Digital Internship Model for Higher Professional Studies

Project Number:2020-1-RS01-KA226-HE-094527
Funding Scheme: ERASMUS+ KA226

PROJECT MANAGEMENT AND COMMUNICATION PLAN

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PROJECT AND DOCUMENT INFORMATION

Project Title:	Digital Internship Model for Higher Professional Studies
Project Acronym:	DIMPS
Project Number:	2020-1-RS01-KA226-HE-094527
Funding Scheme:	ERASMUS+ KA226
Applicant Organisation:	WESTERN SERBIA ACADEMY OF APPLIED SCIENCES
Project Start Date:	01/03/2021
Project End Date:	28/02/2022
Project Duration:	12 months
National Agency in Charge:	RS01 Fondacija Tempus

Title of deliverable:	The Project Management and Communication Plan

VERSIONING AND CONTRIBUTION HISTORY

Version	Date	Status	Partner (Person) Responsible
v.01	01/03/2021	Draft	WSAAS (Tatjana Marinkovic)
v.01	15/04/2021	adopted	PSC

Contents

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ABBREVIATIONS IN ALPHABETICAL ORDER

DIMPS	Digital internship model for higher professional studies
ICT	Information and Communication Technology
GA	Grant Agreement
NA	National Agency
PDCA	Plan-do-check-act
PHE	Professional Higher Education
PMU	Project Management Unit
PSC	Project Steering Committee
QAMC	Quality Assurance and Monitoring Committee
TM	Transnational Meeting
UNIWA	University of West Attica
UR	University of Ruse Angel Kanchev
VI	Virtual Internship
VTSNS	Higher Education Technical School of Professional Studies in Novi Sad
WSAAS	Western Serbia Academy of Applied Studies

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1. INTRODUCTION

The DIMPS Project Management Plan (PMP) is the main planning document and describes how major aspects of the project are managed, monitored and controlled. It is intended to provide guidance and direction for specific management, planning, and control activities such as schedule, cost, risk, communication, quality, etc. The focus of this document is to describe the approaches being taken in the project to manage the various activities, share and store documents, communicate among consortium members, control the quality of project deliverables, identify and mitigate risks associated with the project.

It outlines the goals and objectives and organizational structure; defines the responsibilities and roles of project participants; identifies the interactions among project partners; and specifies the general procedures and management tools that are implemented to ensure effective project management and successful project completion.

The PMP is a living document and should be updated and revised continuously throughout the project. Revisions to the PMP will include periodic updates to the plan, especially related to project budget schedule, and risks. The Project Coordinator will be responsible for the maintenance of and subsequent revisions to the PMP.

Benefits of creating a Project Management Plan include:

- clearly define roles, responsibilities, processes and activities;
- increase probability that projects will complete on-time, within budget, and with high degree of quality;
- ensuring understanding of what was agreed upon;
- helping project teams identify and plan for how project activities will be managed (budget, quality, schedule, etc.).

The intended audience of the DIMPS Project Management Plan consists of members of the DIMPS consortium and the Project Coordinator.

The DIMPS project is employing a standard project management approach based on documented timelines, regular communications, active follow up, and formal quality control and risk mitigation processes. To support its project management approach, the DIMPS project uses a cloud shared; revision history enabled and always synced folders and a set of transnational meetings and dedicated conference calls. The combination of these solutions provides the team with facilities for sharing and managing of documents, managing work tasks, tracking progress against task deliverables, scheduling meetings and discussions, and generally ensuring that the distributed project team can pro-actively collaborate to meet project requirements.

In order to ensure that regular progress reports are produced on time by deliverable leaders WSAAS created procedures and templates. These procedures have been finalized to assure that actual resource consumption is tracked against plan, that any deviations from the plan are quickly surfaced and appropriate risk mitigation actions taken. To facilitate on-going reporting activities and project team work, email lists have been created and conference calling facilities established. In addition, a project website been developed to provide not only internal communications capabilities for the DIMPS team, but to support the team's dissemination and exploitation activities. Finally, formal quality control and risk management processes have been established so that project deliverables meet the operational criteria so that any deviations from plan are properly addressed.

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2. OVERVIEW OF DIMPS PROJECT

2.1 DIMPS PROJECT BACKGROUND

Work-based learning is a substantial part of professional education. For a vast majority of study programmes in Professional Higher Education Institutions (PHEIs), internship is mandatory for the programme accomplishment, with defined learning outcomes and ECTS-expressed workload. The internship concept is based on a planned period of experience in the workplace aimed at helping students develop particular skills, knowledge or understanding. Limited opportunities for students to physically approach the workplace have strongly affected and delayed the accomplishment of their studies.

A clear need for the development of an internship model that will rely on the virtual/remote format in response to the pandemic has been recognized. In addition, digital internship is a powerful tool for the inclusion of students who cannot participate in traditional internships due to financial, geographical reasons, or disabilities etc. The assignment of work-based tasks that can be performed digitally and remotely, with the development of adequate monitoring of student progress, can significantly facilitate student learning outcome achievement.

2.2. DIMPS PROJECT GOAL

The goal of this project is to introduce the specific virtual internship model and methodology for virtual internship (VI) with practical workflows and guidelines, which enable quality design of customized and flexible internship programs. In order to enable functioning of VIs, a specialized web software solution will be designed and developed. It will be based on the proposed VI lifecycle model and methodology, and it will connect all parties (students, schools, and companies) within a secure and collaborative web platform.

The achievement of the project goal is envisioned through the orchestrated work of experts who have experience in organizing internship systems between PHEIs and companies and a group of experts who have experience in developing web-based platforms. The testing of the online platform for digital internship will be performed by piloting the internship in each country, as well as by virtual student exchanges between partners with complementary programs.

2.3. DIMPS PROJECT EXPECTED RESULTS

The expected results of the project are:

- Developed model for digital internship in professional higher education, including learning outcomes and methodology for its implementation;
- Created online platform for the organization and management of virtual internships;
- Created toolkit/guide for the implementation of virtual internship with two parts: one for the companies, which includes designing of a complete or partial digital internship position, selection and delegation of particular tasks to the students, monitoring of student progress and program accomplishment; and one for PHEIs that includes support for students to select and approach the digital internship position in the workplace; monitoring and validation of student progress, assessment of achieved learning outcomes, knowledge, skills and competences during the digital internship, support for companies in terms of training the internship mentors
- Usability report with the results of piloting and testing in project partner countries developed and disseminated among key stakeholders;
- Raised capacities of PHEI teachers/trainers/mentors for organizing virtual internships;

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- Improved professional and digital skills of students;
- Improved capacities of business enterprises to carry out digital internships; • created network of educational institutions and business partners involved in conducting virtual internships; • representatives of the education and business sectors informed on the possibilities for carrying out virtual internships and benefits from them.

2.4. DIMPS PROJECT IMPACT

The model will support the needs of the internship triangle: student-PHEI-world of work. It will allow students to select and approach the digital internship position in the workplace; PHEIs to perform monitoring and validation of student progress, assessment of achieved learning outcomes, knowledge, skills and competences during a digital internship, support to companies in term of training the internship mentors; and for the companies, it will facilitate the internship implementation, which includes designing of a complete or partial digital internship position, selection and delegation of particular tasks to students, monitoring of student progress and program accomplishment.

The development of a digital internship model, envisioned in this project, targets the PHEIs in emergency situations, but it also increases the responsiveness of PHEIs to the challenges of the Fourth Industrial Revolution, that blurred the boundaries between the physical, digital, and biological worlds. Accordingly, it targets students, providing them with more efficient work-based learning. In particular, it will widen the spectrum of internships that will be accessible for the students with difficulties. The digital internship model also targets the world of work, perceived opportunities and challenges of representatives of key stakeholders in the development of digital internships.

All partners will benefit from networking by sharing good practices and widening their teaching capacities via the online internship applications. It will strengthen the cooperation within institutions becoming more open for mobility and successful acquisition of innovative projects under the EU schemes in the field of professional education development.

Contributing to the supply of digital education opportunities, the project will impact digital education readiness of project partners, but it is readily transferable to other professional higher education.

