



Erasmus+

Capacity Building in Higher Education

**INNOVATIVE ICT EDUCATION  
FOR SOCIAL-ECONOMIC DEVELOPMENT (IESED)**



SCHOOL OF BUSINESS  
AND MANAGEMENT OF  
TECHNOLOGY OF BSU



**PROJECT QUALITY ASSURANCE AND  
EVALUATION PLAN**

2016-2019

**Coordinating institution**  
**ALYTUS KOLEGIJA University of Applied Sciences**

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## Glossary of Terms

D1.1	Project Quality Assurance and Evaluation Plan
D1.2	Progress report on the implementation of the action
D1.3	Final Report
D9.1	Deliverable 9.1 Dissemination and Exploitation Plan
DM	Responsible for project dissemination
DoA	Description of Action (Annex 1 to Grant Agreement)
EB	Executive Board
EC	European Commission
FM	Financial Manager
GA	Grant Agreement
MM	Monitoring Manager
PA	Partnership Agreement
PC	Project Coordinator
PM	Project Manager
PO	Project Officer
PrM	Programmes Coordinator
QM	Quality Manager
SC	Steering Committee
WPL	Workpackage Leaders

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## INTRODUCTION

The Quality and Evaluation Plan is an important document related to all partners and reflects the willingness to maintain the high quality of all outputs throughout the project life. The Quality and Evaluation Plan is a key part of the project reviewing responsibilities of all partners to make sure the best outcomes.

The results of the evaluation plan will be continuously monitored in order to make improvements when needed and guarantee the success of the project. If a problem arises in any area of the project, it will be discussed and dealt with immediately, therefore improving the overall project quality. The quality and evaluation control package will assure the quality of outputs during the project implementation and concentrate on the prevention of problems through the continuous improvement of all processes.

The main function of ALYTAUS KOLEGIJA University of Applied Sciences (AK) in this work package is to ensure that the implementations of the project activities are in correspondence with the approved project proposal and the agreed deadlines which will ensure the quality of the outcomes. AK will monitor internally each phase of the project development process in order to guarantee that the activities are being developed accordingly, that any problems have been solved in a timely fashion and measures have been undertaken to minimise or prevent all possible risks.

## **1. THE IESED PROJECT BACKGROUND**

### **1.1. Projects' details**

The Belarusian economy is currently facing the challenge of innovative change. Undoubtedly, the Republic of Belarus possesses the potential to become a prosperous and competitive economy.

The overall objective is to increase the competitiveness of Belarus HEIs (P2-P6) offering high-quality higher education that meets the changing needs of the economic environment.

The specific objective is to develop modern competencies of computing specialists bringing modern courses, implementing innovative teaching/learning methods and tools into line with Bologna requirements.

The updated content of the three study programmes including development, testing and adaptation of new innovative courses, learning materials and tools will comply with the priorities of National higher education strategy of Belarus.

Cooperation with the representatives of the Programme countries will allow developing modern professional competences of Belarus teachers and graduates taking into account the requirements of foreign specialists, which will allow them to be competitive not just in the Republic of Belarus, but also in the countries of European Union. The updated 5 study programmes with new 25 online courses will be useful for the students of the participating countries and the academic environment globally, that will offer broad access to high-quality higher education, based on democratic principles and academic freedom.

The updated study programmes containing newly developed innovative courses will be in synergy with “Europe 2020” which is the EU's growth strategy with five ambitious objectives – on employment, innovation, education, social inclusion and climate/energy – to be reached by 2020. In particular this project complies with the initiative “An agenda for new skills and jobs” aiming to give fresh momentum to labour market reforms to help people gain the right skills for future.

Having developed the new courses and adapted them for delivering online in English and Russian will support improvement of study quality, acquiring new knowledge and competences in computing area, foster transnational institutional cooperation and enrich educational environment of preparation of IT specialists, facilitate the introduction of transfer of credits and recognition of studies abroad using ECTS.

## 1.2. Projects' aims

**Objectives:** General Objective: To increase the competitiveness of Belarus HEIs (SBMT, BSPU, PIMB, VSTU and BSUIR) offering high-quality higher education that meets the changing needs of the economic environment and requirements of the Bologna process.

**Specific objectives:** To develop modern competencies of computing specialists upgrading study programmes, improving study environment, purchasing eLearning equipment for SBMT, BSPU, PIMB, VSTU and BSUIR into line with Bologna requirements.

In doing that the project partners will modernize the syllabi training ITspecialists, will develop and implement 5 new flexible programmes on the bachelor level based on new approaches, European Credit Transfer and Accumulation System (ECTS) into a line with Bologna requirements bringing 25 modern courses, implementing innovative teaching/learning methods and tools, purchasing special equipment for 5 eLearning laboratories and laboratory Technology of Design 3D Objects (P2-P6 BY partners).

## 1.3. Projects' partners



ALYTAUS  
KOLEGIJA

P1- ALYTAUS KOLEGIJA University of Applied Sciences, (AK) (LT)



SCHOOL OF BUSINESS  
AND MANAGEMENT OF  
TECHNOLOGY OF BSU

P2 - School of Business And Management of Technology of Belarusian State University, SBMT (BY)



P3 - Belarusian State Pedagogical University, BSPU (BY)



P4 - Private Institute of Management and Business, PIMB (BY)



P5 - Vitebsk State Technological University, VSTU (BY)



P6 - Belarusian State University of Informatics and Radioelectronics, BSUIR (BY)



P7 - De Montfort University, DMU (UK)



P8 - Lille University of Science and Technology, IUT "A", LUST(FR)



P9 - University of Economy in Bydgoszcz, UEB (PL)



#### 1.4. Partners' responsibilities

**P1 – AK, Lithuania,** will be responsible for the project management and coordination as well as for identification of processes and establishment of indicators and milestones, monitoring and reporting and will be responsible for arrangement of consortium meetings with partners and dissemination. Also will be responsible for the work packages of Preparation WP1, Development WP7, Quality Plan WP8, Management W10.

AK experts will contribute to qualitative creation of the study content of 25 new study courses for Information resources Management (SBMT BSU), Mathematics and IT (BSPU), Management with IT specialisation (PIMB), Information Systems and Technologies (VSTU), Informatics (BSUIR), expert conclusions will be prepared.

AK will be responsible for adaptation of the new eLearning courses into Virtual Learning Environment (VLE) and will monitor the satisfaction of teachers and students who will participate in testing of courses in Belarus HEIs and analyse the quality of studies. AK will arrange training “Development and management of eLearning materials in VLE“ for the teachers of the three Belarus HEIs.

**P2 – SBMT BSU, Belarus,** will be responsible for the work packages Development WP2. Upgrading of Information resources Management study SBMT BSU will introduce 11 new courses (2 new innovative courses created independently (6 cr.), 1 in collaboration with BSUIR (6 cr.), and 3 in collaboration with PIMB (11 cr.), 5 courses created other partners (20 credits) in EN and RU languages and acquire equipment for distance learning. SBMT BSU also create 1 course in collaboration with VSTU (3 of 7 cr.) for VSTU, 1 for BSPU (4 credits), 1 for VSTU (4 credits).

**P3 – BSPU, Belarus,** will be responsible for the work packages Development WP3. Upgrading of Mathematics and IT study programme BSPU will introduce 12 new courses (2 new innovative courses created independently (8 credits), 2 in collaboration with BSUIR (6 credits), 2 courses in collaboration with PIMB (7 credits), also include 6 courses created by partners) in EN and RU languages, and acquire equipment for distance learning. 1 course will create for VSTU (3 credits).

**P4 – PIMB, Belarus,** will be responsible for the work packages Development WP4. Upgrading of Management study programme PIMB will introduce 13 new courses (3 new innovative courses created independently and 2 in collaboration with BSPU, 3 in collaboration with SBMT partners (0.5 course), 5 courses created by partners) in EN and RU languages, and acquire equipment for distance learning.

**P5 – VSTU, Belarus,** will be responsible for the work packages Development WP5. Upgrading of Information Systems and Technologies study programme VSTU will introduce 15 new courses (2 new

innovative courses created independently (11 cr.) and 1 in collaboration with SBMT (4 cr.), 2 in collaboration with BSUIR (9 cr.) and also 10 courses created by partners in EN and RU languages, and acquire equipment for distance learning.

**P6 – BSUIR, Belarus**, will be responsible for the work packages Development WP6. Upgrading of Informatics study programme BSUIR will introduce 11 new courses (2 new innovative courses created independently (9 credits) and 2 in collaboration with BSPU (6 credits), 1 course in collaboration with SBMT BSU (6 credits), 1 courses – with VSTU (9 credits), also include 5 courses created by partners) in EN and RU languages, and acquire equipment for distance learning. 1 course will create for VSTU (4 cr. of 7).

**P2 – P6** (SBMT, BSPU, PIMB, VSTU and BSUIR) will be responsible for the work package Dissemination and Exploitation WP9.

**P7 – DMU, United Kingdom**, will be responsible for organizing the practical seminar “IT in the context of intercultural communication” for BY HEIs teachers. P7 experts will provide methodology and counselling to develop “IT specialist profile“ and “Course requirements for the study programmes under upgrading“, will assess 5 updated study programmes and 25 courses i.e. formulation of the aim, outcomes and skills, elaboration of syllabi and descriptions of the developed courses.

**P8 – LUST, France**, will be responsible for organizing the practical seminar “Design of IT specialist competencies profile” for management groups and LT experts and for the practical seminar "IT theory, innovative methods and practice" for BY teachers. P8 experts will provide methodology and counselling to develop “IT specialist profile“ and “Course requirements for the study programmes under upgrading“, will assess 5 updated study programmes and 25 courses i.e. formulation of the aim, outcomes and skills, elaboration of syllabi and descriptions of the developed courses.

**P9 – UEB, Poland** , will be responsible for organizing the practical seminar "Innovative Learning and Teaching Methods" for BY teachers. P9 experts will provide methodology and counselling to develop “IT specialist profile“ and “Course requirements for the study programmes under upgrading“, will assess 5 updated study programmes and 25 courses i.e. formulation of the aim, outcomes and skills, elaboration of syllabi and descriptions of the developed courses.

