

QUALITY MANAGEMENT PLAN

OF THE ERASMUS+ PROJECT

International Students Adaptation and Integration/ *INTERADIS*

619451-EPP-1-2020-1-NL-EPPKA2-CBHE-JP

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Introduction

The “Quality Management Plan” of INTERADIS ERASMUS+ Project” (hereinafter only Plan) is a deliverable within WP5.2. of the INTERADIS project. The contents and structure of the Plan is developed in line with the INTERADIS project structure and work plan.

The plan outlines the main definitions related to quality management. It defines processes for planning and implementing 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 monitoring 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.

Quality Management Plan was prepared by HUG, the owner of the WP5 with recommendations of the project coordinator, NLBA and co-coordinator, KROK.

1. Project brief description

Aims and specific objectives:

Wider objective:

To integrate international students into Ukrainian and European educational space by the means of cultural, ethnic, social and academic assets.

Aim of the project:

To develop and implement Roadmap, that includes all aspects of IS integration and adaptation

To improve quality of training and administrative services, assure informational support of IS

To upgrade qualifications of administrative and academic staff

To create tolerant multicultural international environment at Ukrainian HEIs

To disseminate project results among Ukrainian HEIs

The project has one general objective, that designates the main idea of the project – integration and adaptation of students. This will be achieved by implementation of 4 specific goals.

The first goal - to develop and implement Roadmap, that contains multiaspect approach towards students' integration, thus ensuring complex approach to the project problematic topic. The implementation of Roadmap will be helpful for various target groups - first of all for IS, as it will greatly improve the conditions of their training and staying in Ukraine and provide understanding about the region (Europe) and country where they obtain education (Ukraine). It is envisaged that IS will be involved to the life of University, have more communication with local students, will learn EU and UA culture, way of life, values for better understanding and faster adaptation. The implementation of the Roadmap will also provide information on practical issues on study and live in Ukraine.

The Roadmap will be also helpful for international students' offices, providing them with systemic approach and activities to dealing with IS.

The next specific objective is to upgrade qualifications of staff, thus including administrative staff of international offices, that will participate in study visits, will undergo trainings with the aim to enhance qualifications regarding implementation of administrative procedures, increase efficiency of work, knowledge about cultural differences and dealing with other cultures, master the methods of communication, including basic mediation skills, learn how to prevent conflicts and deal with them, learn methods of reaction to some behavior, understanding the origin of motivation and behavior, that can seem to be strange or different.

Academic staff of HEI, that works with IS will also participate in the study visits and training, or will undergo the seminars at their HEIs from those who acquired EU experience. At such activities, they will learn more about methods of instruction in dealing with interculturalism, methods to work in the groups with different cultures, methodological features and peculiarities of international students training, also

some information will be the same as for administrative staff - methods of communication, intercultural misunderstandings and conflicts prevention. Academic staff will also learn the best practices, principles and methods how to develop the adaptation course, together with EU experts will work on curricula offered for IS to adjust it to the needs and expectations of IS.

The administrative staff and partially academic will be the performers, that will develop and implement the content (roadmap) for the main target group (IS).

The administrative staff will upgrade and implement administrative procedures, while the academic staff will ensure increase of quality of training by adaptation of educational programs to IS.

To reach these goals, the EU experience, that will be learnt, is very important and will be the foundation for implementation of administrative procedures and increasing quality of education.

More comfortable conditions for IS will be created by modernizing University infrastructure - thus making it more friendly for IS, especially for newcomers, when the structure of university building is unclear; also translation of documentation to the languages of IS origin will also help them to understand the legislation, rules, procedures of the country and of the University clearly, feel more safe, secure and find the environment more positive. To this specific objective will also contribute the efforts directed on Ukrainian students and university staff as they will participate in seminars on intercultural competencies, will be involved in promo campaign on interculturalism and tolerance, also will participate in the activities together with IS (envisaged by strategy). Such preparation of students and staff and in the long run society will help to make people more helpful for IS, less suspicious, prevent bullying or other possible negative effects and will result in diminishing of the barrier among interaction of different cultures.

Dissemination part of the project is extremely important and it will cover the abovementioned needs and demands at other HEIs on the national level. The Ukrainian HEIs will have clear roadmap, procedures, developed documents for all the processes of IS integration. It is expected that other Ukrainian HEIs will see the benefits of the activities, that will be widely disseminated at the seminars, social media, mass media and due to participation of Ukrainian State Center for International Education (P 13), that will ensure support and promotion of the project results at the national level.

