

Co-funded by the
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Erasmus+ CBHE project

CREATING THE NETWORK OF KNOWLEDGE LABS FOR
SUSTAINABLE AND RESILIENT ENVIRONMENTS

QUALITY CONTROL & MONITORING MANUAL

April 2016

Project acronym:	KLABS
Project full title:	CREATING THE NETWORK OF KNOWLEDGE LABS FOR SUSTAINABLE AND RESILIENT ENVIRONMENTS
Project no.:	561675-EPP-1-2015-1-XK-EPPKA2-CBHE-JP
Grant Agreement number:	2015-3764/001-001
Project web address:	www.klabs.pr.ac.rs
Funding scheme:	ERASMUS + Capacity Building in the field of Higher Education
Coordinator institution:	University in Kosovska Mitrovica (UM)
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Duration of the project:	15.10.2015 – 14.10.2018
Work package:	WP 3 - QUALITY CONTROL AND MONITORING
Lead organization of WP3:	University of Ljubljana
Version of the document:	V.01
Date:	12/04/2016
Status:	Draft
Dissemination level:	Internal (institutional) - RESTRICTED

Use of the document is according to the article II.8 of grant agreement 'Pre-existing rights and ownership of use of the results (including intellectual and industry property rights) [GA, Anex II, pg. 7-8]

DOCUMENT HISTORY

Quality Plan Mapping	12.01.2016 Authors: Alenka Fikfak and Saja Kosanović
Quality Standards and Indicators	15.03.2016 Authors: Alenka Fikfak and Saja Kosanović
1 st Draft of Quality Control and Monitoring Manual	12.04.2016 Authors: Alenka Fikfak and Saja Kosanović

ABSTRACT

KLABS foresees comprehensive quality plan to secure high quality of the project and of obtained results. In this regard, Work Package 3 – Quality control and monitoring encompasses wide range of quality related activities grouped into eight different actions, most of which develop continuously and parallel with all other project activities, during the whole project life.

Various indicators will be used to internally measure project's progress and the achievement of results. For every (tangible or intangible) project result, at least one indicator of progress is defined. Besides the indicators given in Logical Framework Matrix (of project application), work plan timeline and budget amounts will also be used to verify whether the project progresses as initially foreseen.

KLABS Committee for Quality Assurance consisted of 7 members: UL, UNMO, SUNP, UBL, UB, HTPSZ and UM will guide the whole process of quality control and monitoring; working methodology and quality standards will be adopted at the first of two planned meeting of this project body on April 2016.

Certain internal quality assurance activities focus on major progress points that must be reached in order to achieve success (such as student's evaluation of new study programmes in the 32nd month of the project life and every six months after, or internal evaluation of new curricula, foreseen during the development phase, before final adoption). At this point, beside the Committee for Quality Assurance, another project body - the Editorial Committee (consisted of 7 members from UL, STRATH, TUD, IUAV, RWTH, UB and UPKM) will have its quality related tasks, that are to set the standards in terms of quality and content of produced material and to guide the process of educational material development.

Foreseen external assessment/evaluation activities are performed once, and in order to verify the quality of results produced within consortium. Following external assessment activities are planned:

- National accrediting of developed curricula,
- External (international) evaluation of new study programmes,
- External review of educational material (textbooks), and
- External audit of the project.



ABBREVIATIONS

CQA	Committee for Quality Assurance
D	Deliverable
SUNP	State University of Novi Pazar, Serbia
EACEA	Education, Audiovisual and Culture Executive Agency
EC	Editorial Committee
EU	European Union
HEI	Higher Education Institution
HTPSZ	Higher Technical Professional School in Zvečan, Kosovo*
IUAV	Universita Iuav di Venezia, Italia
KLABS	Creating the Network of Knowledge Labs for Sustainable and Resilient Environments
NEO	National Erasmus Office
PC	Project Coordinator
PP	Project Partners
PDCA	Plan-Do-Check-Act cycle
PMT	Project Management Team
RWTH	Rheinisch-Westfaelische Technische Hochschule Aachen, Germany
STRATH	University of Strathclyde, Glasgow, United Kingdom
TUD	Technische Universiteit Delft, The Netherlands
UB	Univerzitet u Beogradu, Serbia
UNMO	"Džemal Bijedić" University of Mostar, Bosnia and Herzegovina
UL	University of Ljubljana, Slovenia
ULB	Univerzitet u Banjoj Luci, Bosnia and Herzegovina
UM	University in Kosovska Mitrovica, Kosovo*
WP	Work package

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1 Introduction

The Quality Control and Monitoring Manual of the project KLABS formalizes the approach that will be followed for strategically manage the project; periodically measure the progress and results of it and to ensure the highest possible quality of the project activities, outputs and outcomes and project management.

