Management Quality Manual MQM

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Abstract	The work package will be carried out according to quality plan and metrics for DUALSCI. All partners will generate and submit internal quality reports with values of obtained indicators and reaching of milestones. All internal reports will be submitted to SC. SC will generate and submit final report. Also, two independent external experts will evaluate outputs of DUALSCI project. Activities: 5.1 Defining plan for project quality control; 5.2 Internal project control and monitoring; 5.3 External evaluation. Milestones: Plan for QC finished (M4); Report on external evaluation published (M34).

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Contents

ABBREVIATIONS

EACEA: Education, Audio-visual and Culture Executive Agency EU: European Union

GA: Grant Agreement

HEI: Higher Education Institution

DUALSCI: Strengthening capacities for the implementation of dual education in BH higher education

LFM: Logical Framework Matrix

NEO: National Erasmus Office PA: Partnership Agreement PST: Project Support Team

QCT: Quality Committee Team

SC: Steering Committee

WP: Work package

WPL: Work package Leader

Objectives

The "Management Quality Manual" is a deliverable within WP 5 entitled "Quality Plan" of the Dualsci project.

The Manual will define the minimum quality requirements and provide the mechanisms for collecting, monitoring and analysing the management of the project, its implementation and deliverables. It also provides some templates for the events and deliverables in the project.

1. Introduction

The deliverable itself is produced based on clear responsibilities: the WPL (FHJ) drafts the manual, involves the Quality Committee Team (QCT) of the project and obtains feedback from all project managers.

The task leader then finalizes the manual which will be approved by the Steering Committee. The electronic version of the manual will be made available on the website of the Dualsci project.

Starting with the general strategy for quality control and monitoring, the manual will define the specific procedures, levels of control and the responsibilities of activity and WP leaders, the QC project team, the Project Coordinator and the Steering Committee.

The MQ Manual will explicitly detail contractual and financial management procedures, to ensure efficient and effective project management. This will include the relevant templates and supporting documents. Templates will include: PPT presentations, reports, attendance forms, minutes, participants' feedback, risk monitoring forms, reviewers' forms.

This manual defines procedures for:

- Internal monitoring,
- Quality and risk management,
- External monitoring and
- Partners' technical and financial reporting.

The structure of the deliverable is as follow:

- Chapter 2 defines the quality expectations of the consortium regarding the project as a whole, its deliverables, i.e. the documents, workshops, meetings and other activities and the project management as well as the general guidelines to be followed.
- Chapter 3 defines the internal monitoring strategy and outlines the responsibilities of the project partners as well as the core principles of the risk management strategy.
- Chapter 4 describes the external monitoring strategy.
- Chapter 5 focuses on the financial and technical reporting duties of the partners

The Annexes to the document provide templates (which are also available separately) to be used by the project partners.

*The Quality Committee Team (QCT) will be led by FHJ

2. Quality Expectations

The Management Quality Manual formalizes the approach that will be followed by the partners of the Dualsci project to ensure the highest possible quality of the project activities, outputs, outcomes and project management.

2.1. Quality of the project implementation

The main aim of the project is to improve the competences of higher education graduates in Bosnia and Herzegovina, through the development of generic model of dual education (DUALSCI model) and legal framework for introduction of dual education in order to support different needs and interests of students, companies, higher education institutions (HEIs) in different cantons/entities of BIH and to provide recommendations to HEIs for implementation of dual education in the entire BIH. The model will be implemented, as a pilot test, in four universities in Bosnia and Herzegovina: University of East Sarajevo, University of Sarajevo, University of Mostar, and University of Zenica.

Development of generic model of dual education (DUALSCI model) will be conducted through transfer of knowledge from HE institutions from programme countries: University of Novi Sad (Serbia), FH Joanneum Gesellschaft M.B.H. (Austria), Duale Hochschule Baden-Württemberg (DHWB, Germany), and IMH Dual Engineering University School (Spain).

The overall aims of the project are:

• Improvement of the competencies of higher education graduates in cantons and entities of Bosnia and Herzegovina, according to the needs of employers,

• Increase motivation to study as well as to improve the employability of graduate students,

• Enable students from lower income families to access higher education, and

• Improvement of legal framework and accreditation standards in cantons and entities of Bosnia and Herzegovina in order to adapt to dual education.

In order to achieve the Dualsci aims, the project needs to realize the following specific objectives:

• Define the specific needs of companies in various industrial sectors and find companies that are willing to participate in pilot implementation of dual higher education during the project;

• To develop a generic Dual Higher Education Model (DUALSCI model) to support different needs and interests of employers, higher education institutions (HEIs) and students in different industrial and business sectors and to provide recommendations to HEIs for implementation of Dual Higher Education;

• To test the specific dual models generated from the developed generic DUALSCI

model, by realizing their pilot implementations during the project and to analyze achieved results; and

• To propose changes to legislation/regulations to implement dual higher education in involved cantons and entities of Bosnia and Herzegovina.

