

PARTISH

Development of part-time and short cycle studies In higher education in Bosnia and Herzegovina

7.2. Internal project control and monitoring report

Project Acronym:	PARTISH
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Abstract	Project evaluation report is an executive summary of quality assurance throughout the project that includes preventive and corrective measures taken in order to achieve project goals. According to the internal monitoring and quality control, the project management team, if necessary, will take measures to improve the quality of the project realization. Main tasks that will be performed within this activity are: 1. Project key performance indicator evaluation, 2. Project goal success rate evaluation, 3. Partner evaluation through internal interviews. 4. Reporting..
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1. Quality assessment

Internal quality control and monitoring of an Erasmus project refer to the processes and activities implemented by the project team to ensure that the project meets its objectives, maintains high standards, and adheres to the guidelines and requirements set by the Erasmus+ program. These activities involve systematic planning, assessment, and evaluation to track progress, identify potential issues, and make improvements where necessary.

Key Components of Internal Quality Control and Monitoring:

1. Planning and Framework Establishment

- **Quality Plan:** A document outlining the project's quality objectives, procedures, standards, and evaluation methods.
- **Roles and Responsibilities:** Clear assignment of roles for monitoring and ensuring quality among partners and stakeholders.

2. Monitoring Project Activities

- Regularly tracking the implementation of activities to ensure they align with the project timeline and objectives.
- Establishing key performance indicators (KPIs) to measure success (e.g., number of participants, delivery of intellectual outputs, adherence to deadlines).

3. Regular Communication and Reporting

- Conducting regular meetings with project partners to share updates, address issues, and ensure collaborative decision-making.
- Preparing periodic internal reports summarizing progress, challenges, and corrective actions.

4. Stakeholder Involvement

- Engaging participants, partners, and stakeholders in providing feedback on activities and outcomes.
- Ensuring inclusivity and addressing the needs of all stakeholders.

5. Risk Management

- Identifying potential risks (e.g., delays, budget overruns, or conflicts among partners) and implementing mitigation strategies.
- Continuously reviewing risks throughout the project lifecycle.

6. Evaluation and Feedback Loops

- Conducting regular evaluations of project activities and deliverables to assess their quality and effectiveness.
- Using feedback from evaluations to make improvements and adjustments to the project.

7. Compliance with Erasmus+ Guidelines

- Ensuring all activities, outputs, and processes comply with the Erasmus+ framework, including financial and administrative requirements.
- Documenting all processes and maintaining transparency.

8. Internal Audits and Reviews

- Periodic internal reviews to assess whether the project is on track and achieving expected results.
- Conducting audits to ensure financial and operational accountability.

Tools and Methods:

- **Surveys and Questionnaires:** To collect feedback from participants and stakeholders.
- **Progress Reports:** To document milestones and achievements.
- **Gantt Charts:** To visualize timelines and task progress.
- **SWOT Analysis:** To identify strengths, weaknesses, opportunities, and threats.
- **Peer Reviews:** To ensure the quality of intellectual outputs and other deliverables.

Importance:

- Ensures the project's outputs are of high quality and align with its goals.
- Facilitates early detection and resolution of issues.
- Builds trust and credibility with partners and funding agencies.
- Enhances the overall impact and sustainability of the project.

Effective internal quality control and monitoring are critical to the success of an Erasmus project and contribute to its accountability and transparency.

When the PARTISH project is in question, the QA during the lifetime of the project was very important to achieve the set goals. The Plan for project quality control defines roles and responsibilities for all participants, and a clear procedure for QA. The Plan determines and describes quality expectations and quality metrics of project outputs and outcomes and project-related activities, as well as the key aspects and procedures for internal and external monitoring and risk management. The key role in QA belongs to the Quality Committee Team (QCT). QCT consists of one representative per each project partner. The duty of the QCT is to monitor and evaluate the progress of the project and to ensure that all its activities are carried out properly and following QA guidelines, within time and budget constraints. Other responsibilities include: preparation of Plan for quality control, preparation of metrics and indicators for quality control and monitoring, together with WP leaders and Project Coordinator monitor and evaluate the quality of project deliverables and suggest improvement strategies, preparation of internal reports on regular basis, etc.

After the first half of the project the control and monitoring process was performed following the conditions and requirements of the project, especially relying on the experience of EU partners that have successfully implemented PT and SC programs. The quality control and monitoring consists of 3 activities:

- Development of quality and assessment plan.
- Internal project monitoring and control.
- Report on external evaluation.

