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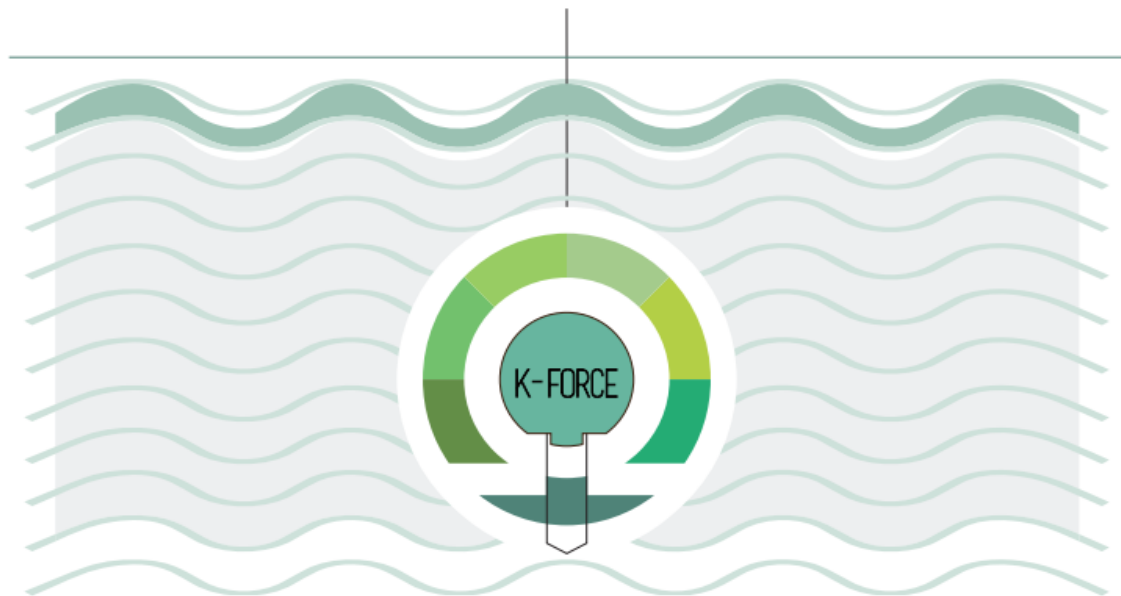


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**Knowledge FOr Resilient soCiEty**



573942-EPP-1-2016-1-RS-EPPKA2-CBHE-JP



**QUALITY ASSURANCE  
AND  
MONITORING MANUAL**



#### PROJECT INFO

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## ABRIVATIONS

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<b>EACEA</b>	<b>Education, Audiovisual and Culture Executive Agency</b>
<b>EU</b>	European Union
<b>HEI</b>	Higher Education Institution
<b>WBC</b>	Western Balkan Countries
<b>K-FORCE</b>	Knowledge FOr Resilient soCiEty
<b>LFM</b>	Logical Framework Matrix
<b>NEO</b>	National Erasmus Office
<b>PST</b>	Project Support Team
<b>QAPT</b>	Quality Assurance Project Team
<b>SC</b>	Steering Committee
<b>WP</b>	Working Package
<b>UNS</b>	University of Novi Sad
<b>UKIM</b>	University Ss. Cyril and Methodius
<b>LU</b>	Lund University
<b>UT</b>	University of Tirana
<b>DTU</b>	Denmark Technical University
<b>AAL</b>	Aalborg University
<b>UNIZA</b>	University of Zilina
<b>EYPS</b>	European Youth Parliament Serbia
<b>DRM&amp;FSE</b>	Disaster Risk Management and Fire Safety Engineering
<b>P1, P2 ....</b>	Partner 1, Partner 2.....
<b>ICT</b>	Information and Communication Technology



## 1. INTRODUCTION

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Work package 7 of the K-FORCE project is 'QUALITY ASSURANCE AND MONITORING'. The aim of this work package is to assure the optimal quality, structure, processes and results of the project. Quality control will include the content of the project, development & implementation methodologies, keeping to the time plan, dissemination, horizontal & vertical coordination of WGs and efficiency of the whole process. It will facilitate a critical overview of the project progress every 6 months, done by the Consortium and/or Steering Committee.

The Quality Assurance Project Team-QAPT is comprised of:

- Chair of the QAPT- University “Ss. Cyril and Methodius in Skopje” (UKIM),
- Co-Chair - Lund University (LU) and
- Steering Committee member - University of Tirana (UT).

The QAPT team will conduct continuous monitoring of the project, but will be supported by all partners (in form of feedback, inputs about developments in their countries and institutions, different reports etc.) in order to steer the project into the right direction.

UKIM is responsible for preparing the draft of the Quality Assurance and Monitoring Manual which formalizes the approach that will be followed by the partners of the project in order to ensure the highest possible quality of the project activities, outputs and outcomes and project management. The draft version will be reviewed by the QAPT team. The feedback from WP leaders and from all project partners will help in finalizing the manual which will be approved by the Steering Committee and adopted by the Consortium. The electronic version of the Manual will be made available on the public website of the project. During the project implementation UKIM will also monitor the implementation and acceptance of the quality procedures.

The manual defines procedures for:

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

The manual will define also the quality expectations regarding the project deliverables:

- Reports, documents, teaching materials and glossary;
- Events, workshops and meetings;
- procedures for internal and external monitoring.