•employers rarely recognize the graduates' degree of competence,

•problems are in legislation, which does not recognize the student labour in manner of reducing the administrative procedures and tax obligations for employers enough to make the students a desirable workforce, etc.

2.2. Quality of project deliverables

The project deliverables are classified into tangible such as reports, publications, manuals, printed and electronically available promotional material as well as intangibles deliverables in form of organized events (conferences, trainings, study visits, info days 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. Timely delivery following the project work-plan as identified in the Application Form as well as the Partner Agreement is expected.

Developed Logo of the project:

2.2.1. Quality of internal project communication and documentation

A consistent and common format for all document based deliverables (word document, power point presentations) is to be followed by all partners using templates provided within this Manual. Those templates must be used in order to ensure a common visual identity as well as to ensure a good quality of information in documents produced by the project. All templates can be found on:

- Annex A – Agenda template
- Annex B – Report template
- Annex C – Attendance list
- Annex D – Participant feedback form
- Annex E – Study visit questionnaire

- Annex F – Risk monitoring sheet
- Annex G – PowerPoint document template
- Annex H – News and documents template
- Annex I – Event report template

2.2.2. Project Publications and Results

Project publications and results must display Erasmus+ Logo followed by the sentence " Co-funded by the Erasmus+ Programme of the European Union" To be placed on the cover
or the first page and they must include the following disclaimer on the inner pages:

"The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect 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."

See following website:
https://eacea.ec.europa.eu/about-eacea/visual-identity_en

2.2.3. Quality of Dualsci Events

All events within the project should be organized professionally. The organizers should provide in due time to the participants the draft agenda and a note on the logistics (informing about travel arrangements, venue, suggested hotels, etc.).
The meeting organizers ensure smooth registration processes (including list of attendees – Annex B) 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. Where appropriate (e.g. for trainings, seminars) also feedback forms will be distributed among participants (Annex C) and event reports related to feedback forms will be prepared by organizers. Power point presentation should be prepared using appropriate template (Annex H).
Each event should be documented when appropriate by presentations (upon the approval of the presenter) or video materials (upon approval of authors).
Based on obligations of the beneficiaries, the partners shall inform the public, press 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. Posters, roll-up and other promotional materials shall be displayed during the event.

2.2.4. Quality of Promotional Materials

Communication and dissemination activities of the project will adhere to the Dissemination and Exploitation Plan (WP4, T4.1) of the project. All promotional materials will reflect the visual identity of the project and the Erasmus+ Programme.

2.2.5. Quality of websites and other electronic tools

The project envisages setting up its web-site and a google platform as intranet tool for project management:

Google drive link:
https://drive.google.com/drive/u/1/folders/1lMgMRxabbguRq29gbnmKCQmsqChYUUkb

All partners are asked to promote Dualsci project on their websites and other electronic tools (SUCH AS Facebook; Twitter, LinkedIn, newsletter etc.…) by providing short description of the project, logo and link to the Dualsci website etc.
The project coordinator is responsible for setting up and maintaining the Dualsci web-site with all information and materials received from project partners. The Dualsci 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. The project coordinator will set up and maintain the project platform. Set up and maintenance of the website is responsibility of University of Zenica.

Project website: under construction!
LinkedIn: under construction!
Facebook profile: under construction!

2.3. Quality of Project Management

The project management structure was established at the project's Kick-off meeting in East Sarajevo to ensure effectiveness, decisiveness, flexibility and quality of work. It involves the Coordinator, a Steering Committee (SC), a Project Team* of each partner. The Steering Committee will review the activities and decide on any necessary contingency measures in reorganization tasks and resources. The project management will be transparent and flexible but also strict enough to ensure the implementation of the project activities in order to achieve the project's objectives.
Each partner is equally and independently responsible for assigned activities, money use and reporting. Contact persons have the responsibility for the local management.
* Contact persons: Please see Annex xx – Dualsci Contact List

2.4. General Project Guidelines

Apart from the Quality Control and Monitoring Manual, the reference documents include:

- EACEA – Dualsci Grant Agreement*
- Dualsci project Partnership Agreement
- Dualsci detailed project description*
- Dualsci detailed project budget*
- Dualsci project dissemination and exploitation Plan*

*These documents are available on the project-platform and/or the homepage.

2.5. 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's Steering Committee (SC). Any new version is communicated to all the partners and takes effect 15 calendar days after this communication.

3. Internal monitoring

Internal monitoring will be carried out by all partners, including self-evaluation by using the Logical Framework Matrix, Work Package description, budget, SC meetings, questionnaires / satisfaction surveys of target groups (e.g. participants of dissemination and events). The Dualsci platform and homepage will also be used for monitoring of project activities.

