IF4TM

**Institutional framework for development
of the third mission of universities in Serbia**

Quality Control
and
Monitoring Manual

Quality Control and Monitoring Manual

Project Acronym:	IF4TM
Project full title:	Institutional framework for development of the third mission of universities in Serbia
Project No:	561655-EPP-1-2015-1-RS-EPPKA2-CBHE-SP
Funding Scheme:	ERASMUS+
Coordinator:	UKG – University of Kragujevac
Project start date:	October 15, 2015
Project duration:	36 months

Abstract	The manual outlines the main definitions related to quality management. It then defines processes for planning and executing the project activities in order to ensure the highest possible quality. The manual sets the minimum principles, requirements and processes needed to implement an effective quality assurance and control. It also provides templates to be used.

DOCUMENT CONTROL SHEET

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IF4TM

TABLE OF CONTENT

ABBREVIATIONS

D	Deliverable
EACEA	Education, Audiovisual and Culture Executive Agency
EU	European Union
HEI	Higher Education Institution
IF4TM	Institutional framework for development of the third mission of universities in Serbia
LFM	Logical Framework Matrix
NEO	National Erasmus Office
PST	Project Support Team
QAPT	Quality Assurance Project Team
SC	Steering Committee
UKG	University of Kragujevac
UNI	University of Nis
WP	Work package

EXECUTIVE SUMMARY

The "Quality Control and Monitoring Manual" is a deliverable within WP6 entitled "Quality Control and Monitoring" of the IF4TM project ("Institutional framework for development of the third mission of universities in Serbia"). The contents and the structure of the Manual are very similar to the one developed within the WBCInno project[1], also coordinated by the University of Kragujevac, having in mind the positive experience the partners had using its provisions.

The manual outlines the main definitions related to quality management. It then defines processes for planning and executing the project activities in order to ensure the highest possible quality. The manual sets the minimum principles, requirements and processes needed to implement an effective quality assurance and control. It also provides nine templates as annexes of the Manual.

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[1] http://www.wbc-inno.kg.ac.rs/pub/download/13933173804754_qcm_manual_wbcinno_merged_v5.pdf

1. Introduction

The Quality Control and Monitoring Manual formalizes the approach that will be followed by the partners of the IF4TM project to ensure the highest possible quality of the project activities, outputs and outcomes and project management.

The deliverable itself is produced based on clear responsibilities: the task / deliverable leader (UKG) drafts the manual, involves the WP leader (UNI) and then the QAPT (Quality Assurance Project Team) of the project and obtains feedback from all partners. The task leader then finalizes the manual which will be approved by the Steering Committee and adopted by the consortium. The electronic version of the Manual will be made available on the public website of the IF4TM project (www.if4tm.kg.ac.rs). During the project implementation, UNI as WP leader will also monitor the implementation and acceptance of the quality procedures along with QAPT team and support the coordinator in its reinforcement.

This manual defines procedures for:

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

The manual defines also the quality expectations regarding the project deliverables, i.e. reports and documents, events/workshops/meetings as well as procedures for internal and external monitoring.

The structure of the deliverable is as follows:

Chapter 2 defines the quality expectations of the consortium regarding the project as a whole, its deliverables, i.e. the documents, workshops, meetings and other activities and the project management as well as the general guidelines to be followed. Chapter 3 defines the internal monitoring strategy and outlines the responsibilities of the project partners as well as the core principles of the risk management strategy. Chapter 4 describes the external monitoring strategy. Chapter 5 focuses on the financial and technical reporting duties of the partners and finally. The Annexes to the document provide templates (which are also available separately) to be used by the project partners.

2. Quality Expectations

The present chapter presents the expectations of the project consortium with reference to the IF4TM deliverables and activities as well as the expectations relevant to the project management.

2.1. Quality of the project implementation

IF4TM is aimed to modernize seven HEIs in Serbia through development of three third mission dimensions related to knowledge transfer and innovation, continuing education and social engagement with the participation of two governmental bodies, five EU HEIs and four SMEs. Changing policies and laws on national level, introducing new university regulative for IP management and collaboration with enterprises will lead to improvements in management and innovation capacities of Serbian HEIs.

The partners agree that this overall objective shall always be in the forefront of all decisions to be taken. The partners therefore might decide to prioritise certain activities over others which have a higher impact in relation to the achievement of the objectives. Quality in the project means that the achievement of the objectives might be more important even if it means e.g. postponing a deadline or changing some aspects of an activity.

Six specific objectives of the project are:

1. To define legal and policy framework supporting the development of universities' third mission in Serbia

2. To adjust existing and define new legal framework at seven Serbian HEIs in line with national regulative requirements

3. To develop technology transfer and innovation dimension of the third university mission, through INNO platforms for innovation management at seven Serbian HEIs, proof-of-concept programme raising TRL level and involvement of students in creative ideas development

4. To develop continuing education dimension for capacity building of university staff, researchers and students in the areas of entrepreneurship, innovation and intellectual property management

5. To develop universities' social engagement dimension unlocking and mobilizing university resources and capacities to society and enterprises needs

6. To establish five Creativity Centres as spaces facilitating creativity in teaching and learning, ideas development and proving concept through interdisciplinary communication and creation of working prototypes

2.2. Quality of project deliverables

The deliverables of IF4TM may be classified into tangible deliverables such as reports, publications, manuals, methodology, plans, printed and electronically available promotional material, as well as intangible deliverables in the form of organized events (trainings, conference, seminar, info days, etc.), developed and launched innovation platforms, established Creativity Centres, integrative approaches in continuing education, competition for best student ideas, etc.