KLABS is built on the Plan-Do-Check-Act [Adjust] (PDCA)¹ cycle: a problem-solving process to facilitate continuous improvement in the project. The PDCA concept is organised into four parts, corresponding to the following phases:

- Planning the activities in single WP,
- Implementation and deliverables,
- Project/WP's monitoring,
- Project/WP's improvement.

KLABS quality will follow **3Qs**² in terms of three key “pillars” supporting high-quality research:

- **Discover** / locate and identify ideas, Frame ideas and contributions / *HIGH QUALITY IDEAS*
- **Build** / Design and execute research, Analyze Data / *HIGH QUALITY METHODS*
- **Share and Promote** / Write and revise, Publish and Promote Contributions / *HIGH QUALITY WRITING AND PROMOTION*

QUALITY CONTROL of the KLABS project is a continuous process (quality cycle) as a periodic assessment of a project's relevance, performance, efficiency, and impact (both expected and unexpected) in relation to stated objectives. The purpose is to provide an understanding of the project's progress so that appropriate corrective actions of WP's can be taken. Quality control is a self-reflection and evaluation for the constant improvement in all its activities of the project.

MONITORING is the continuous keeping up of project implementation in relation to schedules and resources. It is needed to react appropriately to control the risks, deviations and unexpected problems during project implementation. Monitoring in KLABS project will be done during the scheduled meetings, but also through email questions and other type of communications between all or single partners. Monitoring is a continuous process.

The manual defines the quality expectations regarding the project deliverables, including procedures, activities and events necessary to reach and maintain high level of the quality of project and of derived results:

Chapter 2 defines the quality expectations of the KLABS consortium regarding the project as a whole, its deliverables, i.e. the documents, workshops, meetings and other activities; the project management; the general guidelines to be followed by all partners. **Chapter 3** defines the internal monitoring strategy and outlines the responsibilities of the PP 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 PP. The Annexes to the document provide templates to be used by all PP.

¹ *The man who discovered quality: how W. Edwards Deming brought the quality revolution to America : the stories of Ford, Xerox, and GM* by Andrea Gabor, 1992, New York, N.Y. : Penguin Books.

² *How to publish high-quality research* by Jeff Joireman and Paul A. M. Van Lange, 2015, Washington: American Psychological Association, <http://dx.doi.org/10.1037/14525-000>, pg. 7

2 Quality Expectations

In the present chapter are presented expectations of the project consortium KLABS with reference to the KLABS deliverables and activities as well as the expectations relevant to the project management. The basic document to be followed in the actions is:

KLABS QUALITY PLAN (00_KLABS_quality plan_RESULTS, PROGRESS AND MEASUREMENT in detail.xls)

2.1 Quality of the project implementation

The work of KLABS CQA starts at the beginning of project implementation and lasts during the whole project life. CQA will meet on two separate occasions, in Belgrade and Banja Luka, once at the initial stage of the project implementation and on the end of the process of internal evaluation of new developed studies, in order to confirm the quality of derived curricula and their alignment with previously internationally established standards, as well as to verify that the compatibility and diversity of programmes are achieved, as a base for future virtual mobility implementation.

The dates of these two meetings, however, may be adjusted to other working tasks of this CQA, as well. Organisation of the meetings and number of persons attending must be in line with project budget.

The main tasks of the KLABS CQA are:

- Organisation and holding of the meetings of KLABS CQA;
- Development of the methodology for internal evaluation of developed programmes;
- Monitoring of the process of the validation of developed curricula at institutional level;
- Guiding the preparation, harmonisation with national standards and submission of the documentation related to new programmes to National Commissions for Accreditation;
- Guiding the preparations for external evaluation of new study programmes;
- Guiding the process of students' evaluation of new study programmes;
- Supporting the process of project's external evaluation,
- Development of the methodology for measurement of the success of the dissemination and exploitation;
- Development of the methodology for impact assessment;
- the mapping between tangible and intangible indicators of progress and the planned ways of their measurement, and
- the dissemination and exploitation of results generated within the Committee boundaries, preferably on international level.

