

# Project management Report in the context of WP6

Implementation of Education Quality Assurance system via  
cooperation of University-Business-Government in HEIs  
586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP-EDUQAS



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### **About the project ERASMUS+ EDUQAS “Implementation of Education Quality Assurance System via Cooperation of University- Business-Government in HEIs”**

The wider objective of the project is to improve education quality assurance systems through development of efficient internal quality standards leading to better employability of students in Partner Countries Universities. The internal QA system is based on analysis of needs and capacities in Kazakh and Ukrainian HEIs, experiences and best practices from the successful quality assurance action line of the Bologna Process.

#### **Main goals:**

- to promote the creation of quality culture at various levels through motivation, trust, responsibility of students, institutional leadership, individual staff members;
- to elaborate proposals for the design of programmes on Bachelor and Master levels with the involvement of all stakeholders;
- to develop technologies of assessment quality of Bachelor and Master programmes; designed programmes should meet the objectives including learning outcomes;
- to conduct training for the QA specialist and academic staff;
- to improve affiliate network university-business-government, collaboration with the EU universities;
- to enhance internal university information systems of quality evaluation;
- to develop a corporate QA infrastructure based on ICT, on-line, mobile technologies.

## **Partnership:**

- P1 - UNIVERSITATEA DIN CRAIOVA, Craiova, Romania – Project coordinator
- P2 - KUNGLIGA TEKNISKA HOEGSKOLAN, Stockholm, Sweden
- P3 - UNIVERSITE DE LIEGE, Liege, Belgium
- P4 - UNIVERSITY OF PLOVDIV PAISII HILENDARSKI, Plovdiv, Bulgaria
- P5 - LATVIJAS UNIVERSITATE, Riga, Latvia
- P6 - UNIVERSITE DE LORRAINE, Nancy Cedex, France
- P7 - SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS, Kharkiv, Ukraine
- P8 - LVIV POLYTECHNIC NATIONAL UNIVERSITY, Lviv, Ukraine
- P9 - DONETSK STATE UNIVERSITY OF MANAGEMENT, Mariupol, Ukraine
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- P11 - ABLAI KHAN UNIVERSITY OF INTERNATIONAL RELATIONS AND WORLD LANGUAGES, Almaty, Kazakhstan
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- P15 - MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE, Kyiv, Ukraine
- P16 - MINISTRY OF EDUCATION AND SCIENCE, Astana, Kazakhstan
- P17 - HAUT CONSEIL DE L'EVALUATION DE LA RECHERCHE ET DE L'ENSEIGNEMENT, Paris, France



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  - a. First online meeting - January 2018 - <http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/01/Minutes-of-the-online-meeting-15.01.2018.pdf>
  - b. Kick-off meeting, Craiova – February 2018 - <http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/01/Minutes-Craiova-26-27-February-2018.pdf>
  - c. Plovidiv, May 2018 - <http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/01/Report-Plovidiv-meeting-15-18.2018.pdf>
  - d. Stockholm, September 2018 - <http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2018/10/Draft-minutes-Stockholm.pdf>
  - e. Liege, January 2019 - [http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/03/20190124\\_minute\\_liege.pdf](http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/03/20190124_minute_liege.pdf)
  - f. Nancy, March 2019 - <http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/04/Minutes-NANCY-12-14-March-2019.pdf>
  - g. Riga, May 2019 - <http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2021/05/Minutes-Riga.pdf>
  - h. Online meeting, October 2019 - <http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/11/Minutes-of-the-online-meeting-October-2019.pdf>
  - i. Almaty, November 2019 - [http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/12/Minutes-KAUIR\\_Almaty\\_draft.pdf](http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/12/Minutes-KAUIR_Almaty_draft.pdf)
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  - k. Online meeting, January 2020 - <http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2020/01/Minutes-of-the-online-meeting-16-January-2020.pdf>
  - l. Online meeting, April 2020 - <http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2020/04/Minutes-of-the-online-meeting-22-April-2020.pdf>
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Project title:

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Assurance System via Cooperation of  
University- Business-Government in  
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**586109-EPP-1-2017-1-RO-EPPKA2-  
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**2017-2020**

**PROJECT MANAGEMENT PROCEDURE**

**Stage 4: PROJECT IMPLEMENTATION**



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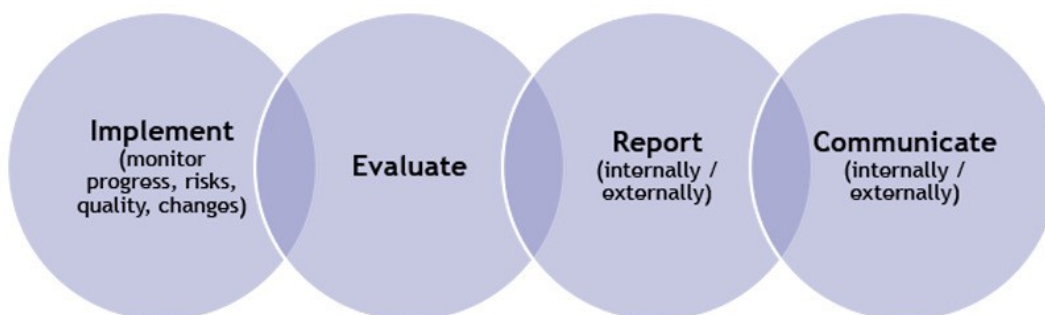


# 1 Project implementation

To implement a project means to carry out activities proposed in the application form with the aim to achieve project objectives and deliver results and outputs. Its success depends on many internal and external factors. Some of the most important ones are a very well organised project team and effective monitoring of project progress and related expenditures.

Overall management has to be taken over by the Coordinator and project manager, who is often employed or engaged by the Coordinator. The project management has to have an efficient management system and always has to be flexible to current needs and changed situations, as the project is rarely implemented exactly according to the initial plan. Nevertheless, the partnership should aim to deliver quality results and outputs. Quality means meeting expectations described in the application and those agreed within the partnership.

Figure: Project implementation tasks



## 1.1 Partners' responsibilities during implementation

According to the Coordinator principle, the overall responsibility for project monitoring will be with the Coordinator. However, all partners should be responsible for monitoring their own part of the work.

Table: Responsibilities within the partnership

Responsibilities	Coordinator	Partners
<b>Continuously monitor project progress</b> <i>(ensure that the project stays on track)</i>	<ul style="list-style-type: none"> <li>Monitor progress of key project elements</li> <li>Deliverables comply with content and quality requirements</li> <li>Milestones are met</li> <li>Cost as budgeted</li> <li>Review and process requests for modifications to the plan</li> </ul>	<ul style="list-style-type: none"> <li>Review progress of tasks on partner level</li> <li>Report to the Coordinator/ inform about the progress</li> <li>Inform of the potential risks and problems associated with risks</li> </ul>
<b>Conduct team reviews</b> <i>(review progress and plan for the next activities)</i>	<ul style="list-style-type: none"> <li>Determine the information needs in the partnership</li> <li>Decide/ discuss how best to communicate information</li> <li>Acquire the necessary information (e.g., through programme sources)</li> </ul>	<ul style="list-style-type: none"> <li>Inform about information needs and discuss them with the COORDINATOR and the rest of the partnership</li> <li>Regularly exchange status information</li> <li>Present/ discuss plans for next actions, and outline action points</li> </ul>

<b>Manage modifications</b>  <i>(monitor modifications to one or more project parameters)</i>	<ul style="list-style-type: none"> <li>· Document the modifications requested, prioritise modifications that involve the whole partnership</li> <li>· Estimate the resources involved to implement the modification that involves all relevant partners</li> <li>· Inform programme management, or make a request for a modification</li> <li>· Include an alternative solution</li> <li>· Provide a description of how the modification requested affects the project resources and outcomes</li> <li>· Ensure the approved modifications are incorporated in the project structure and carried out</li> </ul>	<ul style="list-style-type: none"> <li>· Outline the modification - link it to the original plan - highlight deviations</li> <li>· Estimate the impact of the modification on the partner's part of the project, and on the project as a whole</li> <li>· Inform and discuss with the COORDINATOR and the rest of the partnership</li> </ul>
<b>Communicate</b>  <i>(ensure that the project achievements are communicated to the relevant stakeholders)</i>	<ul style="list-style-type: none"> <li>· Harmonise key messages used for communication</li> <li>· Prepare information and material to be used for communication</li> <li>· Communicate project achievements in their networks</li> </ul>	<ul style="list-style-type: none"> <li>· Prepare and present deliveries and achievements as requested</li> <li>· Communicate project achievements in their networks</li> </ul>
<b>Formal project progress review</b>  <i>(ensure that the relevant programme bodies are kept informed of project progress)</i>	<ul style="list-style-type: none"> <li>· Identify what needs to be prepared for the review</li> <li>· Allocate tasks in the partnership regarding the provision of information</li> <li>· Establish logistics for information flow between the partnership and the programme</li> <li>· Undertake overall project progress review (e.g., against timetables, indicators, etc.)</li> <li>· Prepare the project periodic reporting and submit to the programme</li> </ul>	<ul style="list-style-type: none"> <li>· Undertake progress review (e.g., against timetables, indicators, etc.)</li> <li>· Prepare and present status information as requested</li> <li>· Identify action items that require attention by management and/or stakeholders</li> </ul>

Non-performing or inactive partners can be a problem, especially in large partnership projects. This can cause delays or simply reduce the effectiveness of the project, especially if these partners fail to fulfil their obligations. The most effective solution is to create an atmosphere where all partners feel able to express dissatisfaction and internal problems. If problems continue, the Coordinator may be forced to call on the programme or other external authorities, and may even exclude the partner as a last resort.

## 1.2 The ERASMUS+ programme co-financing the project implementation

While project partners are implementing the work plan, the programme co-financing the project is monitoring its implementation. Monitoring project progress is a main programme management tool. As an administrative procedure, the main task of monitoring is to assure that project inputs (budget and activities) and outputs are in line with the original plan (the application), and that the expenditure incurred complies with the rules of eligibility. The main feature of project monitoring is that it is based on the project application.

For these reasons, it is important that monitoring is an on-going process and not a task left for the end of the project. Programmes put considerable emphasis on project monitoring, and it is one of the core tasks of those responsible for programme management. Monitoring of project implementation provides vital

information on the overall performance of the programme; in particular, in terms of how (quantitatively and well as qualitatively) programme objectives and key targets have been met.

Other main reasons for monitoring are that it:

- Gives an accurate picture of the status of project implementation.
- Allows programmes to keep track of whether projects are being implemented according to the plan and thus keep track of all major project variables - cost, time, scope and quality of deliverables.
- Provides programme managers with important information on significant achievements which support programme information and publicity.
- Allows problem identification.
- Verifies and provides transparency on the spending of public funds.

## 2 Implementing the work plan

Project implementation consists of carrying out the activities with the aim of delivering the outputs and monitoring progress compared to the work plan. Monitoring can be defined as control of the project implementation in order to keep the project on track and achieve the end results of the project. The project manager is responsible for the regular monitoring of the project, but the partner organisations should also contribute actively to the effective monitoring of the project.

The whole partnership will benefit from monitoring of project progress because it:

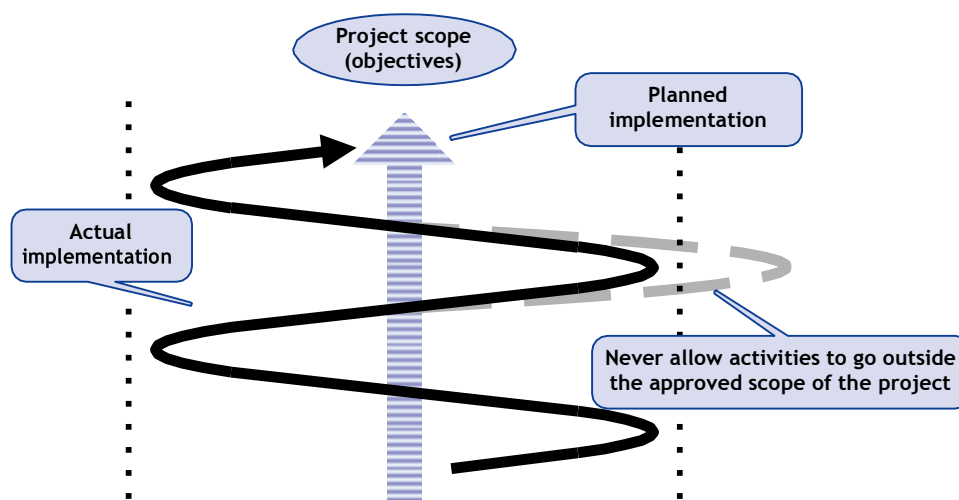
- provides support for project implementation and acts as an indicator of whether targets are being met;
- through feedback activities, it stimulates improvement in project results based upon observations of the value and the quality of the various elements of the project;
- provides reliability and credibility of results;
- foresees potential problems in good time and simplifies decision-making, especially if corrective actions are necessary.

### 2.1 Keeping track of the project

The project application that was approved by the programme is the baseline for project implementation. It is the main document that helps the project manager track progress. The project application contains project objectives, a description of the activities for achieving them, and measurable output and result indicators to show they have been achieved. However, you should not expect the project to be implemented exactly as planned.

No matter how good the original plan is, there will always be some deviation during implementation. This should be anticipated, and the aim of project management is to track this deviation, make sure it stays within the scope of the project, and redirect activities to get back on track. The further the project goes into implementation, the more important it is to track things systematically to avoid drifting away too much from the original outline and falling outside the scope of the project. Remember also that many modifications will actually be improvements, and that it is this dynamic aspect of project management and the ability to adapt to modifications that are likely to lead to success.

Figure: Project implementation



Once the project has started, the objectives should be regarded as central - if you alter what you plan to achieve you are in effect starting a new project and would have to start your activity planning again from the start. However, modifications to objectives often happen in small steps and do not seem to have a major impact. When these small modifications add up, though, they

can put the project seriously off target. The project manager should compare all decisions on modifications to the original objectives to make sure this does not happen. Programmes do not generally allow modifications to objectives - because it would mean they were getting a different project to the one they had approved.

The steps to achieving objectives are a different question. Situations change, new information becomes available, project activities may lead to better ways of doing things; all of these things naturally lead to activity modifications. A large part of the project manager's role involves monitoring these modifications and ensuring that they do not threaten achievement of the final objectives. A key skill is flexibility and being able to adapt to rapid changes without losing sight of objectives.

**Table: How to start tracking?**



- Fix the project baseline / starting point as a reference for comparison.
- Define what information you need from partners and when. Programme reporting periods provide clear deadlines, but basic information about each partner's progress should be updated much more often (say, once a month).
- Define margins and the scope for variation that can be tolerated to achieve objectives with the available resources.
- Document and communicate variation to partners; i.e., estimated and real progress.
- Decide on a general approach about how to deal with different degrees of deviation from the plan (slight deviation within the scope, medium deviation at the limits of the scope, deviation outside the scope).

## 2.2 Financial management

On the programme level, once the funds are allocated to a project they are "locked" in that project and cannot be released until after project closure. This means that these funds cannot be used to get other projects started, and the funding is 'parked' and useless. As a result, the European Union has created a number of mechanisms to ensure that if money is committed but remains unused for a number of years, the projects and/or programmes concerned will have their budgets cut and lose all rights to the unused funds. These mechanisms (de-commitment and the spending targets in the Performance Framework) operate at programme level, but if programmes lose money because of projects failing to spend according to their budget they may well pass on these budget reductions to the under-performing projects.

This makes it essential that projects provide reasonably accurate spending forecasts. Spending under target because genuine cost savings have been achieved is of course a good thing. The problems to be addressed are bad budget planning and, as a result, asking for funding that will never be needed or used for the project: under-spending is most often the result of over-budgeting. It is also important to think about the realistic timing of expenditure. Experience shows that implementation in approximately the first quarter of the project is slow, and project managers planning the same level of expenditure here as in other parts of the period should ask themselves whether this is really realistic.

The Coordinator has to have the overall responsibility for financial management, but each partner organisation must monitor its spending and keep its own records on expenditures for the project in question. The task for the Coordinator is to make sure that project partners only report expenditure in line with their original budget, do not exceed the budget for different categories of costs, or claim costs under headings where they have no budget. In most cases, however, the new online systems being put in place should make this kind of basic mistake impossible. Coordinators need to be aware of how different programmes address these kinds of formal errors. Some have a degree of flexibility. Others will rule expenditure ineligible if it is in conflict with the approved budget in any way.

## 2.3 Managing risks

Risks are internal or external events that may occur during project implementation and could threaten the achievement of project objectives and the project as a whole. A risk could be, for example, a partner dropping out or a key change in policy that goes against what the project is trying to achieve. Basic risk management is important for every project, but the level of detail needed varies depending on the size of the project and the number of risks and possible impacts on the achievement of the objectives. Identifying risks and outlining contingency measures for when they happen should be a task for every partnership, regardless of whether this is required by the programme or not. This process involves three steps:

### 1. Identifying risks

To identify risks you can look at possible sources of risk or at the threats / problems that can become risks. Sources include the team members, stakeholders, sub-contractors, target groups, etc. Problems could be, for example, a change in the political environment or the loss of money through de- commitment.

A good way to identify relevant risks can be an open brain-storming session at one of the partner meetings either during the project development stage or very early on in the start-up phase on ‘*What can go wrong?*’ All partners should be involved in this process to a) raise their awareness about possible risks, and b) to identify as many relevant risks as possible (especially with reference to different countries, legislations, sectors, and types of organisations involved). Do not let this exercise get out of hand: It is not about spreading gloom and panic, but rather identifying issues where a few sensible precautions can be taken.

### 2. Assessing risks

Once potential risks have been identified, they need to be qualified according to their impact on the project and their probability of occurring. As with most other aspects of planning, the assessment of probability can often only be based on assumptions and educated guesses. The impact, however, can often be estimated in relation to the budget and time lost or indicators not achieved. This assessment allows projects to prioritise risks - the ‘high risk’ decisions and actions have to be taken first.

Table: Risk assessment matrix

	Low impact	Medium impact	High impact
High probability	Medium risk	High risk	High risk
Medium probability	Low risk	Medium risk	High risk
Low probability	Low risk	Low risk	Medium risk

### 3. Dealing with risks

When a problem occurs it is often too late to take any preventive or alternative actions. The project manager and partners concerned have therefore to decide in advance how to handle each risk while there is sufficient time. Possible approaches are:

- **Ignore the risk.** This is sensible for risks with a low impact, or where the resources to develop alternatives would be greater than the impact of the problem, or if the probability is low but implications would be so substantial that the project cannot compensate for them anyway. *Example:* Natural disasters.
- **Identify alternative ways to remove the risk.** This is usually the approach to take for risks with high impact and high probability. *Example:* The project success depends on political support in all participating regions. It is known that the regional government in one of the participating regions could lose the regional elections that will take place in the middle of the project implementation. The possible new government will have different priorities and will probably not support the project.

- **Have a contingency plan to reduce the impact of problems that do happen.** This does not remove the risk but is a temporary solution. *Example:* The project developer has been the driving force behind developing the idea and bringing the partnership together. He/she is a key asset in the project. A plan must be made for the loss of this member of staff, ensuring that their knowledge and ideas are communicated to other people in the organisation so the project can continue without them, if necessary.

It is advisable to review and monitor risks throughout the project to keep on top of them, as they might transform or new ones might come up - *nothing is as constant as change!*

## 2.4 Revising the work plan

Work plans are short-term planning tools that contain a lot of detail on the activities carried out in the project and can therefore only cover the immediate future of the project - but with reference to the overall project plan. As part of tracking and monitoring, work plans are revised periodically and adapted where necessary.

Timings for the intervals between revisions and the period each detailed work plan should cover vary and should be proportional to the size of the project. In general, it is advisable that each work plan covers the working period between the main project meetings (many projects meet two or three times a year, therefore the periods covered by the detailed work plan would cover between four and six months). Connecting the work plan to the meeting schedule also has the benefit of being able to directly involve all partners in the elaboration of the next phase of the work plan, so that activities can be allocated directly to the team members, and coordination of shared tasks can begin straight away. This direct approach usually proves very efficient with great time-savings compared to the alternative way of sending drafts back and forth between partners. Afterwards, the project manager can prepare the updated or new work plan based on the meeting agreements, and distribute it to all partners so that implementation can continue smoothly.

### 2.4.1 Unexpected delays

Project timetables often fail to take account of the time needed for certain administrative procedures that need to be completed before the project can proceed. Two typical examples are obtaining planning permission for construction work and carrying out public procurement procedures for contracting external services. Both procedures are unavoidable and need to be included in project planning.

Some factors cannot be planned for. Bad weather is a typical example in infrastructure projects. The only thing to do is to include this type of problem in project risk assessments and try to develop project activities so all project progress does not depend on the completion of the activities that may be affected.

Another common externality, in particular when it comes to implementation work, is if the project's work depends on the work of others. Here a typical example is when the project's material investment represents part of a large national scheme: If the large project is delayed it usually obstructs the project plan as well. In this case, leaving some leeway for unforeseen delays or regular updates on the progress of the other project might be necessary.

### 2.4.2 Project modifications

Programme attitudes to this kind of modification vary. Generally speaking, the more detailed the information required in the application, the higher the likelihood that projects will have to ask for permission for even quite small modifications (because the approved application is a main part of the contract with the programme). Whatever the case, adding completely new activities or removing planned ones will always require programme approval and may even mean that the project has to be reconsidered by the programme monitoring committee. Don't ever be tempted to make this kind of major modification without approval: Costs for activities not included in the application are ineligible.

In order for the Coordinator/the programme management to make an informed and timely decision regarding the requested modification, it is best to provide information on:

- The nature of the modification (activity, partnership, etc.)
- Who does it affect - one partner/the whole partnership?
- Does it have an effect on the project budget?
- Does it have an effect on the project timeframe?
- Is there a danger that the project will not deliver all or some results and outputs?
- Is the modification related to working methods and procedures or objectives and deliverables?
- Outline alternative solutions, justify them in terms of complying with the original application (i.e., they do not significantly change the original plan).

One important question related to monitoring is to see whether the initial activity plan is still realistic for delivering the promised outcomes. For many projects the plan is likely to undergo change in order to reflect information that was unknown at the start of the project or changing conditions since then. Monitoring project modifications and making sure that these modifications stay within acceptable limits is another important task for project managers.

Project modifications and programme reactions vary according to the type of modification requested:

- **Activity modifications** - Generally accepted if main outcomes are unaffected. Budget implications should be considered.
- **Roles modifications** - When considering a redistribution of tasks in the project, programmes will make sure that joint implementation is not threatened and that all partners continue to play a strong role
- **Partnership modifications** - Tend to be taken very seriously. There are administrative implications - if a partner leaves, who will provide their financial contribution? Do any new organisations live up to programme requirements? Is there still a viable cooperation partnership?
- **Outputs and results modifications** - Modifications in results imply a modification in objectives, and will be questioned.
- **Project time plan modifications** - Project time extensions have been quite common in some programmes, but they make de-commitment forecasting very difficult and will probably be less common in future. Requests for timetable modifications should be based on evidence that delaying factors have been discovered and put right.
- **Budget modifications** - Most programmes are very flexible up to a certain limit of 10%-20% of the budget. After this, the procedures tend to get more complex. Some programmes require more information on certain modifications, such as moving budgets between partners (this can affect partner contribution) and the movement of money between certain budget lines (e.g., from staff costs to external experts).

All programmes have certain flexibility limits when it comes to project modifications. It is imperative that Coordinators are well acquainted with these limitations and the flexibility allowed on a project level. Modifications in project activities and deliverables can be particularly sensitive issues, as this implies a modification to the basic terms on which the budget was approved.



Always seek the support of the programme when in doubt or when you foresee significant project modification! In general, all requests for modifications should go through the Coordinator to the programme. Inform well in advance, if possible - better safe than sorry!



## 2.5 Project communication

Each project should find the most appropriate activities in order to reach their communication and project objectives. The following points should be considered part of project communication:

- **Regular information flow** - from within the project to the outside world. Keep your target audience up to speed with project progress, making use of the most appropriate media available. Target more in-depth communication at key delivery stages of the project. Create some suspense in the run-up for important project deliveries.
- **Feedback systems** - set up, run and make use of regular feedback to engage with your target audience, get their opinion and check that their expectations are being met or that they can be met.
- **Regular evaluation** - of your communication performance through the feedback and measurement of the project communication indicators. Adjust consequently, and notify project partners of the outcomes, successes and bottlenecks captured.
- **Make use of the programme resources** - programmes and national/regional networks can be multipliers, so feed them regularly with information about your project. This will help the Coordinator/programmes to identify projects worth showcasing at large scale events such as the RegioStars awards, the Open Days and other thematic occasions where programmes are asked to bring testimonials from the projects.
- **Long-term arrangements** - should start now in order to ensure that ownership and copyright matters are solved before the end of the project. This is valid first and foremost for the project website, in case it is not hosted by the programme, as it will have to be run and updated for a certain period after project closure.
- **Prepare for closure** - decide how you want to showcase the project at its end, and gather what you need along the project lifetime. Images, videos and testimonials can help the Coordinator to make the story of the project and use it as a closing product. On the other hand, efforts should also be made to point to the future directions of the project. Support the durability and transferability efforts envisaged by the project with communication activities.

### 3 Project reporting

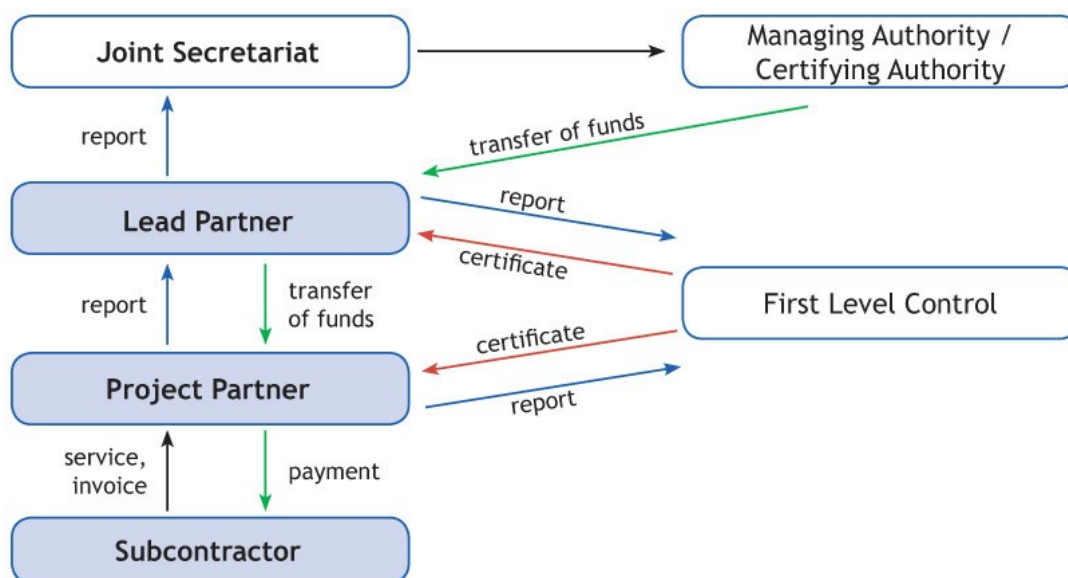
All Erasmus+ KA2 programmes require progress reporting during project implementation. The aim of the reporting process is to establish whether project objectives have been achieved, what resources have been expended, what problems have been encountered, and whether the project is expected to be completed on time and within budget. If performance is sufficient, the project will receive payment from the programme for costs incurred, paid and reported.

The most common practice is that programmes have one progress report form which includes both financial and content related information and has to be supplemented by required attachments. In addition, programmes often have a separate final report form which is submitted at the end of the project. The frequency of the reports submitted is decided by the programme, and this varies from programme to programme.

#### 3.1 Reporting process

The process begins on the partner level, where each project partner needs to report to the controller, who certifies the expenditure declared. Activities, outputs and costs approved by the controller are summarised and aggregated in the project progress report prepared by the Coordinator, who sends it to the Joint Secretariat for approval. Payments are carried out by the Certifying Authority to the Coordinator only if the expenditures have actually incurred, are in line with the subsidy contract, and were paid by the project partners. It is the responsibility of the Coordinator that the subsidy received from the programme is transferred to project partners in full and without delay. The procedures for the transfer of funds are to be defined in the project partnership agreement.

Figure: Reporting process



The figure above indicates that there are two main information streams in the reporting process: From the partners to the Coordinator, and from the Coordinator to programme management. In this process the Coordinator is the central figure with an important coordination and mediation role. An efficient Coordinator should allow for a smooth information flow from the programme to the partner level, and vice versa. In terms of reporting the Coordinator is seen as the practical link between the partnership and programme management.

**Table: Responsibilities of the Coordinator**

Towards the programme	Towards the partnership
<ul style="list-style-type: none"> <li>• Responsible for delivering the project.</li> <li>• Responsible for reporting according to the programme's timetable.</li> <li>• Responsible for ensuring that the expenditure presented by partners is in line with the work plan agreed.</li> <li>• Responsible for ensuring that activities carried out are in line with the application.</li> <li>• Responsible for immediately warning the programme if changes occur.</li> </ul>	<ul style="list-style-type: none"> <li>• Making sure that all information available on programme reporting procedures and reporting templates is passed on to the partner level.</li> <li>• Providing clarification related to the information/requirements.</li> <li>• Making sure that the partners provide the right information in order to produce the project report.</li> <li>• Making sure that any feedback from the reports reaches the partners (especially if some of the information is directly related to a specific partner).</li> <li>• Funneling partner questions to the programme.</li> </ul>

## 3.2 Reporting requirements

In order to carry out effective project monitoring, programmes usually require projects to submit the progress report at the agreed deadlines throughout project implementation. The report includes information about activities carried out, outputs delivered and expenditure incurred. The information provided in the report is compared to the latest version of the application form (i.e., the application form approved, including all approved modifications) to establish if the project is delivering according to the plan.

The financial part of the report provides information on the amount spent since the last report, split according to the same budget lines as those in the application. Each project partner will also have to present a certificate signed by the approved (designated) controller, stating that he/she has checked the spending, and that all of the amounts included are correct and in accordance with the rules. Finally, there is a request for the programme to transfer the amount claimed to the Coordinator.

Many programmes regard six-monthly reporting as adequate to obtain a good indication on project progress (though some programmes ask for reports every 3 months). Projects prefer 6-monthly reporting because of the administrative work involved, but on project level Coordinators should establish a system which provides more frequent and systematic basic updates on the progress of each partner.

Most projects put reporting deadlines in the project partnership agreement and make clear that the Coordinator will not be responsible for any project partner losses caused by partners' delays. Programmes are also toughening up on requirements and may, for example, suspend projects and/or project partners who fail to report for a number of periods. In other cases, it may be acceptable to submit a report without the delayed partners - who will then be allowed to claim for a double period with the next report.

Uniformity of reporting both to the programme (by the Coordinator) and to the Coordinator (by the partners) requires harmonisation of procedures on all levels. Uniformity is important because Coordinators need to be able to compare the input of their partners, and programmes need to be able to compare different projects. This means that, as far as it is possible, all levels need to provide the same information in the same format.

The basic principle is that programmes provide reporting templates (checklists or other reporting tools), which are distributed well in advance to the Coordinators (they may be also be available on programme websites), who should pass them on to the partners. These set out how information should be provided. Progress and financial reporting require different templates but are prepared at the same time for the same reporting periods, and submitted together to the programme.

**Table: Reporting tips**


- Learn exactly what your programme requires in terms of signatures, supporting documents and data before preparing your first report. It is essential that this information is communicated to the whole partnership and built into the working procedures of each of the partners.
- Build reporting timelines into the project partnership agreement, and remind all project partners of approaching deadlines well in advance.
- Consider the relevance of the information provided.
- Do not report on *planned* activities and outputs - only on activities actually carried out and outputs delivered.
- The amount of information provided should be proportionate to the level of expenditure claimed (e.g., if you have spent € 500.000 on material investment make sure it is explained sufficiently).
- Highlight main achievements - they are needed for programme communication.
- Report on time.
- See if there is a maximum length for different report sections - and stick to it.
- Reporting should follow and be consistent with the application and appendixes, as far as possible.
- Do not refer to content on your project website as a main mechanism for monitoring. Instead, provide the information with the report.



Insufficient and unclear information provided in the project reports may lead to misunderstanding of your project and, as a result, to delays in project payments. Make sure that all partners have a chance to review the full report before it is submitted. This ensures that the Coordinator has not misinterpreted partner statements.

Programmes are now required to process reports within 90 days after them having been submitted to the Joint Secretariat. This means that projects should expect less flexibility in terms of delayed report submission, and that programmes are likely to stop processing completely if a project's report is incomplete or ambiguous (this will suspend the 90-day period). The online reporting systems now being used should prevent a lot of the formal and technical errors that often caused problems in the past. Nevertheless, it will remain an important role of Coordinators to ensure firstly that the whole partnership knows how to avoid problems and, secondly, that the documents eventually submitted by each project partner do indeed live up to the programme's minimum requirements.

### 3.3 Financial control

Every time a project claims money from a programme, the spending reported has to go through a financial control check to make sure that spending rules have not been broken. This check is normally called First Level Control. In addition, because the controllers responsible for this First Level Control ('control') do not always spot all problems, a Second Level Control ('audit') has been set up. This involves re-checking some project spending to make sure that there are not too many mistakes. In addition, there are sometimes checks by the European Commission and the European Court of Auditors. Projects must therefore know the basic requirements and rules for spending and reporting costs before they start; there are quite a lot of formal requirements, and partners need to make sure they can provide the documentation required.

Illegally claiming money from the EU budget can lead to financial cuts in the project and - in severe cases - to court procedures. There is no need to panic, but make sure you are familiar with basic rules such as public procurement, and ensure that all of the project partners in your project can always document expenditure. Then you should not have any problems. The result of many project controls and audits is zero negative findings, and zero reduction to the funds claimed. That said, some projects seem to have almost endless problems and may have to pay back most, if not all, of the funding they have received.

How do you make sure you are in the good group?

- Be absolutely clear about what the EU, programme and national rules are for every type of expenditure you are claiming.
- Communicate this to every project partner and make sure they are living up to every requirement. Do this repeatedly and never assume that what you have said is the same as what has been understood - experience shows this is generally not the case.
- Stay away from borderline costs. You can claim costs which are necessary for delivery of the project - and only these costs. If you are in any doubt, ask the programme secretariat.

Make sure you know your controller and make sure he/she knows your project and what you are trying to achieve. Some controllers are willing to provide useful information and help you improve your financial reporting. Financial control and audit can have many layers (FLC, SLC, etc) but behind all of these lies one basic fact: All funds claimed from the European Commission must be eligible, and every Member State needs to set up an effective system for ensuring that this is the case. The risks are significant. If one of the control or audit bodies carries out a check and finds that ineligible expenditure has been paid out to a project, this may result in significant cuts to accepted project expenditure. Each country therefore designs a system that it feels is safe based on its own needs and experiences, and although programmes try to harmonise basic requirements it is possible that different project partners in the same project face different control requirements.

### *Which project partners are checked by controllers?*

Every project partner is checked. Generally speaking, each project partner is checked by a controller approved by the country in which they are based (though in a small number of cross-border programmes one organisation will do all control for the whole programme). The Coordinator then collects certified statements of expenditure from each project partner, and checks they have been signed by the approved controller and that each project partner has spent on the agreed activities only. The Coordinator then draws up the claim for the whole project and sends it to the programme. The exact procedure and documentation to be submitted can vary considerably.

The important point is that every report submitted to the programme must have been checked and signed off by controllers. Control must be carried out at the organisation originally incurring the expenditure; that organisation must maintain a full audit trail, and it is that organisation that will be liable in the event of any errors.

### *Who are the first level controllers?*

All Member States are required to select a body responsible for FLC in their country. The task of doing the actual controls can be delegated, for example, to regional/local bodies or private institutions. Different types of organisations are designated and programmes will be able to provide information on the controller for each project partner (sometimes it is a public office, and sometimes a private company).

**Centralised first level control systems** require all partners in a country or region to submit claims and other documents to one office, which checks all partners. The main problem here is that there are often significant delays in control in centralised systems. There is a three-month deadline for control in the regulations<sup>1</sup> but still this is not always met. Centralised systems also tend to find more errors, potentially indicating that controls by central bodies tend to be stricter.

In **decentralised control systems** every project partner chooses its own controller (from an approved list or according to a set procedure). The main issue with this system is that the controllers do not always have the time or the knowledge to carry out the checks properly, and there is a risk that approved expenditure will later be corrected by other programme control bodies. Some countries now have a shortlist of approved controllers so it is easier to monitor performance, offer training and remove bad controllers.

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<sup>1</sup> ETC Regulation (EU) No 1299/2013 § 23.4

It is important to remember that if you are from a country with a decentralised system and there is a free choice of controller, you might have to carry out some kind of procurement procedure to select the controller.

The Managing Authority (but often the Joint Secretariat on its behalf) also has an important role in control. As a minimum, the Managing Authority will carry out checks focusing on the delivery of outputs and compliance with non-financial rules, such as those on publicity and information. It does this by checking ('monitoring') the reports submitted by the projects. In some programmes, the MA/JS is also responsible for checking that all project claims are supported by signed certificates from the respective FLC bodies (the Coordinator should already have checked this once before submitting the claim). As noted above, the European Commission also requires that the MA has a clearly-defined supervisory role and satisfies itself that the different national FLC systems put in place are indeed working. Controllers and programme management bodies can both make changes to the amount a project has claimed. These changes result in cuts if they find incorrectly claimed expenditure. Keep in mind that positive changes by FLC or programme bodies are also possible - if, for example, expenditure was not claimed in full even though it would be eligible.

### ***What is checked during first level control?***

Controllers check every report in terms of eligibility of expenditure claimed. Many FLC systems now do not check every item, relying instead on a sample of items. The whole system is designed to provide guarantees of the eligibility and correctness of expenditure declared, and this is the focus of the checks. It is important to stress again that first level control needs to be far more than a check of the correctness of costs in accounting terms! It must address the specific rules covering Erasmus+ KA2 projects, and controllers must also make deductions where they find problems in compliance with these rules.

As such, controllers must look at key documents in the audit trail to make sure that:

- the costs claimed are real costs (with some exceptions, such as flat rates for office and administration), reflecting only the actual costs that had to be paid by the project partner),
- the activities really took place (e.g., participant lists from seminars), and
- the rules are being followed (e.g., evidence of public procurement procedures).

The audit trail must allow controllers and auditors to trace back all declared expenditure to the original invoices (or documents of equivalent value). A clear description of the accounting evidence to be held is therefore essential, as is communicating this information to everyone involved. This is particularly important in the case of regular project partners (i.e., project partners who are not the Coordinator), who play a key role but are not always properly informed about programme requirements by Coordinators. It should also be possible to verify the transfer of funds from the programme to the lead partner, and from the Coordinator to partners.

Sometimes the checks will require that evidence for the expenditure claimed is sent to the controller, who will then carry out a desk-based administrative control. Others will be (additional) on-the-spot checks, which are carried out to ensure that the evidence being supplied is correct and accurate and that, for example, any investments claimed really have been completed and match the descriptions supplied to the programme.

As part of its supervisory role, the MA / Joint Secretariat may also carry out project visits. Procedures vary considerably but often focus on whether administrative systems are working well, project documents are in order, and whether there is proof that activities have actually been carried out.

### ***What is the audit trail?***

The regulations and many programme documents refer to the need to safeguard the 'audit trail'. Put simply this means keeping records to show how every EURO of programme money has been spent. In most cases, this is simply a matter of storing the invoices issued for products and services delivered. The Managing Authority keeps a record of where all of these documents are stored (most of them will be in project offices), so that financial controllers always know where to check, if they have questions.

It is not possible to provide a comprehensive list, as requirements will vary slightly depending on the project, the activities and the partner organisation's administrative rules. However, the audit trail must include proof that all costs are eligible, and will demonstrate not just what was paid but also the need for this expenditure, whether it complies with all relevant rules and regulations, and that value for money principles were observed. The table below provides examples of the sorts of documents and evidence that should be available. Some controllers also provide such lists to project partners, making it much easier for them (and the controllers) to ensure that documents submitted are complete. These lists seem like a lot of detail, but all of the information should be standard and easily obtained: All partners should get into the habit of collecting this evidence from project start up. It is always worth remembering that one of the main reasons that claims are reduced is missing evidence.

All documentation should be accessible at the project partner's premises. For some documents, it may be sufficient to provide access to a digital system. This should be checked with the controller/auditor in advance. For details of the rules behind these documentary requirements, see the programme manual.

**Table: Main supporting documents needed for different types of costs**

<b>Basic background documents</b>	<ul style="list-style-type: none"> <li>· Subsidy contract and all amendments</li> <li>· Latest approved version of the application form</li> <li>· Evidence of the accounting system (either separate accounting system or adequate accounting code/cost centre) for all project-related transactions</li> <li>· Project partnership agreement and all amendments</li> <li>· Programme documents: Cooperation Programme, fact sheets, programme and first level control manuals, etc.</li> </ul>
<b>Basic project report documents</b>	<ul style="list-style-type: none"> <li>· Progress report including all obligatory annexes, properly signed and submitted</li> <li>· Financial reports</li> <li>· Copies of main project deliverables such as studies, agendas of meetings, etc., in line with the progress report</li> <li>· Publicity items such as brochures, publications, website, etc.</li> <li>· Confirmation of receipt of FUNDS from the previous period</li> </ul>
<b>Staff costs</b>	<ul style="list-style-type: none"> <li>· A document showing the contractual relationship (e.g., employment contract or other formal agreement) for all employees reporting staff costs (part-time and full-time)</li> <li>· Written agreement(s) outlining the work to be done for the project for all persons reporting staff costs (part-time and full-time)</li> <li>· A document specifying salaries for each relevant month and each person working on the project (e.g., print-out of the accounting system)</li> <li>· Proof of payment of salaries and any additional compulsory employer contributions (e.g., social insurance)</li> </ul>

<b>Travel and accommodation</b>	<ul style="list-style-type: none"> <li>· Agenda or similar of the meeting/seminar/conference</li> <li>· Proof of participation (e.g., email or signed list of participants)</li> <li>· Paid invoices or documents of equivalent probative value (hotel bills, tickets, etc.) - if the case</li> <li>· Information on daily subsistence allowance / per diem claims</li> <li>· Proof of payment of travel and accommodation costs (e.g., bank account statement, receipts, -if applicable- reimbursement to the staff)</li> </ul>
<b>External experts and services</b>	<ul style="list-style-type: none"> <li>· The selected offer or the contract</li> <li>· Invoices and proof of payment of external services and experts (e.g., bank account statement)</li> <li>· For experts and services that are NOT exclusively used for the project: Calculation method showing the share allocated to the project and justification for the share allocated</li> <li>· Deliverables and other evidence of the work carried out by external experts</li> </ul>
<b>Equipment and infrastructure</b>	<ul style="list-style-type: none"> <li>· The selected offer or contract</li> <li>· Invoices and proof of payment</li> <li>· For depreciation: Calculation scheme for depreciation</li> <li>· For equipment used only partially for the project: Calculation method showing the share allocated to the project and justification for the share allocated</li> <li>· Proof of existence (pictures, delivery note, etc.)</li> </ul>
<b>Public procurement</b>	<ul style="list-style-type: none"> <li>· Where external services or equipment were purchased</li> <li>· Documents required by controllers to check the procurement can also vary depending on national public procurement laws and programme rules.</li> <li>· Initial cost estimate made by the project partner to identify the applicable public procurement procedure:                             <ul style="list-style-type: none"> <li>– Procurement publication/notice</li> <li>– Terms of reference</li> <li>– Offers/quotes received</li> <li>– Report on assessment of bids (Evaluation/selection report)</li> <li>– Information on acceptance and rejection</li> <li>– Contract, including any amendments</li> </ul> </li> </ul>

There are exceptions to these rules which allow programmes to use flat-rate financing, standard scales of unit costs, and lump sums<sup>2</sup>. For example, costs for office and administration may often be calculated as a fixed percentage of the eligible staff costs claimed.