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2.5. DIMPS PROJECT DELIVERABLES

2.5.1. INTELLECTUAL OUTPUTS

The project objectives will be meet by the production of following intellectual outputs as the major project deliverables:

	Deliverable	Estimated date	Coordinating partner
IO 1	The model for digital internship in professional higher education, including learning outcomes and methodology for its implementation	June 2021.	VTSNS
IO 2	The online platform for the organization and management of virtual internships	November 2021.	WSAAS
IO 3	The toolkit/guide for the implementation of virtual internships	November 2021.	UR

Project deliverables that accompany Intellectual outputs production:

	Deliverable	Estimated date	Coordinating partner
1	Project website	March 2021.	WSAAS
2	Report on best practices for carrying out virtual internships	May 2021.	VTSNS
3	Usability report with the results of piloting and testing in project partner countries	November 2021.	WSAAS
4	Virtual internship evaluation materials (such as questionnaires, review forms or guidelines for interviews)	August 2021.	WSAAS
5	Peer review reports	Upon IO production	VTSNS (QAMC)

2.5.2. PROJECT MANAGEMENT DELIVERABLES
As the result of project management activities, following deliverables will be produced:

	Deliverable	Estimated date	Coordinating partner
1	Project Management Plan	April 2021.	WSAAS
2	Activity plan	April 2021.	WSAAS
3	Dissemination plan	April 2021.	UNIWA
4	Quality plan	April 2021.	VTSNS
5	Risk plan	April 2021.	UR
6	Dissemination and communication material	During the project life cycle	UNIWA

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3. PROJECT ORGANIZATION AND RESPONSIBILITIES

The coordination of the DIMPS project requires special attention to the management of multidisciplinary activities in order to define an organization that meets the overall DIMPS objectives, with the right balance between rigor and flexibility and giving room to innovation and creativity. Special attention must also be paid to the content of each Intellectual Output in order to ensure the maximum consistency and solidity in the project.

The main objective of the management is to ensure that all project-related tasks are performed successfully and comply with contractual requirements.

The key features for successful project management are:
- a management organization that is matched with the project complexity;
- efficient communications within the organization;
- clear definition of contractual requirements and relationships;
- adequate planning and control procedures;
- comprehensive quality and risk management frameworks.

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PROJECT MANAGEMENT ORGANIZATION

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FONDACIJA
TEMPUS

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PROJECT
CONTRACTOR
        ──►  PROJECT
             COORDINATOR
                  │
                  ▼
             CONSORTIUM  ──►  QUALITY
                  │            ASSURANCE
                  ▼            MONITORING
             PROJECT
             STEERING
             COMMITTEE
        ┌─────────┼─────────┐
        ▼         ▼         ▼
   IO 1       IO 2       IO 3
 COORDINATOR  COORDINATOR  COORDINATOR
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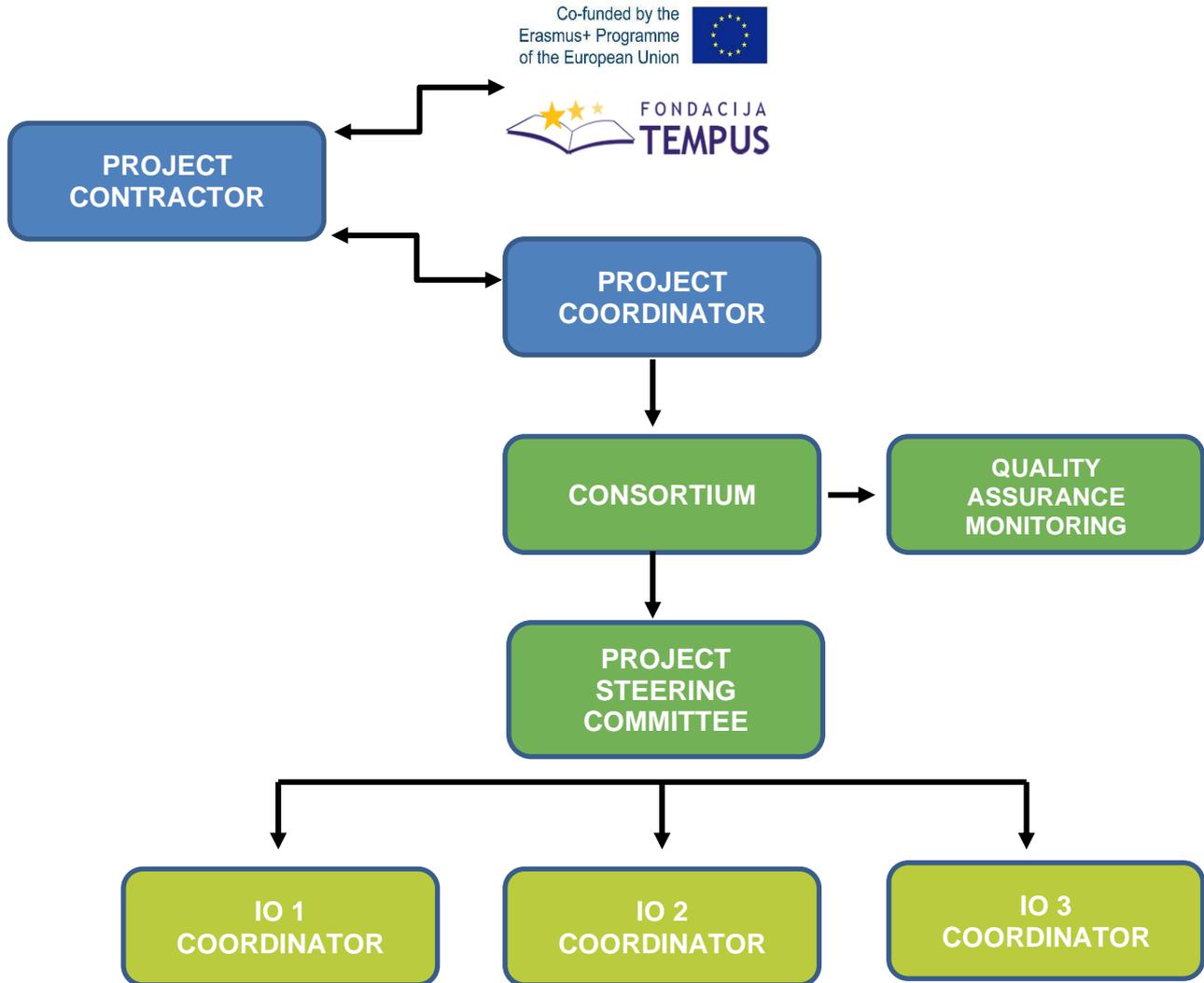
3.1. DIMPS Consortium

The project Consortium consist of four Higher education institutions coordinated by Western Serbia Academy of Applied Sciences. The partners of the DIMPS consortium hold considerable and long-lasting experience with EU projects.

Partner organization name	Short name		Country
Western Serbia Academy of Applied Sciences Akademija strukovnih studija Zapadna Srbija (coordinator)	WSAAS	Legal representative: dr Ljubica Dikovic, prof. Contact person: dr Tatjana Marinkovic, prof.	Serbia
University of West Attica (Panepistimio Dytikis Attikis)	UNIWA	Legal representative: prof. dr Panagiotis Kaldis Contact person: prof. dr Michael Koniordos	Greece
Visoka Tehnicka Skola Strukovnih Studija u Novom Sadu	VTSNS	Legal representative: dr Branko Savic, prof. Contact person: dr Branko Savic, prof.	Serbia
University of Ruse Angel Kanchev	UR	Legal representative: prof. dr Hristo Beloev Contact person: prof. dr Plamen Zahariev Prof. Dr. Georgi Hristov	Bulgaria

Contractual Consortium obligations are:

General obligations and role of the beneficiaries (including the coordinator).

The beneficiaries:

(a) are jointly responsible for carrying out the activities attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application and listed in Annex II, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles;
(b) undertake to comply with all the provisions of the Grant Agreement and its annexes, with all the provisions of this Agreement, as well as with EU and national legislation;
(c) are jointly responsible for complying with any legal obligation incumbent on them jointly or individually;
(d) shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;
(e) shall be responsible for the sound financial management and cost efficiency of the funds allocated to them.
(f) undertake to comply with the principles set out in the Erasmus Charter for Higher Education (ECHE) and to implement the student and staff mobility flows in accordance with the provisions set out in the Erasmus+ Programme Guide;
(g) undertake to sign Institutional Agreements between the sending and the hosting institutions for the preparation, implementation, monitoring and recognition of the mobility flows.