2.2 Quality of project deliverables

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 workplan as identified in the Application Form and WP's (modified and agreed by the **PMT** on six-month basis).

2.2.1 Quality of document based deliverables

In numbers, the CQA is in charge of producing:

- 1 strategy - guidelines for KLABS quality assurance with the mapping between the tangible and intangible indicators of progress and the planned ways of their measurement (including indicators for the assessment of dissemination and exploitation, and impact assessment); the strategy should include the timetable and deadlines and regulate precisely the work of the CQA;
- 1 guide to the research of the needs, constrains and possibilities for curricula development, with proposed questionnaire form;
- 6 reports on the relevance and quality of new developed curricula - internal evaluation reports;
- 2 synthesis reports on new curricula development - intermediate and final, based on 2x6 WB institutional reports;
- 3 annual quality assurance reports, containing the results of the assessment of the quality of project results (curricula, material, trainings, OER, etc.) as well as the results of the measured success of dissemination, exploitation and impact achieved, with embodied KLABS CQA activity reports;
- 1 questionnaire model for students' evaluation of new study programme,
- min 2 impact surveys and their results (intermediate and final, prepared before intermediate and final project reports)
- 2 meetings of the KLABS CQA and 2 reports from these meetings, etc.

A common format form for all document deliverables (word document, power point presentations) is to be followed by all partners using templates, which are added to this Manual as Annexes:

- **Annex A** – Word document template (01_KLABS_CQA_Manual_Annex_A_ word document template)
- **Annex B** – Power point presentation template (02_KLABS_CQA_Manual_Annex_B_ power point template)
- **Annex C** – Attendance list template (03_KLABS_CQA_Manual_Annex_C_ attendance list template)
- **Annex D** – Event evaluation form (04_KLABS_CQA_Manual_Annex_D_ evaluation form)
- **Annex E** – Event report form (05_KLABS_CQA_Manual_Annex_E_ report form)
- **Annex F** – Work progress report template (06_KLABS_CQA_Manual_Annex_F_ work progress report)

Other templates are also provided:

- For reviewers of deliverables where the second level of quality control is required:
 - Annex G** – Check list for review of deliverable (07_KLABS_CQA_Manual_Annex_G_ review of deliverable)
- Template for risk management
 - Annex H** – Risk monitoring sheet (08_KLABS_CQA_Manual_Annex_H_ risk monitoring sheet)
- Table for monitoring of full set of KLABS deliverables, their deadlines, dissemination levels, etc.
 - Annex I** – List of deliverables (09_KLABS_CQA_Manual_Annex_I_ list of deliverables)
- Table for changes which occurred between budget categories
 - Annex J** – Changes for budget categories (10_KLABS_CQA_Manual_Annex_J_ budget changes form)
- **Annex K** - News form (11_KLABS_CQA_Manual_Annex_I_ news form)

When partners produce studies and publications as deliverable, they are obliged to put Erasmus+ logo consisting of sentence “Co-Funded by Erasmus+ Programme of the European Union”

regarding the roles in documents defined in the page: https://eacea.ec.europa.eu/about-eacea/visual-identity_en.

The following disclaimer shall be added to the inner pages of the publications and studies written by external independent bodies with support from the European Commission: *"The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein."*

2.2.2 Quality of KLABS events/meetings

All events within the project should be organised professionally. The organizers should provide in due time a full information package to the participants including the draft agenda, letter of invitation and a note on the logistics (informing about travel arrangements, venue, suggested hotels, etc.). Time for preparation activities depends on the type of event.

The meeting organizers will take care of registration processes (including attendees list – **Annex C**) and the implementation of the meetings respecting appropriate time for event sessions and breaks as well as the availability of all necessary materials (e.g. training and promotional material). The organizers will also ensure the recording of minutes of the meetings in a concise style including a list of action points. In all events also feedback forms will be distributed among participants (**Annex D**) and event reports related to feedback forms will be prepared by organisers (**Annex E**). Power point presentation should be prepared using appropriate template (**Annex B**). The participants are not obligated to send presentations before the meeting, but they must inform the organising institution and LP about the content and to be in line with the defined schedule (time and content). The participants have to give the presentations in the format of pdf to the LP.

Posters, roll-up and other promotional materials shall be displayed during the event. Each event will be documented by various materials as: Agenda, List of participants, Report, Gallery, Presentations, Minutes, News.