### 1.5. Target group

The target group of the project includes students and teachers of the Belarus universities: Belarusian State University of Informatics and Radioelectronics, Private Institute of Management and Business, Belarusian State Pedagogical University, School of Business and Management of Technology of BSU, Vitebsk State Technological University. Involvement of the target group will be monitored continually

making sure the selection is appropriate. Evaluation of satisfaction of the target group will be involved in the questionnaires of need analysis, meetings and final conference.

### **1.6. Impact of the Project**

The impact that will be generated by the project is classified into short term and long term categories:

#### **Short term impact:**

- ◇ Professional development of teachers and improved competences
- ◇ Realization of the 5 updated programs and 25 new courses of Belarus HEIs directed towards forming the basic ICT competences
  - ◇ Development of electronic educational-methodological complexes
  - ◇ Improvement of study infrastructure
  - ◇ The universities network on preparing IT-specialists interaction in the framework of the consortium (academic mobility).

#### **Long term impact:**

- ◇ Improved quality of studies
  - ◇ Enhances internationality of studies
  - ◇ Strengthened business and science partnership
  - ◇ Appearance of joint study programmes.
- Implementation of the project will generate relevant results that target groups will be reached after the project is finished:
- ◇ The contents of the profile modules of educating according to the results of approbation and implementation will be actualized
    - ◇ Development and granting certificates and diploma to the participants of the educational programs from the universities of the consortium is presupposed
      - ◇ Inter–university collaboration on development and realization of module educational programs as a basis for training specialists with high research proficiency and a system of extra education for adults with granting joint certificates will be continued
      - ◇ Development of common innovative methods for forming basic IT competences of specialists within the framework of the consortium of universities according to the social-economic order for preparation of manpower of the informational society

- ◇ The upgraded programmes and collaboration with the project consortium partners will promote the process of integration of Belarussian HEIs into the process of European higher education space
- ◇ Knowledge and skills of the graduates of the upgraded programmes will be accessible to Belarussian employers, which will promote development of innovative businesses in the country.

## 2. QUALITY ASSURANCE AND EVALUATION PLAN

### 2.1. Purpose

The Project Quality Assurance and Evaluation Plan should provide successful, timely and quality implementation of the project activities. It forms a common standard to be applied and followed throughout the entire project life. For that purpose, it defines the set of procedures to be followed in order to secure that: Erasmus+ Grant Agreement requirements and conditions have been fully applied and followed by all partners; rules and procedures of Erasmus+ Grant Agreement Manual and EU/national regulations are taken into account in operational, administrative and financial management; all rights and obligations defined in the Partnership Agreements are fulfilled; all project activities are realized in accordance with the plan outlined in the Project Application.

One of the main tasks of this Plan is to clearly define the quality expectations that are to be met within the scope of the project. These expectations are defined at all levels and in such a way to serve as orientation points that will channel the activities towards the successful realization of planned outcomes and results.

### 2.2. Procedure Description

Ensuring compliance with all relevant rules and provisions is very complex and comprehensive task Project Assurance and Evaluation Plan will:

- ◇ Define the quality expectations and goals
- ◇ Assign roles and responsibilities to management structures and define their participation in the quality control process
- ◇ Define project policy and standards, and define compliance criteria

Once approved by the projects Consortium, the Quality Assurance and Evaluation Plan will be used in daily and overall project management and quality control by all project partners, responsible for preparing and producing deliverables.

### **2.3. Quality of the project implementation**

The main goal of the project is to upgrade the study programmes of Belarus HEIs with enhanced competencies in IT field will be achieved through:

- ◇ Improvement of the competencies of Belarus HEIs and creation of modern study environment in Belarus HEIs
- ◇ Developing partner network to support modernisation, accessibility and internationalisation of the higher education in IT field in Belarus
- ◇ Sharing good practice and strengthening partnership among the partners involved
- ◇ Implementing an interactive online platform to facilitate and multiply created new and innovative courses among the students.

For efficient achievement of planned goals, the IESSED project has defined a detailed plan of project implementation. This plan is one of the main tools to monitor and evaluate the project activities' progress of work packages.

### **2.4. Quality of documents and reports**

All documents and reports produced within the IESSED project are expected to satisfy the following quality criteria:

- ◇ To respond qualitatively to objectives set in the Application Form
- ◇ To be delivered within the time frame set in the Action Plan
- ◇ To be approved by the relevant management structure as defined in the Application Form.

### **2.5. Quality of meetings, conferences and other events**

All events planned within the project need to be professionally organized. The organizer/host institution will be responsible for providing the smooth realization of the event, which includes all necessary arrangements: details on location, available accommodation and local travel arrangements. The host institution will be responsible for provision of all materials required for the event (promotional and/or informative material, supporting documents, printed agendas, etc), as well as for the elaboration of reports/minutes on the held event upon its completion???

Every event planned within the IESSED project must also meet the requirements regarding the structure and the number of target audience.

## 2.6. Quality of promotion and dissemination tools

Dissemination and Exploitation is focusing on the sustainability, transferability, continuation and further development of the IESED outcomes and outputs. The aim of exploitation activities is to guarantee continuous use and to enable further development. Therefore a detailed exploitation plan will be elaborated. Project management, dissemination and exploitation and evaluation activities shall ensure the sustainability of the project.

These measures will be performed by the entire consortium under the guidance of the project coordinator (P1), including partners (P2- P6), all being responsible for Dissemination and Exploitation WP9.

**The General objective** is to share the results and gained experiences of the project to the HEIs (students and teachers) of Belarus, European partners, stakeholders.

### **Specific objectives:**

- ◇ To spread the IESED project tools encouraging as many users as possible
- ◇ To apply various measures of the project results dissemination.

### **Target audience:**

- ◇ Teachers
- ◇ Students
- ◇ Stakeholders
- ◇ Decision makers (education policy makers, local municipalities, employers' associations).

### **Dissemination instruments and tools:**

- ◇ Kick- meetings, seminars, conferences
- ◇ Formal and informal meetings
- ◇ General individual face-to-face meetings with target groups
- ◇ Face-to-face meetings with stakeholders and decision makers
- ◇ Information campaign through email and other means, website
- ◇ Media: Press releases, TV, radio
- ◇ Social networking: Facebook.

The project management will ensure that the IESED project is well presented to aim the carefully selected target groups and all attended events are of high relevance for the area covered by the project.

## **2.7. Quality of Project Management**

The overall project and partnership management will ensure smooth gearing of the implementation of the project activities and reaching the project outcomes through planning, administrative and financial management of the entire project, and communication between partners, monitoring, reporting and quality assurance, dissemination and exploitation.

## **2.8. Evaluation Requirements**

Periodic assessment of progress and self-evaluation by project partners will form continuous progress process during the implementation of the project.

### **Qualitative measures**

Measures related to the following from the perspective of project partners:

- ◇ Quality of the management of the project
- ◇ Quality of the execution of the project
- ◇ Quality of the material product outputs of the project.

### **Quantitative measures**

Measures related to the following from the perspective of project management and project outcomes:

- ◇ Project deliverables and milestones – planned and actual
- ◇ Dissemination activities.

### **Summative evaluation**

In order to reflect partners experience and lessons learned during the project, final summary and self-evaluation will be performed at the end of the project.

Appropriate evaluation procedures will be in place during the duration of the project. As a result, all evaluation data will be used to improve the quality of the overall project and its results. Meetings with partners will be monitored and assessed to ensure that all the tasks are accomplished in the timely manner. The collaboration between the partners will be tracked as well in order to guarantee that the target groups are involved at a sufficient level.

Continuous evaluation in the framework of the project will ensure the delivery of a high quality consistent programme, efficient co-operation among all partners and smooth implementation of the goals of the project.

## **Tools for evaluation and quality assurance methods of measurement**

- ◇ Questionnaires
- ◇ Google+
- ◇ Reports
- ◇ Document analysis
- ◇ Website analysis
- ◇ Minutes from partner meetings
- ◇ Presentations.

**Outputs of the Quality plan WP8 include:**

- ◇ Quality and evaluation plan
- ◇ Short report on project progress after evaluation of the partner meetings
- ◇ Interim quality and evaluation report
- ◇ Final quality and evaluation report.

These documents aim to present and verify the results of each evaluation and quality assurance process that have taken place throughout the project implementation and to ensure that the activities have been carefully implemented, monitored and controlled, measures for improvement undertaken etc.

All partners will be actively involved in different activities in order to produce high quality project results, according to their expertise and previous experience. Each partner organisation of the IESED consortium will be responsible for forming work groups in their own institutions from the representative of staff and teachers.

**Project meetings**

It is essential that each planned project meeting will be we evaluated and monitored. Each project meeting is crucial in ensuring further cooperation among partners and for agreeing on the following steps to take the project to the next stage. If there are any problems during a meeting or suggestions on how to work together more efficiently, certain measures will be taken to improve the quality of the next meeting.

The following meetings have been planned:

- ◇ Minsk, Belarus – April, 2017
- ◇ Lille, France – October 2017
- ◇ Minsk, December 2017
- ◇ Leicester, UK – October 2018
- ◇ Bydgoszcz, PL – February, 2019
- ◇ Lille, FR – September 2019



The monitoring and evaluation of the meetings will be done by circulating a questionnaire after each meeting which will focus on the following areas:

- ◇ Expectations for the meeting
- ◇ Agenda preparation and content
- ◇ Supporting material
- ◇ Communication and participation of all partners
- ◇ Organisational aspects
- ◇ Social events
- ◇ Suggestions to improve the next meeting.

Questionnaires will be sent to all partners after each project meeting via Google+. The questionnaire must be completed by at least one representative from each partners' organization. Google+ will give an opportunity to the partners to assess the project meeting at their own time and provide the necessary feedback. It is important that each partner gives open and honest feedback in required deadlines.