A common quality expectation for all deliverables is their relevance to reach the overall objective and the specific objectives, with a further focus on their development in an efficient and effective manner. Timely delivery following the project workplan as identified in the Application Form and Action Plans (modified and agreed by the SC on six-month basis) is expected.

2.2.1. Quality of document based deliverables

A consistent and common format for all document based deliverables (word document, power point presentations) is to be followed by all partners using templates provided within this Manual:

- Annex B – Word document template
- Annex C – Power point presentation template
- Annex D – Attendance sheet template
- Annex E – Participants feedback form
- Annex F – Event report template
- Annex I – News template

Three more templates are also provided for reviewers of deliverables where the second level of quality control is required (Annex A – Check list for review of deliverable), template for risk management (Annex G – Risk monitoring sheet) and table for monitoring of full set of IF4TM deliverables, their deadlines, dissemination levels, etc. (Annex H – List of deliverables).

Those templates are adopted by the SC members in order to ensure a common appearance of deliverables as well as to ensure that a minimum amount of information will appear consistently in all documents produced by the project. This is not relevant to deliverables that by their nature need to have a different format (i.e. project brochures, newsletters).

When partners produce studies and publications as deliverable, they are obliged to put Erasmus+ logo consisting of sentence "*Funded by Erasmus+ Programme of the European Union*" on the cover or the first page. Moreover, they must use following disclaimer on the inner pages: *"The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein."*

2.2.2. Quality of IF4TM events

All events within the project should be organised professionally. The organizers should provide in due time a full information package to the participants including the draft agenda, letter of invitation and a note on the logistics (informing about travel arrangements, venue, suggested hotels, etc.). Time for preparation activities depends on the type of event e.g. several months for conference and several weeks for trainings. This will be defined in separate action plans by task leaders.

The meeting organizers ensure smooth registration processes (including list of attendees – Annex D) and the implementation of the meetings respecting appropriate time for event sessions and breaks as well as the availability of all necessary materials (e.g. training and promotional material). The organizers will also ensure the recording of minutes of the meetings in a concise style including a list of action points. Where appropriate (e.g. for trainings, seminars) also feedback forms will be distributed among participants (Annex E) and event reports related to feedback forms will be prepared by organisers (Annex F). Power point presentation should be prepared using appropriate template (Annex C).

Based on obligations of the beneficiaries defined in article I.10.8 and II.7, related to information requirements, the partners shall inform the public, press and media (internet included) of the event which must visibly indicate "*with the support of the Erasmus+ Programme of the European Union*" as well as the graphic logos of the project and Erasmus+ Programme.

Posters, roll-up and other promotional materials shall be displayed during the event.

Each event will be documented by various materials as described in the table below.

Table 1 Documentation of IF4TM events

Type of event	Materials	Available at	
		IF4TM web-site	IF4TM platform
Info-days, workshops and seminar	News	☒	☐
	Agenda	☒	☒
	List of participants*	☒	☒
	Report	☒	☒
	Gallery	☒	☒
	Presentations**	☒	☐
	All presentations	☐	☒
Kick-off, SC meetings and Final Conference	News	☒	☐
	Agenda	☒	☒
	List of participants*	☒	☒
	Minutes	☐	☒
	Gallery	☒	☒
	Presentations	☐	☒
Trainings	News	☒	☐
	List of trainees*	☒	☒
	Training materials	☐	☒
	Report	☒	☒
	Gallery	☒	☒
Innovation Ideas Competition	News	☒	☐

and Campaigns	List of participants*	☒	☒
	Gallery	☒	☒
	Report	☒	☒
	Video materials***	☒	☒

* Name and affiliation will be visible; all personal data will be hidden

** Upon the approval of the presenter

*** Upon the approval of the competitors

2.2.3. Quality of promotional materials

Communication and dissemination activities of the project will adhere to the Dissemination and Exploitation Plan (D7.1) of the project. All promotional materials will reflect the visual identity of the project and the Erasmus+ Programme.

The project coordinator (UKG) is responsible for design of all promotional material. The draft version will be sent to all partners for comments and suggestions, before printing, publishing and distribution. The materials will be disseminated by all project partners at events which are relevant to reach the project's target group (i.e. not only events organized by the project itself, but also general events with a focus on research, technological development and innovation).

2.2.4. Quality of websites and other electronic tools

The project envisages setting up the public IF4TM web-site (www.if4tm.kg.ac.rs) and IF4TM platform as intranet tool for project management. Moreover, Facebook page – either in the form of the fan page or the group, will be established, in order to ensure project's visibility in the social media sphere. All representation tools will be continuously updated by the partners and are intended to effectively communicate the results of the project. For that purpose, partners will use Annex I – News template in order to deliver the news on organized or attended event along with necessary material for posting on the project website and Facebook page (agenda, list of attendees, photos and event report).