## 2. OBJECTIVES AND TASKS OF QUALITY ASSURENCE AND MONITORING

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This Chapter defines the objectives and tasks of the quality assurance and monitoring and expectations of the consortium regarding the project as a whole, its deliverables, i.e. the documents, written materials, multilingual disaster-related glossary, workshops, organization of meetings and other activities, as well as the project management.

### 2.1 GENERAL ABOUT QUALITY ASSESSMENT

The quality assessment and assurance in general comprises four phases that should lead to realization of the project's objectives with highly contested achievements. The first phase involves development of methods for quality definition; the second refers to development of methods for quality assessment, the third involves assessment of the outcome and the fourth includes resolving the incurred problems and rectification of the project results. The project management activities will be focused on the above mentioned phases. The methods for quality definition use many tools that form the basis of the key quality assurance principles. The methods for quality definition, quality assessment and quality assurance serve to prevent problems from occurring, detect and correct the occurred problems, and encourage the use of higher standards. The intention is to remove poor practitioners and providers, improve the average level of practice, reward excellence, or use some combination of those goals.

The quality assessment activities require internal and external monitoring of the results and revision on the timely submitted partners' technical and financial reports.

The project management should be qualified to respond to the assigned task. It should act in transparent and flexible manner. It should also require a sufficient strict discipline to ensure timely implementation of the project activities.

Quality assurance and quality control are sometimes confused with each other. However, it is necessary to distinguish between quality assurance and quality control. One of the key quality assurance principles that differentiate quality assurance from quality control is that quality assurance is performed during the project to help make sure the product meets the quality standards. In other words, the Project Quality Management Plan should involve the quality assurance process and performance of audits. Quality control, on the other hand, evaluates whether the resulting product produced by the project meets the quality standards. Quality control activities are performed after a product has been created to determine if it meets the quality requirements. The results of the quality control process are used by the quality assurance process to determine if any changes are needed to the quality assurance process.

Quality assurance and monitoring on the project level will be performed by the Project Management Team, whose quality reports on WGs, WB Board and Steering Committee will be submitted to the Consortium meetings.



Quality control will include the content of the project, development & implementation methodologies, keeping to the time plan, dissemination, horizontal & vertical coordination of WGs and efficiency of the whole process. The main tasks of the QAPT are to:

- Develop Quality Assurance (QA) mechanisms and agree on the procedures;
- Create the agreed QA procedures;
- Create questionnaire templates for reviewing different types of activities, distribute them and analyze them;
- Conduct peer review of new learning material, by EU partners;
- External review of the multilingual disaster-related glossary;
- External QA audit report.

## 2.2 QUALITY OF THE PROJECT IMPLEMENTATION

The overall broader objective to which K-FORCE project will contribute is to build a sustainable educational foundation in DRM&FSE field in WBCs and ensure national professional resources and regional capacity for resilient society. In the three years of K-FORCE project period, four curricula will be modernized or developed and implemented at WBC partner HEIs:

- Disaster Risk Management and Fire Safety Engineering academic master/module programme (P1, P3, P4, P6);
- Disaster Risk Management and Fire Safety Engineering academic doctoral programme at P1;
- Protection Engineering vocational master programme at P2;
- Economic and Financial Resilience vocational master module at P5.

The specific objectives of the project are:

1. To improve the current provision in DRM&FSE education and training, by developing/modernizing programmes for current and future WBC workforce.
2. To establish a continuous offer of LLL courses for professionals.
3. To develop teaching materials for students
4. To adopt the teaching materials to the needs of the members of non-academic WBPARTNERS (P13-P16) and to other interested companies and entities.
5. To establish an interactive ICT-based platform, access to which will be fully open to the public. Utilization of this platform will enhance the learning of both students and employees.
6. To develop a glossary specialized for DRM&FSE.
7. To set up DRRM&FSE network and to involve academic staff and professionals from a wide range of interested stakeholders.





The partners agree that overall objective shall always be in the forefront of all decisions to be taken. The partners therefore might decide to priorities certain activities over others which have a higher impact in relation to the achievement of the objectives.

The quality control will facilitate a critical overview of the project progress every 6 months, done by the Consortium and/or Steering Committee. This overview will suggest possible changes to the originally planned timescale, in order to plan efficient implementation of activities in the following period. The aim is to fulfill the project objectives in the best possible way.

WG Chairs will consolidate the above progress reports and produce summary reports to the Project Coordinator on 3-month basis. The results of these activities will be agreed upon, compiled and published in final WG report.

WG7 activities will be focused on quality control, as follows:

- To produce appropriate reports on the quality reviewing process regarding the completed activities;
- To publish and post the written quality reports on the project website in order to ensure visibility and dissemination towards all K-FORCE bodies and all involved staff of the K-FORCE partners;
- To meet in full attendance twice a year: at the Consortium meeting and between Consortium meetings;
- WG7 key people will conduct partial control during any visit/meeting/teaching assignment at the WBC partners;
- Between these full or reduced meetings, WG7 members will communicate via Slack, e-mail, Skype, etc.
- To consolidate the above progress reports and produce summary reports to the Project Coordinator.

## **2.3 QUALITY OF PROJECT DELIVERABLES**

The deliverables of the project may be classified into deliverables such as reports, publications, manuals, methodology, plans, printed and electronically available learning materials, as well as in the form of organized events (trainings, conference, seminar, info days, 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.



