Ref. Ares(2024)4694086 - 29/06/2024

REPORT FORM FROM THE TASK/DELIVERABLE

WORKING PACKAGE:	**WP5**
DELIVERABLE:	**D5.1**
ACRONYM OF THE INSTITUTION:	**VSB-TUO**
NAME OF THE deliverable/task/activity:	**Manual QAP**
DATE OF activity/task realization	13.03.2024 / 25.05.2024 / **13.06.2024**

Project acronym:	**NEST4WB**
Project full title:	**NEW ENERGY COMPETENCE SYSTEM AND TECHNOLOGY FOR WB ENERGY STABILITY SYSTEM CURRICULUM REFORM**
Project No:	**101129321 (Call: ERASMUS-EDU-2023-CBHE)**
Coordinator institution:	**ACADEMY OF APPLIED STUDIES KOSOVO AND METOHIJA**
Coordinator:	**Phd Bojan Prlincevic, prof.a.s.**
Beneficiaries:	**SVEUCILISTE U RIJECI-TEHNICKI FAKULTET (UNIRI RITEH), Hrvatska** **ETHNIKO KAI KAPODISTRIAKO PANEPISTIMIO ATHINON (NKUA),Grcka** **VSB - TECHNICAL UNIVERSITY OF OSTRAVA (VSB - TUO), Ceska** **UNIVERSIDAD POLITECNICA DE MADRID (UPM), Spain,** **AKADEMIJA TEHNICKO-VASPITACKIH STRUKOVNIH STUDIJA (AATPS), Serbia,** **AKADEMIJA TEHNICKO-UMETNICKIH STRUKOVNIH STUDIJA (ATUSS), Serbia,** **UNIVERSITY OF MITROVICA (UPKM), Kosovo *,** **UNIVERZITET U ISTOCNOM SARAJEVU (UES), Bosnia and Herzegovina,** **University of Mostar (SUM), Bosnia and Herzegovina,** **UNIVERZITET SINERGIJA BIJELJINA (USB), Bosnia and Herzegovina,** **LUARASI UNIVERSITY (LRS), Albania,** **UNIVERSITETI METROPOLITAN TIRANA (UMT), Albania,** **FAKULTET PRIMIJENJENE NAUKE PODGORICA (FPRN), Montenegro.**

Co-funded by the European Union

Erasmus + Program
Capacity Building in Higher Education

NEW ENERGY COMPETENCE SYSTEM AND TECHNOLOGY FOR WB ENERGY STABILITY SYSTEM CURRICULUM REFORM

(NEST4WB)

MANUAL QAP

Project Number: 101129321

(Call: Erasmus-Edu-2023-CBHE)

Leposavić, 2024

www.nest4wb.akademijakm.edu.rs

DOCUMENT HISTORY

Quality Plan Mapping	12.03.2024 Authors: dr Miroslav Voznak, dr Bojan Plincevic, dr Danijela Zubac
Quality Standards and Indicators	12.03.2024 Authors: dr Miroslav Voznak, dr Bojan Plincevic, dr Danijela Zubac
1st Draft of Quality Assurance Plan	12.03.2024 Authors: dr Miroslav Voznak, dr Bojan Plincevic, dr Danijela Zubac
2nd Draft of Quality Assurance Plan	25.05.2024 Authors: dr Miroslav Voznak, dr Bojan Plincevic, dr Danijela Zubac
Final version	13.06.2024 Authors: dr Miroslav Voznak, dr Bojan Plincevic, dr Danijela Zubac

ABSTRACT

NEST4WB foresees comprehensive quality plan to secure high quality of the project and the obtained results. In this regard, Work Package 5 – Quality control and monitoring encompasses wide range of quality related activities, most of which develop continuously and parallel with all other project activities, during the whole project life.

Various indicators will be used to internally measure project's progress and the achievement of results. For every (tangible or intangible) project result, at least one indicator of progress is defined. Besides the indicators given in Logical Framework Matrix (of project application), work plan timeline and budget amounts will also be used to verify whether the project progresses as initially foreseen.

NEST4WB Committee for Quality Assurance consists of 14 members, one representative of each PP, and with responsible partner being VSB-TUO will guide the whole process of quality control and monitoring; working methodology and quality standards will be adopted at the planned meeting of this project body.

Certain internal quality assurance activities focus on major progress points that must be reached in order to achieve success (such as student's evaluation of new study programmes in the 32nd month of the project and every six months thereafter, or internal evaluation of new curricula, foreseen during the development phase, before final adoption).

Foreseen external assessment/evaluation activities are performed once, and in order to verify the quality of results produced within consortium. Following external assessment activities are planned:

- National accrediting of developed curricula by National Accreditation Commission,
- External evaluation of new study programmes according to regulations of National Accreditation Commissions, and
- External audit of the project performed by NEO and EACEA.

ABBREVIATIONS

D Deliverable

NEST4WB Digital Broadcasting and Broadband Technologies

EACEA Education, Audio-visual and Culture Executive Agency

EC Editorial Committee

EU European Union

HEI Higher Education Institution

AASKM Academy of Applied Studies Kosovsko Metohijska, Kosovo*

LP Leading Partner

NEO National Erasmus Office

PC Project Coordinator

PP Project Partners

PDCA Plan-Do-Check-Act cycle

PMC Project Management Committee

QAB Quality Assurance Board

QAP Quality Assurance Plan

QAP Quality Assurance Plan

VSB-TUO VSB Technical faculty Ostrava

WP Work package

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1 Introduction

The Quality Control and Monitoring Manual of the project NEST4WB formalizes the approach that will be followed for strategically manage the project; periodically measure the progress and results of it and to ensure the highest possible quality of the project activities, outputs and outcomes and project management.

NEST4WB is built on the Plan-Do-Check-Act [Adjust] (PDCA)[1] cycle: a problem-solving process to facilitate continuous improvement in the project. The PDCA concept is organised into four parts, corresponding to the following phases:

- Planning the activities throughout WP's,
- Implementation and deliverables,
- Project/WP's monitoring,
- Project/WP's improvement.

NEST4WB quality will follow **3Qs**[2] in terms of three key "pillars" supporting high-quality research:

- **Discover** / locate and identify ideas, Frame ideas and contributions / *HIGH QUALITY IDEAS*
- **Build** / Design and execute research, Analyse Data / *HIGH QUALITY METHODS*
- **Share and Promote** / Write and revise, Publish and Promote Contributions / *HIGH QUALITY WRITING AND PROMOTION*

QUALITY CONTROL of the NEST4WB project is a continuous process (quality cycle) as a periodic assessment of a project's relevance, performance, efficiency, and impact (both expected and unexpected) in relation to stated objectives. The purpose is to provide an understanding of the project's progress so that appropriate corrective actions of WP's can be taken. Quality control is a self-reflection and evaluation for the constant improvement in all its activities of the project.

MONITORING is the continuous keeping up of project implementation in relation to schedules and resources. It is needed to react appropriately to control the risks, deviations and unexpected problems during project implementation. Monitoring in NEST4WB project will be done during the scheduled meetings, but also through email questions and other type of communications between all or single partners. Monitoring is a continuous process.

The manual defines the quality expectations regarding the project deliverables, including procedures, activities and events necessary to reach and maintain high level of the quality of project and of derived results:

Chapter 2 defines the quality expectations of the NEST4WB consortium regarding the project as a whole, its deliverables, i.e. the documents, workshops, meetings and other activities; the project

[1] *The man who discovered quality: how W. Edwards Deming brought the quality revolution to America : the stories of Ford, Xerox, and GM by Andrea Gabor, 1992, New York, N.Y. : Penguin Books.*

[2] *How to publish high-quality research by Jeff Joireman and Paul A. M. Van Lange, 2015, Washington: American Psychological Association, http://dx.doi.org/10.1037/14525-000, pg. 7*

management; the general guidelines to be followed by all partners. Chapter 3 defines the internal monitoring strategy and outlines the responsibilities of the PP as well as the core principles of the risk management strategy. Chapter 4 describes the external monitoring strategy. Chapter 5 focuses on the financial and technical reporting duties of the PP. The Annexes to the document provide templates to be used by all PP.

2 Quality Expectations

Chapter 2 presents the expectations of the project consortium NEST4WB with reference to the NEST4WB deliverables and activities as well as the expectations relevant to the project management. The basic document to be followed in the actions is: NEST4WB_QUALITY PLAN.

2.1 Quality of the project implementation

The work of NEST4WB QAC starts at the beginning of project implementation and lasts during the whole project life. QAC will meet twice a year, in order to confirm the quality of derived curricula and their alignment with previously international established standards, as well as to verify that the compatibility and diversity of programmes are achieved, as a base for future virtual mobility implementation.

The main tasks of the NEST4WB QAC are:

T.5.1 (Development of a quality assurance plan) - The quality assurance plan will be developed with project partners. The adopted assurance plan will be approved by the QAC and as such will be used as a basis for evaluating the quality of project outcomes. Internal quality control will be implemented through internal reports collected by the WP5 leader. The leader of WP5 will present the internal reports to the QAC, who will prepare annual internal quality reports based on them.