All supporting documents must be kept on average for five full years from 31 December of the year in which the final payment is made to the project.<sup>3</sup> Programmes may interpret this time limit slightly differently. Most notably, if there has been State Aid in your project, documents must be kept for 10 years after the signing of the subsidy contract.

There are some costs for which it is not possible to show an individual project invoice. Office and administration costs are a good example, as the project only pays part of, for example, a larger heating bill for the whole building (this is one of the main reasons many programmes have gone over to a flat rate for these costs). In-kind contributions (if allowed) are another. In such cases, documents of 'equivalent probative value' need to be provided. This means that they provide reliable proof that the costs were calculated fairly and correctly. Different programmes and countries have different rules for defining how such documents should be presented.

<sup>2</sup> CPR Regulation (EU) No 1303/2013 § 67, 68; ETC Regulation (EU) No 1299/2013 § 19; Regulation (EU) No 1304/2013 § 14.2-4  
<sup>3</sup> CPR Regulation (EU) No 1303/2013 § 140.1



Generally speaking, original documents are needed for the audit trail. Each Member State draws up national standards to be met if copies, electronic versions or other formats are used.

If audit trail documentation is not available, the spending it covers will be rejected. The basic rule is: If you can't prove it, it never happened!

### *You still need it, even if the controller does not ask to see it*

The actual documents that a controller asks to see vary enormously. Some will check everything while others will assume that a lot of the supporting evidence is in place without looking at it. You still need these documents even if they are never used during first level control. If you are part of a programme quality check, a second level control check, a Commission audit or a check by the European Court of Auditors, you will be required to produce the documents with two weeks warning, or even less. If you cannot do so, you face having to pay back large amounts of money - just because the paperwork was not filed. Although you may be able to provide some documents later to some authorities, the damage has already been done if they are not available (as they should be) at the time of the audit.

### 3.3.1 Eligibility rules

In order to receive funding, all of the costs reported by a project must not only be 'correct' - calculated and entered accurately in your organisation's book-keeping system. They must also be 'eligible' - meaning that they live up to a number of special rules governing EU expenditure. The EU, programme and national levels will all have eligibility rules to make sure that funds granted to projects are not wasted or misused. Spending that is eligible will be paid. Spending that breaks the rules is 'ineligible' and will not be paid.

In the 2014-2020 period there is a new hierarchy of rules<sup>4</sup>: Eligibility is decided by EU rules. If there are no EU rules in a particular area, programme rules may apply, if they exist. This means that the EU eligibility rules in the regulations have been expanded considerably, and the same basic principles apply to similar costs in all programmes. As is often the case, however, the devil is in the details: most programmes will have manuals and fact sheets explaining exactly how they interpret different eligibility rules, and there may be some differences between programmes and even between Member States. As a result, it is vital that you always consult each programme's own materials.

Programmes may also add their own rules, with the agreement of participating Member States. These may cap certain types of cost or not allow certain costs, even when these are allowed by the regulations (e.g. no in-kind costs allowed or grants to private companies), or set out specific rules to be met before a cost becomes eligible (e.g., costs outside the programme area will only be accepted with prior programme permission).

Never assume that the rules and systems in place in your country automatically apply to the rest of the partnership. Every project partner needs to check eligibility rules carefully before and during implementation to make sure that any proposed expenditure is allowed in their country.

### 3.3.2 What kinds of problems do financial controllers find?

The level of ineligible expenditure detected during first level control varies enormously from project to project. Most programmes have started special seminars for project managers in order to reduce the number of problems before they reach the control stage. Always remember that many projects are implemented from start to finish without financial errors, so it can be done!

#### **Common control problems found by controllers or auditors:**

- Errors in public procurements (missing documentation, infringement on rules, direct contracting without procurement at all) - the number one problem!
- Payment requested does not match finance report.
- Budget of a budget line or a project partner is exceeded beyond programme flexibility rules.

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<sup>4</sup> ETC Regulation (EU) No 1299/2013 § 18.3

- Costs are reported under the wrong budget line and/or work packages.
- Changes to project were made without prior approval by the programme.
- Expenditure does not correspond to project activities and objectives; documentation is not available to demonstrate a clear link between the work actually carried out and the declared expenditure (i.e., parts of the audit trail are missing).
- Activities were added that involve State Aid.
- Incorrect calculation of staff costs, office and administration costs, flat rates, depreciations, etc.
- Wrong currency exchange rate used.
- Expenditure not clearly documented (invoices missing or inadequate, proof of payment missing, etc.).
- Costs reported by organisations with no approved budget.
- Publicity requirements were not met (e.g., the EU logo is missing in all publications).
- No documents and evidence for the project partner financial contribution were available.
- Invoices were paid after the deadline for reporting.
- Invoices were included twice, either in the same project or in different projects (double counting!).

From the above it will be seen that many of the problems detected are quite basic - and should hopefully become things of the past. Some online reporting systems also have effective automatic controls of essential figures and data. Others can be detected and corrected with simple financial monitoring. Financial control should not present serious problems if the basic financial guidelines presented in the handbook are followed, and there is good communication with FLC and the programme.

### 3.3.3 Eight tips for avoiding financial management problems

It is not unusual for control and on-the-spot checks to reveal problems with the expenditure declared by a project or the basic financial management practices being used. Most of these problems can be solved, but this of course requires considerable time and effort, and may result in a suspension of payments to the project until all problems have been dealt with. The following simple tips summarise what you can do to avoid the most common problems.

#### 1. Set up separate accounts for project funds

Or at least ensure that every partner's accounting system can clearly separate project costs. Control visits have sometimes revealed that this basic requirement is missing. When this is the case, there is no evidence for which costs have been assigned to the project or why. The probable result is that large parts of the expenditure involved will be judged ineligible.

#### 2. Involve partner finance managers/experts from the start

Organisations have their own financial management systems and procedures. All project partners need to check that these comply with programme requirements, and that the systems can deliver the evidence that is needed (do not assume that this is the case!).

#### 3. Secure the audit trail

All project partners must keep all invoices. Supporting documents are also needed, such as timesheets for part-time staff and tendering evidence. If these documents are missing, the costs involved will not be accepted. Note also that all documents need to be kept until well after project closure! If documents are destroyed before then, all payments to the project can be reclaimed.

#### 4. Keep your filing up to date and find out what to file

Control visits typically have to be announced only two weeks in advance. You should make sure that you always have all documents available. Commonly missing documents are contracts and evidence of public procurement procedures. If you cannot provide these documents, it will be assumed that you have not followed the rules.

#### 5. Find out what the national public procurement thresholds are in each partner country

Basically, public procurement rules require that public organisations request offers for providing services and products. They are designed to promote a free and open market, and give value for money. There are

three values that generally need to be considered. Very small contracts do not need to be tendered. Larger contracts can be the subject of a limited tender, whereby a smaller number of offers are requested. Large contracts must be the subject of a full public tender with strict rules and procedures. 'Small' and 'large' are relative terms here: There are enormous differences between countries in the threshold values (the value of the contract that determines which tender procedure needs to be used). In some countries, full public tendering is required for very small amounts, and project managers should be aware of the delays this will cause. You must respect the threshold values and the relevant rules - you cannot divide contracts into smaller jobs to get around these rules. If you award a contract for equipment or services, you must be able to prove that you used the right tendering procedure. These documents are often missing, and the most common reasons are that partners say they did not know anyone else who could do the job involved, or had to act quickly and did not have time for tendering. These are not acceptable reasons, and the full value of the contract will probably be judged ineligible. Many programmes have now put their own rules and thresholds in place for small value contracts to avoid all problems arising from lack of clarity in national rules.

#### **6. Check you have approval for all activities outside the eligible programme area**

There are many different situations to consider here, and all projects should find out how their programme interprets them (e.g., project partners outside the area, travel outside the area, costs incurred outside the area, etc.). Regardless of programme interpretation, planned activities outside the eligible area typically need to be included in the application.

#### **7. Avoid grey areas**

There is sometimes a temptation to bend the rules or misinterpret programme advice. If in doubt, ask - and accept the guidance that is given. Programmes are understandably harsh on projects that have deliberately ignored the rules.

#### **8. Only report costs directly related to implementation of the project**

You must be able to demonstrate that all of the costs reported were actually incurred and paid out (with the exception of flat rates, lump sums, in-kind contributions and depreciations), and were necessary for implementing the project. Any costs that do not fit these criteria may be treated as ineligible.

## 4 Project evaluation

Project evaluation is an important tool to measure your project performance and to demonstrate the achievements of your project. It helps you answer questions such as ‘Is my project still on track?’, ‘Is my project delivering results as planned’, or ‘What is working well in my project’. If your project is not delivering results as expected, project evaluation can be a useful tool that can assist you in adapting activities.

Altogether an evaluation should be seen as a learning exercise: “a culture that supports learning and that is able to derive positive lessons for the future from problems, or even failures, as well as from success”.<sup>5</sup>

Before starting an evaluation, it is necessary to find out about the specifications, requirements and guidelines of your programmes related to project evaluation. It could be that your programme has issued specific guidelines for a project evaluation.

An evaluation can be carried out during the implementation of a project; e.g., to find out if the project is performing as planned, or at the end of the project; e.g., to present the achievements of the project.

If you plan to carry out a project evaluation, you should first ask yourself **why** you want to implement the evaluation. Evaluations should never be carried out without having a clear picture of why and for whom the evaluation is being done.

**Table: Purpose of evaluation**

<b>Accountability</b>	Demonstrating how far a project has achieved its objectives, how well it has used its resources, and what has been its impact: What did your project achieve? How successful has your project been? Has it met its targets? Did you spend the money as planned? Has the money been spent effectively and efficiently, and with what impact?
<b>Implementation</b>	Improving the performance, management and effectiveness of the project: How efficiently did you implement your project? Are the management arrangements working efficiently? Are partners as involved as they need to be? Are programmes properly targeted in terms of eligibility? Is the time plan being adhered to?
<b>Knowledge production</b>	Understanding what works (for whom), why and in what contexts. What have we now learned about what works? Is this an efficient way of achieving goals, or are there alternatives? What evidence is there regarding the sustainability of the project?
<b>Planning / efficiency</b>	Ensuring that there is a justification for the project, and that resources are being efficiently deployed: Was your project worth implementing? Is this the best use of public money? Are there alternative uses of resources that would yield more benefit? Is there equivalence between the costs incurred and the benefits that followed? Did you spend the money in an efficient way?
<b>Institutional strengthening</b>	Improving and developing capacity among project participants and their networks and institutions. Are project partners and local communities sufficiently involved in your project? What can be done to increase participation and develop consensus? Are the project mechanisms supportive and open to 'bottom up' feedback?

All these evaluation purposes are of interest to different stakeholders, and tend to determine the type of evaluation and the method you select.

<sup>5</sup> EVALSED: The resource for the evaluation of Socio-Economic Development, September 2013, p.17

<sup>6</sup> EVALSED: The resource for the evaluation of Socio-Economic Development, September 2013, p.16

## 4.1 Scope and object of the evaluation

Defining the scope of your evaluation should start with the question “**What is to be evaluated?**” It is recommended to adopt a relatively strict definition of the scope of the evaluation, in order to reach concrete conclusions and recommendations. For example, the best way to define the focus and the evaluation questions is to **consider practical constraints** such as time, human resources and budget (e.g., How much money does the project have for the evaluation? How much time is available to implement the evaluation? Will the evaluation be done by an internal or external evaluator?)



Consult your programme on how and what to evaluate. Your project might be required to contribute specific data to the programme database, or deliver data for the final report of the programme.

Inadequate stakeholder involvement is one of the most common reasons programmes and projects fail<sup>7</sup>. Therefore, it is very important that you involve relevant stakeholders in the planning, monitoring and evaluation process. The crucial point is to identify the relevant stakeholders that have an interest in your project: they may make decisions, participate in project activities, or are themselves affected by projects activities.

Stakeholders, programme managers and policy makers, potential project partners and partners should be involved in the evaluation from the earliest stages, whenever possible. This will ensure that the evaluation design and plan will include their priorities. This will also ensure that they feel some sense of ownership of the outputs of the evaluation, and are more likely to put them to use.<sup>8</sup>

### Defining evaluation questions

Through defining the evaluation questions, the project can focus on different aspects of the project implementation:

- What has the project accomplished? What change did the project bring? (Descriptive questions intended to observe, describe and measure changes.)
- How and to what extent is that which occurred attributable to the project? (Causal questions which strive to understand and assess relations of cause and effect.)
- Are the results satisfactory in relation to targets? (Normative questions which apply evaluation criteria.)
- What will happen in the future because of the project? For example, will the project create positive effects for the environment? (Predictive questions, which attempt to anticipate what will happen as a result of planned interventions.)

Evaluation questions refer to the main evaluation criteria:

- **Relevance:** To what extent are the project’s objectives justified in relation to the needs of the programme area?
- **Effectiveness:** To what extent have the objectives been achieved? Has the project produced the expected effects? Could more effects be obtained by using different instruments?
- **Efficiency:** Have the planned outputs been achieved at the lowest costs?
- **Utility:** Are the expected or unexpected effects satisfactory from the point of view of direct or indirect project partners? Did the project have an impact on the target groups in relation to their needs?
- **Sustainability:** Are the results, including institutional changes, durable over time? Will they continue if there is no more funding?<sup>9</sup>

<sup>7</sup> UNDP: Handbook on Planning, Monitoring and Evaluating for Development Results, 2009

<sup>8</sup> EVALSED: The resource for the evaluation of Socio-Economic Development, September 2013, p.58

<sup>9</sup> Adapted from EVALSED: The resource for the evaluation of Socio-Economic Development, September 2013, p.35

When selecting evaluation questions it is important to ensure that these questions are answerable with the available data. Another important consideration is how the evaluation results will be used, by whom, and for what purpose.

## 4.2 Selection of the evaluator and the evaluation method

It is the Coordinator's responsibility to organise evaluation activities in the project. This can be done internally and/or through external experts. Internal evaluators are probably more familiar with institutional and management requirements, but may lack certain specialist expertise. External evaluators often have more specialised expertise, and may be seen as more independent, which provides greater credibility to the outcome of the evaluation.

Please be aware that your project might also be evaluated through programme evaluations (e.g., the mid-term evaluation or ex-post in the current period). Programme evaluations assess the overall effectiveness of the programme, the impacts of the type of cooperation being funded in the projects, and the overall achievement of objectives – a process which is underpinned by the performance of each project implemented under the programme.

In order to answer the evaluation questions, the project has to select the appropriate technique and method. The EVALSED Sourcebook<sup>10</sup> lists (alphabetically) the wide range of methods and techniques that can be applied to answer the evaluation questions.

When choosing methods and techniques, it is important to consider the kind of questions selected which are part of an extensive design exercise that includes consulting stakeholders and assessing programme characteristics. Choosing methods and techniques first and then trying to make them fit with questions for which they have not been specifically chosen will create problems. The techniques chosen need to reflect the purpose and focus of the evaluation.<sup>11</sup>

Please note that programmes have to carry out evaluations to improve their implementation and to assess their effectiveness, efficiency and impact. That is why it is highly recommended that the project discusses its evaluation questions and methods with the programme. The programme might be interested in questions related to indicators or links that were set up between the programme and the projects.

The questions could be:

- Are the chosen indicators appropriate?
- Do the indicators reflect the change that should be achieved through the projects activities?
- Is the project contributing to the programme interventions?

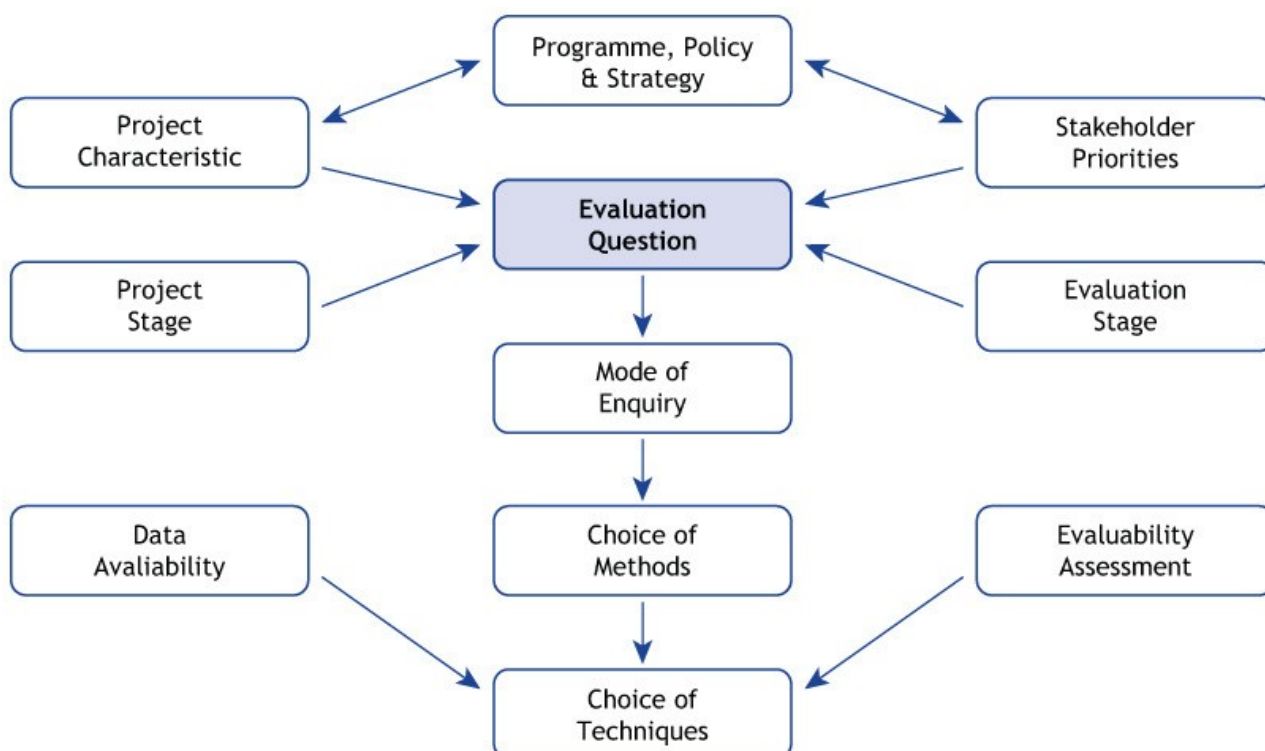
The graphic<sup>12</sup> below depicts the factors that influence the formulation of the evaluation questions and the choice of methods and techniques, in a broader context.

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<sup>10</sup> EVALSED Sourcebook: Methods and Techniques.  
[http://ec.europa.eu/regional\\_policy/sources/docgener/evaluation/guide/evaluation\\_sourcebook.pdf](http://ec.europa.eu/regional_policy/sources/docgener/evaluation/guide/evaluation_sourcebook.pdf)

<sup>11</sup> EVALSED: The resource for the evaluation of Socio-Economic Development, September 2013, p.88

<sup>12</sup> Adapted from the graph in EVALSED: The resource for the evaluation of Socio-Economic Development, September 2013, p.73

**Figure: Evaluation question factors**


### 4.3 Implementing and managing evaluations

During the evaluation process there should be continuous interaction between the evaluator/evaluation team and all involved stakeholders. The success of the evaluation depends on the level of cooperation of the involved stakeholders.

Evaluation results can be disseminated and communicated to the stakeholders not only in writing but also verbally. The final report is only one means of communication of the results. An evaluation report usually consists of following parts: executive summary, project description, evaluation methodology, findings and recommendations.

Finally, the evaluation feedback should be communicated to the whole partnership as an opportunity to improve and strengthen the project's performance and profile. In addition, the plans on what to do with the evaluation findings should be implemented (e.g., communicate the findings to the wider public, use the findings to develop new projects, etc.). It is considered good practice that the key stakeholders review the report first, to clarify any discrepancies and ensure that they have a common understanding of the findings.



**Share your results!**

To be of added value, the results/findings of evaluation have to be communicated.<sup>13</sup>

<sup>13</sup> EVALSED: The resource for the evaluation of Socio-Economic Development, September 2013, p.48

**Table: Evaluation tips<sup>14</sup>**

- Be pragmatic! Consider that your resources are limited, administrators are not always efficient, coordination can be imperfect, knowledge is patchy and data is often not available. Even modest outputs can make a big difference, especially when set within a longer period!
- Contact your programme to find out if there are some guidelines you have to consider. Inform them about your evaluation, including the purpose, questions, method, etc.
- An evaluation can be carried out during the project implementation to reveal weaknesses in project design, or be carried out at the end of the project implementation to appraise success or weaknesses.
- Make sure that the evaluation is integrated into project planning and management. An evaluation takes time and human resources.
- Make sure that you involve the right stakeholders; if a major stakeholder interest is ignored, this is likely to weaken your evaluation, either because it will be poorly designed or because its results will lack credibility. Involving relevant stakeholders will ensure that the result will be taken up and used. Identify your stakeholders, find out what their interests are in an evaluation, and involve them!
- The importance of evaluation questions in an evaluation design cannot be overstated. Formulate evaluation questions in a way that makes them easy to answer. Ask questions that people will find useful.
- An evaluation is not about gathering large quantities of data in the belief that these will eventually provide answers to all evaluation questions. By being clear about the purpose, method and tools of evaluation that are needed, your evaluation can be more focused and result in a better outcome.
- Evaluation is an interactive process: It used to be common to regard the use of evaluation as being confined to acting on recommendations and final reports. It is now understood that evaluation use can be supported, and occurs throughout an evaluation. Promoting dialogue during the course of an evaluation is likely to ensure that when stakeholders receive the reports they will be better prepared and more receptive.
- Consider at an early stage how the evaluation findings will be used.

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<sup>14</sup> These tips are taken from the golden rules of EVALSED: The resource for the evaluation of Socio-Economic Development, September 2013



## 5 Project implementation checklist



	Success criteria	Yes	No	Comments
Project progress	The partnership is monitoring the project progress compared to the latest version of the application form.	<input type="checkbox"/>	<input type="checkbox"/>	
	The contingency plan to deal with identified risks has been prepared.	<input type="checkbox"/>	<input type="checkbox"/>	
	The project is being revised according to the needs and within the limits set by the programme.	<input type="checkbox"/>	<input type="checkbox"/>	
	The deliverables have been produced as expected (quality and quantity).	<input type="checkbox"/>	<input type="checkbox"/>	
	Project achievements are being communicated to the stakeholders (including the programme).	<input type="checkbox"/>	<input type="checkbox"/>	
Operational	Regular contact with the programme secretariat has been maintained, to ensure a two way exchange of information.	<input type="checkbox"/>	<input type="checkbox"/>	
	All partners report about their progress to the relevant programme bodies according to the agreed schedule.	<input type="checkbox"/>	<input type="checkbox"/>	
	All project partners are aware of financial rules set up by the programme and their respective country.	<input type="checkbox"/>	<input type="checkbox"/>	
	All partners have secured the audit trail.	<input type="checkbox"/>	<input type="checkbox"/>	
	Separate accounts have been set up for project funds.	<input type="checkbox"/>	<input type="checkbox"/>	

## **Monitoring procedure**

### **1. What is monitoring within the EDUQAS project?**

Monitoring is the systematic and continuous collection and analysis of information about the progress of a project. The scope is to ensure that all the partners and experts within the project do and know what is needed in order for decisions to be taken in a timely manner.

### **2. Types of monitoring to be performed within the EDUQAS project**

There are different types of monitoring: financial monitoring, process monitoring and impact monitoring.

- Process or performance monitoring** focuses on the activities carried out as part of the project. It is designed to assess whether and/or how well those activities are being implemented. It also covers the use of resources. Process monitoring is designed to provide the information needed to continually plan and review work, assess the success or otherwise of the implementation of the project, identify and deal with problems and challenges, and take advantage of opportunities as they arise.
- Results or impact monitoring** aims to assess the changes brought about by the project on a continuous basis. Often this means assessing changes in a target population partner organisations, decision-makers stakeholders, etc.. Impact monitoring can be used to assess progress towards goals and objectives, as well as unintended change. Despite the name, impact monitoring is more often associated with changes at outcome, rather than impact, level.
- Situation monitoring**, sometimes known as **scanning**, is concerned with monitoring the external environment. Sometimes this is done through defining and collecting indicators relating to issues such as the local social and/or legal situation, changes in the education system, and the activities of other development actors. At other times, situation monitoring simply means keeping eyes and ears open in order to assess what is happening outside of the project that might influence it.
- Financial monitoring** is concerned with the monitoring of budgets and finance, and is linked to auditing. It is usually concerned with tracking costs against defined categories of expenditure.
- Compliance monitoring** is designed to ensure compliance with issues such as donor regulations, grant or contract requirements, government regulations, and ethical standards.

### **3. The purpose of project monitoring**

Project monitoring has many purposes, depending on the type of monitoring and the context. However, the primary purpose is to collect regular

information on progress, and then use this to make constant adjustments to support the management of the project. This includes ensuring plans and budgets are being

#### **4. The functions of project monitoring**

The process of project monitoring is hugely dependent on a variety of factors, such as

- what it has to do because other organisations (such as partners, agencies stakeholders, donors or partners etc.) expect it as a condition of support;
- the type of work it is undertaking (e.g. higher education practices and QA);
- the sector of work – higher education;
- the nature and culture of the organisation;
- the available resources to carry out the work.

#### **5. Monitoring stages**

**Planning:** Process monitoring is often associated with short-term plans dealing with activities. These can include annual, quarterly, monthly and weekly activity plans, often with associated budgets. The purpose of much monitoring is to ensure that plans are being delivered as expected, and to take appropriate action where they are not.

**Collecting information:** Sometimes information is collected through formal tools such as semi-structured interviews, structured observation and focus group discussions. A lot of monitoring also involves the ***routine collection and recording of numeric data on pre-defined templates*** that shall be provided to project partners. Monitoring may also involve unstructured information collection, particularly when visits are carried out to the field (during management and implementing meetings of project partners)– observing what is happening, listening to different stakeholders, and talking to different people or groups – is often as important, if not more so, than formal monitoring exercises. During monitoring, information is routinely collected on pre-defined objectives and indicators, or activities described in activity plans. However, information can also be collected on activities and changes that were not anticipated, or changes in the wider environment that might affect the project.

**Recording information:** Some monitoring information can be acted on immediately. Often, however, monitoring information needs to be recorded so that it can be stored, shared, analysed, reported or used at a later date. Often, forms and templates are designed to record straightforward numeric data, such as the number of villagers attending meetings, the amount of savings collected, or the number of times community groups have met with government decision-makers. Another form of recording covers the production of minutes or

descriptions of meetings attended by different stakeholders. Meeting minutes shall also be used to ensure that everyone has the same understanding of the points raised, or agreements made.

**Storing information:** Some monitoring systems can result in a very large amount of information being collected and recorded. This information needs to be stored appropriately so that it can be retrieved and used for different purposes as and when necessary. The project online platform shall represent basis for such storage useful for monitoring, auditing and reporting of project results..

**Analysing information:** Analysis processes range from producing tables and graphs that summarize statistical information through to generating lessons and trends from large amounts of qualitative data. Many simple monitoring tools are designed to enable basic data analysis. For example, Gantt charts or other simple monitoring charts are designed to track project and activities overtime, and compare this with planned or predicted progress. Sometimes, analysis within a monitoring system is carried out by individuals within the management team, but, also, different individuals or groups to jointly analyse and interpret data (regional coordinators or experts within the steering committee). This is part of the sense-making that can happen through a variety of different processes. These include experts' meetings, partner meetings, stakeholder reviews and workshops. Sense-making can be done on an ongoing basis. But sometimes it will be done on a periodic basis. Within the project monitoring, analysis is often quite simple and is based around a series of common questions, such as:

#### Basic Analysis Questions

- What work has been carried out?
- What work was planned but not done?
- Why was this work not done?
- What problems have been encountered?
- How were these problems addressed (if at all)?
- If they were not addressed, why not?
- What opportunities have been identified?
- What changes have there been on a structural level?
- Is the project or programme on track to deliver its objectives?
- Are they still the right objectives?
- What lessons have been learned?
- How can these lessons be applied to future work?
- How has the external situation changed?
- What immediate adjustments need to be made to plans?
- What longer-term adjustments might need to be made?



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of the European Union



# Implementation of Education Quality Assurance system via cooperation of University-Business-Government in HEIs (EDUQAS) 2017-2020

- *EU programme for education, training, youth and sport*
- *Key Action 2 – Capacity Building in the Field of Higher Education*
- *Structural project*

Project No. 586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP

## **Project Handbook**

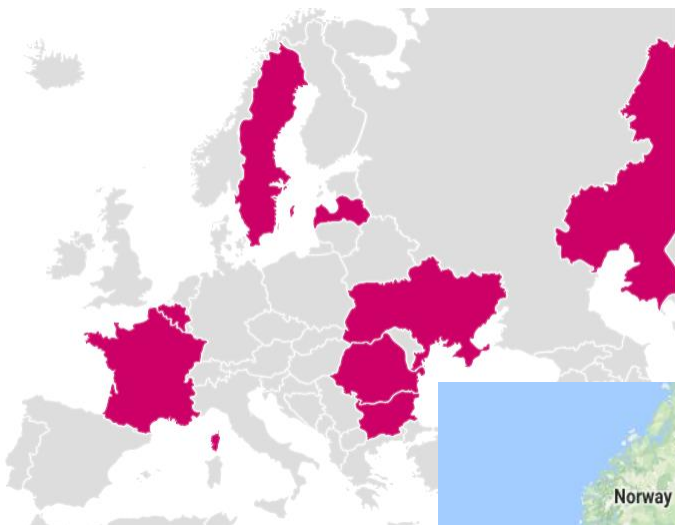
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# Partnership



8 Countries

2 Partner Countries

6 Programme Countries (EU)

29 Partners

17 Funded Partners

12 Associated Partners





## Funded Partners

- ▶ P1 - UNIVERSITATEA DIN CRAIOVA, Craiova, Romania – *Project coordinator*
- ▶ P2 - KUNGLIGA TEKNISKA HOEGSKOLAN, Stockholm, Sweden
- ▶ P3 - UNIVERSITE DE LIEGE, Liege, Belgium
- ▶ P4 - UNIVERSITY OF PLOVDIV PAISII HILENDARSKI, Plovdiv, Bulgaria
- ▶ P5 - LATVIJAS UNIVERSITATE, Riga, Latvia
- ▶ P6 - UNIVERSITE DE LORRAINE, Nancy Cedex, France
- ▶ P7 - SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS, Kharkiv, Ukraine
- ▶ P8 - LVIV POLYTECHNIC NATIONAL UNIVERSITY, Lviv, Ukraine
- ▶ P9 - DONETSK STATE UNIVERSITY OF MANAGEMENT, Mariupil, Ukraine
- ▶ P10 - NATIONAL METALLURGICAL ACADEMY OF UKRAINE, Dnipropetrovsk, Ukraine
- ▶ P11 - ABLAI KHAN UNIVERSITY OF INTERNATIONAL RELATIONS AND WORLD LANGUAGES, Almaty, Kazakhstan
- ▶ P12 - KAZAKH UNIVERSITY OF ECONOMY, FINANCE AND INTERNATIONAL TRADE, Astana, Kazakhstan
- ▶ P13 - INSTITUTE OF HIGHER EDUCATION, NATIONAL ACADEMY OF EDUCATION, Kyiv, Ukraine
- ▶ P14 - NATIONAL AGENCY FOR HIGHER EDUCATION QUALITY ASSURANCE, Kyiv, Ukraine
- ▶ P15 - MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE, Kyiv, Ukraine
- ▶ P16 - MINISTRY OF EDUCATION AND SCIENCE, Astana, Kazakhstan
- ▶ P17 - HAUT CONSEIL DE L'EVALUATION DE LA RECHERCHE ET DE L'ENSEIGNEMENT, Paris, France



## Associated Partners

- ▶ P18 - INDEPENDENT AGENCY FOR ACCREDITATION AND RATING, Astana, Kazakhstan
- ▶ P19 - EDUCATIONAL CENTER “BILIM – CENTRAL ASIA”, Almaty, Kazakhstan
- ▶ P20 - ASSOCIATION KAZAKHSTANAISE DES ENSEIGNANTS DE FRANÇAIS, Almaty, Kazakhstan
- ▶ P21 - KAZAKHSTAN COMMUNICATION ASSOCIATION, Almaty, Kazakhstan
- ▶ P22 - KAZAKHSTAN NATIONAL PUBLIC ASSOCIATION AT KHARKIV CITY “BIRLIK”, Kharkiv, Ukraine
- ▶ P23 - LATVIJAS DARBA DEVEJU KONFEDERACIJASABIEDRISKA ORGANIZACIJA SA, Riga, Latvia
- ▶ P24 - DONETSK REGIONAL NON-PROFIT ORGANIZATION “INSTITUTE OF PSYCHOSOCIAL TECHNOLOGIES”, Kiev, Ukraine
- ▶ P25 - AGE OF POSSIBILITY, Kharkiv, Ukraine
- ▶ P26 - KHARKIV REGIONAL GENDER RESOURCE CENTER, Kharkiv, Ukraine
- ▶ P27 - DEPARTMENT FOR REGIONAL COMPETITIVENESS DEVELOPMENT, KHARKIV REGIONAL STATE ADMINISTRATION, Kharkiv, Ukraine
- ▶ P28 - DNIPROPETROVSK CHAMBER OF COMMERCE AND INDUSTRY, Dnipropetrovsk, Ukraine
- ▶ P29 - AGENCE UNIVERSITAIRE DE LA FRANCOPHONIE – BECO, Bucharest, Romania





## Main objective

To improve quality culture in Kazakh and Ukrainian higher education institutions by establishing units, standards and guidelines dealing with internal QA in line with advanced EU practices.

## Key actions

- ▶ Training for all the actors involved in the quality cycle (QA officers, deans, professors, administrative staff) that are tailored to the specific needs in PC;
- ▶ Creation of peer networks for all the actors' groups and a pool of experts trained and actively involved in the process of internal QA of certain (selected) study programs;
- ▶ Internal evaluation of 2 pilot education programs Bsc and Msc;
- ▶ Link between quality assurance structures of HE institutions in PgC and PC.



Work Package and category	Title	Activities	Budget heading			
			Staff	Travel	Equipment	Subcontr.
<b>WP1 Preparation</b>	The overview of EU&PC QA policy strategy on national and institutional levels	<ul style="list-style-type: none"> <li>Analyze QA systems in EU and PC</li> <li>Train PC QA specialists</li> <li>Launch project web-site</li> </ul>	x	x		
<b>WP2 Development</b>	QA strategy & policy development	<ul style="list-style-type: none"> <li>Develop QA strategy and policy</li> <li>Design program development</li> <li>Train academic staff</li> <li>Improve regulations of students study “life-cycle”</li> <li>Purchase new equipment</li> </ul>	x	x	x	x
<b>WP3 Capacity building</b>	Implementation of internal QA systems	<ul style="list-style-type: none"> <li>Identify and upgrade tools for QA and data collection</li> <li>Launch QA units in PC</li> <li>Develop expert partnership network</li> <li>Pilot internal assessment of programs</li> </ul>				
<b>WP4 Quality plan</b>	Quality Assurance	<ul style="list-style-type: none"> <li>Develop evaluation program</li> <li>Internal &amp; external evaluation</li> </ul>	x	x		
<b>WP5 Dissemination &amp; exploitation</b>	Dissemination and exploitation strategy	<ul style="list-style-type: none"> <li>Create strategy &amp; plan for project dissemination and sustainability</li> <li>Content management of project web-site</li> <li>Organize dissemination events</li> </ul>	x	x		x
<b>WP6 Management</b>	Project Management	<ul style="list-style-type: none"> <li>Coordination and operational management</li> <li>Financial management and control</li> <li>Manage QA unit</li> </ul>	x	x		x

## Partners and budget resources involvement

	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	Budget (%)
<b>WP1 - Preparation</b>	x	x	x	x	x	x	x	x	x	x	x	x	x	x				9
<b>WP2 - Development</b>	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	41
<b>WP3 - Capacity building</b>	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
<b>WP4 - Quality plan</b>	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	20
<b>WP5 - Dissemination &amp; exploitation</b>	x						x	x	x	x	x	x	x	x	x	x		14
<b>WP6 - Management</b>	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	16



# Gantt diagram

Involvement of partners from EU Programme Countries (PgC) and from Partner Countries (PC) respectively

Year	Year 1												Year 2												Year 3											
	Oct. 2017 – Sept. 2018												Oct. 2018 – Sept. 2019												Oct. 2019 – Sept. 2020											
Month	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
WP1	PgC																																			
	PC																																			
WP2	PgC																																			
	PC																																			
WP3	PgC																																			
	PC																																			
WP4	PgC																																			
	PC																																			
WP5	PgC																																			
	PC																																			
WP6	PgC																																			
	PC																																			



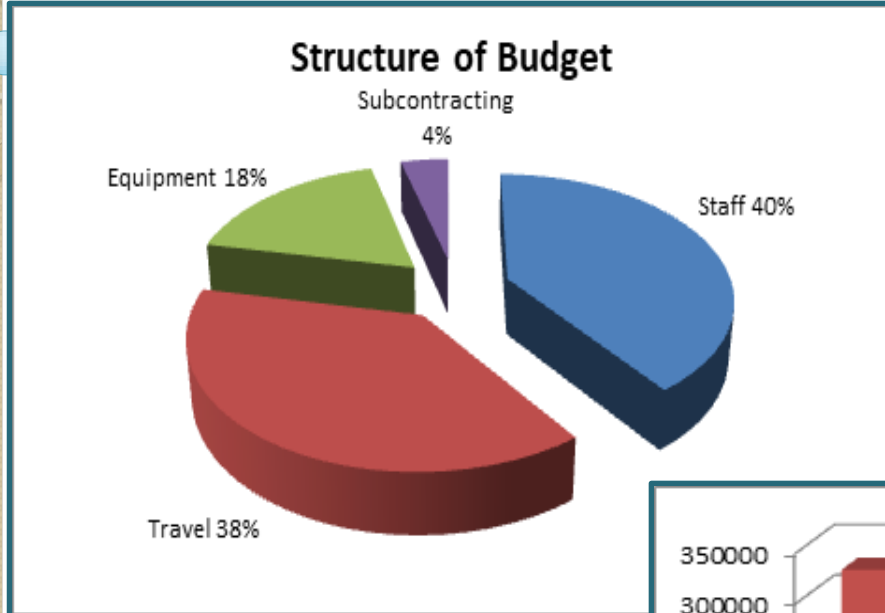
## Travel

**Number of staff members by origin, destination and Work Package**

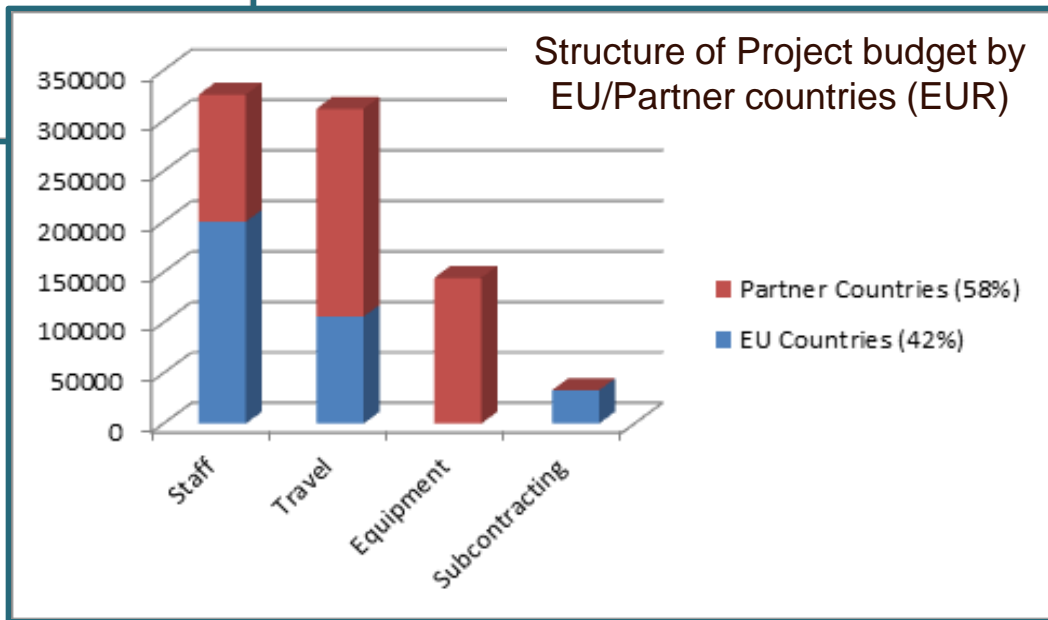
Departure Destination	P1 P2 P3 P4 P5 P6 P7 P8 P9 P10 P11 P12 P13 P14 P15 P16 P17																	Total persons
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	
<b>Craiova - WP6</b>		4	4	4	4	4	5	4	4	4	4	4	2	2	2	2	2	55
<b>Stockolm - WP1</b>	1						3	2	2	2	2	2	1	1				16
<b>Liege - WP2</b>	1						3	2	2	2	2	2	1	1	1	1		18
<b>Plovdiv - WP1</b>	1						3	2	2	2	2	2	1	1				16
<b>Riga - WP2</b>	1						4	3	3	3	3	3						20
<b>Nancy - WP2</b>	1						3	2	2	2	2	2	1	1			1	17
<b>Kharkiv - WP4, WP5</b>	4	3	3	3	3	3		2	2	2	2	2	1	1	1		1	33
<b>Lviv - WP4, WP5</b>	4		3			3	3		2	2	2	2	1	1	1			24
<b>Mariupol - WP4, WP5</b>	4	3		3			3	2		2	2	2	1	1	1			24
<b>Dnipropetrovsk - WP5</b>	1						3	2	2		2	2	1	1	1			15
<b>Alma Ata - WP4, WP5</b>	4	3	3				3	2	2	2		2					1	22
<b>Astana - WP4, WP5</b>	4	3	3	3	3	3	3	2	2	2	2		1	1	1		1	34
<b>Total persons</b>	<b>26</b>	<b>16</b>	<b>16</b>	<b>13</b>	<b>10</b>	<b>13</b>	<b>36</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>25</b>	<b>11</b>	<b>11</b>	<b>8</b>	<b>4</b>	<b>5</b>	<b>294</b>