### 2.3.1 Quality of document based deliverables

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

- Annex A – Checklist for review of deliverable
- Annex B – Word document template (reports, publications, agendas, learning materials)
- Annex C – Power point presentation template
- Annex D – Attendance sheet template
- Annex E – Participants feedback form
- Annex F – Event report template
- Annex G – Risk monitoring sheet

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

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

### 2.3.2 Quality of K-FORCE events

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

The meeting organizers ensure smooth registration processes (including list of attendees – Annex D) and the implementation of the meetings respecting appropriate time for event sessions and breaks as well as the availability of all necessary materials (e.g. training and promotional material). The organizers will also ensure the recording of minutes of the meetings in a concise style including a list of action points.

Where appropriate (e.g. for trainings, seminars) also feedback forms will be distributed among participants (Annex E) and event reports related to feedback forms will be prepared by organizers (Annex F). Power point presentation should be prepared using appropriate template (Annex C). Each event will be documented by various materials as described in the Table 1.

WG7 key people will conduct partial control during any visit/meeting/teaching assignment at WBC partners. At the base level, majority of project activities and events shall be evaluated by suitable



questionnaires. In some cases, there is a need to listen to both sides and there will be a few questionnaires:

- Lecturer will be evaluated by both, students and local teaching staff.
- In same time the competency of the attendees and the home organization will be evaluated by the host institution.

**Table 1. Documentation of K-FORCE events**

Type of event	Materials	Available at	
		K-FORCE web-page	K-FORCE platform
<b>Info-days, workshops and seminars</b>	Agenda	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	List of participants*	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Report	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Gallery	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Presentations**	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	All presentations	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Kick-off, SC meetings and Final Conference</b>	Agenda	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	List of participants*	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Minutes	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Gallery	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Presentations	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Trainings</b>	List of trainees*	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Training materials	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Report	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Gallery	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

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

\*\* Upon the approval of the presenter

The Questionnaire for survey of professionals and students will be prepared by P8/P7/P10/P11 (DTU/AAL/UNIZA/UKIM).

Partners P1-P6 and P13-P16 in joint efforts will fulfil the questionnaires. Partners P7-P11 will do revision of the questionnaires. Partner P11 will coordinate research and development of the



questionnaires and execute aggregation of results in the final report in English. Partner P12, due to the position in the region and common history with Project Application partners, will participate in the aggregation of the findings with P11. The results of the research will be promoted on dissemination events within WP8.

The questionnaire on Youth Safety Culture survey will be prepared by P14-EYPS.

### **2.3.3 Quality of printed materials**

The most important print materials for project promotion are flyers, poster, roll up, folder, notebook, which are designed for the use of dissemination during project events (partners meetings, study visits, consortium meetings, and symposia). Several small brochures and three-page fliers, designed to promote newly developed programs and teaching and training activities of the project, will be printed and distributed to potential students and DRM&FSE companies management.

The aim of publications and promo materials is to make content available to the general public and end-users and to provide information on project- the background, objectives and description of work and expected results.

The project coordinator (UNS) is responsible for design of all promotional material. The draft version will be sent to all partners for comments and suggestions, before printing, publishing and distribution. The materials will be disseminated by all project partners at events which are relevant to reach the project's target group.

Within the work package WP3, Project Application partners will develop/prepare learning material and glossary that will be reviewed and corrected by partners P7-P11 in order to raise its quality to a higher level.

As the subject of the project is the implementation of Master, PhD programs and LLL courses, for which it is planned to be implemented both in the language of the PA partners and in English language, all materials will be in EN and then translated by external experts in cooperation with P1-P6 into SR, AL and B&H. Materials will be reviewed and returned to WBC partners in electronic form.

Within the work package WP6, K-FORCE partners will develop/prepare Glossary. P11 will sub-contract an external reviewer, to carry out an external review of the Glossary.

### **2.3.4 Quality of website and other electronic tools**

As a central point for dissemination purposes, University of Novi Sad, has created the project website available under <http://www.kforce.uns.ac.rs/> since September 2016. It contains all relevant information regarding the project, its objectives, expected results, news, upcoming relevant events and project partners.

The maintenance activities include adding of the electronic publications of the project that are intended for general public and for dissemination of the project. The site also offers a private area in which the consortium members can access all documents necessary for the management of the project. The website is being continuously updated.



Apart from dissemination purposes, the project website will also be used for project management, through its special area “Administration”. The structure reflects its double purpose nature and is split in two sections, a private one and a public one. The main parts of the KFORCE Website are summarized here:

Public area (sub-categories):

- HOME
- ABOUT PROJECT (Project Rational, Objectives, Project Management, LMF, Work plan, K-Force visual identity)
- CONSORTIUM MEMBERS (Lead partner, Member from Programme Countries, Members from partner Countries, Associated Members)
- PROJECT RESULTS
- EVENTS
- GALLERY
- CONTACT
- PUBLICATIONS
- E-LIBRARY

Private area:

- ADMINISTRATION

UNS will be responsible for setting up and maintaining the K-FORCE web-site with all information and materials received from project partners. Moreover, all partners are asked to promote K-FORCE project on their websites and other electronic tools (such as: Facebook, Twitter and LinkedIn profiles/groups, newsletters, etc.) by providing short description of the project, logo and link to K-FORCE website. Following the project’s web dissemination strategy, news about K-FORCE project will be published in different languages EN, SR, AL, BiH.