T.5.2 (Quality Assurance Committee meetings.) - Six regular meetings of the quality assurance committee will be held. QAC meetings will be organized at the times when workshops, study visits, and promotional meetings/events for dissemination are organized, in the same way as the planned organization of SC and PMC meetings and via online conference, all with the aim of rationalizing travel and accommodation costs.

T.5.3. (Quality control monitoring.) - Constant quality evaluation is ensured by continuous presentation of NEST4WB results and activities, as well as periodic review by expert teams after each year of the project's life cycle.

2.2 Quality of project deliverables

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

2.2.1 Quality of document based deliverables

In numbers, the QAC is in charge of producing:

– 1 Quality Assurance Plan with the timetable and deadlines that regulate precisely the work of the QAC;

- 2 annual quality assurance reports, containing the results of the assessment of the quality of project results (curricula, material, trainings, OER, etc.) as well as the results of the measured success of dissemination, exploitation and impact achieved, with embodied NEST4WB QAC activity reports;
- Reports from the 6 meetings of the NEST4WB QAC.

A common format form for all document deliverables (word document, power point presentations) is to be followed by all partners using templates, which are added to this Plan as Annexes:

- **Annex A** – Word document form
- **Annex B** – Power point presentation template
- **Annex C** – Event report form
- **Annex D** – Attendance list
- **Annex E** – Evaluation form
- **Annex F** – Work progress form

Other templates are also provided:

Annex G – Budget changes form
Annex H – News form
Annex I – Risk monitoring sheet
Annex J – Financial report for period
Annex K - Form for tasks - deliverables
Annex L – Personnel costs
Annex M – Travel costs and subsistence
Annex N – Internal report on project implementation
Annex O – Review of deliverable
Annex P – Agenda template

When partners produce studies and publications as deliverables, they are obliged to include Erasmus+ logo consisting of sentence "Co-Funded by Erasmus+ Programme of the European Union" in accordance with the guidelines defined on the page: https://eacea.ec.europa.eu/about-eacea/visual-identity_en.

The following disclaimer shall be added to the inner pages of the publications and studies written by external independent bodies with support from the European Commission:

> "The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein."

2.2.2 Quality of NEST4WB events/meetings

All events within the project should be organised professionally. The organizers should provide in due time a full information package to the participants including the draft agenda, letter of invitation and a note on the logistics (informing about travel arrangements, venue, suggested hotels, etc.). Time for preparation activities depends on the type of event.

The meeting organizers will take care of registration processes (including attendance list – **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), all included in the event Agenda that must be drafted by the event organizer and approved by PC – **Annex P**. The organizers will also ensure the recording of minutes of the meetings in a concise style including a list of action points. In all events also feedback forms will be distributed among participants using and event reports related to feedback forms will be prepared by organisers (**Annex E**). Power point presentation should be prepared using appropriate template (**Annex B**). Participants are not obligated to send presentations before the meeting but must inform the organizing institution and LP about the content to ensure it aligns with the defined schedule (time and content). The participants have to give the presentations in the format of pdf to the LP.

Posters, roll-up and other promotional materials shall be displayed during the event. Each event will be documented by various materials as: Agenda, Attendance lists, Report, Gallery, Presentations, Minutes and News.

2.2.3 Quality of promotional materials

Knowledge transfer and dissemination is one of the core activities of the project. Communication and dissemination activities of the project will adhere to the Dissemination and Exploitation results (WP7) of the project. All promotional materials will reflect the visual identity of the project and the Erasmus+ Programme.

The design of the NEST4WB logo and visual identity of the project, presented by AASKM at the kick-of-meeting and confirmed by all partners should be applied to all promotional material together with th EU Logo. The materials will be disseminated by all project partners at events which are relevant to reach the project's target group.

Partners must ensure that all designed and produced promotional material reaches relevant target groups, thereby increasing the project impact.

2.2.4 Quality of websites and other electronic tool

The project envisages setting up the public NEST4WB web-site (https://nest4wb.akademijakm.edu.rs/) and NEST4WB platform as intranet tool for project management. The Facebook page in the form of the group, will be established, in order to ensure project's visibility in the social media sphere. All representation tools will be continuously updated by the partners and are intended to effectively communicate the results of the project. For that purpose, the partners will use

Annex H – News template in order to deliver the news on organized or attended event along with necessary material for posting on the project website and Facebook page (agenda, list of attendees, photos and event report).

AASKM will be responsible for setting up and maintaining the NEST4WB web-site with all information and materials received from project partners. AASKM will perform analogous activities in social media. All partners will promote NEST4WB 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 NEST4WB website.

The NEST4WB 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. AASKM will set up and maintain the NEST4WB platform.

2.3 Quality of Project Management

The project management structure was established at the project's Kick-off meeting to ensure effectiveness, decisiveness, flexibility and quality of work.

The basic project management approach is to have an operational Project Management Committee (PMC) and the Steering Committee (SC). The SC will consist of staff with significant management experience that will be responsible for monitoring and guiding the project activities. The PMC will consist of representatives of each partner institution and these representatives will be leaders of some work packages. In this way the operational management body – PMC will always manage daily activities and be familiar with the progress of each task. Precise milestones and delivery dates as well as the content of the deliverables are defined in a detailed Project Management Plan.

Each partner is equally and independently responsible for assigned activities, use of funds, and reporting. Contact persons are responsible for local management.

The project will be coordinated by the Project Management Committee (PMC), which will organize and coordinate work across all work packages. PMC meetings will be held twice a year.

Work on the project will be monitored and controlled by Steering Committee (SC). Especially, all intermediary and final reports will be evaluated and accepted by SC, or improved until accepted. SC meetings will be held twice a year. The objective for the decisions making process is to achieve consensus in all relevant issues. The project management will try to prevent all conflicts, sometimes serving as a mediator between parties and help to find a mutual settlement, but in the case when management cannot solve conflicts, the final steps of conflict resolution will be arbitration and/or court case.

All activities in the project will be organised through the work packages that represent logical units of work. In the first year of project implementation will be set up methodological bases for curricula development, curriculum for academic and vocational master studies will be developed, methodology for implementation of study programmes will be set up, equipment will be purchased and installed in labs. Second year of project implementation will include activities concerning the introduction of study programmes: accreditation at National Accreditation offices, intensive promotion in high schools and HEIs, training of the teachers and enrolment of students. Third year will consist of activities of teaching and learning within innovated and designed study programmes, as well as evaluation of students' success and their feedback. Activities concerning dissemination, quality planning and project management will be performed continuously during the project implementation.

PMC will review the activities and decide on any necessary measures in re-organisation tasks and resources with a strong focus on the project impact.

For any change occurred between different budget categories, NEST4WB partners must complete the **Annex G** – Budget changes form and send it to PC who will then process the request depending on the type and the scope of planned budget changes to the Project Officer.

2.4 General Project Guidelines

NEST4WB will follow different project guidelines and respects the requirements of the programme. Apart from the **Quality Assurance Plan** at hand, the reference documents include:

- Erasmus+ Programme Guide;
- EACEA info session documents (held on February 6-7, 2024);
- NEST4WB Grant Agreement;
- NEST4WB Partnership Agreement;
- NEST4WB Project Management Plan;
- NEST4WB Dissemination Plan.

2.5 Amendments to the Quality Assurance Plan

The procedures in this Quality Assurance Plan can be amended by NEST4WB SC. The Quality Assurance Plan will influence all action after the final confirmation of all partners.

3 Internal monitoring

Internal monitoring will be carried out by all partners, including self-evaluation by using work plan and WPs, budget tables, PMC and QAC meetings, monitoring, Evaluation form (**Annex E**) and Review of deliverable (**Annex O**). The NEST4WB platform will also be used for monitoring of project activities.

Quality control and Monitoring will be performed in the following way:

- The Quality Assurance Plan will be developed and approved in the start of the project;

- The activities of work packages will result in formal deliverables that are committed in the workplan. The tasks of the project management will be to assure the work on the deliverables respects the timeframes defined;

- Innovated and new study programmes will be accredited at National accreditation offices – in this process the "external control" of prepared study programme will be implemented by National accreditation office – the study programme will be certified only if it fulfil national and regional quality standards;

- Student evaluations will be performed each semester to collect and analyse data about developed study programmes;

- Recognition on national and international level will be achieved through encouraging students' and teachers' mobility programmes.

All partners are responsible for Quality Assurance of the new/innovated study programs. Some of the basic standards should be as follows:

- Institutions should have a policy for quality assurance that is made public and forms part of their strategic management. Internal stakeholders should develop and implement this policy through appropriate structures and processes, while involving external stakeholders.

- Institutions should have processes for the design and approval of their programmes. The programmes should be designed so that they meet the objectives set for them, including the intended learning outcomes. The qualification resulting from a programme should be clearly specified and communicated, and refer to the correct level of the national qualifications framework for higher education and, consequently, to the Framework for Qualifications of the European Higher Education Area.

- The students are among main end-users of the NEST4WB project activities and deliverables, therefore dissemination foresees various activities aiming to promote new studies.

