



Date: 15.04.2021 Venue: WSAAS, Serbia

Kick-off meeting

DIMPS Project Management and Communication Plan



Tatjana Marinkovic, WSAAS

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DIMPS PROJECT DELIVERABLES INTELLECTUAL OUTPUTS

	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)



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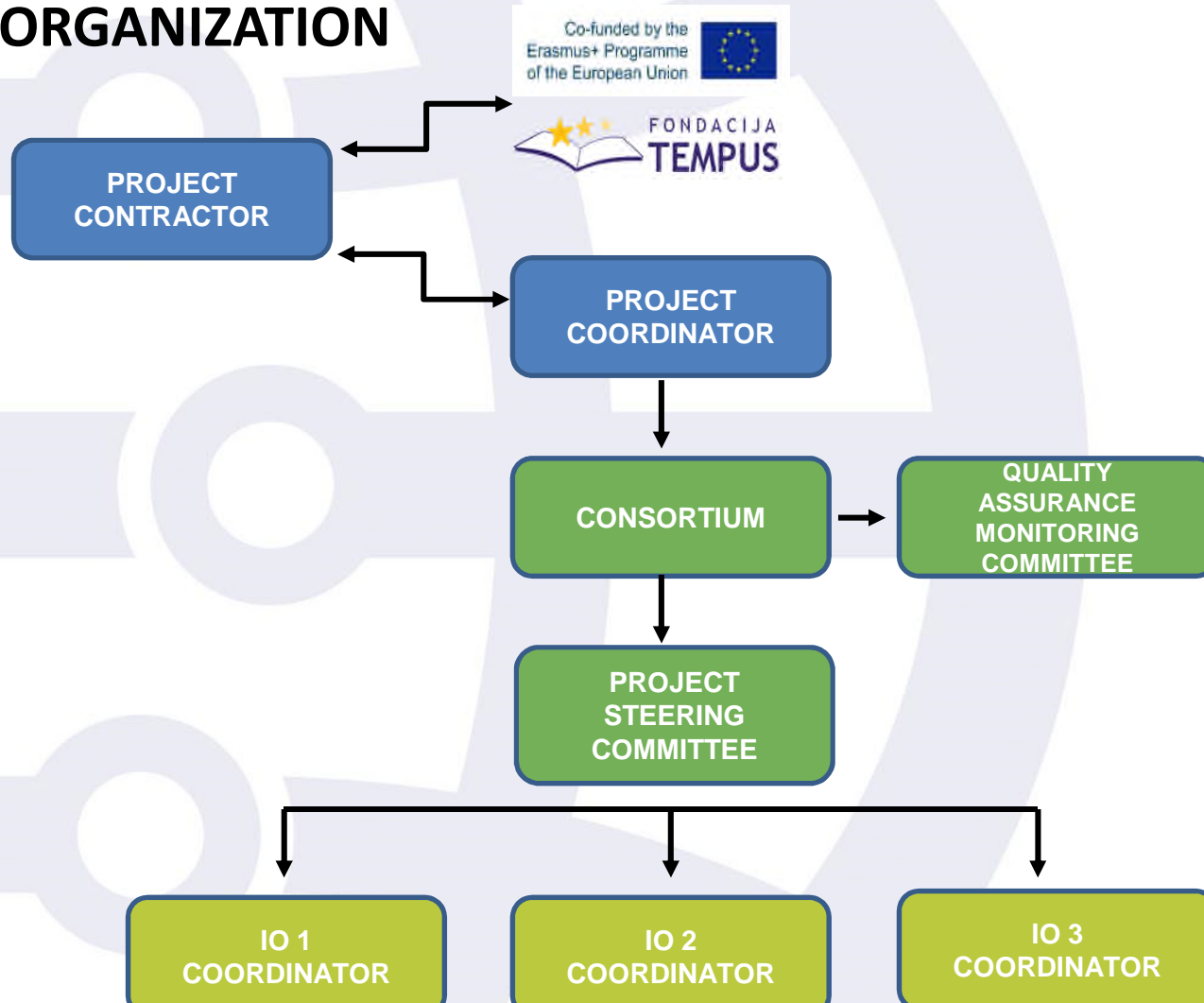