UKG will be responsible for setting up and maintaining the IF4TM web-site with all information and materials received from project partners and UBG will perform analogous activities on the Facebook. Moreover, all partners are asked to promote IF4TM project on their websites and other electroning tools (such as: Facebook, Twitter and LinkedIn profiles/groups, newsletters, etc.) by providing short description of the project, logo and link to IF4TM website.

The IF4TM platform can be accessed by all partners depending on their assigned tasks and roles. It will be the single point of reference for the project documentation and communication among partners. UKG will set up and maintain the IF4TM platform.

All tools will be implemented with high performance, good functionality and stability, emphasizing the maximum reach and awareness of the target audience.

2.3. Quality of Project Management

The project management structure was established at the project's Kick-off meeting to ensure effectiveness, decisiveness, flexibility and quality of work. It involves the Contractor, the Coordinator, a Steering Committee (SC), a Project Support Team (PST, 3 members) and Quality Assurance Project Team (QAPT, 5 members). The Steering Committee will review the activities and decide on any necessary contingency measures in reorganisation tasks and resources – as usual with a strong focus on the project impact. The project management will be transparent and flexible but also strict enough to ensure the implementation of the project activities in order to achieve the project's objectives.

Each partner is equally and independently responsible for assigned activities, money use and reporting. Contact persons have the responsibility for the local management.

2.4. General Project Guidelines

IF4TM will follow different project guidelines and respects the requirements of the programme. Apart from the Quality Control and Monitoring Manual at hand, the reference documents include:

- EACEA – IF4TM project Grant Agreement
- IF4TM project Partnership Agreements
- IF4TM project Manual for Contractual and Financial Management
- IF4TM project Dissemination and Exploitation Plan
- IF4TM project budget and task assignment
- IF4TM - Guidelines for the Use of Grants
- IF4TM - Frequently Asked Questions

2.5. Amendments to the Manual

The procedures in this Manual can be amended by agreement of all partners or by a decision taken by the project's Steering Committee (SC). Any new version is communicated to all the partners and takes effect 15 calendar days after this communication.

3. Internal monitoring

Internal monitoring will be carried out by all partners, including self-evaluation by using the LFM, Workplan, budget and cash flow tables, SC meetings, monitoring visits of the QAPT and questionnaires / satisfaction surveys of target groups (e.g. participants of dissemination and training events). The IF4TM platform will also be used for monitoring of project activities.

3.1. Project Quality Assurance Strategy

The quality assurance in IF4TM includes four levels of quality control (1) Deliverable authors, Task-, and WP-leaders, (2) Deliverable reviewers, (3) Coordinator level, and (4) Steering Committee level and final approval:

1. Deliverable authors, task and WP leaders:

The 1st level corresponds to the activity level. The presentation of deliverables and activities of the project are a joint responsibility of the associated Task Leader and his/her team, partners involved in the activity and corresponding WP leader. It shall guarantee the quality and timeliness of the deliverable as identified in Application Form and action plan (modified and agreed by the SC on six-month basis). They present a "final draft deliverable" to the QAPT (i.e. the deliverable reviewers).

2. Deliverable reviewers (QAPT Team):

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

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

3. Coordinator level:

The 3rd level control is carried out by the Project Coordinator. If a draft deliverable has not passed the 2nd level control and there are disagreements between the deliverable authors and the reviewers, the Coordinator will take the necessary corrective actions in order to come up with acceptable deliverables. If necessary the Coordinator may involve the rest of the consortium. A draft deliverable that has passed the 2nd level of control will still be checked by the Coordinator for final comments and when accepted it will be forwarded to the Steering Committee for formal approval (if required).

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4. Steering Committee level and final approval:

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

It shall be possible to include a deliverable in the project reports even if its formal approval is still pending, if it has passed the 2nd and 3rd level of control without profound disagreements as then no major alterations are to be expected.

It is expected that the partners will also establish internal quality control mechanisms, i.e. the contact persons will always check the output of his/her project team before sending documents to the review or before uploading them on the IF4TM.

3.2. Quality responsibilities

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

3.2.1. Task Leader (main author of the deliverable)

- Is responsible for coordinating the development of the deliverable(s) according to the deliverable template,

- Is responsible for assigning parts of the work to other partners involved in the activity,

- Is responsible for coordinating the work of other partners involved in the activity, providing guidance when necessary,

- Is responsible for aligning the contributions of the other partners involved in the activity, in order to produce the deliverable,

- Is responsible for the submission of the draft deliverable to the WP leader (1st level control), the QAPT (2nd level control) and the coordinator (3rd level control).

- Is responsible for implementing the suggestions of the QAPT team, assigning certain amendments as appropriate,

- Is responsible for sending the amended draft deliverable,

- Reports to the WP Leader for any problems occurring during the implementation of the activity,

- Cooperates with the WP Leader and other partners in the same WP in order to ensure the activity's progress in conformity with other activities and that any cross-activity inputs and outputs are being delivered as foreseen by the WP description (respecting any changes approved by the Steering Committee as recorded in the respective minutes).

