



Strengthening Teaching Competences  
in Higher Education  
in Natural and Mathematical Sciences

Co-funded by the  
Erasmus+ Programme  
of the European Union



# Internal work quality standards and procedures



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<b>Coordinator:</b>	Prof. dr Jelena Ignjatović
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## DOCUMENT CONTROL SHEET

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## Purpose, objectives and elements of the document

The Internal Work Quality Standards outline the main rules to be followed by the partners of the TeComp project to ensure the highest possible quality of the project activities, outputs and outcomes and project management. All procedures defined in this manual are in full compliance with the documents: *TeComp project Grant Agreement*, *TeComp Partnership Agreements* and fully respect the document "*Guidelines for the Use of the Grant*".

The document defines also the quality expectations regarding the project deliverables, i.e. reports and documents, organization of events/workshops/meetings as well as procedures for internal and external monitoring. The manual sets the minimum principles, requirements and processes needed to implement an effective internal and external quality assurance and control of the TeComp Project. It also provides 20 templates as annexes of the Standards, which will be given at the web-site [www.tecomp.ni.ac.rs](http://www.tecomp.ni.ac.rs)

## Project Quality Assurance

### Organization, responsibilities and interfaces

All partners are responsible for quality of project implementations regarding procedures and outcomes, in fully respect to the signed agreements between Project coordinator and each partner in project.

Central Management Team (CMT), Local Coordinating Team (LCT), Quality Assurance and Monitoring Board (QAMB) and an external expert, who will establish independent comprehensive monitoring evaluations (mid-term and end), are responsible for quality of entire Project implementation. Being aware of the Project hierarchy, they shall take suitable corrective activities in order to improve the quality of processes, procedures and outcomes concerning the project.

**Quality Assurance and Monitoring Board (QAMB)** - The team is a direct support to the Project Coordinator in monitoring and assessing the quality of the project and its results, as well as development of Quality Control and Monitoring Plan. Quality Assurance and Monitoring Board consists of the following members, coming from Partner Countries:

1. dr Zorana Jančić, University of Niš, Serbia
2. dr Aleksandar Nastić, University of Niš, Serbia
3. dr Nebojša Jasnić, University of Belgrade, Serbia
4. Prof. dr Zorana Lužanin, University of Novi Sad, Serbia
5. dr Slađana Dimitrijević, University of Kragujevac, Serbia
6. dr Romeo Mano, University Gjirokastra, Albania
7. Ardian Cerava, Fan S. Noli University Korçë, Albania

Qualitative reviews of each WP will be conducted twice yearly. They will be based on the internal QA reports presented by WP leaders to the QAMB and UNIKO.

The obligations and responsibilities of QAMB comprises the following:

- a. QAMB will monitor the reports and based on them prepare evaluation reports.
- b. responsible for the Quality Assurance exercise of deliverables where majority of work has been performed by Partner country institutions.
- c. receives each draft deliverable (made by Partner Country staff) from the reviewer and provides feedback using the Quality Assurance Check List. Task Leader should make available deliverable to be reviewed by person from CMT or LCT that has not been involved in direct making of the deliverable.
- d. sends the Quality Assurance Check List to the WP Leader.
- e. verifies the satisfactory implementation of the recommendations included in the Quality Assurance Check List, in co-operation with the WP Leader.
- f. cooperates with the Project Coordinator on general issues related to the level of quality of the projects deliverables as appropriate.

## Quality of project deliverables

The deliverables of TeComp project may be classified into:

- tangible deliverables such as reports, publications, manuals, methodology, plans, printed and electronically available promotional material, as well as
- intangible deliverables in the form of organized events (trainings, conference, seminar, open days, etc.), developed and launched innovation platforms, integrative approaches in continuing education, etc.

A common quality expectation for all deliverables is their relevance to reach the overall objective and the specific objectives, with a further focus on their development in an efficient and effective manner.