Specific obligations and role of the coordinator. The coordinator undertakes to:

(a) be responsible for the overall coordination, management and implementation of the project in

accordance with the Grant Agreement;

(b) be the intermediary for all communication between the beneficiaries and the National Agency, and inform the beneficiaries of any relevant communication exchanged with the National Agency;

(c) inform the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;

(d) as the sole recipient of payments on behalf of all beneficiaries, transfer funds to the beneficiaries without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of this Agreement;

(e) manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;

(f) comply with all reporting requirements *vis-â-vis* the National Agency, as per the dispositions of Article 1.4 of the Grant Agreement. The coordinator shall not delegate any part of this task to any party;

(g) establish payment requests on behalf of the beneficiaries, as per the dispositions of Article I.4 of the Grant Agreement;

(h) provide one copy of this Agreement duly signed to each beneficiary and to the National Agency within 6 months of the signature of the Grant Agreement.

(i) provide the beneficiaries with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the Use of the Grant, the various reports templates and any other relevant document concerning the project.

(j) transmit to the beneficiaries copy of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits.

Specific obligations and role of each beneficiary (excluding the coordinator). Each beneficiary undertakes to:

a) ensure adequate communication with the coordinator and with the other beneficiaries;

b) support the coordinator in fulfilling its tasks according to the Grant Agreement;

c) submit in due time to the coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations;

d) provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;

e) notify the coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);

f) inform the coordinator of any change in its legal, financial, technical, organizational or ownership situation and of any change in its name, address or legal representative;

g) comply with Erasmus+ and national rules, including rules on public procurement, state aid, publicity and equal opportunities.

3.2. DIMPS Project Steering Committee

The Project Steering Committee (PSC) is made of representatives of all partners, provides strategic project management and monitors the overall progress.

The PSC is the highest and ultimate decision-making board and its main task is project governance. This body is composed of one representative from each project partner (i.e., partner leader) and will work under the supervision of the project coordinator (PC). The PSC will meet at the kick-off meeting and there will be 2 other meetings afterward for making intermediate decisions and for project closure. The PSC will monitor and assess the actual progress of the project and decide on amendments if necessary.

In particular, the PSC will be responsible for the following tasks:

- Establishing Quality Assurance Monitoring Committee;
- Analyzing reports, communication issues, and dissemination of the project results among the partners and external project partners;
- Resolving problems and taking corrective actions;
- Resolving conflicts that may arise among the consortium members, when these conflicts cannot be solved by the lower management bodies;
- Approving of any changes in the consortium agreement and recommending acceptance of changes to management board or partners;
- Deciding on withdrawal of partnership
- Approving a Project Management and Communication Plan (PMCP);
- Approving a Quality Control and Monitoring Plan (QCMP);
- Approving a Dissemination Plan;
- Approving a Risk Plan
- Reviewing project at regular Project Executive Committee Meetings;
- Approving changes to the project plan;
- Reviewing risk-mitigation plans;
- Reviewing/approving changes in contract commitments;
- Reviewing/approving project deliverables;
- Approving project/phase completion.

3.3. DIMPS Project Coordinator

Project Management Unit at the Western Serbia Academy of Applied Sciences (applicant organization)

PMU at WSAAS, as the applicant organization, which includes management, legal, administrative, financial and technical staff. The PMU provides continuous project management and prepares the Project Management Plan and Activity Plan.

The project coordinator (PC) is responsible for coordination of activities in compliance with the contract with the Erasmus+ National Agency Fondacija Tempus (NA), and interacts with the NA and third parties in relation to the project. The PC has total responsibility for the overall project and its successful completion. To succeed in this responsibility, the PC must work closely with NA and its assigned project officer to ensure that adequate resources are applied. The PC also has responsibility for planning and ensuring that the project is successfully completed on time, within budget, and at an acceptable level of quality.

The PC will be in charge of fulfilling the following duties:

- Being a contact person between the Project and the EU Commission;
- Formalizing Partnership Agreements, legal activities, tasks and networking among the project partners; Monitoring the compliance of the Grant Agreement, assessment and control of any deviation in the progress of the project;
- Monitoring the executions of the project plans;
- Planning management meetings for the project;
- Preparing and submitting mid-term and final project reports;
- Implementing project policies and procedures;
- Acquiring resources required to accomplish project tasks;
- Managing the project team;
- Maintaining excellent communication with all project partners.
- Developing a project management and communications plan covering project management, execution, communications, resource allocation, budget and risk management with the assistance of the project team;

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- Ensuring that the plan is approved and baselined.
- Managing day-to-day tasks and provide direction to team members performing work on the project.
- Reviewing regularly the project status, comparing budgeted to actual values.
- Reviewing regularly the project schedule, comparing baseline schedules to actual work completed.
- Ensuring that the project plan is updated and signed-off as needed.
- Tracking budget expenses and making recommendations as needed.
- Participating in PSC meetings to approve product/project changes.
- Developing an action plan for any product deficiencies, open issues, etc.
- Obtaining NA and management approval of completed project.
- Closing-out open action items. Preparing Project Closure document
- Closing-out any financial accounts or charge codes.
- Assisting as needed with any post-project delivery audits.
- Archiving all project data.

3.4. DIMPS Quality Assurance Monitoring Committee

The QAMC is in charge of monitoring all indicators of progress, as well as indicators of quality achievement (outputs) and involved staff. 'State-of-project' reports, prepared by the QAMC, are presented to all partners on a quarterly basis. The project progress is evaluated based on reports on reached milestones/deliverables in agreement with the Activity Plan.

The QAMC members act as deliverable reviewers. The QAMC members who are authors of deliverables are exempt from controlling their own deliverables at this level since they have already done it at the previous level. There should be at least two QAMC reviewers, who are not authors of the deliverable being controlled. Within 10 working days, the QAMC reviewing team should prepare a report with comments in accordance with the template for the quality assurance check list (Annex A). The deliverable authors have 10 more working days to conform to the reviewer' comments and prepare a corrected draft deliverable, or to send their written objections, in which case the reviewers have another 10 days to send back their final comments.

QAMS is responsible for:
- Is coordinated by the QAMC Coordinator, as agreed by the PSC at the Kick-off meeting;
- Is responsible for the quality assurance of deliverables;
- Receives each draft deliverable from the IO coordinator and provides feedback using the Checklist for review of deliverables (Annex A);
- Sends the filled-in Checklist for review of deliverables to the IO coordinator and the Project Coordinator;
- Verifies the satisfactory implementation of the recommendations included in the Checklist for review of deliverables, in co-operation with the IO coordinator;
- Cooperates with the Coordinator on general issues related to the quality level of the project deliverables.

3.5. Intellectual Output Coordinator

Intellectual Output Coordinator are responsible for the proper execution of activities and of the delivery of the Intellectual Outputs as promised in the awarded proposal on time. Intellectual Output Coordinator will work closely with the PC and other Intellectual Output Coordinators.

Each Intellectual Output Coordinator will be responsible for reporting the progress of their IO to the PC and in the Consortium meetings, and will be responsible for:

- Establishing IO team composing of all representatives from all partners;
- Participating in the detailed planning, monitoring and reporting of each task in the IO;
- Managing tasks in individual IO to ensure that output performance, costs and deadlines are met. Monitoring and being responsible for academic and technical progress of the tasks in the IO;
- Collecting and submitting the required academic, technical, financial and administrative data.
- Supporting the PC for preparations of mid-term and final project reports;
- Managing the IO team;
- Maintaining excellent communication within the IO and with the PC and other IO leaders.
- Developing a plan for IO covering IO management, execution, communications, and risk management with the assistance of the project team;
- Ensuring that the plan is approved and baselined.
- Managing day-to-day tasks and provide direction to team members performing work on the IO.
- Reviewing regularly the IO schedule, comparing baseline schedules to actual work completed.
- Reviewing IO risks and establishing mitigation procedures.
- Developing an action plan for any product deficiencies, open issues, etc.
- Preparing IO Closure document
- Assisting as needed with any post-project delivery audits.
- Archiving all project data.