## Project budget

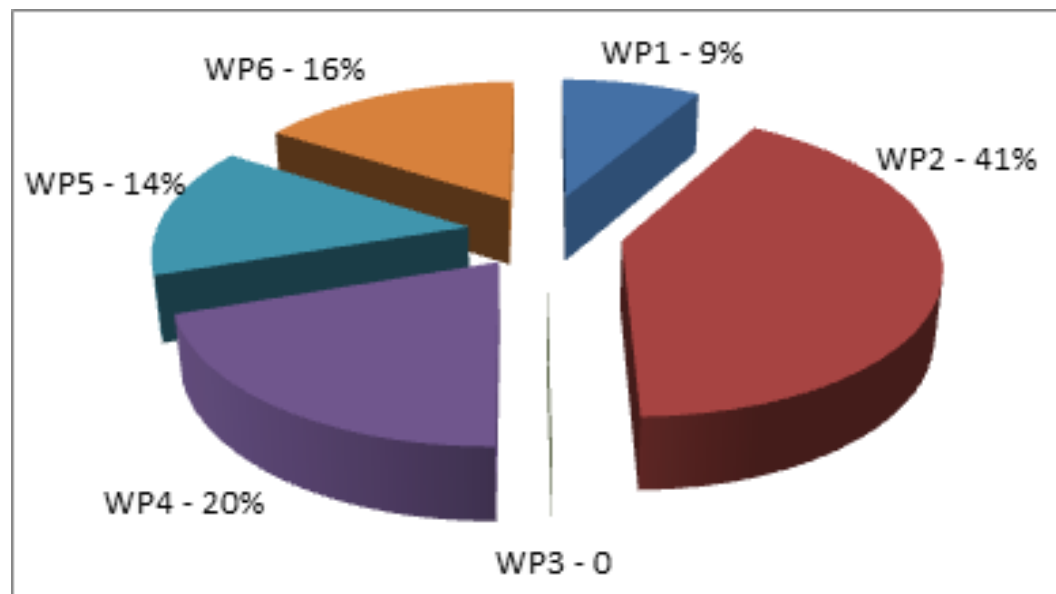


Total budget  
815 296 EUR





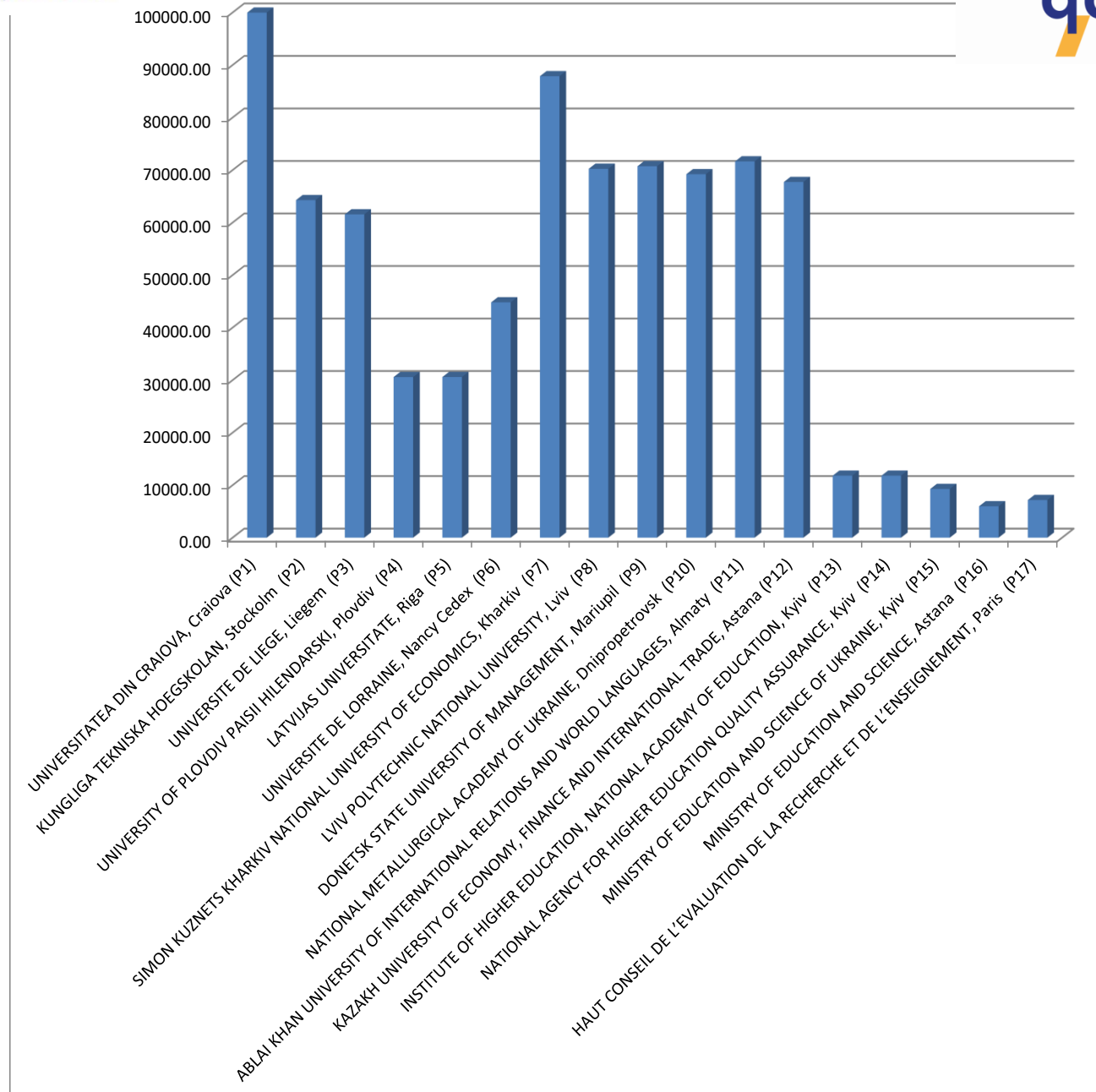
## Project budget by work packages



Work Package and category	Title
<b>WP1</b> Preparation	The overview of EU&PC QA policy strategy on national and institutional levels
<b>WP2</b> Development	QA strategy & policy development
<b>WP3</b> Capacity building	Implementation of internal QA systems
<b>WP4</b> Quality plan	Quality Assurance
<b>WP5</b> Dissemination & exploitation	Dissemination and exploitation strategy
<b>WP6</b> Management	Project Management

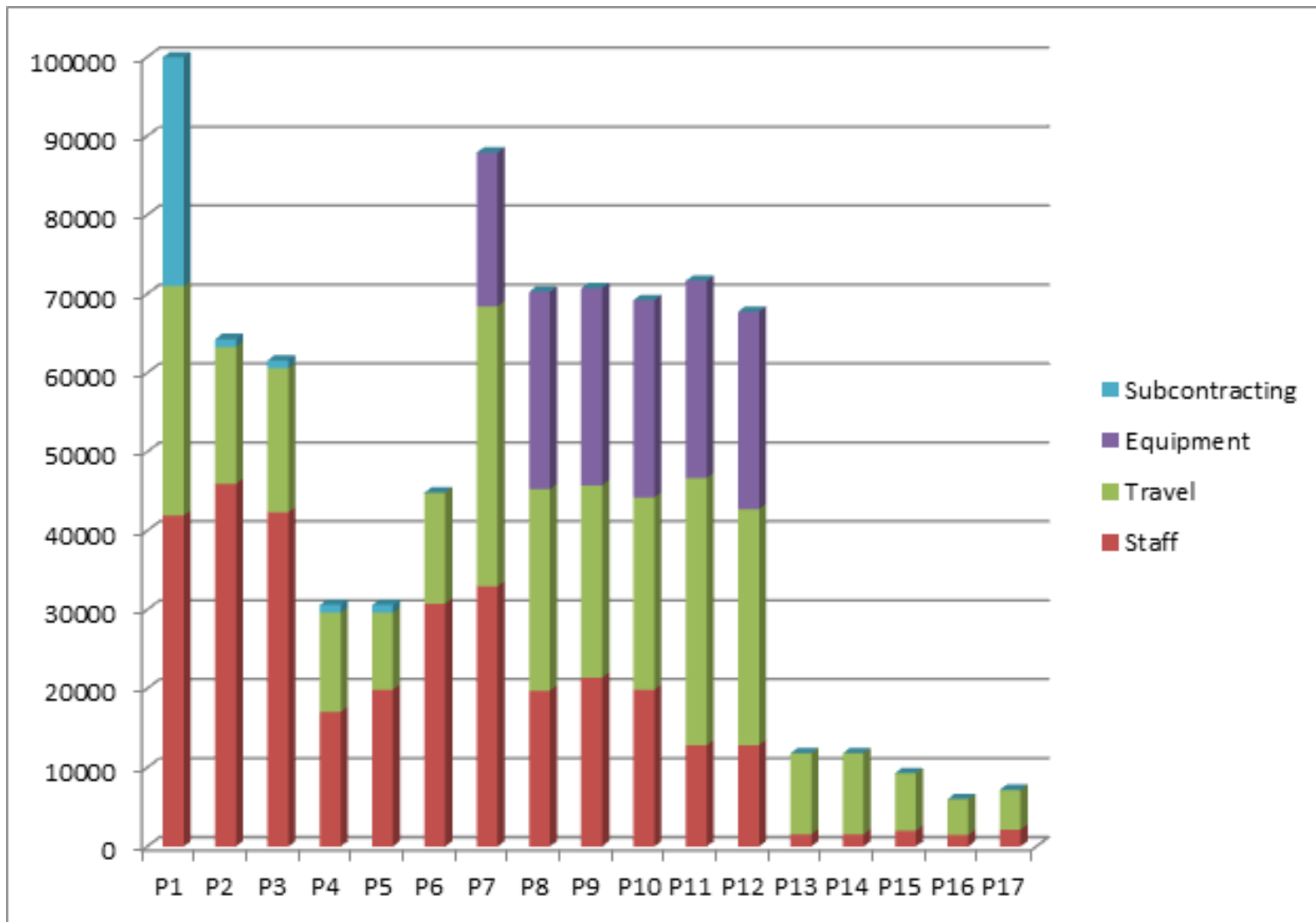


## Project budget by partners (EUR)





## Structure of Project budget by partners (EUR)








## Project website

<http://web.elth.ucv.ro/eduqas>

**ERASMUS+ PROGRAMME**

Project title: ***Implementation of Education Quality Assurance System via Cooperation of University- Business-Government in HEIs (EDUQAS)***

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# Welcome to the EDUQAS project!

*EU programme for education, training, youth and sport*

**Key Action 2 – Capacity Building in the Field of Higher Education**

**Project title: *Implementation of Education Quality Assurance System via Cooperation of University- Business-Government in HEIs (EDUQAS)***

586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

**2017-2020**

📅 January 14, 2018

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# DETAILED WORKPLAN

## LOGICAL FRAMEWORK MATRIX – LFM

<p><b>Wider Objective:</b> <i>What is the overall broader objective, to which the project will contribute?</i></p> <ul style="list-style-type: none"> <li>to improve education QA systems through develop. of efficient internal quality standards leading to better employability of students in PC HEI</li> </ul>	<p><b>Indicators of progress:</b> <i>What are the key indicators related to the wider objective?</i></p> <ul style="list-style-type: none"> <li>Developed QA infrastructure;</li> <li>set of internal standards&amp; guidelines for program evaluation;</li> <li>Documents &amp; reports adopted</li> </ul>	<p><b>How indicators will be measured:</b> <i>What are the sources of information on these indicators?</i></p> <ul style="list-style-type: none"> <li>QA units</li> <li>Project web-site</li> <li>Institution reports and records</li> <li>QA documents &amp; regulations</li> </ul>	
<p><b>Specific Project Objective/s:</b> <i>What are the specific objectives, which the project shall achieve?</i></p> <ul style="list-style-type: none"> <li>to establish QA unit for QA &amp; program evaluation</li> <li>to provide internal QA guidelines &amp; procedures</li> <li>to build capacity of teaching &amp; non-teaching staff involved in QA cycle</li> </ul>	<p><b>Indicators of progress:</b> <i>What are the quantitative and qualitative indicators showing whether and to what extent the project's specific objectives are achieved?</i></p> <ul style="list-style-type: none"> <li>6 QA units established in PC HEIs</li> <li>12 progr. improved in PC HEIs</li> <li>6 trainings: 36 academic staff from each PC trained, 36 QA specialists from each PC trained</li> </ul>	<p><b>How indicators will be measured:</b> <i>What are the sources of information that exist and can be collected? What are the methods required to get this information?</i></p> <ul style="list-style-type: none"> <li>6 QA new organizational structures</li> <li>2 PC HEIs QA standards&amp;guidelines</li> <li>6 training programs&amp; certification</li> <li>reports/feedbacks</li> </ul>	<p><b>Assumptions &amp; risks:</b> <i>What are the factors and conditions not under the direct control of the project, which are necessary to achieve these objectives? What risks have to be considered?</i></p> <ul style="list-style-type: none"> <li>Commitment of HEIs administration</li> <li>Lack of English lang. skills PC univ. staff</li> <li>Delays in access to funding</li> </ul>
<p><b>Outputs (tangible) and Outcomes (intangible):</b> <i>Please provide the list of concrete DELIVERABLES - outputs/outcomes (grouped in Workpackages), leading to the specific objective/s.:</i></p> <p>WP1. Overview of EU&amp;PC; proposals of standards; QA special. training; project web site. WP2. QA strategy, policy&amp;procedures; staff training; program development; regulations of students "life cycle". WP3. QA units launch; new equipment purchase; expert network development; pilot progr. assessm. WP4. Evaluation plan; quality internal&amp;external reports. WP 5. Dissem.&amp;sustain. plan; project web-site; dissem.events; web-site devel. WP6. Project mngt board &amp; reports; financial reports; QA unit mngt.</p>	<p><b>Indicators of progress:</b> <i>What are the indicators to measure whether and to what extent the project achieves the envisaged results and effects?</i></p> <ul style="list-style-type: none"> <li>2 joint evidence reports;</li> <li>6 surveys on EU QA systems/models</li> <li>36 QA specialists trained;</li> <li>project web-site hosting.</li> <li>6 QA strateg. established; QA policy&amp;criteria developed; 36 staff from each PC trained, 12 program. improved, 2 regulations of students study "life-cycle" at each PC enhanced</li> <li>6 QA units; new equip.purchased, 12 pilot programs assessed in 6 PC HEIs.</li> <li>Evaluation plan &amp; assessm. results</li> <li>dissem. plan; 20+ D&amp;S activities in each QA unit, 2 intern. confer.; video</li> <li>management &amp; financial reports.</li> </ul>	<p><b>How indicators will be measured:</b> <i>What are the sources of information on these indicators?</i></p> <ul style="list-style-type: none"> <li>Analytical reports; minutes of meetings; overview &amp; articles on QA at HEI; web-site statistics.</li> <li>Standards proposals; strategy &amp; policy papers; handbooks; programs descriptions;</li> <li>Training materials</li> <li>internal documents on new QA unit for each PC; invoices for equipment; progr.evaluation reports.</li> <li>int./ext. evaluation plan &amp; reports.</li> <li>dissem. events; events' reports; project web-site statistics; dissem. materials &amp; publications.</li> <li>project handbook &amp; progress report.</li> <li>external audit.</li> </ul>	<p><b>Assumptions &amp; risks:</b> <i>What external factors and conditions must be realised to obtain the expected outcomes and results on schedule?</i></p> <ul style="list-style-type: none"> <li>Awareness of Ministries&amp; university mngt. to support QA devel.</li> <li>EU partners sufficient. domain experience.</li> <li>Motivation of academic, administration &amp; research staff to improve the quality.</li> <li>Business ready to participate in quality evaluation.</li> <li>SC&amp; the Coordinator are experienced in problem solving.</li> <li>Risks:</li> <li>Inertia of stakeholders</li> <li>insufficient commitment of HEIs mngt.</li> </ul>

<p><b>Activities:</b>  <i>What are the key activities to be carried out (grouped in Workpackages) and in what sequence in order to produce the expected results?</i></p> <ul style="list-style-type: none"> <li>• WP1. Preparation 1.1. Analyse QA systems in EU&amp;PC. 1.2. Train QA specialists. 1.3. Launch project web-site.</li> <li>• WP2. Project development             <ul style="list-style-type: none"> <li>• 2.1. Develop QA strategy &amp; policy. 2.2. Design program development. 2.3. Train academic/teaching staff. 2.4. Improve regulations of students study "life-cycle".</li> </ul> </li> <li>• WP3. Capacity building.             <ul style="list-style-type: none"> <li>• PC. 3.1. Purchase new equipment. 3.2. Identify &amp; update tools for QA. 3.3. Launch QA units in PC. 3.4. Develop expert partnership network. 3.5. Pilot internal assessment of programs.</li> </ul> </li> <li>• WP4. Quality assurance.             <ul style="list-style-type: none"> <li>• 4.1. Develop evaluation program. 4.2. Internal &amp; external evaluation reports.</li> </ul> </li> <li>• WP5. Dissemination and Exploitation.             <ul style="list-style-type: none"> <li>• 5.1. Create strategy &amp; plan for project dissemination &amp; sustainability. 5.2. Develop web-site. 5.3. Organize dissemination events.</li> </ul> </li> <li>• WP6. Project management.             <ul style="list-style-type: none"> <li>6.1. Coordination &amp; operational mngt. 6.2. Financial mngt &amp; control. 6.3. Manage QA unit. External audit.</li> </ul> </li> </ul>	<p><b>Inputs:</b>  <i>What inputs are required to implement these activities, e.g. staff time, equipment, mobilities, publications etc.?</i></p> <ul style="list-style-type: none"> <li>• WP1: Staff: 79 days(d) P1, 29d P2, 24d P3, 62d P4, 49d P5, 22d P6, 48d P7, 62d P8, 48d P9, 41d P10-P12; Mobility: 28 flows(av.6 d)</li> <li>• WP2&amp;WP3: Staff: 249d P1, 81d P2, 114d P3, 115d P4, 184d P5, 73d P6, 202d P7, 137d P8, 162d P9, 137d P10-P12, 8d P13-P14; 5d P16-P17 Mobility: 49 flows (av.6 d) Equipment: P7,P8,P9,P10,P11,P12, subcontract</li> <li>• WP4: Staff: 205d P1, 103d P2, 83d P3, 98d P4, 99d P5, 62d P6, 107d P7, 49d P8, 58d P9, 49d P10-P12, 10d P13-P16; 5d P17 Mobility: 65 flows (av.6 d)</li> <li>• WP5: Staff: 49d P1, 93d P7, 58d P8, 58d P9, 77d P10; 48 d P11-P12; 10d P13-P16 Mobility: 76 flows (av.6 d), subcontract</li> <li>• WP6: Staff: 301d P1, 26d P2, 26d P3, 31d P4, 33d P5, 23d P6, 112d P7, 27d P8, 31d P9, 27d P10-P12; Mobility: 76 flows (av.4 d), subcontract</li> </ul>		<p><b>Assumptions, risks and pre-conditions:</b>  <i>What pre-conditions are required before the project starts? What conditions outside the project's direct control have to be present for the implementation of the planned activities?</i></p> <ul style="list-style-type: none"> <li>• Interest of society in project activities</li> <li>• Commitment of university management for full application of the ESG in PC HEIs and support for developing quality</li> <li>• openness of teaching &amp; non-teaching staff for changes and innovations</li> <li>• Motivation of (academic and non-academic) university staff for additional work and training</li> <li>• readiness of external stakeholders to collaborate with project consortium members</li> <li>• existence of networking and exchange between business, university and public authorities</li> <li>• Risks:             <ul style="list-style-type: none"> <li>• Delays in funding</li> <li>• Poor communication between participants</li> <li>• Partners universities management change</li> </ul> </li> </ul>
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## PART H - Work packages

### H.1. Description of work packages, outcomes and activities

Work package type and ref.nr	PREPARATION		1
<b>Title</b>	The overview of EU&PC QA policy strategy on national and institutional levels		
<b>Related assumptions and risks</b>	1. Commitment of EU to share experience & knowledge. 2. PCs' motivation and openness for innovation.		
<b>Description</b>	<p>EU HEIs are forced to provide high quality educational services to compete on the global market. QA has become a strategically important phenomenon for any EU HEI.</p> <p>Within global competitiveness, PC&amp; EU countries are concerned about higher education institutions performance in the knowledge sector, particularly in research, education and innovation (the knowledge triangle), and intend to design the international quality assurance systems.</p> <p>While PCs have the necessary knowledge and research, it fails to transfer them to innovation and improving productivity and economic growth. One way to solve the problem is to design the QA systems in PC HEIs to improve the level of quality assurance.</p> <p>The overview of the performance of the EU HEIs in the field of quality assurance system design is aimed to examine the European quality assurance standards and criteria for higher education, EU QA policy strategy and implementation on national and institutional levels, the EU HEIs' QA system qualitative analyses, techniques for training QA staff.</p> <p>Experience of teamwork in previous QA projects will support realization of WP tasks.</p>		
<b>Tasks</b>	1.1. To analyse the event mapping and the EU & PC documents on the QA policy strategy and implementation on national and institutional levels (P1-P12) 1.2. To train the PC QA managers QA systems, procedures, processes and actions intended to improve their techniques in the following spheres of QA HEIs' systems as: quality achievement, quality maintenance, quality monitoring and quality enhancement.(P1, P2, P4,P7-P17) 1.3. To launch QA project web-site to meet the needs of PC on the basis of usability, customization, openness, and transparency. (P1, P4&P8)		
<b>Estimated Start Date (dd-mm-yyyy)</b>	1	<b>Estimated End Date (dd-mm-yyyy)</b>	11
<b>Lead Organisation</b>	P4/P8		
<b>Participating Organisation</b>	P1-P17		

#### Deliverables/results/outcomes

<b>Expected Deliverable/Results/</b>	Work Package and Outcome ref.nr	1.1.
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<b>Outcomes</b>	Title	EU&PC QA systems analyzed	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>Analysis will be conducted to better understand the particularities of each EU HEI context. This will result in 2 evidence reports (EU and PC) and 6 QA surveys that will summarize a number of case studies from EU HEIs. The report will contain detailed analysis of documents, procedures and achieve the tasks of the overview.</p> <p>Tasks:</p> <ol style="list-style-type: none"> <li>1. To analyze QA policy and “Standards and Guidelines for Quality Assurance in the European Higher Education Area”</li> <li>2. To review how EU HEIs implement the QA policy requirements on European, national, and institutional levels.</li> <li>3. To identify main challenges of the European quality assurance policy implementation in the examined EU&amp;PC HEIs</li> </ol>	
	Due date	Month 11	
	Languages	EN	
<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups.            (Max. 250 characters)</i>		
<b>Dissemination level</b>	<input type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input type="checkbox"/> Local <input type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	1.2	
	Title	PC QA specialists trained	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input checked="" type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>The Kick-off meeting with the two representatives from each PC on the following agenda: project background and purpose, project outcomes, project scope and schedule, PC roles and responsibilities, budget, consortium agreement, project tools. Each representative responsible of the actions of the project will prepare a detailed plan of activities, which will be discussed and updated identifying verifiable steps within the action. Kick-off will be combined with training, dissemination and sustainability events.</p> <p>Administrative staff, QA managers, representatives of partners participate in 3 trainings organized and delivered by EU experts and combined with other meetings. Staff</p>	

		<p>trained will take part in elaboration of QA policy and guidelines, implementation of new program design, manage QA unit and pilot assessment.</p> <p>Tasks:</p> <ol style="list-style-type: none"> <li>1. To conduct kick-off and 3 trainings for PC QA specialists by EU experts (P1, P4, P2).</li> <li>2. To conduct dissemination and sustainability activities.</li> <li>3. To conduct project coordination meeting within the frames of training.</li> <li>4. To produce reports on the training and dissemination and sustainability events.</li> </ol>
	Due date	Months 3, 7, 9
	Languages	EN
<b>Target groups</b>	<input type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff (2 persons from each PC) <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other	
	<i>If you selected 'Other', please identify these target groups.            (Max. 250 characters)</i>	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input checked="" type="checkbox"/> International	

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	1.3	
	Title	EDUQAS project web-site launched	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input checked="" type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>QA project web-site is designed, hosted and tested for PC interaction, cooperation, data and findings sharing. The web-site will be used for sharing experience/results/progress of project implementation and for dissemination purposes. The site will be available in English, Ukrainian and Kazakh to raise awareness about project achievements and results among a wider society of PCs and EU.</p> <p>Tasks:</p> <ol style="list-style-type: none"> <li>1. Web-site design development by technical staff</li> <li>2. Web-site initial content formulation.</li> <li>3. Web-site development by IT specialists.</li> <li>4. Web-site beta-release and approval by the SC.</li> <li>5. Web-site launching.</li> </ol> <p>P1, P4&amp;P8 will be responsible for web-site design.</p>	
	Due date	Month 5	
	Languages	EN, UA, KZ	
<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff		

	<input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other
	<i>If you selected 'Other', please identify these target groups.          (Max. 250 characters)</i> University management, stakeholders, business, local authorities, Government
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> International

<b>Work package type and ref.nr</b>	<b>DEVELOPMENT</b>	<b>2</b>
<b>Title</b>	QA strategy & policy development	
<b>Related assumptions and risks</b>	1. Local/regional/national authorities, business, university management and students ready to support enhancement of QA policy and strategy 2. Social community ready to cooperate in design new programs Risk : 1.Poor academic quality assurance culture in universities of PCs	
<b>Description</b>	<p>QA strategy is to design the national quality assurance systems up to the European standards. QA strategy are based on the HEI' s missions and aims, and the unified, well-defined and documented notion of quality.</p> <p>QA system will be assisted by the development and implementation of QA standards and its methodology in the practice of HEIs through the coaching system for staff and students. The developed QA system should be transparent, easy to apply, available for the stakeholders. It provides the tools of gaining assessment competence and assessment culture for the HEI's staff proficiency, teaching performance and improve the employability of HEIs' graduates at the European and global labor market.</p> <p>A work group will be formed in each PC to conduct fact-finding and develop a QA framework for both HEIs and QA agencies. Investigations will be carried out based on the current practices and procedures underpinning the assessment of QA standards in PC and EU partners. These will result in 6 QA strategies that will be specific for each PC HEI. A standard research methodology will allow to conduct a comparative analysis of standards and procedures from each partner and the key findings of the case studies will be produced. The methods for study will be a mix of desk research, interviews, observations and review of processes and procedures. The summary will be produced identifying the areas of good practice as well as the issues and areas for enhancement.</p> <p>Risk 1 will be overcome by training of academic staff according to good EU practices.</p>	
<b>Tasks</b>	2.1. Develop QA strategy & policy (P1-P17). 2.2. Develop QA principles of program design (P1-P17). 2.3. Train academic staff (P3,P5,P6, P7-P17). 2.4. Improve students' "life-cycle" assessments (P1-P12).	

<b>Estimated Start Date (dd-mm-yyyy)</b>	Month 4	<b>Estimated End Date (dd-mm-yyyy)</b>	Month 24
<b>Lead Organisation</b>	P3/P7		
<b>Participating Organisation</b>	P1-P17		

### Deliverables/results/outcomes

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	2.1.	
	Title	PC QA policies and strategies developed	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	<p>The QA policy will outline the following:            QA management (who is in charge of what procedures; who is responsible for what; whom the person or HEI reports to);            the defined tasks and functions of all procedures;            the monitoring of the implementation of QA system procedures;            training academic staff;            correction and prevention of actions to adhere to the procedures if they failed;            means of communication and feedback to improve implementation;            resources;</p> <p>The next stage will be to create a "QA Standards and Procedures Guidelines" for HEIs and external quality assurance agencies. The Guidelines will be the best European practices which will be adaptable to different contexts and regulatory frameworks in PC HEIs. The Guidelines will describe a workflow and approval-process which could be tailored to meet the needs of HEIs working in different contexts and environments it will be supported by the case studies.</p> <p>The Guidelines will comprise of the standards, indicators, QA mechanisms, procedures for the external and internal QA at an institutional and academic programme level.</p>	
	Due date	Month 8	
	Languages	EN, UA, KZ	
<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i> <i>Associated partners, business representatives, NGOs, public authorities</i>		

<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty	<input checked="" type="checkbox"/> Local	<input checked="" type="checkbox"/> National
	<input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Regional	<input type="checkbox"/> International

<b>Expected Deliverable/Results/ Outcomes</b>	Work Package and Outcome ref.nr	2.2.	
	Title	Program design	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	<p>QA enhancement as a formative approach is aimed at promoting future performance rather than making evaluation on past performance. The criteria and procedures used are intended to strengthen the conditions, motivations, scope and level of information of HEIs towards quality improvement. Procedures lead towards the specification of quality according to goals and criteria that are internal or may be made internal by the institutions.</p> <p>QA enhancement approach to program design will be regarded as the unified and integrated method of checking up on how well the system is being adhered; a method of preventing and correcting errors of the program design; method of modifying/or improving/ or liquidating the out of date QA systems and program designs</p> <p>Tasks of program design            to establish stakeholders' requirements;            to work out the appropriate procedures;            to train academic staff;            to check the implementation of the procedures;            to prevent actions aimed at avoiding future mistakes or corrective actions.</p> <p>2 programs from each PC HEIs will be improved.</p>	
	Due date	24 month	

	Languages	EN, UA, KZ
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<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other
	<p><i>If you selected 'Other', please identify these target groups.            (Max. 250 characters)            Associated partners, representatives of business, Ministries of Education and Science</i></p>

<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty	<input checked="" type="checkbox"/> Local	<input checked="" type="checkbox"/> National
	<input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Regional	<input type="checkbox"/> International

<b>Expected Deliverable/Results/ Outcomes</b>	Work Package and Outcome ref.nr	2.3.
	Title	Academic staff trained

	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input checked="" type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>Teaching &amp; research staff will participate in 3 trainings organized and delivered by EU specialists in the field. Based on the QA policy&amp;strategy reports and PC specific needs, one of 3 trainings will be developed by the Steering Committee for PC HEIs, QA bodies and Ministries capacity building. Once a training kit is complete this training will be organized by P6 together with HCERES (P17). These trainings will be combined with dissemination and sustainability activities as well as will develop expert network for implementation of deliverable 3.4 (expert network developed). The 3 trainings will be combined with project meeting. During the trainings and dissemination events project internal evaluation will take place and feedback will be collected. Reports on the results of the trainings and D&amp;S activities will be produced.</p> <p>Tasks:</p> <ol style="list-style-type: none"> <li>To organize 3 trainings for 36 PC academic staff by EU experts (P3, P5,P6, P17).</li> <li>To provide dissemination/sustainability activities.</li> <li>To organize project coordination meeting.</li> <li>To produce the reports on the trainings and D&amp;S activities.</li> </ol>	
	Due date	Month 20	
	Languages	EN	
<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
<b>Dissemination level</b>	<input type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input type="checkbox"/> Local <input type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	2.4.	
	Title	Regulations of student "life-cycle" improved	
	Type	<input checked="" type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>Students' life cycle assessment is used to evaluate the quality of teaching and learning up to "the knowledge triangle": research, education and innovation. The QA system gives the tools and mechanisms to design the programs where the subject matter is driven by the latest</p>	

		<p>knowledge and research.</p> <p>Students' life cycle assessment will assist teachers to choose the teaching techniques to encourage students to develop academic literacy and both subject specific and generic skills which can be applied in the labor market as well as students' awareness of the subject research within and beyond the university including internationally. The students' assessment and achievements must be globally connected, as a consequence, it enables students to develop an understanding of how their subject is viewed, pursued and how the students' achievements can be assessed in different parts of the world and it provides the grounds for students' competitiveness as future specialist.</p>
	Due date	Month 12
	Languages	EN, UA, KZ
<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	<p><i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i></p> <p>University management, stakeholders, business, local authorities, Ministry of Education and Science</p>	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> National <input type="checkbox"/> International

<b>Work package type and ref.nr</b>	<b>CAPACITY BUILDING</b>	<b>3</b>
<b>Title</b>	Implementation of internal QA systems	
<b>Related assumptions and risks</b>	<p>1. Commitment of university management for full application of the ESG in PC HEIs and support for developing quality</p> <p>2. Openness of teaching &amp; non-teaching staff for changes and innovations</p> <p>R.: 1. Lack of English language skills PC HEIs QA&amp; academic staff.</p> <p>2. Poor expert networking and exchange between business, university and public authorities.</p>	
<b>Description</b>	<p>Within this WP 6 QA units will be created: 4 in Ukraine and 2 in Kazakhstan. Equipment and software needed for data collection&amp; evaluation process will be assessed and purchased. Documents will be created and approved at institutional level thus 6 QA units will be established as structural units of PC universities. Equipment will be purchased within the project. It is expected to create and pilot program evaluation, 2 programs will be assessed at each PC university. Internal QA model will be tested for the future external evaluation by national PC QA agencies.</p> <p>The findings and outcomes of the project will speed up the implementation of the QA system in different regions of Ukraine and Kazakhstan as well as tailor the PCs QA agency requirement to the European standards. The project will</p>	



	<p>encourage the HEIs' staff to cooperate for QA system and culture improvement, consequently, it will create a social, educational and academic network for transparent QA system provision and corruption prevention.</p> <p>English language course for PC HEIs staff will allow to avoid risk 1.</p> <p>Risk 2 of WP will be overcome the development of expert networking between universities and associated partners, business, public sector in order to ensure successful operation of the units and disseminate project results.</p>		
<b>Tasks</b>	<p>3.1. Purchase new equipment (P7-P12).</p> <p>3.2. Identify &amp; Update tools for QA &amp; data collection (P7-P12).</p> <p>3.3. Launch PC QA units (P7-P12).</p> <p>3.4. Develop expert network (P1-P17).</p> <p>3.5. Pilot program internal assessment (P7-P12).</p>		
<b>Estimated Start Date (dd-mm-yyyy)</b>	Month 8	<b>Estimated End Date (dd-mm-yyyy)</b>	36
<b>Lead Organisation</b>	P5/P9		
<b>Participating Organisation</b>	P1-P17		

### Deliverables/results/outcomes

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	3.1.	
	Title	New equipment purchased	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	<p>Equipment will be purchased within the project. It is expected that QA units will be able to make use of the high-technology equipment which for some reason is impossible to install at the units. All equipment will be energy-saving, friendly for environment and low carbon. In order to determine the best price open tender will be organized in each PC HEI. To fulfill this task it is necessary:</p> <ol style="list-style-type: none"> <li>1) Analyse equipment needs;</li> <li>2) Organisation of open tender.</li> <li>3) Purchase necessary equipment;</li> <li>4) Install &amp; test equipment;</li> <li>5) Delivering of all necessary documents, photo and reports.</li> <li>6) Train technical staff in equipment operation and maintenance.</li> </ol> <p>These activities are performed by PC project team (P7-P12) including academic staff, IT experts, trainers etc.</p>	
	Due date	Month 10	
Languages	UA, KZ		
<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians		



	<input type="checkbox"/> Other <i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>
<b>Dissemination level</b>	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input type="checkbox"/> International

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	3.2.	
	Title	QA tools identified and updated	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	<p>Identify the QA tools it is necessary to measure the outcomes and results of QA system implementation process.</p> <p>QA tools will give the institutional management greater responsibility both for collecting, analyzing and using relevant information for the effective management of their educational programs and other activities to extend the range of their self-knowledge and to access possible ways of improving their own performance and for providing the public with the accurate, impartial, objective, accessible, quality-related information. To fulfill this task it is necessary:</p> <ol style="list-style-type: none"> <li>1. Analyse existing QA tools;</li> <li>2. Identify relevant tools for PC HEIs;</li> <li>3. Upgrade and test QA tools;</li> </ol> <p>These activities are performed by PC project team (P7-P12) including academic staff, QA experts, trainers etc.</p>	
	Due date	Month 13	
	Languages	UA, KZ	
<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
<b>Dissemination level</b>	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input type="checkbox"/> International		

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	3.3.	
	Title	QA units launched	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material	<input checked="" type="checkbox"/> Event <input checked="" type="checkbox"/> Report

		<input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Service/Product
	Description	<p>QA unit launch relies on three phases as follows:</p> <p>Phase I. Project first year will be dedicated to depth-in analyses of PC HEIs QA system failures and to building institutional capacities of PC HEIs.</p> <p>Phase II – will be devoted to conceptualization and formulation of QA policies and procedures for program design and quality assurance. This phase will entail greatest involvement of university stakeholders, students, business through improvement of students’ study “life cycle”. Purchase of necessary equipment is envisioned in year 1.</p> <p>Phase III - starting from last month of first year and second year the project will mostly focus on launch of structural measures, development and operationalisation of internal QA units. Newly established QA units will organise piloting previously developed policies, procedures and structures through preparation of internal evaluation of selected programs.</p> <p>The project team will draw up the schedule of training sessions and work out the governing principles of evaluation methods, techniques, formats, topics, resources.</p>	
	Due date	Month 13	
	Languages	UA, KZ	
<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups.            (Max. 250 characters)</i>		
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input type="checkbox"/> International

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	3.4.	
	Title	Expert network developed	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input checked="" type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>QA expert network will be created between EU&amp;PC universities, national QA agencies, associated partners, business and local/national authorities in order to ensure successful operation of QA units. The EU partners have a wide experience in promoting quality culture, which will be useful for the PCs. It is therefore advisable to develop</p>	

		further contacts with the EU partners having similar QA organizational structures. English language courses for PC HEIs staff will be organized to overcome Risk 1.
	Due date	Month 36
	Languages	UA, KZ, EN
<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	<i>If you selected 'Other', please identify these target groups.            (Max. 250 characters)            Universities, associated partners, business</i>	
<b>Dissemination level</b>	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> International	

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	3.5.	
	Title	Pilot program internal assessment	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	<p>Pilot program internal assessment aimed at testing QA units capacity on the basis of new QA standards, guidelines &amp; procedures.</p> <p>It is expected to involve students into practical activity on the bases of partnership with EU &amp; PC QA agencies.</p> <p>2 programs (BSc and MSc) will be piloted at each of 6PC QA units to test quality of teaching, learning, and competence gained.</p> <p>Pilot BSc program evaluation will be provided at second year of the project at all PC universities.</p> <p>Pilot MSc program evaluation will be provided at third year of the project at all PC universities.</p> <p>Each PC University will choose a program to evaluate according to its specific needs and objectives.</p> <p>Project partners will organise conferences &amp; professional workshops on QA subjects.</p>	
	Due date	Month 32	
	Languages	UA, KZ	
<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		

	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters) Associated partners, business community</i>		
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input type="checkbox"/> Regional	<input type="checkbox"/> National <input type="checkbox"/> International

<b>Work package type and ref.nr</b>	<b>QUALITY PLAN</b>		<b>4</b>
<b>Title</b>	Quality Assurance		
<b>Related assumptions and risks</b>	<ol style="list-style-type: none"> <li>1. Local/regional/national authorities support innovative development;</li> <li>2. The SC and the Coordinator are experienced in problem solving;</li> <li>3. Partners ready to cooperate timely.</li> </ol>		
<b>Description</b>	<p>Evaluation of project implementation will be multilayer and include external and internal control as well as constant evaluation of feedback obtained from students, trainers, trainees, staff, teachers, experts etc. Quality plan will be formulated during the fifth and sixth month by the Steering Committee (SC). The SC will be responsible for the compliance of the activities and their results with the project goal, project working and quality plans. The SC will meet every 6 months during the project meetings or more often, if needed, via skype, and evaluate all the project results and activities conducted so far. The SC will consist of the project coordinator and a representative from each project participant. The SC will also check the quality plan implementation and correlation between the activities conducted and those listed in the working plan. SC will also evaluate the content of training materials; training courses for administration and teachers; dissemination and sustainability actions. The SC will produce recommendations for problem solving for each participant. External evaluation conducted by students, trainees, representatives of business and Ministries of Education and Science of PC who participate in the project activities and all interested stakeholders. Feedback obtained and analysed, the SC provides recommendations if needed.</p> <p>N.Asmatullayeva (P11)&amp;D.Ahmed-Zaki (P16), G.Novosad (P16), S. Kalashnikova (P13), Y.Rashkevich (P8), I.Sikorskaya (P9), V.Shatokha (P10)&amp;I.Zolotaryova (P7) as Members of Kazakh&amp;Ukrainian Higher Education Reform Experts Teams will actively contribute to the project implementation and dissemination of project results.</p>		
<b>Tasks</b>	<ol style="list-style-type: none"> <li>1. To develop the Quality Plan of project realisation (P2&amp;P9).</li> <li>2. To develop the system of internal and external project evaluation (P1-P17)</li> </ol>		
<b>Estimated Start Date (dd-mm-yyyy)</b>	Month 5	<b>Estimated End Date (dd-mm-yyyy)</b>	Month 36
<b>Lead Organisation</b>	P2/P9		
<b>Participating Organisation</b>	P1-P17		

#### Deliverables/results/outcomes

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	4.1.
	Title	Quality plan developed



	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>Quality plan developed during the third and fourth months of the project duration, verified by the SC, agreed upon by the project participants and includes:</p> <ul style="list-style-type: none"> <li>- Project progress constantly coordinated by the SC;</li> <li>- Quality plan serves as the indicator of progress for all the activities;</li> <li>- Regular evaluation of progress by the SC and external reviewers.</li> </ul> <p>The Quality plan will ensure that the key deliverables are achieved within the timescale. The SC will develop and adopt the Quality plan based on the following principles: objective setting and targets; planning, budgeting and resource deployment; evaluation, monitoring and performance indicators; performance review and reporting.</p> <p>This approach will ensure:</p> <ul style="list-style-type: none"> <li>• regular monitoring of progress due to that plan</li> <li>• management reporting of any deviations of the plan</li> <li>• appropriately scheduled involvement of management and partners during the project</li> <li>• established communication channels between the project management team and the rest of the consortium</li> <li>• continuous monitoring against requirements.</li> </ul> <p>According to the plan each major project event will be surveyed by the participants for checking its effectiveness and impact.</p> <p>Besides, each WP leader will produce a report upon its completion.</p>	
	Due date	Month 6	
	Languages	EN, UA, KZ	
<b>Target groups</b>	<input type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups.            (Max. 250 characters)</i>		
<b>Dissemination level</b>	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Institution	<input type="checkbox"/> Local <input type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	4.2.	
	Title	Internal and external evaluation performed	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product