PROJECT MANAGEMENT DELIVERABLES

	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



PROJECT ORGANIZATION





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DIMPS Consortium

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. Project coordinator: dr Tatjana Marinkovic, prof.	Serbia
University of West Attica (Panepistimio Dytikis Attikis)	UNIWA	Legal representative: prof. dr Panagiotis Kaldis coordinator: prof. dr Michael Koniordos	Greece
Visoka Tehnicka Skola Strukovnih Studija u Novom Sadu	VTSNS	Legal representative: dr Branko Savic, prof. coordinator: dr Branko Savic, prof.	Serbia
University of Ruse Angel Kanchev	UR	Legal representative: prof. dr Hristo Beloev coordinator: prof. dr Plamen Zahariev prof. dr. Georgi Hristov	Bulgaria



DIMPS Project Steering Committee

Partner organization name	Short name		Country
Western Serbia Academy of Applied Sciences Akademija strukovnih studija Zapadna Srbija (coordinator)	WSAAS	dr Tatjana Marinkovic, prof.	Serbia
University of West Attica (Panepistimio Dytikis Attikis)	UNIWA	prof. dr Michael Koniordos	Greece
Visoka Tehnicka Skola Strukovnih Studija u Novom Sadu	VTSNS	dr Branko Savic, prof.	Serbia
University of Ruse Angel Kanchev	UR	prof. dr. Georgi Hristov	Bulgaria



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WSAAS Project management unit

Dr Tatjana Marinkovic, prof. – project coordinator

Dr Ljubica Dikovic, prof. – president

Ivana Marinkovic – head of the International office

Marina Vulovic – finance

Predrag Popovic – informatic support

Eng. Milorad Muric – informatic and technical support



DIMPS Quality Assurance Monitoring Committee

Partner organization name	Short name		Country
Visoka Tehnicka Skola Strukovnih Studija u Novom Sadu	VTSNS		Serbia
University of West Attica (Panepistimio Dytikis Attikis)	UNIWA		Greece
Western Serbia Academy of Applied Sciences Akademija strukovnih studija Zapadna Srbija (coordinator)	WSAAS	dr Ljiljana Trumbulovic, prof.	Serbia
University of Ruse Angel Kanchev	UR	Assoc. Prof. Ivan Beloev, PhD	Bulgaria



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Intellectual outputs coordinators

IO 1 - Dr Branko Savic, prof.

IO 2 - Dr Tatjana Marinkovic, prof.

IO 3 – prof. dr Plamen Zahariev



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Expert project members

WSAAS

Dr Tatjana Marinkovic, prof.
Eng. Milorad Muric,
Dr Slobodanka Stankov, prof.
Dr Radomir Stojanovic, prof.
Dr Milovan Milivojevic, prof.
Dr Vesna Marjanovic, prof.
Mr. Biljana Djuricic

VTSNS

Dr Branko Savic, prof.
Dr Bozo Ilic, prof.
Dr Petra Tanovic, prof.

UR

Assoc. Prof. Georgi Hristov, PhD
Assoc. Prof. Ivan Beloev, PhD
Assoc. Prof. Nina Bencheva, PhD
Assoc. Prof. Plamen Zahariev, PhD
Senior Assist. Prof. Diyana Kinaneva, PhD
Eng. Georgi Georgiev, MSc

UNIWA

Prof. dr Michalis Koniordis
Prof. dr Petros Kalantonis
Prof. dr Aristides
Papagrigoriou



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CONSORTIUM PROCEDURES



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DECISION MAKING

- PSC - the highest decision-making responsibility and policy setting power. Strategic decisions and major technical and operational decisions (like any reschedule of deliverables, milestones, tasks, effort)

PSC decisions will be consensual, but if it is necessary, a voting procedure will be applied. All PSC members will have one vote.

- Day-to-day scientific and management decision are taken by the PC.
- Operational decisions will be made in line with PMCP by the PC, and by the IOC for the IO level

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.



CONFLICT RESOLUTION

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.



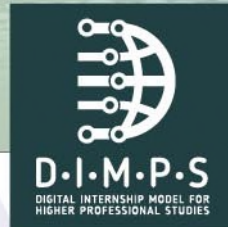
CONFLICT RESOLUTION

- 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).



PROJECT SCHEDULE MANAGEMENT

- 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
- 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.