3.2.2. Other partners involved in the activity, co-authors

- Are responsible for the production of their part in the deliverable according to the Task Leader's instructions.

- Make sure that their written contributions comply with the Word Document Template so that to ensure that the Task Leader will be able to put all contributions together in the desirable format.

- Are responsible for providing to the Task Leader all the complementary information regarding their work (i.e. references, bibliography, methodologies used, contact details of people interviewed etc.)

- Are responsible to implement amendments to their contribution as a result of the amendments requested by the QAPT team, after consulting with the Task Leader.

3.2.3. WP Leader

- Is responsible for delivery of up-to-date information on the WP progress, making sure that all activities are in the time frame defined in the Action Plan,

- Is responsible for coordinating the Work Package and ensuring that all the activities are contributing to the WP's objectives,

- Cooperates with the Task Leaders and the coordinator in ensuring that all of the contributing partners are smoothly cooperating with a view to accomplish the WP's objectives and that any cross-WP inputs and outputs are being delivered as foreseen by the project description,

- Sends alerts on time to remind about submission deadlines and the procedures to be followed and provides input and suggestions to the Task Leaders of the WP during the development of the relevant deliverables,

- Provides to the Task Leaders comments and suggestions on the draft deliverables (1st level control),

- Cooperates with the Task Leaders in ensuring the implementation of the suggestions of the QAPT team and Project Coordinator (2nd and 3rd level control),

- Verifies the satisfactory implementation of the recommendations.

3.2.4 Quality Assurance Project Team (QAPT)

- Is coordinated by the QAPT Coordinator, as agreed by the Steering Committee at the Kick-off meeting,

- Is responsible for the Quality Assurance exercise of deliverables,

- Receives each draft deliverable from the Task Leader and provides feedback using the Checklist for review of deliverable (Annex A),

- Sends the Checklist for review of deliverable to the Task Leader and the Coordinator,

- Verifies the satisfactory implementation of the recommendations included in the Checklist for review of deliverable, in co-operation with the WP Leader,

- Cooperates with the Project Coordinator on general issues related to the level of quality of the project's deliverables as appropriate.

3.2.5. Project Coordinator

- Cooperates with the QAPT and the Task Leaders on all matters arising relevant to ensuring the quality of the project's deliverables,

- Accepts the deliverable or provides final comments to the Task Leaders and WP Leaders (3rd level control),

- Cooperates with the WP Leaders in order to ensure that all WPs are progressing in conformity with each other and that any cross-WP inputs and outputs are being delivered as foreseen by the WP description,

- Informs the QAPT, the WP Leaders and the Task Leaders of any changes in the Partnership Agreement and the related WorkPlan or any implicit changes in the implementation of the project that may affect the timing or the content of the relevant deliverables,

- Officially submits all approved deliverables after their approval at 4th level control.

3.2.6. Steering Committee (SC)

- Officially approves and finally accepts the deliverables.

3.3. Quality feedback by the target groups

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

In order to allow the impact assessment of the project activities, a template for feedback for different meetings / events was developed (Annex E). It needs to be adapted to the specific needs but the main items shall not be deleted.

Furthermore, a specific event report template (Annex F) has been developed which is to be filled by project partners (organisers) for all IF4TM events (workshops, info days, trainings, etc. – except SC meetings). Report will include summary review of statistical data with graphical presentations collected by participants about their satisfaction.

3.4. Project Risk Management

As part of the internal quality management, a regular risk assessment will be carried and reviewed out during the Steering Committee meetings (Risk brainstorming) which shall lead to corrective actions and potential adaptations of the WorkPlan based on a sound process.

The risk management strategy addresses issues that could potentially endanger the achievement of the overall goal of the project and its objectives considering potential financial risks (overspending and underspending), timing (postponing of activities / deliverables), performance risks (project management), and sustainability of the project results. The main aim will be to provide a sound assessment, to anticipate challenges in a systematic way and to minimize the potentially negative overall impact.

The identification and assessment of new risks is a joint responsibility of all project partners who have to communicate them to the Project Coordinator and the Steering Committee, eventually suggesting also possible interventions and solutions, as soon as they get aware of those risks. In particular, partners may think of preventive actions (avoiding that the risk occurs) and corrective actions (decreasing the severity and impact), specifying also the resources that would be needed.

The Steering Committee may react in several ways, ranging from the simple acceptance of the situation in the case of negligible risks, to the enforcement of a mitigation plan including alternatives, workarounds and the proposed corrective actions that will make the risk consequences acceptable for the consortium.

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

The proper allocation of resources to the project by the individual project partners is of outmost importance. There are several possible risks connected: the delay of the project implementation as defined in the project work plan; the rushed implementation of the work plan with low quality; an underspending during the project implementation (also causing a shift in the headings' ratio), meaning that the project timetable is followed with reference to technical deliverables, yet the relevant expenditures are not timely invoiced or validated; etc.

The project partners all have to ensure that they allocate the needed resources to the project, both human and financial.