- Institutions should ensure that the programmes are delivered in a way that encourages students to take an active role in creating the learning process, and that the assessment of students reflects this approach.

- Institutions should have appropriate funding for learning and teaching activities and ensure that adequate and readily accessible learning resources and student support are provided.

3.1 Project Quality Assurance Strategy

The quality assurance in NEST4WB includes four levels of quality control **(1)** Deliverable author - Task Leaders **(2)** Deliverable reviewers - WP Leaders, **(3)** Project Management Committee (PMC), and **(4)** Quality Assurance Committee (QAC):

1. Deliverable authors - Task Leaders:

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

2. Deliverable reviewers – WP Leaders:

The 2nd level of control is elaborated by at least two assigned reviewers of the WP (depends on the type of deliverable) who are not authors of the deliverable. The reviewers have 5 working days to respond by sending comments. The deliverable authors have 5 more working days to confirm to the reviewer comments or send their written objections. In this case the reviewers will have another 5 days to send back their final comments.

3. Project Management (PMC) level:

The 3rd level control is done at the PMC level. If a draft deliverable has not passed the 2nd level control and there are disagreements between the deliverable authors and the reviewers, the PMC will take the necessary corrective actions in order to come up with acceptable deliverables. A draft deliverable that has passed the 2nd level of control will be anyway checked by the PMC for final comments and when accepted it will be forwarded to QAC for formal approval.

4. Quality Board (QAC) level:

The 4th level control is carried out by the QAC. The QAC is the highest decision making body of the partnership that takes the final decision for the approval of major deliverables, using the template for the quality assurance check list (Annex O – Review of deliverable). It shall be possible to include a deliverable in the project reports even if its formal approval is still pending, if it has passed the 2nd and 3rd level of control without profound disagreements.

It is expected that the partners will also establish internal quality control mechanisms, i.e. the contact persons will always check the output of his/her project team before sending documents to the review or before uploading them on the NEST4WB platform.

3.2 Quality responsibilities

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

3.2.1 Task Leader (main author of the deliverable)

- Is responsible for coordinating the development of the deliverable(s) according to the deliverable template,
- Is responsible for assigning parts and coordinating the work of other partners involved in the activity, with providing guidance and control the work regarding WP's define time,
- Is responsible for aligning the contributions of the other partners involved in the activity, in order to produce the deliverable,
- Is responsible for the submission of the draft deliverable to the WP leader (1st level control),
- Is responsible for implementing the suggestions of the WP leader, assigning certain amendments as appropriate, and for sending the amended draft deliverable,
- Reports to the WP Leader for any problems occurring during the implementation of the activity,
- Cooperates with the WP Leader and other partners in order to ensure the activity's progress (respecting any changes approved by PMC in the respective minutes).

3.2.2 Other partners involved in the activity, co-authors

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

- Make sure that their written contributions comply with the Word Document Template so that to ensure that the Task Leader will be able to put all contributions together in the desirable format.
- Are responsible for providing to the Task Leader all the complementary information regarding their work (i.e. references, bibliography, methodologies used, contact details of people interviewed etc.)
- Are responsible to implement amendments to their contribution as a result of the amendments requested by the Task Leader.

3.2.3 WP Leader

- Is responsible for delivery of up-to-date information on the WP progress, making sure that all activities are in the time frame defined in the Action Plan,
- Is responsible for coordinating the WP and ensuring that all the activities are contributing to the WP's objectives,
- Cooperates with the Task Leaders and the PC in ensuring that all of the contributing partners are smoothly cooperating with a view to accomplish the WP's,
- Sends alerts on time to remind about submission deadlines and the procedures to be followed and provides input and suggestions to the Task Leaders of the WP during the development of the relevant deliverables,
- Provides to the Task Leaders comments and suggestions on the draft deliverables (1st level control),
- Cooperates with the Task Leaders in ensuring the implementation of the suggestions of the PMC and QAC,
- Verifies the satisfactory implementation of the recommendations.

3.2.4 Project Coordinator (PC)

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

- Accepts the deliverable or provides final comments to the Task Leaders/responsible (3rd level control),
- Cooperates with the Leaders in order to ensure that all WPs are progressing in conformity with each other and that any cross-WP inputs and outputs are being delivered as foreseen by the WP description,
- Informs the Task Leaders of any changes in the Partnership Agreement and the related Work Plan or any implicit changes in the implementation of the project that may affect the timing or the content of the relevant deliverables,
- Officially submits all approved deliverables after their approval at 4th level control.

3.2.5 Quality Assurance Committee (QAC)

- Is coordinated by the QAC Coordinator, as agreed in the Kick-off-meeting by PMC,
- Is responsible for the Quality Assurance exercise of deliverables,
- Receives each draft deliverable from the Task Leader and provides feedback using the Checklist for review of deliverable (Annex E),
- Sends the Checklist for review of deliverable to the Task Leader and the PC,
- Cooperates with the PC on general issues related to the level of quality of the project's deliverables as appropriate.

3.2.6. The Steering Committee (SC)

The main decision-making body for the project will be a Steering Committee (SC) which will be responsible for the management and control of all phases of the project. The final version of the project results will be evaluated and accepted by the board, or to improved acceptance. The Steering Committee (SC-Steering committee) shall consist of one representative from each of the most experienced EU institutions and the WB, because if these experienced representatives of the management team (the dean, rector, director ...), guarantee that all members of the project from each institution fulfil the tasks set by this body. Progress in the project, timely solving tasks and possible conflicts will be analysed in these meetings.

The Steering Committee (SC-Steering committee) and Project Management Committee will build the organizational and operational decisions. The Project Management Committee (PMC) will coordinate the day-to-day with local managers. In this way it is possible to achieve an appropriate balance between delegation of responsibilities and maintaining overall control of staff of the project. It is obvious that the management of the project have a matrix organizational structure that is responsible for the effective and efficient management.

Project Management Committee (PMC) will meet four times a year, while the Steering Committee (SC) meets twice a year. Between "living" meetings online meetings will be held whenever necessary.

The main tasks of the Steering Committee (SC) will be:

- Monitoring and control of phase of the project activities;

- Assessment of project risk and a proposal for intervention and possible solutions;

- Qualitative review and approval of intermediary and final reports;

- Final approval of the project results.

3.3 Quality evaluation

The main focus of QAP is to count or provide quality evaluation of:

- Quality of study visits organization;
- Quality of trainings evaluation;
- Number of participants on main trainings;
- Number of In-home trainings;
- Number of participants on In-home trainings;
- Training materials available to all consortium members.

Surveys using questionnaires will be used to measure the quality of:

- ✓ each meeting – about place conditions, time-line, atmosphere;
- ✓ each training – about quality of presentations, learned lessons, discussions;
- ✓ trainees and mentors in the companies – after realization of each study cycle.

Feedback questionnaires will be made by members of SC and analyzed by QAB, and then recommendations to improvement will be given by the SC, which will be in-charge for implementing recommendations in the next project phases. For conducting surveys, members of SC are responsible for conducting and distribution of results to the QAB for analysis. The satisfaction of participating staff,

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

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

At the end of each semester the survey for the students' feedback on quality of academic and vocational study programmes will be organised (WP5). In this WP it will be also monitored how students are educated by organising the student internship to the partners from business.

In order to allow the impact assessment of the project activities, a template for feedback for different meetings / events is going to be developed. Furthermore, a specific event report template (**Annex C** – Event report form) has been developed which is to be filled by PP for all NEST4WB events (workshops, info days, trainings, etc.).

3.4 Project Risk Management

As part of the internal quality management, a regular risk assessment will be carried and reviewed out during the PMC meetings (Risk brainstorming) which shall lead to corrective adaptations of the Work Plan. The risk management strategy addresses issues that could potentially endanger the achievement of the overall goal of the project and its objectives considering potential **financial risks** (overspending and underspending), **timing** (postponing of activities / deliverables), **performance risks** (project management), and **sustainability** of the project results.

The identification and assessment of new risks is a joint responsibility of all PPs who have to communicate them to the PC and the PMC, 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 PMC and PC 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.

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, meaning that the project timetable is followed with reference to technical deliverables, yet the relevant expenditures are not timely invoiced or validated; etc. The project partners all have to ensure that they allocate the needed resources to the project, both human and financial.