3.1. Project Quality Assurance Strategy

The quality assurance includes four levels of quality control (1) Deliverable authors (Task-, and WP-leaders), (2) Deliverable reviewers, (3) Coordinator level, and (4) Steering Committee level and final approval:

Project steering committee members:

3.1.1. Deliverable authors, Task and WP leaders:

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 his/her team, partners involved in the activity and corresponding WP leader. It shall guarantee the quality and timelines of the deliverable as identified in detailed Project Description and action (may be modified and agreed by the SC). They present a "final draft deliverable" to the deliverable reviewers (QCT).

3.1.2. Deliverable reviewers (QCT):

The 2nd level of control is elaborated by at least two reviewers who are not authors of the deliverable. The reviewers have 5 working days to respond by sending comments to the delivered documents. The deliverable authors have 5 more working days to conform 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 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.

3.1.3. Coordinator level:

The 3rd level control is carried out by the Project Coordinator. If a draft deliverable has not passed the 2nd level; 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 forwarded to the Steering Committee for formal approval (if required).

3.1.4. Steering Committee level and final approval:

The 4th level control is done at the Steering Committee level. The Steering Committee is the highest decision making body of the partnership that takes the final decision for the approval of major deliverables.

3.2. Quality responsibilities

This project recognizes different bodies with different roles and responsibilities when it comes to the project activities and the project quality assurance procedure.
Each Dualsci activity has its leader; each deliverable has its author or co-authors. Each activity is part of a work package and each work package has its own leader.

3.2.1. Task Leader (main author of the deliverable) is responsible for:

- coordinating the development of the deliverable(s) according to the deliverable template,
- assigning parts of the work to other partners involved in the activity,
- coordinating the work of other partners involved in the activity,
- aligning the contributions of the other partners involved in the activity, in order to produce the deliverable,
- the submission of the deliverable to the WP leader (1st level control), the QCT (2nd level control) and the coordinator (3rd level control).,
- implementing the suggestions of the QCT team,
- sending the amended draft deliverable,
- reporting to the WP Leader, especially when problems occur during the implementation of the activity,
- cooperating with the WP Leader and other partners in the same WP in order to ensure the activity's progress in line with the time table as foreseen by the WP description (respecting any changes approved by the Steering Committee as recorded in the respective minutes).

3.2.2. 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.
- providing contributions in compliance with the appropriated templates so that to ensure that the Task Leader will be able to put all contributions together in the desirable format.
- providing to the Task Leader all the complementary information regarding their work (i.e. references, bibliography, methodologies used, contact details of people interviewed etc.)
- implementing amendments to their contribution as a result of the amendments requested by the QAPT team.

3.2.3. 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,
- coordinating the Work Package and ensuring that all the activities are contributing to the WP's objectives,
- ensuring that all of the contributing partners are smoothly cooperating in order to accomplish the WP's objectives,
- sending 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,

- providing to the Task Leaders comments and suggestions on the draft deliverables,
- verifying the satisfactory implementation of the recommendations.

3.2.4. Quality Committee Team (QCT):

- is appointed by the Coordinator.
- is responsible for the Quality Assurance exercise of deliverables,
- receives the draft deliverable from the Task Leader and provides feedback using the Checklist for review of deliverable (Annex A),
- 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.

3.2.5. Project Coordinator
- cooperates with the QAPT 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 informs the QCT, 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 at 4th level control.

3.2.6. Steering Committee (SC)

Officially approves and finally accepts the deliverables.

3.3. 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. A study visit questionnaire was also prepared (Annex D).
A template for feedback for different meetings / events was developed (Annex C). It

needs to be adapted to the specific needs but the main items shall not be deleted.

Besides, a specific event report template (Annex A) is to be filled by project partners (organizers) for all Dualsci events (workshops, info days, trainings, etc. – except SC meetings). Report will include summary review of statistical data and will help in a final reporting.

3.4. Project Risk Management

A **project by definition is trying to introduce some form of change**, i.e.: a new product, system or way of working. Change involves uncertainty, which in turn means that projects are more likely to be disrupted by a potential future event. In other words, projects involve intrinsically risky activities.

Therefore, the current document has been developed to provide the framework for ensuring that the DUALSCI project achieves best possible results to a high quality standard, as well as define a rigorous model of assessing the level of risk, outline mitigation actions and provide an overview of responsibilities within the partnership.

Risk: *Potential event, either internal or external to a project that, if it occurs, may cause the project to fail meeting one or more of its objectives.*

Risk Management: *The process of identification, analysis, control and either acceptance or mitigation of uncertainty in decision-making.* Essentially, risk management occurs anytime the project coordinator or any partner analyses and attempts to quantify the potential for underachievement and then takes the appropriate action (or inaction) given their margin for acceptable variance (risk tolerance). Inadequate risk management can result in severe consequences for beneficiaries, as well as target groups.

NB: The current document could be revised during the project implementation. Any revision must be indicated explicitly (updated Version of the strategy) and communicated to all partners.