	Description	External evaluation conducted by students, trainees, representatives of business and industry who participate in the project activities. Feedback obtained and analysed, SC provides recommendations if needed. Organization of meetings every 6 months to analyse the reports of PC members. The SC members monitor the progress of the QA system implementation, assess the fulfillment of the procedures, the development of actions directed to correct and prevent mistakes, examine the depth-in analyses of QA system failures. Close to the end of the project the P1 will organize an external audit for factual findings on the project. Drawing on variety of reports, the P1 together with project partners will develop intermediate and final reports to EACEA.
	Due date	Month 36
	Languages	EN
<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i> Representatives of business and industry, LLL, experts, academic staff	
<b>Dissemination level</b>	<input type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Local <input type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input type="checkbox"/> International	

<b>Work package type and ref.nr</b>	<b>DISSEMINATION &amp; EXPLOITATION</b>	<b>5</b>
<b>Title</b>	Dissemination and exploitation strategy	
<b>Related assumptions and risks</b>	1. Local/regional/national authorities, business are interested and willing to participate in the project activities ; 2. Industry lack of interest may be overcome by involving relevant authorities as associated partners.	
<b>Description</b>	Dissemination and exploitation strategy will be aimed to promote the objectives, progress and the project outcomes to all stakeholders. The objective of this work package is to ensure the appropriate dissemination of the project results defining in agreement with the consortium partners and effective dissemination strategy in order to maximize the results and achievements of the project throughout both academic and non-academic channels. The elaborated strategy will focus on: Specify the exploitation plans of the project aligned with the wider and specific project objectives as a whole and for each partner individually. Encourage intellectual contributions to the academic community. Establish and manage dissemination and exploitation activities according to the project plan. Actively participate in and/or organize events (workshops, seminars) in order to	

	<p>disseminate project results.</p> <p>Exploitation of the project activities will largely depend on the successful implementation of the dissemination and sustainability (D&amp;S) activities planned. Thus, partners will be encouraged to create D&amp;S plans for each year of the project duration. Reports on D&amp;S activities carried out by the partners will be included submitted to the coordinator each 6 month. Each partner will have to prepare a sustainability plan that will be approved by the SC. Sustainability activities are expected to result in strong contacts with stakeholders form academic and non-academic communities, as well as make use of the networks created within the project in order to ensure project sustainability beyond its lifetime.</p> <p>Another major sustainability element that will be deployed throughout the project period is a series of trainings, workshops and other capacity building activities.</p> <p>Each project event will be disseminated via project website and all participants websites.</p>		
<b>Tasks</b>	<ol style="list-style-type: none"> <li>1. To develop D&amp;S strategy for the project (P1, P7-P16).</li> <li>2. To conduct D&amp;S activities regularly throughout the project duration (P1,P7--P16).</li> <li>3. To establish EU and PC network and extend it on business and industry (P1,P7-P16).</li> </ol>		
<b>Estimated Start Date (dd-mm-yyyy)</b>	Month 1	<b>Estimated End Date (dd-mm-yyyy)</b>	Month 36
<b>Lead Organisation</b>	P1/P10		
<b>Participating Organisation</b>	P1, P7-P16		

### Deliverables/results/outcomes

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	5.1.	
	Title	Creating strategy and plan for project dissemination & sustainability	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	<p>D&amp;S strategy developed and agreed upon by the project participants and verified by the SC.</p> <p>To facilitate a maximum effort on and effect of dissemination from the start of the project, a broad consortium has been set up and this network includes not just a wide range of universities, but also representatives from business. For clarity reasons, a distinction is made between internal and external types of dissemination. Dissemination strategy is as follows:</p> <p>External dissemination:</p> <ul style="list-style-type: none"> <li>- Main communication channel will be the project website, which will be updated with news and background of the projects and reports from conferences and other events.</li> <li>- The conferences on QA will be used to disseminate the results of research in the field for disseminating information to other universities outside the consortium.-</li> </ul>	



		<p>- Publication on the development of project based education</p> <p>- Posters to make public aware of the project and attract stakeholders from outside to participate in it.</p> <p>Internal dissemination:</p> <p>- A general promotional campaign in the universities partners, by publishing brochures and leaflets via different social media channels.</p> <p>Exploitation:</p> <p>The consortium will collect feedback from the activities from participants and develop advisory reports to be put on the university agenda for helping them to develop their policy.</p> <p>The project aims to develop international network of QA agencies that will be linked to existing academic networks</p>
	Due date	Month 4
	Languages	EN
<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other	
	<i>If you selected 'Other', please identify these target groups.            (Max. 250 characters)</i>	
<b>Dissemination level</b>	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input checked="" type="checkbox"/> International	

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	5.2.	
	Title	Content management of project web site	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	<p>One of the major tool for project dissemination activities will be creation of the project web-site as core repository of the information about the project activities. It will be the key source for information about the project's work and this will be supported by regular newsletters and press releases. News releases will also be disseminated through the local mass media. The website will have a special platform for the partners to initiate a dialogue on the issues regarding the project objectives. The links to the said web-site will be put on the web-sites of all the partners. Partners will ensure the news is instantly delivered to the target audience. Web –site will be used for project management.</p> <p>P7 will be responsible for content of web-site 5 years after the end of the project.</p>	
	Due date	Month 36	



	Languages	EN, UA, KZ
<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	<i>If you selected 'Other', please identify these target groups.            (Max. 250 characters)</i> Associated partners, local authorities, Ministries and other public bodies, business, industry, wider society of PC and EU , LLL	
<b>Dissemination level</b>	<input type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	5.3.	
	Title	Dissemination events organized	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	<p>Partners will be encouraged to distribute information about the activities held via all possible means in the form of short news or “photo reports” via project website, local/regional/national internet sites, social networks, printed media, television etc. Stakeholders, business, investors, public bodies/industry representatives are expected to be reached via personal contact means such as conferences, seminars, brokerages, round tables etc. Partners will be encouraged to invite them to participate in the project activities wherever possible (as trainers for workshops and seminars, speakers during conferences etc).</p> <p>Next, the dissemination strategy includes promotional video and publication of Guidelines on QA for presentation purposes. The Guidelines will be translated and published in 500 copies in total (100 – English; 200 Ukrainian; 200-Kazakh).</p> <p>The Guidelines and video will be uploaded on the project website and all participants websites for wider dissemination and multiplier effect. The promotional video will be sent to all local and national TV channels.</p> <p>Two international conferences will be held: one in Ukraine and the other in Kazakhstan. The conferences will bring together about 150 HE stakeholders including international experts. Pre- and post-event press releases as well as participation of the mass media during the conferences will ensure broader outreach to the academic community and beyond.</p> <p>Each PC university will organize core dissemination event combined with evaluation visit from EU partners.</p>	



	Due date	Month 36
	Languages	EN, KZ, UA
<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	<i>If you selected 'Other', please identify these target groups.            (Max. 250 characters)</i> Project partners, associated partners, local authorities, Ministries and other public bodies, business, industry	
<b>Dissemination level</b>	<input type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

<b>Work package type and ref.nr</b>	<b>MANAGEMENT</b>		<b>6</b>
<b>Title</b>	Project Management		
<b>Related assumptions and risks</b>	R: Interruptions in communications between participants R: Major delays in accessing the funds;		
<b>Description</b>	The management will be based on a strategic thinking in order to define the project measurable results. In order to ensure efficient communication among partners web and IT-technologies will be used cloud service for mutual work Dropbox.com and communication service Skype. For assuring operational project management MS Project will be used. SC will be organized during the kick-off to ensure decision-making process effective and fair within the project management. SC will include the project Coordinator and a representative from each project partner. SC will be in charge of compliance of the activities and their results with the project goal, project working and quality plans, internal quality evaluation. SC will take place every 6th month during the Project Meetings in person or every month via skype, and monitor the project implementation. The SC will ensure interaction between WP leaders in order to enhance feedback from each participant. The SC will solve any conflict situation. The Coordinator P1 will be responsible for financial management and project handbook.		
<b>Tasks</b>	6.1. Coordination and operation management (elaborating management strategy; Work plan, creating project handbook, Steering Committee; selecting professional team of project developers (managers, methodologists, authors of training course, trainers, evaluators, experts); providing communicational, operational project management and steering, project process planning, informing, executing and monitoring; organizing kick off, coordinating, and final meetings; elaborating project activity progress) (P1 –P12). 6.2. Financial management (financial management of project activities in EU&PC, book-keeping and reporting to the contractor) (P1). 6.3. Management of QA unit (P7-P12)		
<b>Estimated Start Date (dd-mm-yyyy)</b>	Month 1	<b>Estimated End Date (dd-mm-yyyy)</b>	Month 36

<b>Lead Organisation</b>	P1/P7
<b>Participating Organisation</b>	P1-P12

**Deliverables/results/outcomes**

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	6.1.	
	Title	Coordination & operational management	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	Results of operational & communicational management includes: 1. The Steering committee will include Project Coordinator and representative from each project partner. 2. The SC will resolve administrative problems and consortium conflicts. 3. Project handbook includes: detailed plan and project program of works for consortium members describes of detail the duties and rights of all partners of the project. 4. Monitoring of project plan; correspondence; records of kick off, coordinating and final meetings; technical reports on project activities; individual reports (timesheet and travel); results of internal and external control	
	Due date	Month 36	
	Languages	EN	
<b>Target groups</b>	<input type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups.            (Max. 250 characters)</i>		
<b>Dissemination level</b>	<input type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input type="checkbox"/> Local <input type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	6.2.	
	Title	Financial Reports	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	This deliverable will be achieved by the activity 6.2 "Financial management". Results of financial monitoring in this project includes: developed and evaluated financial documents; tenders documents, purchase equipment, timesheets, subcontracting, results of internal quality control of	

		management, financial reports. Financial manager will be recruited on part-time basis to conduct this activity (P1).
	Due date	Month 36
	Languages	EN
<b>Target groups</b>	<input type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other	
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>	
<b>Dissemination level</b>	<input type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input checked="" type="checkbox"/> International	

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr	6.3.	
	Title	QA unit management performed	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	<p>This deliverable will be achieved by the activities as follows:</p> <p>QA unit management performed by the Head appointed at each unit by university administration from project team or staff trained during the project. The Head of unit is responsible for operations, organization pilot programs evaluation, dissemination of project activities, controls the compliance of the activities conducted with the strategy and plans, informs the coordinator and SC about all the barriers and inconveniences that may occur, communicate with the SC on regular basis.</p> <p>QA unit will be integrated in the organizational structure of PC universities after the end of the project.</p>	
	Due date	Month 36	
	Languages	EN	
<b>Target groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups. (Max. 250 characters)</i>		
<b>Dissemination level</b>	<input type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input checked="" type="checkbox"/> Regional <input type="checkbox"/> International		

## H.2. Explanation of work package expenditures

**COSTS.** Costs are distributed on the basis of principles of work balance between HEIs. Each WP leader will have additional administrative staff costs for WP management. EU HEIs will have bigger part of staff costs within the frames of WP1,WP4,WP6. EU&PC Project Coordinator (P1&P7) will have additional administrative staff costs to ensure effective project management and digest of project results. WPs description:

WP1: staff, travel, costs of stay–unit costs; WP2: staff, travel, costs of stay–unit costs; WP3: staff, costs of stay–unit costs; equipment – real cost, subcontracting – real costs; WP4: staff, travel, costs of stay – unit costs; WP5: staff, travel, costs of stay – unit costs, subcontracting – real costs; WP6: staff, travel, costs of stay – unit costs; subcontracting – real costs.

**TRAVEL.** WP1: 1.2 Month(M)3 - Training of PC administrative personnel by EU at P1, combined with management (kick-off); M7- Training of PC administrative personnel by EU at P4 (QA practice), combined with project management meeting (WP6); M9 - Training of PC QA specialists (internal QA model&policy) at P2; WP2: M14 - Training for PC academic staff at P6 (on QA policy, internal/external evaluation) combined with project management meeting (WP6); M18 - Training for PC academic staff at P3 (on QA model, standards&internal procedures); M20 - Training for PC academic staff at P5(on QA excellence model&new programs design) combined with project management meeting (WP6); WP4,WP5: M15 – Evaluation of P7 QA unit functioning combined with dissemination activities in P7; M19 – Evaluation of P11 QA unit functioning, combined with dissemination activities in P11 combined with project management meeting (WP6); M21 – Evaluation of P9 QA unit functioning combined with dissemination activities in P9, M25 - Evaluation of P8 QA unit functioning, combined with dissemination activities in P8 and with project management meeting (WP6); M27 – Evaluation of P12 QA unit functioning combined with dissemination activities in P12; M31 – Evaluation of P10 QA unit functioning combined with dissemination activities in P10 and with project management meeting (WP6).WP6: M3 – kickoff (P1), M36 - Final project meeting at P1 combined with dissemination activities and final evaluation of the project.

**EQUIPMENT.** Each PC, except P7, will purchase 20 personal computers (Intel Core i5-4460, DDR3 4Gb, SATA 1Tb, Windows 10 Pro, LCD 24), SMART Technologies Board +projector and 5 notebooks Lenovo IdeaPad 500 and projector Epson EB-1761W.

The equipment will be same for all PC HEIs because of performing typical tasks. Notebooks will be used by evaluation&development team.

**SUBCONTRACTING** includes the costs of obligatory project audit and the costs of web-site design, translation of training courses from/into English/Ukrainian/Kazakh. Language courses for PC HEIs' staff will be organised. Promotion video development cannot be performed by project participants as they require special expertise and qualifications



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KAZAKHSTAN



UKRAINE



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## Monthly summary on management and communication

### November 2017

- Establishing contact with the partners

### December 2017

- Establishing contact with the partners
- Creation of the EDUQAS webpage: <http://web.elth.ucv.ro/eduqas/>
- The partners were asked to send contact information and financial identification forms

### January 2018

- Skype meeting on 15.01.2018
- Creation of a protected area on the EDUQAS website: <http://web.elth.ucv.ro/eduqas/protected/>
- Elaboration and signature of the partnership agreements and payment requests
- Work to solve particular issues – P16 was unable to manage funds through its own account so an arrangement had to be drawn up so that another partner could do it instead
- Preparation of the kick-off meeting

### February 2018

- Preparation of the kick-off meeting
- Preparation of materials for project partners – project description, budget, etc.
- Elaboration and signature of the partnership agreements and payment requests
- Discussions with Ukrainian partners and the Ukrainian national coordinator regarding equipment procurement. Involvement of the administrative and financial offices of UCV
- Work to solve the particular issue of P16
- Development of the kick-off meeting in Craiova – 26 February – 2 March

### March 2018

- Work on the EDUQAS webpage – dissemination, photos, minutes of meetings, documents for partners, etc.
- Collection of documents from the partners regarding the trip to Craiova from February 2018
- Processing of payment requests from the partners and related communications

### April 2018

- Discussions on arrangements for the procurement of equipment
- Preparation of the project meeting in Plovdiv, Bulgaria
- Discussions on the project QA plan
- Work on the EDUQAS webpage

### May 2018

- Discussions on arrangements for the procurement of equipment



- Final decision on the project logo
- Preparation and organization of the project meeting in Plovdiv, Bulgaria

#### **June 2018**

- Work on WP1
- Partnership agreement and payment request arrangements for the Ministry of Education of Ukraine (they only answered the coordinator's contact attempts in June 2018)
- Preparation of the project meeting in Stockholm, Sweden
- Work on the EDUQAS webpage

#### **July 2018**

- Preparation of the project meeting in Stockholm, Sweden
- Preparation and organization of financial reporting
- Partnership agreement and payment request arrangements for the Ministry of Education of Ukraine
- Payment request arrangements for several partners
- Discussions on the report of the monitoring action in Kazakhstan
- Work on the EDUQAS webpage

#### **September 2018**

- Preparation and organization of the project meeting in Stockholm, Sweden
- Payment request arrangements for several partners
- Preparation and organization of financial reporting
- Work on the EDUQAS webpage
- Discussions on arrangements for the procurement of equipment for Ukrainian partners

#### **October 2018**

- Discussions on arrangements for the procurement of equipment for Ukrainian partners. Involvement of administrative and financial offices
- Participation in the monitoring meeting of the Ukrainian National Agency of 11 October

#### **November 2018**

- Discussions on arrangements for the procurement of equipment for Ukrainian partners. Involvement of administrative and financial offices

#### **December 2018**

- Discussions on arrangements for the procurement of equipment for Ukrainian partners. Involvement of administrative and financial offices
- Preparation of the project meeting in Liege, Belgium
- Work on the EDUQAS webpage

#### **January 2019**

- Preparation and organization of the project meeting in Liege, Belgium





- Discussions on arrangements for the procurement of equipment for Ukrainian partners. Involvement of administrative and financial offices
- Work on the EDUQAS webpage: new document upload functionality added

### **February 2019**

- Discussions on arrangements for the procurement of equipment for Ukrainian partners
- Work on the EDUQAS webpage
- Preparation and organization of financial reporting

### **March 2019**

- Preparation and organization of financial reporting
- Management of partner budget changes and equipment procurement
- Preparation and organization of the project meeting in Nancy, France
- First contact with the National Agency for Quality Assurance in Higher Education of Ukraine and related procedures – partnership agreement, payment request, etc.

### **April 2019**

- Preparation of the project meeting in Riga, Latvia
- Organization of the addition of a new partner to the project consortium
- Preparation and organization of financial reporting
- Submission of the project interim report

### **May 2019**

- Preparation and organization of the project meeting in Riga, Latvia
- Collection of training package evaluation questionnaires

### **June 2019**

- Preparation and organization of financial reporting
- Work on the project webpage

### **July 2019**

- Preparation and organization of financial reporting
- Discussions and contacts after the evaluation of the interim report by EACEA
- Work on the project webpage

### **September 2019**

- Preparation and organization of financial reporting
- Participation in a meeting in Brussels with EACEA
- Organization of project procurement reporting – collection of information
- Collection of participant lists for training sessions
- Organization of the evaluation of study programmes in partner countries
- Implementation of a new questionnaire for project reporting every 2 months
- Work on the project webpage
- Solution of specific issues: mistakes in the reporting of P2



## October 2019

- Organization of the evaluation of study programmes in partner countries
- Preparation and organization of financial reporting
- Sending precisions to EACEA regarding the project interim report
- Organization of a Skype meeting with all the partnership to clarify issues related to the evaluation of study programmes
- Preparation of the project meeting in Almaty, Kazakhstan
- Management of payment requests



## Detailed description of WP1 - *PREPARATION*

### *The overview of EU&PC QA policy strategy on national and institutional levels*

**Description** (as in Grant agreement – Annex I)

EU HEIs are forced to provide high quality educational services to compete on the global market. QA has become a strategically important phenomenon for any EU HEI.

Within global competitiveness, PC& EU countries are concerned about higher education institutions performance in the knowledge sector, particularly in research, education and innovation (the knowledge triangle), and intend to design the international quality assurance systems. While PCs have the necessary knowledge and research, it fails to transfer them to innovation and improving productivity and economic growth. One way to solve the problem is to design the QA systems in PC HEIs to improve the level of quality assurance.

The overview of the performance of the EU HEIs in the field of quality assurance system design is aimed to examine the European quality assurance standards and criteria for higher education, EU QA policy strategy and implementation on national and institutional levels, the EU HEIs' QA system qualitative analyses, techniques for training QA staff.

Experience of teamwork in previous QA projects will support realization of WP tasks.

**Meetings:** P1-Craiova (Month 3); P4-Plovdiv (M7); P2-Stockholm (M9)

**Legend**

	Description as in Grant agreement – Annex I
	Details added after the project start

No.	Activity	Description	Due date (month)	Partners involved	Deliverables / results / outcomes	Meetings:	Detail on deliverables: who / what / where	Availability
WP 1.1	Analyse QA systems in EU&PC	Analysis will be conducted to better understand the particularities of each EU HEI context. This will result in 2 evidence reports (EU and PC) and 6 QA surveys that will summarize a number of case studies from EU HEIs. The report will contain detailed analysis of documents, procedures and achieve the tasks of the overview. Tasks: 1. To analyze QA policy and “Standards and Guidelines for Quality Assurance in the European Higher Education Area” 2. To review how EU HEIs implement the QA policy requirements on European, national, and institutional levels. 3. To identify main challenges of the European quality assurance policy implementation in the examined EU&PC HEIs	11	P1-P12	Report	Craiova (Feb. 2018)	P7 / University overview / Craiova	Available on project website
						Plovdiv (May 2018)	P8 / University overview / Craiova	Available on project website
						Stockholm (Sep. 2018)	P9 / University overview / Craiova	Available on project website
							P10 / University overview / Craiova	Available on project website
							P11/ Report on QA system in Kazakhstan / Craiova	Available on project website
							P1/ Report on QA system in UCv / Plovdiv	Available on project website
							P7-P10/ Report on QA system in Ukraine	
WP 1.2	Train PC QA	The Kick-off meeting with the two representatives from each PC on the following agenda: project background and purpose,	3, 7, 9	P1, P2, P4,P7-P17	Training material	Craiova (Feb.	P1 / Project overview / Craiova	Available on project website

	specialists	<p>project outcomes, project scope and schedule, PC roles and responsibilities, budget, consortium agreement, project tools. Each representative responsible of the actions of the project will prepare a detailed plan of activities, which will be discussed and updated identifying verifiable steps within the action. Kick-off will be combined with training, dissemination and sustainability events.</p> <p>Administrative staff, QA managers, representatives of partners participate in 3 trainings organized and delivered by EU experts and combined with other meetings. Staff trained will take part in elaboration of QA policy and guidelines, implementation of new program design, manage QA unit and pilot assessment.</p> <p>Tasks:</p> <ol style="list-style-type: none"> <li>1. To conduct kick-off and 3 trainings for PC QA specialists by EU experts (P1, P4, P2).</li> <li>2. To conduct dissemination and sustainability activities.</li> <li>3. To conduct project coordination meeting within the frames of training.</li> <li>4. To produce reports on the training and dissemination and sustainability events.</li> </ol>			Event Report	<p>2018) Plovdiv (May 2018) Stockholm (Sep. 2018)</p>	<p>P1 / Training material - Romanian Agency of QA – Methodology for External Evaluation / Plovdiv</p> <p>P1 / Training material - Self-Evaluation Report University of Craiova, 2015 (case study) / Plovdiv</p> <p>P4 / Training material - National QA agency in Bulgaria / Plovdiv</p> <p>P4 / Training material - Self-Assessment Report of NEAA for External Review by ENQA 2017 (case study) / Plovdiv</p> <p>P4 / Criteria of Institutional Accreditation - ESG / Plovdiv</p> <p>P4 / Criteria of Program Accreditation - ESG / Plovdiv</p> <p>P4 / Procedure Institutional Accreditation BG / Plovdiv</p> <p>P4 / COMPASS - Application for QA in HEI / Plovdiv</p> <p>P2 / Training material / Stockholm</p>	<p>Available on project website</p> <p>Available on project website</p> <p>Available on project website</p> <p>Available on project website</p> <p>Available on project website</p> <p>Available on project website</p> <p>Available on project website</p> <p>Available on project website</p> <p>Available on project website</p>
WP 1.3	Launch project web-site	<p>QA project web-site is designed, hosted and tested for PC interaction, cooperation, data and findings sharing. The web-site will be used for sharing experience/results/progress of project implementation and for dissemination purposes. The site will be available in English, Ukrainian and Kazakh to raise awareness about project achievements and results among a wider society of PCs and EU.</p> <p>Tasks:</p> <ol style="list-style-type: none"> <li>1. Web-site design development by technical staff</li> <li>2. Web-site initial content formulation.</li> <li>3. Web-site development by IT specialists.</li> <li>4. Web-site beta-release and approval by the SC.</li> <li>5. Web-site launching. P1, P4&amp;P8 will be responsible for</li> </ol>	5	P1, P4, P8	Training material Event Report	Plovdiv (May 2018)	P1 / Report on project website and training on website use / Plovdiv	Available on project website

		web-site design.											
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*Expected calendar*

WORKPLAN for project year 1

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
WP 1/1	Analyse QA systems in EU&PC	8	1x	1=		1x	1x	1=		1=		1=	1x	
WP 1/2	Train PC QA specialists	3			1=				1=		1=			
WP1/3	Launch project web-site	8		2=	2=	2=	2X							

Activity carried out in the Programme Country: = (E.g. activity in France for two weeks in the first month of the project 2= under M1)

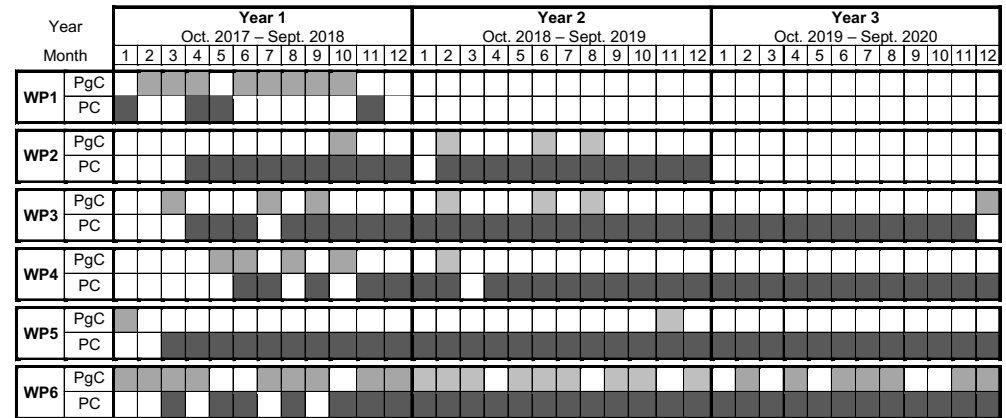
Activity carried out in the Partner Country (ies): X (E.g., activity in Tunisia for three weeks in the second month of the project: 3X under M2)

# OVERVIEW ON THE WORK PLAN

## Work Packages

Work Package and category	Title	Activities	Budget			
			Staff	Travel	Equipment	Subcontr.
WP1 Preparation	The overview of EU&PC QA policy strategy on national and institutional levels	<ul style="list-style-type: none"> <li>Analyze QA systems in EU and PC</li> <li>Train PC QA specialists</li> <li>Launch project web-site</li> </ul>	x	x		
WP2 Development	QA strategy & policy development	<ul style="list-style-type: none"> <li>Develop QA strategy and policy</li> <li>Design program development</li> <li>Train academic staff</li> <li>Improve regulations of students study "life-cycle"</li> </ul>	x	x	x	x
WP3 Capacity building	Implementation of internal QA systems	<ul style="list-style-type: none"> <li>Purchase new equipment</li> <li>Identify&amp;upgrade tools for QA&amp;data collection</li> <li>Launch QA units in PC</li> <li>Develop expert partnership network</li> <li>Pilot internal assessment of programs</li> </ul>				
WP4 Quality plan	Quality Assurance	<ul style="list-style-type: none"> <li>Develop evaluation program</li> <li>Internal &amp; external evaluation</li> </ul>	x	x		
WP5 Dissemination & exploitation	Dissemination and exploitation strategy	<ul style="list-style-type: none"> <li>Create strategy &amp; plan for project dissemination and sustainability</li> <li>Content management of project web-site</li> <li>Organize dissemination events</li> </ul>	x	x		x
WP6 Management	Project Management	<ul style="list-style-type: none"> <li>Coordination abd operational management</li> <li>Financial management and control</li> <li>Manage QA unit</li> </ul>	x	x		x

## Gantt diagram



## Meetings – destinations and no. of participants

Participant \ Destination	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	TOTAL no. of participants	WP
Craiova (2 meetings 4+4 days)		2+2	2+2	2+2	2+2	2+2	3+2	2+2	2+2	2+2	2+2	2+2	1+1	1+1	1+1	1+1	1+1	28+27	WP6
Stockolm (6 days)	1						3	2	2	2	2	2	1	1				16	WP1+WP6
Liege (6 days)	1						3	2	2	2	2	2	1	1	1	1		18	WP2+WP6
Plovdiv (6 days)	1						3	2	2	2	2	2	1	1				16	WP1+WP6
Riga (6 days)	1						4	3	3	3	3	3						20	WP2+WP6
Nancy (6 days)	1						3	2	2	2	2	2	1	1			1	17	WP2+WP6
Kharkiv (6 days)	4	3	3	3	3	3		2	2	2	2	2	1	1	1		1	33	WP4+WP5+WP6
Lviv (6 days)	4		3			3	3		2	2	2	2	1	1	1			24	WP4+WP5+WP6
Mariupol (6 days)	4	3		3			3	2		2	2	2	1	1	1			24	WP4+WP5+WP6
Dnipropetrovsk (6 days)	1						3	2	2		2	2	1	1	1			15	WP5+WP6+WP6
Alma Ata (6 days)	4	3	3				3	2	2	2		2				1		22	WP4+WP5+WP6
Astana (6 days)	4	3	3	3	3	3	3	2	2	2	2		1	1	1		1	34	WP4+WP5+WP6

## Detailed description of WP2 - *DEVELOPMENT*

### *QA strategy & policy development*

**Description** (as in Grant agreement – Annex I)

QA strategy is to design the national quality assurance systems up to the European standards. QA strategy are based on the HEI's missions and aims, and the unified, well-defined and documented notion of quality. QA system will be assisted by the development and implementation of QA standards and its methodology in the practice of HEIs through the coaching system for staff and students. The developed QA system should be transparent, easy to apply, available for the stakeholders. It provides the tools of gaining assessment competence and assessment culture for the HEI's staff proficiency, teaching performance and improve the employability of HEIs' graduates at the European and global labor market. A work group will be formed in each PC to conduct fact-finding and develop a QA framework for both HEIs and QA agencies. Investigations will be carried out based on the current practices and procedures underpinning the assessment of QA standards in PC and EU partners. These will result in 6 QA strategies that will be specific for each PC HEI. A standard research methodology will allow to conduct a comparative analysis of standards and procedures from each partner and the key findings of the case studies will be produced. The methods for study will be a mix of desk research, interviews, observations and review of processes and procedures. The summary will be produced identifying the areas of good practice as well as the issues and areas for enhancement.

**Meetings:** P6-Nancy; P3-Liège; P5-Riga

**Legend**

- Description as in Grant agreement – Annex I
- Details added after the project start

No.	Activity	Description	Due date (month)	Partners involved	Deliverables / results / outcomes	Meetings	Detail on deliverables: who / what / where	Availability
WP 2.1	PC QA policies and strategies developed	<p>The QA policy will outline the following: QA management (who is in charge of what procedures; who is responsible for what; whom the person or HEI reports to); the defined tasks and functions of all procedures; the monitoring of the implementation of QA system procedures; training academic staff; correction and prevention of actions to adhere to the procedures if they failed; means of communication and feedback to improve implementation; resources.</p> <p>The next stage will be to create a “QA Standards and Procedures Guidelines” for HEIs and external quality assurance agencies. The Guidelines will the best European practices which will be adaptable to different contexts and regulatory frameworks in PC HEIs. The Guidelines will describe a workflow and approval-process which could be tailored to meet the needs of HEIs working in different contexts and environments it will be supported by the case studies. The Guidelines will comprise of the standards,</p>	4-8	P1-P17 Lead by P3, P7	Report Service/Product		P1-P6, P17/ Report on QA system in EU (ENQA)	
							P7-P12 / Reports on state of the art of QA structures, tools, procedures at university level	
							P7-P12 / Identifying the structures to be subject to assessment (programme, field of study, department, faculty, institution, etc., what should be assessed and why), and quality standards (permanently referring to European standards)	





		to prevent actions aimed at avoiding future mistakes or corrective actions. 2 programs from each PC HEIs will be improved.						
WP 2.3	Academic staff trained	Teaching & research staff will participate in 3 trainings organized and delivered by EU specialists in the field. Based on the QA policy&strategy reports and PC specific needs, one of 3 trainings will be developed by the Steering Committee for PC HEIs, QA bodies and Ministries capacity building. Once a training kit is complete this training will be organized by P6 together with HCERES (P17). These trainings will be combined with dissemination and sustainability activities as well as will develop expert network for implementation of deliverable 3.4 (expert network developed). The 3 trainings will be combined with project meeting. During the trainings and dissemination events project internal evaluation will take place and feedback will be collected. Reports on the results of the trainings and D&S activities will be produced. Tasks: 1. To organize 3 trainings for 36 PC academic staff by EU experts (P3, P5, P6, P17). 2. To provide dissemination/sustainability activities. 3. To organize project coordination meeting. 4. To produce the reports on the trainings and D&S activities.	14-20	P1-P17 Lead by P3, P7	Report; Training material; Event	Liège (14-18 Jan. 2019)  Nancy (11-15 Mar. 2019);  Riga (May 2019)	P3 / Training material / Liège	
							P6+P17 / Training material / Nancy	
							P5 / Training material / Riga	
							P7-P12 / Report on trainings of academic staff from PC	
WP 2.4	Regulations of student “life-cycle” improved	Students’ life cycle assessment is used to evaluate the quality of teaching and learning up to “the knowledge triangle”: research, education and innovation. The QA system gives the tools and mechanisms to design the programs where the subject matter is driven by the latest knowledge and research. Students’ life cycle assessment will assist teachers to choose the teaching techniques to encourage students to develop academic literacy and both subject specific and generic skills which can be applied in the labor market as well as students’ awareness of the subject research within and beyond the university including internationally. The students’ assessment and achievements must be globally	10-12	P1-P17 Lead by P3, P7	Report; Teaching material; Event		P7-P12 / Proposal of standards and performance indicators to assess the students’ lifecycle	
							P7-P12 / Identifying tools for collecting data related to the students’ lifecycle	
							P7-P12 / Identifying structures and proposal of procedures to design curricula and maintaining it up-to-date	

		connected, as a consequence, it enables students to develop an understanding of how their subject is viewed, pursued and how the students' achievements can be assessed in different parts of the world and it provides the grounds for students' competitiveness as future specialist.												
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### Expected calendar

#### WORKPLAN for project year 1

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
WP 2/1	Develop QA strategy & policy	5				1x	1x	1x	1x	1x				
WP 2/2	Design program development	5							1x	2x	1x	1=		
WP 2/4	Improve regulations of students study "life-cycle"	4										1x	2x	1x

#### WORKPLAN for project year 2

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
WP 2/1	Develop QA strategy & policy	0												
WP 2/2	Design program development	11		1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x
WP 2/3	Train academic staff	3		1=				1=		1=				
WP 2/4	Improve regulations of students study "life-cycle"	0												

Activity carried out in the Programme Country: = (E.g. activity in France for two weeks in the first month of the project 2= under M1)

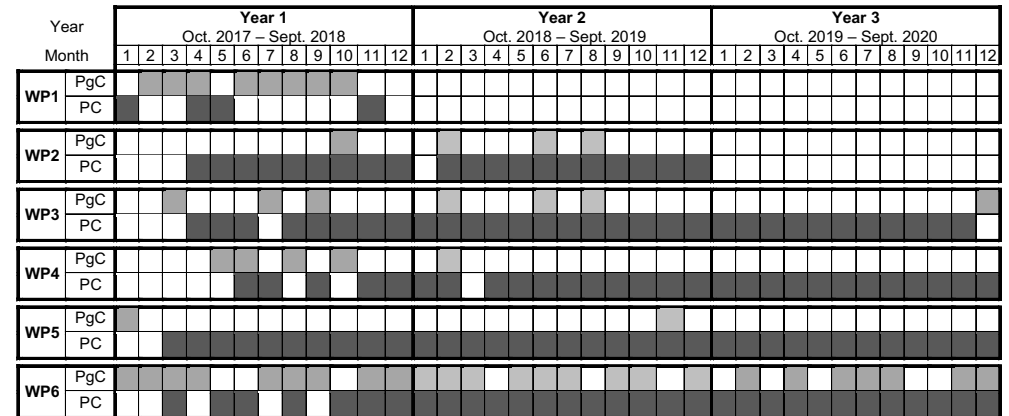
Activity carried out in the Partner Country (ies): X (E.g., activity in Tunisia for three weeks in the second month of the project: 3X under M2)

# OVERVIEW ON THE WORK PLAN

## Work Packages

Work Package and category	Title	Activities	Budget			
			Staff	Travel	Equipment	Subcontr.
WP1 Preparation	The overview of EU&PC QA policy strategy on national and institutional levels	<ul style="list-style-type: none"> <li>▶ Analyze QA systems in EU and PC</li> <li>▶ Train PC QA specialists</li> <li>▶ Launch project web-site</li> </ul>	x	x		
WP2 Development	QA strategy & policy development	<ul style="list-style-type: none"> <li>▶ Develop QA strategy and policy</li> <li>▶ Design program development</li> <li>▶ Train academic staff</li> <li>▶ Improve regulations of students study "life-cycle"</li> </ul>	x	x	x	x
WP3 Capacity building	Implementation of internal QA systems	<ul style="list-style-type: none"> <li>▶ Purchase new equipment</li> <li>▶ Identify&amp;upgrade tools for QA&amp;data collection</li> <li>▶ Launch QA units in PC</li> <li>▶ Develop expert partnership network</li> <li>▶ Pilot internal assessment of programs</li> </ul>				
WP4 Quality plan	Quality Assurance	<ul style="list-style-type: none"> <li>▶ Develop evaluation program</li> <li>▶ Internal &amp; external evaluation</li> </ul>	x	x		
WP5 Dissemination & exploitation	Dissemination and exploitation strategy	<ul style="list-style-type: none"> <li>▶ Create strategy &amp; plan for project dissemination and sustainability</li> <li>▶ Content management of project web-site</li> <li>▶ Organize dissemination events</li> </ul>	x	x		x
WP6 Management	Project Management	<ul style="list-style-type: none"> <li>▶ Coordination abd operational management</li> <li>▶ Financial management and control</li> <li>▶ Manage QA unit</li> </ul>	x	x		x

## Gantt diagram



## Meetings – destinations and no. of participants

Participant \ Destination	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	TOTAL no. of participants	WP
Craiova (2 meetings 4+4 days)		2+2	2+2	2+2	2+2	2+2	3+2	2+2	2+2	2+2	2+2	2+2	1+1	1+1	1+1	1+1	1+1	28+27	WP6
Stockolm (6 days)	1						3	2	2	2	2	2	1	1				16	WP1+WP6
Liege (6 days)	1						3	2	2	2	2	2	1	1	1	1		18	WP2+WP6
Plovdiv (6 days)	1						3	2	2	2	2	2	1	1				16	WP1+WP6
Riga (6 days)	1						4	3	3	3	3	3						20	WP2+WP6
Nancy (6 days)	1						3	2	2	2	2	2	1	1			1	17	WP2+WP6
Kharkiv (6 days)	4	3	3	3	3	3		2	2	2	2	2	1	1	1		1	33	WP4+WP5+WP6
Lviv (6 days)	4		3			3	3		2	2	2	2	1	1	1			24	WP4+WP5+WP6
Mariupol (6 days)	4	3		3			3	2		2	2	2	1	1	1			24	WP4+WP5+WP6
Dnipropetrovsk (6 days)	1						3	2	2		2	2	1	1	1			15	WP5+WP6+WP6
Alma Ata (6 days)	4	3	3				3	2	2	2		2				1		22	WP4+WP5+WP6
Astana (6 days)	4	3	3	3	3	3	3	2	2	2	2		1	1	1		1	34	WP4+WP5+WP6

## Detailed description of WP3 - *CAPACITY BUILDING*

### *Implementation of internal QA systems*

**Description** (as in Grant agreement – Annex I)

Within this WP 6 QA units will be created: 4 in Ukraine and 2 in Kazakhstan. Equipment and software needed for data collection& evaluation process will be assessed and purchased. Documents will be created and approved at institutional level thus 6 QA units will be established as structural units of PC universities. Equipment will be purchased within the project. It is expected to create and pilot program evaluation, 2 programs will be assessed at each PC university. Internal QA model will be tested for the future external evaluation by national PC QA agencies.

The findings and outcomes of the project will speed up the implementation of the QA system in different regions of Ukraine and Kazakhstan as well as tailor the PCs QA agency requirement to the European standards. The project will encourage the HEIs’ staff to cooperate for QA system and culture improvement, consequently, it will create a social, educational and academic network for transparent QA system provision and corruption prevention. English language course for PC HEIs staff will allow to avoid risk 1. Risk 2 of WP will be overcome the development of expert networking between universities and associated partners, business, public sector in order to ensure successful operation of the units and disseminate project results.