All the project activities are feasible, possible for development and implementation. The project idea and content was developed by Ukrainian partners, supported and complimented by EU partners. As the project idea grew from the needs of Ukrainian HEIs, all partners are interested in their implementation. The proposed content, number and sequence of activities described, as well as calculations made, completely fits Erasmus+ Capacity Building of Higher Education requirements. ims and specific objectives:

2. Quality of project expectations

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

2.1. Quality of project deliverables

The deliverables of INTERADIS may be classified into tangible deliverables such as action plan, reports, Ghant chart, publications, manuals, newsletter, methodology, plans, printed and electronically available promotional material, media articles as well as intangible deliverables in the form of organized events (trainings, study visits, project steering committee meetings, monitoring visits, international highlight event, national dissemination seminars, 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 workplan/ timeline, reflected in the Ghant chart by each partner is expected.

WP	Activity	Timing	Indicator
1.1.a	Study visits online	March-April 2021	<ul style="list-style-type: none"> # of SV Program corresponds to the project goals # of participants
1. b	Study visits offline	October 2021- May 2022	<ul style="list-style-type: none"> # of SV Program corresponds to the project goals # of participants
1.2.	Analysis of as-is situation at HEI	February - March	<ul style="list-style-type: none"> List of points for analysis (questionnaire) Analysis, reports, action plans uploaded on GD
1.3.a	Action plan and reports prepared after online	April-May 2021	<ul style="list-style-type: none"> Results of evaluation of study visits
1.3.b	Action plan and reports prepared after offline	May 2022	<ul style="list-style-type: none"> Quality control report General report

WP	Activity/ Result	Timing	Indicator
2.1.	Creative co-working zone organized	April – December 2021	<ul style="list-style-type: none"> Equipment purchased, installed, ready to use Zone available for IS Zone for 25 stud. Students spend time at the zone

2.2.	Administrative procedures modernized	April – December 2021	<ul style="list-style-type: none"> • Adm. procedures described • Required changes identified • Description of the improved adm. procedures
2.3.	Roadmap of IS integration developed	April – December 2021	<ul style="list-style-type: none"> • Roadmap exists, uploaded on GD • Calendar plan and description of cultural, networking activities during the years of study exists, uploaded on GD
2.4.	Course for adaptation of the foreign students and other training materials developed	April – December 2021	<ul style="list-style-type: none"> • Course is developed • Materials designed and printed • Teachers selected • List of information materials •
2.5.	Informational materials prepared and translated	April – December 2021	<ul style="list-style-type: none"> • List of key documents, procedures that need to be translated • List of languages to which they will be translated • List of prepared infomaterials, uploaded to GD • Translated materials exist, uploaded to GD • Plan how the documents will be disseminated • Translated materials are available for other Ukrainian HEIs, disseminated
2.6.	University infrastructure modernized	Since April 2021 till the project end	<ul style="list-style-type: none"> • List of changes to infrastructure • List of produced materials at each partner HEI • List and photos of implemented changes and upgrades on GD
2.7.	Website updated and social medias created	Since April 2021 till the project end	<ul style="list-style-type: none"> • University website exists in Arabic, Azerbaijanan, Georgian etc languages • Facebook, instagram page created, • Youtube channel created •
2.8.	Curricula adapted	April 2021 – September 2022	<ul style="list-style-type: none"> • Curricula adapted
2.9.	Roundtable discussion organized	December-January 2021	<ul style="list-style-type: none"> • Roundtable discussion organized • The program and protocol of the event includes discussion of results of all WP2 activities •

WP	Activity	Timing	Indicator
3.1.	Calendar plan strategy set of activities – cultural, networking implemented	Since September 2021	<ul style="list-style-type: none"> Number and list of cultural and networking act. Number of participants % of IS involved from total number of IS
3.2.	Course for adaptation of the foreign students implemented	Since September 2021	<ul style="list-style-type: none"> course implemented 3 times
3.3.	Forum of International Students organized	May 2022	<ul style="list-style-type: none"> Number of participants % of IS involved from total number of IS
3.4.	Website and Social medias are constantly updated	Since September 2021	<ul style="list-style-type: none"> website, social medias actively used, number of posts
3.5.	Modernized administrative procedures implemented	Since September 2021	description of changes, evaluation
3.6.	Programs adapted for IS	Since September 2021	<ul style="list-style-type: none"> Number of programs, description of changes
3.7.	Visits of EU experts organized		<ul style="list-style-type: none"> # of visits of EU experts to the Partner HEIs, results