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

All partners will regularly provide information for dissemination on website. Web site will be linked to all partners’ web sites and other interested stakeholders and social networks.

### **2.3.4.1 K-FORCE E-Library**

K-FORCE will support the production and adoption of Open Educational Resources in diverse European languages. For this purpose both a Glossary of DRM&FSE key words and terms and the K-FORCE On-line Library will be developed. In addition, Educational ICT based laboratories will be created in WBC HEIs with interoperability capabilities and K-FORCE On-line library will be providing



international and regional case-study and research publications. These measures will insure common regional problem approach and knowledge compatibility also in accordance to contemporary trends in field of DRM&FSE. Public will have an open access to K-FORCE Web portal and K-FORCE On-line library where they will find guidebooks, glossary, curriculum, guides, textbooks, conference proceedings and other. This will be not only a mean of dissemination, but also will provide virtual mobility of teachers, students and trainees in the region and availability of materials.

## **2.4 QUALITY OF PROJECT MANAGEMENT**

All project partners actively participate in all activities, but their role and workload in specific Work Packages (WPs) differ. The expertise and capacity of every partner is matched with their contribution to the project outcomes, including the distribution of management tasks. Western Balkans (WB) HEI partners have more work and will lead the implementation WPs, dissemination and overall management. EU HEIs will lead the preparation WPs, WP7 (Quality) and Steering Committee. These leaderships will be done via Chairs of Work Groups (WGs), underpinned by WG Co-Chairs and Steering Committee members assigned to monitor each WG. Non-HEI partners and associated partners will have significant role in managing tasks providing advice and guidance to WGs, according to their specific expertise.

### **2.4.1 Management layers**

K-FORCE Consortium, consisting of the contact persons of all partners, provides strategic project management and monitors the overall progress. On the Kick-off meeting, it will adopt the document on management procedures, with an emphasis on modifications of task distribution and conflict resolution.

The Consortium will form the 11-strong Steering Committee, led by P8 with members from HEIs. WB K-FORCE Board, a sub-body of K-FORCE Consortium, will be formed from contact persons of partners from WB countries – Serbia, Bosnia & Herzegovina, Albania and FYROM. The WB Board will primarily deal with harmonization of curricula in light of national needs and peculiarities in accreditation process. It will also perform operative decision-making on issues not so relevant to PR partners. WB K-FORCE Board will meet in person every six months or more frequently if needed.

As WPs consist of several activities, WG Chairs and Co-Chairs will appoint an Activity Leader for each activity. Each partner will regularly prepare a WG and/or activity progress report regarding work done on the WP/activity to its WG Chair and/or Activity Leader. WG Chairs will consolidate the above progress reports and produce summary reports to the Project Coordinator on 3-month basis. In case of delays, WG Chairs will alert the Coordinator and seek guidance on the best course of action. In case of serious problems, they will inform the WB Board or the K-FORCE Consortium. Finally, P1 will form the Project Management Team (PMT), which will include management, legal, administrative, financial and technical staff, from both University and Faculty structures. PMT will provide continuous project management.



## 2.5. AMENDMENTS TO THE MANUAL

The process of altering or amending the Manual should be initiated by the detected problems during the self-evaluation and the evaluation of the achieved project results. The correction procedure in the Manual should be justified by the event organizers and Activity Leaders to the WG Chairs and then to WG7. The final decision for the Manual amendment should be given by the project's Steering Committee (SC). Detected project defects caused by some problems will be noted along the way and rectified for future events/activities. Any new version is communicated to all the partners and takes effect 15 calendar days after such notification.

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## 3. INTERNAL MONITORING

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Internal monitoring serves as an effective method for quality definition. It will be carried out by all partners and comprises a wide evaluation of the following:

- self-evaluation by using the LFM;
- work plan evaluation;
- budget and cash flow tables evaluation;
- monitoring visits of the QAPT;
- questionnaires for survey of target groups (e.g., participants in the dissemination and training events);
- SC meetings.

### 3.1 LEVELS OF INTERNAL MONITORING QUALITY CONTROL

The internal monitoring control mechanism should be based on four levels of control. Concerning, first of all, the Deliverable authors, Task and WP-leaders then the Deliverable reviewers as a second level of control, the subsequent third level of control by the project Coordinator and the last fourth level of the Steering Committee control and the final report approval. Additionally, internal quality control is also required by the partners, i.e., the contact persons will always check the output of his/her project team before sending documents for review or before uploading them on the K-FORCE.

- Deliverable authors, task and WP leaders

The task leader of some executive team and associated partners involved in the activity along with the corresponding WP leader have a joint responsibility and shall guarantee the quality and timeliness of the deliverables. The deliverables should be in accordance with the prescribed Application Form and action plan (modified and agreed by the SC on a six-month basis). Their task is to present a “final draft deliverable” to the QAPT (i.e., the deliverable reviewers).

- Deliverable reviewers (QAPT Team)



The QAPT team should consist of at least two assigned reviewers, who are not authors of the deliverable. Within 10 working days, the QAPT Team should prepare a review report with comments in accordance with the template for the quality assurance check list (Annex A). The deliverable authors have 10 more working days to conform to the reviewer comments to prepare a corrected draft delivery and to send their written objections. In this case, the reviewers will have another 10 days to send back their final comments.