A transcript of each meeting evaluation will be distributed to all partners with findings and recommendations for improvements and will be included into the project interim and final evaluation reports. It is vital that each partner gives open and honest feedback in set deadlines.

We need to ensure that all partners are making an equal contribution to the project and are fulfilling their proposed roles and completing work as required and by agreed timescales. Communication is key factor at each meeting but is also essential throughout the project lifespan, for example keeping in touch via emails or Skype.

Overall we must ensure that all partners are communicating accurately with each other on a regular basis, if any problems are identified they need to be solved immediately. The quality and evaluation manager will observe the workings of the partnership as a whole including the effectiveness of the partnership in achieving the stated outcomes. It is critical that all partners provide input and feedback and give opinions on project activities.

**Quality recommendations in this area include:**

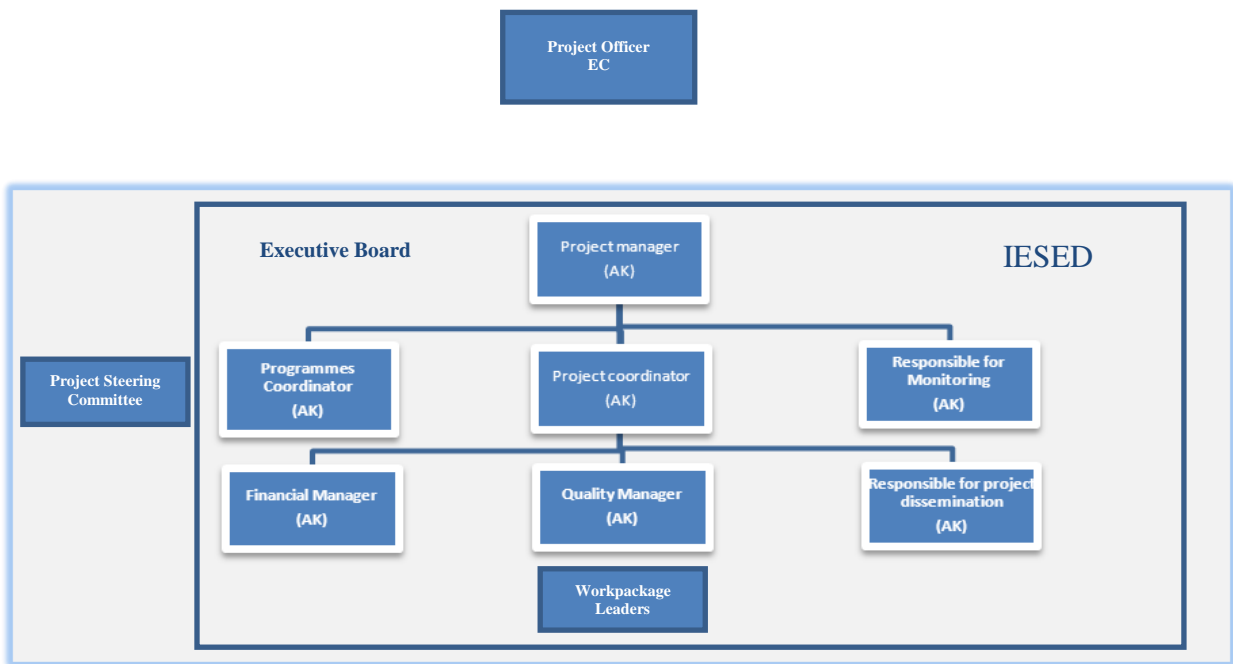
- ◇ It is essential that a representative from each partner organisation should attend each partner meeting to ensure smooth implementation of project.
- ◇ Each partner must enforce the deadlines in their own work package but also respect deadlines set by other work package leaders.

◇ All partners should regularly communicate with other partners and provide their input and feedback when requested.

### 3. PROJECT GOVERNANCE

#### 3.1. Governance bodies

The organizational structure of the project has been designed taking into account the complexity and the effort required to encompass management of knowledge, intellectual property, innovation activities, communication coordination and exploitation and sustainability activities. Figure 1 depicts an overview of the governing structure of IESED.



**Figure 1. Project Governance**

The following sections explain the composition of the governing bodies, outlining their main responsibilities.

#### 3.2. Project Manager (PM)

The PM Lina Kankeviciene is the legal entity acting as intermediary between the project consortium and the European Commission (EC) in all contractual and administrative aspects related to the project and will be responsible of the following tasks:

- Managing the project, organizing and supervising operations within schedule and budget.

- Controls the schedule of activities (time-plan of the tasks, critical tasks) and the allocation of manpower.
- Proposing strategic orientations to Consortium members.
- Supervises progress in close coordination with the EB.
- Control of risks and contingency plans during the execution of the project.
- Provide overall financial status information and identification of financial issues.
- Conducts and delivers the requested financial reports in cooperation with FM.
- Ensuring fluid communication with the EC, including reports delivery.
- If necessary, manages with both the Commission and the partners any amendment to the grant agreement.
- Organises consortium, executive board and teams, partnership meetings (communication, agenda, assigning roles and responsibilities based on each partner's area, presentations and proceedings).
- Definition of working procedures in work packages and benchmarking.
- Ensuring the effectiveness of the project's internal information services.
- Supervision the quarterly and progress reporting process and the collation of the reports for the EB approval.
- Supervision of WP10 Management activities, writing reports.
- Ensuring the quality of deliverables.
- Preparation of the final report.

### **3.3. Project Coordinator (PC)**

The Project Coordinator's Rozalija Radlinskaite main responsibilities are:

- Coordination of the partnership and communication of information within the consortium.
- Communication and ensuring efficient flow of information between the management team and the experts from the partner universities DMU (UK), LUST (FR) and UEB (PL).
- Participation in monitoring quarterly and final reports from the partner universities as well as their input and feedback when requested.
- Participation in preparation and delivery of the project events and meetings in the framework of the project (elaboration of agenda, certificates, name tags, invitations, information materials and running panels/meetings, events in English etc.).

- Participation in elaboration of the partnership supporting documentation in English (Partnership Agreements, etc.)
- Supervision of WP1 Preparation activities, writing reports.
- Participation in implementation of WP10 Management activities.

### **3.4. Monitoring Manager (MM)**

The monitoring Manager (MM) Danute Remeikiene main responsibilities are:

- Creation and maintenance of the Quality Plan, defining processes, rules, standards, success/risk criteria and project metrics.
- Active monitoring of deadlines to reach the individual targets and tasks.
- Overseeing preparation, implementation, quality assurance and monitoring, dissemination and exploitation of results of the project.
- Making the pre-final quality check of deliverables for approval by the EB.
- Detecting risks as early as possible and plan systematic activities to ensure achievement of quality objectives.

### **3.5. Programmes Coordinator (PrM)**

Programmes Coordinator (PrM) Rasa Balyniene:

- Supports the PM, by performing those management tasks which can be delegated to a partner other than the PM.
- Supervise the Belarusian partners' effort and activities.
- Design and implement the WP7 Expertise of study programmes (action) plan.
- Ensure compliance with the processes and standards identified by the quality plan (in co-operation with the QM), support the PM in the definition and implementation of the Dissemination Plan.
- Supports the meetings of the project's committees and teams as well as the major partnership meetings (preparation, agenda, support during the events, certificates, lists of participants, presentations and proceedings).
- Supervises the quarterly and progress reporting process and the collation of the reports for the Steering Committee approval.
- Coordinates with the Executive Board in case any corrective action or risk is identified.

### **3.6. Workpackage Leaders (WPL)**

WPL are responsible for developing a detailed Work package implementation plan on the basis of the Work Plan, and for the efficient and effective implementation of it, taking into account the timeliness and quality of the deliverables. Therefore, the Work package leaders control and manage the progress achieved on the Work package level.

The Work package leaders:

- Coordinate the cooperation between partners within the Workpackage.
- Resolve day-to-day administrative, technical and resource problems within his/her Workpackage.
- Report to the project partners during the periodical plenary meetings (typically every four months).
- Inform the PM about the progress of their work through the quarterly progress reports (or more frequently if required). This allows the Project Manager to control the project and implement corrections to the plan if needed in concertation with the SC.
- Provide Workpackage contributions to the Project Periodic Reports and to the Technical Audit presentations.
- Assign tasks to individual members of the Workpackage teams.
- Monitor the progress of milestones, deliverables and the expected outcomes of their Workpackages, assure the quality of the work within the specific work package.
- Organize interim meetings if necessary to ensure the proper execution of their Workpackage.
- Disseminate information to the other Workpackage leaders for ensuring a smooth coordination of Workpackage activities.

#### **3.6.1.Task Leader**

Each task leader is responsible for the management of his/her tasks similar to the work package leader.

### **3.7. Responsible for project dissemination (DM)**

Kestutis Tamulevičius is responsible for organizing and scheduling the dissemination activities of the IESED project for ensuring the public awareness of the project and strengthen the wide dissemination

of the IESED outcomes. Each partner is responsible to disseminate the results of the project, but the DM is responsible to ensure that the necessary actions will be undertaken (i.e. publications, conferences and other actions analytically reported at the respective WP9).

### **3.8. Quality Manager (QM)**

Quality Manager (QM) Irena Ivanauskiene:

- Develop project quality and evaluation plan.
- Supervise of WP8 Quality Plan activities.
- Participate in preparation of all Steering committee (SC) meeting programmes, anticipating the results to be achieved and how they will be summarised and presented to project SC, partners, participants, Executive Agency (EA).
  - Prepare the Minutes of the Kick-off Meeting and project Steering committee (SC) meetings and send the summarised materials (minutes) to project partners ensuring the feedback .
  - Prepare questionnaires for consortium meetings, stages, practical seminars, conference participants, employers, course listeners, summarise them and deliver reports.
  - Prepare questionnaires, convey questioning of teachers and students about new teaching courses, modernised programmes, study quality, and prepare reports.
  - Keep in touch with project partner coordinators for evaluation of the achieved results in the project and dissemination.
  - Participate in analysing the achieved results, quantitative and qualitative indicators of the prepared documents.
  - Participate and deliver required information for the project quality evaluation performing external audit.

