex 1 of the document.