SCOPE AND OBJECTIVES OF THE PRESENT STRATEGY

For the purpose of the DUALSCI project, we would identify as risk **any negative impact to which the project may be exposed as a result from a given action, activity and/or failure to meet the set indicators of progress**.

The strategy follows the classic structure for risk management documents and will be covering the following aspects:

- **risk identification;**
- **risk quantification (assessment);**
- **risk response (mitigation);**
- **risk monitoring and control.**

Any risk has two aspects:

- ✓ The expected likelihood (or probability) of an event occurring.
- ✓ The expected impact if it does occur.

Furthermore, risk management aims to recognise potential problem as early as possible so that the opportunity for taking effective action is maximised.

Therefore, each potential risk will be **matched by probability of occurrence (low, medium, high)**, **potential impact on project (low, medium, high)**, as well as **mitigation measures** to be taken.

The strategy will be regarded as **dynamic document** that will be further developed as the project progresses.

All partners will contribute to it by indicating potential risks in the feedback questionnaires after each project meeting. Thus, identified risks will be regularly revised (every six months) and added to the initial list. Furthermore, each partner will be asked to identify risks relating to the activities they lead on. Hence, all activities will be paid due attention, to ensure that no major peril to project implementation exists.

THE DUALSCI APPROACH TO RISK MANAGEMENT

As previously mentioned, the main aim of risk management is to identify potential risks and assess the probability and impact of each risk.

The proposed risk management strategy lies on the following basic principles:

- **Anticipate and influence** events before they happen by taking a proactive approach;
- **Provide knowledge and information** about predicted events;
- **Inform** and where possible **improve the quality of decision making**, recognising the hierarchy of risk avoidance, risk reduction, risk control, and risk acceptance;
- Make the **project management process transparent**;
- Provide **contingency planning**.
- Keep verifiable **records of risk planning and risk control**.

The key to effective risk management is ownership, so that there is **clear responsibility and accountability for that risk and its associated action**. The ownership of a risk lies with the party 'best' able to control the risk probability and its impact. Therefore, different risks and actions will need to be owned by different stakeholders. For example:

- ✓ **Participants** (directly involved in project activities) should own those risks that would prevent the benefits of the project from being <u>fully</u> realised;
- ✓ **Each partner** should own any risks that might affect the delivery of the project (those risks that affect the project schedule);
- ✓ **The project coordinator** should own any risks that might affect the consortium's ability to deliver the overall project objectives;
- ✓ **The National Agency** should own the risk that might result in delay in payments due to administrative burden;
- ✓ **The European Commission** should own the risk that might occur in case funding for approved projects under the Erasmus+ programme is suspended or insufficient.

The **risk owner** is responsible for ensuring that the risk is effectively monitored and managed through appropriate, agreed mitigating actions.

The **project coordinator** has overall responsibility for the control of risks (and any actions associated with them) and the communication of the plan so that all parties understand their role(s). This includes reporting the presence of any risks that, if realised, would affect the project base-line (delivery of tasks, calendar, budget).

Risks are classified in relation to their locus of action. Within the DUALSCI project there are two main groups of risks that we will focus on:

- **INTERNAL RISKS;**
- **EXTERNAL RISKS.**

INTERNAL RISKS

These types of risks are the ones **within the project boundary** that could affect the delivery of the planned objectives and outcomes (results) that the project is set up to deliver. The main groups are defined as follows:

- **Delay in performance:**

Mitigation measures: efficient planning. The coordinating organisation will prepare a detailed time plan[1], for all activities planned, indicating tasks, responsibilities, milestones and deadlines. The document will serve as a reference point and monitoring tool for checking work progress. Additional detailed planning will be carried out during project meetings to cover each phase of the project lifetime.

- **Failure to meet the set quality level:**

*Mitigation measure*s: effective monitoring and evaluation. A Plan for Project Quality control will be developed during the first months of project implementation and will be embedded in all project elements. The plan will outline a set of quality indicators to be followed for each result to be achieved. Level of compliance will be continuously checked by the coordinating organisation. In case of failure to reach a certain indicator, corrective measures will be introduced to ensure overall quality performance.

- **Budget deviations:**

Mitigation measures: ongoing budget control. Every six months partners will be completing Internal Progress Reports (tailor-made templates-see shared documents) to monitor how and if budget is spent according to plan. In case of any budget deviations that may impact the cost-efficiency of the project, corrective measures will be applied to reduce negative effects on overall implementation. Additionally, every budget change request will be carefully considered and will not be accepted, if deemed as having negative impact on performance.

- **Withdrawal of a partner:**

Mitigation measures: high level of commitment. In any case, if at any point a partner withdraws from the project its tasks and budget will be reallocated to the other partners to ensure successful overall project implementation OR a new partner will be identified to take over the specific tasks and responsibilities.