2.2.3 Quality of promotional materials

Communication and dissemination activities of the project will adhere to the Dissemination and Exploitation results (WP4) of the project. All promotional materials will reflect the visual identity of the project and the Erasmus+ Programme. To secure the attractiveness, quality, availability, finally the long lasting use of KLABS project result concerning the production of learning material, whole range of activities guided by KLABS Editorial Committee.

The project coordinator (UPKM) is responsible for design of all promotional material. The design of the KLABS logo and visual identity of the project was presented by UPKM at the kick-of-meeting and confirmed by all partners. The draft version of all material to be published will be sent to PPs for comments and suggestions, before printing, publishing and distribution. The materials will be disseminated by all project partners at events which are relevant to reach the project's target group.

2.2.4 Quality of websites and other electronic tool

The project envisages setting up the public KLABS web-site (www.klabs.pr.ac.rs) and KLABS platform as intranet tool for project management. The Facebook page in the form of the group, will be established, in order to ensure project's visibility in the social media sphere. All representation tools will be continuously updated by the partners and are intended to effectively communicate the results of the project. For that purpose, the partners will use

- **Annex K** – News template in order (11_KLABS_CQA_Manual_Annex_K_news template)

to deliver the news on organized or attended event along with necessary material for posting on the project website and Facebook page (agenda, list of attendees, photos and event report).

UPKM will be responsible for setting up and maintaining the KLABS web-site with all information and materials received from project partners. UPKM will perform analogous activities in social media. All partners will promote KLABS project on their websites and other electroning tools (such as: Facebook, Twitter and LinkedIn profiles/groups, newsletters, etc.) by providing short description of the project, logo and link to KLABS website.

The KLABS 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. UPKM will set up and maintain the KLABS platform.

2.3 Quality of Project Management

The project management structure was established at the project's Kick-off meeting to ensure effectiveness, decisiveness, flexibility and quality of work. It involves the Coordinator, Project management team (PMT, 11 members), Consortium Committee of Quality Assurance (CQA, 7 members) and Editorial Committee (EC, 7 members). Each partner is equally and independently responsible for assigned activities, money use and reporting. Contact persons have the responsibility for the local management.

PMT will review the activities and decide on any necessary measures in re-organisation tasks and resources with a strong focus on the project impact.

For any changes which occurred between budget categories the PP must complete the **Annex J** – Changes for budget categories template, send it to PC. In changes which are in line with ECEA roles and the KLABS GA and PA, the Annex J is an information for the PC and PC has to inform the PMT in the next meeting of those procedures. In other cases the PC has to ask for the official explanation and approval to ECEA.

2.4 General Project Guidelines

KLABS will follow different project guidelines and respects the requirements of the programme. Apart from the **Quality Control and Monitoring Manual** at hand, the reference documents include:

- EACEA – KLABS project Grant Agreement,
- KLABS project Partnership Agreements,
- KLABS quality plan,
- KLABS visual identity,
- KLABS documentation record.

2.5 Amendments to the Manual

The procedures in this Manual can be amended by PMT. The Quality Control and Monitoring Manual will influence all action after the final confirmation of all partners, on the date of **xxxxxxx**.

3 Internal monitoring

Internal monitoring will be carried out by all partners, including self-evaluation by using workplan and WPs, budget tables, PMT and CQA meetings, monitoring and questionnaire (Annex D). The KLABS platform will also be used for monitoring of project activities.

3.1 Project Quality Assurance Strategy

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

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 timeliness of the deliverable as identified in Application Form and Quality plan (modified by PC and agreed by PMT on six-month basis). They present a “final draft deliverable” to the CQA and EC (i.e. the deliverable reviewers).

2. Deliverable reviewers (CQA and EC):

The 2nd level of control is elaborated by at least two assigned reviewers of the CQA or EC (depends on the type of deliverable) who are not authors of the deliverable. The reviewers have 5 working days to respond by sending comments using the template for the quality assurance check list (Annex G). The deliverable authors have 5 more working days to confirm to the reviewer comments or send their written objections. In this case the reviewers will have another 5 days to send back their final comments.

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

3. Coordinator level:

The 3rd level control is carried out by the PC. If a draft deliverable has not passed the 2nd level control and there are disagreements between the deliverable authors and the reviewers, the PC will take the necessary corrective actions in order to come up with acceptable deliverables. A draft deliverable that has passed the 2nd level of control will be anyway checked by the PC for final comments and when accepted it will be forwarded to PMT for formal approval.