### **3.9. Financial Manager (FM)**

Financial Manager (FM) Dale Griskoniene is responsible for managing the administrative and financial part of the project. Conducts, in cooperation with the PM, the Cost Statements and Financial reports and resolves any relative issues. The respective administration offices of all the project participants and WPLs will provide support activities to the FM for the better financial management of IESED resources.

### **3.10. Steering Committee (SC) functions:**

The project's SC is the main and highest level decision-making body of the project, and is composed of one representative from each consortium partner. Each representative will have an adequate level of experience within the partner organisation and the authority to take binding decisions for the organisation. The SC will meet twice a year, either in person or through teleconferencing. It decides on major aspects of the project such as:

- Following up on the project progress.
- Shifts in budget, tasks, and responsibilities.
- Major work plan modifications and contract amendments.
- Consortium changes (partner withdrawal and accession of new partners).
- Delays and contingency plans.
- Management of knowledge and dissemination & exploitation.

The committee will ensure that the project remains in line with the initial objectives, and check progress according to the set deliverables and milestones. Progress on the project will be reported to the SC by the Project Manager, who in turn consolidates input from the Work Package Leaders in the EB. Decisions of the SC are normally taken by consensus.

The SC shall meet at least twice per year and at any time upon written request of the EB or 1/3 of the members of the SC, or at the request of the PM.

### **3.11. Executive Board (EB)**

The Executive Board acts as the supervisory body for the implementation and execution of the project, reporting to and being accountable to the SC. The EB consists of the PM, PC, QM, MM, PrC and the Work package leaders.

The PM chairs all the meetings of the EB.

It is responsible for the day-to-day running of the project. This includes ensuring a clear and coherent technical view across the project, evaluating progress against the milestones according to the project plan, revising the project plan, and taking final responsibility for approving deliverables.

The Executive Board:



- Monitors the overall technical progress and quality of the project, including soundness of the outcomes in close collaboration with the Work Package leaders.
- Approves the progress reports.
- Approves deliverables.
- Oversees the alignment between the project output and the stated objectives

The EB shall meet at least quarterly every year and at any time upon written request of any member of the EB, or at the request of the PM.

Members of the EB should be present or represented at any meeting of the EB or may appoint a substitute or a proxy to attend and vote at any meeting. The EB member should notify about the representative to the PM prior to the meeting. Minutes of EB meetings, once accepted, shall be sent by the PM to the SC members for information.

**Coordinating Organization** will gear the project partnership in implementing the project activities through the work packages.

**Table 1. List of the WP Leaders**

<b>Work Package</b>	<b>Leader</b>		
Preparation WP1	P1 – AK, Lithuania P4 – PIMB, Belarus	Lina Kankevičienė Taras Hryshchanka	<a href="mailto:rozalija.radlinskaite@akolegija.lt">rozalija.radlinskaite@akolegija.lt</a> <a href="mailto:arutan@mail.ru">arutan@mail.ru</a>
Development WP2, Dissemination and Exploitation WP9	P2 – SBMT BSU, Belarus	Alexander Pyko	<a href="mailto:pyko@sbmt.by">pyko@sbmt.by</a>
Development WP3, Dissemination and Exploitation WP9	P3 – BSPU, Belarus	Oksana Minich	<a href="mailto:minich@bspu.by">minich@bspu.by</a>
Development WP4, Preparation WP1, Dissemination and Exploitation WP9	P4 – PIMB, Belarus	Taras Hryshchanka	<a href="mailto:arutan@mail.ru">arutan@mail.ru</a>
Development WP5, Dissemination and Exploitation WP9	P5 – VSTU, Belarus	Vadik Kazakov	<a href="mailto:wadimchik@mail.ru">wadimchik@mail.ru</a>
Development WP6, Dissemination and Exploitation WP9	P6 – BSUIR, Belarus	Elena Denissova	<a href="mailto:international@bsuir.by">international@bsuir.by</a>
Development WP7	P1 – AK, Lithuania	Rasa Balynienė	<a href="mailto:rasa.balyniene@akolegija.lt">rasa.balyniene@akolegija.lt</a>
Quality plan WP8	P1 – AK, Lithuania	Danute Remeikienė	<a href="mailto:danute.remeikiene@akolegija.lt">danute.remeikiene@akolegija.lt</a>
Management WP10	P1 – AK, Lithuania	Lina Kankevičienė	<a href="mailto:lina.kankeviciene@akolegija.lt">lina.kankeviciene@akolegija.lt</a>

The project management structure is well-organized, professionally coordinated and fully committed to the efficient realization of assigned activities, financial management and reporting.

## **4. PROJECT MANAGEMENT AND RELATED QUALITY PROCEDURES**

### **4.1. Quality Management and Communication between the Project Partners**

Besides traditional one-to-one email, and phone communication, in order to facilitate internal communication and collaboration among the members of the consortium, there are two main means that require to be treated specifically in this quality assurance document: project distribution mailing lists and meetings (face to face and/or skype conferences).

To enable an efficient and ordered management of all the documentation and other artefacts generated during the execution of the project activities, and to ensure their availability to all members of the consortium, there have been set up an official repositories for the project management of working documents, reports, official outputs and deliverables.

Dissemination and communication of project events and regular achievements to an audience external to the project is a task coordinated from WP9. Deliverables D9.1 will outline the overall strategy and plan for dissemination and communication activities of the project in M6. However, since communication and dissemination activities have already started, some general guidelines are provided in this document.

The following communication methods and instruments will be used in order to ensure information flow and in accordance adequate and efficient decision making:

- Communications and information flow shall be exercised through regular management meetings, mailing lists and internet working groups;
- Every 6 months, Project Progress Reports shall be elaborated so the entire management could have an insight into the process of project implementation;
- Audit Trial System shall be implemented in order to keep track of and control the declared expenditures and relevant related documents.

#### **4.1.1. Internal communication**

The management has put up a mailing list solely accessible to project partners/managing partners for efficient communication between the geographically dispersed team members. It is encouraged to all members of the consortium to address the right distribution list.

Current mailing lists available are compiled in Google drive (template is provided in Annex 4).

### 4.1.2. Meetings

In addition to the kick-off meeting, the management partners shall meet face-to-face, within the Steering Committee, at least once in every six months to discuss the progress of the project and work out any difficulties that may arise in the course of the project.

### 4.2. Reporting

Partners will provide reports to the head project manager at regular intervals (every three months). Interim Project reports will be prepared by the WP leaders every 6 months, preferably to be discussed at the management meetings. Otherwise, reports may be submitted and discussed via mailing lists by writing procedure.

The Partner Project Reports will be based on internal report by using the Quartely Activity Reporting Form.

Each Project Partner should include to it:

- a copy of any promotional material produced in the quarterly period;
- a copy of project outputs or contributions to project outputs produced in the quarterly period.

Project completion will be summed up by the final project report, which will serve as the official document against which project results will be assessed in comparison to the project objectives and expected deliverables.

#### 4.2.1. Quarterly Activity Reports (QARs)

Partners must report their activities in each WP and Task where they are involved, every 3 months.

This will help WP and Task leaders monitor the progress of the work towards achieving specific objectives, but also track partner contributions in order to detect potential deviations from the plan early enough to implement mitigation actions.

Table 1 summarizes the most important points about QARs such as frequency, responsible roles, content and level of detail expected in the reports, and the procedure outlining the responsibilities of each role involved.

Table 1. Quarterly Activity Reports (QARs) cheat-sheet

<b>Quarterly Activity Reports (QARs)</b>	
<b>Frequency</b>	Every 3 months

<b>Responsible</b>		AK – WP leaders
<b>Level of detail</b>		WP - Task
<b>Content</b>		<ul style="list-style-type: none"> <li>- Activities carried out by beneficiaries in each task</li> <li>- Dissemination, exploitation activities</li> <li>- Progress towards objectives</li> <li>- Milestones achieved, deliverables submitted</li> <li>- Deviations from work plan, mitigation actions, risk assessment</li> </ul>
<b>Procedure</b>	Beneficiary	- Describe work done in each Task – WP
		- List dissemination, exploitation activities
	WP Leader	- Collect input from partners
		- Complete WP- level Information
	AK	- Consolidate QARs
	EB	- Approve QAR

Internal reporting progress of the work at the WP/task level including estimates of consumed effort in person-months

For the case of QARs and PPRs, AK will circulate templates right after each reporting period ends and partners will have 2 weeks to provide the required input. After that, a week for consolidation and review will follow and final versions of each report must be approved by EB within a month after the reporting period is due.

4/yr

Y1-Q1: M4-M6 (15<sup>st</sup> January – 14<sup>th</sup> April) due mids of M7 (01/05/2017)

Y1-Q2: M7-M9 (15<sup>st</sup> April – 14<sup>th</sup> July) due mids of M10 (01/08/2017)

Y1-Q3: M10-M12 (15<sup>st</sup> July – 14<sup>th</sup> October) due mids of M13 (01/11/2017)

Y2-Q1: M13-M15 (15<sup>st</sup> October – 14<sup>th</sup> January) due mids of M16 (01/02/2018)

Y2-Q2: M16-M18 (15<sup>st</sup> January – 14<sup>th</sup> April) due mids of M19 (01/05/2018)

Y2-Q3: M19-M21 (15<sup>st</sup> April – 14<sup>th</sup> July) due mids of M22 (01/08/2018)

Y2-Q4: M22-M24 (15<sup>st</sup> July – 14<sup>th</sup> October) due mids of M25 (01/11/2018)

Y3-Q1: M25-M27 (15<sup>st</sup> October – 14<sup>th</sup> January) due mids of M28 (01/02/2019)

Y3-Q2: M28-M30 (15<sup>st</sup> January – 14<sup>th</sup> April) due mids of M31 (01/05/2019)

Y3-Q3: M31-M33 (15<sup>st</sup> April – 14<sup>th</sup> July) due mids of M34 (01/08/2019)

Y3-Q4: M34-M36 (15<sup>st</sup> July – 14<sup>th</sup> October) due mids of M37 (01/11/2019)

#### 4.2.2. Project Progress Reports (PPRs)

Project Progress Reports are a special flavour of QARs that contains, besides the activity reporting and the assessment of WP progress towards objectives, information about efforts and cost spent in a 6 month-period basis.