3.6. Project Members

Project members have responsibility for conducting project activities. The members, as necessary, assist the PC and IO Coordinators in planning the development effort and help construct commitments to complete the project within established schedule and budget constraints.

4. PROJECT IMPLEMENTATION ASSIGNMENTS

All partner institutions will be actively involved in all project activities, but their role and workload in specific project activity differ. The expertise and capacity of every partner is matched with their contribution to the project outcomes, including the distribution of management tasks.

Detailed list of tasks, responsibilities, deliverables and quality indicators for the project implementation is given in the separate Activity Plan.

Briefly, in addition to the general obligation and responsibilities described above, project partners will be responsible for the successful activities' implementation by taking following tasks:

4.1. WESTERN SERBIA ACADEMY OF APPLIED SCIENCES:

1. Contribute to the production of Intellectual Output 1
2. Coordinate and contribute to the production of Intellectual Output 2
3. Contribute to the production of Intellectual Output 3
4. Conduct virtual internship student exchange with Panepistimio Dytikis Attikis, for piloting and testing digital internship model
5. Prepare project's Activity Plan
6. Delegate members for Project Steering Committee, Quality Assurance and Monitoring Committee, expert group 1 (for VI model development) and expert group 2 (for online VI platform development)
7. Engage in dissemination activities in compliance with Dissemination Plan
8. Organize Transnational Project Meeting - Kick-off meeting. Decision wheatear meeting will be held in-person or online or combined, will be made prior to the meeting, depending on covid19 epidemiological conditions
9. Engage in other Transnational Project Meetings, in-person or online, depending on covid19 epidemiological conditions
10. Design, construct and maintain the project website and project visual identity
11. Engage in other activities in compliance with Activity Plan that will be adopted at Kick-off meeting

4.2. UNIVERSITY OF RUSE ANGEL KANCHEV:

1. Contribute to the production of Intellectual Output 1
2. Contribute to the production of Intellectual Output 2
3. Coordinate and contribute to the production of Intellectual Output 3
4. Conduct virtual internship student exchange with Visoka tehnicka skola strukovnih studija u Novom Sadu, for piloting and testing digital internship model
5. Prepare project's Risk Plan
6. Delegate members for Project Steering Committee, Quality Assurance and Monitoring Committee, expert group 1 (for VI model development) and expert group 2 (for online VI platform development)
7. Engage in dissemination activities in compliance with Dissemination Plan
8. Organize Transnational Project Meeting – Final Meeting in compliance with Activity Plan that will be adopted at Kick-off meeting. Decision wheatear meeting will be held in-person or online or combined, will be made prior to the meeting, depending on covid19 epidemiological conditions
9. Engage in other Transnational Project Meetings, in-person or online, depending on covid19 epidemiological conditions

10. Engage in other activities in compliance with Activity Plan that will be adopted at Kick-off meeting

4.3. VISOKA TEHNICKA SKOLA STRUKOVNIH STUDIJA U NOVOM SADU:

1. Coordinate and contribute to the production of Intellectual Output 1
2. Contribute to the production of Intellectual Output 2
3. Contribute to the production of Intellectual Output 3
4. Conduct virtual internship student exchange with University of Ruse for piloting and testing digital internship model
5. Prepare project's Quality Plan and coordinate Quality Assurance and Monitoring Committee
6. Delegate members for Project Steering Committee, Quality Assurance and Monitoring Committee, expert group 1 (for VI model development) and expert group 2 (for online VI platform development)
7. Engage in dissemination activities in compliance with Dissemination Plan
8. Engage in Transnational Project Meetings, in-person or online
9. Engage in other activities in compliance with Activity Plan that will be adopted at Kick-off meeting

4.4. PANEPISTIMIO DYTIKIS ATTIKIS:

1. Contribute to the production of Intellectual Output 1
2. Contribute to the production of Intellectual Output 2
3. Coordinate and contribute to the production of Intellectual Output 3
4. Conduct virtual internship student exchange with Akademija strukovnih studija Zapadna Srbija, for piloting and testing digital internship model
5. Prepare project's Dissemination Plan
6. Delegate members for Project Steering Committee, Quality Assurance and Monitoring Committee, expert group 1 (for VI model development) and expert group 2 (for online VI platform development)
7. Engage in dissemination activities in compliance with Dissemination Plan
8. Organize Transnational Project Meeting – Expert groups 1 and 2 Meeting, in compliance with Activity Plan that will be adopted at Kick-off meeting. Decision wheatear meeting will be held in-person or online or combined, will be made prior to the meeting, depending on covid19 epidemiological conditions
9. Engage in other Transnational Project Meetings, in-person or online, depending on covid19 epidemiological conditions
10. Engage in other activities in compliance with Activity Plan that will be adopted at Kick-off meeting

5. CONSORTIUM PROCEDURES

5.1. DECISION MAKING

Day-to-day scientific and management decision are taken by the PC. Strategic decisions and major technical and operational decisions (like any reschedule of deliverables, milestones, tasks, effort) are taken by the PSC which has the highest decision-making responsibility and policy setting power.

All main project decisions will be made in PSC regular meetings. PSC decisions will be consensual, but if it is necessary, a voting procedure will be applied. All PSC members will have one vote. However, there may be urgent cases that need immediate decisions to move the project forward. In such the cases, PC will communicate with all PSC members via email and/or Viber messaging application to reach the decisions

Operational decisions will be made in line with PMCP by the PC, and by the IOC for the IO level. Country level decisions, when applicable, will be made by the partners with informing the PC, when necessary. All decisions will be documented and saved in a project archive.

For all cases and at all levels that are communicated via email and/ or Viber, related members have five working days to respond. An absence of a response will be interpreted as support the case. If voting is needed, the members have two days to cast his or her vote. An absence of a response will be interpreted as a vote for the case.

In the case that the consortium cannot make a decision, the special working group will be organized with the task to make a suggestion to the project coordinator. The project coordinator will make the final decision according to the proposal of the working group.

5.2. CONFLICT RESOLUTION

Conflict is not expected to be a significant factor since the roles of each partner have been well defined, so as to avoid any misunderstandings that might occur later in the project.
The resolution of problems and conflicts are handled systematically. Establishing a good working relationship among the project team members is a prerequisite for the quick resolution of problems and issues.
Conflict resolution are based on the principle that any dispute should be resolved by consent and as near the source as possible, thus, conflicts on a local sphere are managed by the people involved (e.g., a dispute between the partners engaged in a IOP should be addressed by that IO team). Conflicts which cannot be solved internally are taken through a "principled negotiation" process that is focused on optimizing outcomes and maximizing the benefits of all parties involved.
In case of conflicts arising within the consortium regarding the carrying out of the project or other matters related to the project itself, the following steps are taken:
- The parties will try to resolve the conflict issue amicably between them;
- If a conflict cannot be resolved within the local sphere, it is raised to the PC;
- for conflict resolution in a technical aspect, the PC is in charge of proposing an alternative. If this is agreed, the issue is solved.
- If this attempt fails the question will be brought to the first scheduled meeting of the PSC, or in case of urgency, an ad hoc meeting of the PSC will be called for by the Project Coordinator, upon request of a PSC member; The question will be discussed within the PSC, and the Project Coordinator will try to solve it by consensus; the PSC will decide which procedure will be followed, and the corresponding correction measures that should be taken.

- The participant that provokes the conflict will declare acceptance of the procedure and the corrective measures.
- If the conflict cannot be resolved, the PC declares the participant "not in line" with the project execution and the Consortium will ask for a contract termination for the participant concerned, with the contractually stated consequences. The NA will be immediately notified of the situation and of the measures to be taken in order to solve it. An appropriate review of the work plan will be suggested by the PC, approved by the PSC and sent to the commission for acceptance.
- In case it is decided (by the PC or PSC) that a conflict resolution will involve a voting procedure among partners, a majority of the 3 quarters will be required for the decision to go ahead (3 out of 4 partners).