The quality control started by the first day of the project and was set when all the project partners agreed on the common developed quality and assessment plan. Quality control of the project is done and will be done continuously through a series of evaluation meetings, especially through a series of Local Committee meetings; all organized and linked to other project events, for the reasons of cost-effectiveness, but due to the Covid-19 situation also through a number of on-line meetings which were not planned at the beginning of the project but are merely necessary to follow the progress of activities in the project. All the partners now have the same knowledge about the QA process. All partners work on QA issues and prepare internal quality reports. All open issues or problems are discussed immediately after their occurrence to omit misunderstandings and open the way to successful fulfilment of set milestones. At the end all internal and other reports will be gathered by the SC, which will generate and submit the final quality report.

The WP7 leader Academia developed a Quality Control and Monitoring Manual, at the beginning of the project (<http://partish.lurmk.lv/wp-content/uploads/2022/07/7.1-Plan-for-project-quality-control.pdf>). Although, the quality plan is a “living” document which is being complemented continuously. Manual defines the following: quality of the project implementation, quality of project deliverables, quality of PARTISH events, quality of promotional materials, quality of website, quality feedback by the target groups, project risk management, external monitoring, metrics for project goal conversions and its strategy for succession, hierarchy of project responsibility, communication flows and decision making, PR strategy and communication with external environment, and project processes and partners’ technical and financial reporting.

Finally, the project external evaluation of developed study programs was organized. Two independent external experts were subcontracted in order to evaluate the quality of the developed programs.

2. Quality of delivered results and outputs

Project outcomes of the PARTISH project will contribute to accomplishment goals, such as widening access to HE education, and making HE more relevant and adaptable to the labour market. The project objectives are:

1. To define the legal framework that will support the development and implementation of part-time (PT) studies and short cycle (SCHE) studies in higher education in BH.
2. To develop online and face-to-face (F2F) learning methodologies and technologies for PT and SCHE, suitable for adults and working students (they are found to be the most interested).
3. To set pilot implementations of five PT and SCHE online and face-to-face programs to test project outcomes.

Realization of these objectives will enable PT and SCHE studies to provide opportunities to:

- employed students to upgrade their qualifications or to get new qualifications for better jobs,
- unemployed to get better opportunities to get new qualifications for jobs offered in the labour market, faster with SCHE studies, or without living their home towns, as they will be able to choose needed online PT studies,

- HEIs in BH in terms of an increased capacity in additional area of studies – new programs.

After the end of the project, the most important goals of the project are reached:

1. Legal frameworks were changed in Republika Srpska, Canton of Sarajevo, and Canton of Zenica – Dobo, while changes are still on going in Canton of Tuzla and Canton Herzegovina-Neretva. In those two cantons, legal frameworks were changed at the level of universities, which was suitable for pilot implementation.
Report 2.6 Drafted policies for part-time and short-cycle studies explains in detail:
<https://partish.lurmk.lv/wp-content/uploads/2022/08/2.6-Drafted-policies-for-part-time-and-short-cycle-studies-eng.pdf>
2. Instead of 5, the consortium developed 14 programs at 5 universities in Bosnia and Herzegovina. Those are 4 full online, 3 face-to-face, and 9 hybrid programs. The full list of developed programs is given in the following table.

Table 1. List of developed programs.

Number	University	Title of the SC or PT course	Face to face or online
1	UES	Dental Nurse	Face to face
2	UES	Instrumentation in Surgical Practice	Face to face
3	UNZE	Education in the field of psychotherapy counselling in mental health at FBIH	Hybrid
4	UNZE	Programming of mechatronics systems	Hybrid
5	UNSA	Information technologies	Hybrid
6	UNSA	Business and Information Technology (BIT)	Hybrid
7	UNSA	Software Development	Hybrid
8	UNSA	Information technologies in public governance	Hybrid
9	UNMO	Application of Industrial and Service Robots	Hybrid
10	UNMO	Automation and Control Systems	Hybrid
11	UNTZ	Leadership	Online
12	UNTZ	Adapted physical activity	Online
13	UNTZ	Communication skills and ethics in tourism	Online
14	UNMO	Software Development	Online

All details about the programs are presented at the web page:
<https://partish.lurmk.lv/deliverables/wp5-pilot-implementation-of-f2f-pt-and-sche-programs/>

3. 11 out of 14 developed programs were piloted in the final year of the project. The full list of implanted programs with number of participants and type of programs are given in the flowing table.

Table 2. List of piloted programs.