**Meetings:** no meeting funded within WP3

*Legend*

- Description as in Grant agreement – Annex I
- Details added after the project start

No.	Activity	Description	Due date (month)	Partners involved	Deliverables / results / outcomes	Meetings	Detail on deliverables: who / what / where	Availability
WP 3.1	New equipment purchased	Equipment will be purchased within the project. It is expected that QA units will be able to make use of the high-technology equipment which for some reason is impossible to install at the units. All equipment will be energy-saving, friendly for environment and low carbon. In order to determine the best price open tender will be organized in each PC HEI. To fulfill this task it is necessary: 1) Analyse equipment needs; 2) Organisation of open tender. 3) Purchase necessary equipment; 4) Install & test equipment; 5) Delivering of all necessary documents, photo and reports. 6) Train technical staff in equipment operation and maintenance. These activities are performed by PC project team (P7-P12) including academic staff, IT experts, trainers etc.	8-9	P7-P12	Report Service/Product			
WP 3.2	QA tools identified	Identify the QA tools it is necessary to measure the outcomes and results of QA system implementation process.	10-13	P7-P12	Report Service/Product		P7-P12 / Analysis on selecting the most	

	and updated	<p>QA tools will give the institutional management greater responsibility both for collecting, analyzing and using relevant information for the effective management of their educational programs and other activities to extend the range of their self-knowledge and to access possible ways of improving their own performance and for providing the public with the accurate, impartial, objective, accessible, quality-related information. To fulfill this task it is necessary:</p> <ol style="list-style-type: none"> <li>1. Analyse existing QA tools;</li> <li>2. Identify relevant tools for PC HEIs;</li> <li>3. Upgrade and test QA tools;</li> </ol> <p>These activities are performed by PC project team (P7-P12) including academic staff, QA experts, trainers etc.</p>					<p>appropriate data and tools identified at WP2.1 for each HEI</p> <p>P7-P12 / Design of related procedures</p>	
WP 3.3	QA units launched	<p>QA unit launch relies on three phases as follows:</p> <p>Phase I. Project first year will be dedicated to depth-in analyses of PC HEIs QA system failures and to building institutional capacities of PC HEIs.</p> <p>Phase II – will be devoted to conceptualization and formulation of QA policies and procedures for program design and quality assurance. This phase will entail greatest involvement of university stakeholders, students, business through improvement of students’ study “life cycle”.</p> <p>Purchase of necessary equipment is envisioned in year 1.</p> <p>Phase III - starting from last month of first year and second year the project will mostly focus on launch of structural measures, development and operationalisation of internal QA units. Newly established QA units will organise piloting previously developed policies, procedures and structures through preparation of internal evaluation of selected programs.</p> <p>The project team will draw up the schedule of training sessions and work out the governing principles of evaluation methods, techniques, formats, topics, resources.</p>	12-36	P1-P17 Lead by P5, P9	Report; Event; Service/Product		<p>P7-P12 / Design of QA structures at department / faculty / university level identified at WP2.1</p> <p>P7-P12 / Design of procedures for initialization and monitoring of study programs</p> <p>P9, P13-P16 / Report on design of structures and procedures at P7-P12</p> <p>P7-P12 / QA units officially launched (proof documents)</p> <p>P7-P12 / Design of internal evaluation procedures for cycle I and cycle II PS</p>	

WP 3.4	Expert network developed	QA expert network will be created between EU&PC universities, national QA agencies, associated partners, business and local/national authorities in order to ensure successful operation of QA units. The EU partners have a wide experience in promoting quality culture, which will be useful for the PCs. It is therefore advisable to develop further contacts with the EU partners having similar QA organizational structures. English language courses for PC HEIs staff will be organized to overcome Risk 1.	3-36	P1-P17 Lead by P5, P9	Report; Event; Training material		P1-P17 / Design of procedure to create expert networks at university / regional level	
							P1-P17 / Implementation of the above procedure to create expert networks	
							P1 / Teaching material for online English courses intended to experts from PC	
							P1, P7-P16 / Performing online English courses	
WP 3.5	Pilot program internal assessment	Pilot program internal assessment aimed at testing QA units capacity on the basis of new QA standards, guidelines & procedures. It is expected to involve students into practical activity on the bases of partnership with EU & PC QA agencies. 2 programs (BSc and MSc) will be piloted at each of 6PC QA units to test quality of teaching, learning, and competence gained. Pilot BSc program evaluation will be provided at second year of the project at all PC universities. Pilot MSc program evaluation will be provided at third year of the project at all PC universities. Each PC University will choose a program to evaluate according to its specific needs and objectives. Project partners will organise conferences & professional workshops on QA subjects.	14-32	P1-P17 Lead by P5, P9	Report; Event; Service/product		P7-P12 / Internal QA evaluation of cycle I PS chosen at WP2.2 and related reports	
							P7-P12 / Internal QA evaluation of cycle II PS chosen at WP2.2 and related reports	
							P5, P9 / Report on internal evaluation results	

### Expected calendar

#### WORKPLAN for project year 1

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													

WP 3/1	Purchase new equipment	4								2x	2x			
WP 3/2	Identify&upgrade tools for QA& data collection	3										1x	1x	1x
WP 3/3	Launch QA units in PC	1												1x
WP3/4	Develop expert partnership network	10			1=	1x	1x	1x	1=	1x	1=	1x	1x	1x

**WORKPLAN for project year 2**

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
WP 3/2	Identify&upgrade tools for QA& data collection	1	1x											
WP 3/3	Launch QA units in PC	1	1x											
WP3/4	Develop expert partnership network	12	1x	1=	1x	1x	1x	1=	1x	1=	1x	1x	1x	1x
WP 3/5	Pilot internal assessment of programs	11		1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x

**WORKPLAN for project year 3**

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
WP3/4	Develop expert partnership network	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1=
WP 3/5	Pilot internal assessment of programs	8	1x	1x	1x	1x	1x	1x	1x	1x				

Activity carried out in the Programme Country: = (E.g. activity in France for two weeks in the first month of the project 2= under M1)

Activity carried out in the Partner Country (ies): X (E.g., activity in Tunisia for three weeks in the second month of the project: 3X under M2)

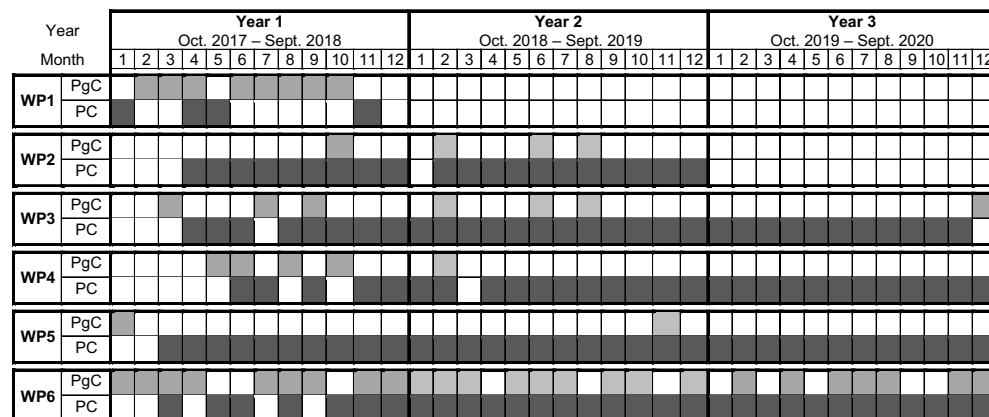


# OVERVIEW ON THE WORK PLAN

## Work Packages

Work Package and category	Title	Activities	Budget			
			Staff	Travel	Equipment	Subcontr.
WP1 Preparation	The overview of EU&PC QA policy strategy on national and institutional levels	<ul style="list-style-type: none"> <li>▶ Analyze QA systems in EU and PC</li> <li>▶ Train PC QA specialists</li> <li>▶ Launch project web-site</li> </ul>	x	x		
WP2 Development	QA strategy & policy development	<ul style="list-style-type: none"> <li>▶ Develop QA strategy and policy</li> <li>▶ Design program development</li> <li>▶ Train academic staff</li> <li>▶ Improve regulations of students study "life-cycle"</li> </ul>	x	x	x	x
WP3 Capacity building	Implementation of internal QA systems	<ul style="list-style-type: none"> <li>▶ Purchase new equipment</li> <li>▶ Identify&amp;upgrade tools for QA&amp;data collection</li> <li>▶ Launch QA units in PC</li> <li>▶ Develop expert partnership network</li> <li>▶ Pilot internal assessment of programs</li> </ul>				
WP4 Quality plan	Quality Assurance	<ul style="list-style-type: none"> <li>▶ Develop evaluation program</li> <li>▶ Internal &amp; external evaluation</li> </ul>	x	x		
WP5 Dissemination & exploitation	Dissemination and exploitation strategy	<ul style="list-style-type: none"> <li>▶ Create strategy &amp; plan for project dissemination and sustainability</li> <li>▶ Content management of project web-site</li> <li>▶ Organize dissemination events</li> </ul>	x	x		x
WP6 Management	Project Management	<ul style="list-style-type: none"> <li>▶ Coordination abd operational management</li> <li>▶ Financial management and control</li> <li>▶ Manage QA unit</li> </ul>	x	x		x

## Gantt diagram



## Meetings – destinations and no. of participants

Participant \ Destination	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	TOTAL no. of participants	WP
Craiova (2 meetings 4+4 days)		2+2	2+2	2+2	2+2	2+2	3+2	2+2	2+2	2+2	2+2	2+2	1+1	1+1	1+1	1+1	1+1	28+27	WP6
Stockolm (6 days)	1						3	2	2	2	2	2	1	1				16	WP1+WP6
Liege (6 days)	1						3	2	2	2	2	2	1	1	1	1		18	WP2+WP6
Plovdiv (6 days)	1						3	2	2	2	2	2	1	1				16	WP1+WP6
Riga (6 days)	1						4	3	3	3	3	3						20	WP2+WP6
Nancy (6 days)	1						3	2	2	2	2	2	1	1			1	17	WP2+WP6
Kharkiv (6 days)	4	3	3	3	3	3		2	2	2	2	2	1	1	1		1	33	WP4+WP5+WP6
Lviv (6 days)	4		3			3	3		2	2	2	2	1	1	1			24	WP4+WP5+WP6
Mariupol (6 days)	4	3		3			3	2		2	2	2	1	1	1			24	WP4+WP5+WP6
Dnipropetrovsk (6 days)	1						3	2	2		2	2	1	1	1			15	WP5+WP6+WP6
Alma Ata (6 days)	4	3	3				3	2	2	2		2				1		22	WP4+WP5+WP6
Astana (6 days)	4	3	3	3	3	3	3	2	2	2	2		1	1	1		1	34	WP4+WP5+WP6

## Detailed description of WP4 - *QUALITY PLAN*

### *Quality Assurance*

**Description** (as in Grant agreement – Annex I)

Evaluation of project implementation will be multilayer and include external and internal control as well as constant evaluation of feedback obtained from students, trainers, trainees, staff, teachers, experts etc. Quality plan will be formulated during the fifth and sixth month by the Steering Committee (SC). The SC will be responsible for the compliance of the activities and their results with the project goal, project working and quality plans. The SC will meet every 6 months during the project meetings or more often, if needed, via skype, and evaluate all the project results and activities conducted so far. The SC will consist of the project coordinator and a representative from each project participant.

The SC will also check the quality plan implementation and correlation between the activities conducted and those listed in the working plan. SC will also evaluate the content of training materials; training courses for administration and teachers; dissemination and sustainability actions. The SC will produce recommendations for problem solving for each participant. External evaluation conducted by students, trainees, representatives of business and Ministries of Education and Science of PC who participate in the project activities and all interested stakeholders. Feedback obtained and analysed, the SC provides recommendations if needed.

N.Asmatullayeva (P11)&D.Ahmed-Zaki (P16), G.Novosad (P16), S. Kalashnikova (P13), Y.Rashkevich (P8), I.Sikorskaya (P9), V.Shatokha (P10)&I.Zolotaryova (P7) as Members of Kazakh&Ukrainian Higher Education Reform Experts Teams will actively contribute to the project implementation and dissemination of project results.

**Meetings:** Alma Ata, Astana, Kharkiv, Lviv, Mariupol

**Legend**

- Description as in Grant agreement – Annex I
- Details added after the project start

No.	Activity	Description	Due date (month)	Partners involved	Deliverables / results / outcomes	Meetings	Detail on deliverables: who / what / where	Availability
WP 4.1	Quality plan developed	Quality plan developed during the third and fourth months of the project duration, verified by the SC, agreed upon by the project participants and includes: - Project progress constantly coordinated by the SC; - Quality plan serves as the indicator of progress for all the activities; - Regular evaluation of progress by the SC and external reviewers. The Quality plan will ensure that the key deliverables are achieved within the timescale. The SC will develop and adopt the Quality plan based on the following principles: objective setting and targets; planning, budgeting and resource deployment; evaluation, monitoring and performance indicators; performance review and reporting. This approach will ensure: • regular monitoring of progress due to that plan	5-6	P1-P17 Lead by P2, P9	Report		P7 / Project quality plan	Available on project website
							SC / Validation of the Quality plan	

		<ul style="list-style-type: none"> <li>• management reporting of any deviations of the plan</li> <li>• appropriately scheduled involvement of management and partners during the project</li> <li>• established communication channels between the project management team and the rest of the consortium</li> <li>• continuous monitoring against requirements.</li> </ul> <p>According to the plan each major project event will be surveyed by the participants for checking its effectiveness and impact. Besides, each WP leader will produce a report upon its completion.</p>						
WP 4.2	Internal and external evaluation performed	<p>External evaluation conducted by students, trainees, representatives of business and industry who participate in the project activities. Feedback obtained and analysed, SC provides recommendations if needed.</p> <p>Organization of meetings every 6 months to analyse the reports of PC members. The SC members monitor the progress of the QA system implementation, assess the fulfillment of the procedures, the development of actions directed to correct and prevent mistakes, examine the depth-in analyses of QA system failures.</p> <p>Close to the end of the project the P1 will organize an external audit for factual findings on the project. Drawing on variety of reports, the P1 together with project partners will develop intermediate and final reports to EACEA.</p>	6-36	P1-P17 Lead by P2, P9	Report Event	Alma Ata, Astana, Kharkiv, Lviv, Mariupol	P1-P17 / External evaluation of cycle I PS proposed by P7-P12 (see WP3.5)	
							P1-P17 / External evaluation of cycle II PS proposed by P7-P12 (see WP3.5)	
							P1, P2, P9 / Report on external evaluation results	

*Expected calendar*

### WORKPLAN for project year 1

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
WP 4/1	Develop evaluation program	2					1=	1x						
WP 4/2	Internal&external evaluation	7						1=	1x	1=	1x	1=	1x	1x

### WORKPLAN for project year 2

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
WP 4/1	Develop evaluation program	0												
WP 4/2	Internal&external evaluation	12	1x	1x	1=	1x	1x	1x	1x	1x	1x	1x	1x	1x

### WORKPLAN for project year 3

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
WP 4/1	Develop evaluation program	0												
WP 4/2	Internal&external evaluation	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x

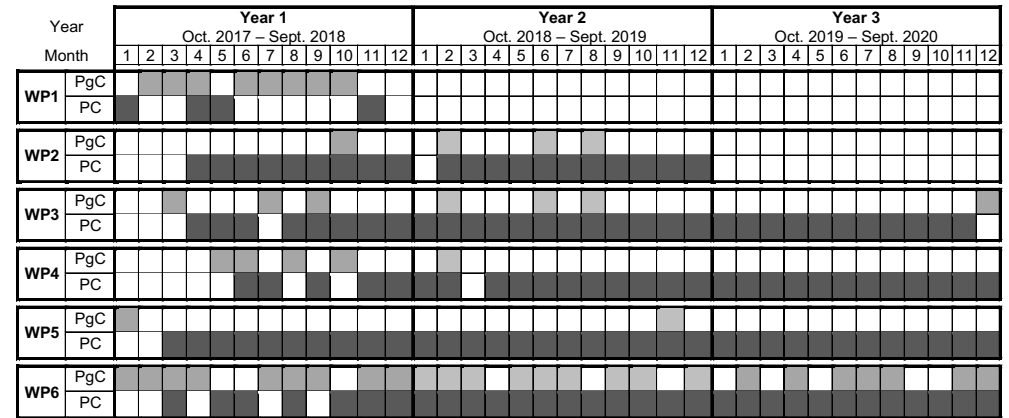
Activity carried out in the Programme Country: = (E.g. activity in France for two weeks in the first month of the project 2= under M1)  
 Activity carried out in the Partner Country (ies): X (E.g., activity in Tunisia for three weeks in the second month of the project: 3X under M2)

# OVERVIEW ON THE WORK PLAN

## Work Packages

Work Package and category	Title	Activities	Budget			
			Staff	Travel	Equipment	Subcontr.
WP1 Preparation	The overview of EU&PC QA policy strategy on national and institutional levels	<ul style="list-style-type: none"> <li>Analyze QA systems in EU and PC</li> <li>Train PC QA specialists</li> <li>Launch project web-site</li> </ul>	x	x		
WP2 Development	QA strategy & policy development	<ul style="list-style-type: none"> <li>Develop QA strategy and policy</li> <li>Design program development</li> <li>Train academic staff</li> <li>Improve regulations of students study "life-cycle"</li> </ul>	x	x	x	x
WP3 Capacity building	Implementation of internal QA systems	<ul style="list-style-type: none"> <li>Purchase new equipment</li> <li>Identify&amp;upgrade tools for QA&amp;data collection</li> <li>Launch QA units in PC</li> <li>Develop expert partnership network</li> <li>Pilot internal assessment of programs</li> </ul>				
WP4 Quality plan	Quality Assurance	<ul style="list-style-type: none"> <li>Develop evaluation program</li> <li>Internal &amp; external evaluation</li> </ul>	x	x		
WP5 Dissemination & exploitation	Dissemination and exploitation strategy	<ul style="list-style-type: none"> <li>Create strategy &amp; plan for project dissemination and sustainability</li> <li>Content management of project web-site</li> <li>Organize dissemination events</li> </ul>	x	x		x
WP6 Management	Project Management	<ul style="list-style-type: none"> <li>Coordination abd operational management</li> <li>Financial management and control</li> <li>Manage QA unit</li> </ul>	x	x		x

## Gantt diagram



## Meetings – destinations and no. of participants

Participant \ Destination	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	TOTAL no. of participants	WP
Craiova (2 meetings 4+4 days)		2+2	2+2	2+2	2+2	2+2	3+2	2+2	2+2	2+2	2+2	2+2	1+1	1+1	1+1	1+1	1+1	28+27	WP6
Stockolm (6 days)	1						3	2	2	2	2	2	1	1				16	WP1+WP6
Liege (6 days)	1						3	2	2	2	2	2	1	1	1	1		18	WP2+WP6
Plovdiv (6 days)	1						3	2	2	2	2	2	1	1				16	WP1+WP6
Riga (6 days)	1						4	3	3	3	3	3						20	WP2+WP6
Nancy (6 days)	1						3	2	2	2	2	2	1	1			1	17	WP2+WP6
Kharkiv (6 days)	4	3	3	3	3	3		2	2	2	2	2	1	1	1		1	33	WP4+WP5+WP6
Lviv (6 days)	4		3			3	3		2	2	2	2	1	1	1			24	WP4+WP5+WP6
Mariupol (6 days)	4	3		3			3	2		2	2	2	1	1	1			24	WP4+WP5+WP6
Dnipropetrovsk (6 days)	1						3	2	2		2	2	1	1	1			15	WP5+WP6+WP6
Alma Ata (6 days)	4	3	3				3	2	2	2		2				1		22	WP4+WP5+WP6
Astana (6 days)	4	3	3	3	3	3	3	2	2	2	2		1	1	1		1	34	WP4+WP5+WP6

## Detailed description of WP5 - *DISSEMINATION & EXPLOITATION*

### *Dissemination and exploitation strategy*

**Description** (as in Grant agreement – Annex I)

Dissemination and exploitation strategy will be aimed to promote the objectives, progress and the project outcomes to all stakeholders. The objective of this work package is to ensure the appropriate dissemination of the project results defining in agreement with the consortium partners and effective dissemination strategy in order to maximize the results and achievements of the project throughout both academic and non-academic channels. The elaborated strategy will focus on:

- Specify the exploitation plans of the project aligned with the wider and specific project objectives as a whole and for each partner individually.
- Encourage intellectual contributions to the academic community.
- Establish and manage dissemination and exploitation activities according to the project plan.
- Actively participate in and/or organize events (workshops, seminars) in order to disseminate project results.

Exploitation of the project activities will largely depend on the successful implementation of the dissemination and sustainability (D&S) activities planned. Thus, partners will be encouraged to create D&S plans for each year of the project duration. Reports on D&S activities carried out by the partners will be included submitted to the coordinator each 6 month. Each partner will have to prepare a sustainability plan that will be approved by the SC. Sustainability activities are expected to result in strong contacts with stakeholders form academic and non-academic communities, as well as make use of the networks created within the project in order to ensure project sustainability beyond its lifetime.

Another major sustainability element that will be deployed throughout the project period is a series of trainings, workshops and other capacity building activities. Each project event will be disseminated via project website and all participants websites.

**Meetings:** Alma Ata, Astana, Kharkiv, Dnitropetrovsk, Lviv, Mariupol

**Legend**

- Description as in Grant agreement – Annex I
- Details added after the project start

No.	Activity	Description	Due date (month)	Partners involved	Deliverables / results / outcomes	Meetings	Detail on deliverables: who / what / where	Availability
WP 5.1	Creating strategy and plan for project dissemination & sustainability	D&S strategy developed and agreed upon by the project participants and verified by the SC. To facilitate a maximum effort on and effect of dissemination from the start of the project, a broad consortium has been set up and this network includes not just a wide range of universities, but also representatives from business. For clarity reasons, a distinction is made between internal and external types of dissemination. Dissemination strategy is as follows: External dissemination: - Main communication channel will be the project website, which will be updated with news and background of the projects and reports from conferences	2-4	P1, P7-P16 Lead by P1, P10	Service/Product		P1-P17 / Information on institutional websites (on project launch, aim, partnership, progress)	yes
							P1-P17 / Project website updated permanently with information from all partners	yes
							P1-P17 / Promoting brochures and leaflets in English, Ukrainian and Kazakh	
							P9 / Public facebook page	Link on project

		<p>and other events.</p> <ul style="list-style-type: none"> <li>- The conferences on QA will be used to disseminate the results of research in the field for disseminating information to other universities outside the consortium.</li> <li>- Publication on the development of project based education</li> <li>- Posters to make public aware of the project and attract stakeholders from outside to participate in it.</li> </ul> <p>Internal dissemination:</p> <ul style="list-style-type: none"> <li>- A general promotional campaign in the universities partners, by publishing brochures and leaflets via different social media channels.</li> </ul> <p>Exploitation: The consortium will collect feedback from the activities from participants and develop advisory reports to be put on the university agenda for helping them to develop their policy.</p> <p>The project aims to develop international network of QA agencies that will be linked to existing academic networks.</p>					of the project	website
							P1-P17 / Project events promoted in written and audio-visual press	Links on project website
WP 5.2	Content management of project web site	<p>One of the major tool for project dissemination activities will be creation of the project web-site as core repository of the information about the project activities. It will be the key source for information about the project’s work and this will be supported by regular newsletters and press releases. News releases will also be disseminated through the local mass media. The website will have a special platform for the partners to initiate a dialogue on the issues regarding the project objectives. The links to the said web-site will be put on the web-sites of all the partners. Partners will ensure the news is instantly delivered to the target audience. Web –site will be used for project management.</p> <p>P7 will be responsible for content of web-site 5 years after the end of the project.</p>	7-36	P1, P7-P16 Lead by P1, P10	Service/Product		P1-P17 / Proposals on the content of project website	
WP 5.3	Dissemination events organized	<p>Partners will be encouraged to distribute information about the activities held via all possible means in the form of short news or “photo reports” via project website, local/regional/national internet sites, social networks, printed media, television etc. Stakeholders,</p>	1-36	P1, P7-P16 Lead by P1, P10	Service/Product	Alma Ata, Astana, Kharkiv, Dnitropetrovsk, Lviv, Mariupol		





**WORKPLAN for project year 2**

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
WP 5/1	Create strategy & plan for project dissem.&sustain.	0												
WP 5/2	Content management of project web-site	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x
WP5/3	Organize dissemination events	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x

**WORKPLAN for project year 3**

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
WP 5/1	Create strategy & plan for project dissem. & sustain	0												
WP 5/2	Content management of project web-site	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x
WP5/3	Organize dissemination events	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x

Activity carried out in the Programme Country: = (E.g. activity in France for two weeks in the first month of the project 2= under M1)

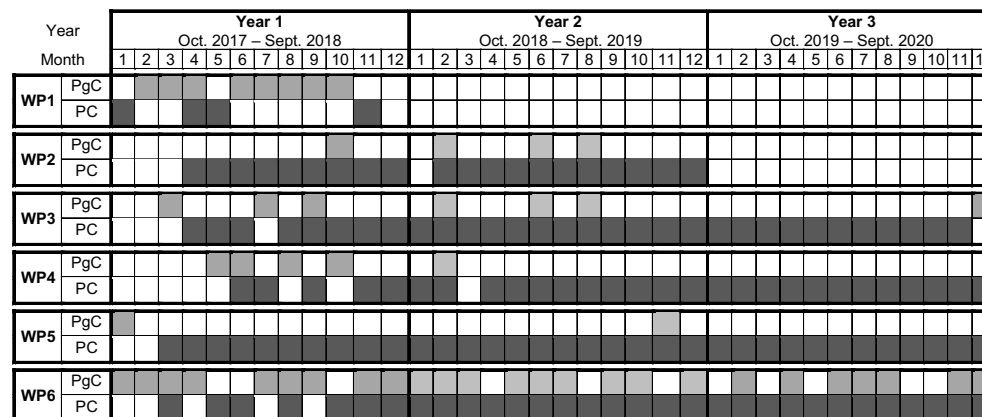
Activity carried out in the Partner Country (ies): X (E.g., activity in Tunisia for three weeks in the second month of the project: 3X under M2)

# OVERVIEW ON THE WORK PLAN

## Work Packages

Work Package and category	Title	Activities	Budget			
			Staff	Travel	Equipment	Subcontr.
WP1 Preparation	The overview of EU&PC QA policy strategy on national and institutional levels	<ul style="list-style-type: none"> <li>Analyze QA systems in EU and PC</li> <li>Train PC QA specialists</li> <li>Launch project web-site</li> </ul>	x	x		
WP2 Development	QA strategy & policy development	<ul style="list-style-type: none"> <li>Develop QA strategy and policy</li> <li>Design program development</li> <li>Train academic staff</li> <li>Improve regulations of students study "life-cycle"</li> </ul>	x	x	x	x
WP3 Capacity building	Implementation of internal QA systems	<ul style="list-style-type: none"> <li>Purchase new equipment</li> <li>Identify&amp;upgrade tools for QA&amp;data collection</li> <li>Launch QA units in PC</li> <li>Develop expert partnership network</li> <li>Pilot internal assessment of programs</li> </ul>				
WP4 Quality plan	Quality Assurance	<ul style="list-style-type: none"> <li>Develop evaluation program</li> <li>Internal &amp; external evaluation</li> </ul>	x	x		
WP5 Dissemination & exploitation	Dissemination and exploitation strategy	<ul style="list-style-type: none"> <li>Create strategy &amp; plan for project dissemination and sustainability</li> <li>Content management of project web-site</li> <li>Organize dissemination events</li> </ul>	x	x		x
WP6 Management	Project Management	<ul style="list-style-type: none"> <li>Coordination and operational management</li> <li>Financial management and control</li> <li>Manage QA unit</li> </ul>	x	x		x

## Gantt diagram



## Meetings – destinations and no. of participants

Participant \ Destination	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17	TOTAL no. of participants	WP
Craiova (2 meetings 4+4 days)		2+2	2+2	2+2	2+2	2+2	3+2	2+2	2+2	2+2	2+2	2+2	1+1	1+1	1+1	1+1	1+1	28+27	WP6
Stockolm (6 days)	1						3	2	2	2	2	2	1	1				16	WP1+WP6
Liege (6 days)	1						3	2	2	2	2	2	1	1	1	1		18	WP2+WP6
Plovdiv (6 days)	1						3	2	2	2	2	2	1	1				16	WP1+WP6
Riga (6 days)	1						4	3	3	3	3	3						20	WP2+WP6
Nancy (6 days)	1						3	2	2	2	2	2	1	1			1	17	WP2+WP6
Kharkiv (6 days)	4	3	3	3	3	3		2	2	2	2	2	1	1	1		1	33	WP4+WP5+WP6
Lviv (6 days)	4		3			3	3		2	2	2	2	1	1	1			24	WP4+WP5+WP6
Mariupol (6 days)	4	3		3			3	2		2	2	2	1	1	1			24	WP4+WP5+WP6
Dnipropetrovsk (6 days)	1						3	2	2		2	2	1	1	1			15	WP5+WP6+WP6
Alma Ata (6 days)	4	3	3				3	2	2	2		2				1		22	WP4+WP5+WP6
Astana (6 days)	4	3	3	3	3	3	3	2	2	2	2		1	1	1		1	34	WP4+WP5+WP6

## Detailed description of WP6 - *MANAGEMENT*

### *Project Management*

**Description** (as in Grant agreement – Annex I)

The management will be based on a strategic thinking in order to define the project measurable results. In order to ensure efficient communication among partners web and IT-technologies will be used cloud service for mutual work Dropbox.com and communication service Skype. For assuring operational project management MS Project will be used. SC will be organized during the kick-off to ensure decision-making process effective and fair within the project management. SC will include the project Coordinator and a representative from each project partner. SC will be in charge of compliance of the activities and their results with the project goal, project working and quality plans, internal quality evaluation. SC will take place every 6th month during the Project Meetings in person or every month via skype, and monitor the project implementation. The SC will ensure interaction between WP leaders in order to enhance feedback from each participant. The SC will solve any conflict situation. The Coordinator P1 will be responsible for financial management and project handbook.

**Meetings:** Craiova, Stockholm, Riga, Nancy, Liege, Plovdiv, Mariupol, Lviv, Kharkiv, Dnitropetrovsk, Alma Ata, Astana.

*Legend*

- Description as in Grant agreement – Annex I
- Details added after the project start

No.	Activity	Description	Due date (month)	Partners involved	Deliverables / results / outcomes	Meetings	Detail on deliverables: who / what / where	Availability
WP 6.1	Coordination & operational management	Results of operational & communicational management includes: 1. The Steering committee will include Project Coordinator and representative from each project partner. 2. The SC will resolve administrative problems and consortium conflicts. 3. Project handbook includes: detailed plan and project program of works for consortium members describes of detail the duties and rights of all partners of the project. 4. Monitoring of project plan; correspondence; records of kick off, coordinating and final meetings; technical reports on project activities; individual reports (timesheet and travel); results of internal and external control	1-36	P1-P12 Lead by P1, P7	Event Report	Craiova (2 meetings of 4 days each)	Election of steering committee, PC responsible, PgC responsible, Ukrainian partners responsible, Kazakhstan partners responsible	Minute of management meeting in Craiova (February 2018)
						All other project meetings include special sessions intended to project management	P1-P12 / Project handbook	in progress
WP 6.2	Financial Reports	This deliverable will be achieved by the activity 6.2 "Financial management". Results of financial monitoring in this project includes:	1-36	P1-P12 Lead by P1, P7	Event Report		P1-P12 / Specific financial documents	Archived by P1 and included in project reports

		developed and evaluated financial documents; tenders documents, purchase equipment, timesheets, subcontracting, results of internal quality control of management, financial reports. Financial manager will be recruited on part-time basis to conduct this activity (P1).					P1-P17 / Project financial audit	
							P1-P17 / Partnership agreements	Yes, excepting P14
WP 6.3	QA unit management performed	This deliverable will be achieved by the activities as follows: QA unit management performed by the Head appointed at each unit by university administration from project team or staff trained during the project. The Head of unit is responsible for operations, organization pilot programs evaluation, dissemination of project activities, controls the compliance of the activities conducted with the strategy and plans, informs the coordinator and SC about all the barriers and inconveniences that may occur, communicate with the SC on regular basis. QA unit will be integrated in the organizational structure of PC universities after the end of the project.	12-36	P1-P12 Lead by P1, P7	Event Service/Product		P7-P12 / Organizational charts of QA structures	
							P7-P12 / Operating regulation of QA structures	

### Expected calendar

#### WORKPLAN for project year 1

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
WP6/1	Coordination & operational management	12	1=	1=	1x	1=	1x	1x	1=	1x	1=	1x	1x	1=
WP6/2	Financial management & control	9	1=		1=		1x		1=	1=	1=	1x	1=	1x
WP6/3	Manage QA unit	1												1x

#### WORKPLAN for project year 2

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													

WP6/1	Coordination & operational management	12	1=	1=	1x	1x	1=	1=	1x	1x	1=	1=	1x	1x
WP6/2	Financial management & control	9	1=	1x	1=			1=	1=	1x	1=		1x	1=
WP6/3	Manage QA unit	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x

**WORKPLAN for project year 3**

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
WP6/1	Coordination & operational management	12	1x	1=	1x	1=	1x	1=	1x	1=	1x	1x	1=	1=
WP6/2	Financial management & control	10	1x	1=	1x	1=	1x	1x	1=			1x	1=	1=
WP6/3	Manage QA unit	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x

Activity carried out in the Programme Country: = (E.g. activity in France for two weeks in the first month of the project 2= under M1)

Activity carried out in the Partner Country (ies): X (E.g., activity in Tunisia for three weeks in the second month of the project: 3X under M2)



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**WORKPLAN March – July 2020**

Additions on 28.02.2020

Ref.nr/ Sub-ref Nr	Title	Short description	Staff responsible	Deadline
	Analyse QA systems in EU&PC			
1	<p>Summary of the EU &amp; PC QA policy strategy on national and institutional levels'</p> <p><a href="http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2020/02/Summary-of-the-EU-PC-QA-policy-strategy.docx">http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2020/02/Summary-of-the-EU-PC-QA-policy-strategy.docx</a></p> <p><a href="http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/04/Report-on-QA-system-in-Ukraine.pdf">http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/04/Report-on-QA-system-in-Ukraine.pdf</a></p> <p><a href="http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/04/Questionnaire_WP1_Final_KAUIR.pdf">http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/04/Questionnaire_WP1_Final_KAUIR.pdf</a></p> <p><a href="http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/04/Report-on-QA-systems-at-EU-partners.pdf">http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/04/Report-on-QA-systems-at-EU-partners.pdf</a></p>	<p>Based on existing documents, <b>a summary should be drafted taking into account a comparative EU, Kazakh and Ukrainian</b> approach structured as following: national QA framework – regulation and institutions; Internal QA policy of partner universities, structure – QA units as part of the university organization – their role, mission, objective, activities undertaken, regulations and procedures of the QA unit. A draft document shall be handed to staff responsible for this task. They will produce the document based on existing information on the project website, the EU standards and framework, and on maybe further info gathered from the partner institutions.</p>	<b>Andriy Petrenko, Timirlan</b>	<u>01.08.2020</u>
	Train PC QA specialists			

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2	Training evaluation questionnaires (filled in by staff in partner universities)	<p><b>The project leader (UCV)</b> shall provide an online <b>evaluation questionnaire</b> for trained staff as part of the project.</p> <p><b>The regional partners' coordinators</b> shall be in charge of:</p> <ul style="list-style-type: none"> <li>- informing partner universities and of keeping track of the filling in of this questionnaire.</li> <li>- collecting trained staff lists. Each partner university shall provide the regional coordinator a nominal list of trained staff, up to date, in order to correctly assess the number of staff and consequently the number of questionnaires answered.</li> <li>- providing monthly feedback to UCV concerning the achievement of this task.</li> </ul> <p>The participants, appointed by each institution, will receive a certificate certifying their QA skills developed within the EDUQAS project. The certificates will be drawn up by UCV and distributed by each national coordinator.</p>	<ul style="list-style-type: none"> <li>- UCV (questionnaire + questionnaire analysis reports)</li> <li>- Regional coordinators – Iryna Zolotaryova, Tansholpan Abdigappar</li> </ul>	<p>Questionnaire delivery – 01.03.2020          Stage 1 – after the Astana training – 30.03.2020          Stage 2 – <del>01.08.2020</del>.</p>
3	Training evaluation reports (2)	<p><b>The project leader – UCV shall provide 2 reports</b> based on the results of the questionnaires analysis – 1 after the training in Astana and 1 at the end of the project (final month)</p>	<ul style="list-style-type: none"> <li>- UCV team</li> </ul>	<p><del>20 January 2021</del></p>
	Launch QA units in PC			

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4	QA units status report	Each PC country university shall develop <b>a report of the actual status of the QA unit</b> in their institution according to the following structure: - QA unit place in the university (as part of the organisation chart), staff – no, role, head of unit, policies and procedures, QA unit role, mission and activities, university – business environment network (number of companies that cooperate with the institution, no of students and alumni that they employ), <b>links to institution website where this information can be found</b> , photos attached of the office with the equipment purchased as part of the EDUQAS project. The reports shall contain the EDUQAS project visual identity elements, shall be sent to the coordinator by email in English, in a PDF format, signed. <b>All files will be saved using the following name format: eg.: P1_QA unit Report 1.</b>	- PC countries project partners (based on the form proposed by Iryna)	- <u>01 September 2020</u>
Develop expert partnership network				
5	An evaluators' network <a href="https://docs.google.com/forms/d/e/1FAIpQLSf07tSC1VnBgizhF5zEjLTK2-pj6wSOVF_jyxF4Mqke4OMoA/viewform">https://docs.google.com/forms/d/e/1FAIpQLSf07tSC1VnBgizhF5zEjLTK2-pj6wSOVF_jyxF4Mqke4OMoA/viewform</a>	The project leader – UCV shall provide a link for QA experts to access and register as part of the evaluators' network that projects partners could further use as part of their QA evaluations.	UCV	31.03.2020
5.1.	<u>An evaluators' network development</u>	<u>Based on the EDUQAS project activities (including training) an experts' network shall be developed (including both PC countries and EU experts that shall promote best practices, expertise and evaluations' support, for HEIs involved, Quality Assurance Agencies and Ministries in PC countries)</u>	<u>EDUQAS project consortium</u>	<u>01.09.2021</u>
Pilot internal assessment of programs				
6	Internal quality revision proposals	<b>An internal quality revision proposal</b> shall be drafted by the project team for each university under project evaluation activities based – P11, P8, P7, P10, P12, P9	For P11 – Dominique Thewissen For P8 – Viktor Kordas For P7 – Giles Jacoud	<u>01.08.2020;</u> <u>01.08.2020;</u> <u>01.08.2020;</u>

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		(based on the model of the SWOT analysis already drafted and collected for P11 during the visit). This way, <b>an analysis of existing improvements and further improvements</b> can be achieved, recorder and suggested to the partner university. And also include a <b>set of new indicators</b> relevant and useful in internal QA system	For P10 - Viktor Kordas For P12 – Baiba Savrina	01.08.2020; 01.08.2020
			For P9 – Jane Raykova	01.08.2020;
7	Evaluation reports	<b>Evaluation reports for the assessed study programs at partner universities shall be written and delivered.</b>	For P11 – Dominique Thewissen For P8 – Viktor Kordas For P7 – Giles Jacoud For P10 - Viktor Kordas For P12 – Baiba Savrina For P9 – Jane Raykova	01.08.2020; 01.08.2020; 01.08.2020; 01.08.2020; 01.08.2020 01.08.2020;
8	Evaluation visits	Nomination documents for evaluators shall be sent to project coordinator at least two weeks prior to the visit.	Designated QA experts both EU and PC as assigned	Ongoing
9	Summarizing QA Evaluation Report	A <b>summarizing report of all QA evaluations</b> taking place in partner country HEIs with a status report, evolution analysis and recommendation Also, internal QA strategy & policy, including QA unit role, staff, etc. plus QA tools and indicators	UCV team + Dominique+ Solange + Iryna + Natalia	01.08.2020
10	Guide for the stakeholders' engagement	A guide will be drawn up <b>containing recommendations for stakeholders engagement in each step of students study "life-cycle"</b>	Solange	01.09.2020

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11	6 QA strategies	The 6 PC universities whose programs are under evaluation as part of the EDUQAS project shall draft and present to the project consortium their QA strategies, based on the proposals at point 6 of this table.	6 PC universities	30.09.2020
11.1.	Higher education quality assessment policies proposals	The project shall propose a set of public policies in the area of higher education assurance and evaluation for the two Pc countries in the EDUQAS project that shall emphasize the structural dimension of the project and shall provide real support to authorities in PC countries based on the EU experience and best practices identified as part of the project	UCV and EU partners	01.10.2020
	Project web-site			
11.2	Project web-site	Content management of project web-site	UCV	ongoing
	Organize dissemination events			
12	Dissemination timetable 2020 <a href="http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2020/02/Dissemination-timetable-2020-EDUQAS.docx">http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2020/02/Dissemination-timetable-2020-EDUQAS.docx</a>	A draft <b>dissemination timetable</b> shall be proposed by the coordinator and PC countries universities shall fill it in send the information to the coordinator by email. Each PC country university shall organize 3 dissemination events in 2020, as part of their university, or any other relevant institution of event.	UCV	01.08.2020
			PC partner universities	30.10.2020

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13	Dissemination events and reports	Each PC country university shall organize <b>3 dissemination events as part of their university, or any other relevant institution of event.</b> For each event, a dissemination report shall be drafted by the PC country partner HEI organizing/involved, and it shall include any of the following: photos, presentation, event program containing the paper/presentation clearly stating the EDUQAS project name as part of the title, attendance lists with participants names and signatures etc. ALL THESE SHOULD INCLUDE THE EDUQAS PROJECT VISUAL IDENTITY ELEMENTS.	Pc partner universities	01.03.2021
<u>13.1.</u>	<u>Final project conference</u>	<u>Final conference – projects results presentation</u>	<u>UCV</u>	<u>September 2021</u>
	Coordination & operational management			
14	Project skype meetings	Monthly project Skype meetings. A brief agenda shall be proposed by the project leader for each monthly skype meeting – on the first Friday of each month starting March 6 <sup>th</sup> 2020. Minutes of the meetings shall be available by email and on the project website with photos of the meeting.	UCV	Monthly - the first Friday of each month starting March 6th 2020.
	Financial management & control			
15	Financial regular reporting	Each partner shall provide the project leader on regular basis, every 2 month an up-to-date financial report (using the regular financial reporting xls sheet). <b><u>EVEN IF THERE HAVE NOT BEEN ANY EXPENSES UNDERTAKEN. EACH FORM SHALL BE SAVE USING THE FOLLOWING NAME STRUCTURE:</u></b> eg.: P1_31.03.2020	All partners	Every two month (at the end of odd months) – next - march 31st 2020
	Structural dimension of the project			

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14	Meeting with the QA agencies and ministries	<p>PC partner countries – Ukraine and Kazakhstan shall organize <b>1 meeting each with the QA national/independent agencies, ministries in charge of higher education QA and stakeholders</b>, where the project results and specific aspects concerning the structural dimension of the project shall be discussed. National coordinators shall inform the coordinator, based on consultation with national project partner HEIs of the date, location and number of participants to this meeting, and also of the agenda. <b>A minute of the meeting shall be drafted including photos of the event.</b></p>	<p>National Coordinators – Iryna Zolotaryova, Tansholpan Abdigappar</p>	<p>Communication of date, location, agenda, no. estimative no. of participants – by <u>01.08.2020</u></p>
				<p>Event taking place – by <u>30.11.2020</u></p>
				<p>Minute of the meeting with photos sent to the Coordinator – by <u>30.11.2020</u></p>

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**WORKPLAN March – July 2020**

Ref.nr/ Sub-ref Nr	Title	Short description	Staff responsible	Deadline
	Analyse QA systems in EU&PC			
1	<p>Summary of the EU &amp; PC QA policy strategy on national and institutional levels'</p> <p><a href="http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2020/02/Summary-of-the-EU-PC-QA-policy-strategy.docx">http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2020/02/Summary-of-the-EU-PC-QA-policy-strategy.docx</a></p> <p><a href="http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/04/Report-on-QA-system-in-Ukraine.pdf">http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/04/Report-on-QA-system-in-Ukraine.pdf</a></p> <p><a href="http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/04/Questionnaire_WP1_Final_KAUIR.pdf">http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/04/Questionnaire_WP1_Final_KAUIR.pdf</a></p> <p><a href="http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/04/Report-on-QA-systems-at-EU-partners.pdf">http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/04/Report-on-QA-systems-at-EU-partners.pdf</a></p>	<p>Based on existing documents, <b>a summary should be drafted taking into account a comparative EU, Kazakh and Ukrainian</b> approach structured as following: national QA framework – regulation and institutions; Internal QA policy of partner universities, structure – QA units as part of the university organization – their role, mission, objective, activities undertaken, regulations and procedures of the QA unit. A draft document shall be handed to staff responsible for this task. They will produce the document based on existing information on the project website, the EU standards and framework, and on maybe further info gathered from the partner institutions.</p> <p>DSUM, KhNUE, LPNU, Kazakhstan – beginning of February France - Lorraine ? (get in touch by e-mail) Plovdiv – beginning of February</p>	<b>Andriy Petrenko, Temirlan</b>	March 2021
	Train PC QA specialists			