3.4.1 Practical approach to risk identification

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

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

3.4.2 Risks / Uncertainties monitoring procedure

The following risks have been identified in NEST4WB application (Grant Agreement, ANNEX 1, Description of the action – Part B: List of critical Risks):

Critical risks & risk management strategy			
Risk number	**Description**	**Work Package No(s)**	**Proposed Mitigation Measures**
1	Delay in implementation of project activities and in timely submission of financial documentation due to lack of experience with the new project rules - LOW.	WP3, WP6, WP5, WP2, WP4, WP7, WP1	The risk can be prevented by active study and analysis of the program guides by all partners and regular reporting during the duration of the project in order to clarify possible ambiguities. All risks identified during reporting will be considered during project management meetings.
2	Low commitment or untimeliness of partners reporting – LOW.	WP6, WP1	Efficient and effective consortium management will be achieved through team building within consortium partners starting from the kick-off meetings, day-to-day coordination and cooperation, helpful advices for all financial and administrative issues by experienced partners within ERASMUS + projects, and organizing inter-project coaching before submitting technical reports.
3	Lack of sufficiently qualified teaching staff at WB HEIs for the development and implementation of new study programs and popularization events - LOW.	WP3, WP2, WP4	Mitigation measures such as study visits of teaching staff, hiring additional teaching staff, and additional campaign among teaching staff. Provision of assistance by EU partners to WB project partners who experience problems in the implementation of project obligations.
4	Delay in the delivery of the equipment due to different administrative procedures in WBC - HIGH.	WP3	WB HEIs have prepared lists of equipment with specifications on time so as to avoid a delay in the start of the tender procedure as much as possible. Effective resolution of legal and administrative problems.

5	Lack of interest among students in new developed and innovative study programs. - LOW.	WP4	Well done preparatory analysis and preparation of the NEST4WB project in the context of enrollment interest. A well-prepared campaign for student enrollment. Organizing an info- day for student enrollment. Using social networks and digital media to promote enrollment. The possibility of improving skills and knowledge abroad through a student internship within the NEST4WB project.
6	Delay of the accreditation/modernization process – HIGH.	WP4	During the preparatory process of the NEST4WB project, WB HEIs analyzed their possibilities for innovation and the introduction of new study programs. During the time life of the project, WB HEIs will make Preparation and submission all necessary documentation for relevant decision-making bodies (Faculty Councils, University Senates, and accreditation authorities) on due time. Informing the WPL and PMC about the progress of the accreditation procedure by WB HEIs and peer reviewing of the TL, WPL, and informing PMC about the timing of the realization of this activity. Contact persons of the WB HEI partner who have problems with the realization of this activity have to contact the legal representative of that institution in order to solve problems and inform Project Coordinator about this activity.
7	Dissemination/promotional activities are not properly planned - LOW.	WP7	Correction of the dissemination plan. Additional engagement of consortium staff.
8	COVID or other global crises Problems with the pandemic and other global crises can produce problems with the realization of study visits, and student mobility's (problem ``vaccine``) - LOW	WP3, WP6, WP5, WP2, WP4, WP7, WP1	Correction of the plan of study visits, application of the hybrid model of meetings, communication, and online training.
9	Insufficient infrastructure for Int. Rel. offices in WB universities. - LOW.	WP1	Adaptive PMP and QAP procedure with the support of NEO, cooperation of PC partner.
10	Organizational changes in partner institutions might change the willingness to take part in this project, the priority of the project in the institution portfolio, and the people involved in the project. - LOW.	WP3, WP6, WP5, WP2, WP4, WP7, WP1	Adapting Partnership agreements, Adaptive PMP and QAP procedure with the support of NEO.

Task leaders/responsibility to **identify possible risks/uncertainties** in their WP and fill in the template (**Annex I** – Risk monitoring sheet).

- The **risks monitoring sheet (Annex I) are communicated by WP leader** to PC, QAC and PMC and PC,
- PC, QAC and PMC **register, analyses and priorities risks/uncertainties,**
- PC with WP leader and QAC **plans and implements risk responses,**
- PMC meetings will be used also to organize a risk brainstorming sessions basic on the **Annex I** template. After each PMC meeting this template will be updated by QAC.

4 External Monitoring

NEST4WB project foresees dissemination of internal and external level. While in the early phases of project implementation the dissemination activities are oriented in larger part towards internal targets groups, with the project progress and the delivery of shaped and visible project's results the dissemination gradually open up towards external target audiences, to finally target, through the majority of dissemination activities, the wide environment in the third year of the project life.

Institutions should undergo external quality assurance for new study programs in accordance with national legislation. By encompassing external groups, such as non-academic sector on different occasions during the project's life (for example, for the purpose of survey, for collecting data needed to develop case studies or for organisation of NEST4WB promotional courses to non-academic sector), awareness on a project work and theme are increasing and the possibilities for cooperation are expanding.

External quality assurance processes should be reliable, useful, pre-defined, implemented consistently, and published. They include:

-- a self-assessment or equivalent;
-- an external assessment normally including a site visit;
-- a report resulting from the external assessment;
-- a consistent follow-up.

External monitoring of the project will be performed by **EACEA**.

Presentation of produced educational material (textbooks) at international book fairs, institutional promotions, exhibitions, internet, belongs to the most significant dissemination actions. Rather than printing and publishing promotion material, Consortium shares common opinion that promotion of published textbooks will cause large impact on wider environment and raise interest in project results on international level. At the same time, published material has high utilisation value.

In order to verify project implementation, spending of the budget funds and achieving the high quality results, the external audit will be performed, until the 28th month of project life. During the whole project life, regular project management activities will be carried out, such as organisation and holding of the meetings of PMC, guiding of the project finances and administration, and organisation and coordination of project activities.

Following project activities will be sub-contracted: publishing of the educational material (being at the same time the mode for high quality dissemination of the project and one of the main contributing elements to project's sustainability), and the external evaluation activities (related to the whole project, produced educational material and developed curricula).

Official approval of new developed postgraduate study programmes by relevant bodies of the faculties and universities, official national accreditation by National Commissions for Accreditation and Quality Assurance in Partner countries, and external evaluation of developed study programmes aim to secure their sustainability.

5 Partners' technical and financial reporting

In technical and financial reporting, all NEST4WB participants will respect the rules given in the Partnership Agreement. The coordinator is responsible for submitting in due time to the Executive Agency all reports and financial statements as required in the Grant Agreement. For this purpose and in a timely manner, the beneficiaries commit to provide the coordinator with all necessary information and documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement.

The beneficiaries are obliged to prepare their part of the Technical Implementation Report as well as the Final Report on the implementation of the action. Prepared reports must be submitted to coordinator in the form and scope defined by the Executive Agency, **at latest 15 days before the deadline** for submitting the reports to the Executive Agency.

The beneficiaries will regularly provide to coordinator the information and documents concerning grant utilization. In a Google Drive mentioned above, all reports and documents should be submitted in proper time and shape. The beneficiaries shall keep a record of all expenditures incurred under the project in the booking system of the institution as integral part of General Ledger or separate (project) Ledger. Beneficiaries shall keep complete project documentation at least for a period of 5 (five) years after the payment of the final balance under the Grant Agreement

The coordinator may place to beneficiaries the request for project-related documentation at any time during the project implementation period, and after the project has ended, in the events of reporting, audits, checks, and evaluations.

The coordinator may reject any item which cannot be justified in accordance with the rules set out by the Executive Agency in the Grant Agreement and in the Erasmus+ Programme Guide.

During the review, PC will take into consideration 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 calculations and the applied exchange rates;
– Eligibility and justification of any changes which occurred between budget categories;
– Existence of the signature of the appointed contact person and the legal representative of partner institution.

In case that information in financial and/or technical reports are not complete or justified, the PMC will help and make recommendations on how this situation can be rectified prior to the final approval of the subject report by the PC. The Report approved in this way is the basis for the transfer of next instalment to the PP.

6. Amendments to the Quality Assurance Plan

The Quality Assurance Plan (QAP) is a living document that may require amendments to ensure it remains relevant and effective throughout the project lifecycle. Amendments to the QAP will be made following the procedure outlined below:

6.1 Procedure for Amending the QAP

1. Initiation of Amendments:

Any partner may propose an amendment to the QAP. Proposals should be submitted in writing form to the Project Coordinator (PC) and the Quality Assurance Committee (QAC).

The proposal must include a detailed explanation of the proposed amendment, the rationale behind it, and the expected impact on the project.

2. Review of Proposed Amendments:

The QAC will review the proposed amendment within 20 working days of receipt. The review will consider the necessity, impact, and feasibility of the proposed changes.

The QAC may consult with relevant stakeholders, including the Steering Committee (SC) and Project Management Committee (PMC), during the review process.

3. Approval of Amendments:

The QAC will submit the reviewed proposal, along with their recommendations, to the SC for final approval.

The SC will make a decision within 20 working days of receiving the proposal from the QAC. Approval requires a majority vote from SC members.

4. Implementation of Amendments:

Once approved by the SC, the PC will update the QAP document to reflect the amendment. The revised QAP will be circulated to all project partners and uploaded to the NEST4WB platform.

All partners will be notified of the amendment and will be required to implement the changes in their respective activities.

5. Documentation of Amendments:

All amendments to the QAP will be documented in an amendment log, which will be included as an annex to the QAP. The log will detail the nature of the amendment, the date of approval, and the rationale for the change.