Cost and effort figures provided every 6 months can be good estimates (except for the cases where PPRs concur with a Reporting Period, that is M18 and M36 where figures must be real), but still serve EB to control the effort and cost consumptions in a regular basis, avoid severe deviations from the plan and take mitigation actions if necessary.

The method to collect PPRs is the same as for QARs (where WP leaders collect QAR input from partners) except for the part that corresponds to costs/efforts that will be collected by AK directly from each individual partner, using a separate dedicated template.

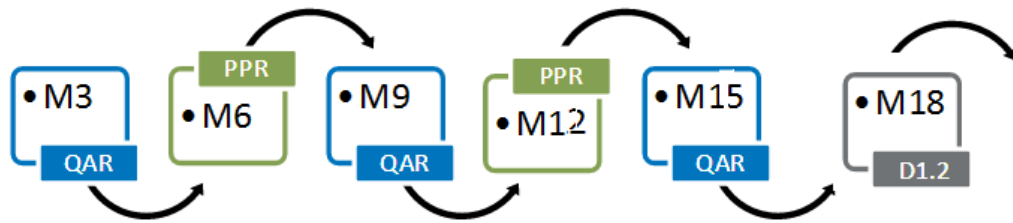
Similarly to QARs, the key points about PPRs are summarized in Table 9.

Table 2. Project Progress Reports (PPRs) cheat-sheet

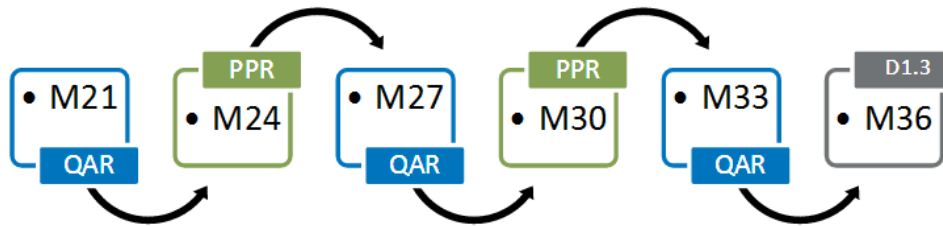
<b>Project Progress Reports (PPRs)</b>		
<b>Frequency</b>	Every 6 months	
<b>Responsible</b>	AK–WP leaders	
<b>Level of detail</b>	Project –WP –Task	
<b>Content</b>	<ul style="list-style-type: none"> <li>-QARs</li> <li>-Efforts (PMs) per WP-Task (good estimates)</li> <li>-Costs (good estimates)</li> <li>-Deviations from plan in effort and costs</li> </ul>	
<b>Procedure</b>	Beneficiary	<ul style="list-style-type: none"> <li>-Provide input for QAR</li> <li>-Provide estimate effort and costs, justify deviations</li> </ul>
	WP Leader	Collect QAR input
	AK	Collect costs
	EB	Approve QAR
	AK	Consolidate and approve PPR

Six month reporting progress of project achievements and effort consumption for evaluation by the European Commission

The following two diagrams (Figure 2 and Figure 3) graphically represent the schedule of reports for entire project duration, including deliverables D1.2 and D1.3.



**Figure 2. Plan of reports for the First Reporting Period (RP1)**



**Figure 3. Plan of reports for the Second Reporting Period (RP2)**

Deliverable D1.2 and D1.3 will incorporate to a great extent what has been already reported in the corresponding previous QARs and PPRs, but other content will be included, in order to be aligned with the guidelines established in the Grant Agreement

#### **Progress and a Final report to EC.**

The assessment of the reports enables the Agency to take a decision on the continuation of the project. Beneficiaries will be required to submit a Progress and a Final report. Approval of the Progress report leads to the launch of the second prefinancing payment and approval of the Final Report leads to the final payment (if due). The Progress report provides the Agency with an update on how the project is advancing against original plans and budgets, while the Final report is due at the end of the project and allows the overall evaluation of the project.

The coordinator shall bear responsibility for supplying to the Agency all documents and information which may be required under the Agreement. Where information is required from the other beneficiaries, the coordinator is responsible for obtaining and verifying this information before passing it on to the Agency.

**The progress report** on the implementation of the action will have to be submitted at the latest half way through the eligibility period: on M19 (01/05/2018).

The reporting forms for the progress report on the implementation of the action are available on the website of the Agency and consist of the following:

- a “Progress report on the implementation of the action“
- a “Summary report for publication“
- a “Statement on the use of the previous pre-financing instalment paid
- a “Request for payment of the second pre-financing”.

**The final report** (two months after the end of the contractual period): on M38 (14/12/2019).

The report forms for the final reporting are available on the website of the Agency and consist of a narrative and a financial part as follows:

- “Final report on the implementation of the action”
- “Summary report for publication”
- “Final Financial Statement and Request for payment”
- Mandatory (Audit) Certificate on the financial statements and underlying accounts.

#### 4.2.3. Project Report Matrix

- Y1-Q1: M4-M6 (15<sup>th</sup> January – 14<sup>th</sup> April) due mids of M7 (01/05/2017)
- Y1-Q2: M7-M9 (15<sup>th</sup> April – 14<sup>th</sup> July) due mids of M10 (01/08/2017)
- Progress report M6-M12 (14<sup>th</sup> April– 14<sup>th</sup> October) due mids of M13 (01/11/2017)
- Y2-Q1: M13-M15 (15<sup>th</sup> October – 14<sup>th</sup> January) due mids of M16 (01/02/2018)
- Progress report D1.2 M1-M18 (15<sup>th</sup> October – 14<sup>th</sup> April) due mids of M19 (01/05/2018)
- Y2-Q3: M19-M21 (15<sup>th</sup> April – 14<sup>th</sup> July) due mids of M22 (01/08/2018)
- Progress report Y2-Q4: M19-M24 (15<sup>th</sup> April – 14<sup>th</sup> October) due mids of M25 (01/11/2018)
- Y3-Q1: M25-M27 (15<sup>th</sup> October – 14<sup>th</sup> January) due mids of M28 (01/02/2019)
- Progress report M25-M30 (15<sup>th</sup> October – 14<sup>th</sup> April) due mids of M31 (01/05/2019)
- Y3-Q3: M31-M33 (15<sup>th</sup> April – 14<sup>th</sup> July) due mids of M34 (01/08/2019)
- Final report D1.3 M19-M36 (15<sup>th</sup> April – 14<sup>th</sup> October) due mids of M37 (01/11/2019)

#### 4.3. Validation of Project Deliverables

In the IESED project, two types of deliverables can be distinguished:

- Documents
- Technological output

Document deliverable refers to any type of original textual report that is produced in the context of the IESED project and that related to deliverables defined in the project description. For example, Dissemination and Exploitation plan, Progress report constitutes a document deliverable.

Technological output refers to virtual learning courses developed and provided to target beneficiaries in the context of the IESED project. Since they are quite different in nature, a different validation procedure will be implemented for each of these deliverable types.

Each document deliverable will be validated by the task assignee, i.e. the person or a group assigned to produce the deliverable; by the person responsible for supervising the work of the task assignee; the Lead Partner project manager, responsible for the end result of the Project.

The initial document review will be performed by the author of the deliverable. He will review his own work before circulating it among the project partners. The deliverable has to be distributed to the project partners at least one month before the due date of the deliverable, so the document could go through three phases of validation on time. After receiving the initial version of the deliverable, the partners have two weeks to give their comments to the author. The supervisor reviews the resulting version once more before handling it over to the head project manager. Finally and optionally, the Lead Partner project manager gives his comments and corrections before the deliverable is ready to be officially submitted to the Project Steering Committee for final approval. The relevant Project outputs and deliverable will be sent by the Project Lead Partner to the EC.

Surely, the document deliverable may go through various validation stages until the supervisor and the Lead Partner project manager agree that the deliverable in question is of acceptable quality.

Technological deliverable will be validated based on the document drafted to describe the features of the technological output. Based on that document, acceptance criteria will be defined and will serve as a point of reference for evaluating the technological output deliverables.

As in the case of document deliverables, the validation of technological deliverables will happen in different stages. Technology developer will be the first to assess whether the deliverable meets the acceptance criteria. Consequently, other project partners will get an access to the technology checking it against the acceptance criteria again. After the testing phase and remediation of all issues, the supervisor will notify the project manager that the technology is ready to be delivered. The completed acceptance criteria checklists will accompany the technological delivery as a proof that the quality assurance process has taken place.



In the context of the IESED project, quality management is fairly dependent on the efficient methods and tools of internal communication, allowing feedbacks among geographically dispersed project partners, timely effective and quality decision making, internal process of checks and balances, as well as quality validation of project deliverables. Consequently, minimal corrective measures will be necessary, implementation will follow the initial working program, and most importantly, project general and specific objectives will be realized.

The last version of both documents will be always available in the project repository, in a dedicated folder for templates (see 4.4.2).

Interim versions of the deliverable as well as deliverable review reports must be kept in the project repository, in the corresponding deliverable folder, to make them available to the consortium.

### 4.3.1. Process

The different stages are explained in the tables next:

<b>Process Stage</b>	<b>Document writing</b>
<b>Responsible role</b>	Deliverable Leader
<b>Other roles involved</b>	Deliverable contributors
<b>Deliverable state</b>	Draft
<b>Input</b>	N/A
<b>Output</b>	Deliverable document

<b>Process Stage</b>	<b>Peer Review</b>
<b>Responsible role</b>	Appointed Peer Reviewer
<b>Other roles involved</b>	Deliverable Leader
<b>Deliverable state</b>	Draft
<b>Input</b>	Deliverable document: consolidated draft, ready for review
<b>Output</b>	Deliverable Review Report Deliverable document with comments (optional)

<b>Process Stage</b>	<b>Quality Review</b>
<b>Responsible role</b>	Lead Partner project manager (AK)
<b>Other roles involved</b>	Deliverable Leader
<b>Deliverable state</b>	Final
<b>Input</b>	Deliverable document: approved
<b>Output</b>	Deliverable document: final, ready to be officially

submitted to the Project Steering Committee for final approval

### 4.3.2. Schedule

The entire review process could require of four weeks allowing for various feedback loops between the different reviewers and the deliverable leader (and contributors). The schedule proposed in Table 3 is recommended and deliverable leaders are encouraged to adhere to it. However, the timing of specific review stages can be reduced if previously agreed between the deliverable leader and the corresponding reviewers.