5.3. PROJECT SCHEDULE MANAGEMENT

Schedule management is the process of ensuring that the project schedule is base lined, maintained, and managed. It is a dynamic process that occurs throughout the project lifecycle: under the rolling wave approach, as more information becomes available, the schedule can be refined to reflect the updated information. Schedule management is accomplished through a stringent change control process, and a comprehensive monitoring and reporting system. Project status is monitored against the baseline on a monthly basis and the Work-Plan will be updated as needed. The PC has primary responsibility for coordinating the gathering of schedule status information from all partners.

The project overall schedule management is the responsibility of the Project Coordinator; the schedule management within each IO is managed by the leader of that IO; the detailed action plan for each task will be managed by the leader of that task; thus, the different schedule management processes is therefore managed by different people depending on the level.

As the monthly monitoring is performed, the PC may identify schedule slippage on critical paths tasks and work to identify ways to get the project back on schedule. For variances greater than 2 weeks the project manager may choose to ask guidance of the PSC. Variances greater than 1 month are considered unacceptable. The PC will immediately inform the PSC if they determine that any milestones are at risk of being missed. If a change occurs, the PC shall incorporate proposed change(s) into an updated work-plan. This document contains a revision history log where the following information should be recorded:
- the incremented version number;
- the date;
- the name of the person authorizing the change;
- the description of the change;
- the effects of the change on the progress of the work.

Revisions to schedule baselines are managed and controlled by the change management plan. The approved schedule Plan is stored in the DIMPS repository, maintained by the PC and available to all project team.

5.4. ACTION ITEM MANAGEMENT – TASK TRACKER

Actionable activities are traced by the relevant minutes of meetings and teleconferences and managed through the online task tracker system. DIMPS project is using ClickUp task tracking platform for task management. The PC is in charge of managing the project action items list which

is stored in the DIMPS task tracker repository. IO coordinators will be in charge of managing the actions under their IO folder. Action item list is checked and discussed during plenary and technical teleconferences.

Each action includes the following information:
- action identifier;
- action responsible;
- action deadline.

Actions can have three different states which depend on the current level of accomplishment:
- an action is IN PROGRESS if it is not yet managed;
- an action is DONE if there is evidence that somebody accomplished the action;
- an action is DELAYED if it is postponed with respect to the fixed date.

Project members will receive their task responsibilities and information by authorization to enter DIMPS ClickUp task trucker and via e-mail.

6. PROJECT BUDGET

As specified in the Project Grant documentation, the financial contribution of the Funding Authority, Erasmus+ National Agency Fondacija Tempus, to the DIMPS project is distributed by the Project Coordinator according to
- the approved Project description
- the approval of reports by the NA;

The Coordinator commits himself to carrying out payments relating to the subject matter of this contract to the Partner Organization according to the achievement of the tasks and according to the following schedule:

1st payment:

An initial advance up to 80% of the grant shall be paid to the beneficiary upon reception of the grant by the Coordinator from National Agency

final payment:

the remaining balance will be paid once the beneficiary's contractual agreements have been fully met, all necessary supporting documentation has been received and National Agency has approved the final report. The coordinator reserves the right to withhold the balance and demand a refund of the amount already paid if the report is presented after the deadline mentioned in Article I.2.2 of the Grant Agreement. All outstanding payments to cover actual eligible expenditures that have not been received in previous instalment, will be paid to the partner within 30 days after the coordinator receives the final payment from the National Agency, on condition that the beneficiary has provided the requested necessary proofs to the coordinator within the foreseen deadline.

Necessary proofs to demonstrate expenditures are: proofs of expenditure/activity covering the amount already transferred including requested supporting documentation for the justification of costs incurred; proofs that the activities have been actually and properly implemented and/or that the expected output(s) have been produced; reports requested by the National Agency, as well as internal reports on implementation of the project.

All payments shall be regarded as advances pending explicit approval by the National Agency of the final report, including the eligibility of the costs, the corresponding cost statement and the quality of the results of the project.

Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the present Agreement and the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiaries will be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.

If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the National Agency at the end of the project, the beneficiary (ies) responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator. If the actual eligible expenditure is lower than previously received instalments and parts of the funds have not been consumed until the end of the project, the beneficiary will reimburse the corresponding amount to the coordinator.

The costs of financial transfers charged by the bank shall be borne by the beneficiary receiving the part of the grant from the coordinator. These expenses will be deducted from the next instalment to the beneficiary.

Any conversion into euro of costs incurred in the other currencies shall be made by the beneficiary in accordance with the monthly accounting rate established by the European Commission and published on its website https://ec.europa.eu/info/funding-tenders/how-eu-funding-works/information-contractors-and-beneficiaries/exchange-rate-inforeuro_en in following manner:

    1. taking the monthly rate of the month of the first pre-financing for all costs incurred until the second pre-financing is received and

    2. taking the monthly rate of the month of the second pre-financing for all costs incurred until the end of the project.

Coordinator has the authority to propose to the Consortium members reallocation of the activities among beneficiaries in line with the Grant Agreement, in case a beneficiary fails to meet quality requirements or submission dates defined by the Consortium, the application or the contract, upon agreement in writing with beneficiary taking over the task and related financial resources, with the purpose of sound financial management and to avoid any possible risk. The reallocation will be approved by Consortium members.

6.1. ELIGIBLE COSTS

Eligible costs of the action are costs actually incurred by the beneficiary and which meet the following criteria:

(a) they are incurred within the implementation period, with the exception of costs relating to the request for payment of the balance and the corresponding supporting documents referred to in Article I.4.4 of the GA;

(b) they are indicated in the estimated budget of the action. The estimated budget is set out in Annex II;

(c) they are incurred in connection with the action as described in Annex II of the GA and are necessary for its implementation;

(d) they are identifiable and verifiable, in particular they are recorded in the beneficiary's accounting records and determined according to the applicable accounting standards of the country where the beneficiary is established and according to the beneficiary's usual cost accounting practices;

(e) they comply with the requirements of applicable tax and social legislation; and

(f) they are reasonable, justified and comply with the principle of sound financial management, in particular regarding economy and efficiency.

The Erasmus+ grant contribution is awarded to the partnership under the form of:
- a "unit cost"
- a "reimbursement of actual costs"

A unit cost is a fixed contribution which is multiplied by the specific number of units to cover the costs linked to the implementation of a specific activity or task.

Financial reporting for budget items based on unit costs (contribution to staff costs, travel costs and costs of stay) will be based on the principle of the "triggering event". Beneficiaries will have to prove that the activities have been actually and properly implemented and/or that the expected output(s) have been produced but they will not have to justify the level of spending. As a consequence, beneficiaries will have flexibility in the way they manage the funds awarded to cover the expenses necessary for the implementation of the activities concerned. These activities must be implemented during the eligibility period set out in the Grant Agreement.

The beneficiaries will have to keep the support documentation (as specified in this Guide under the sections Supporting document for each budget heading) with the project accounts dedicated

to each budget heading. In addition, in case of control and/or audit visits, they must ensure that the declared unit costs are supported with sufficient proof demonstrating that the activities have been implemented and/or the output(s) produced as expected.

6.1.1. GENERAL FINANCIG RULES

Rules of financing for approved DIMPS project according the Erasmus+ programme guide 2020, https://ec.europa.eu/programmes/erasmus-plus/resources/documents/erasmus-programme-guide-2020_en , are as follows:

	Eligible costs	Financing mechanism	Amount		Rule of allocation
Project management and implementation	Project management (e.g. planning, finances, coordination and communication between partners, etc.); small scale learning/teaching/training materials, tools, approaches etc. Virtual cooperation and local project activities (e.g. class-room project work with learners, youth work activities, organisation and mentoring of embedded learning/training activities, etc.); information, promotion and dissemination (e.g. brochures, leaflets, web information, etc.). Costs linked to the implementation of Transnational Youth Initiatives and School Exchange Partnerships.	Contribution to unit costs	Contribution to the activities of the coordinating organisation: **500 EUR** per month	Maximum **2750 EUR** per month	Based on the duration of the Strategic Partnership and on the number of participating organisations involved
		Contribution to unit costs	Contribution to the activities of the other participating organisations: **250 EUR** per organisation per month		

	Eligible costs	Financing mechanism	Amount	Rule of allocation
Transnational project meetings	Participation in meetings between project partners and hosted by one of the participating organisations for implementation and coordination purposes. Contribution to travel and subsistence costs. This budget item is not available for School Exchange Partnerships.	Contribution to unit costs	For travel distances between 100 and 1999KM: **575 EUR** per participant per meeting For travel distances of 2000 KM or more: **760 EUR** per participant per meeting	Conditional: applicants must justify the need for the meetings in terms of number of meetings and participants involved. Travel distances must be calculated using the distance calculator supported by the European Commission.