- Coordinator level

The 3rd level control of the deliverables will be activated in case of profound disagreement between reviewers and task leaders whereat a draft deliverable could not ensure the QAPT Team justification. The 3rd level control is carried out by the Project Coordinator, who should undertake the necessary

actions to intensify the solution involving the whole consortium in overcoming of the arisen problem. The coordinator has the final words and all rights in the process of resolving the arisen disagreement.

A draft deliverable that has passed the 2nd level of control should be also subjected to check by the Coordinator. This should result in final comments. After the acceptance, it should be forwarded to the Steering Committee for formal approval (if required).

- Steering Committee level and final approval

The Steering Committee as the highest level of control has a role of a decision maker and responsible body for approval of the deliverables. In case when the deliverable has passed the 2nd and 3rd level of control without profound disagreements which results in absence of required major modifications and alterations of the deliverable, then it can be included in the project reports regardless the pending status of the formal approval.

## **3.2 QUALITY RESPONSIBILITIES**

The Task Leader, who is the main author of the deliverable and all the associated co-authors involved in the activity, the WP Leader, the Quality Assurance Project Team (QAPT), the Project Coordinator and the Steering Committee carry out different roles and have corresponding responsibilities.

### **3.2.1 Task Leader**

- Is responsible for organization and coordination of the tasks related to the development of the deliverable(s);
- Is responsible for assigning parts of the work to other partners involved in the activity, coordinating the work of other partners, providing guidance when necessary and aligning their contributions in the deliverable;
- Is responsible to issue the deliverable in accordance with the required template;
- Is responsible for the submission of the draft deliverable to the WP leader (1st level control);





- Is responsible for giving reports to the WP Leader for any problems occurring during the implementation of the activity;
- Is responsible for effective cooperation 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);
- Is responsible for submission of the draft deliverable to the QAPT (2nd level control) and the coordinator (3rd level control);
- Is responsible for implementing the suggestions of the QAPT team, assigning certain amendments as appropriate;
- Is responsible for timely sending the amended draft deliverable.

### **3.2.2 Other partners involved in the activity, co-authors**

- Are responsible to follow the instructions of the Task Leader related to the production of their assign task in the deliverable;
- Make sure that their written contributions comply with the Word Document Template;
- Are responsible for providing to the Task Leader all the complementary information regarding their work (i.e., references, bibliography, methodologies used, contact details of people interviewed etc.);
- Are responsible to implement amendments to their contribution as a result of the amendments requested by the QAPT team, after consulting the Task Leader.

### **3.2.3 WP Leader**

- Is responsible for timely delivery of all information about the WP progress;
- Is responsible for delivering of any cross-WP inputs and outputs as foreseen by the project description;
- Is responsible for all activities to be timely exerted as prescribed in the Action Plan;
- Is responsible for coordinating the Work Package and ensuring that all the activities are contributing to the WP's objectives;
- Is responsible to cooperate with the Task Leaders and the coordinator;
- Is responsible for sending alerts on time to remind about submission deadlines;
- Is responsible for sending alerts when the procedures are not correctly followed;
- Is responsible to yield development of the relevant deliverables by giving constructive suggestions to the Task Leaders of the WP;
- Is responsible to provide the Task Leaders with comments and suggestions on the draft deliverables (1st level control);



- Is responsible to cooperate with the Task Leaders in ensuring the implementation of the suggestions of the QAPT team and Project Coordinator (2nd and 3rd level control);
- Is responsible to verify the satisfactory implementation of the recommendations.

### 3.2.4 Quality Assurance Project Team (QAPT)

The *Quality Assurance Project Team* is coordinated by the QAPT Coordinator, as agreed by the Steering Committee at the Kick-off meeting, and their responsibilities are the following:

- Is responsible for the Quality Assurance exercise of deliverables;
- Is responsible to receive each draft deliverable from the Task Leader and to provide feedback using the Checklist for review of deliverables (Annex A);
- Is responsible to supply the Task Leader and the Coordinator with the Checklist for review of deliverables;
- Is responsible to verify the satisfactory implementation of the recommendations included in the Checklist for review of deliverables, in co-operation with the WP Leader;
- Is responsible to ensure improvement of the quality level of the project's deliverables by appropriate cooperation with the Project Coordinator.

### 3.2.5 Project Coordinator

The Project coordinator is responsible to make a link between the QAPT and the Task Leaders and has the following responsibilities:

- Is responsible to ensure the effective resolving of all disputable matters arisen in the process of quality control;
- Is responsible to provide final comments to the Task Leaders and WP Leaders (3rd level control);
- Is responsible to cooperate with the WP Leaders and ensure conformity of all WPs;
- Is responsible for delivering of any cross-WP inputs and outputs as foreseen by the WP description;
- Is responsible to inform the QAPT, the WP Leaders and the Task Leaders about any changes in the Partnership Agreement and the related WorkPlan or any implicit changes in the implementation of the project that may affect the timing or the content of the relevant deliverables;
- Is responsible to officially submit all approved deliverables after their approval at the 4th level control.

### 3.2.6 Steering Committee (SC)

The steering committee officially approves and finally accepts the deliverables under full responsibility.



### **3.3. QUALITY FEEDBACK BY THE TARGET GROUPS**

The impact assessment of the project activities and satisfaction from the project achievements by the project target groups will be investigated and controlled by numerous visits, interviews, questionnaires and consultation with the stakeholders, beneficiaries and final users. It will be performed by statistical evaluation of the acquired variety of information.