Table 3. Schedule for the review process of deliverables

Review Process Stage	Starts When	Duration	Roles involved
Peer Review	4 weeks before submission date	2 weeks	Deliverable Leader Peer Reviewer
Lead Partner project manager (AK)	2 weeks before submission date	1 week	Deliverable Leader Lead Partner project manager (AK) Peer Reviewer (optional)

## 4.4. Supporting tools and artefacts

### 4.4.1. Project repository

The IESED official repository is an instance (hosted and managed by AK) of the technology Google drive.

Access is restricted to project partners.

Contact [rasa.balyniene@akolegija.lt](mailto:rasa.balyniene@akolegija.lt) to request access to the project repository.

The project repository provides contact list. There is a basic user manual that has been circulated among partners by e-mail and it is also available in the repository itself.

For detailed documentation consult the Google drive instructions.

A default repository structure has been already created for IESED, based mainly in the WP/Task structure of the project as defined by the DoA.

A specific folder to keep Project Deliverables in a final status (i.e. submitted to the EC) and a folder for maintaining the last version of all document templates have been created too. A folder for events and meeting information has been created besides the WP structure.

#### 4.4.1.1. Work-package folder content

A common structure approach is followed in all WP folders:

- One folder per task
- One folder for conference calls information (agenda, minutes, presentations, other supporting material)

The default structure has been already created for all work-packages.

It is expected to create a specific folder for each deliverable within each work-package. It is up to the WP leader to put it at the level of the WP or at the level of a specific Task. The deliverable folder will contain draft versions with work in progress, whereas final versions should be copied by the deliverable editor to the Final folder in the Project Deliverables folder, as explained in section 4.3.1.3.

#### 4.4.1.2. Events folder content

All meetings organized during the project (General Assembly meetings, WP specific, project reviews, etc.) and events where the project participates must have a dedicated folder inside this folder.

In each event-specific folder there must be kept the following artifacts as a minimum:

- Agenda
- Minutes
- Presentations
- Location information
- Photos
- Other supporting material (videos, software, etc.) can be kept in here too.

#### 4.4.1.3. Project deliverables folder content

This folder is intended to keep final versions of deliverables (as provided by deliverable editors to PM) and the actual version submitted to the EC (after quality review), these will be kept here in pdf format (at least) and/or MS Word when possible.

This folder should not be used for keeping draft, work in progress or interim versions (which should be kept in the corresponding WP folder). This way, this folder can be used always as a reference for everyone for final version of deliverables.

The folder labelled **Final** should be used by deliverable editors to put final versions ready to be reviewed by AK in terms of quality before submission to the EC.

The folder labelled **Submitted to EC**, will be used only by AK (as PM), to put the version of the deliverable once submitted to the EC using the EC Participant Portal platform.

#### **4.4.1.4. Templates folder content**

This folder will keep always the official version of document templates to be used by project partners in their presentations, documents, deliverables and deliverable reviews.

Besides this folder, there is another folder in the repository where older versions, working versions as well as any new tentative version of document templates are stored. This folder is at WP8\_Quality\_Plan/Templates, and should be understood as a work in progress folder to be used to keep interim versions.

#### **4.4.2. Templates**

There is a set of document templates that project partners must use. The last version of the templates will be kept always in a root folder of the project official repository.

There are templates available for the following purposes:

- Deliverable writing
- Deliverable review
- Presentations
- Reporting: QARs, PPRs, Financial.

### **5. RISK MANAGEMENT**

The implementation of a risk management procedure aims at providing a structured approach to project monitoring through the identification of risks and proper consideration of mitigation strategies, a the improvement of plans, schedules and budgets for the achievement of the Project objectives.

Every 3 months, as part of the WP-level information of the QARs (see Table 1), Risks Status will be assessed. The QAR will be used also to describe new ones or to report those that have disappeared, and to evaluate and update the corresponding contingency plans

### **6. CHANGE MANAGEMENT**

A Project of the size, complexity and duration of IESSED cannot exist without adapting to changes from within or from outside of the project.

Changes might go from members leaving the consortium (new ones will surely join), modifications in the DoA (i.e. particularly the work breakdown), adaptations of the Partnership Agreements (PA) and last but not least in the various deliverable documents that are the base for the activities in individual projects.

The following outlines the procedure to request and implement changes in IESED for each of the different cases.

### **6.1. Deliverables**

Deliverables are contractual documents. Once submitted to the Commission, they are regarded to be final and no amendments are possible.

However, if there is a need of change, then a new deliverable might need to be created and submitted to the Commission, or an amended version of the original deliverable. In such cases, the Project management checks and proposes the new deliverable or amended version to the EB for approval. The changes are communicated to the PO at the Commission for approval / acceptance.

### **6.2. Description of Action (DoA)**

Two main categories of changes of the text of the DoA are considered:

- **Changes without effect on the results or other contracted items**

The change process is the following:

1. Change requests prepared by the owner / partners / task leads have to be consolidated with the WP lead and submitted to the EB.

2. The PM checks and proposes the change to the SC for approval.

3. The changes are integrated into the next DoA amendment.

- **Changes with effect**

Changes with effect on the overall results and objectives need the approval of the PO and possibly require a more formal cycle after agreed within the Project.

The change process (DoA amendment) is the following.

1. Change requests prepared by the owner / partners / Task leads have to be consolidated with the WP lead and submitted to the PM.

2. The PM checks and proposes to the SC for approval.

3. The changes are communicated to the PO at the EC for approval / acceptance.

4. After approval formally modifications are integrated.

### **6.3. Partnership Agreements (PA)**

Partnership Agreements (PA) has been signed off by all members of the project consortium. A signed copy of partnership agreements will have to be provided by e-mail to the Agency within 6 months of the signature of this Agreement.

## **CONCLUSION**

This document compiles definitions of the project government bodies, summarizes all the procedures to ensure a successful collaborative work within the project, describes the involved roles and tasks, the tools and instruments available, in order to conduct the work towards meeting the project objectives with the highest possible quality level.

Quality of the project outputs will be measured by continual monitoring of all activities within the particular work packages during the project lifetime. Each deviation from the planned activities must be noted and explained. If there are any improvements or changes required this should be stated in the quality and evaluation reports. It is essential that the project outputs are of the highest possible standard and that all partners are committed to this.

The document aims at being a project execution handbook and a reference for all project consortium members for the entire project duration

## ANNEXES

Annex 1: Quarterly Activities Reporting Form – Template

Annex 2: Kick-off Meeting Evaluation Questionnaire

Annex 3: IESED Practical Seminar “Synthesis of Competencies and Technologies in IT Specialist Training”  
Evaluation Questionnaire

Annex 4: Project Measurements

Annex 5: Partnership list – Template

Annex 6: Internal Audit Control Trail – Template

Annex 7: Quality Assurance Check List for Deliverables – TEMPLATE

Annex 8: Progress Reporting Form – Template

## Quarterly Activities Reporting Form – TEMPLATE

### Reporting periods:

- Y1-Q1: M4-M6 (15<sup>st</sup> January - 14<sup>th</sup> April) due mids of M7 (01/05/2017)
- Y1-Q2: M7-M9 (15<sup>st</sup> April - 14<sup>th</sup> July) due mids of M10 (01/08/2017)
- Y1-Q3: M10-M12 (15<sup>st</sup> July – 14<sup>th</sup> October) due mids of M13 (01/11/2018)

**To be completed by each WP leader and sent back to the AK duly filled in all its parts at least two weeks before the deadline set above**

**Name and number of the Project Partner:** \_\_\_\_\_

**WP:** \_\_\_\_\_

**Number of the report of this partners in this WP** \_\_\_\_\_

**Authors** \_\_\_\_\_

### 1. General organization

#### Main activities implemented during the current period:

*Description of activities implemented during the period. Collecting input from partners, mention any change in dates, deviations from original plan, problems encountered during the current period, the impact of these problems and the solutions proposed.*

WP	Activities	Deliverables	Date foreseen	Level of achievement	Date of achievement	Justification/Problems encountered	Action to be taken to overcome the problem

### 2. A description of the dissemination, exploitation activities that took place during the reporting period

### 3. Progress towards objectives, next steps to be taken in relation to the project activities (Please refers to the Work Plan)



**4. Milestones achieved, deliverables submitted** (*including number of activities, participants' feedback, evidence based achievement, and any other relevant information.*)

**5. Deviations from work plan, mitigation actions, risk assessment**



**Capacity Building in Higher Education**

**INNOVATIVE ICT EDUCATION  
FOR SOCIAL -ECONOMIC DEVELOPMENT (IESED)**

**KICK-OFF MEETING  
EVALUATION QUESTIONNAIRE**

1. **Venue:** Belarusian State Pedagogical University named after Maxim Tank, Minsk, Belarus
2. **Date:** 4 April 2017
3. **Gender:**     Male             Female
4. **Age group:**  18-30         31- 45         46-60         60+
5. **Please tick the boxes below that best describe your position:**
  - Member of a local/regional/national policy-making body
  - Member of the Project management group
  - Teacher from Belarus University
  - Expert from EU Partner University
  - Social stakeholder
  - Student
6. **Please give your evaluation regarding the following** (*please tick the option that best suits you, where 4= best rating, 1=worst rating*):

<b>Feedback on the meeting procedures</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Format of the meeting				
Agenda of the meeting				
Presentation of the Project				
Relevance of the topics of the Project				
Level of achievement of the meeting expected goals				
Arrangements of the meeting (venue, equipment, etc.)				
Overall impression				

7. **Comments:**  
.....  
.....  
.....  
.....