ACTION ITEM MANAGEMENT – TASK TRACKER

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.

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.



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PROJECT BUDGET

Budget Items	Total Grant
Project Management and Implementation	15,000.00
Transnational Project Meetings	12,075.00
Intellectual Outputs	18,971.00
Exceptional Costs	4,000.00
Total Grant	50,046.00



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GENERAL FINANCING 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		

<p>Transnational project meetings</p>	<p>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.</p>	<p>Contribution to unit costs</p>	<p>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</p>	<p>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.</p>
<p>Exceptional costs</p>	<p>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.</p>	<p>Real costs</p>	<p>75% of eligible costs Maximum of 50.000 EUR per project (excluding costs for providing a financial guarantee)</p>	<p>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.</p>



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

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.



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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.



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

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.



PROJECT COMMUNICATION

COMMUNICATION WITH THE EU COMMISSION AND THE NATIONAL AGENCY

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



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COMMUNICATION WITHIN THE PARTNERSHIP

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



Transnational Project Meetings (TPM)

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.

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).

TM3 / hosted by University of Ruse

TM5 will be hosted by University of Ruse in order to sum up the project results.



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.



Conference Calls

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.



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.



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DOCUMENT REPOSITORY

A Google Drive repository for the DIMPS project has been created which gathers all sorts of documents generated during the project lifetime.

Requests for access should be addressed to the PC.



DIMPS PROJECT TEMPLATES

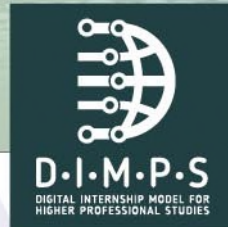
A set of standard templates for various communications activities has been developed. These templates include:

- 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



PROJECT REPORTING

Three ways of reporting are foreseen within the project:

- (a) Formal reporting by the Coordinator to the National Agency, including Intermediate and Final Reports;
- (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.



PROJECT REPORTING

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.



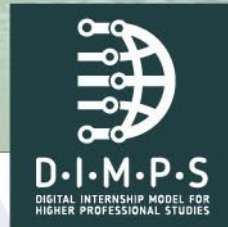
PROJECT REPORTING

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.



PROJECT REPORTING

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



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DATA PROTECTION AND CONFIDENTIALITY

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.



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.

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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"



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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 1.8 of the Grant Agreement.



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QUALITY MANAGEMENT

The Quality Plan defines procedures for:

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

The Quality Plan also defines the quality expectations regarding the project deliverables:

- Reports, documents;
- Events, workshops and meetings; and
- Procedures for internal and external monitoring.



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Quality of the Project Implementation

To achieve this, the QAMC members do the following:

- Produce reports on the quality reviewing process regarding the completed activities after every 3 months;
- Publish the written quality reports on the project website to ensure visibility and dissemination towards all partners;
- Meet in full attendance at transnational meetings;
- Conduct partial control during any visit to partners;
- Communicate online in compliance with the Activity Plan;
- Consolidate reports of the partners, QAMC reports and produce summary reports to be sent to the Coordinator.



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Quality of the Project Deliverables

Project documents

- Based on templates provided within the Quality Plan as Annexes,
- Erasmus+ logo with the sentence *“Funded by Erasmus+ Programme of the European Union”* on the cover or the first page.
- the European Commission disclaimer is used on the inner pages.

Printed promotional material

Reflect the visual identity of the project and display the mentioned logo and disclaimer.



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Quality of the Project Deliverables

Project events

- Organized professionally and documented.
- Where appropriate, feedback forms are distributed among participants. Project activities and events are evaluated by questionnaires.
- A partner leading an activity or organizing an event is in charge of document and result compilation.



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Quality of the Project Deliverables

Project website

contains all relevant information regarding the project, its objectives, project partners, expected results, news and upcoming events in English and the languages of the partners.

Other electronic tools

Tools such as Facebook, Twitter and LinkedIn profiles/groups, newsletters, etc. should be used to provide a short description of the project, its logo and a link to the project website. Additionally, electronic newsletters are planned with relevant content on the project results, and following the visual identity of the project.