3.4.1. Practical approach to risk identification

The first step in project risk management is to identify the risks that are present in a project. The risks should furthermore be identified as early as possible in order to deal with them properly and to think about corrective and/or preventive actions.

In order to identify and monitor the risks within IF4TM project, a risks monitoring sheet has been developed including the information on corrective and/or preventive actions (Annex G).

3.4.2. Risks / Uncertainties monitoring procedure

- WP leaders (or Task leaders) **identify possible risks/uncertainties** in their WP and fill in the template (Annex G).

- The **risks monitoring sheet (Annex G) are communicated** to QAPT Team + WP6 Leader (UNI) + Project coordinator (UKG)

- QAPT Team + WP6 Leader (UNI) + Project Coordinator (UKG) **register, analyses and priorities risks/uncertainties**

- QAPT Team + WP6 Leader (UNI) + Project Coordinator (UKG) **plans and implements risk responses.**

Steering Committee meetings will be used also to organize a risk brainstorming sessions basing on the Annex G template. After each Steering Committee meeting this template will be updated by QAPT Team.

4. External Monitoring

External monitoring of the project will be performed by National Erasmus Office (NTO) and EACEA.

NTO performs three types of monitoring, based on deliverable achievement:

- Preventive (in the first project year)

- Advisory (after the first project year)

- Control (after the end of project – sustainability check).

The monitoring by NEO includes the assessment of various aspects of project implementation, such as **relevance** (is project still relevant in terms of its goals and achievements), **efficiency** (are the activities in work-packages done on time), **effectiveness** (how well are project specific objectives met), **impact** (at the level of departments, faculty, university, etc.) and **sustainability** (what would stay after the project is finished).

Based on the progress of these aspects, the NEO sends the report on their findings to EACEA.

Apart from the monitoring from NEO and EACEA, the University of Kragujevac will additionally subcontract the external audit agency for the purpose of preparation of External Audit Report on the project's financial statements in accordance with the recommendations and templates of EACEA.

More detailed procedures for financial and contractual management are described in the D8.1 Manual for financial and contractual management.

5. Partners' technical and financial reporting

The main guidelines for the reporting are laid out in the Manual for contractual and financial management, which will be distributed to all partners. As it will be defined in Partnership Agreement and Manual for Contractual and Financial Management, there will be six biannual financial reports of the partners and two technical reports. PST team and Coordinator will check the supporting documents for financial reporting sent to the Project Coordinator as hard copies twice a year. During their review, they will take into consideration following assessment criteria:

- Conformity of the expenditures with the budget of the project;

- Eligibility of the expenditures;

- Correctness and completeness of all supporting documents and certified copies of invoices;

- Correctness of the calculations and applied exchange rates;

- That any changes which occurred between budget categories are eligible and justified;

- Financial biannual reports must be signed in original by the appointed contact person of partner institution;

- Expenditures must be in conformity, including full eligibility, with the allocated budget

In case that information in Biannual Report are not complete or justified, the PST team will help and make recommendations on how this situation can be rectified prior to the final approval of the Biannual report by the Coordinator. The Report approved in this way is the basis for the transfer of next instalment to the partner institution.

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

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Annex A

Checklist for review of deliverable

Author(s) responsible for the Deliverable: _____
WP leader: _____
QAPT reviewer(s): _____

Assurance point	Issues to be addressed	Assessment	Comments	Recommendations
1. Compliance with the objectives of IF4TM	Does the deliverable comply with the overall objectives of the project?	☐ YES ☐ NO ☐ PARTIALLY		
2. Compliance with the specific objectives of the workpackage	Does the deliverable comply with the WP Objectives as specified in the WP description?	☐ YES ☐ NO ☐ PARTIALLY		
3. Correspondence with the description of work of the relevant activity	Does the deliverable correspond with the activity description as specified in the Application Form?	☐ YES ☐ NO ☐ PARTIALLY		
4. Compliance with the deliverables format	Is the deliverable presented using the Project's deliverable format – Annex B?	☐ YES ☐ NO		
5. Adequacy of complementary information	Examples of complementary info: - External sources used - Bibliography - List of contacts - Methodology used (i.e. for surveys)	☐ YES ☐ NO		
6. Adequacy of written language	Level of written English	☐ EXCELLENT ☐ ADEQUATE ☐ POOR		
Overall assessment and suggestions for improvement				

Date of Quality Assurance performed by QAPT reviewers:
Deadline for submission of amended version of the Deliverable:

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Annex B

Word document template

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TITLE OF DELIVERABLE: Subtitle

Project Acronym:	IF4TM
Project full title:	Institutional framework for development of the third mission of universities in Serbia
Project No:	561655-EPP-1-2015-1-RS-EPPKA2-CBHE-SP
Funding Scheme:	ERASMUS+
Coordinator:	UKG – University of Kragujevac
Project start date:	October 15, 2015
Project duration:	36 months

Abstract	<a sentence or two describing the objectives and key outcomes of the deliverable>

DOCUMENT CONTROL SHEET (Use Style IF4TM_Header)

Title of Document:	Title of Deliverable/Report/Document
Work Package:	WPx – Title of WP
Last version date:	Day/Month/Year
Status :	Draft/Final
Document Version:	v.04
File Name	Title of Deliverable_IF4TM_v.0.4.doc
Number of Pages	??
Dissemination Level	Public/Internal