Therefore, a feedback template for different meetings/events has been developed (Annex E) in accordance with the specific needs and maintaining the main template items.

Additionally, a specific event report template (Annex F) has to be developed and filled by project partners (organizers) for all K-FORCE events (workshops, info days, trainings, etc. – except SC meetings). The report will include summary review of statistical data with graphical presentations collected by participants about their satisfaction.

### **3.4. PROJECT RISK MANAGEMENT**

Risk management, as part of the internal quality management, is the process of identifying, assessing and controlling threats to the successful realization of the project goal caused by the variety of sources involved in the project activities. Therefore, it is necessary to make a projection of the possible risk. Within the K-FORCE project, these threats, or risks, could stem from the following uncertainties:

- the financial risks (overspending and under spending);
- timing (postponing of activities / deliverables);
- performance risks (project management);
- sustainability of the project results.

The identification and assessment of the manifested risks is a joint responsibility of all project partners and it should be submitted and reported to the Project Coordinator and the Steering Committee. The main assessment should be carried out and reviewed during the Steering Committee meetings. The developed risk management strategies at the meetings should alleviate the risk by undertaking some required corrective actions and adaptations of the WorkPlan based on a sound risk brainstorming process. 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, external reviewers (representatives of NEO and EACEA) will be involved in the risk management. During their monitoring visits, they should assess the risk of project failure to meet



the goals and the risk of non-utilization of the allocated funds in accordance with the planned project budget.

There are several possible risks concerning proper allocation of resources to the project by individual project partners:

- delay of the project implementation as defined in the project work plan;
- rushed implementation of the work plan with low quality;
- under spending during the project implementation,
- delay of a timely invoice submissions of relevant expenditures and their validation.

In order to avoid the occurrence of the above risk, all the project partners have to ensure correct allocation of the needed human and financial resources.

### **3.4.1 Practical approach to risk identification**

The first step in project risk management is to identify, as early as possible, the risks that are present in a project in order to deal with them undertaking the most effective actions for correction and/or prevention of newly appeared risks. In order to identify and monitor the risks within the K-FORCE project, a risk monitoring sheet has been developed including the information on corrective and/or preventive actions (Annex G).

### **3.4.2 Risks / Uncertainties monitoring procedure**

- WP leaders (or Task leaders) identify possible risks/uncertainties in their WP and fill in the template (Annex G).
- The risk monitoring sheet (Annex G) is communicated to the QAPT Team, WP7 Leader (UKIM) and Project coordinator (UNS);
- The QAPT Team, WP7 Leader (UKIM) and Project Coordinator (UNS) register, analyse and prioritise the risks/uncertainties;
- The QAPT Team, WP7 Leader (UKIM) and Project Coordinator (UNS) plan and implement the risk responses.

The risk brainstorming sessions should be organized within the Steering Committee meetings. The risk brainstorming conclusions should be in conformity with the Annex G template. After each Steering Committee meeting, the prepared Annex G template should be updated by the QAPT Team.



---

#### 4. EXTERNAL MONITORING

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

The external monitoring comprises three types of monitoring, based on the deliverable achievement:

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

The external monitoring will be performed by the National Erasmus Office (NEO) and EACEA. Considering all aspects and findings within the course of the three subsequent types of monitoring, the NEO should send a report to EACEA.

Additionally, UKIM will sub-contract 2 external experts, to carry out:

- Quality Assurance audit
- Peer-review of the Glossary.

---

#### 5. PARTNERS' TECHNICAL AND FINANCIAL REPORTING

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All partners in the program should abide by the Manual for Contractual and Financial Management and the Partnership Agreement. According to the Partnership Agreement and Manual for Contractual and Financial Management, six biannual financial reports of the partners and two technical reports are required.

Twice a year, the PST team and the Coordinator should make a check of the hard copies of the financial reporting documents. The required review should be made on the basis of the 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 the budget categories are eligible and justified;
- Financial biannual reports must be signed in original by the appointed contact person of the partner institution;



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

In case the Biannual Report is not complete or justified, the PST team should make recommendations for the solution of the occurred financial problem and rectification of the Biannual Report. After the approval of the Biannual Report by the Coordinator, it should be transferred to the partner institution.

An external audit report on the action's financial statement and underlying accounts will be sent with the final report.



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ANNEX



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ANNEX A

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## Checklist for review of deliverables





Author(s) responsible for the Deliverable: \_\_\_\_\_

WP leader: \_\_\_\_\_

Assurance point	Issues to addressed	Assessment	Comments	Recommendations
1. Compliance with the objectives of K-FORCE	Does the deliverable comply with the overall objectives of the project?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
2. Compliance with the specific objectives of the work package	Does the deliverable comply with the WP Objectives as specified in the WP description?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
3. Correspondence with the description of work of the relevant activity	Does the deliverable correspond with the activity description as specified in the Application form?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
4. Compliance with the deliverables format	Is the deliverable presented using the Projects deliverable format-Annex B?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
5. Adequacy of complementary information	Examples of complementary info: <ul style="list-style-type: none"> <li>• External sources used</li> <li>• Bibliography</li> <li>• List of contacts</li> <li>• Methodology (i. e. for surveys)</li> </ul>	Yes <input type="checkbox"/> No <input type="checkbox"/>		
6. Adequacy of written language	Level of written English	Excellent <input type="checkbox"/> Adequate <input type="checkbox"/>		
Overall assessment and suggestion for improvement				
Date of Quality assurance performed by QAPT reviewers:				
Deadline for submission of amended version of the Deliverable				