Number	University	Title of the SC or PT course	Face to face or online	Number of participants	Duration of pilot
1	UES	Dental Nurse	Face to face	10	One semester
2	UES	Instrumentation in Surgical Practice	Face to face	8	One semester
3	UNZE	Education in the field of psychotherapy counselling in mental health at FBIH	Hybrid	21	One semester
4	UNSA	Information technologies	Hybrid	46	One semester
5	UNSA	Business and Information Technology (BIT)	Hybrid	6	One semester
6	UNSA	Software Development	Hybrid	25	One semester
7	UNMO	Application of Industrial and Service Robots	Hybrid	6	One semester
8	UNMO	Automation and Control Systems	Hybrid	5	One semester
Total number of participants F2F/HYBRID				127	
Number	University	Title of the SC or PT course	Face to face or online	Number of participants	Duration of pilot
9	UNTZ	Leadership	Online	46	One semester
10	UNTZ	Adapted physical activity	Online	23	One semester
11	UNMO	Software Development	Online	12	One semester
Total number of participants ONLINE				81	
TOTAL PARTICIPANTS				208	

Reports from F2F pilot implementation are available at the:
<https://partish.lurmk.lv/deliverables/wp5-pilot-implementation-of-f2f-pt-and-sche-programs/>

Reports from online pilot implementation are available at the:
<https://partish.lurmk.lv/deliverables/wp4-pilot-implementation-of-online-pt-and-sche-programs/>

Quality control and monitoring of the project results was a continuous activity during the whole 48 months of the project PARTISH.

Each deliverable was presented during SC meetings, that is why the consortium organized 10 SC meetings. All deliverables are presented in terms of reports, even for installed equipment, and organized events.

The list of deliverables with the exact dates of reporting are given in the following table.

Table 3. List of deliverable on PARTISH project.

Deliverable No.	Title of the deliverable	Deadline
WP1	WP1 Cross-country analysis of the policies, practices, and legal frameworks for PT and SCHE in European countries	TU
1.1	Report on PT and SCHE in Europe	14/05/2021
WP2	WP2 Development of legal frameworks for implementation of PT and SCHE	UES
2.1	Report with survey results	20/10/2021
2.2	Reports on round table discussions	21/10/2021
2.3	Drafted policies	10/01/2022
2.4	Conference report	05/07/2022
2.5	Recommended policies	14/07/2022
2.6	Drafted legal documents for adoption of PT and SCHE	14/09/2022
2.7	Defined accreditation criteria	14/09/2022
WP3	WP3 Strengthening sustainability of PT and SCHE based on eLearning technologies and pedagogical approaches	UNSA
3.1	Specification of needs and requirements for PT and SCHE	14/04/2021
3.2	Report on the existing eLearning methodologies and technologies	14/06/2021
3.3	Specification of adopted eLearning technologies and methodologies	14/09/2021
3.4	Developed authoring tool	14/11/2023
3.5	Developed e-learning platform	14/12/2023
WP4	WP4 Pilot implementation of online PT and SCHE programs	UNMO UNTZ
4.1	Developed curricula and course syllabi	14/03/2023
4.2	Developed eLearning materials	14/12/2023
4.3	Purchased equipment	14/12/2023
4.4	Operational eLearning portal	14/12/2023
4.5	Report on implemented online PT and SCHE programs	14/12/2024
WP5	WP5 Pilot implementation of F2F PT&SCHE studies	UNZE
5.1	Developed curricula and course syllabi	14/09/2023
5.2	Developed teaching and learning material	14/11/2023
5.3	Report on implemented F2F PT&SCHE programs	14/09/2024
WP6	WP6 Dissemination and exploitation of project activities and results	LURMC

6.1	Dissemination and exploitation plan	14/05/2021
6.2	Promotional products	14/08/2024
6.3	Interim and final dissemination and exploitation report	14/01/2024
6.4	Final Conference Proceedings	14/12/2024
WP7	WP7 Quality control and monitoring	ACADEMIA
7.1	Plan for project quality control	14/04/2021
7.2	Internal project control and monitoring report	14/12/2024
7.3	External evaluation report	14/12/2024
WP8	WP8 Project management	UNS
8.1	Interim Report (IR)	14/11/2022
8.2	Final Report (FR)	14/01/2025

Each report contains logo of the project and EU funding, as well as disclaimer.

Each deliverable and report were checked by ACADEMIA and UNS, as leaders of QA WP, for quality approval.

Besides deliverables and reports, the project team established metrics (indicators of progress) that were monitored during the project in order to achieve the impact in the wider region, and to establish the effects that are proposed by the project. The following table present some of the main indicators of the progress that were monitored.