2	Training evaluation questionnaires (filled in by staff in partner universities)	<p><b>The project leader (UCV)</b> shall provide an online <b>evaluation questionnaire</b> for trained staff as part of the project.  <a href="https://docs.google.com/forms/d/1i43XeCuXRfiZedHRvISgB9Ho6PQICITk3Bzd14uQLWI/edit">https://docs.google.com/forms/d/1i43XeCuXRfiZedHRvISgB9Ho6PQICITk3Bzd14uQLWI/edit</a>  <b>The regional partners' coordinators</b> shall be in charge of:</p> <ul style="list-style-type: none"> <li>- informing partner universities and of keeping track of the filling in of this questionnaire.</li> <li>- collecting trained staff lists. Each partner university shall provide the regional coordinator a nominal list of trained staff, up to date, in order to correctly assess the number of staff and consequently the number of questionnaires answered.</li> <li>- providing monthly feedback to UCV concerning the achievement of this task.</li> </ul> <p>The participants, appointed by each institution, will receive a certificate certifying their QA skills developed within the EDUQAS project. The certificates will be drawn up by UCV and distributed by each national coordinator.</p>	<ul style="list-style-type: none"> <li>- UCV (questionnaire + questionnaire analysis reports)</li> <li>- Regional coordinators – Iryna Zolotaryova, Tansholpan Abdigappar</li> </ul>	<p>Questionnaire delivery – 01.03.2020  Stage 1 – after the Astana training – 30.03.2020  Stage 2 – 01.12.2020.</p>
3	Training evaluation reports (2)	<p><b>The project leader – UCV shall provide 2 reports</b> based on the results of the questionnaires analysis – 1 after the training in Astana and 1 at the end of the project (final month)</p>	<ul style="list-style-type: none"> <li>- UCV team</li> </ul>	<p><b>15 Feb 2021 for the 34 answers obtained so far</b>  <b>More answers are needed for the second report</b></p>



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	Launch QA units in PC			
4	QA units status report	Each PC country university shall develop <b>a report of the actual status of the QA unit</b> in their institution according to the following structure: - QA unit place in the university (as part of the organisation chart), staff – no, role, head of unit, policies and procedures, QA unit role, mission and activities, university – business environment network (number of companies that cooperate with the institution, no of students and alumni that they employ), <b>links to institution website where this information can be found</b> , photos attached of the office with the equipment purchased as part of the EDUQAS project. The reports shall contain the EDUQAS project visual identity elements, shall be sent to the coordinator by email in English, in a PDF format, signed. <u>All files will be saved using the following name format: eg.: P1 QA unit Report 1.</u>	- PC countries project partners (based on the form proposed by Iryna)	- 31.03.2021
	Develop expert partnership network			
5	An evaluators' network <a href="https://docs.google.com/forms/d/e/1FAIpQLSf07tSC1VnBgizhF5zEjLTk2-pj6wSOVF_jyxF4Mqke4OMoA/viewform">https://docs.google.com/forms/d/e/1FAIpQLSf07tSC1VnBgizhF5zEjLTk2-pj6wSOVF_jyxF4Mqke4OMoA/viewform</a>	The project leader – UCV shall provide a link for QA experts to access and register as part of the evaluators' network that projects partners could further use as part of their QA evaluations.	UCV	31.01.2021
5.1.	An evaluators' network development	Based on the EDUQAS project activities (including training) an experts' network shall be developed (including both PC countries and EU experts that shall promote best practices, expertise and evaluations' support, for HEIs involved, Quality Assurance Agencies and Ministries in PC countries)	EDUQAS project consortium	01.09.2021
	Pilot internal assessment of programs			
6	Internal quality revision proposals	<b>An internal quality revision proposal</b> shall be drafted by the project team for each university under project	For P11 (Kazakh Ablai Khan) – Dominique Thewissen - SENT	01.12.2020;

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		evaluation activities based – P11, P8, P7, P10, P12, P9 (based on the model of the SWOT analysis already drafted and collected for P11 during the visit). This way, <b>an analysis of existing improvements and further improvements</b> can be achieved, recorder and suggested to the partner university. And also include a <b>set of new indicators</b> relevant and useful in internal QA system	For P8 (Lviv) – Viktor Kordas For P7 (Kharkiv) – Giles Jacoud - SENT For P10 (NMAU) - Viktor Kordas For P12 (KazUEFIT) – Baiba Savrina For P9 (Donetsk) – Jane Raykova	01.12.2020; 01.12.2020; 01.12.2020; 01.12.2020 01.12.2020;
7	Self-evaluation reports	<b>Self-evaluation reports for the assessed study programs at partner universities shall be written and delivered.</b>	For P11 (Kazakh Ablai Khan) – Dominique Thewissen - SENT For P8 (Lviv) – Viktor Kordas - SENT For P7 (Kharkiv) – Giles Jacoud - SENT For P10 (NMAU) - Viktor Kordas For P12 (KazUEFIT) – Baiba Savrina - SENT For P9 (Donetsk) – Jane Raykova	01.12.2020; 01.12.2020; 01.12.2020; 01.12.2020; 01.12.2020 01.12.2020;
8	Evaluation visits	Nomination documents for evaluators shall be sent to project coordinator at least two weeks prior to the visit.	Designated QA experts both EU and PC as assigned	DONE
9	Summarizing QA Evaluation Report	A <b>summarizing report of all QA evaluations</b> taking place in partner country HEIs with a status report, evolution analysis and recommendations Also, internal QA strategy & policy, including QA unit role, staff, etc. plus QA tools and indicators	UCV team + Dominique+ Solange + Iryna + Natalia	End February 2021
10	Guide for the stakeholders' engagement	A guide will be drawn up containing recommendations for stakeholders engagement in each step of students study "life-cycle"		





11	6 QA strategies	The 6 PC universities whose programs are under evaluation as part of the EDUQAS project shall draft and present to the project consortium their QA strategies, based on the proposals at point 6 of this table.	6 PC universities	31.03.2021
11.1.	Higher education quality assessment policies proposals	The project shall propose a set of public policies in the area of higher education assurance and evaluation for the two Pc countries in the EDUQAS project that shall emphasize the structural dimension of the project and shall provide real support to authorities in PC countries based on the EU experience and best practices identified as part of the project	UCV and EU partners	April 2021
	Project web-site			
11.2	Project web-site	Content management of project web-site	UCV	ongoing
	Organize dissemination events			
12	Dissemination timetable 2020 <a href="http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2020/02/Dissemination-timetable-2020-EDUQAS.docx">http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2020/02/Dissemination-timetable-2020-EDUQAS.docx</a>	A draft <b>dissemination timetable</b> shall be proposed by the coordinator and PC countries universities shall fill it in send the information to the coordinator by email. Each PC country university shall organize 3 dissemination events in 2020, as part of their university, or any other relevant institution of event.	UCV	01.08.2020
			PC partner universities	01.12.2020



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13	Dissemination events and reports	Each PC country university shall organize <b>3 dissemination events as part of their university, or any other relevant institution of event.</b> For each event, a dissemination report shall be drafted by the PC country partner HEI organizing/involved, and it shall include any of the following: photos, presentation, event program containing the paper/presentation clearly stating the EDUQAS project name as part of the title, attendance lists with participants names and signatures etc. ALL THESE SHOULD INCLUDE THE EDUQAS PROJECT VISUAL IDENTITY ELEMENTS.	Pc partner universities	01.03.2021
13.1.	Final project conference	Final conference – projects results presentation – online	UCV	April 2021
	Coordination & operational management			
14	Online project meetings	Online meetings. A brief agenda shall be proposed by the project leader for each online meeting. Minutes of the meetings shall be available by email and on the project website with photos of the meeting.	UCV	
	Financial management & control			
15	Financial regular reporting	Each partner shall provide the project leader on regular basis, every 2 month an up-to-date financial report (using the regular financial reporting xls sheet). <b><u>EVEN IF THERE HAVE NOT BEEN ANY EXPENSES UNDERTAKEN. EACH FORM SHALL BE SAVED USING THE FOLLOWING NAME STRUCTURE:</u></b> eg.: P1_31.03.2020	All partners	Every two month (at the end of odd months) – next - march 31st 2020
	Structural dimension of the project			
14	Meeting with the QA agencies and ministries	PC partner countries – Ukraine and Kazakhstan shall organize <b>1 meeting each with the QA national/independent agencies, ministries in charge of higher education QA and stakeholders</b> , where the project results and specific aspects concerning the structural	National Coordinators – iryna Zolotaryova, Tansholpan Abdigappar	Communication of date, location, agenda, no. estimative no. of participants – by 01.11.2020

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		<p>dimension of the project shall be discussed. National coordinators shall inform the coordinator, based on consultation with national project partner HEIs of the date, location and number of participants to this meeting, and also of the agenda. <b>A minute of the meeting shall be drafted including photos of the event.</b></p>		<p>Event taking place – by 31.01.2021</p> <p>Minute of the meeting with photos sent to the Coordinator – by 31.01.2021</p>
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## Content

### 6.2.

- 6.2.1. Management and communication procedure
- 6.2.2. Contact details of project members
- 6.2.3. Communication emails (selection)



## **MANAGEMENT OF THE COMMUNICATION WITHIN THE EDUQAS PROJECT**

Communication within the EDUQAS project has taken place on an ongoing basis, with a view to solving issues, coordinating and monitoring activities, providing the required information for process deployment, etc.

### **Human Resources**

A communication officer was appointed from the University of Craiova, the project coordinator. The tasks of the communication officer included:

- taking part in the organization of project work meetings and reunions – drawing up the agenda together with the project manager and/or other project members, drawing up the minutes, providing communication-related information;
- setting up and maintaining the project e-mail address;
- ensuring constant communication between project partners, when this cannot be done directly;
- taking note of the partners' messages and, if unable to answer them directly, forwarding them to the person in a position to do so.

In the implementation of the project, internal communication between the members of the management and implementation teams was done:

- **directly, within work meetings and reunions.** Minutes were drawn up for each work meeting, which were sent to all partners and posted on the project website. Work meetings were organized on-site, as provided for in the project application and budget, as well as online, by means of mutually agreed platforms (Skype, Zoom, Google Meet);
- **by e-mail.** Most of communication shall take place by e-mail. A table was drawn up to this purpose at the beginning of the project, including all contact details of the management and implementation teams. Any change in the contact details of project members were immediately notified to the communication officer.

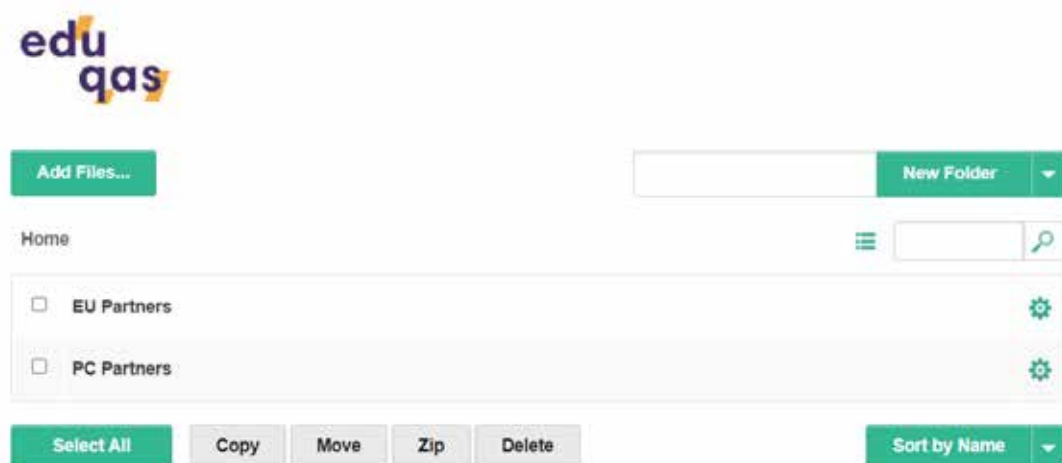


- 
- **by phone.** This type of communication was deployed mostly within the same partner institution, for urgent reasons, and also took the form of text messages or WhatsApp messages.

The e-mail address of the project is [eduqas.ucv@outlook.com](mailto:eduqas.ucv@outlook.com). As of 05.07.2021, this inbox includes 1818 incoming e-mails and 1777 outgoing e-mails. For punctual communication (e.g. regarding financial information or reporting), the personal and professional e-mail addresses of project members were also used, always keeping the project e-mail address in carbon copy.

Project communication and organization was also done by means of Google Docs shared documents, e.g. for scheduling evaluation meetings, for updates on the status of deliverables, etc.

An internal platform was set up for the submission of project reporting documents. The platform is operational within the project website, based on an individual username and password for each institution. National coordinators have the possibility to see the uploads of all project members from that country, and the project coordinator has the possibility of seeing all the uploads. The platform allows for organization into folders, for an easier reference of documents. Some relevant screenshots are enclosed below.





Add Files...

New Folder

Home » EU Partners

Go Back

- P1 ⚙
- P2 ⚙
- P3 ⚙
- P4 ⚙
- P5 ⚙
- P6 ⚙
- P17 ⚙

Home » PC Partners » UKRAINE » P10

Go Back

- Deliverables ⚙
- Equipment ⚙
- Other ⚙
- Staff costs ⚙
- Travel-Subsistence ⚙
- Financial\_statements\_01-03-2021-EDUQAS\_P10.xlsm 202 KB 01/03/21 ⚙
- Financial\_statements\_02-04-2020-EDUQAS\_P10.xlsm 199 KB 02/04/20 ⚙
- Financial\_statements\_05-02-2020-EDUQAS\_P10.xlsm 196 KB 14/02/20 ⚙
- Financial\_statements\_10-09-2019-EDUQAS\_P10.xlsm 194 KB 11/09/19 ⚙
- Financial\_statements\_10-12-2019-EDUQAS\_P10.xlsm 195 KB 13/12/19 ⚙





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Attachments:

- Procedure for internal communication
- List of project contact details
- Examples of e-mail exchanges



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## **PROCEDURE**

### **REGARDING INTERNAL COMMUNICATION WITHIN THE PROJECT**

The purpose of this procedure is to set out how internal communication and consultation takes place within the project *Implementation of Education Quality Assurance System via Cooperation of University- Business-Government in HEIs (EDUQAS)*, Project no. 586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001). Internal communication aims at solving issues, coordinating and monitoring activities, providing the required information for process deployment, etc.

A communication officer will be appointed from the University of Craiova, the project coordinator. The tasks of the communication officer include: taking part in the organization of project work meetings and reunions – drawing up the agenda together with the project manager and/or other project members, drawing up the minutes, providing communication-related information; setting up and maintaining the project e-mail address; ensuring constant communication between project partners, when this cannot be done directly; taking note of the partners' messages and, if unable to answer them directly, forwarding them to the person in a position to do so.

In the implementation of the project, internal communication between the members of the management and implementation teams can be:

- **direct, within work meetings and reunions.** Minutes shall be drawn up for each work meeting, which shall be sent to all partners and posted on the project website. Work meetings will be organized on-site, as provided for in the project application and budget, as well as online, by means of mutually agreed platforms;
- **by e-mail.** Most of communication shall take place by e-mail. A table will be drawn up to this purpose, including all contact details of the management and implementation teams. Any change in the contact details of project members shall be immediately notified to the communication officer.
- **by phone.** This type of communication will be deployed mostly within the same partner institution, for urgent reasons, and can also take the form of text messages or WhatsApp messages.



**CONTACT DETAILS OF EDUQAS PROJECT MEMBERS**  
(as of 30.04.2021)

<i>No.</i>	<i>Institution</i>	<i>Contact person</i>	<i>E-mail</i>
1.	KTH Royal Institute of Technology Stockholm	Victor Kordas	<a href="mailto:victork@kth.se">victork@kth.se</a>
2.	Universite de Liege	Dominique Thewissen	<a href="mailto:dominique.thewissen@ulg.ac.be">dominique.thewissen@ulg.ac.be</a>
3.	Universitatea din Plovdiv	Mileva Nevena Zhelyazka Raykova	<a href="mailto:nevena.mileva@gmail.com">nevena.mileva@gmail.com</a> <a href="mailto:janeraikova@gmail.com">janeraikova@gmail.com</a>
4.	University of Latvia, Riga	Baiba Savrina	<a href="mailto:baiba.savrina@lu.lv">baiba.savrina@lu.lv</a>
5.	Universite Lorraine	Sabine Goulin	<a href="mailto:sabine.goulin@univ-lorraine.fr">sabine.goulin@univ-lorraine.fr</a>
6.	Kharkiv University of Economics	Irina Zolotaryova	<a href="mailto:izolotaryova@gmail.com">izolotaryova@gmail.com</a> <a href="mailto:iryna.zolotaryova@hneu.net">iryna.zolotaryova@hneu.net</a>
7.	Lviv PNU	Ihor Oleksiv	<a href="mailto:ol.ih33@gmail.com">ol.ih33@gmail.com</a>
8.	Donetsk SUM	Iryna Sikorskaya Andrey Stoyka	<a href="mailto:irinasikorskaya0207@gmail.com">irinasikorskaya0207@gmail.com</a> <a href="mailto:andreystoyka@gmail.com">andreystoyka@gmail.com</a>
9.	National Metallurgical Academy of Ukraine	Andriy Petrenko Volodymyr Shatokha	<a href="mailto:petrenko_a@metal.nmetau.edu.ua">petrenko_a@metal.nmetau.edu.ua</a> <a href="mailto:shatokha@metal.nmetau.edu.ua">shatokha@metal.nmetau.edu.ua</a>
10.	Kazakh Ablai Khan University of International Relations and World Languages	Tansholpan Abdigappar Temirlan Erbossinov	<a href="mailto:tansholpan_abdig@mail.ru">tansholpan_abdig@mail.ru</a> <a href="mailto:erbosinov.temirlan@gmail.com">erbosinov.temirlan@gmail.com</a>
11.	Kazakh University of Economics, Finance and International trade	Elmira Zadanova	<a href="mailto:elmirazadanova@gmail.com">elmirazadanova@gmail.com</a>
12.	Institute of Higher Education, National Academy of Education Science of Ukraine	Svitlana Kalashnikova	<a href="mailto:svit.ukr@ukr.net">svit.ukr@ukr.net</a>



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<i>No.</i>	<i>Institution</i>	<i>Contact person</i>	<i>E-mail</i>
13.	National Agency for Higher Education Quality Assurance of Ukraine / NAHEQA	Nataliia Stukalo Albina Tsiatkovska	<a href="mailto:nstukalo@naqa.gov.ua">nstukalo@naqa.gov.ua</a> <a href="mailto:atsiatkovska@naqa.gov.ua">atsiatkovska@naqa.gov.ua</a>
14.	Ministry of Education and Science of Ukraine	Alla Rybalko Serhii Shkabko	<a href="mailto:a_rybalko@mon.gov.ua">a_rybalko@mon.gov.ua</a> <a href="mailto:shkabko@mon.gov.ua">shkabko@mon.gov.ua</a>
15.	Ministry of Education and Science of Kazakhstan	Rauza Mendaliyeva	<a href="mailto:rauza_dvpo_2017@mail.ru">rauza_dvpo_2017@mail.ru</a>
16.	High Council for the Evaluation of Research and Higher Education / HCERES	Francois Pernot Solange Pizarz	<a href="mailto:francois.pernot@hceres.fr">francois.pernot@hceres.fr</a> <a href="mailto:solange.pizarz@hceres.fr">solange.pizarz@hceres.fr</a>



## EDUQAS online meeting

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From: Univ Craiova (eduqas.ucv@outlook.com)

To: a\_rybalko@mon.gov.ua; petrenko\_a@metal.nmetau.edu.ua; baiba.savrina@lu.lv; dominique.thewissen@ulg.ac.be; francois.pernot@hceres.fr; nur\_ask@mail.ru; ol.ih33@gmail.com; ilianasah@yahoo.com; izolotaryova@gmail.com; irinasikorskaya0207@gmail.com; nmaygul@mail.ru; maksym.kolisnyk@hneu.net; nevena.mileva@gmail.com; oksana.tsukan@gmail.com; rauza\_dvpo\_2017@mail.ru; sabine.goulin@univ-lorraine.fr; solange.pisarz@hceres.fr; victork@kth.se; asem-kap@mail.ru; svit.ukr@ukr.net; shatokha@metal.nmetau.edu.ua

Date: Tuesday, January 16, 2018, 03:58 PM GMT+2

---

Dear colleagues,

First of all, we were very happy to be able to talk to you yesterday and we hope that this online meeting has marked the beginning of a long-standing and fruitful cooperation.

We enclose to this e-mail a summary of what was talked during the online meeting, for the information of everyone.

The protected area on the EDUQAS website has the following URL: <http://web.elth.ucv.ro/eduqas/protected/> and the password is **eduqas17**. Lucian Mandache has uploaded there the documents for project members.

Our financial officer, Anca Tanasie, will get in touch with those of you who have sent the contact information and the financial identification forms, for the partnership agreements (the procedure we propose is detailed in the summary of yesterday's meeting). In the following days we shall begin to contact individually the partners who have not sent the data yet, in order to accelerate the process.

In order to be able to start organizing the kick-off meeting of February 26 - March 2, please provide us with the names of the participants (at least 1 participant per institution) and tell us whether you need an official invitation letter in order to obtain a visa.

Best regards,  
The team from Craiova

Sent from [Outlook](#)



Minutes of the online meeting 15.01.2018.docx  
13.8kB

## Re: scan document - financial identification

---

From: Univ Craiova (eduqas.ucv@outlook.com)

To: baiba.savrina@lu.lv

Date: Friday, January 19, 2018, 12:10 PM GMT+2

---

Dear colleague,

Thank you for sending the document. We shall keep you informed on how and when to send the original document.

We shall also get back at you as soon as possible regarding the exact dates for travel.

Have a nice week-end!

Trimis de pe iPhone-ul meu

Pe 19 ian. 2018, la 12:05, Baiba Savrina <[baiba.savrina@lu.lv](mailto:baiba.savrina@lu.lv)> a scris:

Dear colleagues,

here you will find the financial identification document from University of Latvia in scan version. The original document will be sent by mail.

With best regards,  
Baiba Savrina

--

Dr.Oec., Prof.Baiba SAVRINA  
Faculty of Business, Management and Economics  
University of Latvia  
Aspazijas bulv.5,  
LV1050, Riga, Latvia  
Phone: +371 67034719, +371 67034716, +371 67034729  
Fax: +371 67034724

<prof.Savrina.pdf>

## Partner info + Financial identification form

---

From: Univ Craiova (eduqas.ucv@outlook.com)

To: dominique.thewissen@ulg.ac.be; victork@kth.se; svit.ukr@ukr.net; ol.ih33@gmail.com; asem-kap@mail.ru; a\_rybalko@mon.gov.ua; rauza\_dvpo\_2017@mail.ru

Date: Saturday, January 20, 2018, 11:45 AM GMT+2

---

Dear colleagues,

Please send us as soon as possible **the partner info contact sheets and your financial identification forms**, so that we may start preparing the partnership agreements.

We enclose the template of the partner info sheet (the same one we sent in December); the download link for the financial identification form can also be found there.

Thank you for your kind cooperation and may you have a great week-end!

Best regards,  
The team from Craiova

Sent from [Outlook](#)



Info\_Partners.docx  
15.4kB

## Invitation letters

---

From: Univ Craiova (eduqas.ucv@outlook.com)

To: irinasikorskaya0207@gmail.com

Date: Thursday, February 1, 2018, 12:02 PM GMT+2

---

Dear colleague,  
Please find attached the invitation letters.  
Best regards  
The team from Craiova



Prof.dr.Andrey Stoyka.pdf  
449.7kB



ATT00001.htm  
441B



Dr. Irina Sikorskaya.pdf  
450kB



ATT00002.htm  
1.3kB

## EDUQAS Kick-off meeting in Craiova - useful info

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From: Univ Craiova (eduqas.ucv@outlook.com)

To: a\_rybalko@mon.gov.ua; petrenko\_a@metal.nmetau.edu.ua; baiba.savrina@lu.lv; dominique.thewissen@ulg.ac.be; francois.pernot@hceres.fr; nur\_ask@mail.ru; ol.ih33@gmail.com; ilianasah@yahoo.com; izolotaryova@gmail.com; irinasikorskaya0207@gmail.com; nmaygul@mail.ru; maksym.kolisnyk@hneu.net; nevena.mileva@gmail.com; oksana.tsukan@gmail.com; rauza\_dvpo\_2017@mail.ru; sabine.goulin@univ-lorraine.fr; solange.pisarz@hceres.fr; victork@kth.se; asem-kap@mail.ru; svit.ukr@ukr.net; shatokha@metal.nmetau.edu.ua

Date: Tuesday, February 6, 2018, 09:10 AM GMT+2

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Dear colleagues,

Here is some useful information for the planning of your trip to Craiova:

### **Duration and organization of the activities**

Since February 26 was the chosen date, and our budget includes 4 days for this activity, we have decided to structure the event as follows:

- February 25 – travel to Craiova
- February 26, 27 – meetings and activities
- February 28 – travel back to your country of origin.

The invitation letters of those who have requested them have also been issued with these dates.

### **How to get to Craiova**

We think the best option for most of you would be to fly to Bucharest, and then take alternative transportation to Craiova. However, Craiova also has an international airport which has WizzAir weekly or bi-weekly connections to cities such as Paris or Cologne, that may be useful for some of you.

Below you can find some information on how to get to Craiova from the Henri Coanda Airport in Bucharest.

First of all, you must be aware of the fact that you will not be able to pay in EUR, as the local currency is the "leu"/ (plural "lei", also known as RON), so keep this in mind when you arrive at the airport (there is an exchange office in the airport, 1 EUR = approximately 4.5 RON). From the airport, you have to reach the Gara de Nord train station. You can either take the 780 bus (here is the schedule: [http://www.ratb.ro/d\\_ocpdf2/780%20AEROPORT%20HENRI%20COANDA.pdf](http://www.ratb.ro/d_ocpdf2/780%20AEROPORT%20HENRI%20COANDA.pdf)), the train (look for the signs in the airport or ask at the Information desk for directions on how to get there) or a taxi (we would recommend to consider this as your last option).

Once you are in the Gara de Nord train station, you have to look for the ticket window and buy a ticket to Craiova (the price can vary from 9 to 15 EUR). Here is the schedule for the trains traveling from Bucharest Nord to Craiova on a regular basis: <http://www.mersultrenurilorrofr.ro/imtif/rute.aspx?lng=en>.

When you get to the Craiova Train Station, you can take a taxi (ROMNICON or BARBY) - it is not at all expensive (around 15 lei, which is approximately 3 EUR). Give the name and/or address of your hotel to the taxi driver and he will take you there.

### **Accommodation**

Various hotels are available within walking distance of the University of Craiova, where the activities will take place. The options that we would suggest are:

Hotel Royal Craiova <http://www.cazarecraiova.ro/>



Hotel Helin Central Craiova <http://www.helincentral.ro/>

Hotel Ramada Craiova [http:// ramadaplazacraiova.ro/](http://ramadaplazacraiova.ro/)

Hotel Splendid 1900 <https://splendid1900.ro/>

Hotel Parc <http://www.hotel-parc-craiova.ro/>

All of them are also included on <http://www.booking.com>, so you can easily book a room of your choice.

We kindly remind you that the grants for this trip to Craiova are included in your institution's share of the project budget, so all expenses have to be committed and incurred by you/your university. The University of Craiova cannot make direct payments for this activity.

**We would like to take this opportunity to let you know that we have uploaded on the project website, in the protected area (you have the password in a previous e-mail) a certificate from the EC stating that the acquisition, delivery and installation of equipment and the provision of services in the Partner Countries are exempt from taxes, duties and charges if a Common Framework Agreement (Financing Agreement in the case of the Partner Countries in the Western Balkans) has been signed between the European Commission and the Partner Country. This document will help obtain a tax exemption for equipment and services in the Partner Countries.**

Best regards,

The team from Craiova

## EDUQAS Partnership Agreement

---

From: Univ Craiova (eduqas.ucv@outlook.com)

To: nmaygul@mail.ru

Date: Wednesday, February 7, 2018, 09:51 PM GMT+2

---

Dear colleague,

Please find attached the EDUQAS Partnership Agreement and the corresponding Annex.

If you find any inaccuracies, please let us know.

If everything is fine, please have it signed and stamped and send it to us scanned. Our Rector will sign it in turn and then the money will be transferred. Please also remember to bring 2 original counterparts with you (signed and stamped) at the meeting in Craiova.

We would also like to kindly ask you to let us know what date and time you will arrive in Craiova, so that we may set up the programme.

Kind regards,

The team from Craiova



Annex I\_P11\_.docx  
18kB



Partnership agreement EDUQAS P11.doc  
125kB

## Kind request

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From: Univ Craiova (eduqas.ucv@outlook.com)

To: izolotaryova@gmail.com

Date: Wednesday, February 7, 2018, 10:04 PM GMT+2

---

Dear colleague,

In terms of Financial Identification Forms and drawing up of Partnership Agreements, we still have no news from the **Institute of Higher Education, National Academy of Education Science of Ukraine** and the **Ministry of Education and Science of Ukraine**. We have sent various e-mails to the contact persons (Ms Kalashnikova and Ms Rybalko, respectively), but to no avail.

We kindly ask you, as the national coordinator for Ukraine, to help us get in contact with them. We need the Financial Identification Forms so that we may draw up the Partnership Agreements and send them.

Best regards,

The team from Craiova

## EDUQAS - photos from Craiova and contacts list

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From: Univ Craiova (eduqas.ucv@outlook.com)

To: asem-kap@mail.ru; svit.ukr@ukr.net; shatokha@metal.nmetau.edu.ua; a\_rybalko@mon.gov.ua; petrenko\_a@metal.nmetau.edu.ua; baiba.savrina@lu.lv; dominique.thewissen@ulg.ac.be; francois.pernot@hceres.fr; nur\_ask@mail.ru; ol.ih33@gmail.com; ilianasah@yahoo.com; izolotaryova@gmail.com; irinasikorskaya0207@gmail.com; nmaygul@mail.ru; nevena.mileva@gmail.com; oksana.tsukan@gmail.com; rauza\_dvpo\_2017@mail.ru; sabine.goulin@univ-lorraine.fr; solange.pisarz@hceres.fr; victork@kth.se; andreystoyka@gmail.com; maksym.kolisnyk@hneu.net

Date: Thursday, March 22, 2018, 07:57 PM GMT+2

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Dear colleagues,

Please find attached some more photos from our kick-off meeting in Craiova, they may be useful to you for dissemination purposes.

More photos have also been uploaded here: <https://drive.google.com/open?id=1hTRxpCYL2oTC26zONYDz1-5SJh4N4sRk>

Also, as we have received a request on this topic and since, from the collective e-mails we are sending it may not always be clear who is representing each institution in each project, we are enclosing for your convenience a list of contact details for all partners.

Best regards from Craiova,  
Oana

Sent from [Outlook](#)



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1.7MB



IMG\_5652.JPG  
1.2MB



IMG\_5651.JPG  
1.7MB



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96.1kB



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106.3kB
-  1aefb26e-2f00-4090-9810-ddd7375185c9.JPG  
103.3kB
-  IMG\_5654.JPG  
1.7MB
-  EDUQAS contacts list.docx  
15.7kB

## EDUQAS meeting in Stockholm - final programme

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From: Univ Craiova (eduqas.ucv@outlook.com)

To: asem-kap@mail.ru; svit.ukr@ukr.net; shatokha@metal.nmetau.edu.ua; a\_rybalko@mon.gov.ua; petrenko\_a@metal.nmetau.edu.ua; baiba.savrina@lu.lv; dominique.thewissen@ulg.ac.be; francois.pernot@hceres.fr; nur\_ask@mail.ru; ol.ih33@gmail.com; ilianasah@yahoo.com; izolotaryova@gmail.com; irinasikorskaya0207@gmail.com; nmaygul@mail.ru; nevena.mileva@gmail.com; oksana.tsukan@gmail.com; rauza\_dvpo\_2017@mail.ru; sabine.goulin@univ-lorraine.fr; solange.pisarz@hceres.fr; victork@kth.se; andreystoyka@gmail.com; maksym.kolisnyk@hneu.net; shkabko@mon.gov.ua

Cc: anca.bandoi01@yahoo.com

Date: Thursday, September 6, 2018, 09:27 PM GMT+3

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Dear colleagues,

Please find attached the final programme of the meeting in Stockholm. Many thanks to Victor for his very valuable support in organizing this!

Warm regards on behalf of the Craiova team,

Oana



Stockholm EDUQAS DRAFT MEETING AGENDA September 11-14 2018 V.1.0.pdf  
146.1kB

## EDUQAS project - Purchase of equipment

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: izolotaryova@gmail.com; iryna.zolotaryova@hneu.net; irinasikorskaya0207@gmail.com; ol.ih33@gmail.com; petrenko\_a@metal.nmetau.edu.ua; oksana.tsukan@gmail.com

Cc: anca.bandoi01@yahoo.com; ankatanasie@gmail.com

Date: Thursday, October 11, 2018, 10:06 AM GMT+3

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Dear colleagues,

The EDUQAS team of the University of Craiova has had long and thorough discussions with our institutional management, as well as the financial controlling bodies we are reporting to. Pursuant to these discussions, we can provide you with the following information regarding the three-party purchase agreement:

First of all, you should know that the law stipulates that no public institution in Romania can make advance payments (i.e. before the delivery of the purchased items).

Then, we have two options regarding the procurement for Ukrainian partners. We are detailing them below in the order of preference for our institutional management:

**1.** Procurement and payment procedures are directly performed by Ukrainian partners, with the University of Craiova transferring the money in several instalments (so that the money is less affected by foreign exchange variations)

or

**2.** The entire procurement procedure is performed by Ukrainian partners, the equipment is delivered to them, and the University of Craiova pays the money to the provider based on the following documents:

- invoice in EUR for equipment, in English language;
- documents (acceptance protocol) signed by the legal representative of the Ukrainian partner (Rector, etc.) certifying that the Ukrainian partner has received and accepted the equipment;
- payment request from the Ukrainian partner for the transfer of the sum in the invoice, to the account of the provider;
- written acceptance from EACEA for the transfer of the procurement money, from the partner's budget allocation

These are the **ONLY** options that our institution, as a public institution, has available, according to Romanian legislation. We have been informed that any other alternative would infringe anti-corruption legislation in the field of public procurement.

Please discuss these options and let us know what suits you best (1 or 2 - as we said before, option 1 is preferred by our administrative services). Of course, a unitary decision should be made for all Ukrainian partners.

Best regards,  
The team from Craiova

## EDUQAS project website access credentials

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: dominique.thewissen@uliege.be

Date: Friday, February 15, 2019, 10:48 AM GMT+2

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Dear colleague,

We are happy to inform you that the upload feature of our project website is now operational. Please find attached a detailed guide on how to use it.

Here are your access credentials:

User: **EU coordinator - *allowing you to see all EU partners' reporting***

Password: **S2NW8hmJ**

User: **Partner P3 - *allowing you to report data for your own institution***

Password: **b23KJbYL**

The password has to be changed after the first log-in.

Please let us know if you have any questions or problems regarding the use of this feature.

Kind regards on behalf of the Craiova team,  
Oana



EDUQAS website guide.pdf  
3MB



## EDUQAS reporting et al.

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: svit.ukr@ukr.net; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; oksana.tsukan@gmail.com; ilianasah@yahoo.com; nmaygul@mail.ru; victork@kth.se; r.mendaliyeva@edu.gov.kz; cohesion@ukr.net; shkabko@mon.gov.ua; nevena.mileva@gmail.com; iryna.zolotaryova@hneu.net; francois.pernot@hceres.fr; msamanova@kuef.kz; sabine.goulin@univ-lorraine.fr; dominique.thewissen@ulg.ac.be; solange.pisarz@hceres.fr; petrenko\_a@metal.nmetau.edu.ua; irinasikorskaya0207@gmail.com; baiba.savrina@lu.lv; asem-kap@mail.ru; a\_rybalko@mon.gov.ua; nur\_ask@mail.ru; izolotaryova@gmail.com

Cc: anca.bandoi01@yahoo.com

Date: Tuesday, March 26, 2019, 01:21 PM GMT+2

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Dear colleagues,

We would like to thank you again for the fruitful exchange in Nancy. The template for the financial reporting is now available in the private area of our website (**Partner Login** - access with the individual username and password): the archive **Financial statements-EXAMPLE.zip**, which contains the minimal information required for the progress report. Please submit all documents for the reporting by uploading them to the website as well.

We would also like to inform everyone that at least 1 participant from each institution has to be present at the Riga meeting (work days: 7-10 May), where further project approaches will be decided.

Best regards on behalf of the Craiova team,  
Oana

## EDUQAS partnership

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: svit.ukr@ukr.net; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; oksana.tsukan@gmail.com; ilianasah@yahoo.com; nmaygul@mail.ru; victork@kth.se; r.mendaliyeva@edu.gov.kz; cohesion@ukr.net; shkabko@mon.gov.ua; nevena.mileva@gmail.com; iryna.zolotaryova@hneu.net; francois.pernot@hceres.fr; msamanova@kuef.kz; sabine.goulin@univ-lorraine.fr; dominique.thewissen@ulg.ac.be; solange.pisarz@hceres.fr; petrenko\_a@metal.nmetau.edu.ua; irinasikorskaya0207@gmail.com; baiba.savrina@lu.lv; asem-kap@mail.ru; a\_rybalko@mon.gov.ua; nur\_ask@mail.ru; izolotaryova@gmail.com

Cc: anca.bandoi01@yahoo.com; lmandache@gmail.com

Bcc: maksym.kolisnyk@laposte.net; maksym.kolisnyk@nure.ua

Date: Tuesday, April 2, 2019, 09:49 PM GMT+3

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Dear colleagues,

Based on the Erasmus+ Project Guide and our Grant Agreement, we would like to ask for your input regarding two proposals to join the EDUQAS partnership:

- the proposal from the National Agency for Higher Education Quality Assurance of Ukraine, which had originally been a member of the partnership, but only became operational in March 2019 (it was not duly set up during the eligible period for the signature of partnership agreements)

- the proposal from the Kharkiv National University of Radio Electronics, whose request to join the project you will find hereby enclosed.

We mention that these new partnerships do not affect the partners' budgets in any way. The financing for NAHEQA had been originally included in the project value, and the University of Craiova is willing to transfer a part of its own budget to the Kharkiv National University of Radio Electronics, for travel and stay costs.

We enclose a template of acceptance letter, that we kindly request you to fill in with your identification details, to clearly state your opinion by checking the chosen option, and to have it signed and stamped by your legal representative. We need a scanned copy of this at your earliest convenience and we shall collect the original documents in further project meetings.

Please feel free to contact us if you need further information or clarifications.

Warm regards from Craiova!



Official letter NURE signed.pdf  
449.4kB



Acceptance letter (1).docx  
14.2kB

## Re: EDUQAS partner organization - the National Agency for Higher Education Quality Assurance (Ukraine)

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)  
To: anca.bandoi01@yahoo.com; nstukalo@ukr.net  
Cc: smkvit@gmail.com; izolotaryova@gmail.com; office@erasmusplus.org.ua  
Date: Friday, April 5, 2019, 01:06 PM GMT+3

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Dear Nataliia,

We are really happy that the National Agency for Higher Education Quality Assurance has been established and we are eager to cooperate with you in our project.

The formalities that will allow us to sign the partnership agreement are in progress now and shouldn't last much longer. We shall let you know as soon as our agreement can be signed.

Warm regards from the entire team of Craiova!

On Friday, April 5, 2019, 12:17:50 PM GMT+3, Nataliia Stukalo <nstukalo@ukr.net> wrote:

Dear Professor Bandoi and EDUQAS project team,

Please find attached the official letter from the National Agency for Higher Education Quality Assurance (UKRAINE).

I will be happy to provide any further information or documents at your first request.

Kind regards,

--

Nataliia Stukalo  
DSc, Professor  
Vice-Head of the National Agency for Higher Education Quality Assurance  
tel. +380672807938

26 марта 2019, 15:26:53, om "Nataliia Stukalo" <nstukalo@ukr.net>:

Dear Oana,

Thank you for your response and letting me know!

I will be happy to address any queries, provide additional documents and answer any potential questions you might have.

I also copy Iryna Zolotaryova our country coordinator, so she is aware we are ready to collaborate within the EDUQAS project.

Looking forward to our fruitful collaboration!

Kind regards,

Nataliia

--- Original Message ---

From: "Univ Craiova"  
Date: 25 March 2019, 16:16:28

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>

>

> Dear Nataliia,

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>

> Thank you for your message. We have been discussing about the exact procedure that needs to be followed to sign a Partnership Agreement at this point of the project and we'll provide you with an answer as soon as possible.

>

>

> Best regards on behalf of the Craiova team,

> Oana

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> On Tuesday, March 19, 2019, 3:13:19 PM GMT+2, Nataliia Stukalo wrote:

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>

>

> Dear Colleagues,

>

>

> I'm writing to you as to EDUQAS Project Coordinator.

> My name is Nataliia Stukalo (<https://www.linkedin.com/in/nataliia-stukalo-9593a219/>) and I'm Vice-Head of the National Agency for Higher Education Quality Assurance (Ukraine) - the EDUQAS partner organization.

>

>

> The new members of the National Agency for Higher Education Quality Assurance were elected in December 2018 and the new Head and Vice-Heads were approved by the Cabinet of Ministers of Ukraine in February 2019.

>

>

> The new Head of the National Agency - Serhiy Kvit (<https://www.linkedin.com/in/serhiy-kvit-868a7453/>) has approved me as LEAR and we would be happy to restore and reinforce the role and activities of the National Agency within the EDUQAS project.

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>

> I also attach the Partnership Agreement signed from our side and will be happy to discuss with you any issues related to the EDUQAS project and the potential contribution of our Agency to the project.

>

>

> Thank you for your time and consideration!

