DRIVE DEVELOPING RESEARCH AND INNOVATION CAPACITIES IN ALBANIA AND KOSOVO

Quality Plan and Monitoring Manual

June 2021

Project Acronym:	DRIVE
Project full title:	Developing Research and Innovation Capacities in Albania and Kosovo
Project No:	610307-EPP-1-2019-1-AL-EPPKA2-CBHE-JP
Funding Scheme:	Erasmus+ KA2 Capacity Building in the field of Higher Education
Coordinator:	Polis University
Work Package:	Quality Monitoring and Control
WP Leader:	Universum College (UC)
Task:	6.3 – Midterm evaluation report
Task Leader:	Universum College
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Contents

Abreviations

DRIVE - Developing Research and Innovation Capacities

UPOLIS – Polis University

UPT - Polytechnic University of Tirana

UET - European University of Tirana

UP - University of Prishtina "Hasan Prishtina"

UGJ - University of Gjakova "Fehmi Agani"

UC – Universum College

TUHH - Hamburg University of Technology

PoliMI - Politecnico di Milano

AAU - Aalborg University

QM – Quality Management

ST –Steering Committee

MC - Management Committee

Executive Summary

The "Quality Control and Monitoring Plan'' of DRIVE ERASMUS+ Project" (here in after only Plan) is a deliverable within WP. 6 titled "Quality Control & Monitoring". The contents and structure of the Plan is developed in line with the DRIVE project structure and work plan, keeping in mind that an extensive experience and practice of Quality Control and Monitoring of implementing multiple EU projects in the framework of Erasmus+.

The plan outlines the main definitions related to quality management. It defines processes for planning and executing the project activities in order to ensure the highest possible quality. In this Plan minimum principle, requirements and processes needed to implement an effective quality assurance and control is proposed, with the aim to ensure smooth and responsible project management, in line with the proposed Work plan, activities and goals of this project. It also provides six templates as appendixes of this Plan

1. Introduction

According to the DRIVE project proposal, Universum College, as the Lead Partner for the Work Package 6 – Quality Plan, has prepared an outline of the Quality Control and Monitoring Plan in collaboration with the project coordinator, Polis University.

The outline will be presented to the members of Steering Committee and all partner institutions in order to receive the feedback from all partner institutions. Finalized version will be adopted by the Project Steering Committee and uploaded on the DRIVE project website.

This outline builds on the description provided in the project application. As foreseen by the proposal, the quality control and monitoring consists of internal and external quality control components. In that context, this Plan is outlined to serve as a quality control manual defining the procedures and guidelines for securing quality of the DRIVE project management and deliverables. Moreover, this Quality Control and Monitoring Plan goes deeper and defines quality expectations regarding the project outputs by providing the guidelines and templates that will facilitate the producing of good quality deliverables and smooth project management. This outline builds on the description provided in the project application. As foreseen by the application, the quality control and monitoring is envisaged to consist of three components, two internal and one external. The combination of internal and external view on the project is expected to provide a useful input in the process of securing quality of the DRIVE project.

1.1 Aims of the Drive

The general objective of this project is to contribute to the development of the research and innovation capacities of HEIs in Albania and Kosovo by enhancing their institutional capabilities, staff skills and networking.

Specifically, the project intends to:
1. Enhance the teachers' capacities and their methodologies so that they effectively equip the students (graduate level and beyond) with the skills to conduct independent research.
2. Enhance the mentors' capacities to effectively guide the students in their research activity.
3. Enhance the research capacities of the academic and managerial staff through study visits and tailored trainings.
4. Strengthen the managerial capacities for research activities and innovation in institutional level by setting or strengthening dedicated research and innovation support structures (RISS).
5. Promote research excellence and innovation by developing a network that eases the interdisciplinary and cooperation among local and international actors.

These objectives have been designed to directly address the needs identified in part D1, namely:
- The need to improve the HEIs capacities for research and innovation.
- The need to foster the links and cooperation among the actors in the innovation ecosystem.

Respectively the first need corresponds to the specific objectives 1-4 which consist in developing the capacities for research of the target groups within the higher education institutions, whereas the specific objective 5 corresponds to the identified need to strengthen the cooperation among the higher education institutions as such with other entities such as businesses and local and international partners.