Table 4. Indicators of progress of the PARTISH project.

5 study visits - during 1st, 2nd, and 3rd and 4th year, during preparation WP1, development of e-portal (WP3) and implementation of PT and SCHE programs (WP4 and WP5)
8 created and published reports - reports: 1.1, 2.1, 2.2, 2.4, 3.1, 3.2, 4.5, 5.3.
5 implemented pilot programs - 3 online and 2 F2F - 11 programs implemented
80 students enrolled in pilot programs - 80 students planned – 208 students enrolled
3 developed e-Learning courses - 4 courses developed
Created and published recommendation criteria for PT and SCHE in BiH
Completed policies for PT and SCHE studies
Prepared legal documents needed for acceptance of PT studies in HE in BiH
2 Published specifications - for 3.1, 3.3
Developed authoring tool for course creators
Developed e-Learning platform for online PT and SCHE - 4 platforms
Developed curricula and syllabi for 4 pilot online SCHE and PT programs and their courses
Developed e-Learning courses for 4 pilot SCHE and PT programs
Developed curricula and syllabi for 10 pilot traditional SCHE and PT programmes and their courses
Developed teaching and learning materials for 10 pilot traditional SCHE and PT programmes
Equipment purchased and installed
Monitoring reports on internal quality assessments
Minutes from coordination meetings - 10
Project web site published
Number of events published on media - 18
Number of social media created - 3 planned - Facebook, Instagram, LinkedIn

Interim and Final reports submitted
Dissemination and Exploitation Plan accepted by the SC
Dissemination products developed
Plan for project quality control
External evaluation finished
Final Conference organized - 1 proceedings
6 SC meetings organized – 10 meetings organized
6 LC meetings organized – 6 meetings organized

All deliverables are presented on the official website of the project: <https://partish.lurmk.lv/>

3. Management of the grant and QA

Project management is carried out at the overall (consortium) level and at the local level including only BIH partners. All aspects of project implementation are followed and managed through reporting system. All consortium partners participate in project management.

The process for finalizing the Partnership Agreement was conducted in time with all partners. The process of signing the partnership agreement was organized by the project coordinator. Each partner has received a draft of PA, where all responsibilities of the partner according to the Project Description were added. The partners had an opportunity to communicate these responsibilities before signing PA.

The major decision-making body of the project is Steering Committee (SC), which consists of representatives from program countries and BIH partner organizations. It monitors all project activities, evaluate deliverables, produce detailed reports on implementation and suggests further activities. The Steering Committee coordinates the creation of quality and evaluation strategy, dissemination and exploitation plan, and provides an input into strategic and organizational issues and define the project standards and agree on all project policies that must be formally and explicitly stated. Tasks assigned to consortium partners are becoming contractual obligations. The Steering Committee has met 10 times during the project. The kick off meeting was organized as on-line, during the Covid19 pandemic, the following SC meetings were organized live during study visits and events organized, but also online.

The responsibilities of the SC are to: (1) Review project progress and control the activities; (2) Ensure that the project maintains its relevance; (3) Be aware of relevant activities in other projects; (4) Resolve any technical administrative or contractual issues, which have not been resolved by other means within the project; (5) Be the

overall quality manager of the project. Decisions are taken on a consensual basis. In case of disagreement, the Steering Committee is making the final decision.

The internal communication is conducted by emails, phone, Zoom, Viber, Google pool, etc. For collecting information, a shared folder with predefined structure in Google Drive was organized by the project coordinator. The folder structure consists of project documents, reporting documents, deliverables, study visits, SC and LC meetings, and documents and templates related to visual identity of PARTISH project. Each partner has full access to each folder.

For the internal project communication, a mailing list and Zoom are widely used by all partners. The consortium meetings are conducted in English. English also is used for the mailing lists announcements.

Local Committee (LC) monitors implementation and organization of activities in Bosnia and Herzegovina, and actively participate in dissemination of project results. 6 LC meetings in total are planned during the project realization. A detailed allocation of resources and distribution of tasks within the project is carried out equally between the partners and in accordance with the requirements for the implementation of each working package. All partners are engaged in certain activities of each WP. The issue of the ownership of the project results is discussed at the Consortium meeting and it is defined in the Consortium Agreement.

For all meetings the PC prepared agenda, attendance list, presentation and additional material to ensure the quality of events, as well as coordination with dissemination manager, to make visibility and dissemination appropriate.