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[1] Partnership Agreements/Grant Agreement/ DUALSCI detailed_project_description_en_2019_v2_cbhe-sp,

- **Conflicts:**

Mitigation measures: partnership agreements. Drawing detailed and concrete parameters of each partner's role and responsibilities ensures that everyone is well aware of their duties. It will be the task of the coordinator to mitigate the risk of potential professional or personal conflicts that may arise in the course of implementation. Should a conflict occur, resolution will be sought by active communication between all partners. The aim will be to share responsibility and jointly find effective solution for all parties involved. The role of the Steering Committee is also very important in this process and if needed, intensive discussions and voting will take place in order to decide on concrete measures to be undertaken.

EXTERNAL PROJECT RISKS
- **Low levels of satisfaction among external stakeholders, target groups, NA:**

Since the project will deliver an innovative approach to organize and conduct the specific study programs through applying well-set forms of cooperation and delivering/organizing in programme countries, it is probable that some stakeholders would be prejudiced towards and reluctant to apply it.

Mitigation measures: To avoid this risk, partners will investigate a lot of time and efforts in carrying out an extensive dissemination campaign and proactive communication on a regular basis.

RISK MANAGEMENT PLAN

№	Risk[2]	Probability of Occurrence	Potential Impact[3]	Group affected[4]	Risk Owner[5]	Risk controller[6]	Risk manager[7]	Action to be taken if risk occurs[8]	Resources to be employed	Comments
1	**Delay**	High	Failure to deliver on time	Coordinator /partners /target group	all partners	project coordinator	**coordinator/partner carrying out activity**	reorganisation of tasks	additional staff/time of responsible partner	*no additional funding could be claimed*
								redistribution of tasks	additional staff/time of partners to carry out delayed activities	*funding to be redistributed accordingly among partners without exceeding the total allocated for any given budget heading*
								reducing allocated budget	project budget	*proportion of funding to be reimbursed to NA*
2	**Low Quality**	Medium	Failure to meet one or some qualitative Indicators	coordinator/ partners/ target group	all partners	project coordinator	**coordinator/partner carrying out activity**	employing additional expertise	additional staff/time of responsible partner	*financed through own funds (not from project grant)*
								reducing allocated budget	project budget	*proportion of funding to be reimbursed to NA*

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[2] These risks are interrelated with the Quality assurance manual, Dualsci detailed project description as well as non-compliance with the Partnership Agreements. Their occurrence is linked to NOT achieving the set levels for the listed Quantitative and Qualitative Key Performance Indicators and if underachievement is above the set acceptable variance AND/OR the set deadlines, budget per activity, expected output (as described in Partnership Agreements, Annex 2)

[3] Potential consequences from risk occurrence.

[4] Organisations and/or group of individuals, on whom the negative effect from the risk occurrence will be the highest.

[5] The organization and/or group of individuals who are most likely to cause the risk occurrence.

[6] The organization responsible for identifying the risk occurrence, communicating to all other parties concerned, drawing an action plan and controlling (coordinating) the process of risk handling.

[7] The organization responsible for taking direct actions for risk handling.

[8] The decision for taking and imposing these actions belongs to the Risk controller. Their implementation affects and involves the participation of the Risk manager.

#	Risk	Level	Description				Responsible	Mitigation action		Note
3	**Deviations in budget expenditure**	Medium	Failure to spend in compliance with financial rules & requirements/overspent/under spent	coordinator/partners	all partners	project coordinator	**coordinator/partner carrying out activity**	reducing allocated budget	project budget	*in case of breaching rules/overspent - reimbursement of funding to coordinator/NA*
								redistribution of allocated budget	project budget	*in case of under spent - funding to be allocated to other budget headings*
4	**Partner withdrawal**	Low	Delay in delivery of project activities/termination of grant agreement with NA	NA/coordinator/partners/target groups	partners (co-beneficiaries)	project coordinator	**partner withdrawing**	redistribution of tasks	project budget	*funding to be redistributed accordingly among partners without exceeding the total allocated for any given budget heading*
								redistribution of allocated budget	project budget	*in case of under spent - funding to be allocated to other budget headings*
								earlier termination of project activities	grant agreement with NA	*reimbursement of funding to coordinator/NA*
5	**Conflicts**	Low	Delay in delivery of project activities/ failure to meet set quality	coordinator/partners	all partners	project coordinator	**coordinator/ Steering Committee**	increasing the level of intensity of communication	additional staff/time of coordinator and Steering Committee members	*no additional funding could be claimed*
6	**Low levels of satisfaction among external stakeholders, target groups, NA**	Low	Underachievement in delivery of overall project objectives	NA/coordinator/partners/target group	all partners/target groups	project coordinator	**coordinator/ Steering Committee**	increasing the level of intensity of dissemination	additional staff/time of coordinator and all partners	*more activities to disseminate and exploit project results; no additional funding could be claimed*

4. External Monitoring

External evaluation will be conducted by two experts from the outside of consortium. They will be engaged in order to evaluate the quality of the developed undergraduate program and LLL seminar. Two partners will publish the public call for two experts in the field of IAR. Two experts will have two months to evaluate the program and to write the report on external evaluation. The report will be publically available on website of the project. On the basis of the report, consortium will correct the study program if necessary.