WP	Activity	Timing	Indicator
4.1.	Training for administrative staff	Combined with SV or Second year	<ul style="list-style-type: none"> Program for trainings, # of staff trained at each HEI Results of the evaluation of training
4.2.	Training for academic staff	Combined with SV or Second year	<ul style="list-style-type: none"> Program for trainings, # of staff trained at each HEI Results of the evaluation of training
4.3.	Mobility of students	Second year	<ul style="list-style-type: none"> list of mob. students, evaluation
4.4.	Seminars at HEIs for academic staff on inter-cultural competencies and cultural diversity	Second year	<ul style="list-style-type: none"> List of students, academic staff who underwent cult seminars
4.5.	Seminars at HEIs for Ukrainian students on inter-cultural competencies and cultural diversity	Second year	<ul style="list-style-type: none"> List of students, academic staff who underwent cult. seminars
4.6.	Sustainability training	Second year	<ul style="list-style-type: none"> Program for trainings, # of staff trained at each HEI Results of the evaluation of training

4.7.	English courses for administrative staff	Since September 2021	• Number of hours, number of trained staff, level of English
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2.2. Quality of organization of INTERADIS events

All events organized by project partners, during the course of the project should be organised professionally. The hosts of the meeting have to follow the algorithm:

Algorithm for Organization of the Meeting

(Can be made separately for each meeting)

Attention!! Use LOGOs - project logo and co-funded logo in ALL MATERIALS RELATED TO PROJECT - presentations, word and pdf documents, electronic forms, and also with the news on the website of you HEI, in social media etc.

	Activity	Responsible	Date
1	<i>Before the meeting</i>		
1.1.	Setting the date for the meeting	Coordinator team or Host	
1.2.	Informing of the partners by e-mail and in google calendar, create the folder of Google drive of your event Defining the target audience	Coordinator team or Host	
1.3.	Preparation of the GUIDE , sending it by e-mail and upload to google drive Guide contains the organizational issues regarding travel: <ul style="list-style-type: none"> • city and airport/s details, • alternative destinations if applicable, • getting from the airport to the hotel, • stay - some cost-efficiency variants for the hotels near the venue • address of the meeting venue • rules of entry to the country related to Covid • other relevant information • name and surname, e-mail, tel.of organizers 	Host	
1.4.	Selection of the participants <ul style="list-style-type: none"> • Ensure that the right person visits the activity 	All partners	

	<ul style="list-style-type: none"> High level of English is obligatory, there will be no translations to other languages If the person skips the day of the activity, costs of stay will not be paid, certificate will not be granted, further participation at the events will not be allowed. 		
1.5.	<p>If combination of activities is made (like Study visit + Training), the budget approval from EACEA will be needed. The Coordinator will prepare the budget table for combination of events, send to participants for indication of number of participants.</p> <p>The same is with change of number of participants for the event - this has to be obligatory confirmed with EACEA team, justification has to be provided for Coordinator for approval at EACEA</p> <p>Or preliminary google form can be used to find out the number of people (for offline participants - number, duration, justification)</p>	<p>All partners fill the table,</p> <p>All partners prepare justification if number of participant/days changes</p> <p>Coordinator gets feedback from EACEA</p>	
1.6.	<p>Google form-registration is prepared and sent to project teams, it contains the following information:</p> <ul style="list-style-type: none"> University, name and surname of the participant, e-mail Role in the project Form of participation - online-offline <i>Aim in the participation at the event</i> <p><i>If participation offline:</i></p> <ul style="list-style-type: none"> <i>How were you selected for participation</i> <i>Level of English</i> Do you need invitation letter Details for the invitation letter Date of arrival Date of departure Do you need meeting at the airport? Do you need booking of the hotel? If yes, will you live alone or with colleague? Participation in the dinner... (other networking or cultural events) 	Host	

	The results of the questionnaire has to be available for Coordinator Team - share the link with official project e-mai.		
1.7.	<p>If subcontracting costs will be used for organization of the meeting, the justification has to be prepared according to this form, uploaded to google drive, the link sent to Coordinator Team https://docs.google.com/document/d/1mR2buerk0QhmjghI4OAeZ0RMAvhiY_O6/edit</p> <p>Coordinator sends to EACEA, sends feedback to the Host</p>	<p>Host</p> <p>Coordinator</p>	
1.8.	Development of the program of the meeting , upload to Google drive	Host, with approval by Coordinator Team	
1.9.	Invitations for the participants	Host (Coordinator) on the request of partners	
1.10	Booking of the tickets and hotel	responsibility of each partner, if other conditions are not agreed.	
1.11	<p>Preparation of information for the online participants:</p> <p>DATE: TIME, indicating time zone: ONLINE LINK:</p> <p>Upload of information to the Gdrive folder of the event an sending of ot to those who registered for online participation. The information can be included to the Program of the event</p>		
1.12	Announce the event on University website, Facebook, disseminate the event		
1.13	Prepare and check online technical capacities		
2	At the event		