>

>

> Kind regards,

> Nataliia

>

>

> --  
> Наталія Стукало  
> д.е.н., професор  
> Заступник голови Національного агенства із забезпечення якості вищої освіти  
>  
>  
> Nataliia Stukalo  
> DSc, Professor  
> Vice-Head of the National Agency for Higher Education Quality Assurance

Наталія Стукало  
д.е.н., професор  
Заступник голови Національного агенства із забезпечення якості вищої освіти

Nataliia Stukalo  
DSc, Professor  
Vice-Head of the National Agency for Higher Education Quality Assurance

## EDUQAS report evaluation

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: izolotaryova@gmail.com; iryna.zolotaryova@hneu.net; nmaygul@mail.ru

Cc: anca.bandoi01@yahoo.com; ankatanasie@gmail.com

Date: Tuesday, July 16, 2019, 11:19 AM GMT+3

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Dear colleagues,

As a consequence of the recent evaluation of our technical report for the Eduqas project, the Agency requires a meeting in Brussels with the project manager and regional coordinators. The University of Craiova will be represented by the project manager and the financial officer. Thus, please confirm your availability to participate at this meeting on September 23rd or 24th (the exact day and time will be provided by the Agency, within this time frame). The purpose of this very important meeting is to discuss the Agency's report and solve other existing or potential issues concerning the project.

Please find attached the report and the evaluation.

Looking forward to your prompt answer and confirmation.

Best regards,

Assoc. Prof. PhD Anca Bandoi



EDUQAS evaluation.pdf  
572.4kB



EDUQAS submitted report April 2019.pdf  
153.5kB

## EDUQAS project

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: cohesion@ukr.net; nur\_ask@mail.ru; asem-kap@mail.ru; shkabko@mon.gov.ua; r.mendaliyeva@edu.gov.kz; sabine.goulin@univ-lorraine.fr; irinasikorskaya0207@gmail.com; dominique.thewissen@ulg.ac.be; svit.ukr@ukr.net; izolotaryova@gmail.com; baiba.savrina@lu.lv; petrenko\_a@metal.nmetau.edu.ua; francois.pernot@hceres.fr; oksana.tsukan@gmail.com; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; msamanova@kuef.kz; nevena.mileva@gmail.com; a\_rybalko@mon.gov.ua; ilianasah@yahoo.com; iryna.zolotaryova@hneu.net; victork@kth.se; solange.pisarz@hceres.fr; tansholpan\_abdig@mail.ru; andreystoyka@gmail.com; petrenko.nmau@gmail.com

Cc: anca.bandoi01@yahoo.com; ankatanasie@gmail.com; lmandache@gmail.com

Date: Tuesday, September 24, 2019, 08:25 AM GMT+3

---

Dear colleagues,

As a consequence of our meeting in Brussels with our EACEA officer Belen Enciso, which was attended by the project manager, the financial officer and the national coordinators for Ukraine and Kazakhstan, we need to proceed as following:

1. Please fill in the attached (RAR archive) participants' lists for each training session, for each university (each university should send back to us 5 signed, stamped and scanned lists).  
Deadline: 15 October 2019.
2. Please send us the website addresses of all EDUQAS associated partners from your country. Also, please make sure that both your own websites and the websites of the associated partners have an active link to the EDUQAS webpage.
3. Please provide a list of the study programmes proposed for evaluation within the project and the dates you propose for such evaluations. The experts who will perform the evaluation will be appointed according to the field of study of the submitted programmes. Deadline: 3 October 2019.
4. Regarding the purchased equipment: we attach the stickers that have to be visibly placed on the equipment. Please send us photos with all concerned equipment, after you have placed the stickers. Deadline: 15 October 2019.

For a better overview of how the project is developing, we propose that each partner should fill in the questionnaire available at the following link: [http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/09/Implementation-monitoring-EDUQAS\\_every-2-month.docx](http://web.elth.ucv.ro/eduqas/wp-content/uploads/sites/2/2019/09/Implementation-monitoring-EDUQAS_every-2-month.docx) We would kindly ask you to fill in (short descriptions) the questionnaire for the activities implemented since the beginning of the project until 1 October 2019 (deadline: 1 November 2019). Then, the questionnaire should be filled in and sent by e-mail every 2 months on an ongoing basis, until the end of the project.

Please feel free to contact us if you have any further questions.

Best regards,

The Craiova team





Equipment label.pdf

829.5kB



Training session lists.rar

2.6MB

## EDUQAS Payment request

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: cohesion@ukr.net

Cc: anca.bandoi01@yahoo.com; ankatanasie@gmail.com

Date: Wednesday, October 16, 2019, 09:11 PM GMT+3

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Dear Olena,

According to our records, the sum of **2927,50 EUR** is still pending for transfer from us to your institution (it was not included in the payment request you submitted).

Please send us a payment request for this sum, so that the first instalment can be fully covered.

Best regards,  
the Craiova team

## EDUQAS project - management meeting in Almaty

---

From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: cohesion@ukr.net; nur\_ask@mail.ru; asem-kap@mail.ru; shkabko@mon.gov.ua; r.mendaliyeva@edu.gov.kz; sabine.goulin@univ-lorraine.fr; irinasikorskaya0207@gmail.com; andreystoyka@gmail.com; dominique.thewissen@ulg.ac.be; svit.ukr@ukr.net; izolotaryova@gmail.com; baiba.savrina@lu.lv; petrenko\_a@metal.nmetau.edu.ua; francois.pernot@hceres.fr; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; msamanova@kuef.kz; nevena.mileva@gmail.com; a\_rybalko@mon.gov.ua; nstukalo@naqa.gov.ua; ilianasah@yahoo.com; tansholpan\_abdig@mail.ru; janeraikova@gmail.com; iryna.zolotaryova@hneu.net; victork@kth.se; solange.pisarz@hceres.fr; nstukalo@ukr.net

Cc: anca.bandoi01@yahoo.com; ankatanasie@gmail.com; lmandache@gmail.com

Date: Monday, November 18, 2019, 10:19 PM GMT+2

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Dear colleagues,

Please find attached the document that we discussed in our latest management meeting.

It was great to see you again in Almaty and to continue the work on our project!

Warm regards,  
The team from Craiova



Management meeting 15.11.2019 EDUQAS Almaty (1).doc  
67.5kB

## Re: Eduqas\_meeting\_Lviv\_Agenda

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From: Univ Craiova (eduqas.ucv@outlook.com)  
To: ol.ih33@gmail.com  
Cc: ankatanasie@gmail.com; lmandache@gmail.com; oana.duta@yahoo.com  
Date: Monday, December 2, 2019, 12:09 PM GMT+2

---

Dear Ihor,

Congratulations on organizing the meeting with ERASMUS evaluators and the evaluation visit within EDUQAS project.

December became very crowded for us, the Craiova team. Neither I, nor my colleagues can travel to Lviv and we very much regret this fact.

I trust that the project is well managed at Lviv Polytechnic National University and everything will be ok. Regarding the scheduled meeting with the project coordinator (16.00-17.00) we propose a SKYPE meeting in this interval. Also, during the monitoring, we are at your disposal with any information / data you need. Please let us know if a SKYPE meeting is appropriate so we can organize it.

Kind regards,

Anca B, Anca T, Oana, Lucian  
Craiova team

Sent from [Outlook](#)

---

**From:** Univ Craiova <eduqas.ucv@outlook.com>  
**Sent:** Monday, December 2, 2019 11:00 AM  
**To:** Ihor Oleksiv <ol.ih33@gmail.com>  
**Subject:** Re: Eduqas\_meeting\_Lviv\_Agenda

Thank you for the information and good luck in the preparation of the meeting!

Best regards,  
Oana

On Monday, November 25, 2019, 01:24:44 PM GMT+2, Ihor Oleksiv <ol.ih33@gmail.com> wrote:

Dear Colleagues,

Please find attached the drafts of the Eduqas Monitoring program and Evaluation visit agenda of meeting which will take place in Lviv on the 05-06 of December 2019.

See you in Lviv soon!!!!

Thank you.  
Regards,  
Ihor Oleksiv  
Lviv Polytechnic National University

## EDUQAS project feedback from EACEA

---

From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: cohesion@ukr.net; nur\_ask@mail.ru; asem-kap@mail.ru; shkabko@mon.gov.ua; r.mendaliyeva@edu.gov.kz; sabine.goulin@univ-lorraine.fr; irinasikorskaya0207@gmail.com; andreystoyka@gmail.com; dominique.thewissen@ulg.ac.be; svit.ukr@ukr.net; izolotaryova@gmail.com; baiba.savrina@lu.lv; petrenko\_a@metal.nmetau.edu.ua; francois.pernot@hceres.fr; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; msamanova@kuef.kz; nevena.mileva@gmail.com; a\_rybalko@mon.gov.ua; nstukalo@naqa.gov.ua; ilianasah@yahoo.com; tansholpan\_abdig@mail.ru; janeraikova@gmail.com; iryna.zolotaryova@hneu.net; victork@kth.se; solange.pisarz@hceres.fr

Cc: anca.bandoi01@yahoo.com; ankatanasie@gmail.com; lmandache@gmail.com

Date: Monday, January 6, 2020, 07:49 PM GMT+2

---

Dear colleagues,

First of all, we wish you a happy and prosperous 2020!

We have received the feedback below regarding our project from EACEA. We would kindly ask you to go over it and participate in a Skype meeting on **January 16**, 14.00 hours EET (Romania, Ukraine) / 13.00 hours CET (Belgium, France) / 12.00 hours GMT. Please confirm receipt of this message.

Best regards on behalf of the Craiova team,  
Oana

---

Dear Ms Bandoi,

As part of our on-going monitoring of Capacity Building in Higher Education activities in the Partner Countries, an advisory Field Monitoring Visit for the CBHE project "Implementation of Education Quality Assurance system via cooperation of University-Business-Government – EDUQAS" took place on 28 November 2019 in Kazakhstan, at the premises of the Kazakh University of Economics. We would like to thank all participants to this visit for the time they devoted to the discussions.

The feedback provided below includes the assessment of the local implementation of EDUQAS project in Kazakhstan as well as our comments on your replies received on 14/11/2019 regarding the Progress Report assessment.

The monitoring team in Kazakhstan confirmed the relevance of the project idea in the local context in Kazakhstan. Indeed, the legislative context after the Ministerial Order #595 is favorable to the implementation of an internal QA system based on 10 ESG principles for each of the Kazakh HEIs. In addition, and partly due to the binding character of the national legislation, the EDUQAS project counts from the beginning with strong commitment from the management of the two participating Kazakh Universities. The good institutional support is demonstrated by the allocation of staff members to support the activity of the QA units.

However, in spite of this solid base to implement the project and of the improvements in communication and coordination noted since the last Monitoring visit, **the monitoring visit in Kazakhstan, as well as the**

**meeting in Brussels, confirms the weak achievement of the EDUQAS project to date and the high risk for this project not to achieve the project results and objectives.**

As regards the advancement in the implementation of activities and availability of deliverables, we regret to note that only 3 of the 9 meaningful activities have been completed. Not even the basic analytical documents such as the 'Summary of the EU & PC QA policy strategy on national and institutional levels' (Activity 1.1.) or 'Partner Country QA policies and strategies development' were available at the time of the monitoring visit. The output 'Assessment of the programmes' (activity 2.2) seems to have been produced, but no internal quality revision has been conducted. As regards the changes and restructuring of the QA systems and responsibilities, the monitors reported that at some formal changes have taken place at KazUEFIT (reorganization of QA unit, allocation of additional staff), while at KAUIR not change at all has been reported yet. The establishment of the University-Business-Government network is uncertain as the team in Kazakhstan could not provide any evidence on its existence.

At the base of the delays and the poor achievement of the results observed, a lack of appropriate training has been identified. Indeed, as highlighted during the Interim Report assessment and during the meeting in Brussels with the coordinator, the capacity building activities in the Partner Countries are inefficient to the project objectives. Even though some trainings were actually implemented, it has been reported that they could not be considered as relevant staff development activities. The trainings carried out did not equipped the Kazakh staff with the needed knowledge to enable the teams to prepare their own strategic documents.

In terms of impact, the monitors reported some impact at personal level of the staff involved in the project (improvement of English language, international exposure, etc) and at institutional level, at least formally, in the case of KazUEFIT (QA restructuring and revision of Internationalization Strategy in order to include indicators for international cooperation). However, there are no novelties in the activity of the QA unit established at KazUEFIT and it is continuing its work based on the same methodological approaches as before the project. In addition, as regards the second Kazakh partner, KAUIR, the QA Unit at has not even been established and staffed. Although the coordinator reported that national coordinator has been established, it does not seem to work in Kazakhstan. The monitoring visit confirmed that both Universities are still working in isolation from each other. No content related aspects have become a subject of discussion between the two Kazakh partners.

Given the above, and based on the fact that no meaningful outcomes and outputs seem to have been produced yet, the project risks to end in Kazakhstan with a formal establishment of units with no sound system of internal QA as the team does not seem to be equipped with relevant knowledge and framework to develop Strategy and Policy of internal QA. We remind you that failing to achieve the project objectives as foreseen in the original application, and in accordance with article 1.10.6 of the Grant Agreement and section 3.5.2.2 of the Guidelines for the Use of the Grant, entails a reduction of the maximum grant amount at final report stage.

The results from this monitoring visit confirm as well **the lack of project's structural dimension in Kazakhstan**. The team in Kazakhstan has not succeeded in establishing and maintaining cooperation with national authorities. The coordinator's reply on 14/11/2019 confirms the involvement of the Kazakh associated partner Agency for Accreditation and Rating in the project. However, this organization is just one of the several accreditation agencies operating in the country and cannot ensure the mainstreaming of the project results in the national system. Such a partner cannot replace the Ministry and it cannot be expected that the recommendations produced by this partner will be accepted by the Ministry of Education.

In addition, as regards the evaluation of the pilot activities of the project, we would like to underline that **the Erasmus+ Offices cannot participate in the project as members of the evaluation board/committee**. Please make sure that the ensure that the EU partners are involved in the evaluation of the peer activities. Unfortunately, it was reported that the EU partners were not involved in the of the deliverables produced so far by the Kazakh partners.

Finally, and as explained during the Progress Report assessment, given the profile of the project, dissemination activities must be carried out in the Partner Countries and not in the EU countries. Therefore the proposed action to undertake dissemination activities by the EU partners does not seems to be relevant.

To sum up, the project needs to take urgent measures to ensure timely implementation of planned activities and sustainability of the results:

- The team should undertake urgent measures to catch up with the delays. The Work Plan should be revised and updated to make it an efficient project management tool.
- Project coordinator should ensure that more needs-based capacity building activities are organized to ensure that the team is better prepared to producing QA strategy, policy and guidelines.
- Internal and external QA of the deliverables should be ensured timely.
- Partnership and cooperation between the two Kazakh HEIs as well as between HEIs and with non-academic partners (Ministry, business community, NGOs) need to be improved.
- Activities towards establishing partnership with business structures should be implemented and the basis for the establishment of the University-Business-Government network settled.
- To ensure that the results are used by other universities priority attention should be paid to establishing collaboration with Ministry of education and science of Kazakhstan. Given that IAAR cannot substitute the Ministry, links with the Department of higher and post-higher education should be enhanced and their role in the project made more explicit. A member of the consortium in charge of working with Ministry and business structures should be nominated.
- Dissemination activities should be diversified in the Partner Countries (not in EU!) to make sure that along with sharing general information on the project also project results are promoted and delivered to specific target groups to ensure exploitation of project results.
- Visibility rules are only partially respected. Please pay attention to use the compulsory disclaimer in the projects' websites. Penalties for not respect of the visibility rules can be applied.
- Sustainability plan need to be developed and implemented.
- Project management should be more participatory and efficient. Requests and concerns of the Kazakh team should be addressed and arguments pro and contra communicated promptly.
- Ownership of the project results should be enhanced among Kazakh universities.

We regret to note that the feedback provided after the monitoring meeting in Brussels was not duly discussed with the partners and we kindly ask you to share this feedback with all your project partners and to discuss each comment in detail with the partners in Kazakhstan. The National Erasmus+ Office in Almaty is available for additional clarifications.

Please make sure you report on each of the points stated above in the Final Report and provide proof of the corrective measures applied and the results achieved.

Best regards,

**BELÉN ENCISO**

Project Officer

**European Commission**

**Education, Audiovisual and Culture Executive Agency (EACEA)**

*Managing programmes and activities on behalf of the European Commission*

Erasmus+: Higher Education – International Capacity Building (Unit A4) J-59 04/74

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Tel: +32 (0)2 295 06 44

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E-mail.: belen.enciso@ec.europa.eu

<http://eacea.ec.europa.eu>



## EDUQAS - Minutes of the online meeting 16.01.2020

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: cohesion@ukr.net; nur\_ask@mail.ru; asem-kap@mail.ru; shkabko@mon.gov.ua; r.mendaliyeva@edu.gov.kz; sabine.goulin@univ-lorraine.fr; irinasikorskaya0207@gmail.com; andreystoyka@gmail.com; dominique.thewissen@ulg.ac.be; svit.ukr@ukr.net; izolotaryova@gmail.com; baiba.savrina@lu.lv; petrenko\_a@metal.nmetau.edu.ua; francois.pernot@hceres.fr; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; msamanova@kuef.kz; nevena.mileva@gmail.com; a\_rybalko@mon.gov.ua; nstukalo@naqa.gov.ua; ilianasah@yahoo.com; tansholpan\_abdig@mail.ru; janeraikova@gmail.com; iryna.zolotaryova@hneu.net; victork@kth.se; solange.pisarz@hceres.fr

Date: Tuesday, January 21, 2020, 04:47 PM GMT+2

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Dear colleagues,

Please find attached the minutes of our Skype meeting from last week.

Best regards,  
the Craiova team



Minutes of the online meeting 16 January 2020.docx  
16.3kB

## EDUQAS - second money instalment

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: cohesion@ukr.net; nur\_ask@mail.ru; asem-kap@mail.ru; shkabko@mon.gov.ua; r.mendaliyeva@edu.gov.kz; sabine.goulin@univ-lorraine.fr; irinasikorskaya0207@gmail.com; andreystoyka@gmail.com; dominique.thewissen@ulg.ac.be; svit.ukr@ukr.net; izolotaryova@gmail.com; baiba.savrina@lu.lv; petrenko\_a@metal.nmetau.edu.ua; francois.pernot@hceres.fr; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; msamanova@kuef.kz; nevena.mileva@gmail.com; a\_rybalko@mon.gov.ua; nstukalo@naqa.gov.ua; ilianasah@yahoo.com; tansholpan\_abdig@mail.ru; janeraikova@gmail.com; iryna.zolotaryova@hneu.net; victork@kth.se; solange.pisarz@hceres.fr

Date: Tuesday, February 11, 2020, 09:23 AM GMT+2

---

Dear colleagues,

As shown in the enclosed document, we are expecting at any moment the second money instalment from EACEA for the Eduqas project. We shall let everyone know as soon as the money has actually entered our account.

In the meanwhile, we kindly ask you to prepare the **payment requests** for 40% of the budget of your institution (minus the advance payments we have provided in the past months, if applicable).

Best regards,  
the Craiova team

La luni, februarie 10, 2020, 5:27 p.m., [EACEA-EPLUS-CBHE-PROJECTS@ec.europa.eu](mailto:EACEA-EPLUS-CBHE-PROJECTS@ec.europa.eu) a scris:

Dear Professor Spinu,

Please find enclosed the letter concerning your request for statement of costs and request for payment.

Kind regards,

**Teresa Romano**

**European Commission**

**Education, Audiovisual and Culture Executive Agency (EACEA)**

*Managing programmes and activities on behalf of the European Commission*

J59 – 04/35 – Rue Joseph II, 59

B-1049 Brussels/Belgium

<http://eacea.ec.europa.eu>



586109\_001.pdf  
74.1kB

## EDUQAS - further steps

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: cohesion@ukr.net; nur\_ask@mail.ru; asem-kap@mail.ru; shkabko@mon.gov.ua; r.mendaliyeva@edu.gov.kz; sabine.goulin@univ-lorraine.fr; irinasikorskaya0207@gmail.com; andreystoyka@gmail.com; dominique.thewissen@ulg.ac.be; svit.ukr@ukr.net; izolotaryova@gmail.com; baiba.savrina@lu.lv; petrenko\_a@metal.nmetau.edu.ua; francois.pernot@hceres.fr; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; msamanova@kuef.kz; nevena.mileva@gmail.com; a\_rybalko@mon.gov.ua; nstukalo@naqa.gov.ua; ilianasah@yahoo.com; tansholpan\_abdig@mail.ru; janeraikova@gmail.com; iryna.zolotaryova@hneu.net; victork@kth.se; solange.pisarz@hceres.fr

Cc: anca.bandoi01@yahoo.com; ankatanasie@gmail.com; lmandache@gmail.com

Date: Tuesday, February 18, 2020, 10:36 PM GMT+2

---

Dear colleagues,

Please find attached a proposal for the further steps in our project and the division of tasks. Please let us know what are your thoughts about it and if you have any suggestions. We hope that this will help us move on with the project and achieve notable results.

We would also like to propose to organize an International Conference on quality assurance in Craiova, 23-24 October 2020, as part of dissemination activities. We hope that the project extension will be approved.

Best regards,  
the Craiova team



Tasks asignment feb 2020 proposal EDUQAS\_12.doc  
1001.5kB

## Re: EDUQAS - further steps

---

From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: izolotaryova@gmail.com

Cc: cohesion@ukr.net; nur\_ask@mail.ru; asem-kap@mail.ru; shkabko@mon.gov.ua; r.mendaliyeva@edu.gov.kz; sabine.goulin@univ-lorraine.fr; irinasikorskaya0207@gmail.com; andreystoyka@gmail.com; dominique.thewissen@ulg.ac.be; svit.ukr@ukr.net; baiba.savrina@lu.lv; petrenko\_a@metal.nmetau.edu.ua; francois.pernot@hceres.fr; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; msamanova@kuef.kz; nevena.mileva@gmail.com; a\_rybalko@mon.gov.ua; nstukalo@naqa.gov.ua; ilianasah@yahoo.com; tansholpan\_abdig@mail.ru; janeraikova@gmail.com; victork@kth.se; solange.pisarz@hceres.fr; anca.bandoi01@yahoo.com; ankatanasie@gmail.com; lmandache@gmail.com

Date: Monday, March 2, 2020, 10:03 PM GMT+2

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Dear Iryna and dear colleagues,

First of all, thank you very much for the thorough e-mail, the proposals are very adequate and we are grateful for such an attentive follow-up of the project. We shall try to answer to your suggestions below and please let us know if we have missed anything.

- the joint evidence reports are actually 3 (*Report on the QA system in Ukraine, Report on the QA system in Kazakhstan, Report on QA systems at EU partners*). They are available on the website and they shall underpin the summary that is item 1 in the Task Assignment, led by Andriy Petrenko and Timirlan;
- the 6 surveys on EU QA systems are also available on the website in the form of PPT/PDF files, and they will be complemented by the summaries that will be sent to Andriy Petrenko for the analysis of the QA systems (again, item 1 in the Task Assignment). Andriy has already asked everyone, in a collective e-mail, to nominate the person(s) in charge with writing these contributions;
- the 6 QA strategies for 6 PC universities will be drawn up by the 6 universities that were subject to assessments, based on the documents drawn up for items 6 and 9 in the Task Assignment. The QA strategies will be included in the following task assignment, for the period July-September (the last months of the initial period of the project);
- QA policies and criteria will be developed both individually for each partner (item 6 of the Task Assignment provides for an internal quality revision proposal and a set of indicators) and globally (under item 9). For item 6 of the task assignment, the appointed experts will make an internal quality revision proposal. Based on these proposals, a new set of indicators will be drawn up, as an outcome of SWOT analysis (especially weaknesses and threats), which will be summarized under item 9 and proposed to national agencies, as a component of external evaluation.

The suggestion to add recommendations for the internal QA strategy and policy, including the role of the QA unit, staff, QA tools and indicators is very good. All this will be included under item 9. Furthermore, regarding the recommendations for stakeholders engagement, we have proposed Solange to come up with such a guide, that will be subsequently proposed to the agencies and ministries in the partner countries, as discussed in Almaty. The other suggestions will be included in the plan for the following period (July-September) and we would be very grateful if you could follow up the issue.

Regarding the extension of the project, our arguments to ask for this extension, which we have already put forward in our latest Skype meeting, are as follows:

1. Delays in the accomplishment of deliveries, since the project accumulated a delay due to the late formal completion of partnership agreements (the issues of the Kazakh Ministry and the Ukrainian QA Agency, *inter alia*);
2. The structural dimension of the project which must be achieved in the 2 countries and which obviously needs more time. Again, we ask Ukrainian and Kazakh partners to formalize (agreements, conventions) their relations with the national agencies and ministries - placing a link to the project webpage on their website, joint documents, etc. Apparently, the mere membership of such bodies in the project is not enough for the structural dimension. Moreover, Kazakhstan does not have a single nationally recognized agency and a homogeneous set of country-specific standards.
3. Changes in the project team (the case of the Kazakh institutions) and the unawareness of important information regarding project activities (see the assessment of the National E+ Agency in Kazakhstan).
4. The need for better dissemination of the project in the two countries, by means of dedicated sections in national conferences.

In our opinion, all these arguments recommend the extension of the project by 6 more months. Hence, we would like to take this opportunity to remind everyone to vote in the poll proposed by Andriy Petrenko

([https://docs.google.com/forms/d/e/1FAIpQLSfO1hGLkG6RLTLkigT2yuBLhx4w4AllbqDmcUjNoOedpgs7Hg/viewform?usp=pp\\_url](https://docs.google.com/forms/d/e/1FAIpQLSfO1hGLkG6RLTLkigT2yuBLhx4w4AllbqDmcUjNoOedpgs7Hg/viewform?usp=pp_url)) and we would like to ask Andriy to send us a print screen with the outcomes of the voting so far. We have to remind everyone that the 6 months do not imply additional activities, only catching up with the outstanding ones, for which compensation is already provided in the project.

Additionally, please let us know whether you have any queries or suggestions regarding the task assignment. Do you think the proposals in it cover all the issues of the project? We look forward to receiving your opinions and feedback.

#### **Some additional issues:**

- we plan to organize a video conference on **19 March 2020, 16.00 hours EET** (Romanian and Ukrainian time);
- we shall send the training questionnaires, as discussed in our last Skype meeting and then certificates will be issued for at least 36 experts appointed by you, so as to comply with the project indicators;
- please remember to send the materials required for item 1 of the Task Assignment according to the content and tasks set out by Andriy Petrenko;
- for the valuers: please send the valuation reports as soon as you have them ready, so that we can post them on the project website.

We hereby enclose a revised Task Assignment, as set out above.

Best regards,  
the Craiova team

- Li se va reaminti partenerilor că trebuie să transmită materialele necesare elaborării documentului prevăzut la punctul 1 din Task Assignment conform conținutului transmis de Andriy Petrenko.

On Friday, February 21, 2020, 03:13:47 PM GMT+2, Iryna Zolotaryova <izolotaryova@gmail.com> wrote:

Dear partners,

I hope this email finds you well.

I thank coordinators for the Work plan.

But I would like to remind you about the **outputs and indicators** mentioned in the project proposal which strongly controlled by National E+ offices and EACEA. Also as a **structural** project, we shall prepare **recommendations** for other Universities in both PC about the internal QA system, not only analyze the current situation in Universities.

You can find the list of required outputs on Page 57 - LFM and WPs description.

Indicators of progress

- 2 joint evidence **reports**;
- 6 **surveys** on **EU** QA systems/models
- 36 QA specialists trained;
- project web-site hosting.
- 6 **QA strategies** established; - for 6 PC universities
  
- **QA policy&criteria** developed;
- 36 staff from each PC trained,
- 12 programs improved,
- 2 WP 2/4 **regulations** of students study "life-cycle" at each PC enhanced, WP 2/4

WP 2.1. Develop **QA strategy & policy** (P1-P17).

WP 2.2. Develop **QA principles of program design** (P1-P17).

Work Package 3.2 QA tools identified and updated

QA tools will give the institutional management greater responsibility both for **collecting, analyzing** and **using** relevant information

I suggest for Craiova Work plan #4 and #6 prepare a short report about the current status of QA units and policies BUT ADD **Recommendations for Internal QA strategy & policy, including QA unit** role, staff, etc. plus **QA tools and indicators**.

As we discussed during the last meetings and the monitoring visit of National E+ office in Lviv for WP2.4 **regulations** of students study "life-cycle" -> we suppose to prepare **Recommendations for stakeholders engagement in each step of students study "life-cycle"**.

**Only with those** Recommendations, we will complete our tasks for the project.

About the project prolongation.

To prepare the official letter to EACEA we have to prove (with evidence) which external or crucial cases did not allow the project to be completed on time. It is not "we would like", it is - WHY???

I suggest to discuss it in Kazakhstan.

I hope the representative of the coordination team will join the meeting in NurSultan.

With warm regards,  
Iryna

On Tue, 18 Feb 2020 at 22:36, Univ Craiova <[edugas.ucv@outlook.com](mailto:edugas.ucv@outlook.com)> wrote:

Dear colleagues,

Please find attached a proposal for the further steps in our project and the division of tasks. Please let us know what are your thoughts about it and if you have any suggestions. We hope that this will help us move on with the project and achieve notable results.

We would also like to propose to organize an International Conference on quality assurance in Craiova, 23-24 October 2020, as part of dissemination activities. We hope that the project extension will be approved.

Best regards,  
the Craiova team

--

**Prof. Iryna ZOLOTARYOVA**

Simon Kuznets Kharkiv National University of Economics (Ukraine)  
National Agency for Higher Education Quality Assurance of Ukraine  
Ukraine National Team of higher education reforms experts  
Head of French-Ukrainian Master Programme  
Mobile phone: +380(67) 7596158  
+380(99) 7218145  
Skype: zolotaryovai



Tasks asignment feb 2020 proposal EDUQAS\_27.02.2020.doc  
1004.5kB



## EDUQAS - further steps

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: cohesion@ukr.net; nur\_ask@mail.ru; asem-kap@mail.ru; shkabko@mon.gov.ua; r.mendaliyeva@edu.gov.kz; sabine.goulin@univ-lorraine.fr; irinasikorskaya0207@gmail.com; andreystoyka@gmail.com; dominique.thewissen@ulg.ac.be; svit.ukr@ukr.net; izolotaryova@gmail.com; baiba.savrina@lu.lv; petrenko\_a@metal.nmetau.edu.ua; francois.pernot@hceres.fr; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; msamanova@kuef.kz; nevena.mileva@gmail.com; a\_rybalko@mon.gov.ua; nstukalo@naqa.gov.ua; ilianasah@yahoo.com; tansholpan\_abdig@mail.ru; janeraikova@gmail.com; iryna.zolotaryova@hneu.net; victork@kth.se; solange.pisarz@hceres.fr

Cc: anca.bandoi01@yahoo.com; ankatanasie@gmail.com; lmandache@gmail.com

Date: Wednesday, March 18, 2020, 09:13 AM GMT+2

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Dear colleagues,

In the context of the current global pandemics, Romania has established a national state of emergency for 30 days, so project activities implying travelling cannot be undertaken by us and, probably, by the partners from countries having taken similar measures.

For this reason, we propose that, for programmes where evaluation has not been performed yet, the self-evaluation reports should be sent to us so that we can post them on the website and we shall together decide on how to complete this activity depending on the future global context.

The other activities have to follow the established timeline, since they do not require in-person meetings.

If travel tickets have already been bought we shall look for a solution so that such expenses are not declared as non-eligible, together with EACEA.

Skype meetings are also postponed until we can get together.

Best regards,  
the Craiova team

## EDUQAS project extension - vote

From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: izolotaryova@gmail.com; iryna.zolotaryova@hneu.net; shkabko@mon.gov.ua; rauza\_dvpo\_2017@mail.ru; solange.pisarz@hceres.fr; francois.pernot@hceres.fr

Cc: anca.bandoi01@yahoo.com; ankatanasie@gmail.com; lmandache@gmail.com

Date: Thursday, March 19, 2020, 06:08 AM GMT+2

Dear colleagues,

As we have previously stressed, we would like to ask for an approval of the extension of the EDUQAS project and we need your vote in the following poll: [https://docs.google.com/forms/d/e/1FAIpQLSfO1hGLkG6RLTLkigT2yuBLhx4w4AIlbgDmcUhlusp=pp\\_url](https://docs.google.com/forms/d/e/1FAIpQLSfO1hGLkG6RLTLkigT2yuBLhx4w4AIlbgDmcUhlusp=pp_url)

Our arguments to ask for this extension, which we have already put forward in our latest Skype meeting, are as follows:

1. Delays in the accomplishment of deliveries, since the project accumulated a delay due to the late formal completion of partnership agreements and the Ukrainian QA Agency, *inter alia*;
2. The structural dimension of the project which must be achieved in the 2 countries and which obviously needs more time. Again, we ask Ukraine (agreements, conventions) their relations with the national agencies and ministries - placing a link to the project webpage on their website, joint document membership of such bodies in the project is not enough for the structural dimension. Moreover, Kazakhstan does not have a single nationally recognized : country-specific standards.
3. Changes in the project team (the case of the Kazakh institutions) and the unawareness of important information regarding project activities (see Agency in Kazakhstan).
4. The need for better dissemination of the project in the two countries, by means of dedicated sections in national conferences.

In our opinion, all these arguments recommend the extension of the project by 6 more months. We have to remind everyone that the 6 months do not imp with the outstanding ones, for which compensation is already provided in the project.

Best regards,  
the Craiova team



**Extension of EDUQAS project**

Extension of EDUQAS project

## EDUQAS meeting 22 April

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: cohesion@ukr.net; nur\_ask@mail.ru; asem-kap@mail.ru; shkabko@mon.gov.ua; r.mendaliyeva@edu.gov.kz; sabine.goulin@univ-lorraine.fr; irinasikorskaya0207@gmail.com; andreystoyka@gmail.com; dominique.thewissen@ulg.ac.be; svit.ukr@ukr.net; izolotaryova@gmail.com; baiba.savrina@lu.lv; petrenko\_a@metal.nmetau.edu.ua; francois.pernot@hceres.fr; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; msamanova@kuef.kz; nevena.mileva@gmail.com; a\_rybalko@mon.gov.ua; nstukalo@naqa.gov.ua; ilianasah@yahoo.com; tansholpan\_abdig@mail.ru; janeraikova@gmail.com; iryna.zolotaryova@hneu.net; victork@kth.se; solange.pisarz@hceres.fr

Cc: anca.bandoi01@yahoo.com; ankatanasie@gmail.com; lmandache@gmail.com

Date: Monday, April 20, 2020, 06:20 PM GMT+3

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Dear colleagues,

We propose 12.00 hours EEST for our meeting on 22 April - Romanian, Bulgarian, Latvian and Ukrainian time, respectively 11.00 hours in French, Belgian and Swedish time.

We intend to discuss the status of implementation of the project, as well as other issues raised by the partnership.

We shall let you know whether we shall use Zoom or Skype for this meeting.

Best regards,  
the Craiova team

## EDUQAS Skype meeting minutes and documents

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: cohesion@ukr.net; nur\_ask@mail.ru; asem-kap@mail.ru; shkabko@mon.gov.ua; r.mendaliyeva@edu.gov.kz; sabine.goulin@univ-lorraine.fr; irinasikorskaya0207@gmail.com; andreystoyka@gmail.com; dominique.thewissen@ulg.ac.be; svit.ukr@ukr.net; izolotaryova@gmail.com; baiba.savrina@lu.lv; petrenko\_a@metal.nmetau.edu.ua; francois.pernot@hceres.fr; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; msamanova@kuef.kz; nevena.mileva@gmail.com; a\_rybalko@mon.gov.ua; nstukalo@naqa.gov.ua; ilianasah@yahoo.com; tansholpan\_abdig@mail.ru; janeraikova@gmail.com; iryna.zolotaryova@hneu.net; victork@kth.se; solange.pisarz@hceres.fr

Cc: anca.bandoi01@yahoo.com; ankatanasie@gmail.com; lmandache@gmail.com

Date: Thursday, April 23, 2020, 03:56 PM GMT+3

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Dear colleagues,

Pursuant to our discussion from yesterday, please find below the links to:

- **The form to vote for the 12 months extension of the project:** [https://docs.google.com/forms/d/e/1FAIpQLScsuP9g2Sfjc0axknwFCE8npg81Y-OYktSww\\_hahCOq6uG8Og/viewform?usp=sf\\_link](https://docs.google.com/forms/d/e/1FAIpQLScsuP9g2Sfjc0axknwFCE8npg81Y-OYktSww_hahCOq6uG8Og/viewform?usp=sf_link) (please cast your vote asap)

- **The quiz with questions regarding ESG:** [https://docs.google.com/forms/d/1i43XeCuXRfiZedHRvISgB9Ho6PQICITk3BZd14uQLWI/e\\_dit](https://docs.google.com/forms/d/1i43XeCuXRfiZedHRvISgB9Ho6PQICITk3BZd14uQLWI/e_dit) (for the participants in the training sessions organized within the project AND for the people that were trained by you within your own institutions). The answers to this quiz prove the effectiveness of the trainings, as requested by the project officer

- **The self-registration form for the experts database:** <https://forms.gle/SXR95sjqdJBWBbxo8> (this is addressed to both project members and people external to the project). The aim is to create a QA expert network and prove the relevance of the project from this point of view.

Please also find attached the **minutes of yesterday's Skype/Zoom meeting** and the latest version of the **Tasks Assignment (28 February 2020)**, just to make sure everyone has it at hand. We are working on an updated version of the Tasks Assignment, that will also include the period after June 2020.

Best regards and stay safe,  
the Craiova team



Minutes of the online meeting 22 April 2020.docx

46.2kB





Tasks asignment feb 2020 proposal EDUQAS\_28.02.2020.doc  
1004.5kB

## EDUQAS project extension

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: cohesion@ukr.net; nur\_ask@mail.ru; asem-kap@mail.ru; shkabko@mon.gov.ua; r.mendaliyeva@edu.gov.kz; sabine.goulin@univ-lorraine.fr; irinasikorskaya0207@gmail.com; andreystoyka@gmail.com; dominique.thewissen@ulg.ac.be; svit.ukr@ukr.net; izolotaryova@gmail.com; baiba.savrina@lu.lv; petrenko\_a@metal.nmetau.edu.ua; francois.pernot@hceres.fr; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; msamanova@kuef.kz; nevena.mileva@gmail.com; a\_rybalko@mon.gov.ua; nstukalo@naqa.gov.ua; ilianasah@yahoo.com; tansholpan\_abdig@mail.ru; janeraikova@gmail.com; iryna.zolotaryova@hneu.net; victork@kth.se; solange.pisarz@hceres.fr

Cc: anca.bandoi01@yahoo.com; ankatanasie@gmail.com; lmandache@gmail.com

Date: Sunday, July 19, 2020, 12:58 PM GMT+3

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Dear colleagues,

We are happy to let you know that our project extension has been approved. The new end date of the project is 30 April 2021 and the final report will have to be submitted by 30 June 2021. Please find attached the documents we received from EACEA.

We hope that you have successfully completed your end-of-year academic activities and that everything is going well with you.

Best regards,  
the Craiova team



586109L.pdf  
81.6kB



586109A.pdf  
282.8kB

## EDUQAS project

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: cohesion@ukr.net; nur\_ask@mail.ru; asem-kap@mail.ru; shkabko@mon.gov.ua; r.mendaliyeva@edu.gov.kz; sabine.goulin@univ-lorraine.fr; irinasikorskaya0207@gmail.com; andreystoyka@gmail.com; dominique.thewissen@ulg.ac.be; svit.ukr@ukr.net; izolotaryova@gmail.com; baiba.savrina@lu.lv; petrenko\_a@metal.nmetau.edu.ua; francois.pernot@hceres.fr; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; msamanova@kuef.kz; nevena.mileva@gmail.com; a\_rybalko@mon.gov.ua; nstukalo@naqa.gov.ua; ilianasah@yahoo.com; tansholpan\_abdig@mail.ru; janeraikova@gmail.com; iryna.zolotaryova@hneu.net; victork@kth.se; solange.pisarz@hceres.fr

Date: Sunday, October 18, 2020, 03:34 PM GMT+3

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Dear colleagues,

We are trying to reconnect to our project after a very complicated and unprecedented beginning of the academic year. Please find attached an updated plan with project tasks. Please take a look at it and let us know whether you have any suggestions, comments or queries.

We kindly ask everyone to provide us with the following information, so that we can have an image of where we are standing regarding the achievement of project goals:

- a brief presentation of the work undertaken during this year (2020) for every work package, accompanied by the relevant documents and/or supporting pictures: **by 15 November**;
- the up-to-date financial reports (with the costs until 01 October, 2020);
- procurement: have you purchased any equipment lately, do you still have to buy some equipment.

Regarding the coverage of travel costs for dissemination from the project budget, it is possible, as long as **everything is supported with documents**, e.g. an agreement of cooperation/information/dissemination with the agency, proving the structural impact of the project, photographs, press release(s), website information, etc.

Best regards and stay safe,  
the Craiova team



Tasks assignment proposal EDUQAS\_10.10.2020.doc  
1020kB

## EACEA guidelines for the final reporting

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: cohesion@ukr.net; nur\_ask@mail.ru; asem-kap@mail.ru; shkabko@mon.gov.ua; r.mendaliyeva@edu.gov.kz; sabine.goulin@univ-lorraine.fr; irinasikorskaya0207@gmail.com; andreystoyka@gmail.com; dominique.thewissen@ulg.ac.be; svit.ukr@ukr.net; izolotaryova@gmail.com; baiba.savrina@lu.lv; petrenko\_a@metal.nmetau.edu.ua; francois.pernot@hceres.fr; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; msamanova@kuef.kz; nevena.mileva@gmail.com; a\_rybalko@mon.gov.ua; nstukalo@naqa.gov.ua; ilianasah@yahoo.com; tansholpan\_abdig@mail.ru; janeraikova@gmail.com; iryna.zolotaryova@hneu.net; victork@kth.se; solange.pisarz@hceres.fr

Cc: anca.bandoi01@yahoo.com; ankatanasie@gmail.com; lmandache@gmail.com

Date: Friday, November 6, 2020, 08:57 AM GMT+2

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Dear colleagues,

Please find attached a document containing the main issues that were discussed in an online meeting with EACEA that took place a couple of days ago regarding the final reporting.