4. Project Management (PMT) level and final approval:

The 4th level control is done at the PMT level. The PMT is the highest decision making body of the partnership that takes the final decision for the approval of major deliverables. It shall be possible to include a deliverable in the project reports even if its formal approval is still pending, if it has passed the 2nd and 3rd level of control without profound disagreements.

It is expected that the partners will also establish internal quality control mechanisms, i.e. the contact persons will always check the output of his/her project team before sending documents to the review or before uploading them on the KLABS platform.

3.2 Quality responsibilities

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

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,
- Is responsible for assigning parts and coordinating the work of other partners involved in the activity, with providing guidance and control the work regarding WP's define time,
- Is responsible for aligning the contributions of the other partners involved in the activity, in order to produce the deliverable,
- Is responsible for the submission of the draft deliverable to the WP leader (1st level control), the CQA and EC (2nd level control) and the PC (3rd level control),
- Is responsible for implementing the suggestions of the CQA and EC, assigning certain amendments as appropriate, and for sending the amended draft deliverable,
- Reports to the WP Leader for any problems occurring during the implementation of the activity,
- Cooperates with the WP Leader and other partners in order to ensure the activity's progress (respecting any changes approved by PMT 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.

- Make sure that their written contributions comply with the Word Document Template so that to ensure that the Task Leader will be able to put all contributions together in the desirable format.
- Are responsible for providing to the Task Leader all the complementary information regarding their work (i.e. references, bibliography, methodologies used, contact details of people interviewed etc.)
- Are responsible to implement amendments to their contribution as a result of the amendments requested by the CQA and EC, after consulting with the Task Leader.

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,
- Is responsible for coordinating the WP and ensuring that all the activities are contributing to the WP's objectives,
- Cooperates with the Task Leaders and the PC in ensuring that all of the contributing partners are smoothly cooperating with a view to accomplish the WP's,
- Sends alerts on time to remind about submission deadlines and the procedures to be followed and provides input and suggestions to the Task Leaders of the WP during the development of the relevant deliverables,
- Provides to the Task Leaders comments and suggestions on the draft deliverables (1st level control),
- Cooperates with the Task Leaders in ensuring the implementation of the suggestions of the CQA, EC and PC (2nd and 3rd level control),
- Verifies the satisfactory implementation of the recommendations.

No	Work package	Responsible partner/body/representative	Participating partner/body/representative
1.1	Kick-off meeting	UM	All partners
1.2	Analysis of needs, constrains and possibilities for curricula development	PMT, CQA	All partners
2.1	Development of programme content and methodologies	PMT, CQA	All partners
2.2	Development of educational material	PMT, EdC	All partners
2.3	Study visits with workshops	Host EU institutions, PMT	All partners
2.4	Formation of the Centres for Sustainable and Resilient Enviro-s	WB institutional coordinators, CQA	WB partners
2.5	Teaching staff training	Institutional coordinators	All partners
3.1	Functioning of the CQA	UL	All partners
3.2	Meetings of the CQA	UL	Members of CQA
3.3	Obtaining National accreditation	WB institutional coordinators	WB institutions, National accreditation bodies
3.4	External evaluation of new study programmes	WB institutional coordinators	WB institutions, external evaluators
3.5	Students' evaluation of new study programmes	WB institutional coordinators	WB institutions
3.6	Meetings of the EdC	UM	Members of EdC
3.7	External review of educational material	EdC, UM	Members of EdC, external reviewers
3.8	External audit of the project	UM	All institutions, ext. auditors
4.1	Visual identity of the project	UM, PMT	PMT
4.2	Promotional and informative events	PMT	All partners
4.3	Promotion through media	PMT	All partners
4.4	Implementation of new study programmes	WB institutional coordinators	WB partners
4.5	Courses for the public institutions and enterprise sector	WB institutional coordinators	WB partners
4.6	Exhibition: KLABS results	WB institutional coordinators	All partners
5.1	Meetings of the Project Management Team	Host WB partner	PMT
5.2	Project finances and administration	UM	All partners
5.3	Organisation and coordination of project activities	UM	All partners

Table 1: WP/tasks responsables

3.2.4 Committee for Quality Assurance (CQA)

- Follow the defined roles in 2.1 and 2.1.1 of this document,
- Is coordinated by the CQA Coordinator, as agreed in the Kick-off-meeting by PMT,
- Is responsible for the Quality Assurance exercise of deliverables,
- Receives each draft deliverable from the Task Leader and provides feedback using the Checklist for review of deliverable (Annex G),
- Sends the Checklist for review of deliverable to the Task Leader and the PC,
- Cooperates with the PC on general issues related to the level of quality of the project's deliverables as appropriate.