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| Exceptional costs | Contribution to real costs related to subcontracting or purchase of goods and services. Costs for providing a financial guarantee, if the National Agency asks for it. | Real costs | 75% of eligible costs Maximum of 50.000 EUR per project (excluding costs for providing a financial guarantee) | Conditional: subcontracting has to be related to services that cannot be provided directly by the participating organisations for duly justified reasons. Equipment cannot concern normal office equipment or equipment normally used by the participating organisations. |

6.1.2. INTELLECTUAL OUTPUTS - ELIGIBILITY FOR STAF COSTS (UNIT COSTS PRINCIPLE)

This funding can only be used for staff costs of organizations participating in the project for the production of Intellectual outputs.
The existence of a formal contractual relationship between the employee and the beneficiary institutions is required. The employee must be part of the payroll system of the beneficiary institution.

The applicable staff categories to be applied are the following:
- Managers (including legislators, senior officials and managers) carry out top managerial activities related to the administration and coordination of project activities.
- Researchers, teachers and trainers (RTT) typically carry out academic activities related to curriculum/training programme development, development and adaptation of teaching/training materials, preparation and teaching of courses or trainings.
- Technical staff (including technicians and associate professionals) carries out technical tasks such as book-keeping, accountancy, in-house translation activities.
- Administrative staff (including office and customer service clerks) carries out administrative tasks such as secretarial duties.

The unit costs to be applied for Staff Costs corresponds to an amount in Euro per working day per staff and take into account these variables:
- the type of staff category,
- the country in which the staff member is employed,
- and the number of days worked for the project.

The grant for Staff costs is calculated by multiplying the unit cost (corresponding to the applicable category of country and staff) by the total number of days spent on the implementation of the project per staff member. One working day is defined according to the applicable national legislation.

Intellectual outputs (amounts in euro per day)

	Manager	Teacher/Trainer/Researcher/ Youth worker	Technician	Administrative staff
	B1.1	B1.2	B1.3	B1.4
Denmark, Ireland, Luxembourg, Netherlands, Austria, Sweden, Liechtenstein, Norway	294	241	190	157
Belgium, Germany, France, Italy, Finland, United Kingdom, Iceland	280	214	162	131
Czech Republic, Greece, Spain, Cyprus, Malta, Portugal, Slovenia	164	137	102	78
Bulgaria, Estonia, Croatia, Latvia, Lithuania, Hungary, Poland, Romania, Serbia, Slovakia, North Macedonia, Turkey	88	74	55	39

Approved budget allocation per budget heading is given in Annex II of the Grant Agreement.

6.2 ADDITIONAL FINANCING AND CONTRACTING RULES APPLICABLE ONLY FOR PROJECTS ORGANIZING VIRTUAL ACTIVITIES DUE TO COVID-19 PANDEMICS

The rules stated in Appendix I of the Grant Agreement are in addition to the rules defined in Articles I.2 and II.2 of Annex III of the Grant Agreement and apply only in cases when it is necessary to organize virtual activities due to Covid-19. Reporting on virtual mobility is mandatory in accordance with the provisions of the Grant Agreement.

Users are allowed to transfer up to 60% of the funds allocated for each of the above budget categories: international project team meetings, multiplier events for project results, learning / teaching / training activities and extraordinary expenses, to any other budget category with the exception of budget categories project management and implementation and exceptional costs.

For exceptional costs, users are allowed to transfer up to 10% of funds from any budget categories within which unit cost are allocated, to the category exceptional costs, to cover the costs of purchasing / renting equipment or services necessary for the implementation of virtual mobility due to COVID-19, even if they were not originally allocated in the funds for the budget category exceptional costs.

7. PROJECT COMMUNICATION

7.1. COMMUNICATION WITH THE EU COMMISION AND THE NATIONAL AGENCY

Contact with Project Officer only via coordinator unless exceptional circumstances, (e.g., conflict with coordinator).

All communication sent to the National Agency for the purpose of exchanging official documents, that is, Grant Agreement, its annexes, requests for contract amendments, implementation reports projects listed in Grant Agreement Article I.4 that are not available in the Mobility Tool +, requests for approval of changes to the project that require the approval of the National Agency, official notifications sent to the National Agency, documents necessary to justify the incurred costs requested by the National Agency and other documents that the National Agency may request in connection with the implementation of the project, must be sent via the Electronic Exchange System of the National Agencies for which the National Agency opens an account 2020-1-RS01-KA226-HE094527@erasmusplus.rs for access to user space at:

https://fondacijatempus.sharepoint.com/sites/dms/portal/KA2SPHE/Shared%20Documents/2020-1-RS01-KA226-HE-094527

7.2. COMMUNICATION WITHIN THE PARTNERSHIP

Properly communicating on a project is a critical success factor for managing the expectations of the project consortium and the European Commission. The Project Coordinator is responsible for communication between the Project and the NA.

The DIMPS project uses several mechanisms for ensuring open and frequent communications amongst its members:
- transnational project meetings (TPM)
- electronic mails (e-mail) and mailing lists
- conference calls

7.2.1. Transnational Project Meetings (TPM)

The main communication between partners will be at official transnational project meetings (TPM). There are three planned transnational project meetings, each devoted to current project activities. During these meetings, partners will also discuss activity plans, activity and dissemination progress and financial issues of the project. The goal of transnational meetings (TM) is to steer project activities in the right direction within the given timeline and financial framework. The number, time distribution and content of TMs are attuned to achieve the maximum of the implementation efficiency and strategic partnership development, the project management activities and quality control, at the lowest cost. They are planned and scheduled to be aligned with the intellectual output production, dissemination and knowledge transfer activities.

Minutes of all meetings are taken and distributed by the PM for review within two weeks after the event, with the final minutes available after four weeks at the latest.

TM1- Kick-off meeting / hosted by WSAAS
TM1 participants will be members of the consortium/project managers and selected members from the partners' project management teams and Expert 1 group.

TM1 will deal with Project Management Plan specifying management structures, procedures and reporting on activities and expenses; Establishment of project management structures - Consortium, Steering committee, Quality assurance committee, Expert 1 and Expert 2 group, and previously formed project management teams of partners including management, legal, administrative, financial and technical staff to provide continuous project management in partner organizations; Risk Plan development; Quality Plan development; Dissemination Plan development.

Expert 1 group will be experts delegated by each partner, who have experience in organizing internship systems between PHEIs and companies (expert group 1, EG1). The experts will meet to define a framework for the digital internship model, as well as assign responsibilities amongst themselves.

TM2 / hosted by UNIWA

TM2 will be hosted by UNIWA, as the meeting that will bring together the experts that produced the intellectual output 1 (EG1) and experts responsible for the development of the web-based platform for the virtual internship (expert group 2, EG2). According to the instructions resulting from IO1, EG2 will develop IO2, the online platform, while EG1 will start work on the production of IO3, the toolkit for the model and platform implementation. Semi-annual reports regarding dissemination, quality control and finances of the project are also on the agenda. The participants will be members of the consortium, quality assurance committee and experts from both groups.

TM3 / hosted by University of Ruse

TM5 will be hosted by University of Ruse in order to sum up the project results. The final financial, quality and activity reports will be prepared for the TM. The final publishing, dissemination activities, quality control and finances of the project are also on the agenda. The participants will be members of the consortium, quality assurance committee and experts from both groups.

7.2.2. Electronic Mails and Mailing List

E-mail is the principal means of interpersonal communication in DIMPS. It can be used for information exchanges, minutes of meetings, executive summaries. It is informal, fairly rapid and well suited for non-critical information.