The objectives also serve as a basis to identify the target groups that require capacity building actions. Therefore the set of activities that contribute to capacity development such as trainings, study visits, new structures, development of guidelines, etc. are grouped into work-packages that focus respectively on the identified target groups within the institution.
While in response to the second need, a network among researchers, institutions and other actors will be established at country and regional level.

Not only the careful alignment among the project objectives, target groups and project activities, but also the direct access the implementing HEIs have on their staff and the dedicated time and resources they are allocating to the project, make for a high feasibility of the project objectives.

Based on this analysis, as well as on the expertise of the consortium members with former projects, the objectives are feasible and appropriately address the identified needs in both countries.

2. Quality of Project Expectations

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

2.1. Quality of Project Deliverables

The deliverables of DRIVE may be classified into tangible deliverables such as reports, publications, manuals, methodology, plans, printed and electronically available promotional material, media articles as well as intangible deliverables in the form of organized events (trainings, study visits, coordination meetings, monitoring visits, conferences etc.), developed and launched project web site, social media, etc.

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

2.2. 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 Plan:

- Appendix 1 – DRIVE document template

- Appendix 2 – DRIVE Power point presentation template

- Appendix 3 – Event attendance list – template

- Appendix 4 – Event evaluation form – example

- Appendix 5 – Steering Committee evaluation form

- Appendix 6 DRIVE Risk register

All 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 "Co-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: „This project has been funded with support from the European Commission. This publication reflects the views only of the

2.3.   Quality of Organizations of DRIVE Events

All events organized by project partners, during the course of the project should be organized professionally. The organizers should provide in due time a full information package to the participants including the draft agenda, study visit guide or 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 study visits or conference and several weeks for trainings. This obligation is defined as a separate task for host institution/partner.

The meeting organizers ensure smooth registration processes (including event attendances list – Appendix 3) 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. meetings, 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) also feedback forms will be distributed among participants (Appendix 4 – Event evaluation form) and event reports related to feedback forms will be prepared by responsible partner (UC). Power point presentation should be prepared using appropriate template (Appendix 2 - DRIVE Power point presentation template). All prepared documents by project partners will be prepared on project designed document template (Appendix 1 – DRIVE document template).

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 "Co-funded by the Erasmus+ Programme of the European Union" as well as the graphic logos of the project and Erasmus+ Programme.

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

2.4.   Quality of Promotional Materials

Communication and dissemination activities of the project will adhere to the Dissemination and Sustainability Plan (WP.7) of the project. All promotional materials will reflect the visual identity of the project and the Erasmus+ Programme.

The project coordinator (UPolis) is responsible for design and distribution 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.

2.5.   Quality of the Project Website and other Electronic Media

The project envisages setting up the public part of DRIVE website (https://driveproject-eu.com/) and Intranet part – DRIVE eDRIVE platform as intranet tool for project communication and project

management within project partners. The DRIVE platform can be accessed by all project partners with the purpose to keep all project documents and deliverables on one place. It will be the single point of reference for the project documentation and communication among partners.

Moreover, Facebook page – either in the form of the fan page, 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 activities and the results of the project. UET will be responsible for setting up and maintaining the DRIVE website with all information and materials received from project partners and UET will perform analogous activities on the Facebook (https://www.facebook.com/driveproject2020/) and ResearchGate.

Moreover, all partners are asked to promote DRIVE project on their websites and other social media tools (such as: Facebook, Twitter and LinkedIn profiles/groups, newsletters, and other media etc.) by providing short description of the project, logo, project events and link to DRIVE website.

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

2.6.   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, Steering Committee (SC), Management Committee (MC) and Quality Management (QM).

At the Kick-off meeting project Steering Committee (SC) was established, where all project partners have representative members.

The Steering Committee will review the activities and decide on any necessary contingency measures in re-organization 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. Project Secretaries are responsible for administrative part of the project and preparation of internal reporting.

The Quality Management (QM) - is entitled to adopt and monitor the quality action plan and define the performance indicators upon which the quality of the project will be assessed. The representatives of all partner HEIs and stakeholders will contribute by filling out the questionnaires and other online tools used to collect and generate data regarding the project performance. The Quality Management will be established on the WP1 Preparation.