3.2.5 Project Coordinator (PC)

Cooperates with the CQA, EC, PMT 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/responsible (3rd level control),
- Cooperates with the Leaders in order to ensure that all WPs are progressing in conformity with each other and that any cross-WP inputs and outputs are being delivered as foreseen by the WP description,
- Informs the Task Leaders of any changes in the Partnership Agreement and the related WorkPlan 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.



Figure 1: Coordinator's roles and responsibilities as defined in the Kick-off meeting

3.2.6 Editorial Committee (EC)

To secure the attractiveness, quality, availability, finally the long lasting use of KLABS project result concerning the production of learning material, whole range of activities guided by KLABS EC are foreseen. The Coordinator of EC is the PC as defined in Kick-off-meeting by all PMT members.

The main tasks of the EC are to guide and personally participate in:

- production of teaching and learning material: textbooks, open e-sources, case studies assignments, etc.
- setting the standards in terms of quality and content of produced material,
- selecting the topics and sharing the tasks among authors (members of KLABS Consortium),
- external review of educational material,

- organisation and holding of two EC meetings,
- preparation of the reports,
- support to external project evaluation,
- dissemination of produced results at international level in order to maximise impact, and
- determination of the form and scope of the reports to be prepared.

In numbers, the EC is in charge of producing:

- 1 guide for teaching and learning material development, with established standards, content, topics, scope, style guidelines, etc.
- 2 reports on material development (intermediate progress report - generated from 11 institutional reports and final report-generated from 11 institutional reports)
- 1 internal review report on the relevance and quality of educational material,
- 1 report on external review of developed educational material,
- 6 textbooks, each with min 300 copies,
- at least 30 pages of material for each course (per WB institution) placed in OER
- at least 5 case studies defined per WB institution,
- 2 meetings of the EC and 2 reports from these meetings.

EC officially approves and finally accepts the deliverables.

3.3 Quality feedback by the target groups

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

In order to allow the impact assessment of the project activities, a template for feedback for different meetings / events was developed (**Annex D**). Furthermore, a specific event report template (**Annex E**) has been developed which is to be filled by PP for all KLABS events (workshops, info days, trainings, etc.).

3.4 Project Risk Management

As part of the internal quality management, a regular risk assessment will be carried and reviewed out during the PMT meetings (Risk brainstorming) which shall lead to corrective adaptations of the WorkPlan. The risk management strategy addresses issues that could potentially endanger the achievement of the overall goal of the project and its objectives considering potential **financial risks** (overspending and underspending), **timing** (postponing of activities / deliverables), **performance risks** (project management), and **sustainability** of the project results.

The identification and assessment of new risks is a joint responsibility of all PPs who have to communicate them to the PC and the PMT, eventually suggesting also possible interventions and solutions, as soon as they get aware of those risks. In particular, partners may think of preventive actions (avoiding that the risk occurs) and corrective actions (decreasing the severity and impact), specifying also the resources that would be needed. The PMT and PC may react in several ways, ranging from the simple acceptance of the situation in the case of negligible risks, to the enforcement of a mitigation plan including alternatives.

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

The proper allocation of resources to the project by the individual project partners is of utmost importance. There are several possible risks connected: the delay of the project implementation as defined in the project work plan; the rushed implementation of the work plan with low quality; an underspending during the project implementation, meaning that the project timetable is followed

with reference to technical deliverables, yet the relevant expenditures are not timely invoiced or validated; etc. The project partners all have to ensure that they allocate the needed resources to the project, both human and financial.

3.4.1 Practical approach to risk identification

The first step in project risk management is to identify the risks that are present in a project. The risks should furthermore be identified as early as possible in order to deal with them properly and to think about corrective and/or preventive actions. In order to identify and monitor the risks within the project, a risks monitoring sheet has been developed including the information on corrective and/or preventive actions (**Annex H**).