E-mail distribution lists is maintained (and regularly updated) by PC, and available to all the partners, indicating the contact persons for administrative issues as well as contact persons for the development of the activities. Any change concerning people involved and contacts details shall be opportunely communicated to PC.

The following rules should ensure the suitable use of the e-mail communication between project participants:
- address information only to involved parties in communication: do not systematically copy everyone into communications, or if replying to a specific individual, be cautious not to press the 'reply all' function over 'reply'.
- use an explicit Subject title. When writing emails, the subject should be a clear indication of the content (for instance, "Meeting minutes 2016-03-17").
- in case the email message has an attachment, please use ZIP files to compress information. However, and as a general rule, it is always preferable to upload the file in Google Drive and inform the relevant people of the location of the file. Mailing lists have a limit on the size of messages so attachments should be avoided in favor of document storage on the shared DIMPS repository. Very large attachments may not be accepted by the recipient server and even modest size attachments (around a few MB) might rapidly cause e-mail quotas to be exceeded, particularly where recipients are away from the office

for an extended period.

The e-mail exchange is the main instrument used by project partners to share information, proposals and ideas, as well as to prepare deliverables and any other project output (papers, talks, reports for the EC, etc.).

7.2.3. Conference Calls

Conference calls are used for meeting partners without spending time and budget on travelling. Videoconferences and teleconferences should be programmed at least a week in advance and should follow a set agenda. To hold conference calls, Google Meet or ZOOM are generally used. Telephone is used when personal interaction, a fast answer or reliable confirmation is needed. Telephone calls can sometimes be appropriate for urgent matters so it is important that up to date telephone numbers are made available. It is highly recommended to send an e-mail with the conclusion of a telephone call to limit any ambiguity.

Regularly scheduled conference calls are the primary means of detailed communication between the IO coordinators, project members and deliverable teams. Overall project plenary calls are held on monthly basis, to ensure that all IO coordinators are informed of any upcoming events, issues that may have arisen since the last call or new factors that may have a bearing on the project. At least one member from each partner organization is expected to attend the conference calls. During the call, IO coordinators are responsible for coordinating their work package teams and hold related conference calls. Formal discussions between IO coordinators are held on a regular basis to ensure that each IO is being developed in order to support the other IOs. IO coordinators propose more conference calls when the implementation of the work requires it, at least a week in advance.

7.2.4. DIMPS PROJECT WEBSITE

The DIMPS project website http://www.dimps-erasmus.com, is one of the main tools for disseminating information about the consortium and the achievements of the project, providing visitors with comprehensive information about its context and objectives.

The main DIMPS web site, deployed in English, will be followed by three other web sites managed at local level in each test site that will be in local language to be more accessible on field. Most significant news from those web sites will be translated into English and reported on the main one.
The home page hosts also the links to DIMPS social media accounts.

The DIMPS website has also a Public Documents area containing the links to public documents that each visitor can download. There will be three sub-areas: public deliverables, articles and scientific publications. The website will also be used to involve external stakeholders in the DIMPS activities.
Publicity material and publications will be made available or referenced. External users will thus find downloadable public documents from the project, notices on conferences either hosted by the DIMPS team or where the team will be presenting information on the project, academic papers generated by project team members concerning the project, and other documents that provide valuable insights on what the project is all about to external parties.

The website is developed and updated on a regular basis by WSAAS and has been made operational and accessible to the public since May 2021.

7.2.5. DOCUMENT REPOSITORY

As a primary tool to facilitate exchange of information, a web based shared collaborative environment has been set up which serves as a project tracking system accessible to all partners, in order that all information/documentation is easily accessible and kept up to date with little effort. A Google Drive repository for the DIMPS project has been created which gathers all sorts of documents generated during the project lifetime.
Google Drive is a file storage and synchronization service which allows users to store files in the cloud, share files, and edit documents, spreadsheets, and presentations with collaborators. Besides being a repository of information, it is a common environment for the day-to-day work enabling several users to edit and upload files without overwriting them (working documents, drafts, templates). A set of folders has been created and shared among a definite list of representatives from each partner organizations. Requests for access should be addressed to the PC.

Documents must be uploaded under their correspondent folder and must be named in a clear way so that everybody can have an idea of what the file is about. Google Drive supports also revision history, so files accidentally deleted could be recovered from any synced computers or directly from the service web interface. The documents contained in Google Drive are in different formats, but all modifiable.

A set of rules for working cooperatively on these files was proposed and agreed: DIMPS team group use the Word revision tool to track changes to the deliverables that are in place. In case of contemporary changes to the same file, the name of the file will be specified as follows: Number and title of the deliverable + Acronym of the partner organization that reviewed it + REV + day month year (IOnr.NAME WSAAS REV 01062021.doc).

7.2.6. DIMPS PROJECT TEMPLATES

To ensure consistency in the DIMPS project when communicating with external stakeholders or interested parties, a set of standard templates for various communications activities has been developed. These templates include:
- deliverable template - word documents template
- standard PowerPoint presentation template
- standard logos for the project
- attendance sheet template

For internal communication the following templates were also developed:
- Timesheet reporting template

They are all available for download in a dedicated Google Drive folder and at web site www.dimps-erasmus.com

8. PROJECT REPORTING

The coordinator is responsible for submitting in due time to the National Agency all reports and financial statements as required in the Grant Agreement. For this purpose, and in a timely manner, the beneficiaries commit to provide the coordinator with all necessary information and copies of supporting documents needed for drawing up reports, financial statements and any other documents required the coordinator.

Three ways of reporting are foreseen within the project:

(a) Formal reporting by the Coordinator to the National Agency, including Intermediate and Final Reports; The assessment of the reports enables the Agency to take a decision on the continuation of the project.
(b) Internal reporting within the Consortium, where beneficiaries inform the Coordinator about the technical progress of the institution's implementation of the project and partners' financial reports with declaration of expenses incurred accompanied by the necessary supporting documents. The technical reports will be the base for preparation of the Intermediary report (at half of the project implementation period) and the Final Report (at the end of the project) that will be delivered to National Agency by the Project Coordinator. Verification of expenditures declared in partners' financial reports are linked to the transfer of the part of Erasmus plus grant to partners from the Coordinator.
(c) Reporting on realized different events (info days, workshops, seminars, conference, meetings, trainings, etc.) by all beneficiaries.

The coordinator shall provide the beneficiaries with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion. These reports must be drawn up in EUR.

Each partner has to respect the reporting deadlines, and submit their reports with supporting documents on validation of expenditure to the project coordinator in due time as requested. If those are not submitted to the coordinator within the set deadline, they will not be included in the progress report of the project that coordinator is responsible to deliver to the Executive Agency.

The beneficiary is fully responsible for the correct delivery of the declaration of the expenses and for appropriate application of the account system.

The beneficiaries shall keep a record of any expenditure/activity incurred under the project and all proofs and related documents for a period of 5 years after the payment of the final balance under the Grant Agreement. The coordinator may reject any item which cannot be justified in accordance with the rules set out by the National Agency in the Grant Agreement and in the Guidelines for the Use of the Grant.

The following reports are prepared and officially supplied by the PC:

Intermediate reports – to be prepared prior to TM2
These reports include the following:
- intermediate technical report containing:
  - an explanation of the work carried out;
  - an overview of the progress towards the objectives of the action, including milestones and deliverables, explanations justifying the differences between work expected to be carried out and that actually carried out, an updated 'plan for the exploitation and dissemination of the results', a summary for publication by the Agency;

- intermediate financial report containing
  - an 'individual financial statement' for the reporting period concerned. It must detail the eligible costs (actual costs, unit costs and flat-rate costs, for each budget category.

Final activity report - have to be submitted at the latest two months after the end of the contractual period (end date 28.02.2022.)
The final report must include the following:
- final technical report with a summary for publication containing:
  - an overview of the results and their exploitation and dissemination;
  - the conclusions on the action,
  - the socio-economic impact of the action;

- final financial report containing:
  - a 'final summary financial statement', consolidating the individual financial statements for all reporting periods and including the request for payment of the balance

In case the beneficiary does not provide all reports with appropriate and accurate information therein, together with financial statements and copies of supporting documents within 10 working days from the relevant date, the coordinator will inform beneficiary's project manager about this in written form, with the beneficiary's legal representative in carbon copy. Failure to provide all requested documents and information within 10 working days from the date of coordinator's notice will result in suspending further instalments of the Erasmus+ grant contribution to the beneficiary. The coordinator reserves the right to consult the National Agency if the activities declared by beneficiary and/or delivered outputs are questionable.