Responsibilities of the QM include the adoption and implementation of the Quality Action Plan for the cycle of the project. More specifically, QM will conduct the following activities:

- Monitor the implementation of the Quality Action Plan and inform the WP lead on warning signs, deviations and provide recommendations for improving the implementation;

- Assist in the designing of the questionnaires and online surveys that will be delivered to the partner HEIs and stakeholders in order to collect both qualitative and quantitative data. After

each major activity or event, task leaders will gather feedback on the process of the implementation and assess the impact;

- Monitor and evaluate the quality of the deliverables according to the indicators specified on the Logical Framework of the project;

- Provide guidelines and recommendations for the improvement of the quality of the deliverables;

- Plan and apply the necessary corrective actions if any deviation on project outcomes has been identified

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

3. General Project Guidelines

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

- EACEA – DRIVE project Grant Agreement

- DRIVE - project Partnership Agreements

- DRIVE - Project Management and Risk Plans

- DRIVE - Institutional and Financial Sustainability plan

- DRIVE - Dissemination and sustainability plan

- DRIVE – Project budget and task assignment

- ERASMUS+ - Program Guidelines for the Use of Grants

All required documents and guidelines are available for all partners at the DRIVE project website.

3.1. Amendments to the Plan

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

4. Internal Evaluation

Internal monitoring will be carried out by all partners, including previously established documents and instruments for self-evaluation such as they are: LFM, Work plan, budget and cash flow tables, SC meetings, monitoring visits. The DRIVE platform will also be used for monitoring of project activities.

4.1. Project Quality Assurance Strategy

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

4.1.1. Deliverable Authors, task and WP-Leaders

The 1st level corresponds to the activity level and relay on self-assessment by responsible Task Leader/WP leader and its team. 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 if there is a need).

4.1.2. Coordinator Level

The 2nd level control is carried out by the Project Coordinator Team. 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 and is approved by the Coordinator will be forwarded to the Steering Committee for formal approval (if required).

4.1.3. Steering Committee Level and Final Approval

The 3rd 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 will be possible to include a deliverable in the project reports even if its formal approval is still pending, if it has passed the 2ndlevel 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 on next step.

4.2. Task Leader

Working package leader e.g. Project Management Leader of each project partner is responsible for quality control of all outputs prepared by his/her team, and is in charge to check all deliverables before sending it to the 2nd step, e.g. Project Coordinator.

Task leaders' responsibility involves following activities:

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- ✓ coordinating the development of the deliverable(s) according to the deliverable template and project working plan,

- ✓ assigning parts of the work to other partners involved in the activity,

- ✓ coordinating the work of other partners involved in the activity, providing guidance and feedback when necessary,

- ✓ aligning the contributions of the other partners involved in the activity, in order to produce the deliverable,

- ✓ submission of the draft deliverable to the WP leader (1stlevel control), and the coordinator (2nd level control).

- ✓ responsible for implementing the suggestions for improvements, assigning certain amendments as appropriate,

- ✓ 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)

4.3. Other partners involved in the WP activity

As a responsible partner in the project, other partners involved in WP as co-authors are responsible for active participation in performance of the activities with its best knowledge. They are:

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

- ✓ prepare its contributions at the appropriate Word Document Template (Appendix 1) to ensure that the Task Leader will be able to put all contributions together in the desirable format,

- ✓ 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.),

- ✓ responsible to implement amendments to their contribution as a result of the received feedback from Project Coordinator and Project SC, after consulting with the Task Leader.

4.4. WP Leader

WP Leader is responsible for coordination of all efforts and outputs regarding its WP. For that purpose he/she is responsible for:

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✓ delivery of up-to-date information on the WP progress, making sure that all activities are in the time frame defined in the Work Plan,

✓ 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,

✓ remind the rest of the team 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,

✓ providing the Task Leaders comments and suggestions on the draft deliverables (1stlevel control),

✓ cooperates with the Task Leaders in ensuring the implementation of the suggestions of the Project Coordinator (2nd level) and SC (as 3rd level of the quality control),

✓ verifies the satisfactory implementation of the recommendations.