Amendment Log Template

Amendment Number	Section Affected	Description of Amendment	Date of Approval	Approved By	Rationale
1	[Section]	[Description]	[Date]	[SC]	[Reason]
2	[Section]	[Description]	[Date]	[SC]	[Reason]

Sample Amendment Log

Amendment Number	Section Affected	Description of Amendment	Date of Approval	Approved By	Rationale
1	2.3 Quality of PM	Clarified roles of WP leaders	15.06.2024	SC	To enhance clarity in responsibilities
2	3.4 Risk Mgmt	Added risk identification steps	20.07.2024	SC	To improve risk management procedures

7 NEST4WB Templates and forms

List of Annexes to this plan (from A1. to A D.2 are taken from Project Management Plan), consists of:

Annex A – Word document form
Annex B – Power point presentation template
Annex C – Event report form
Annex D – Attendance list
Annex E – Evaluation form
Annex F – Work progress form
Annex G – Budget changes form
Annex H – News form
Annex I – Risk monitoring sheet
Annex J – Financial report for period
Annex K - Form for tasks-deliverables
Annex L – Personnel costs
Annex M – Travel costs and subsistence
Annex N – Internal report on project implementation
Annex O – Review of deliverable
Annex P – Agenda template

Annex A – Word document form

#COVER PAGE#

DELIVERABLE TITLE

subtitle

REPORTING DATE:	
REPORT AUTHOR(S)	
INSTITUTION:	

Project acronym:	**NEST4WB**
Project full title:	**NEW ENERGY COMPETENCE SYSTEM AND TECHNOLOGY FOR WB ENERGY STABILITY SYSTEM CURRICULUM REFORM**
Project No:	**101129321 (Call: ERASMUS-EDU-2023-CBHE)**
Coordinator institution:	**ACADEMY OF APPLIED STUDIES KOSOVO AND METOHIJA**
Coordinator:	**Phd Bojan Prlincevic, prof.a.s.**
Beneficiaries:	**SVEUCILISTE U RIJECI-TEHNICKI FAKULTET (UNIRI RITEH), Hrvatska** **ETHNIKO KAI KAPODISTRIAKO PANEPISTIMIO ATHINON (NKUA),Grcka** **VSB - TECHNICAL UNIVERSITY OF OSTRAVA (VSB - TUO), Ceska** **UNIVERSIDAD POLITECNICA DE MADRID (UPM), Spain,** **AKADEMIJA TEHNICKO-VASPITACKIH STRUKOVNIH STUDIJA (AATPS), Serbia,** **AKADEMIJA TEHNICKO-UMETNICKIH STRUKOVNIH STUDIJA (ATUSS), Serbia,** **UNIVERSITY OF MITROVICA (UPKM), Kosovo *,** **UNIVERZITET U ISTOCNOM SARAJEVU (UES), Bosnia and Herzegovina,** **University of Mostar (SUM), Bosnia and Herzegovina,** **UNIVERZITET SINERGIJA BIJELJINA (USB), Bosnia and Herzegovina,** **LUARASI UNIVERSITY (LRS), Albania,** **UNIVERSITETI METROPOLITAN TIRANA (UMT), Albania,** **FAKULTET PRIMIJENJENE NAUKE PODGORICA (FPRN), Montenegro.**

Table of content

1 INTRODUCTION 4

1.1 Title of sub-paragraph .....

1.1.1 Title of sub-paragraph.....

2 TITLE OF PARAGRAPH .....
2.1 Title of sub-paragraph .....
2.1.1 Title of sub-paragraph.....
3 TITLE OF PARAGRAPH .....
3.1 Title of sub-paragraph .....
3.1.1 Title of sub-paragraph.....
4 CONCLUSION.....

5 ANNEXES .....

- Appendixes:
  1. XXXXX,
  2. XXXX
  3. XXXXX
  4. XXXXX

REPORT DONE BY:

_____

[*Name and Surname****]***

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[*Name and Surname****]***

Annex B – Power point presentation template

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Host institution, Location, Date

TITLE

"Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them."

NAME AND SURNAME,
occupation,

LOGO and ACRONYM of the institution

Annex B, NEST4WB POWER POINT TEMPL

Co-funded by the European Union

Annex C – Event report form

EVENT REPORT FORM

TYPE OF EVENT:	
VENUE:	
ORGANIZER:	
REPORTING DATE:	
REPORT AUTHOR(S)	
INSTITUTION:	

Project acronym:	**NEST4WB**
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EVENT DESCRIPTION

with special reference to goals and outcomes

- Appendixes:
  5. XXXXX,
  6. XXXX
  7. XXXXX
  8. XXXXX

REPORT DONE BY:

_____

[*Name and Surname****]***

_____

[*Name and Surname****]***

Annex D – Attendance list

ATTENDANCE LIST

EVENT:	
VENUE:	
ORGANIZER:	
WORKING PACKAGE:	
MEETING FORMAT:	LIVE / ONLINE
TYPE OF THE MEETING:	INTERNAL / CONSORTIUM
DATE:	

Project acronym:	**NEST4WB**
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By signing this you agree to give permission to the hosts of the event to take pictures and audiovisual footage of you, during this event and publish those in public mediums such as website, social media, media outlets & printed promotional materials. The usage of the pictures shall be solely for purposes of event and topic related promotional events and initiatives.

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No.	Name, Surname	Institution (acronym)	Email address	Signature
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				
12.				
13.				
14.				
15.				

By signing this you agree to give permission to the hosts of the event to take pictures and audiovisual footage of you, during this event and publish those in public mediums such as website, social media, media outlets & printed promotional materials. The usage of the pictures shall be solely for purposes of event and topic related promotional events and initiatives.

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Annex E – Evaluation form

EVENT EVALUATION FORM

EVENT:	
VENUE:	
ORGANIZER:	
INSTITUTION:	

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Please complete the following questionnaire and help us improve the quality of our next events.

- **Age:** _____
- **Country of origin:** _____
- **Proffesional occupation/title:** _____

How satisfied you were with (1 = not satisfied, 5 = very satisfied):

- event administration

1 2 3 4 5

NEST4WB

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- the venue and facilites 1 2 3 4 5
- event programme 1 2 3 4 5
- presentations 1 2 3 4 5
- disscusions 1 2 3 4 5

Please, mark your agreement (1 = strongly disagree, 5 = strongly agree) **with the following statements:**

- information shared during the event were new, clear and useful 1 2 3 4 5
- the event meets my expectations in terms of offered topics 1 2 3 4 5
- interaction with other participants was fruitful 1 2 3 4 5
- distributed material is clear and useful 1 2 3 4 5
- disscusions were relevant for the participants 1 2 3 4 5
- time management was fully satisfied 1 2 3 4 5
- working methods were appropriate 1 2 3 4 5
- the overall organisation was professional 1 2 3 4 5

COMMENT BOX (please indicate how can event quality be improved in the future):

Your name (optional):_____

Thank you!

Annex F – Work progress form

WORK PROGRES INFORMATION REPORT FORM

Project acronym:	**NEST4WB**
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WORK PROGRESS INFORMATION

- Appendixes:
  9. XXXXX,
  10. XXXX
  11. XXXXX
  12. XXXXX

REPORT DONE BY:

_____

[Name and Surname]

_____

[Name and Surname]

Annex G – Budget changes form

CHANGES IN BUDGET [3]

Project acronym:	**NEST4WB**
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BUDGET CHANGES INFORMATION

DATE:	
AUTHOR:	
INSTITUTION:	
BUDGET CHANGES:	
DESCRIPTION OF ASKED CHANGES:	

[3] *This form needs to be filled by DBBTproject partners for aproval of all type of budget changes and sent to the e-mail address: nest4wb@akademijakm.edu.rs.*

- Appendixes:
  13.XXXXX,
  14.XXXX
  15.XXXXX
  16.XXXXX

REPORT DONE BY:

_____

[*Name and Surname****]***

_____

[*Name and Surname****]***

Annex H – News form

NEWS FORM [4]

Project acronym:	**NEST4WB**
Project full title:	**NEW ENERGY COMPETENCE SYSTEM AND TECHNOLOGY FOR WB ENERGY STABILITY SYSTEM CURRICULUM REFORM**
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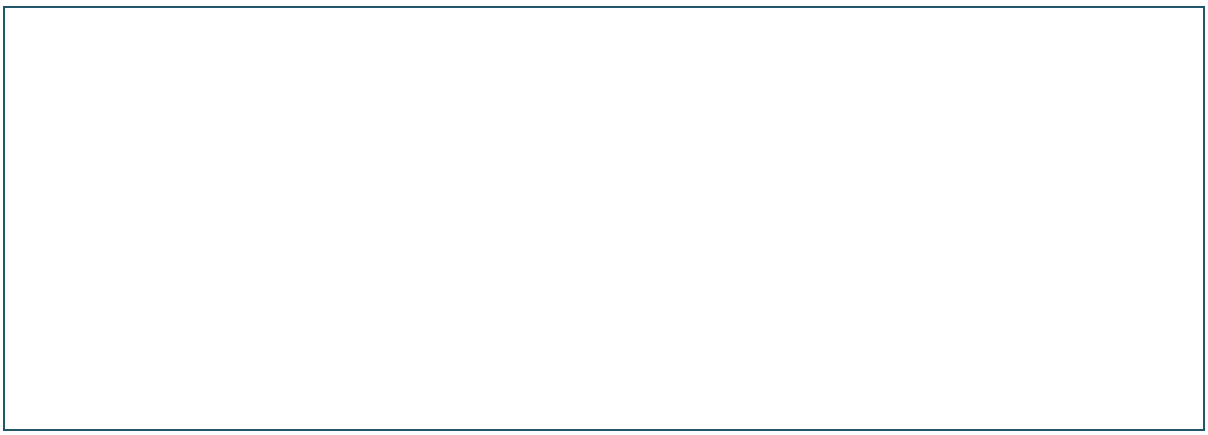
BASIC NEWS INFORMATION