Additional monitoring of the project will also be performed by National Erasmus Office or National Agency (NA) and EACEA.
NA 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 NA 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 NA sends the report on their findings to EACEA.

5. Partners' technical and financial reporting

A guideline for the technical and financial reporting which will be distributed to all partners.

PST team and Coordinator will check the supporting documents for financial reporting sent to the Project Coordinator as hard copies twice a year. 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 Biannual Report are not complete or justified, the PST team will help and make recommendations on how this situation can be rectified prior to the final approval of the Biannual report by the Coordinator. The Report approved in this way is the basis for the transfer of next instalment to the partner institution.

ANNEXES

Different supporting documents have been elaborated for the overall enhancement of the project quality assurance plan.

Annex A

Agenda template

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Strengthening capacities for the implementation of dual education in BH higher education (DUALSCI)

TITLE OF THE MEETING
AGENDA
Location:
Time:

Contacts:

DAY I

Time, location		
$10^{30} – 11^{00}$h	Registration of participants	
Part I **Opening and welcome speeches**		
$11^{00} – 11^{30}$ h		
$11^{30} – 12^{00}$h		
$12^{00} – 12^{30}$h	*Break*	
Part II **Title**		
$12^{30} – 12^{40}$h		
$12^{40} – 12^{45}$h		
$12^{45} – 12^{50}$h		
$12^{55} – 13^{00}$h		
$13^{00} – 13^{05}$h		
$13^{05} – 13^{10}$h		
$13^{10} – 13^{15}$h		
$13^{15} – 13^{20}$h		
$13^{20} – 13^{25}$h		
$13^{25} – 15^{30}$h	*Lunch break*	
Part III **Title**		
$15^{30} – 15^{50}$h		
$15^{50} – 16^{10}$h		
$16^{10} – 16^{30}$h		
$16^{30} – 16^{50}$h		

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$16^{50} - 17^{20}$h	Coffee break	
$17^{20} - 17^{40}$h		
$17^{40} - 18^{00}$h		
$18^{00} - 19^{00}$h	Discussion	
$19^{00} - 20^{30}$h	*Dinner*	

DAY II

Time, location		
$09^{45} - 10^{00}$h	Registration of participants	
Part I **Title**		
$10^{00} - 10^{30}$h		
$10^{30} - 10^{45}$h	*Coffee break*	
$10^{45} - 11^{30}$h		
$11^{30} - 12^{00}$h		
$12^{00} - 12^{30}$h	*Coffee break*	
$12^{30} - 13^{00}$h		
$13^{00} - 13^{30}$h		
$13^{30} - 14^{00}$h	*Discussion and closing of the meeting*	
$14^{00} - 15^{30}$h	*Lunch*	

Annex B

Report template

TITLE

SUBTITLE

Contacts:	(Person in charge of the activity, e-mail)

Project acronym:	DUALSCI
Project full title:	Strengthening capacities for the implementation of dual education in BH higher education
Project No:	610251-EPP-1-2019-1-RS-EPPKA2-CBHE-SP
Funding scheme:	ERASMUS+
Project start date:	January 15, 2020
Project duration:	36 months

Abstract	This document is the template for all project reports.

Title of document:	Report template
Work package:	
Activity:	
Last version date:	
File name:	
Number of pages:	
Dissemination level:	

VERSIONING AND CONTRIBUTION HISTORY

Version	Date	Revision description	Partner responsible

DISCLAIMER

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Heading 1:

Text: After welcome speeches, Prof. Dr. Mirko Savic, University of Novi Sad started the presentation of the project. He introduced the participants with all partner institutions – 4 EU partners, 4 state universities and 1 private institution from Serbia. Afterwards, all meeting participants were introduced and representatives from partner institutions gave some remarks regarding their expectations from the project.

Annex C

Attendance List

Strengthening capacities for the implementation of dual education in BH higher education (DUALSCI)

Meeting:	
Date:	
Location:	
Organized by:	

Name	Organization	Signature

Annex D

Participant feedback form

Event Evaluation

Thank you for attending this event. In our effort to improve the organization and the impact of these events we invite you to complete the following questionnaire. In most of the questions you will be asked to rate your satisfaction on a scale by ticking the appropriate answer. In some of the questions you will be asked to describe your personal opinion in a few words and to give suggestions for future improvements of the content and overall organization of the event.

We thank you in advance!