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Quality of the Project Deliverables

Benchmark indicators

- peer review on quality of the digital internship model
- acceptance document on the inclusion of digital internship in the study programme by a partner institution's relevant body
- peer review on quality of the online platform
- satisfaction survey on target groups (student, teachers, mentors from companies)
- peer review quality of toolkits/guides number of accomplished digital internships
- satisfaction survey of digital internship participants (students, teachers, company mentors)



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Impact assessment

Short-term indicators

- Number of project participants
- Number of participants at national workshops
- Number of materials produced
- Number of website visits
- Number of media reports
- Number of virtual internship platform users
- Number of companies involved into virtual internships
- Number of virtual student exchanges
- Number of accomplished digital internships



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Impact assessment

Long-term indicators

- Number of accomplished virtual internships in partner institutions in 5 years' period (measured through regular key performance indicators as a regular quality control of each partner institution)
- Number of platform users outside the partnership (assessed by the project coordinator)
- Number of website visitors in 5 years' period (assessed by the project coordinator)
- Satisfaction level of internship participants (students) upon the program accomplishment (measured through alumni channels)
- Number of transnational project proposals resulting from the collaboration established in this strategic partnership



Quality of Project Management

Management layers

- The PSC is mapping milestone activity progress and data management. It ensures successful implementation and funding.
- The QAMC is in charge of monitoring indicators of progress, as well as indicators of quality achievement (outputs) and involved staff. The project progress is evaluated based on its reports on reached milestones/deliverables in agreement with the Activity Plan, presented to all partners on a quarterly basis.
- The Project Management Unit (PMU) of the applicant provides continuous project management
- Other partners form their PMUs to cover the following activities: preparing transnational meetings, writing reports, monitoring the progress of activities, monitoring the quality of the project, and dissemination.



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Internal Monitoring

Levels of internal quality control monitoring

First level control – Deliverable authors, task leaders, PMU leader are responsible to produce the deliverable and guarantee its quality and timeliness in accordance with the Activity Plan, and to present a “final draft deliverable” to the QAMC.

Second level control – Quality Assurance and Monitoring Committee members act as deliverable reviewers and make a report with comments. The deliverable author prepares a corrected draft deliverable, or sends written objections, in which case the reviewers send back their final comments.



Internal Monitoring

Levels of internal quality control monitoring

Third level control – Coordinator

a) when a draft deliverable could not ensure the QAMC 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 passed the second level of control should also be checked 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 gives the final approval of a deliverable.



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Internal Monitoring

Quality feedback by target groups

- Visits;
- Interviews;
- Questionnaires; and
- Consultations with the stakeholders, beneficiaries and final users.

For the impact assessment of the project activities, and satisfaction of the target groups two templates have been made:

- Participant feedback template
- Event report template



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External Monitoring

Erasmus+ National Agency in Serbia, Foundation Tempus,

Three types of monitoring:

- Preventive;
- Advisory; and
- Control (after the end of the project – sustainability check).

Assessment of various project aspects such as:

- Relevance (in terms of its objectives and achievements in the course of time);
- Efficiency (timely execution of activities);
- Effectiveness (how well the project specific objectives are met);
- Impact (at the level of departments, faculty, university, etc.); and
- Sustainability (what remains after the project).



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Technical and Financial Reporting

All partners in the Erasmus+ programme should abide by Contractual and Financial Rules of the Grant Agreement.

Twice during the project lifetime, the PSC and the Coordinator check of the hard copies of the financial reporting documents.



Technical and Financial Reporting

The assessment criteria:

- Conformity of expenditures with the allocated project budget;
- Eligibility of expenditures;
- Correctness and completeness of all supporting documentation and certified invoice copies;
- Correctness of calculations and applied exchange rates;
- Eligibility and justification of any changes occurring between the budget categories;
- Financial reports must be signed in original by the appointed Project Management Unit leader of the partner institution.

In case the Semiannual Report of a partner is not complete or justified, the PSC should make recommendations for the solution of financial problems and correction of the Report. After the approval of the



PROJECT RISK MANAGEMENT

The process of identifying, assessing and controlling threats to the successful realization of all project aspects.

Generally, there are four major areas where risks may appear:

- Project finances (delayed payment, late invoice submission and expenditure validation, inadequate spending);
- Project timeline (postponing of activities/deliverables);
- Performance (delayed, rushed or poor implementation resulting in low quality);
- Sustainability of project results.



Thank you for your attention

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