DATE:	
AUTHOR:	
INSTITUTION:	
NEWS TITLE:	
NEWS TEXT:	

[4] *This form has to be filled by event organisers and sent to the coordinator, on e-mail address:* nest4wb@akademijakm.edu.rs. *The term event relates to the the meetings, workshops, exhibitions, conferences, etc....*



- Appendixes:
  17.XXXXX,
  18.XXXX
  19.XXXXX
  20.XXXXX

REPORT DONE BY:

_____

[Name and Surname]

_____

[Name and Surname]

Annex I – Risk monitoring sheet

RISK MONITORING SHEET [5]

Project acronym:	**NEST4WB**
Project full title:	**NEW ENERGY COMPETENCE SYSTEM AND TECHNOLOGY FOR WB ENERGY STABILITY SYSTEM CURRICULUM REFORM**
Project No:	**101129321 (Call: ERASMUS-EDU-2023-CBHE)**
Coordinator institution:	**ACADEMY OF APPLIED STUDIES KOSOVO AND METOHIJA**
Coordinator:	**Phd Bojan Prlincevic, prof.a.s.**
Beneficiaries:	**SVEUCILISTE U RIJECI-TEHNICKI FAKULTET (UNIRI RITEH), Hrvatska** **ETHNIKO KAI KAPODISTRIAKO PANEPISTIMIO ATHINON (NKUA),Grcka** **VSB - TECHNICAL UNIVERSITY OF OSTRAVA (VSB - TUO), Ceska** **UNIVERSIDAD POLITECNICA DE MADRID (UPM), Spain,** **AKADEMIJA TEHNICKO-VASPITACKIH STRUKOVNIH STUDIJA (AATPS), Serbia,** **AKADEMIJA TEHNICKO-UMETNICKIH STRUKOVNIH STUDIJA (ATUSS), Serbia,** **UNIVERSITY OF MITROVICA (UPKM), Kosovo *,** **UNIVERZITET U ISTOCNOM SARAJEVU (UES), Bosnia and Herzegovina,** **University of Mostar (SUM), Bosnia and Herzegovina,** **UNIVERZITET SINERGIJA BIJELJINA (USB), Bosnia and Herzegovina,** **LUARASI UNIVERSITY (LRS), Albania,** **UNIVERSITETI METROPOLITAN TIRANA (UMT), Albania,** **FAKULTET PRIMIJENJENE NAUKE PODGORICA (FPRN), Montenegro.**

The **Risks Monitoring sheet** in NEST4WB should also be updated after each PMB organized (Risk brainstorming). (Note: one sheet includes all Risks identified by partners or during the brainstorming; description of possible risks in QA Manual)

RISK TITLE		
Description of risk	**Probability** (low, medium, high) **Impact** (low, medium, high)	*Comments, remarks, recomandations*
Preventive action	*Describe here what has to be taken into consideration to*	*Comments, remarks, recomandations*

[5] *This form has to be filled by event organisers and sent to the coordinator, on e-mail address:* nest4wb@akademijakm.edu.rs. *The term event relates to the the meetings, workshops, exhibitions, conferences, etc....*

	avoid that a risk occurs, what risks can remain and what resources will be needed if action will be started	
Corrective action	*Describe what can be/has been done to decrease the severity and what resources (PM, costs) will be needed*	*Comments, remarks, recomandations*
DECISION of SC, PMB.	**Short explanation 'WHAT TO DO'**	

Signement of pearsons included in decision:_____

Annex J – Financial report for period

FINANCIAL REPORT FOR PERIOD

WORKING PACKAGES:	**WP1 – WP7**
ACRONYM OF THE INSTITUTION:	
DATE OF Reporting period	**form xx.xx.xxxx to xx.xx.xxxx**

Project acronym:	**NEST4WB**
Project full title:	**NEW ENERGY COMPETENCE SYSTEM AND TECHNOLOGY FOR WB ENERGY STABILITY SYSTEM CURRICULUM REFORM**
Project No:	**101129321 (Call: ERASMUS-EDU-2023-CBHE)**
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ANNEX 4 XXX LUMP SUM MGA – MULTI&MONO Associated with document Ref. Ares (2023)7887734-20/11/2023

Financial Statement for the action for reporting period [NUMBER]

	EU contribution							
	Eligible lump sum contributions (per work package)							Requested EU contribution
	WP 1: Project management and coordination	WP 2: Preparation package	WP 3: Development package	WP 4: Implementation package	WP 5: Quality assurance and monitoring	WP 6: Sustainability	WP 7: Dissemination and exploitation	
	[Lump sum contribution]/[Financing not linked to costs]	[Lump sum contribution]/[Financing not linked to costs]	[Lump sum contribution]/[Financing not linked to costs]	[Lump sum contribution]/[Financing not linked to costs]	[Lump sum contribution]/[Financing not linked to costs]	[Lump sum contribution]/[Financing not linked to costs]	[Lump sum contribution]/[Financing not linked to costs]	
	COMPLETED	PARTIALLY COMPLETED	NOT COMPLETED					
	a	b	c	d	e	f	g	h=a+b+c+d+e+f+g
1 – [Short name beneficiray]								
1.1 – [short name affilated entity]								

Annex K - Form for tasks-deliverables

REPORT FORM FROM THE TASK/DELIVERABLE

WORKING PACKAGE:	
DELIVERABLE:	
ACRONYM OF THE INSTITUTION:	
NAME OF THE deliverable/task/activity:	
DATE OF activity/task realization	

Project acronym:	**NEST4WB**
Project full title:	**NEW ENERGY COMPETENCE SYSTEM AND TECHNOLOGY FOR WB ENERGY STABILITY SYSTEM CURRICULUM REFORM**
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- Appendixes:
  21.XXXXX,
  22.XXXX
  23.XXXXX
  24.XXXXX

REPORT DONE BY:

_____
[Name and Surname]

_____
[Name and Surname]

_____
[Name and Surname]

Annex L – Personnel costs

JOINT DECLARATION

Ref. No……..……

Project No. ……

The reference number must correspond to the progressive numbering indicated in the financial statements of the final report

Reference number is created as: ACRONYM OF INSTITUTION/Order number of transaction from account

FROM .....
Hereinafter "*the Institution*"*

AND Name: .....
Address: .....
.....
Hereinafter "*the Staff member*"*

THE INSTITUTION AND THE STAFF MEMBER HEREBY CERTIFY THAT:

1. The Institution is a member of the partnership for the above-mentioned project.
2. The Staff member is:
   - employed by the institution - **YES**/NO
   - a natural person ** assigned to the project on the basis of a contract against payment - YES/NO
3. The Institution and Staff member agree that the Staff member has worked on this project and performed the following duties during the project's eligibility period.

FROM (*dd/mm/yy*)		**TO** (*dd/mm/yy*)	

Please describe the outputs produced (short overall indication since detailed information has to be given in the accompanying time-sheet):

_____
_____
_____
_____
_____-
_____
_____
_____

1. Please complete the following information.

Staff category	**Number of days worked and charged to**	**Price per day**	**SUMARY**

	the project (according to time-sheet)		
Manager			
Researcher, Teacher			
Trainer / Technician			
Administrative staff)			
Total:			

This declaration does not alter in any way the employment conditions/assignment already existing between theInstitution and the Staff member and is established solely for the purpose of justifying the Staff costs that the Institution will charge to the Erasmus+ Capacity Building in Higher Education grant.

Done in: ..... Date:.....

Name……

Function……

Institution: _____ Staff member name and surname:_____

Signature and Stamp of the Institution Signature of the Staff member

**The declaration must be signed by the person concerned, then signed and stamped by the person responsible in the Institutionwhere this person worked for the project. The Institution must be a member of the partnership.*

*** A natural person (individual) can be assigned to the action also on the basis of e.g. a civil contract, a free-lance contract,an expert contract, a service contract with self-employed person ("in house consultant) or a secondment to the Institution against payment. The costs of such natural persons working under the action may be assimilated to the costs of personnel, if:*
(i) the person works under conditions similar to those of an employee (in particular regarding the way the work is organized,the tasks that are performed and the premises where they are performed) and
(ii)the result of the work belongs to the Institution (unless exceptionally agreed otherwise); and
(iii) the costs are not significantly different from the costs of staff performing similar tasks under an employment contract withinthe institution

Annex M – Travel costs and subsistence

INDIVIDUAL TRAVEL REPORT

To be filled in by each participant. In case of circular/multiple travels, please fill in separate Individual Travel Reports.