Event Title	

Participant from Dualsci consortium	YES☐ NO ☐

Event Date	
Event Venue	

RANKING	1	2	3	4	5	n/a
	Not at all satisfied	Rather dissatisfied	Moderately satisfied	Satisfied	Most satisfied	
The program (contents)	☐	☐	☐	☐	☐	☐
The agenda (schedules)	☐	☐	☐	☐	☐	☐
The venue and facilities	☐	☐	☐	☐	☐	☐
The presentations	☐	☐	☐	☐	☐	☐
The discussions	☐	☐	☐	☐	☐	☐
The event dinner and subsistence	☐	☐	☐	☐	☐	☐
Relevance of the information	☐	☐	☐	☐	☐	☐

Cooperation and interaction with the other participants.	☐	☐	☐	☐	☐	☐

	1	2	3	4	5	n/a
	Not at all satisfied	Rather dissatisfied	Moderately satisfied	Satisfied	Most satisfied	
The materials distributed are useful and informative.	☐	☐	☐	☐	☐	☐
The methods of working were suitable for the topics and for the participants.	☐	☐	☐	☐	☐	☐
The overall organization was professional	☐	☐	☐	☐	☐	☐

Suggestions:
_____

Any Further comments:
_____

Annex E

Study visit questionnaire

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Questionnaire for quality management

Name: ……………………………………………………
Organization: ……………………………………………………

1. **Did the overall organization (e.g. venue, hotel, meals, time management) of the visit meet your expectations?**

    Clearly Yes □   Clearly No □   Somewhat □

    Comments
    _____
    _____
    _____
    _____

2. **Did the company visits meet your expectations?**

    Clearly Yes □   Clearly No □   Somewhat □

    Comments
    _____
    _____
    _____
    _____

3. **Did the know-how transfer at /institution/ meet your expectations?**

    Clearly Yes □   Clearly No □   Somewhat □

    Comments
    _____
    _____
    _____
    _____

4. **Did you make any decisions regarding your own project participation because of your experiences in /location, city/?**

    Clearly Yes □   Clearly No □   Somewhat □

    Comments
    _____

Annex F

Risk monitoring sheet

Risk monitoring sheet

To be updated after each Steering Committee meeting

Risk title	Risk level*	Description of the risk	Cause of the risk	Corrective action(s) has/ve been/can be done to decrease the severity of the risk	Decisions

Annex G

PowerPoint document template

Strengthening capacities for the implementation of dual education in BH higher education

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TEMPLATE

Presenter
Name of the partner institution

Annex H

News and documents template

NEWS and DOCUMENTS for DUALSCI Web site

Partner:	
Author:	
News / Deliverable title:	

Text of news or short description of deliverable:

Attachments (if any)

Agenda	Title of document (PDF)
Attendance sheet:	Title of document (PDF)
Photos for gallery:	(ZIP, jpg)
Report:	Title of the book:
Deliverable:	Title of document (PDF)
Presentations	List of presentations (PDF)

Other personal remarks:

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Annex I

Event report template

Event report

Author:	
Event Title:	
Event Date:	
Event Venue:	
Type of event:	
(National, international, press conference, promotional event etc.)	
Short description:	
Organizer (s):	
Agenda of the event:	
Total number of participants:	
Links to further information:	
Other personal remarks:	
Here you can include the information about the DUALSCI project:	
Presentation of DUALSCI at the event?	
What was the subject of your presentation?	
Invitation was sent off to participants on:	
Information Material was sent off to participants on:	
Date of Initial Participant List Compilation:	
Date of Final Participant List Compilation:	
Participant list compilation	
Total Number of Participants Invited	
Date of Agenda Finalization:	

*This template has to be filled by project partners (organizers) for all DUALSCI events (except SC meetings). Furthermore, this template can be used to inform colleagues and partners about other events attended (promotional activities). In the second case please just fill in the first page and delete the chapters thereafter.

Annex J

Quantitative and Qualitative Key Performance Indicators

Key Indicators of progress	How indicators will be measured	Delivery/Approval signals		
• Increased satisfaction of companies with employed graduates	• Reports from survey on companies about satisfaction with dual students and dual education	☺	😐	☹
• Better employability of students on dual education in comparison with traditional students	• Reports from survey on students employed after finishing dual education	☺	😐	☹
• Better cooperation between HEIs and companies	• Reports on number of new work positions offered to dual students by companies	☺	😐	☹
• Increased number of students from lower income families enrolling HE	• Reports from HEIs on the number of enrolled dual students	☺	😐	☹

Quantitative indicators of achievement	How indicators will be measured	Delivery/Approval signals		
• From every involved canton/entity companies offer at least 5 internships to dual students enrolled to each dual study programme offered by HEIs by the end of the project.	• Reports of HEIs and companies on the number of internships taken by dual students	☺	😐	☹
• The documents with amendments to the cantonal/entity laws on Higher Education and labour laws, and proposals for new laws on dual education got support from academic community and from companies interested for implementation of dual education, and it is submitted to the cantonal/entity authorities.	• Reports on amendments to legal framework and proposal of new laws on dual education	☺	😐	☹
• The document with amendments to the accreditation standards related to dual studies got support from academic communities and from companies interested for implementation of dual education, and it is submitted to Accreditation Commission of BIH.	• Reports on proposal of amendments to accreditation standards	☺	😐	☹
• Generic DUALSCI model for BIH is published on project website and distributed in hard copy to 30 HEIs in BIH.	• Reports on generic model of dual education (DUALSCI model)	☺	😐	☹
• Recommendations to HEIs in BIH on how to implement dual education are published on project website and in hard copy.	• Reports on the results of pilot testing from each HEI from BIH involved in the project	☺	😐	☹