3.4.2 Risks / Uncertainties monitoring procedure

Identified KLABS risks, defined in project application, to be followed are:

- Adequate and timely response from all partners in Consortium,
- Partners' commitment to the project,
- High motivation and interest among all partners,
- Postponement of first project related activities due to various factors,
- Active and efficient participation of all engaged in work package related activities,
- Sufficient knowledge of English language,
- Adequate competences of participants in project related study areas,
- Good functioning of project bodies and local project teams.
- Support from institutional management structures,
- Specified standards and indicators of quality,
- Professional and efficient functioning of the KLABS CQA,
- Cooperation with National higher education bodies,
- Support from institutional management structures,
- Timely fulfillment of all tasks,
- Obtaining National accreditation during the project's life,
- Cooperation with non-academic sector,
- Timely implementation of new study programmes,
- Sufficient number of enrolled students,
- Good functioning of institutional project teams,
- Support from institutional management structures,
- Good functioning of PMT,
- Keeping all project related documentation in proper way,
- Sufficient knowledge and skills of technical and administrative staff.

Task leaders/responsible **identify possible risks/uncertainties** in their WP and fill in the template (**Annex H**).

- The **risks monitoring sheet (Annex H)** are communicated by WP leader to PC, CQA, EC and PMT and PC,
- PC, CQA, EC and PMT **register, analyses and priorities risks/uncertainties,**
- PC with WP leader and CQA **plans and implements risk responses,**
- PMT meetings will be used also to organize a risk brainstorming sessions basic on the **Annex H** template. After each PMT meeting this template will be updated by CQA.

4 External Monitoring

KLABS project foresees dissemination of internal and external level. While in the early phases of project implementation the dissemination activities are oriented in larger part towards internal targets groups, with the project progress and the delivery of shaped and visible project's results the

dissemination gradually open up towards external target audiences, to finally target, through the majority of dissemination activities, the wide environment in the third year of the project life.

The students are among main end-users of the KLABS project activities and deliverables, therefore dissemination foresees various activities aiming to promote new studies Sustainable and Resilient Environments.

By encompassing external groups, such as non-academic sector on different occasions during the project's life (for example, for the purpose of survey, for collecting data needed to develop case studies or for organisation of KLABS promotional courses to non-academic sector), awareness on a project work and theme are increasing and the possibilities for cooperation are expanding.

Presentation of produced educational material (textbooks) at international book fairs, institutional promotions, exhibitions, internet, belongs to the most significant dissemination actions. Rather than printing and publishing promotion material, Consortium shares common opinion that promotion of published textbooks will cause large impact on wider environment and raise interest in project results on international level. At the same time, published material has high utilisation value.

External monitoring of the project will be performed by **NEO and EACEA**.

In the **WP3 – Quality Control and Monitoring** is performed the external monitoring, in the phase of WP3.7 External review of educational material and WP3.8 External project audit.

In order to verify project implementation, spending of the budget funds and achieving the high quality results, the external audit will be performed, until the 28th month of project life. During the whole project life, regular project management activities will be carried out, such as organisation and holding of the meetings of PMT, guiding of the project finances and administration, and organisation and coordination of project activities.

Following project activities will be sub-contracted: publishing of the educational material (being at the same time the mode for high quality dissemination of the project and one of the main contributing elements to project's sustainability), and the external evaluation activities (related to the whole project, produced educational material and developed curricula).

External assessment/evaluation activities are performed once, and in order to verify the quality of results produced within consortium. Following external assessment activities are planned:

- National accrediting of developed curricula,
- External (international) evaluation of new study programmes,
- External review of educational material (textbooks), and
- External audit of the project.

Official approval of new developed postgraduate study programmes by relevant bodies of the faculties and universities, official national accreditation by National Commissions for Accreditation and Quality Assurance in Partner countries, and external evaluation of developed study programmes aim to secure their sustainability.

5 Partners' technical and financial reporting

The main guidelines for the reporting are laid out in the KLABS Documentation record, which is distributed to all partners. As it is defined in Partnership Agreement and KLABS Documentation record, there will be four financial reports of the partners and two technical reports. PC and if necessary PMT will check the supporting documents for financial reporting sent to the PC 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 financial and/or technical reports are not complete or justified, the PMT will help and make recommendations on how this situation can be rectified prior to the final approval of the subject report by the PC. The Report approved in this way is the basis for the transfer of next instalment to the PP.