Ref. No……..……..…… **Project No. ……..……..……**

The reference number must correspond to the progressive numbering indicated in the financial statements in the final report

(1) PERSONAL DATA

Surname: ..... Forename: .....

Nationality: ……

Home institution: .....

Staff position/student year of study at home institution: .....

(2) TYPE OF ACTIVITY *(Tick as appropriate)*

STAFF

- ☐ Teaching/training assignment
- ☐ Training and retraining purposes
- ☐ Updating programmes and courses
- ☐ Practical placements in companies, industries and institutions
- ☐ Project management related meetings
- ☐ Workshops and visits for result dissemination purposes

STUDENTS

- ☐ Study period
- ☐ Participation in intensive courses
- ☐ Practical placements, internships in companies, industries or institutions
- ☐ Participation in short term activities linked to the management of the project

(3) DETAILS OF THE TRAVEL

**Please indicate period of travel from departure to return to place of origin*

PERIOD*	From (Depart date) *(dd/mm/yy)*	To (Return date) (dd/mm/yy)
PLACE OF DEPARTURE**	HOME INSTITUTION …… COUNTRY…….…….. CITY……...	
PLACE OF DESTINATION/ LOCATION OF ACTIVITY	HOST INSTITUTION …… COUNTRY…….…….. CITY……...	
TRAVEL DISTANCE***	Km ……..	

*** If different from Home institution please enclose authorisation from the Agency*

****Travel distance in Km (One-way travel using distance calculator:http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm) from place of departure to location of activities*

(4) DETAILS OF THE ACTIVITY

DATES *(excluding travel)*	**From (date):…… To (date): ……..**

DESCRIPTION OF ACTIVITY(IES) PERFORMED *(brief description of the activities performed)*

……

……

……

……

SIGNATURE OF THE PARTICIPANT

I hereby declare that I have been carrying out the above-mentioned activities.

Date:……... Signature: …….

Co-funded by the European Union

Annex N – Internal report on project implementation

INTERNAL PARTNER'S REPORT ON PROJECT IMPLEMENTATION

Project 101129321 — NEST4WB

PERIOD:	
COUNTRY:	
INSTITUTION:	

Project acronym:	**NEST4WB**
Project full title:	**NEW ENERGY COMPETENCE SYSTEM AND TECHNOLOGY FOR WB ENERGY STABILITY SYSTEM CURRICULUM REFORM**
Project No:	**101129321 (Call: ERASMUS-EDU-2023-CBHE)**
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Please provide an overview on **implementation of the project**, by following the instructions below.

Overall achievements

Please provide a description of the activities carried out for the specific period and describe to what extent, the results achieved, are contributing to the project objectives.

Coherence with the workplan and comments on deviations and modifications

Please write in this section the main changes, if any, which have occurred compared with the original project proposal.

Obstacles and shortcomings

Please describe any obstacles and/or shortcomings experienced during the period covered by thereport and the measures taken by the project team to address them.

Dissemination (to be filled out for all institutions that participated in dissemination)

Please describe what has been done to disseminate the results of the activities carried out to date, both within the framework of the project and outside the project. In particular, you should refer to the definition of tasks and the dissemination channels used to make the project results available to larger beneficiary groups. If there have been any unexpected positive secondary effects from project activities, please describe them in this section.

Quality control and monitoring

Please describe what monitoring activities have been carried out at your institution, in order to assess whether the project proceeds according to the workplan.

Any other comment

Please provide in this entry, any relevant information you think might be useful for the assessmentof the project implementation (i.e. synergies with other projects, any support from external environment, networking with professional bodies, etc.).

Work Package 1: Project management and coordination			
Activities *Report on the implementation status of the activities that were to be implemented during the reporting period and explain deviations from Annex 1 of the Grant Agreement. In case an activity was not implemented or a deliverable not produced, please explain why.*			
Task No	Task Name	Implemented ? (Yes / No / Partially))	Justification (explain what was done and by whom; explain what was not done and why not; indicate how you intend to handle the situation and new timing; indicate if it was a one-off issue or how you intend to avoid similar issues in the future)
T1.1	Kick off meeting		
T1.2	Development of PM guide and package distribution		
T1.3	Regular SC and PMC meetings		
T1.4	Coordination of activities on a daily/weekly basis.		
T1.5	Regular reports and final report.		
T1.6	External evaluation.		
Other issues *Mention and explain unexpected events and adjustments that had to be made. Explain impact on other tasks, available resources and planning/timing.*			

Work Package 2: Preparation package

Activities

Report on the implementation status of the activities that were to be implemented during the reporting period and explain deviations from Annex 1 of the Grant Agreement. In case an activity was not implemented or a deliverable not produced, please explain why.

Task No	Task Name	Implemented? (Yes / No / Partially)	Justification (explain what was done and by whom; explain what was not done and why not; indicate how you intend to handle the situation and new timing; indicate if it was a one-off issue or how you intend to avoid similar issues in the future)
T2.1	Analysis of the state of the energy sector in the Western Balkans.		
T2.2	Assessment and analysis of the position of Western Balkans Higher Education Institutions (HEIs), review of qualifications and analysis of the content of study programs of Western Balkans HEIs versus those of the Program Countries (PCs)		
T2.3	Defining and developing new competencies in the energy sector through the application of digital tools and ICT.		
T2.4	Analysis of existing methodological teaching models with a focus on the hybrid model.		
T2.5	Defining the development of new methodological models for implementing the teaching process based on digital technologies and developing a framework for an interactive e-platform.		
T2.6	Formation of a partnership network for knowledge and experience exchange in the field of energy, green energy, and ICT.		
T2.7	Realization of study visits for Western Balkans Higher Education Institution (HEI) staff.		

Other issues

Mention and explain unexpected events and adjustments that had to be made. Explain impact on other tasks, available resources and planning/timing.

Work Package 3: Development package

Activities

Report on the implementation status of the activities that were to be implemented during the reporting period and explain deviations from Annex 1 of the Grant Agreement. In case an activity was not implemented or a deliverable not produced, please explain why.

Task No	Task Name	Implemented ? (Yes / No / Partially)	Justification (explain what was done and by whom; explain what was not done and why not; indicate how you intend to handle the situation and new timing; indicate if it was a one-off issue or how you intend to avoid similar issues in the future)
T3.1	Development of new or innovation of existing curricula.		
T3.2	Formation of laboratories/training centers.		
T3.3	Development of professional practice programs.		
T3.4	Development and creation of learning materials and e-platforms.		
T3.5	Development and creation of procedures for the operation of laboratories/training centers.		
T3.6	Development of training programs for the industry.		
T3.7	Development of associations for energy savings and connecting interested parties.		

Other issues

Mention and explain unexpected events and adjustments that had to be made. Explain impact on other tasks, available resources and planning/timing.

Work Package 4: Implementation package			
Activities *Report on the implementation status of the activities that were to be implemented during the reporting period and explain deviations from Annex 1 of the Grant Agreement. In case an activity was not implemented or a deliverable not produced, please explain why.*			
Task No	Task Name	Implemented ? (Yes / No / Partially)	Justification (explain what was done and by whom; explain what was not done and why not; indicate how you intend to handle the situation and new timing; indicate if it was a one-off issue or how you intend to avoid similar issues in the future)
T4.1	Accreditation and verification of developed curricula and teaching materials.		
T4.2	Student enrollment.		
T4.3	Curriculum implementation.		
T4.4	Verification of training programs for the economy.		
T4.5	Student professional practice.		
Other issues *Mention and explain unexpected events and adjustments that had to be made. Explain impact on other tasks, available resources and planning/timing.*			

Work Package 5: Quality assurance and monitoring			
Activities *Report on the implementation status of the activities that were to be implemented during the reporting period and explain deviations from Annex 1 of the Grant Agreement. In case an activity was not implemented or a deliverable not produced, please explain why.*			
Task No	Task Name	Implemented? (Yes / No / Partially)	Justification (explain what was done and by whom; explain what was not done and why not; indicate how you intend to handle the situation and new timing; indicate if it was a one-off issue or how you intend to avoid similar issues in the future)
T5.1	Development of a quality assurance plan.		
T5.2	Quality Assurance Committee meetings.		
T5.3	Quality control monitoring.		
Other issues *Mention and explain unexpected events and adjustments that had to be made. Explain impact on other tasks, available resources and planning/timing.*			

Work Package 6: Sustainability			
Activities *Report on the implementation status of the activities that were to be implemented during the reporting period and explain deviations from Annex 1 of the Grant Agreement. In case an activity was not implemented or a deliverable not produced, please explain why.*			
Task No	Task Name	Implemented? (Yes / No / Partially)	Justification (explain what was done and by whom; explain what was not done and why not; indicate how you intend to handle the situation and new timing; indicate if it was a one-off issue or how you intend to avoid similar issues in the future)
T6.1	Creation of a sustainability plan.		
T6.2	Improvement of cooperation among Western Balkans Higher Education Institutions (HEIs) community.		
T6.3	Cooperation agreements between Western Balkans Higher Education Institutions (HEIs) and interested parties from the economy.		
Other issues *Mention and explain unexpected events and adjustments that had to be made. Explain impact on other tasks, available resources and planning/timing.*			