2.1.	List of participants basing on the registration form has to be prepared and given for signature each day of the activity basing on the template	Host	
2.2.	During the meeting the participants have to sign attendance list every day	All partners	
2.3.	If it is training, the Certificates with ECTS can be granted to the participants	Host	
2.4.	Making photos at the event	Host	
2.5.	Organizational aspects of the event, coordination of the group	Host	
3.	<i>After the event</i>		
3.1.	Attendance lists of each day uploaded on Google drive to the folder of the event	Host	
3.2.	Presentations, informational materials uploaded on Google drive to the folder of the event	Host	
3.3.	Video recording of the event has to be uploaded to Youtube channel of the project (link)		
3.4.	Subcontracting bills uploaded to Google drive, folder Subcontracting	Host	
3.5.	Upload of Boarding passes and other travel and stay documents to Google drive	All partners	
3.6.	Filling of the individual travel report, sign it and upload to google drive together with supporting documents.	All partners	
3.7.	Preparation of the news template with collage	KROK	
3.8.	The participants prepare and post the news about the event on the website of their HEI, in social networks following VISIBILITY RULES and provide the links to the form Dissemination (link)	All partners	
3.9.	Quality Manager prepares Evaluation questionnaire, sends to the participants Each participant of the event fills the evaluation form	Quality Manager All partners	1 week after receiving
3.10	The participants organize dissemination activities, develop the documentation or reports or do some other actions, that are required, providing the links, description	All partners	

3.11	Fill/ prepare all other reports upon the request	All partners	
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2.3. Quality of promotional materials

Communication and dissemination activities of the project will adhere to the Dissemination and Sustainability Plan WP6 of the project. All promotional materials will reflect the visual identity of the project and the Erasmus+ Programme.

2.4. Quality of the project websites and other electronic media

INTERADIS website is created <https://interadis.project.wixsite.com/interadis>, it includes general information about the project, - goals, results, brief description, list of project partners. The section Partners includes brief description, logos, link to the website of all HEIs, information and contact details of the project team. The section News includes information on the project meetings. All project newsletters are uploaded to the project website. The website is constantly updated with project news, partners information. The project will maintain all project results, as soon as they are delivered. The project website contains the project logo and logo that mentions the European Union's financial support. Coordinator, owner of WP 6 KROK maintains project website.

The google disc, tool for project communication and project management within project partners, was established. It contains all project information, is used for storage, exchange of project documents. The partners upload their documents, reports, other relevant info, coordinator, co-coordinator upload all project docs, info on the meetings, all other relevant documentation. Coordinator maintains Google disc.

Moreover, all partners are asked to promote INTERADIS project on their websites and other electronic 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 INTERADIS website, # INTERADIS has to be used.

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

2.5. Quality of Project Management

Project Management will be implemented basing on the principles of Project Management Plan, according to the workplan, timeline within the project budget. The Management meetings will be organized every months, they will be combined with quality meetings.

The quality of the project management will be evaluated by General Report, by comparing the achieved qualitative and quantitative indicators. Moreover after PSCM the evaluation of project management implementation will be made by questionnairing of partners.

3. General Project Guidelines

INTERADIS 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:

- Grant Agreement
- Partnership Agreements
- Project Management Plan
- Dissemination and sustainability plan
- Updated Project budget
- Timeline in the form of Ghant chart
- ERASMUS+ - Program Guidelines for the Use of Grants

All required documents and guidelines are available for all partners at the google disc.

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 PSC. Any new version will be communicated to all the partners and takes effect 15 calendar days after this communication.

4. Project Quality Assurance Strategy and Approach

Internal monitoring will be carried out by all partners, basing on previously established documents and instruments for self-evaluation such as they are: LFM, Workplan, budget, PSC meetings, monitoring visits. The google disc will also be used for monitoring of project activities.

The goal of the project assurance strategy refers to all concrete measures that will be taken to guarantee quality project deliverables: comparative study methodologies, survey methodologies, use of evaluation forms for events, authors and editorship, etc.

The general project outcomes will be controlled as well as the outcomes for the individual participants will be supervised. Quantitative and qualitative indicators will be compared with stated in LSM.