VERSIONING AND CONTRIBUTION HISTORY

Version	Date	Revision Description	Partner responsible
v.01	xx/xx/xxxx	First draft version	Org. abbrev. (Name 1; Name 2 etc.)
v.02			
v.03			
v.04			

TABLE OF CONTENT

TABLES

FIGURES

LIST OF ABBREVIATIONS

EXECUTIVE SUMMARY

Text, text, text, text, Text, text, text, text, Text, text, text, text, Text, text, text, text,

Text, text, text, text, Text, text, text, text, Text, text, text, text (**USE Style IF4TM Body Text – Arial, 11; 1,15; Block)**

Ps. British English!

Text, text, text, text, Text, text, text, text, Text, text, text, text, Text, text, text, text,

Text, text, text, text, Text, text, text, text, Text, text, text, text (**USE Style IF4TM Body Text – Arial, 11; 1,15; Block)**

Ps. British English!

1. IF4TM Header 1_New

1.1 IF4TM Header 2 New

1.2 IF4TM Header 2 New

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Text, text, text, text, Text, text, text, text, Text, text, text, text (**USE Style IF4TM Body Text – Arial, 11; 1,15; Block)**

1.2.1 IF4TM Header 3_New

1.2.2 IF4TM Header 3_New

1.3 IF4TM Table

Table 1: IF4TM Overview

Version	Date	Author/Editor	Description/Comments
v.01	xx/xx/xxxx		
v.02			
v.03			
v.04			

Source 1: Ministry of Education…

Figure 1: IF4TM Logo

Source 2: IF4TM

3. Conclusion

REFERENCES

ANNEXES

Use style Annexes
Use style Annexes
Use style Annexes

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Annex C

PowerPoint presentations template

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Annex D

Attendance Sheet Template

Attendance List

Event:	
Venue:	
Date:	
Organisers:	

	Name	Organisation	Signature
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
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29			

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Annex E

Participant feedback form

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Dear Participant,

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

We appreciate your valuable contribution and we thank you in advance!

General information

a) Sex (Please tick the appropriate number): ☐ Female ☐ Male

b) Your Age _____

c) Country_____

d) What is your present professional position?_____

OVERALL FEEDBACK

a) Overall, how satisfied were you with:

	Most satisfied	Satisfied	Moderately satisfied	Rather dissatisfied	Not at all satisfied
The event administration	5	4	3	2	1
The structure of the programme	5	4	3	2	1
The venue and facilities	5	4	3	2	1
The presentations	5	4	3	2	1
The discussions	5	4	3	2	1

b) Please indicate your agreement with the following statements by ticking the appropriate number:

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The information I got will be of immediate use to me.	5	4	3	2	1
This event covered to a very high extent the topics I have expected.	5	4	3	2	1
I enjoyed the cooperation and interaction with the other participants.	5	4	3	2	1
My expectations about this event were	5	4	3	2	1

met or exceeded.					
The materials distributed are useful and informative.	5	4	3	2	1
The discussions were relevant for the participants.	5	4	3	2	1
The methods of working were suitable for the topics and for the participants.	5	4	3	2	1
The overall organisation was professional.	5	4	3	2	1
The time management was always to my fullest satisfaction.	5	4	3	2	1
The style and level of communication between organisers and participants was professional.	5	4	3	2	1
I would recommend this kind of event to my colleagues.	5	4	3	2	1

STRENGTHS AND LIMITATIONS OF THE EVENT

    a) Have you participated in similar events before?   ☐ Yes   ☐ No

    b) Please illustrate any strengths of the event and contributions or activities you enjoyed:_____
_____
_____
_____
_____

    c) Please indicate how you think the event could have been improved:
_____
_____
_____
_____
_____

    d) Any further comments? _____
_____
_____
_____
_____

WE THANK YOU FOR YOUR COOPERATION

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Annex F

Event report template

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EVENT REPORT TEMPLATE (Annex H to Quality Control and Monitoring Manual)

This template has to be filled by project partners (organisers) for all IF4TM events (except SC meetings). Furthermore, this template can be used to inform colleagues and partners about other events attended (promoting IF4TM). In the second case please just fill in the first page and delete the chapters thereafter.

Author:	
Event Title:	
Event Date:	
Event Venue:	
Type of event: (National, international, press conference, promotional event etc.)	
Short description:	
Organiser(s):	
Agenda:	Link to the agenda
Total number of participants:	
Links to further information:	e.g. at IF4TM website
Other personal remarks:	

Here you can include the information such:
Presentation of IF4TM at the event?
What was the subject of your presentation?
Were you invited to present IF4TM or you have registered for the event by yourself?
Were IF4TM promotional materials presented at this conference/event/meeting etc.
IF4TM Stand?
Etc.

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EVENT ORGANISATION DETAILS

Invitation was sent off to participants on:	
Information Material was sent off to participants on:	
Date of Initial Participant List Compilation:	
Date of Final Participant List Compilation:	
Total Number of Participants Invited	
Date of Agenda Finalisation:	
???	
???	