Work Package 7: Dissemination and exploitation			
Activities *Report on the implementation status of the activities that were to be implemented during the reporting period and explain deviations from Annex 1 of the Grant Agreement. In case an activity was not implemented or a deliverable not produced, please explain why.*			
Task No	Task Name	Implemented? (Yes / No / Partially)	Justification (explain what was done and by whom; explain what was not done and why not; indicate how you intend to handle the situation and new timing; indicate if it was a one-off issue or how you intend to avoid similar issues in the future)
T7.1	Establishment of a dissemination plan.		
T7.2	Development of a project website.		
T7.3	Promotion of study programs in media and on social networks.		
T7.4	Info days.		
T7.5	Promotion of training programs aimed at the economy and the wider community.		
T7.6	Promotion of e-knowledge platform.		
T7.7	Promotion at scientific conferences.		
Other issues *Mention and explain unexpected events and adjustments that had to be made. Explain impact on other tasks, available resources and planning/timing.*			

- Appendixes:
  25.XXXXX,
  26.XXXX
  27.XXXXX
  28.XXXXX

REPORT DONE BY:

_____

[Name and Surname]

_____

[Name and Surname]

Annex O – Review of deliverable

CHECKLIST FOR REVIEW OF DELIVERABLE[6]

Project acronym:	**NEST4WB**
Project full title:	**NEW ENERGY COMPETENCE SYSTEM AND TECHNOLOGY FOR WB ENERGY STABILITY SYSTEM CURRICULUM REFORM**
Project No:	**101129321 (Call: ERASMUS-EDU-2023-CBHE)**
Coordinator institution:	**ACADEMY OF APPLIED STUDIES KOSOVO AND METOHIJA**
Coordinator:	**Phd Bojan Prlincevic,prof.a.s.**
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WPX

Deliverable DX.X

ASSURANCE POINT	ISSUES TO BE ADDRESSED	ASSESSMENT	COMMENTS	RECCOMENDATIONS
Compiliance with NEST4WB objectives	*Does the deliverable comply with the overall objectives of the project?*	▶ yes ▶ no ▶ partially		
Compiliance with the specfic objectives of the WP	*Does the deliverable comply with the WP Objectives as specified in the WP description?*	▶ yes ▶ no ▶ partially		

[6] *This form has to be filled and to be returned to author of deliverable and WP leader, and to the coordinator, on e-mail address:* nest4wb@akademijakm.edu.rs..

Correspondence with the description of work of the relevant activity	*Does the deliverable correspond with the activity description as specified in the Application Form?*	▶ yes ▶ no ▶ partially		
Compliance with the deliverables format	*Is the deliverable presented using the Project's deliverable format – Annex K*	▶ yes ▶ no ▶ partially		
Adequacy of complementary information	*Examples of complementary info:* *- Sources used,* *- Bibliography,* *- List of contacts,* *- Methodology used.*	▶ yes ▶ no ▶ partially		
Adequacy of written language	*Level of written English*	▶ excellent ▶ adeguate ▶ poor		
Overall assessment and suggestions for improvement				
Date of Quality Assurance performed by CQA ~~or EC~~ reviewer				
Deadline for submission of amended version of the Deliverable				

Reviewer signement:_____

REPORT DONE BY:

_____

[Name and Surname]

_____

[Name and Surname]

Co-funded by the European Union

Annex P – Agenda template

AGENDA - EVENT

EVENT:	
VENUE:	
ORGANIZER:	
WPORKING PACKAGE:	
MEETING FORMAT	LIVE / ONLINE
TYPE OF THE MEETING:	INTERNAL / CONSORTIUM
DATE:	

Project acronym:	**NEST4WB**
Project title:	**NEW ENERGY COMPETENCE SYSTEM AND TECHNOLOGY FOR WB ENERGY STABILITY SYSTEM CURRICULUM REFORM**
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AGENDA FOR THE FIRST DAY

XX. XX. XXXX. - Place

Duration	DESCRIPTION	Place
9$^{30}_{00}$ – 10	Gathering, registration of participants	Room xxx xx floor
11$^{30}_{00}$ – 12	Coffee Break	
13 $^{00}_{00}$ – 15$^{00}_{00}$	Lunch break	
	○	

AGENDA FOR THE SECOND DAY

XX. XX. XXXX. - Place

Duration	DESCRIPTION	Place
$9^{\underline{30}}$ – $10^{\underline{00}}$	Gathering, registration of participants	Room xxx xx floor
$11^{\underline{30}}$ – $12^{\underline{00}}$	Coffee Break	
$13^{\underline{00}}$ – $15^{\underline{00}}$	Lunch break	

Co-funded by the European Union

БОЈАН ПРЛИНЧЕВИЋ 007711021 Sign

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Date: 2024.06.29 14:07:10 +02'00'

REPORT DONE BY:

[Phd Bojan Prlinčević]

[Phd Danijela Zubac]

REPORT PREPARED BY

Miroslav Voznak, Danijela Zubac, Bojan Prlinčević, Milan Mišić, Uroš Jakšić, Rene Prenc, Alen Jakoplić, Christos Manasis, Michalis Vrahopoulos, Joaquin Ordieres-Mere, Slobodan Bojanić, Marija Boranijašević, Boban Cvetanović, Ljiljana Pecić, Goran Dikić, Nebojša Arsić, Aleksandra Petrović, Živče Sarkoćević, Slobodan Lubura, Srdjan Lale, Davorka Šaravanja, Ivan Bevanda, Petar Marić, Petar Spalević, Miloš Dobrojević, Žaklina Spalević, Dael Dervishi, Anni Dasho, Maaruf Ali, Donald Elmazi, Nela Milošević, Bojana Mališić.

CHECKLIST FOR REVIEW OF DELIVERABLE[1]

Project acronym:	**NEST4WB**
Project full title:	**NEW ENERGY COMPETENCE SYSTEM AND TECHNOLOGY FOR WB ENERGY STABILITY SYSTEM CURRICULUM REFORM**
Project No:	**101129321 (Call: ERASMUS-EDU-2023-CBHE)**
Coordinator institution:	**ACADEMY OF APPLIED STUDIES KOSOVO AND METOHIJA**
Coordinator:	**Phd Bojan Prlincevic,prof.a.s.**
Beneficiaries:	**SVEUCILISTE U RIJECI-TEHNICKI FAKULTET (UNIRI RITEH), Croatia** **ETHNIKO KAI KAPODISTRIAKO PANEPISTIMIO ATHINON (NKUA), Greece** **VSB - TECHNICAL UNIVERSITY OF OSTRAVA (VSB - TUO), Czech** **UNIVERSIDAD POLITECNICA DE MADRID (UPM), Spain,** **AKADEMIJA TEHNICKO-VASPITACKIH STRUKOVNIH STUDIJA (AATPS), Serbia,** **AKADEMIJA TEHNICKO-UMETNICKIH STRUKOVNIH STUDIJA (ATUSS), Serbia,** **UNIVERSITY OF MITROVICA (UPKM), Kosovo *,** **UNIVERZITET U ISTOCNOM SARAJEVU (UES), Bosnia and Herzegovina,** **University of Mostar (SUM), Bosnia and Herzegovina,** **UNIVERZITET SINERGIJA BIJELJINA (USB), Bosnia and Herzegovina,** **LUARASI UNIVERSITY (LRS), Albania,** **UNIVERSITETI METROPOLITAN TIRANA (UMT), Albania,** **FAKULTET PRIMIJENJENE NAUKE PODGORICA (FPRN), Montenegro.**

[1] *This form has to be filled and to be returned to author of deliverable and WP leader, and to the coordinator, on e-mail address:* nest4wb@akademijakm.edu.rs..

WP5

Deliverable D5.1

ASSURANCE POINT	ISSUES TO BE ADDRESSED	ASSESSMENT	COMMENTS	RECCOMENDATIONS
Compiliance with NEST4WB objectives	*Does the deliverable comply with the overall objectives of the project?*	▶ yes		
Compiliance with the specfic objectives of the WP	*Does the deliverable comply with the WP Objectives as specified in the WP description?*	▶ yes		
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		
Compliance with the deliverables format	*Is the deliverable presented using the Project's deliverable format – Annex K*	▶ yes		
Adequacy of complementary information	*Examples of complementary info:* *- Sources used,* *- Bibliography,* *- List of contacts,* *- Methodology used.*	▶ yes		
Adequacy of written language	*Level of written English*	▶ adeguate		
Overall assessment and suggestions for improvement	**I consider the report as appropriate.**			
Date of Quality Assurance performed by CQA ~~or EC~~ reviewer				
Deadline for submission of amended version of the Deliverable				

Reviewer signement:_____

REPORT DONE BY:

prof. Ing. Miroslav Vozňák, Ph.D.

Digitálně podepsal prof. Ing. Miroslav Vozňák, Ph.D.
Datum: 2024.06.29 12:13:57 +02'00'

_____

[Name and Surname]

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[Name and Surname]