The following indicators will be taken into account:

- (i) effectiveness: does the deliverable provide optimal results for the users;
- (ii) efficiency: did the production of the deliverable make the optimum use of resources provided;
- (iii) punctuality: was the deliverable produced according to the timeline;
- (iv) partner involvement: how did each partner perform, based on the self-assessment and the assessment of the wp leader.

HUG will support the project management and WP owners in reviewing objectives, priorities, methodology, and planned activities (planning support function), Advising project implementation and help solve issues (advisory function), Providing tools to foster engagement, commitment and accountability ("catalyst function") and Assessing results/impact/sustainability/visibility (control function).

Activities under Work Package 5 will be implemented as it is stipulated in the project application. Quality control and monitoring is envisaged as a combination of internal and external project evaluation, though it will be organized by Hultgren Nachhaltigkeitsberatung UG (HUG), Partner 13. HUG is not the university, it is the company, that is involved to the project implementation only regarding quality WP and sustainability issues, therefore there is no need for involvement of external quality evaluator, it is not envisaged in the project, moreover that this function will be made by monitoring visits of NEO and feedback from EACA. On the other hand lack of involvement of HUG to the project activities may impact internal quality evaluation and control regarding the mediation program evaluation and partially activities of mediation structure. That is settled by involvement of coordinator, EU experts, WP owners and partners that implement activities to development of additional quality assurance.

HUG performs the function of quality manager - evaluates the effectiveness of the project, i.e. the extent to which it contributes to the stipulated goals.

The quality of the project is presented by quality manager at PSCMs, the results are evaluated by the Project Steering Committee and focuses both on the technical aspects and content aspects of the project.

The consortium takes very seriously the feedbacks on the implementation from the National Erasmus+ Offices in the partner countries, as well as from the EACEA. With respect to the financial management, the project foresees the audit to be conducted by a professional auditor.

5. Types of quality reports

5.1.General quality reports

Quality report on checking of correspondence of project implementation with the planned indicators.

The report included the list of WPs, activities of each WP, indicators as stated in the detailed project description. The partners had to mark the status of implementation of the activities in colours – green – done or nearly done, success 80-100%, yellow – in progress, success 50-79%, orange – started, but done less than 50%, red not yet or just started success 0-20%. The partners also had to indicate when does the plan expect achievement; describe the deviation – how far are we from time schedule, achievement in percent – how far are we from plan and the partners could provide remarks, description, comments.

Template for General Quality Overview

A.) WP activities	B.) Indicators with indication of responsible	C.) Status (color)	D.) to be done up to plan (date)	E.) Deviation	F.) Achievement in percent	G.) Remarks, description, comments
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5.2.Quality reports on the events

The quality report includes questions on general aspects of the meeting, organizational aspects (practical information about the event, structure and content, quality of logistics, rooms, technical support and other arrangements, quality of organizational activities at your HEI before training, the aspects that can be improved); detailed assessment of the activities of the meeting depending on its program, (including the questions like which activity was the most valuable, how will the obtained knowledge and skills used), an other comments. Completing the form should not take more than 3 minutes, as the idea is not to make it too time consuming. The quality questionnaire was prepared for each activity as google form and sent to the e-mails of the participants of the meeting, they fill it, the quality manager prepared the general report, uploads on google drive and commented at PSCM.

5.3. External Monitoring by NEO and EACEA

External monitoring of the project will be performed by National Erasmus Office in Ukraine. 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, National Erasmus Offices 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).

5.4. 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 Coordinator NLBA (*the budget is allocated for it, however audit is not obligatory in this call*).

6. Project Management and Risk Plan

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

The project management and risk plan 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) may 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.

6.1. 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 INTERADIS project, the description of risk has to be provided.

6.2. Risks monitoring procedure

All project partners, e.g. WP leaders are responsible for risk monitoring process of the activities on its WP.

- WP owners identify possible risks/uncertainties in their WP and prepare its description.
- The risks monitoring sheet are communicated to Project coordinator (NLBA).
- Project Coordinator (NLBA) register, analyses and priorities risks/uncertainties and discussed the possible solutions with PSC.
- Project Coordinator (NLBA) plans and implements risk responses.

Steering Committee meetings will be used also to organize a risk brainstorming sessions and find the solutions.

7. Partners' administrative and financial reporting

The main guidelines for the reporting are laid out in the Project Management Plan. There will be six biannual financial reports of the partners and 2 general quality reports. Project Contact persons from each HEI are responsible for project administration and Coordinator together with Cocomordinator will check the supporting documents for financial reporting uploads on google drive 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 PS 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.