4.5. Coordinator Level

Project Coordinator is responsible for the coordination of the whole project within project consortium, regarding to that fact Project Coordinator responsibility may be determined as follows:

✓ cooperation with the Task Leaders on all matters arising relevant to ensuring the quality of the project's deliverables,

✓ accepting the deliverable or providing final comments to the Task Leaders and WP Leaders (2nd level control),

✓ cooperating 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,

✓ informing the WP Leaders and the Task Leaders of any changes in the Partnership Agreement and the related Work Plan or any implicit changes in the implementation of the project that may affect the timing or the content of the relevant deliverables,

✓ officially submitting all approved deliverables after their approval at 3rd level control.

4.6. Quality Management (QM)

Responsibilities of the QM include the adoption and implementation of the Quality Action Plan for the cycle of the project. QM also serves as the third level of quality assurance during the internal evaluation processes. More specifically, QM will conduct the following activities:

✓ Monitor the implementation of the Quality Action Plan and inform the WP lead on warning signs, deviations and provide recommendations for improving the implementation;

✓ Assist in the designing of the questionnaires and online surveys that will be delivered to the partner HEIs and stakeholders in order to collect both qualitative and quantitative data. After each major activity or event, task leaders will gather feedback on the process of the implementation and assess the impact;

✓ Monitor and evaluate the quality of the deliverables according to the indicators specified on the Logical Framework of the project;

✓ Provide guidelines and recommendations for the improvement of the quality of the deliverables;

✓ Plan and apply the necessary corrective actions if any deviation on project outcomes has been identified

4.7. Steering Committee

As final instance of internal control (4th level) in this project officially approves and finally accepts the deliverables.

4.8. Quality feedback by the target groups

The satisfaction of end users will also be investigated. It will take into account a variety of information from different sources using 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 / trainings / events was developed (Appendix 4). It needs to be adapted to the specific needs but the main items shall not be deleted.

4.9. Quality Control Lead Partner

On behalf of the Universum College, the person responsible for the overall implementation of the WP6 Quality control and monitoring, as well as the contact person is Gentiana Berisha, e-mail: gentianaberisha@universum-ks.org.

5. Activities under Work Package 6 as stipulated in the project application

Lead Partner	Universum College
Starts	January 2020
Ends	December 2022

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Activities:
➤ WP6.1. Develop Quality Plan
➤ WP6.2. Subcontract an External Expert
➤ WP6.3. Mid-term monitoring reports and recommendations
➤ WP6.4. External Quality Report
➤ WP6.5. Final Quality Report

Quality control and monitoring is envisaged as a combination of internal and external project evaluation. On the external side, an independent expert will be invited to evaluate the effectiveness of the project, i.e. the extent to which it contributes to the stipulated goals, whereas on the internal part, the quality will be evaluated by the Quality Management and Steering Committee and will focus both on the technical aspects and content aspects of the project. Last but not least, the consortium expects feedback on the implementation from the National Erasmus+ Offices in Albania and Kosovo, as well as from the EACEA. With respect to the financial management, the project foresees the audit to be conducted by a professional auditor (placed under MNGT).

The first activity in the work package refers to the adopting of the quality plan by the project Steering Committee. The second activity is the Internal Evaluation by the project Steering Committee. The third activity is the External Evaluation by an external independent expert.

5.1 Internal Evaluation

Internal evaluation will be divided in two parts, event evaluation and project evaluation:

1. Event evaluation. A short evaluation form will be available on the official project web page (https://driveproject-eu.com/) during or after each project event (see Appendix 4). The questions in the form will be standardized and same for each event, in order to enable comparison across project events. The form is anonymous and it will cover the following sections: Quality of the Organization, Quality of the presentations, Quality of the objectives,

2. Tasks and activities, Overall satisfaction, and any further comments. Completing the form should not take more than 3 minutes, as the idea is not to make it too time consuming. Event evaluation will be performed after each event, Polis University will collect the answers and send copy to the Universum College. As a leading partner at WP6, Universum College will analyze the data and prepare a short brief for all events prior between two meetings of the project team.