Thank you for your time. Your comments will enable us to better plan and execute future meetings and tailor them to meet your needs.

**Annex 3**



Capacity Building in Higher Education  
**IESED PRACTICAL SEMINAR**

**SYNTHESIS OF COMPETENCIES AND TECHNOLOGIES IN IT SPECIALIST TRAINING  
EVALUATION QUESTIONNAIRE**

**Venue:** Belarusian State Pedagogical University named after Maxim Tank, Minsk, Belarus

**Date:** 5 - 6 April 2017

**PERSONAL INFORMATION**

Name, Surname	
Organization	
Position	
E-mail address	

**FEEDBACK ON THE MEETING OF THE MANAGEMENT GROUP** (to be rated only by the members of the Management groups of Partners institution)

*(please tick the option that best suits you, where 4= best rating, 1=worst rating)*

<b>Please give your evaluation regarding the following:</b>	1	2	3	4
1. Consideration of Financial management and Project and Contract Management was clear and complete				
2. Work plan and timetable were considerate				
3. Partner Roles and Responsibilities were understandable and clear				
4. Cooperation between project partners was efficient				
5. Discussions were relevant for the project implementation				
6. Level of achievement of the meeting expected goals was sufficient				
7. Working atmosphere during the meeting was matter-of-fact				
7. Communication with Lead partner was professional and friendly				

**Suggestions and comments for improvement:**

.....  
 .....  
 .....



**FEEDBACK ON THE PRACTICAL SEMINAR** (to be rated by all project participants) *(please tick the option that best suits you, where 4= best rating, 1=worst rating)*

<b>Please give your evaluation regarding the following:</b>	1	2	3	4
1. The content of the seminar met the project goals				
2. The presentations of the experts from EU universities were efficient and targeted to IT specialist competencies				
3. Presentations of Partner universities reflected the needs to upgrade the Study programmes				
4. Presented IT specialist competencies by stakeholders helped to develop the list of competencies				
5. Discussions on IT specialist competencies were efficient and professional				
6. Study visits to IT business companies expanded the understanding of labour market needs				
7. Study visits to Partner universities helped to get acquainted with the study environment and facilities in Partner universities				

**Suggestions and comments for improvement:**

.....  
 .....  
 .....

**FEEDBACK ON THE ARRANGEMENTS OF THE EVENT** *(please tick the option that best suits you, where 4= best rating, 1=worst rating)*

<b>Please give your evaluation regarding the following:</b>	1	2	3	4
1. Accommodation				
2. Meeting rooms and facilities				
3. Social events				
4. Food services				
5. Local transport				

**Suggestions and comments for improvement:**

.....  
 .....  
 .....

Thank you for taking the time to participate in this meeting evaluation. Your comments will enable us to better plan and execute future meetings and tailor them to meet your needs.



### Project Measurements

The IESED project is designed such that measurement of progress against objectives will be performed at various times during the project execution.

The following table summarizes the relevant key measures, the critical indicators and deliverables per WP.

WP	Activity	M01-06	M07-12	M13-18	M19-M24	M25-M30	M31-M36	Outputs
WP1	1.1.1. Seminar “Synthesis of Competencies and Technologies in IT Specialist Training” (M3 – 05-06/04/2017). Number of participants 70	70						<ul style="list-style-type: none"> <li>List of IT specialist competency and recommendations for upgrading study programmes</li> </ul> Documents: <ul style="list-style-type: none"> <li>Agenda</li> <li>Lists of participants</li> <li>Questionnaires</li> <li>Reports</li> <li>Minutes</li> </ul>
	1.1.2. Seminar “Modelling of IT Specialist Profile” (FR)” ( M8->M12) October 2017 Number of participants 34		34					<ul style="list-style-type: none"> <li>Model of IT specialist competency</li> <li>Course requirements</li> <li>Minutes</li> </ul>
	1.2.1. English language courses for BY teachers (M2-M7 -> M8-M9 June 2017, M11-M13 September, October, November 2017 Number of teachers (12 x 5 organisations)		60					Documents: <ul style="list-style-type: none"> <li>sub-contracting contract</li> <li>Programme</li> <li>List of certificates</li> <li>Lists of participants</li> <li>Questionnaires</li> <li>Reports</li> </ul>
	1.2.2. Internship “Innovative Study Methods” (PL) M5->~M11 July 2017		40					Documents: <ul style="list-style-type: none"> <li>Agenda</li> <li>Lists of participants (8 persons x 5 organization)</li> <li>Questionnaires</li> <li>Reports</li> </ul>
	1.2.3. Internship “IT Theory, Innovative Methods and Practice” (FR) M8->~M18 April 2018			40				Documents: <ul style="list-style-type: none"> <li>Agenda of the seminar</li> <li>Lists of participants (8 persons x 5 organization)</li> <li>Questionnaires</li> <li>Reports</li> </ul>
	1.2.4. Internship” IT in the Context of Intercultural Competency” (UK) M6->~M21 July 2018					40		Documents: <ul style="list-style-type: none"> <li>Agenda of the seminar</li> <li>Lists of participants (8 persons x 5 organization)</li> <li>Questionnaires</li> <li>Reports</li> </ul>
WP2-WP6	<b>Upgrading of study programmes P2-P6</b>							
	x.1. Upgrading goals and outcomes of the study programmes M9-M12		5					Goals and outcomes of the study programmes
	x.2. Upgrading of the syllabus M9-M12		5					Syllabus
	x.3. Preparation of new courses descriptions M9-M12		25					New courses descriptions
	x.4. Preparation of teaching materials M11-M24		25					Teaching materials
	x.5. Adaptation teaching materials to e-learning M20-M24							Adapted teaching materials to e-learning
	x.6. Learning to work in the Virtual							

	Learning Environment MOODLE and provide e-courses M19-24							
	x.7. Acquisition of technical equipment M15-20->M3-M10							Purchased technical equipment
	x.8. Trial study programme realisation M20-M29							
WP7	<b>Expertise of study programmes P1</b>							
	7.1. Expert assessment of study programmes M1-M12							
	7.2. Curriculum expertise meeting in Minsk, in October 2017-> December 2017 (+monitoring meeting M9->M14)							Expert conclusions for the 5 study programmes
	7.3. Expert assessment of teaching materials M7-M24							25 expert conclusions
WP8	Quality Plan P1							
	8.1. Quality Plan							Quality Plan
WP9	Dissemination and Exploitation WP9 P2 – P6							
	9.1. Kick-off conference (M3 – 04/04/2017). Number of participants 70							Kick-off conference & report
	9.2. Project Website							Website
	9.3. Project Logo							Logo
	9.4. Dissemination and Exploitation plan							Dissemination and Exploitation plan
WP10	Management P1							
	10.1. Consortium meeting M3 (04-05/04/2017) Minsk							Minutes, Questionnaires





**Internal Audit Control Trail – Template**

Beneficiary's name: .....  
 Office responsible for internal control: .....  
 Progress Report No. concerned: .....  
 Reporting Period: from dd/mm/201... to dd/mm/201...  
 General remarks of the controller/s (if any):  
 .....

Name of the Controller/s: .....  
 .....

**CHECKS FOR FIRST/FINAL PROGRESS REPORT OR AFTER A PROJECT CHANGE**

No	Checks	Yes	No	Not V.	Explanation if needed
1	Application Form is available in electronic form				
2	Grant Contract is available				
3	Copy of the Partnership Agreements signed by all beneficiaries is available				
4	VAT certificate that you and your partners may use in order to request a tax exemption for the purchase of equipment or services is available				
6	Revised Application Form / Work Plan is available in case of project changes				
7	The full list of staff (managers, executives, employees, temporary workers) working in the project is available. The staff-list has to contain the name of the manager/executive/employee/temporary worker dedicated to the project and reported in the PR concerned, as his/her qualification and function in the project, to what extent his/her work is dedicated to the project, and his/her gross salary and any indicative costs (need to be listed also people working for free for the beneficiary's organisation)				
8	The total amount declared by the beneficiary is below or equal to the project beneficiary's budget according to the approved Application Form (it applies only for final Progress Report)				

**GENERAL CHECKS**

No	Checks	Yes	No	Not V.	Explanation if needed
1	Progress report is available on the beneficiary's activities performed in the relevant reporting period, including financial report				
2	All invoices and other accounting documents of probative value are available covering the amount declared by the beneficiary				
3	Specific accounting codes or other transparent methods are used for the project in the beneficiary accounting system which allow the identification of costs allocated to the project				
4	Computerised list of project expenditure can be obtained from the beneficiary accounting system				

5	Separate bank account is opened to receive and transfer contribution				
6	The expenditure declared corresponds to the accounting records and supporting documents held by the beneficiary				
7	Original invoices or other accounting documents of probative value related to the expenditure already declared are available at the premises of the beneficiary				
8	The beneficiary provided accurate information regarding the physical and financial implementation of the part of operation				
9	On the basis of the verifications performed, it can be excluded that expenditure has already been supported by any other funding. Mechanisms are applied by the project partner to avoid double financing				
10	Evidence is provided by the beneficiary that specific compulsory requirements by Community or national legislation are fulfilled (e.g., approved equipment list, etc. are available)				
11	In the case of specific project activities, the principles of equal opportunities are ensured (e.g. project events do not represent any barrier to participation)				
12	The principle of the cost-efficiency is respected by the beneficiary during the selection of providers/suppliers				