Problems encountered during the event preparation phase

(To be filled by organisers)

Organisers: Please complete (if you have not met with any problems in that phase, please fill in "N/A". Please also include any feedback by the participants **before** the workshop) **1)** **2)**

EVENT ROLLOUT

Some general information (to be filled by organisers)

Final Event Agenda + Participant list

Please attach the final event agenda and the list of participants

Event Implementation – Commentary by Organising Partners

WP-leader
Please add your comments, if any
Task leader
Please add your comments, if any

EVENT EVALUATION BY PARTICIPANTS

Summary of the Participant Feedback Form

Results to be filled by organisers based on the questionnaire results. Please note: insert only the overall percentage of all feedback forms received (e.g. participants total number=30; 15 of them were most satisfied and 15 of them satisfied – please include 50% in the column most satisfied and 50% in the column satisfied.)

	Most satisfied	Satisfied	Moderately satisfied	Rather dissatisfied	Not at all satisfied
The event administration					
The structure of the programme					
The venue and facilities					
The presentations					
The discussions					
The event dinner and subsistence					

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
The information I got will be of immediate use to me.					
This event covered to a very high extent the topics I have expected.					
I enjoyed the cooperation and interaction with the other participants.					
My expectations about this event were met or exceeded.					
The materials distributed are useful and informative.					
The discussions were relevant for the participants.					
The methods of working were suitable for the topics and for the participants.					
The overall organisation was professional.					

The time management was always to my fullest satisfaction.					
The style and level of communication between organisers and participants was professional.					
I would recommend this kind of event to my colleagues.					

Prior Experience of Similar Events – Overall %	Please fill in the overall percentage of participants with prior experience of similar events

Strengths and limitations of the event: please include comments received

Strengths of the event and contributions or activities enjoyed by participants:	• xx • xx
Suggestions for the improvement:	• xx • xx
Any further comments	• xx • xx

Additional comments

to be filled by local partner

Please add the following additional information here
- Charts of the statistical figures from the tables above (pie or bar charts);
- Any further comments concerning the feedback you received by the workshop participants

Lessons learned

(Please fill in using bulleted text, e.g.

- *A*
- *B*
- *C etc.)*

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Additional comments

May be filled by any of the organising partners

Please add in any other comments concerning the preparation and organisation of this event:

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Annex G

Risks monitoring sheet

The **Risks Monitoring sheet** in IF4TM should also be updated after each Steering Committee Meeting organized (Risk brainstorming). (Note: one sheet including all Risks identified by partners or during the brainstorming)

Risk title: (put here only a few key words)

Description of Risk	Probability: (low; medium; high) Impact: (low; medium; high)	Remarks if needed
Preventive Action	Describe here what has to be taken into consideration to avoid that a risk occurs, what risks can remain and what resources will be needed if action will be started	Remarks if needed
Corrective Action	Describe what can be/has been done to decrease the severity and what resources (PM, costs) will be needed	Remarks if needed

Decisions in IF4TM: (put here only a few words on decisions taken by project, WP leader or other to introduce preventive or corrective actions)

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Annex H

List of deliverables

Del.	Title	Type	Language	Date	Updated delivery date	Diss. Level	WP Lead	Task lead	To be reviewed (yes/no)	Comments	To be reviewed by whom?
D1.1	Review on EU policies and legal frameworks for establishing university third mission	Report	EN	14-03-16		International level	SUNP	IST			
D1.2	Policy seminar held	Event	EN, SR	14-04-16		National level	SUNP	UM			
D1.3	Report on existing strategies and laws in the Republic of Serbia related to third mission dimensions	Report	EN, SR	14-03-16		National level	SUNP	MEST			
D1.4	Reports on existing university regulatory documents and structures supporting third mission activities	Report	EN, SR	14-03-16		Institution level	SUNP	UBG			
D1.5	Benchmarking report	Report	EN, SR	14-05-16		National level	SUNP	BMU			
D2.1	Consensus on revision of policy and legal framework reached	Event	SR, EN	14-02-17		National level	BMU	UNI			
D2.2	New Serbian policies and law amendments supporting	Report	SR, EN	14-02-17		National level	BMU	MEST			

	university third mission developed and adopted										
D2.3	New and modified HEIs' regulatory documents developed and adopted	Report	SR, EN	14-06-17		National level	BMU	UNS			
D2.4	Capacity building programme delivered	Event	EN, SR	14-07-18		National level	BMU	SUNP			
D2.5	Operational Manual for Implementation of the Third Mission with recommendations to faculties/institutes/high schools	Report	SR	14-08-17		National level	BMU	UM			
D2.6	Final report on the third mission implementation at Serbian HEIs	Report	EN, SR	14-10-18		International level	BMU	BMU			
D3.1	Seven collaborative INNO platforms for innovation management as software-as-service launched at Serbian universities and regularly updated	Service/Product	SR, EN	14-10-18		Institution level	UNS	INT			
D3.2	Members of INNO platforms trained	Event	EN	14-09-18		National level	UNS	INT			
D.3.3	Seven Workshops delivered	Event	EN	14-04-17		National level	UNS	UBG			
D.3.4.1	Methodology for national	Report	EN, SR	14-10-		National	UNS	UNS			