## Quality of TeComp documents

A consistent and common format for all document based deliverables (word document, power point presentations etc.) is to be followed by all partners using templates provided at the web-site [www.tecomp.ni.ac.rs](http://www.tecomp.ni.ac.rs) or by using link:

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- Annex Q1 – Word document template
- Annex Q2 – Power point presentation template
- Annex Q3 – Attendance List
- Annex Q4 – Event report template
- Annex Q5 – Participants feedback form
- Annex Q6 – Event Evaluation Report
- Annex Q7 – News template
- Annex Q8 – Check list for review of deliverable
- Annex Q9 – Work Progress
- Annex Q10 – eu\_flag-2015
- Annex Q11 – eu\_flag\_co\_funded\_pos\_[rgb]\_left
- Annex Q12 – TeComp-logo
- Annex MN1 – Risk management monitoring sheet
- Annex MN2 – List of deliverables
- Annex MN3 – annex II joint declaration
- Annex MN4 – annex III individual travel report
- Annex MN5 – cbhe 2018 annex vi – financial statements

Those templates covers quality and management domain and are adopted by the CMT in order to ensure a common appearance of deliverables as well as to ensure that a minimum amount of information will appear consistently in all documents produced by the project.

When partners produce studies and publications as deliverable, they are obliged to put Erasmus+ logo consisting of sentence "Co-funded by Erasmus+ Programme of the European Union" on the cover or the first page. Moreover, they must use following disclaimer on the inner pages: "The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein."

## **Quality of websites and other electronic tools**

The project envisages setting up the public TeComp web-site ([www.tecomp.ni.ac.rs](http://www.tecomp.ni.ac.rs)) and TeComp archive platform as interface tool for project management.

All representation tools will be continuously updated by the partners and are intended to effectively communicate the results of the project. For that purpose, partners will use Annex Q7 – News template, in order to deliver the news on organized or attended event along with necessary material for posting on the project website (agenda, list of attendees, photos and event report).

UN will be responsible for setting up and maintaining the TeComp web-site with all information and materials received from project partners. All partners are asked to promote TeComp project on their websites and other electronic tools (such as: Facebook, Twitter and LinkedIn profiles/groups, newsletters, etc.) by providing short description of the project, logo and link to TeComp website.

All documents, photos or information related to project, partners should send to e-mail address: [tecomp@ni.ac.rs](mailto:tecomp@ni.ac.rs) or [tecomp.p2018@gmail.com](mailto:tecomp.p2018@gmail.com).

The TeComp ARCHIVE platform can be accessed by all partners depending on their assigned tasks and roles. It will be the single point of reference for the project documentation and communication among partners.

## Quality of TeComp events

All events within the project should be organized professionally. The organizers should provide in due time a full information package to the participants including: the draft agenda, mail of invitation and a note on the logistics (informing about travel arrangements, venue, suggested hotels, etc.). Time for preparation activities depends on the type of event. This will be defined in separate action plans by task leaders.

The meeting organizers ensure smooth registration processes (including Attendance List – Annex Q3) and the implementation of the meetings respecting appropriate time for event sessions and breaks as well as the availability of all necessary materials (e.g. training and promotional material). The organizers will also ensure the recording of minutes of the meetings in a concise style including a list of action points. Where appropriate (e.g. for trainings) also feedback forms will be distributed among participants (Annex Q5 – Participants feedback form) and event reports related to feedback forms will be prepared by organizers (Annex Q6 – Event Evaluation Report). Power point presentation should be prepared using appropriate template (Annex Q2 – Power point presentation template).

Posters, roll-up and other promotional materials shall be displayed during the event. Each event will be documented by various materials as described in the Table 1.

Table 1. Documentation of TeComp events

TYPE OF EVENT	MATERIALS	Available at	
		TeComp website	TeComp archive
<b>Workshop, round tables and Final Conference</b>	News	x	
	Agenda	x	x
	List of participants*	x	x
	Attendance list		x
	Report	x	x
	Gallery	x	x
	Presentations**	x	x
<b>Kick-off, CMT, LCT, QAMB</b>	News	x	
	Agenda	x	x
	List of participants*	x	x
	Attendance list		x
	Report	x	x

	Gallery	x	x
	Presentations**	x	x
Training visits	News	x	
	List of trainees*	x	x
	Agenda	x	x
	List of participants*	x	x
	Attendance list		x
	Training materials	x	x
	Report	x	x
	Gallery	x	x
	Presentations**	x	x

\* Name and affiliation will be visible; all personal data will be hidden.

\*\* Converted into .pdf format

Based on obligations of the beneficiaries defined in the Grant Agreement, related to information requirements, the partners shall inform the public and media (internet included) of the event which must visibly indicate “with the support of the Erasmus+ Programme of the European Union” as well as the graphic logos of the project and Erasmus+ Programme.