### CHECKS ON GENERAL ELIBILITY CRITERIA

No	Checks	Yes	No	Not V.	Explanation if needed
1	All expenditure have been actually incurred and paid by the beneficiary				
2	All expenditure are directly related to the project, necessary for the development starting and/or implementation of the project, and they are planned in the approved Application Form				
3	All expenditure have been incurred and paid between the start date of the project (except for preparation costs) and the end date of the relevant reporting period				
4	All expenditure have been incurred at the eligible area of the project IESED				
5	The exchange rate for converting expenditure incurred in national currency into Euro has been properly applied				
6	Any recoverable VAT has been deducted from the amount of eligible expenditure for all relevant items				
7	Any ineligible expenditure has been excluded from the eligible expenditure				
8	In all project official deliverables by the beneficiary must be displayed EU flag and used the statement "The project is Co-funded by the Erasmus+ Programme of the European Union")				
9	The procedure applied for the procurement of services, equipment or investments is adequate according to the national and community rules				

### CHECKS ON ALLOCATION TO WORK-PACKAGES AND BUDGET LINES

No	Checks	Yes	Not	Not V.	Explanation if needed
1	Expenditure have been correctly allocated to the relevant work packages				
2	Expenditure have been correctly allocated to the relevant budget lines				
3	The beneficiary's budget by work packages and by budget lines fixed in the approved Application Form have been respected				

### CHECKS ON ELIGIBILITY OF EXPENDITURE BY BUDGET LINES

No	Staff costs budget line checks	Yes	No	Not V.	Explanation if needed
1	In the context of a Capacity Building in Higher Education (CBHE) project <u>staff</u> : a) employed by a beneficiary institution and therefore <u>part of its payroll system</u> ; b) a <u>natural person</u> assigned to the project on the basis of a <u>contract</u> against payment with a beneficiary institution (see “Note on staff costs“.				
2	The full list of staff working in the project is available with the Progress Report				
3	Formal employment contracts/Order of service for all project staff are available				
4	Work contract/ Order of service contains: - the assignment of the person for the project and its tasks within the project - start date and end date of the assignment - Joint Declaration - other relevant criteria, as working cost per hour/day or per year				
5	Reported worker payslip is available				
6	Reported worker monthly time-sheet is available				
7	Worker time-sheet is sufficiently detailed (name of the worker/employee, date, time and description of the monthly activity)				
8	Worker time-sheet is signed both by the worker/employee and the employer/beneficiary's project responsible				
9	The method of calculating the hourly rates and the calculation of the staff costs is correct				
10	The calculation of staff costs is based on real costs (real gross salary proved by payslips) and real worked hours (time spent on the project proved by monthly time-sheet)				
11	Proof of payment of payslips is available				
12	Proof of payment of the obligatory working charges according to national rules is available				
14	Documents of expenditure are voided (stamp) with the words: " <b>Erasmus+ Programme, project “IESED”, No 574283, € ... .., date .....</b> (dd/mm/yyyy)				

No	Travels and Accommodations budget line check	Yes	No	Not V.	Explanation if needed
1.	Travel costs are directly related to the project				
2.	Travels are performed within the eligible area in according to the Erasmus+ Programme and/or approved project application form				
3.	Individual Travel report signed by the travelling person is available				
4.	All supporting documents are available (invitation, agenda, list of participants, attendance, minutes of meetings, outputs/products, invoices, receipts, boarding passes etc.)				
5.	Reimbursement may be on an actual cost (reimbursement of receipts) or unit cost basis. Proof of attendance and overnight accommodation will be also required in both cases.				
6.	Documents of expenditure are voided (stamp) with the words: " <b>Erasmus+ Programme, project “IESED”, No 574283, € ... .., date .....</b> (dd/mm/yyyy)				



No	Subcontracting costs budget line checks	Yes	No	Not V.	Explanation if needed
1	Promotion costs are directly related to the project				
2	Procurement Dossier/s of the selection procedure/s of the service provider/s is available (it contains the whole documentation required by public contest/procurement according to EU and national rules)				
3	The “Contract Awarding Declaration” regarding the contract of service/technical assistance is available				
4	The “Negotiation report for single tenders procedures” regarding the contract of service/technical assistance (contract with threshold value from 2,500 to 20,000 EUR and for which a prior selection procedure of provider is not required by national law) is available				
5	The service provider or the sub-contractor engaged is not a project beneficiary or a controlled body of a project beneficiary (it does not apply to in-house provider of beneficiary)				
6	All costs (fees and any cost reimbursed) are supported by invoices or accounting documents having an equivalent probative value (in case of deliverable items, a true copy of waybill needed as a proof of deliverable)				
7	The evidence of the work carried out by the service provider is available in compliance with the contract's terms (brochures, project website, etc.). In any case, a proof of contract performing is available				
8	Documents of expenditure are voided (stamp) with the words: " <b>Erasmus+ Programme, project “IESED”, No 574283, € ... .., date .....(dd/mm/yyyy)</b>				

No	Subcontracting and Equipment budget line checks	Yes	No	Not V.	Explanation if needed
1	The equipment purchased is necessary for the project implementation				
2	The list of equipment must be approved by the government in Belarus before it can be purchased.				
3	Procurement Dossier/s of the selection procedure/s of the products supplier/s is available (it contains the whole documentation required by public tender/procurement according to EU and national rules). Tendering procedure for expenses exceeding 25.000€				
4	The “Contract Awarding Declaration” regarding the awarding of supplying is available				
5	The “Negotiation report for single tenders procedures” regarding the awarding of supplying (supplying with threshold value from 2,500 to 20,000 EUR and for which a prior selection procedure of supplier is not required by national law) is available				
6	The evidence of the purchase of equipment is available (for instance, they have been registered and inventoried)				
7	The price of the equipment is in line with its market average value				
8	The equipment has the technical or technological characteristics necessary and sufficient for the project purpose				
9	All costs are supported by invoices or accounting documents, bank statements of equivalent probative value (in case of deliverable items, a true copy of waybill needed)				
10	Documents of expenditure are voided (stamp) with the words: " <b>Erasmus+ Programme, project “IESED”, No 574283, € ... .., date .....(dd/mm/yyyy)</b>				

No	Financial charges and guarantee costs budget line checks	Yes	No	Not V.	Explanation if needed
1	All costs are real, directly related to the project and have not been declared under other budget lines				
2	In case of bank charges regarding the opening, management and operating a separate account, this bank account is used exclusively for the project implementation. A declaration has been annexed to the Progress Report				
3	In case of bank charges regarding transnational financial transactions, they have been incurred for grant transferring by bank transfers to project partners (it applies only by the Lead Beneficiary) or for payments to providers/suppliers. A declaration has been annexed to the Progress Report				
4	In case of cost of guarantees provided by a bank or other financial institutions, the guarantees are required by national or Community legislation. A declaration has been annexed to the Progress Report				
7	Documents of expenditure are voided (stamp) with the words: " <b>Erasmus+ Programme, project "IESED", No 574283, € ... .., date .....</b> (dd/mm/yyyy)				

**Quality Assurance Check List for Deliverables – TEMPLATE**

**Author(s) responsible for the Deliverable:** \_\_\_\_\_

**WP leader:** \_\_\_\_\_

**QAPT reviewer(s):** \_\_\_\_\_

<b>Assurance Point</b>	<b>Issues to be addressed</b>	<b>Assessment</b>	<b>Comments</b>	<b>Recommendations</b>
1. Compliance with the objectives of IESED	Does the deliverable comply with the overall objectives of the project?	<input type="checkbox"/> <b>YES</b> <input type="checkbox"/> <b>NO</b> <input type="checkbox"/> <b>PARTIALLY</b>		
2. Compliance with the specific objectives of the workpackage	Does the deliverable comply with the WP Objectives as specified in the WP description?	<input type="checkbox"/> <b>YES</b> <input type="checkbox"/> <b>NO</b> <input type="checkbox"/> <b>PARTIALLY</b>		
3. Correspondence with the description of work of the relevant activity	Does the deliverable correspond with the activity description as specified in the Application Form?	<input type="checkbox"/> <b>YES</b> <input type="checkbox"/> <b>NO</b> <input type="checkbox"/> <b>PARTIALLY</b>		
4. Compliance with the deliverables format	Is the deliverable presented using the Project's deliverable format?	<input type="checkbox"/> <b>YES</b> <input type="checkbox"/> <b>NO</b>		
5. Adequacy of written language	Level of written English	<input type="checkbox"/> <b>EXCELLENT</b> <input type="checkbox"/> <b>ADEQUATE</b> <input type="checkbox"/> <b>POOR</b>		
Overall assessment and suggestions for improvement				
<b>Date of Quality Assurance performed by QAPT reviewers:</b>				
<b>Deadline for submission of amended version of the Deliverable:</b>				

**Progress Reporting Form – TEMPLATE**

**Reporting periods:**

- Y1- PPRs: M7-M12 (15<sup>st</sup> April 2017 – 14<sup>th</sup> October 2017) due mids of M13 (15/11/2017)

**To be completed by each WP leader and sent back to the AK duly filled in all its parts at least two weeks before the deadline set above**

**Name and number of the Project Partner:** \_\_\_\_\_

**WP:** \_\_\_\_\_

**Number of the report of this partners in this WP** \_\_\_\_\_

**Authors** \_\_\_\_\_

**1. General organization**

**Main activities implemented during the current period:**

*Description of activities implemented during the period. Collecting input from partners, mention any change in dates, deviations from original plan, problems encountered during the current period, the impact of these problems and the solutions proposed.*

WP	Activities	Deliverables	Date foreseen	Level of achievement	Date of achievement	Justification/Problems encountered	Action to be taken to overcome the problem

**2. A description of the dissemination, exploitation activities that took place during the reporting period**

**3. Progress towards objectives, next steps to be taken in relation to the project activities (Please refers to the Work Plan)**



**4. Milestones achieved, deliverables submitted** (including number of activities, participants' feedback, evidence based achievement, and any other relevant information.)

## 5. Project costs

Include quarterly expenditures in the table below. If there are specific expenses that require notation, please list below and provide a brief narrative, as appropriate.

<b>Expenditures</b>	<b>12 months</b>	<b>Comments</b>
<i>Staff costs: WPx</i>		
<i>Travel and Accommodation</i>		
<i>Subcontracting: Promotion costs, Equipment, English courses...</i>		
<b>Total</b>		

**6. Deviations from work plan in effort and costs, mitigation actions, risk assessment**