• Lower drop-out of dual students when compared to traditional students	• Reports on HEIs implementing dual education on the number of dropout of DHE and traditional students	☺	😐	☹
• 4 HEIs from different cantons/entities in BIH implement dual education by the end of the project.	• Reports of HEIs offering dual study programmes	☺	😐	☹
• At least 4 companies in 4 different cantons/entities sign agreements with HEIs to participate in pilot dual education	• Reports of companies and HEIs on signed agreements regarding participation in dual education	☺	😐	☹

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Envisaged results and effects	Source of information	Delivery/Approval signals		
• Current practice of at least 15 dual HE study programmes in programme countries analysed.	• Reports on current practice of dual education in HE in partner countries published on the project website	☺	☺	☺
• 5 study visits to Programme countries completed	• Reports from the study visits	☺	😐	☹
• Policies and practices from programme countries analysed and presented.	• Reports on the survey on companies' needs and recommendations regarding dual education published on the project website	☺	😐	☹
• Survey of the needs for dual education on at least 20 companies per involved canton/entity	• Reports on the interviews with management of companies. At least 5 interviews with management companies per canton/entity involved	☺	😐	☹
• Generic dual education model (DUALSCI model) for BIH developed	• Reports on generic dual model (DUALSCI model) for BIH published on project website	☺	😐	☹
• Conference on DUALSCI added value on industrial sector realized	• Minutes of the meeting	☺	😐	☹
• Discussion Forum realized	• Amendments to the cantonal/entity laws on higher education and proposal on laws on dual education published on the project website	☺	😐	☹
• At least 4 companies involved in pilot testing.	• Amendments to Accreditation Standards published on project website	☺	😐	☹

• Plan for pilot testing is accepted by HEIs authorities	• The Recommendations to HEIs in Bosnia and Herzegovina on how to implement dual education in higher education published on project website	☺	☺	☹
• Learning and training material created and equipement purchased	• 4 reports/documents describing specific dual models across cantons/entities in BIH published on the project website.	☺	☺	☹
• Toolkit for implementation and documentation of dual practice-integrated higher education programmes developed	• Signed agreements with companies about dual education in companies	☺	☺	☹
• The number of HEIs implementing pilot DHE (4 HEIs from 4 different cantons/entity)	• Plan for pilot testing of the specific dual modes published on the project website	☺	☺	☹
• 16 teachers and 8 tutors from 4 HEIs using methodology.	• Teaching material distributed to students	☺	☺	☹
• First groups of dual students completed participation in pilot dual programs	• Students are enrolled to the pilot dual programs	☺	☺	☹
• Number of students included in DHE pilot programs (At least 60 students involved in program).	• Equipment for pilot dual programs purchased and installed	☺	☺	☹
• 4 working groups of 5 experts are established for improvement of legal framework	• Report on the results of pilot testing published on the project website.	☺	☺	☹

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		☺	☺	☹
• Amendments to the cantonal/entity laws on HE and labour laws created and submitted to the authorities in 4 entities/cantons	• Plan for project quality control published on the project website	☺	☺	☹
• Development of draft of new laws on dual education submitted to authorities in 4 entities/cantons	• Interim and final evaluation reports published on the project website	☺	☺	☹
• Amendments to Accreditation Standards are created and submitted to the authorities	• Dissemination and expotation plan published on the project website	☺	☺	☹
• Discussion Forum is realized	• Promotional products are printed and distributed	☺	☺	☹
• Monitoring reports on internal quality assessments	• Report on external evaluation published on the project website	☺	☺	☹
• Interim and Final reports submitted	•Proceedings from the Final Conference on DUALSCI published on the project website	☺	☺	☹
• Dissemination and Exploitation Plan accepted by the SC	• Reports on current practice of dual education in HE in partner countries published on the project website	☺	☺	☹
• Dissemination products developed	• Reports from the study visits	☺	☺	☹
• 20 dissemination events during the project lifetime.	• Reports on the survey on companies' needs and recommendations regarding dual education published on the project website	☺	☺	☹

• Drop-out of students lower by 5% in comparison with traditional study programs after three years of DHE implementation	• Reports on the interviews with management of companies. At least 5 interviews with management companies per canton/entity involved	☺	😐	☹
• External evaluation finished	• Reports on generic dual model (DUALSCI model) for BIH published on project website	☺	😐	☹
• Final Conference organized	• Minutes of the meeting	☺	😐	☹