	competition for best student idea			16		level					
D.3.4.2	Final Report on competitions	Report	EN	14-10-18		National level	UNS	UNS			
D.3.5.1	Operational manual for Proof-of-concept programme (PoC)	Report	SR, EN	14-04-17		National level	UNS	UKG			
D.3.5.2	Report on PoC programme implementation	Report	SR, EN	14-10-18		National level	UNS	UKG			
D.3.6	Report on realized IP valuations and developed commercialization strategies	Report	SR, EN	14-10-18		Institution level	UNS	IST			
D.4.1	Integrative university approach in developing continuing education dimension defined	Report	SR, EN	14-12-16		National level	DUK	UNIBA			
D.4.2	Five trainings on IP management delivered	Event/Training material	EN, SR	14-07-18		National level	DUK	IPOS			
D.4.3	Five trainings on market strategy delivered	Event/Training material	SR, EN	14-07-18		Institution level	DUK	UBG			
D.4.4	Five start-up trainings delivered	Event/Training material	SR, EN	14-07-18		Institution level	DUK	BINS			
D.4.5	Final report on improved faculties' study programmes	Report	SR, EN	14-09-18		Institution level	DUK	IPOS			
D.4.6	Final report on continuing education activities	Report	EN, SR	14-10-18		National level	DUK	SUNP			

	assessment and recommendations										
D.5.1	Universities' social engagement plans	Report	SR, EN	14-12-16		Institution level	UoB	UNS			
D.5.2.1	Five Creativity Centres established and functional	Service/Product	SR	14-10-18		National level	UoB	UoB			
D.5.2.2	Reports on Creativity Centres' activities	Report	SR, EN	14-10-18		Institution level	UoB	UoB			
D.5.3	Workshops on creativity and entrepreneurship delivered	Report	SR, EN	14-09-18		National level	UoB	BITF			
D.5.4	Final report on non-discipline volunteering activities	Report	SR, EN	14-08-18		National level	UoB	BICKG			
D.5.5	Review of engaged university resources	Report	EN	14-10-18		Institution level	UoB	UNI			
D.5.6	Ten open-innovation campaigns on INNO platforms launched	Event	SR, EN	14-10-18		National level	UoB	UNS			
D.6.1	Quality control and monitoring manual	Report	EN	14-01-16		International level	UNI	UKG			
D.6.2	Metrics for monitoring of third mission activities defined	Report	EN, SR	14-10-18		National level	UNI	DUK			
D.6.3	Project monitored efficiently within consortium	Event	EN, SR	14-10-18		International level	UNI	UKG			
D.6.4	Final monitoring report on third mission metrics	Report	EN, SR	14-10-18		National level	UNI	SUNP			

D.7.1	Dissemination and exploitation plan	Report	EN	14-04-16		International level	UBG	UNI			
D.7.2	Project logo, moto and promotional materials	Service/Product	EN	14-12-15		National level	UBG	UKG			
D.7.3	Project web site launched and regularly updated	Service/Product	EN	14-10-18		International level	UBG	UKG			
D.7.4	Review of institutional policies for promoting third mission dimensions and activities	Report	SR, EN	14-09-17		National level	UBG	UNIBA			
D.7.5	Good practices	Report	EN, SR	14-08-18		International level	UBG	TCAS			
D.7.6	Ten info days and other raising awareness events held	Event	EN	14-09-18		National level	UBG	UNI			
D.7.7	Proceedings of Final Conference on university third mission	Report	SR, EN	14-09-18		International level	UBG	UBG			
D.8.1	Manual for contractual and financial management	Report	EN	14-12-15		Institution level	UKG	UKG			
D.8.2	Efficient overall project management	Event	EN	14-10-18		Institution level	UKG	UKG			
D.8.3	Efficient local project management	Event	EN, SR	14-10-18		Institution level	UKG	SUNP			
D.8.4	Steering Committee meetings held	Event	EN	14-09-18		Institution level	UKG	UKG			
D.8.5.1	Partners' reports	Report	EN	14-10-18		International level	UKG	UKG			
D.8.5.2	Intermediate and Final reports to EACEA	Report	EN	14-10-18		International level	UKG	UKG			

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Annex I

News template

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NEWS and DOCUMENTS for IF4TM web site and Facebook page
(Annex I to Quality Control and Monitoring Manual)

This template will be used by all project partners for publishing news and final deliverables at IF4TM web site and Facebook pake. It should be sent to UNIKG (ctc@kg.ac.rs) as Task leader of Act.7.3 who is responsible for setting up and maintaining of IF4TM web site and to UBG (sanja@ekof.bg.ac.rs) who is responsible for Facebook communication.

Partner:	
Author:	
News / Deliverable title:	
Text of news or short description of deliverable:	
Attachments (if any)	
Agenda	Title of document (PDF)
Attendance sheet:	Title of document (PDF)
Photos for gallery:	(ZIP, jpg)
Report:	Title of the book:
Deliverable:	Title of document (PDF)
Presentations	List of presentations (PDF)
Other personal remarks:	