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ANNEX B

## Word document template



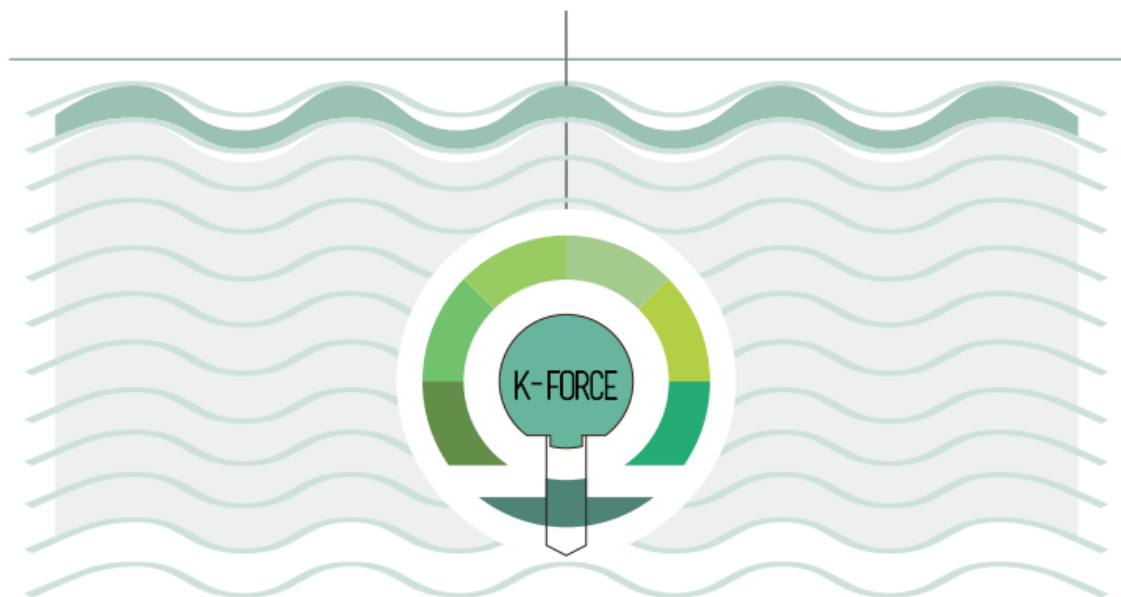
FIRST PAGE



**Knowledge FOR Resilient soCiEty**



573942-EPP-1-2016-1-RS-EPPKA2-CBHE-JP



**TITLE OF DELIVERABLE**



### PROJECT INFO

<b>Project Acronym:</b>	<b>K-FORCE</b>
<b>Project full title:</b>	Knowledge FOr Resilient soCiEty
<b>Project No:</b>	573942-EPP-1-2016-1-RS-EPPKA2-CBHE-JP
<b>Funding Scheme:</b>	ERASMUS+
<b>Coordinator:</b>	University of Novi Sad
<b>Project start date:</b>	October 15, 2016
<b>Project duration:</b>	36 months

### DOCUMENT CONTROL SHEET

<b>Ref. No and Title of Activity</b>	<b>Ref. No from WP</b>
<b>Title of Deliverable:</b>	<b>Title of document</b>
<b>Institution:</b>	?
<b>Author/s of the deliverable</b>	?
<b>Status of the document:</b>	Draft/Final
<b>Dissemination Level</b>	Public/Internal

### VERSIONING AND CONTRIBUTION HISTORY

<b>Version</b>	<b>Date</b>	<b>Revision Description</b>	<b>Partner responsible</b>
<b>v.01</b>	Day/Month/Year	First draft version	Org. abbrev. (Name 1, Name 2...)
<b>v.02</b>			



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## LIST OF ABRIVATIONS

EACEA	<b>Education, Audiovisual and Culture Executive Agency</b>
EU	European Union
HEI	Higher Education Institution
WBC	Western Balkan Countries
K-FORCE	Knowledge FOr Resilient soCiEty
LFM	Logical Framework Matrix
NEO	National Erasmus Office
PST	Project Support Team
QAPT	Quality Assurance Project Team
SC	Steering Committee
WP	Working Package
P1, P2 ....	Partner 1, Partner 2.....
ICT	Information and Communication Technology

## REFERENCES

## ANNEXES



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ANNEX C

## PowerPoint presentations template



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Date:  
Place:



# Knowledge FOR Resilient soCiEty

KICK-OFF MEETING

**PRESENTATION TITLE**

*Name of the institution*

*Name of the presenter*

*Logo of the  
institution*



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ANNEX D

# Attendance Sheet Template



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**Knowledge FOR Resilient soCiEty**



**KICK-OFF MEETING**

**Attendance list  
K-FORCE**

**Event:**  
**Place/Room:**  
**Date:**

No.	Name and Surname	Institution	Email	Signature
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				
16.				
17.				