## Project Quality Control

At the highest of levels, Quality Management involves planning, doing, checking, and acting to improve project quality standard and it is the obligation of the management structure of the project. It involves the Coordinator, the Central Management Team (CMT, 12 members), Local Coordinating Team (LCT, 7 members), the Quality Assurance and Monitoring Board (QAMB). Comments of these teams will include critical overviews of achievements and suggestions toward the CMT to undertake necessary measures and actions.

### Internal quality monitoring

Internal monitoring will be carried out by all partners, including self-evaluation by using the LFM, Workplan, budget and cash flow tables, suggestions and recommendations, monitoring visits of the QAMB and an external expert, questionnaires (satisfaction surveys) of target groups (e.g. participants of dissemination and training events). The TeComp archive will also be used for monitoring of project activities.

Internal monitoring of TeComp implementation includes 3 levels of quality control

- (1) Deliverable authors, Task- and WP-leaders and reviewer
- (2) QAMB,
- (3) Coordinator and CMT level.

**Deliverable authors, task and WP leaders and reviewer.** The 1st level corresponds to the activity level. The presentation of deliverables and activities of the project are a joint responsibility of the

associated Task Leader and its team, partners involved in the activity and corresponding WP leader. It shall guarantee the quality and timeliness of the deliverable as identified in Application Form. They present a “final draft deliverable” to the reviewer that is not author of the deliverable.

The reviewer have 10 working days to respond to the author by sending comments. After finalizing the modifications reviewer send the deliverable to QAMB.

**QAMB.** The 2nd level of control is elaborated by at least two assigned reviewers of the QAMB who are not going to be the authors of the deliverable. The reviewers have 10 working days to respond by sending comments using the template for the quality assurance check list (Annex Q8 - Check list for review of deliverable). The deliverable authors have 5 more working days to confirm to the reviewer comments or send their written objections. In this case the reviewers will have another 5 days to send back their final comments.

In case profound disagreements between reviewers, QAMB and Task leaders arise, the 3rd level control of the deliverables will allow the project coordinator to have a final say – with the possibility to involve the rest of the consortium if deemed necessary.

**Coordinator level.** The 3rd level control is carried out by the Project Coordinator. If a draft deliverable has not passed the 2nd level control and there are disagreements between the deliverable authors, the reviewers and QAMB the Coordinator will take the necessary corrective actions in order to come up with acceptable deliverables. If necessary, the Coordinator may involve the rest of the consortium. A draft deliverable that has passed the 2nd level of control will still be checked by the Coordinator for final comments and when accepted it will be back to the QAMB for formal approval (if required) and uploaded to Project Administration Platform (PAP).

## External quality monitoring

External quality monitoring of the project will be performed by National Erasmus Office (NEO) and EACEA.

NEO performs three types of monitoring, based on deliverable achievement:

- Preventive (in the first project year),
- Advisory (after the first project year),
- Control (after the end of project – sustainability check).

The monitoring by NEO includes the assessment of various aspects of project implementation, such as:

- relevance (is project still relevant in terms of its goals and achievements),
- efficiency (are the activities in work-packages done on time),
- effectiveness (how well are project specific objectives met),
- impact (at the level of departments, faculty, university, etc.) and
- sustainability (what would stay after the project is finished).

Based on the progress of these aspects, the NEO sends the report on their findings to EACEA.



Apart from the monitoring from NEO and EACEA, the University of Nis (UN) will additionally subcontract the external audit agency for the purpose of preparation of External Audit Report on the project's financial statements in accordance with the recommendations and templates of EACEA.

## Analyzing the project quality

Internal Quality monitoring of the project will be led by the University of Korce, through Quality Assurance and Monitoring Board (QAMB) that will manage internal QA & monitoring of all Project activities. Six internal QA reports will be prepared twice a year (one Report to each PC HEI), that will be the basis for evaluation reports prepared by QAMB. Those reports should emphasize issues related to generated problems during Project implementation and suggestions for overcoming of indicated problems. The progress of the project regarding the quality assessment will be done by gathering information by means of questionnaires and peer reviewing.