3. Project evaluation (i.e. internal evaluation of project management and content development). At the project Steering Committee meetings, members of the project Steering Committee will be invited to fill an evaluation form which will cover the activities across work packages. After collecting the answers from the Steering Committee members, Universum College will produce a short report based on this evaluation and send it back to the Steering Committee. The project evaluation in this form will be conducted at each meeting of the Steering Committee until the end of the project.

The project evaluation form will be drafted by the Universum College and adopted at the 1st Steering Committee meeting – upon which the first evaluation will be conducted. The Steering Committee should also decide whether this form will be anonymous or not.

5.1.1 Project Evaluation Plan

The project evaluation plan is an integral part of the QCP. It outlines the elements of project evaluation, the set of quality indicators against which progress and quality of project outputs will be measured, as well as the evaluation mode and the evaluation instruments to be used.

Element	Quality Indicators	Evaluation level	Items to be evaluated
Define project structures and their responsibilities	- Kick Off Meeting - Establish the project management structures - Validate workplan	Internal	- Partnership contracts; - Meeting minutes; - KoM evaluation feedback;
Develop new teaching and mentoring methodologies that enhance students' research skills	- Training workshop on teaching methodologies - Training workshop on mentoring research mentoring - Publish guideline for research mentoring - Validate new methodologies	Internal	- Training evaluations feedback; - Guideline on research mentorship; - Students' questionnaire implementation; - Report.
Enhance staff capacity for research	-Training Workshop on publishing, IPR and ethics -Training workshop on research management -Publish Manual on project writing and project management -Promote Gender Equality in Research and Innovation -Adopt Research Quality	Internal	-Training evaluation feedback; -Research management training feedback; -Promotion material; -Benchmark system.

	Indicators		
Develop Institutional Capacities for Research	-Establish/ strengthen RISS -Training of RISS staff (three training workshops) -Develop RISS regulation, job description, strategy and action plan -Operationalization of RISS -Equipment purchase	Internal and External	-Training evaluation feedback; -RISS action plan and strategies.
Establish research and innovation network	-Establish a roadmap for the network -Develop a calendar of activities for the network -Develop local and international linkages through interdisciplinary research groups -Develop a virtual platform	Internal	-Roadmap; -MoUs signing; -Virtual platform feedback.
Quality Monitoring and Control	Quality Monitoring and Control -Develop a quality action plan -Subcontract an external expert -Mid- term monitoring	Internal and External	-Quality Control plan -Quality control and management reports -Mid-term evaluation and final evaluation reports -External evaluation

	reports and recommendations -External Quality Report -Final quality report		reports and recommendations
Dissemination and exploitation of project results	-Dissemination Strategy -Dissemination Product -National Info Days -Final Project Conference -Final dissemination report	Internal and External	-Dissemination Plan -Published Project Book -Project marketing package published -Number of publications in the press and social media -Number of visitors to the project events -Number of visitors on the project website -Number of collaboration agreements signed
Project Management	-Day to day management -Mid- Term Reporting -External Evaluation and Audit -Final Reporting	Internal and External	- Minutes of meetings
Sustainability of Project Impact	-Develop the methodology for the sustainability strategy -Sustainability plan for online networking platform -Sustainability plan for	Internal and External	- Sustainability report; - Report.

5.2 External Evaluation

External monitoring of the project will be performed by National Erasmus Offices in Albania, Kosovo and EACEA. NEO performs three types of monitoring, based on deliverable achievement: (1) Preventive (in the first project year); (2) Advisory (after the first project year); and (3) Control (after the end of project sustainability check).

As part of their regular activities, (NEO) in the regional country are expected to conduct regular desk monitoring and field monitoring visits. The official feedback received by the consortium will be taken as input for the quality enhancement by the project consortium. The monitoring by NEO includes the assessment of various aspects of project implementation, such as relevance (is project still relevant in terms of its previously determined goals and achievements), efficiency (are the activities in work-packages done on time in line with the proposed project Working Plan), 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 Coordinator (UP) will additionally subcontract the external evaluator for the purpose of preparation of External Audit Report on the project. The evaluation will target project content development i.e. extent to which it contributes to the stipulated goals in accordance with the recommendations and templates of EACEA. The external component will consist of the evaluation by an external independent expert, appointed by the project Steering Committee during 2020, with the task to produce a report on the effects of the project with regards to its goals. Prior to this, the Polis University will propose 3 experts based on its assessment of their competences for the task. Finally, the chosen expert will be hired by the project coordinator, under the budget heading Subcontracting – '6.2. External evaluation is conducted by the independent expert (maximum amount foreseen for this activity EUR 10.000).