18.				
-----	--	--	--	--



---

ANNEX E

## Participant feedback form



# Knowledge FOR Resilient soCiEty

## KICK-OFF MEETING



### EVENT EVALUATION

Event:  
Date:  
Location:

*Dear Participant,*

*Thank you for attending this event. In our effort to improve the organisation and the impact of these events we invite you to complete the following questionnaire.*

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

Please circle the appropriate number right from every statement, so that it depicts your agreement with that statement, where:

- 1 means – I disagree strongly;
- 3 means – I neither agree or disagree
- 5 means – I agree strongly

EVENT CONTENT					
The content of the event is relevant to the topic.	1	2	3	4	5
The discussions were relevant for the participants.	1	2	3	4	5
The materials distributed are useful and informative.	1	2	3	4	5
The event was interactive and interesting.	1	2	3	4	5
The event activities provided me substantial amount of practical information and answers.	1	2	3	4	5
The goal of the event has been achieved.	1	2	3	4	5
ORGANIZATION					
The overall organisation was professional.	1	2	3	4	5
The style and level of communication between organisers and participants was professional.	1	2	3	4	5
The methods of working were suitable for the topics and for the participants.	1	2	3	4	5
The event time management and length were appropriate.	1	2	3	4	5
The venue and facilities	1	2	3	4	5
EVENT RESULTS					
My expectations about this event were met or exceeded.	1	2	3	4	5



I enjoyed the cooperation and interaction with the other participants.	1	2	3	4	5
This event covered to a very high extent the topics I have expected.	1	2	3	4	5

EVENT GENERAL ASSESSMENT					
How would you generally mark this event?					
1	2	3	4	5	
very bad			excellent		
The information I got will be of immediate use to me.					
	1	2	3	4	5

**STRENGTHS AND LIMITATIONS OF THE EVENT**

---

A. Please illustrate any strengths of the event and contributions or activities you enjoyed:

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_

B. Please indicate how you think the event could have been improved:

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_
- e. \_\_\_\_\_

C. Any further comments?

- a. \_\_\_\_\_
- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_

**WE THANK YOU FOR YOUR COOPERATION**



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ANNEX F

---

## Event report template



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

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



Here you can include the information such:

Presentation of K-FORCE at the event?

What was the subject of your presentation?

Were you invited to present K-FORCE or you have registered for the event by yourself?

Were K-FORCE promotional materials presented at this conference/event/meeting etc.

K-FORCE Stand?

Etc.

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





## PROBLEMS ENCOUNTERED DURING THE EVENT PREPARATION PHASE

---

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

- 1)
- 2)

## EVENT ROLLOUT

---

Some general information (to be filled by organizers)

Final Event Agenda + Participant list

Please attach the final event agenda and the list of participants

Event Implementation – Commentary by Organizing Partners

WP-leader

*Please add your comments, if any*

Task leader

*Please add your comments, if any*



## EVENT EVALUATION BY PARTICIPANTS

### SUMMARY OF THE PARTICIPANT FEEDBACK FORM

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

EVENT CONTENT	I disagree strongly	I disagree	I neither agree or disagree	I agree	I agree strongly
The content of the event is relevant to the topic.					
The discussions were relevant for the participants.					
The materials distributed are useful and informative.					
The event was interactive and interesting.					
The event activities provided me substantial amount of practical information and answers.					
The goal of the event has been achieved.					

ORGANISATION	I disagree strongly	I disagree	I neither agree or disagree	I agree	I agree strongly
The overall organisation was professional.					
The style and level of communication between organisers and participants was professional.					
The methods of working were suitable for the topics and for the participants.					
The event time management and length were appropriate.					
The venue and facilities					
The overall organisation was professional.					
The style and level of communication between organisers and participants was professional.					



EVENT RESULTS	I disagree strongly	I disagree	I neither agree or disagree	I agree	I agree strongly
My expectations about this event were met or exceeded.					
I enjoyed the cooperation and interaction with the other participants.					
This event covered to a very high extent the topics I have expected.					
The information I got will be of immediate use to me.					
My expectations about this event were met or exceeded.					

EVENT GENERAL ASSESSMENT				
1	2	3	4	5
very bad				excellent

STRENGTHS AND LIMITATIONS OF THE EVENT: PLEASE INCLUDE COMMENTS RECEIVED	
Strengths of the event and contributions or activities enjoyed by participants:	<ul style="list-style-type: none"> <li>• XX</li> <li>• XX</li> </ul>
Suggestions for the improvement:	<ul style="list-style-type: none"> <li>• XX</li> <li>• XX</li> </ul>
Any further comments	<ul style="list-style-type: none"> <li>• XX</li> <li>• XX</li> </ul>

### LESSONS LEARNED

(Please fill in using bulleted text)

- A
- B
- C

### ADDITIONAL COMMENTS

(May be filled by any of the organizing partners)

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



---

ANNEX G

## Risks monitoring sheet



The Risks Monitoring sheet in K-FORCE should also be updated after each Steering Committee Meeting organized (Risk brainstorming)

(Note: One sheet including all Risks identified by partners or during the brainstorming)

Risk Title: (put here only a few key words)		
Description of Risk	Probability: (low, medium, high)  Impact: (low, medium, high)	Remarks if needed
Preventive Action	Describe here what has to be taken into consideration to avoid that a risk occurs, what risks can remain and what resources will be needed if action will be started	Remarks if needed
Corrective Action	Describe what can be/has been done to describe the severity and what resources (PM, costs) will be needed	Remarks if needed
<b>Decisions in K-FORCE:</b> (Put here only a few words on decisions taken by project, WP leader or other to introduce preventive or corrective actions)		