In order to have an external feedback of the project, inter-project coaching will be organized with an ongoing project for mutual exchange of accumulated expertise, questionnaires and a peer review. Quality control of the project activities and results will be performed by an expert who will establish independent comprehensive external monitoring evaluations (mid-term and end). The evaluations will be made to guarantee that the project is carried out according to plan and to improve the quality of the project realisation.

## Quality responsibilities

Different roles are identified with reference to the development of the project activities and in particular the project quality assurance procedures. Different responsibilities are associated with the different roles.

### **Task Leader (main author of the deliverable):**

- Is responsible for coordinating the development of the deliverable(s) according to the deliverable template,
- Is responsible for assigning parts of the work to other partners involved in the activity,
- Is responsible for coordinating the work of other partners involved in the activity, providing guidance when necessary,
- Is responsible for aligning the contributions of the other partners involved in the activity, in order to produce the deliverable,
- Is responsible for the submission of the draft deliverable to the WP leader and reviewer, the QAMB and the coordinator.
- Is responsible for implementing the suggestions of the QAMB team, assigning certain amendments as appropriate,
- Is responsible for sending the amended draft deliverable,
- reports to the WP Leader for any problems occurring during the implementation of the activity,

- cooperates with the WP Leader and other partners in the same WP in order to ensure the activity's progress in conformity with other activities and that any cross-activity inputs and outputs are being delivered as foreseen by the WP description.

#### **Other partners involved in the activity, co-authors:**

- are responsible for the production of their part in the deliverable according to the Task Leader's instructions.
- make sure that their written contributions comply with the Word Document Template so that to ensure that the Task Leader will be able to put all contributions together in the desirable format.
- are responsible for providing to the Task Leader all the complementary information regarding their work (i.e. references, bibliography, methodologies used, contact details of people interviewed etc.)
- are responsible to implement amendments to their contribution as a result of the amendments requested by the IQAT team, after consulting with the Task Leader.

#### **WP Leader**

- Is responsible for delivery of up-to-date information on the WP progress, making sure that all activities are in the time frame defined in the Action Plan,
- Is responsible for coordinating the Work Package and ensuring that all the activities are contributing to the WP's objectives,
- Cooperates with the Task Leaders and the coordinator in ensuring that all of the contributing partners are smoothly cooperating with a view to accomplish the WP's objectives and that any cross-WP inputs and outputs are being delivered as foreseen by the project description,
- Sends alerts on time to remind about submission deadlines and the procedures to be followed and provides input and suggestions to the Task Leaders of the WP during the development of the relevant deliverables,
- Provides to the Task Leaders comments and suggestions on the draft deliverables,
- Cooperates with the Task Leaders in ensuring the implementation of the suggestions of the QAMB team and Project Coordinator,
- Verifies the satisfactory implementation of the recommendations,
- WP leaders should provide Annex Q9 – Work progress to the Project Coordinator every 3 months.

#### **Quality Assurance and Monitoring Board (QAMB):**

- Is responsible for the Quality Assurance of deliverables,
- Receives each draft deliverable from the Task Leader and provides feedback using the Checklist for review of deliverable (Annex Q8 - Quality Assurance Check list for review of deliverable),
- Sends the Checklist for review of deliverable to the Task Leader and the Coordinator,
- Verifies the satisfactory implementation of the recommendations included in the Checklist for review of deliverable, in co-operation with the WP Leader,

- Cooperates with the Project Coordinator on general issues related to the level of quality of the project's deliverables as appropriate.

#### **Project Coordinator:**

- Cooperates with the QAMB and the Task Leaders on all matters arising relevant to ensuring the quality of the project's deliverables,
- Accepts the deliverable or provides final comments to the Task Leaders and WP Leaders (3rd level control),
- Cooperates with the WP Leaders in order to ensure that all WPs are progressing in conformity with each other and that any cross-WP inputs and outputs are being delivered as foreseen by the WP description,
- Informs the IQAT, the WP Leaders and the Task Leaders of any changes in the Partnership Agreement and the related Work Plan or any implicit changes in the implementation of the project that may affect the timing or the content of the relevant deliverables,

Officially submits all approved deliverables after their approval.

### **Quality feedback by the target groups**

The satisfaction of stakeholders, beneficiaries and end users will also be investigated. It will take into account a variety of information from different sources using visits, interviews, questionnaires to target groups and consultation with the project beneficiaries.