9. DATA PROTECTION AND CONFIDENTALITY

The coordinator and the beneficiaries undertake to preserve the confidentiality of any document, information or other material directly related to the subject of the Grant Agreement that is duly classed as confidential, if disclosure could cause prejudice to the other party. The parties shall remain bound by this obligation beyond the closing date of the action.

All personal data shall be processed in accordance with the dispositions of Article II.6 of the Grant Agreement.

10. PUBLICITY OBLIGATIONS

In accordance with the Article I.12 of the Grant Agreement, regarding the publicity and use of the relevant logo, the beneficiaries shall follow the instructions available on the Erasmus plus website on the following link: https://eacea.ec.europa.eu/about-eacea/visual-identity

Any communication, publication or output resulting from the project, made by the beneficiaries jointly or individually, including at conferences, seminars or in any information or promotional materials (such as brochures, leaflets, posters, presentations, etc.), must indicate that the project has received European Union funding.
Where the action, or part of the action, is a publication, the mention and graphic logos must appear on the cover of the first pages following the editor's mention.
If the action includes events for the public, signs and posters related to this action must be displayed.

Erasmus logo

When displayed in association with another logo, the European Union emblem must have appropriate prominence.

Disclaimer:
Any publication should mention the following sentence:
"This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein"

11. OWNERSHIP AND PROPERTY RIGHTS

All the material prepared by the consortium and under the scope of the project, must be made available for the public, in digital form, freely accessible through the Internet under open licenses.

The ownership of all project results, including copyrights and intellectual property rights, as well as all reports and other documentation resulting from the action, shall be vested in the beneficiaries, in compliance with Article I.8 of the Grant Agreement.

The beneficiaries must also be aware that the Agency and the Commission has the rights to:

- communicate the results of the action by any other types of communication not specified in the General Conditions;
- edit or re-write in another way the results of the action, including shortening, summarizing, modifying the content, correcting technical errors in the content;
- cut, insert meta-data, legends or other graphic, visual, audio or word elements in the results of the action;
- extract a part (e.g., audio and video files) of, divide into parts or compile the results of the action, prepare derivative works of the results of the action;
- translate, insert subtitles in, dub the results of the action in all official languages of EU;
- authorize or sub-license the modes of exploitation set out above to third parties.

The Agency and the Commission shall have the rights of use specified in the General Conditions and set out above for the whole duration of the industrial or intellectual property rights concerned.

12.   QUALITY MANAGEMENT

Quality management is the process of defining the strategy and methods the project will deploy to ensure the project's deliverables are of acceptable quality before they are delivered.
Quality management addresses all the issues related to quality assurance self-assessment and any ethical issues.
Quality management is fundamental to the success of the project, and the project adopts a methodology with two separated processes:

- quality assurance (which is the execution of processes and procedures to ensure the achievement of quality, to assure that the project satisfies the needs for which it was undertaken.)
- quality control (which verifies and assesses the achievement/product; it is concerned with the operational activities and techniques that are used to fulfill the requirements of quality. Inspection and product testing are examples of quality control tools.)

Bearing in mind the importance of the quality assurance and control, quality assurance methodology and detailed Quality Plan are developed as a separate document.

Briefly, the DIMPS internal monitoring control mechanism is based on four levels of control, as explained below. Additionally, internal quality control is also required by the partners, i.e., contact persons will always check outputs of their organization before sending documents for review or before uploading them on the project website or online task tracker platform.

- First level control – Deliverable authors, task leaders, PMU leader
  The task leader of an executive team and associated partners involved in the activity along with the corresponding PMU leader have a joint responsibility to produce the deliverable and guarantee its quality and timeliness. The deliverable should be made in accordance with the Activity Plan (modified and agreed by the PSC on a quarterly basis). Their task is to present a "final draft deliverable" to the QAMC.

- Second level control – Quality Assurance and Monitoring Committee
  The QAMC members act as deliverable reviewers. The QAMC members who are authors of deliverables are exempt from controlling their own deliverables at this level since they have already done it at the previous level. There should be at least two QAMC reviewers, who are not authors of the deliverable being controlled. Within 10 working days, the QAMC reviewing team should prepare a report with comments in accordance with the template for the quality assurance check list (Annex A). The deliverable authors have 10 more working days to conform to the reviewer' comments and prepare a corrected draft deliverable, or to send their written objections, in which case the reviewers have another 10 days to send back their final comments.

- Third level control – Coordinator
  This level of control is carried out by the Coordinator in two situations:
  a) The third level control of deliverables is activated in case of profound disagreement between reviewers and task leaders at the second level control, whereat a draft deliverable could not ensure the QAMC team justification. The Coordinator intensifies the solution search involving the Consortium in overcoming the issue. The Coordinator has the final word and all rights in the process of resolving the disagreement.
  b) A draft deliverable that has successfully passed the second level of control should also be subjected to the check by the Coordinator. This results in final comments. After the acceptance, it is forwarded to the PSC for formal approval, if required.

- Forth level control – Project Steering Committee (final approval)
  The PSC as the highest level of control has a role of a decision-maker and is a body responsible for approving deliverables. In case when the deliverable has passed the second and third levels of control without profound disagreements, which results in absence of required major modifications and alterations of the deliverable, then it can be included in the project reports regardless of the pending status of the formal approval.

13.   RISK MANAGEMENT

According to the 5th Edition of the PMBOK® Guide (1), a risk is "an uncertain event or condition that, if it occurs, has a positive or negative effect on one or more project objectives such as scope, schedule, cost, or quality." For the purpose of this document, only uncertain events with a potential negative impact are considered. If the foreseen event or condition takes place, it becomes an actual issue to be dealt with by the project's Consortium.

From this perspective, Risk Management is the identification, assessment, and prioritization of risks to minimize, monitor and control the probability and/or impact of unfortunate events also known as threats. Since not all risks can be eliminated, mitigation strategies and contingency plans can be developed to lessen their impact if they occur.

Essentially, effective risk management requires an informed understanding of relevant risks, an assessment of their relative priority and a rigorous approach to monitoring and controlling them. The responsibility of managing project risks relies with the Coordinator: identified risks are tackled and alerts are raised in case any of the identified risks increases its priority. All activities related with the risk management are monitored by the PC with collaboration of each IO coordinator for specific issues relevant within every specific IO production.

Risk Analysis is the most detailed phase of the entire risk management process. It involves evaluating and prioritizing the risks. Evaluating a risk involves establishing values for its potential effect on scope, cost and/or schedule of the project.

A determination is made as to the:
- probability (likelihood) of the risk occurring;
- ability to mitigate the risk;
- potential effect of the risk.

There are two primary methods for conducting risk analysis:
- qualitative: assessing the probability and impact of risks;
- quantitative: using mathematical methods to objectively assess the probability and impact of risks.

The determination of risk probability (likelihood of occurrence) and impact (degree of its effect) is a subjective process which considers the criticality of internal and external project factors within the specific context of the DIMPS project.

The Risk Management activities are applied to the DIMPS project to attempt to decrease the probability and impact of negative events by identifying and planning for risks before significant negative consequences occur. The process used to identify, classify, document and track risks during the project are described in separate Risk Plan.

14.   CONCLUSIONS

This document presents the approach taken by the DIMPS team to manage the project. The PMP has to be considered as a guiding document to guarantee that the project will adhere to the original work plan. In addition, the tools used by the team to manage the project, communicate internally and externally about the project and to control the quality and risks associated with the project have been presented. The project management plan and the various instruments used to control the project will be continuously updated and refined as the project moves forward. As this is living document changes will be made as the project advances and partners develop more components of the project.

ANNEXES

Annex A - Timesheet reporting template
Annex B - deliverable template - word documents template
Annex C - standard PowerPoint presentation template
Annex D - standard logos for the project
Annex E – Attendance sheet template
Annex F – contact persons list