5.3 Financial Audit

The audit of financial management of the project will be conducted in the second part of project implementation period and is the responsibility of project Grant Holder (Polis University).

6. 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. Project Management responsible for project administration (from each partner) 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 PM 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 installment to the partner institution.

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Appendix 1. Drive Document template

DOCUMENT: internal/external document
TYPE:
PLACE:

TITLE OF THE DOCUMENT

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Appendix 2. DRIVE Power Point presentation template

Appendix 3. Event attendance list

Event: _____ Venue: _____ Date: _____ Partner responsible: _____ Contact E-mail: _____

No.	Name	Organization	Signature	Permission signature[1]	E-mail address
1					
2					
3					
4					
5					
…					

[1] I confirm with my signature that project organizers and project partners are allowed to use event photos for project promotion activities.

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Appendix 4. Event Evaluation form

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DOCUMENT TYPE: Internal
PLACE: _____

EVALUATION FORM OF EVENT

EVENT TITLE

PLACE and DATE

Dear Participant,

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

We thank you in advance for your valuable contribution!

Activate Windows
Go to Settings to activate Windows.

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1. Quality of the organisation

		Very low	1	2	3	4	5	Very high
a)	Please evaluate the overall quality regarding the organisation of the meeting		1	2	3	4	5	
b)	Please evaluate the quality of information provided		1	2	3	4	5	
c)	Please evaluate timelines of the organization		1	2	3	4	5	
d)	Please evaluate the meeting venue location		1	2	3	4	5	
e)	Please evaluate catering		1	2	3	4	5	
f)	Please evaluate the quality of organization staff(s)		1	2	3	4	5	

Additional comments/suggestions:
_____
_____
_____
_____

2. Quality of the presentations prepared by project team and lectures

	Very low	1	2	3	4	5	Very high
2.1. Please evaluate the overall quality of the presentations		1	2	3	4	5	

2.1.1. Please evaluate the quality of each presentation prepared by project team

	1	2	3	4	5
a) Erasmus+ Projects for MatejBel University-Why FINAC Matters?	1	2	3	4	5
b) Where we are after six months of project duration?	1	2	3	4	5
c) Future steps in next 3 months	1	2	3	4	5

Please indicate which presentations were particularly good and/or helpful:
_____
_____
_____

Please indicate which presentations were not good and/or helpful:
_____
_____
_____

Were topics missing?
_____
_____
_____

What topics you think we should consider or include:

DRIVE

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Additional comments/suggestions:

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2.2. Please evaluate the overall quality of the lectures Very low 1 2 3 4 5 Very high

2.2.1. Please evaluate the quality of each lecture	Very low	1	2	3	4	5	Very high
a) Evaluation of public administration reforms in Central and Eastern Europe EU member states (Prof. Ing. JurajNemec, CSc.)		1	2	3	4	5	
b) Good governance and corruption control: case of Slovakia (Prof. Emilia Sicakova-Beblava, PhD.)		1	2	3	4	5	
c) Management of Civil Service Reform in Central Europe (doc. KatarinaStaroňová, PhD.)		1	2	3	4	5	
d) Active Participation and Citizen Engagement in Good Governance (JozefPetráš)		1	2	3	4	5	
e) Project Management in Public services (Ing. MariánHolúbek)		1	2	3	4	5	
f) Participatory budgeting as a tool foreffective public services provision (MiroslavŠimkovič		1	2	3	4	5	
g) SOLIDUS project presentation & round table (discussion on project in public administration (Maria Murray Svidronova, PhD., Prof. BeataMikusovaMerickova, PhD.)		1	2	3	4	5	

Additional comments/suggestions:

_____
_____

3. Objectives

a) To what extent did the organisers meet the objectives of the meeting?	Very low	1	2	3	4	5	Very high
b) To what extent did the presenters meet the objectives of the meeting?	Very low	1	2	3	4	5	Very high

Additional comments/suggestions:

_____
_____
_____