In order to allow the impact assessment of the project activities, a template for feedback for different meetings / events is developed (Annex Q4 Participant Feedback form). It needs to be adapted to the specific needs but the main items shall not be deleted.

Furthermore, a specific event report template (Annex Q5) has been developed which is to be filled by project partners for all TeComp events (workshops, trainings, etc.). Report will include summary review of statistical data collected by participants about their satisfaction (Annex Q6).

### **Project Risk Management**

As part of the internal quality management, a regular risk assessment will be carried and reviewed out and the corrective actions and potential adaptations of the WorkPlan will be defined.

The risk management strategy addresses issues that could potentially endanger the achievement of the overall goal of the project and its objectives considering potential financial risks (overspending and underspending), timing (postponing of activities / deliverables), performance risks (project management), and sustainability of the project results. The main aim will be to provide a sound assessment, to anticipate challenges in a systematic way and to minimize the potentially negative overall impact.

The identification and assessment of new risks is a joint responsibility of all project partners who have to communicate them to the Project Coordinator and the Steering Committee, eventually

suggesting also possible interventions and solutions, as soon as they get aware of those risks. In particular, partners may think of preventive actions (avoiding that the risk occurs) and corrective actions (decreasing the severity and impact), specifying also the resources that would be needed.

Also, the external reviewers (representatives of NEO and EACEA) will be involved in the risk management. During their monitoring visits they will assess if there is a risk that the project will fail to meet its key indicators and if there is a risk that project partners will not be able to spend all the money according to the planned project budget.

The proper allocation of resources to the project by the individual project partners is of outmost importance. There are several possible risks connected: the delay of the project implementation as defined in the project work plan; the rushed implementation of the work plan with low quality; an underspending during the project implementation (also causing a shift in the headings' ratio), meaning that the project timetable is followed with reference to technical deliverables, yet the relevant expenditures are not timely invoiced or validated; etc.

The project partners all have to ensure that they allocate the needed resources to the project, both human and financial.

In order to identify and monitor the risks within TeComp project, a risks monitoring sheet has been developed including the information on corrective and/or preventive actions.

## **Partners' technical and financial reporting**

The main guidelines for the reporting are laid out in the Project Management Program.

Partner financial reports are linked to transfer of instalments of the Erasmus plus grant by the Coordinator.

Information contained in the reports will be reviewed by PMT as part of the quality control and monitoring process.

The Coordinator can submit Final report, as well as financial statements to the EACEA on behalf of all beneficiaries only based on inputs received from all partners.

PMT team and Coordinator will check the supporting documents for financial reporting sent to the Project Coordinator. During their review, they will take into consideration following assessment criteria:

- Conformity of the expenditures with the budget of the project;
- Eligibility of the expenditures;
- Correctness and completeness of all supporting documents and certified copies of invoices;
- Correctness of the calculations and applied exchange rates;
- That any changes which occurred between budget categories are eligible and justified;
- Financial biannual reports must be signed in original by the appointed contact person of partner institution;
- Expenditures must be in conformity, including full eligibility, with the allocated budget

In case that information in Report are not complete or justified, the CMT will help and make recommendations on how this situation can be rectified prior to the final approval of the report by the Coordinator. The Report approved in this way is the basis for the transfer of next instalment to the partner institution.

Table 2. Type of reports and their due dates

I	Reports (two in total) prepared by the Coordinator to be delivered to EACEA	Interim (Progress) Report – 14.05.2020.
		Final Report – 14.01.2022.
II	Partner's Financial Report delivered to Coordinator	1 <sup>st</sup> report – 01.11.2019.
		2 <sup>nd</sup> report – 14.04.2020.
		3 <sup>rd</sup> report – 01.11.2020.
		4 <sup>th</sup> report – 01.06.2021.
		5 <sup>th</sup> report – 14.09.2021.
III	Partner's Technical Reports (two reports)	1 <sup>st</sup> report – 14.04.2020.
		2 <sup>nd</sup> report – 14.11.2021.

## Amendments to the Manual

The procedures in this Manual can be amended by agreement of all partners or by a decision taken by the project Coordinator. Any new version is communicated to all the partners and takes effect 15 calendar days after this communication.

## ANNEXES

Different supporting documents have been elaborated for the overall enhancement of the project quality assurance plan and are available at the [www.tecomp.ni.ac.rs](http://www.tecomp.ni.ac.rs)



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