Best regards,  
the Craiova team



EDUQAS final report meeting EACEA.docx  
22.4kB



## EDUQAS 22.01.2021 - minutes, updated task assignment

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: atsiatkovska@naqa.gov.ua; cohesion@ukr.net; nur\_ask@mail.ru; asem-kap@mail.ru; shkabko@mon.gov.ua; r.mendaliyeva@edu.gov.kz; sabine.goulin@univ-lorraine.fr; irinasikorskaya0207@gmail.com; andreystoyka@gmail.com; dominique.thewissen@ulg.ac.be; svit.ukr@ukr.net; izolotaryova@gmail.com; baiba.savrina@lu.lv; petrenko\_a@metal.nmetau.edu.ua; francois.pernot@hceres.fr; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; msamanova@kuef.kz; nevena.mileva@gmail.com; a\_rybalko@mon.gov.ua; nstukalo@naqa.gov.ua; ilianasah@yahoo.com; tansholpan\_abdig@mail.ru; janeraikova@gmail.com; iryna.zolotaryova@hneu.net; victork@kth.se; solange.pisarz@hceres.fr

Cc: anca.bandoi01@yahoo.com; ankatanasie@gmail.com; lmandache@gmail.com

Date: Friday, January 29, 2021, 08:00 PM GMT+2

---

Dear colleagues,

Please find attached the minutes from our meeting last Friday and the updated task assignment. As always, we remain at your disposal for any further questions or queries.

Have a great week-end!

The Craiova team



Tasks assignment EDUQAS 22.01.2021.doc  
1017kB



Minutes of the online meeting 22 January 2021.docx  
45.7kB

## EDUQAS - establishment of the QA unit infrastructure

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: izolotaryova@gmail.com; ol.ih33@gmail.com; petrenko\_a@metal.nmetau.edu.ua; andreystoyka@gmail.com; tansholpan\_abdig@mail.ru; msamanova@kuef.kz; asem-kap@mail.ru

Date: Sunday, February 21, 2021, 12:28 PM GMT+2

---

Dear colleagues,

We hope everything is going well with you. We have understood that on 26 February, the date scheduled for our meeting, most Ukrainian partners will be travelling home from the dissemination mission, so we wanted to know whether a meeting on 4 March would be OK for you, so as to let everyone else know and re-schedule.

Regarding our project, we think that a webpage should exist on the website of each PC institution, that certifies the existence of the QA unit at the partner's level. The webpage must include: a short description of the QA unit, the quality policy, internal regulations, partnerships (with a link to the EDUQAS website), the self-evaluation reports for the 2 study programmes assessed within the project, the organizational chart and pictures of the equipment (clearly mentioning on the website that the equipment was purchased through EDUQAS; remember that the equipment must also be clearly labelled). Please send us the link to this webpage when it is functional, so as to add it on the website.

Best regards from the Craiova team!

## EDUQAS meeting from 04.03.2021 - minutes

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: atsiatkovska@naqa.gov.ua; cohesion@ukr.net; elmirazadanova@gmail.com; shkabko@mon.gov.ua; r.mendaliyeva@edu.gov.kz; sabine.goulin@univ-lorraine.fr; irinasikorskaya0207@gmail.com; andreystoyka@gmail.com; dominique.thewissen@ulg.ac.be; svit.ukr@ukr.net; izolotaryova@gmail.com; baiba.savrina@lu.lv; petrenko\_a@metal.nmetau.edu.ua; francois.pernot@hceres.fr; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; nevena.mileva@gmail.com; a\_rybalko@mon.gov.ua; nstukalo@naqa.gov.ua; ilianasah@yahoo.com; tansholpan\_abdig@mail.ru; janeraikova@gmail.com; iryna.zolotaryova@hneu.net; victork@kth.se; solange.pisarz@hceres.fr

Cc: anca.bandoi01@yahoo.com; ankatanasie@gmail.com; lmandache@gmail.com

Date: Wednesday, March 10, 2021, 09:17 AM GMT+2

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Dear colleagues,

Please find attached the minutes of our latest meeting and the report on the evaluation of the first answers to the ESG quiz.

We take this opportunity to inform you that, according to the extension approval that was also sent to everyone last year, when we received it, **the final date for project activities is 30 April and the final date for reporting is 30 June.**

Best regards,  
the Craiova team



Report on training results evaluation 16.02.2021.docx  
629.4kB



Minutes of the online meeting 04.03.2021.docx  
45.9kB

## EDUQAS final report

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: izolotaryova@gmail.com; iryna.zolotaryova@hneu.net; andreystoyka@gmail.com; tansholpan\_abdig@mail.ru

Cc: anca.bandoi01@yahoo.com; ankatanasie@gmail.com; lmandache@gmail.com

Date: Tuesday, May 4, 2021, 02:19 PM GMT+3

---

Dear colleagues,

Please find enclosed the minutes of our meeting from last week regarding the elaboration of the project report, which includes the information provided by Belen.

In a couple of days I shall send you the list of deliverables according to the project application, correlated with the task assignment, and all the documents that we have produced or gathered so far from all the partners, organized according to the corresponding deliverables, so as to facilitate the upload into the platform.

We keep in touch.

Best regards,  
Oana



Minutes of the online management meeting 28.04.2021.docx

46.7kB

## EDUQAS agenda for 21 May

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: atsiatkovska@naqa.gov.ua; cohesion@ukr.net; elmirazadanova@gmail.com; shkabko@mon.gov.ua; r.mendaliyeva@edu.gov.kz; sabine.goulin@univ-lorraine.fr; irinasikorskaya0207@gmail.com; andreystoyka@gmail.com; dominique.thewissen@ulg.ac.be; svit.ukr@ukr.net; izolotaryova@gmail.com; baiba.savrina@lu.lv; petrenko\_a@metal.nmetau.edu.ua; francois.pernot@hceres.fr; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; nevena.mileva@gmail.com; a\_rybalko@mon.gov.ua; nstukalo@naqa.gov.ua; ilianasah@yahoo.com; tansholpan\_abdig@mail.ru; janeraikova@gmail.com; iryna.zolotaryova@hneu.net; victork@kth.se; solange.pisarz@hceres.fr

Date: Wednesday, May 19, 2021, 11:07 PM GMT+3

---

Dear colleagues,

Please find attached the agenda for the meeting on Friday.

Best regards,  
the Craiova team



EDUQAS Agenda 21.01.2021.pdf  
622.9kB

## Fw: EDUQAS Final Report

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From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: izolotaryova@gmail.com; tansholpan\_abdig@mail.ru

Cc: ol.ih33@gmail.com; andreystoyka@gmail.com; petrenko\_a@metal.nmetau.edu.ua; erbosinov.temirlan@gmail.com; anca.bandoi01@yahoo.com; ankatanasie@gmail.com; lmandache@gmail.com

Date: Wednesday, May 26, 2021, 07:20 AM GMT+3

---

Dear colleagues,

We are currently working on the Assessment criteria sections of the final report.

We think that the section **Horizontal issues -> Innovation** could really benefit from your input, as the direct recipients of the project results. So, we wanted to ask you to fill in the document from **Horizontal issues -> Innovation** with a description of how the project was innovative in each of your countries in terms of its tools and results, what it brought along that was new and was not already done or done in previous projects.

Best regards,  
the Craiova team

----- Forwarded Message -----

**From:** Anca Bandoi <anca.bandoi01@yahoo.com>

**To:** Iryna Zolotaryova <izolotaryova@gmail.com>; Tansholpan Abdiggapar <tansholpan\_abdig@mail.ru>

**Cc:** Ihor Oleksiv <ol.ih33@gmail.com>; Andrey Stoyka <andreystoyka@gmail.com>; Andriy Petrenko <petrenko.nmau@gmail.com>; Temirlan Yerbosynov <erbosinov.temirlan@gmail.com>; Univ Craiova <eduqas.ucv@outlook.com>

**Sent:** Monday, May 24, 2021, 03:41:31 PM GMT+3

**Subject:** EDUQAS Final Report

Dear colleagues,

We have started to work on the Final Report and have organized the sections in the Final Report on our Google Drive folder

([https://drive.google.com/drive/folders/1GgwsH\\_CZaeNHx\\_IJu20EqH3pJXiopnwT?usp=sharing](https://drive.google.com/drive/folders/1GgwsH_CZaeNHx_IJu20EqH3pJXiopnwT?usp=sharing)).

Under Final Report -> Horizontal issues -> Previous recommendations we have added feedback from EACEA and NEOs. Please write asap in the document **Follow-up of recommendations**, for each of these recommendations, the measures/activities that have been performed in order to answer to these recommendations (we have marked in red).

Keep in touch!  
Anca Bandoi

Conf. univ. dr. Anca BĂNDOI

**Universitatea din Craiova,**

Decan - Facultatea de Economie si Administrarea Afacerilor

Str. A.I.Cuza, nr. 13, 200585

Craiova, Dolj, Romania

Tel. +(40)745.525.229

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Anca BANDOI Assoc. Prof. Phd.

**University of Craiova,**

Dean of Faculty of Economics and Business Administration

A.I.Cuza str., no.13, 200585

Craiova, Dolj, Romania

Tel. +(40)745.525.229

## EDUQAS - work on the final report

---

From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: atsiatkovska@naqa.gov.ua; cohesion@ukr.net; elmirazadanova@gmail.com; shkabko@mon.gov.ua; r.mendaliyeva@edu.gov.kz; sabine.goulin@univ-lorraine.fr; irinasikorskaya0207@gmail.com; andreystoyka@gmail.com; dominique.thewissen@ulg.ac.be; svit.ukr@ukr.net; izolotaryova@gmail.com; baiba.savrina@lu.lv; petrenko\_a@metal.nmetau.edu.ua; francois.pernot@hceres.fr; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; nevena.mileva@gmail.com; a\_rybalko@mon.gov.ua; nstukalo@naqa.gov.ua; ilianasah@yahoo.com; tansholpan\_abdig@mail.ru; janeraikova@gmail.com; iryna.zolotaryova@hneu.net; victork@kth.se; solange.pisarz@hceres.fr

Cc: anca.bandoi01@yahoo.com; ankatanasie@gmail.com; lmandache@gmail.com

Date: Monday, June 14, 2021, 05:51 PM GMT+3

---

Dear colleagues,

We hope you're having a great week. We are working on the final report of our project and we need some help with the following issues:

- Please visit the project webpage (<http://web.elth.ucv.ro/eduqas/>) and send us some concrete suggestions regarding what you would like improved, what you think should be moved, if you think some additional information should be added (and please send it to us, etc.);
- What is the status of the case study? Please send us the latest form.
- Thank you for the dissemination report, we've had some dissemination activities in Romania as well and we'll send you the relevant information;
- For the associated partners (see a list here: <http://web.elth.ucv.ro/eduqas/partners/>), we need a document regarding the involvement and the role of these associated partners in the performance of the project, **at the level of each country** (e.g. a report for Ukraine, one for Kazakhstan)
- We've been sending to national PC coordinators some punctual requests for information for concrete sections of the final report during the last weeks, please do not forget about them.

Best regards,  
the Craiova team



## EDUQAS final report

---

From: eduqas.ucv@outlook.com (eduqas.ucv@outlook.com)

To: atsiatkovska@naqa.gov.ua; cohesion@ukr.net; elmirazadanova@gmail.com; shkabko@mon.gov.ua; r.mendaliyeva@edu.gov.kz; sabine.goulin@univ-lorraine.fr; irinasikorskaya0207@gmail.com; andreystoyka@gmail.com; dominique.thewissen@ulg.ac.be; svit.ukr@ukr.net; izolotaryova@gmail.com; baiba.savrina@lu.lv; petrenko\_a@metal.nmetau.edu.ua; francois.pernot@hceres.fr; ol.ih33@gmail.com; shatokha@metal.nmetau.edu.ua; nevena.mileva@gmail.com; a\_rybalko@mon.gov.ua; nstukalo@naqa.gov.ua; ilianasah@yahoo.com; tansholpan\_abdig@mail.ru; janeraikova@gmail.com; iryna.zolotaryova@hneu.net; victork@kth.se; solange.pisarz@hceres.fr

Cc: anca.bandoi01@yahoo.com; ankatanasie@gmail.com; lmandache@gmail.com; oana.duta@yahoo.com

Date: Wednesday, June 30, 2021, 06:59 PM GMT+3

---

Dear colleagues,

As you have been informed, our submission deadline has been delayed by a couple of days.

Please find below the sections in the final report, filled in by us, with the valuable contribution of some of the partners:

1. Horizontal

issues: [https://docs.google.com/document/d/1LmxV3lr\\_HXw5EUBLgOQn\\_MdMhZuRitGP4EWIbXpZEv8/edit?ts=60d48fad](https://docs.google.com/document/d/1LmxV3lr_HXw5EUBLgOQn_MdMhZuRitGP4EWIbXpZEv8/edit?ts=60d48fad)

2. Assessment criteria: <https://docs.google.com/document/d/1kauxT-TSfTPfRKu5WOx1-xBxgdAxePYHkKG9F4nd1iM/edit>

3. Impact and sustainability (**where we still need quantitative**

**data**): [https://docs.google.com/document/d/1cG9oHDrtTcOsVG5rM9GArULN5mfM1Oudkk7\\_NPqp-zU/edit](https://docs.google.com/document/d/1cG9oHDrtTcOsVG5rM9GArULN5mfM1Oudkk7_NPqp-zU/edit)

Please write any comments, suggestions for improvement, additions, etc. **as comments to the documents, directly on the links above (the documents are open for comments). Deadline: Friday, 2 July, 4 p.m.**

With our best regards,  
the Craiova team



## Content

### 6.3.

- 6.3.1. Financial management presentation kick-off meeting
- 6.3.2. Financial reporting templates and examples - <http://web.elth.ucv.ro/documente/?cd=EU%20Partners/P1>
- 6.3.3. Financial reporting documents on the EDUQAS platform - <http://web.elth.ucv.ro/documente/?cd=>
- 6.3.4. Partnership agreements



# **FINANCIAL MANAGEMENT OF THE GRANT**

**Reporting to the Beneficiary –**

**University of Craiova**



Co-funded by the  
Erasmus+ Programme  
of the European Union

Unit cost – staff, travel, subsistence

Actual cost – equipment, sub-contracting



# REPORTING DOCUMENTS EDUQAS PLATFORM



- *Joint Declaration (EACEA template)*
- *Time-sheets (EACEA template)*
- Proof of formal contractual relationship
- Any evidence justifying the workload and activities/outputs (e.g. attendance lists for lectures given, tangible outputs / products, salary slips, etc.)

- *Individual Travel Report (EACEA templates) + Supporting documents*
- (e.g. travel tickets, boarding passes, invoices, receipts, proof of attendance in meetings, agendas, tangible outputs/products, minutes)\*

- Contract
- Invoice
- Competitive offers

- Contract
- Invoice
- Competitive offers



## GENERAL INSTRUCTIONS - CBHE 2017 - ANNEX VI - FINANCIAL STATEMENTS

When opening the file and in order to make it work properly:

- Save the file on your desktop and save it as an "Excel Macro-Enabled Workbook" file.
- Please click "enable content" if requested by your system.
- Please click "activate the macros" if requested by your system.
- Go to file => option => advanced => display option for this workbook => For objects, click the "show all" option.

### IMPORTANT NOTE:

- This Excel sheet is most suited to the Windows operating system using MS Office 2010.
- This Excel sheet is protected and pre-formatted, meaning that **only the buttons and blue coloured fields are accessible for encoding data**. TO AVOID ANY ERROR OF CALCULATION, PLEASE DO NOT COPY/PASTE DATA FROM OTHER SOURCES (DATA MUST BE ENCODED OR SELECTED VIA THE DROPDOWN MENUS) and ensure that the data encoded is correct.

## PURPOSE OF THIS TOOL

This Excel file (**CBHE 2017 - ANNEX VI - FINANCIAL STATEMENTS**) is a tool that has to be used for:

- 1) Fulfilling your reporting obligations as specified under Article I.4. and in Annex V and VI of the Grant Agreement.
- 2) Monitoring the use of the grant for what concerns the disbursement of actual and unit costs, throughout project implementation. This will allow the partnership to monitor its budget consumption and the progress made in the implementation of the activities funded through unit costs.

In addition to these instructions, the file includes the following sheets:

### • 2 sheets (yellow tabs):

- "Final financial statement", to be sent together with the Final report on implementation of the action" and other documents following the instructions specified in Annex V and VI of the Grant Agreement.
- "Costs incurred & 2nd Prefinancing", to be sent together with the "Progress report on implementation of the action" and other documents following the instructions specified in Annex V and VI of the Grant Agreement.

### • 4 individual "financial tables" for the respective budget headings (blue tabs):

1. Staff costs – 2.3 Travel costs & Costs of stay – 4. Equipment – 5. Subcontracting; these tables must be filled in throughout the project implementation

Please note that if one or more data/information to be filled in the blue coloured cells is missing, an error message will appear in red in the last column.

- To add a row, click the button "ADD ROW" (the row will be added after the row currently selected)
- To delete a row, click the button "DELETE ROW" (the row that will be deleted is the row currently selected)
- To duplicate a row, click the button "DUPLICATE ROW" (enter the row to duplicate, the row will be added after the row currently selected)

### • 1 sheet "Co-financing" (purple tab): to be filled in for information only.

### • 2 summary sheets (green tabs), which are available for information only, and for monitoring the budget consumption. These sheets are filled in automatically. No data can be encoded.

- "Breakdown & Project funding"
- "Breakdown Staff - Travel costs & Costs of stay"

### Important notice:

**Before completing the financial tables with their respective data, you must first fill in the "Final Financial statement" sheet** following the instructions below. This will allow you to complete the individual "financial tables" for each budget heading (instructions provided below). The financial information for the "Final financial statement" and the "Costs incurred & 2nd Prefinancing" will be filled in automatically once the "financial tables" for each budget heading are filled in.

## "FINAL FINANCIAL STATEMENT"

Information to be encoded (blue coloured cells):

- Project number (to be encoded) - please use the same numbering reported in the Grant Agreement
- Grant Awarded (to be encoded) - please report the budget as detailed in Annex III of the Grant Agreement or any subsequent amendments (if applicable)
- Name of Partner (to be encoded) - please encode the name of each of the project Partners **following the same order as in Annex IV of the Grant Agreement**
- Country (to be chosen via a "drop down menu")
- Only for project with "Special Mobility Strand": Please fill in the cells in the section "Special Mobility Strand" following the data/information reported in the "mobility tool".
- IBAN: Please fill in the Bank account number. Please note that the bank account indicated must be the same as the one specified in the Grant Agreement or any subsequent amendments (if applicable). In case you wish to indicate a new bank account, you need to contact the Agency and request an amendment to the Grant Agreement.
- Date
- Name and Function
- Signature

## "COSTS INCURRED & 2nd PREFINANCING"

Please note that this sheet is automatically filled in with the information provided in the sheet "Final financial statement" and in the sheets "financial tables". If the cell "Eligible for 2nd Prefinancing" (cell K16) is green, it means that you have used at least 70 % of the previous pre-financing instalment paid and that you can request the 2nd Prefinancing by ticking the box "I hereby do request the payment of the second prefinancing" (cell B86).

Please note that the eligibility of the costs incurred (Excel file) will be assessed at Final Reporting stage (art. II.24 and II.25 of the Grant Agreement) Therefore, the approval of the *Progress report on the implementation of the action* does not automatically imply the approval of the corresponding costs included in this reporting exercise.

## 1. "STAFF COSTS"

Information to be encoded (blue coloured cells):

- Work package (to be chosen via a "drop down menu")
- Partner No. (to be chosen via a "drop down menu")
- Supporting document Ref. (to be encoded)
- Name of Staff Member (to be encoded)
- Staff category (to be chosen via a "drop down menu"). The value must correspond to the nature of the task and not necessarily to the role of the staff member in the organisation.
- Short description of tasks (to be encoded)
- From: Please encode the start date of the working period (to be encoded)
- To: Please encode the end date of the working period (to be encoded)
- Number of days: please encode the number of days worked for the project in the working period. Number of days declared can be lower than those of the working period (e.g. holidays during the declared period) but cannot be higher. If so, the calculation of unit costs will be automatically limited to the total calendar day's period declared.
- The total amount for staff costs is calculated automatically in column N. (number of days x unit cost)

## 2 - 3. "TRAVEL COSTS & COSTS OF STAY"

Information to be encoded (blue coloured cells):

*Please note that one row has to be filled in for every single person travelling*

- Work package (to be chosen via a "drop down menu")
- Partner No. (to be chosen via a "drop down menu")
- Supporting document Ref. (to be encoded)
- Name of the person travelling (to be encoded)
- Staff/Student (can be chosen only via a "drop down menu")
- City and Country of departure (to be encoded).
- City and Country of destination (to be encoded).

Please fill in exactly the name of the city and Country. This data/information is used to determine the travel distance band.

- Number of days (to be encoded). Please fill in the number of days dedicated to the activity (including travel) and for which costs of stay are claimed. Please note that if more days than the maximum calendar days between Departure date and Return date are reported, the calculation of unit costs will be automatically limited to the total calendar day's period declared.

- Travel distance (to be encoded). Please fill in the number of kilometres from the city of departure to the city of destination using the Erasmus+ travel distance calculator: [http://ec.europa.eu/education/tools/distance\\_en.htm](http://ec.europa.eu/education/tools/distance_en.htm). Please note that unit costs for "Travel" are calculated exclusively on the basis of this number.

The total amount for travel and costs of stay is calculated automatically in columns O,P and Q.

## 4. "EQUIPMENT COSTS"

Information to be encoded (blue coloured cells):

- Work package (to be chosen via a "drop down menu")
- No. of the partner benefitting from the equipment (to be chosen via a "drop down menu")

*Please note that Equipment is intended exclusively for the Partner Country Higher Education Institutions (as defined in the Programme Guide) which are included in the partnership. Therefore, only costs allocated to partners from "Partner countries" can be reported. If more project partners are benefitting from the same equipment, the costs can be split into more rows and allocated to different partners.*

- Supporting document Ref. (to be encoded)
- Invoice date (to be encoded) - format must be dd/mm/yy
- Nature, type and specification of the item (to be encoded)
- Providing company (to be encoded)
- Amount of VAT and Taxes in euro. Please encode the amount of VAT and/or other taxes only if this amount has been charged to the project.

- Exchange Rate used: calculated automatically following the encoding of the "Amount indicated on the invoice" and the "Amount charged to the project". The Exchange Rate used must be in line with Art. I.10.2 of the Grant Agreement and the Guidelines for the Use of the Grant (Section 3.2.4), using the inforeuro website <http://ec.europa.eu/budget/inforeuro/>

## 5. "SUBCONTRACTING COSTS"

Information to be encoded (blue coloured cells):

- Work package (to be chosen via a "drop down menu")
- No. of the partner who paid for the subcontracting (to be chosen via a "drop down menu")
- Supporting document Ref. (to be encoded)
- Invoice date (to be encoded) - format must be dd/mm/yy
- Nature, type and specification of the item (to be encoded)
- Providing company (to be encoded)
- Amount of VAT and Taxes in euro. Please encode the amount of VAT and/or other taxes only if this amount has been charged to the project.

- Exchange Rate used: calculated automatically following the encoding of the "Amount indicated on the invoice" and the "Amount charged to the project". The Exchange Rate used must be in line with Art. I.10.2 of the Grant Agreement and the Guidelines for the Use of the Grant (Section 3.2.4), using the inforeuro website <http://ec.europa.eu/budget/inforeuro/>

## "CO-FINANCING"

Please note that information on the co-financing must be filled in for statistical purposes only. Therefore, it will not have any impact on the amount of the final grant.





ANNEX VI - FINAL FINANCIAL STATEMENT

Project Number	586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)	Co-financing (for information only)	0,00
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Budget Headings	1. Grant Awarded (in EUR)	2. Budget Spent (in EUR)
1. Staff Costs	325.976,00	740,00
2. Travel Costs	113.415,00	1.005,00
3. Costs of Stay	198.480,00	1.475,00
4. Equipment Costs	144.425,30	0,00
5. Subcontracting Costs	33.000,00	0,00
A. Grant for Project Activities	815.296,30	3.220,00
B. Additional Grant for Special Mobility Strand	0,00	0,00
Total Grant requested from the European Union (A + B)	815.296,30	3.220,00

DISTRIBUTION OF THE GRANT BY ORGANISATION (in EUR)									
Partner N°	Name of Partner	Country	PRPA	1. Staff Costs	2. Travel Costs	3. Costs of Stay	4. Equipment Costs	5. Subcontracting Costs	Total Costs (in EUR)
P1	UNIVERSITATEA DIN CRAIOVA	Romania	Programme Countries	740,00	1.005,00	1.475,00	-	-	3.220,00
P2	KTH Royal Institute of Technology	Sweden	Programme Countries	-	-	-	-	-	-
P3	Université de Liège	Belgium	Programme Countries	-	-	-	-	-	-
P4	Plovdiv University "Paisii Hilendarski"	Bulgaria	Programme Countries	-	-	-	-	-	-
P5	Latvijas Universitāte	Latvia	Programme Countries	-	-	-	-	-	-
P6	Université de Lorraine	France	Programme Countries	-	-	-	-	-	-
P7	Simon Kuznets Kharkiv National University of Economics	Ukraine	Partner Countries	-	-	-	-	-	-
P8	Lviv Polytechnic National University	Ukraine	Partner Countries	-	-	-	-	-	-
P9	Donetsk State University of Management	Ukraine	Partner Countries	-	-	-	-	-	-
P10	National Metallurgical Academy of Ukraine	Ukraine	Partner Countries	-	-	-	-	-	-
P11	Kazakh Ablai Khan University	Kazakhstan	Partner Countries	-	-	-	-	-	-
P12	KazUEFIT	Kazakhstan	Partner Countries	-	-	-	-	-	-
P13	Institute of Higher Education, NAES of Ukraine	Ukraine	Partner Countries	-	-	-	-	-	-
P14	NAHEQA	Ukraine	Partner Countries	-	-	-	-	-	-
P15	Ministry of Education and Science of Ukraine	Ukraine	Partner Countries	-	-	-	-	-	-
P16	Ministry of Education and Science of Republic of Kazakhstan	Kazakhstan	Partner Countries	-	-	-	-	-	-
P17	HCERES	France	Programme Countries	-	-	-	-	-	-
P18				-	-	-	-	-	-
P19				-	-	-	-	-	-
P20				-	-	-	-	-	-
P21				-	-	-	-	-	-
P22				-	-	-	-	-	-
P23				-	-	-	-	-	-
P24				-	-	-	-	-	-
P25				-	-	-	-	-	-
P26				-	-	-	-	-	-
P27				-	-	-	-	-	-
P28				-	-	-	-	-	-
P29				-	-	-	-	-	-
P30				-	-	-	-	-	-
P31				-	-	-	-	-	-
P32				-	-	-	-	-	-
P33				-	-	-	-	-	-
P34				-	-	-	-	-	-
P35				-	-	-	-	-	-
P36				-	-	-	-	-	-
P37				-	-	-	-	-	-
P38				-	-	-	-	-	-
P39				-	-	-	-	-	-
P40				-	-	-	-	-	-
P41				-	-	-	-	-	-
P42				-	-	-	-	-	-
P43				-	-	-	-	-	-
P44				-	-	-	-	-	-
P45				-	-	-	-	-	-
P46				-	-	-	-	-	-
P47				-	-	-	-	-	-
P48				-	-	-	-	-	-
P49				-	-	-	-	-	-
P50				-	-	-	-	-	-
P51				-	-	-	-	-	-
P52				-	-	-	-	-	-
P53				-	-	-	-	-	-
P54				-	-	-	-	-	-
P55				-	-	-	-	-	-
<b>TOTAL (not including point B. Additional Grant for Special Mobility Strand)</b>									<b>3.220,00</b>

SPECIAL MOBILITY STRAND	Students From Partner Countries	Students From Programme Countries	Staff From Partner Countries	Staff From Programme Countries
Amount Spent (In EUR)	0,00	0,00	0,00	0,00
Number of Participants	0	0	0	0

REQUEST FOR PAYMENT

I hereby request the payment of the balance to the following bank account:

IBAN	RO99CECEDJ01C1EUR0855854
------	--------------------------

Date, name and signature of the legal representative of the beneficiary institution:

Date: \_\_\_\_\_ Name: \_\_\_\_\_ Function: \_\_\_\_\_ Signature of the legal representative: \_\_\_\_\_

\* If the financial statement is not signed by the legal representative, please provide documentation of accreditation showing that the person who signed the financial statement has the right to sign on behalf of the legal representative.

**ANNEX VI - STATEMENT ON THE USE OF THE PREVIOUS PRE-FINANCING INSTALMENT AND REQUEST FOR PAYMENT (SECOND PRE-FINANCING)**

Project Number	586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)	Co-financing (for information only)	0,00
<b>Budget Headings</b>	<b>1. Grant Awarded (in EUR)</b>	<b>2. Budget Spent (in EUR)</b>	
1. Staff Costs	325.976,00	740,00	
2. Travel Costs	113.415,00	1.005,00	
3. Costs of Stay	196.480,00	1.475,00	
4. Equipment Costs	144.425,30	0,00	
5. Subcontracting Costs	33.000,00	0,00	
<b>A. Grant for Project Activities</b>	<b>815.296,30</b>	<b>3.220,00</b>	
B. Additional Grant for Special Mobility Strand	0,00	0,00	
<b>Total Grant requested from the European Union (A + B)</b>	<b>815.296,30</b>	<b>3.220,00</b>	

Amount of 1st Prefinancing	407.648,15
% Spent on 1st Prefinancing	0,79%
Eligible for 2nd Prefinancing	NO
Amount of 2nd Prefinancing	0,00

**ANNEX VI - STATEMENT ON THE USE OF THE PREVIOUS PRE-FINANCING INSTALMENT (in EUR)**

Partner N°	Name of Partner	Country	PRIPA	1. Staff Costs	2. Travel Costs	3. Costs of Stay	4. Equipment Costs	5. Subcontracting Costs	Total Costs (in EUR)
P1	UNIVERSITATEA DIN CRAIOVA	Romania	Programme Countries	740,00	1.005,00	1.475,00	-	-	3.220,00
P2	KTH Royal Institute of Technology	Sweden	Programme Countries	-	-	-	-	-	-
P3	Université de Liège	Belgium	Programme Countries	-	-	-	-	-	-
P4	Plovdiv University "Paisii Hliendarski"	Bulgaria	Programme Countries	-	-	-	-	-	-
P5	Latvijas Universitāte	Latvia	Programme Countries	-	-	-	-	-	-
P6	Université de Lorraine	France	Programme Countries	-	-	-	-	-	-
P7	Simon Kuznets Kharkiv National University of Economics	Ukraine	Partner Countries	-	-	-	-	-	-
P8	Lviv Polytechnic National University	Ukraine	Partner Countries	-	-	-	-	-	-
P9	Dnestic State University of Management	Ukraine	Partner Countries	-	-	-	-	-	-
P10	National Metallurgical Academy of Ukraine	Ukraine	Partner Countries	-	-	-	-	-	-
P11	Kazakh Abhai Khan University	Kazakhstan	Partner Countries	-	-	-	-	-	-
P12	KazUFIT	Kazakhstan	Partner Countries	-	-	-	-	-	-
P13	Institute of Higher Education, NAES of Ukraine	Ukraine	Partner Countries	-	-	-	-	-	-
P14	NAHEQA	Ukraine	Partner Countries	-	-	-	-	-	-
P15	Ministry of Education and Science of Ukraine	Ukraine	Partner Countries	-	-	-	-	-	-
P16	Ministry of Education and Science of Republic of Kazakhstan	Kazakhstan	Partner Countries	-	-	-	-	-	-
P17	HCERES	France	Programme Countries	-	-	-	-	-	-
P18				-	-	-	-	-	-
P19				-	-	-	-	-	-
P20				-	-	-	-	-	-
P21				-	-	-	-	-	-
P22				-	-	-	-	-	-
P23				-	-	-	-	-	-
P24				-	-	-	-	-	-
P25				-	-	-	-	-	-
P26				-	-	-	-	-	-
P27				-	-	-	-	-	-
P28				-	-	-	-	-	-
P29				-	-	-	-	-	-
P30				-	-	-	-	-	-
P31				-	-	-	-	-	-
P32				-	-	-	-	-	-
P33				-	-	-	-	-	-
P34				-	-	-	-	-	-
P35				-	-	-	-	-	-
P36				-	-	-	-	-	-
P37				-	-	-	-	-	-
P38				-	-	-	-	-	-
P39				-	-	-	-	-	-
P40				-	-	-	-	-	-
P41				-	-	-	-	-	-
P42				-	-	-	-	-	-
P43				-	-	-	-	-	-
P44				-	-	-	-	-	-
P45				-	-	-	-	-	-
P46				-	-	-	-	-	-
P47				-	-	-	-	-	-
P48				-	-	-	-	-	-
P49				-	-	-	-	-	-
P50				-	-	-	-	-	-
P51				-	-	-	-	-	-
P52				-	-	-	-	-	-
P53				-	-	-	-	-	-
P54				-	-	-	-	-	-
P55				-	-	-	-	-	-
<b>TOTAL (not including the point B. Additional Grant for Special Mobility Strand)</b>									<b>3.220,00</b>

SPECIAL MOBILITY STRAND	Students From Partner Countries	Students From Programme Countries	Staff From Partner Countries	Staff From Programme Countries
Amount Spent (In EUR)	0,00	0,00	0,00	0,00
Number of Participants	0	0	0	0

**REQUEST FOR THE SECOND PRE-FINANCING**

I hereby do request the payment of the 2nd prefinancing IBAN

Date, name and signature of the legal representative of the beneficiary institution:

Date: \_\_\_\_\_ Name: \_\_\_\_\_ Function: \_\_\_\_\_ Signature of the legal representative: \_\_\_\_\_

\*If the financial statement is not signed by the legal representative, please provide documentation of accreditation showing that the person who signed the financial statement has the right to sign on behalf of the legal representative.

**1. Staff Costs**

Total (EUR)		740,00											
Work Package	Partner N°	Name of Partner (to encode in the final financial statement sheet)	Country (to encode in the final financial statement sheet)	Supporting Document Ref.	Name of Staff Member	Staff category	Short description of tasks	From (dd/mm/yy)	To (dd/mm/yy)	Number of days (A)	Unit cost per day (in EUR) (B)	Total Calculated (in EUR) (A x B)	Check Data Encoding
Preparation	P1	UNIVERSITATEA DIN CRAIOVA	Romania	TS-P1_Mandache-1	Mandache Lucian	Teacher/Trainer/Researcher	Analysis on particular aspects of QA system in Romania and University of Craiova, related reports	01/04/18	31/12/18	7	74,00	518,00	
Development	P1	UNIVERSITATEA DIN CRAIOVA	Romania	TS-P1_Mandache-1	Mandache Lucian	Teacher/Trainer/Researcher	Analysis on QA system in EU related to particularities of partners' HEI, to be used for the Report on QA system in EU	01/08/18	31/10/18	3	74,00	222,00	

**2-3. Travel Costs & Costs of Stay**

Total Travel Costs (in EUR)		1.005,00														
Total Costs of Stay (in EUR)		1.475,00														
Work Package	Partner N°	Name of Partner (to encode in the final financial statement sheet)	Country (to encode in the final financial statement sheet)	Supporting Document Ref.	Name of the Person travelling	Student/ Staff	City and Country of Departure	City and Country of Destination	Departure Date (dd/mm/yy)	Return Date (dd/mm/yy)	Number of days for Costs of Stay	Travel Distance (in KM)	Travel Costs calculated (EUR)	Costs of Stay calculated (EUR)	Total calculated (EUR)	Check Data Encoding
Management	P1	UNIVERSITATEA DIN CRAIOVA	Romania	TR-P1_Mandache-Bruxelles	Mandache Lucian	Staff	Craiova	Bruxelles	27/01/18	31/01/18	4	1.620	275	480,00	755,00	
Management	P1	UNIVERSITATEA DIN CRAIOVA	Romania	TR-P1_Mandache-Plovdiv	Mandache Lucian	Staff	Craiova	Plovdiv	17/05/18	19/05/18	3	254	180	360,00	540,00	
Management	P1	UNIVERSITATEA DIN CRAIOVA	Romania	TR-P1_Mandache-Liege	Mandache Lucian	Student	Craiova	Liege	15/01/19	19/01/19	5	1.535	275	275,00	550,00	
Management	P1	UNIVERSITATEA DIN CRAIOVA	Romania	TR-P1_Mandache-Nancy	Mandache Lucian	Staff	Craiova	Nancy	12/03/19	16/03/19	3	1.429	275	360,00	635,00	

4. Equipment Costs

4. Equipment Costs													
Total (EUR)		0,00											
Work Package	Partner N°	Name of Partner benefiting from the equipment (to encode in the final financial statement sheet)	Country (to encode in the final financial statement sheet)	Supporting Document Ref.	Invoice Date (dd/mm/yy)	Nature, type and specifications of the item	Providing company	Amount of VAT and Taxes in Euro (to be indicated only if this amount is included in the amount charged to the project)	Amount indicated on the invoice	Currency indicated on the invoice	Exchange Rate Used	Amount charged to the project (in EUR)	Check Data Encoding
								0,00	0,00			0,00	Error

5. Subcontracting Costs

5. Subcontracting Costs													
Total (EUR)		0,00											
Work Package	Partner N°	Name of Partner who paid for the subcontracting (to encode in the final financial statement sheet)	Country (to encode in the final financial statement sheet)	Supporting Document Ref.	Invoice Date (dd/mm/yy)	Nature, type and specifications of the item	Providing company	Amount of VAT and Taxes in Euro (to be indicated only if this amount is included in the amount charged to the project)	Amount indicated on the invoice	Currency indicated on the invoice	Exchange Rate Used	Amount charged to the project (in EUR)	Check Data Encoding
								0,00	0,00			0,00	Error

**Co-financing (for information only)**

<b>Total (EUR)</b>	0,00						
<b>Partner N°</b>	<b>Name of Partner (to encode in the final financial statement sheet)</b>	<b>Country (to encode in the final financial statement sheet)</b>	<b>Budget Heading*</b>	<b>Source of Co-financing**</b>	<b>Nature, type and specifications of the item***</b>	<b>Amount (in EUR)</b>	<b>Check Data Encoding</b>
						0,00	<b>Error</b>

\* e.g.: Equipment, Staff costs, travel costs and/or costs of stay, printing & publishing

\*\* e.g.: governmental grant, organisation/institution's own resources

\*\*\* e.g.: printing course material (200 copies); renting conference premises (2 days, 100 participants); etc.

**Budget Breakdown by Workpackage / Budget Headings**

WorkPackage	1. Staff Costs	2. Travel Costs	3. Costs of Stay	4. Equipment Costs	5. Subcontracting Costs	B. Special Mobility Strand	Total (EUR)
Preparation	518,00	-	-	-	-		518,00
Development	222,00	-	-	-	-		222,00
Quality Plan	-	-	-	-	-		-
Dissemination & Exploitation	-	-	-	-	-		-
Management	-	1.005,00	1.475,00	-	-		2.480,00
<b>Total</b>	<b>740,00</b>	<b>1.005,00</b>	<b>1.475,00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3.220,00</b>

**Budget Breakdown by Programme or Partner Countries / Budget Headings**

Countries	1. Staff Costs	2. Travel Costs	3. Costs of Stay	4. Equipment Costs	5. Subcontracting Costs	B. Special Mobility Strand	Total (EUR)
Programme Countries	740,00	1.005,00	1.475,00	-	-	-	3.220,00
Partner Countries	-	-	-	-	-	-	-
<b>Total</b>	<b>740,00</b>	<b>1.005,00</b>	<b>1.475,00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3.220,00</b>

**Budget Breakdown by Partner / Work Package**

Partner N°	Preparation	Development	Quality Plan	Dissemination & Exploitation	Management	B. Special Mobility Strand	Total (EUR)
P1	518,00	222,00	-	-	2.480,00		3.220,00
P2	-	-	-	-	-		-
P3	-	-	-	-	-		-
P4	-	-	-	-	-		-
P5	-	-	-	-	-		-
P6	-	-	-	-	-		-
P7	-	-	-	-	-		-
P8	-	-	-	-	-		-
P9	-	-	-	-	-		-
P10	-	-	-	-	-		-
P11	-	-	-	-	-		-
P12	-	-	-	-	-		-
P13	-	-	-	-	-		-
P14	-	-	-	-	-		-
P15	-	-	-	-	-		-
P16	-	-	-	-	-		-
P17	-	-	-	-	-		-
P18	-	-	-	-	-		-
P19	-	-	-	-	-		-
P20	-	-	-	-	-		-
P21	-	-	-	-	-		-
P22	-	-	-	-	-		-
P23	-	-	-	-	-		-
P24	-	-	-	-	-		-
P25	-	-	-	-	-		-
P26	-	-	-	-	-		-
P27	-	-	-	-	-		-
P28	-	-	-	-	-		-
P29	-	-	-	-	-		-
P30	-	-	-	-	-		-
P31	-	-	-	-	-		-
P32	-	-	-	-	-		-
P33	-	-	-	-	-		-
P34	-	-	-	-	-		-
P35	-	-	-	-	-		-
P36	-	-	-	-	-		-
P37	-	-	-	-	-		-
P38	-	-	-	-	-		-
P39	-	-	-	-	-		-
P40	-	-	-	-	-		-
P41	-	-	-	-	-		-
P42	-	-	-	-	-		-
P43	-	-	-	-	-		-
P44	-	-	-	-	-		-
P45	-	-	-	-	-		-
P46	-	-	-	-	-		-
P47	-	-	-	-	-		-
P48	-	-	-	-	-		-
P49	-	-	-	-	-		-
P50	-	-	-	-	-		-
P51	-	-	-	-	-		-
P52	-	-	-	-	-		-
P53	-	-	-	-	-		-
P54	-	-	-	-	-		-
P55	-	-	-	-	-		-
<b>TOTAL</b>	<b>518,00</b>	<b>222,00</b>	<b>-</b>	<b>-</b>	<b>2.480,00</b>	<b>-</b>	<b>3.220,00</b>



Budget Breakdown by Partner / Category of Staff										
Partner N°	Manager		Teacher/Trainer/Researcher		Technical Staff		Administrative Staff		Total (in EUR)	Total Days
	Total (in EUR)	Number of Days	Total (in EUR)	Number of Days	Total (in EUR)	Number of Days	Total (in EUR)	Number of Days		
P1	-	-	740,00	10,00	-	-	-	-	740,00	10,00
P2	-	-	-	-	-	-	-	-	-	-
P3	-	-	-	-	-	-	-	-	-	-
P4	-	-	-	-	-	-	-	-	-	-
P5	-	-	-	-	-	-	-	-	-	-
P6	-	-	-	-	-	-	-	-	-	-
P7	-	-	-	-	-	-	-	-	-	-
P8	-	-	-	-	-	-	-	-	-	-
P9	-	-	-	-	-	-	-	-	-	-
P10	-	-	-	-	-	-	-	-	-	-
P11	-	-	-	-	-	-	-	-	-	-
P12	-	-	-	-	-	-	-	-	-	-
P13	-	-	-	-	-	-	-	-	-	-
P14	-	-	-	-	-	-	-	-	-	-
P15	-	-	-	-	-	-	-	-	-	-
P16	-	-	-	-	-	-	-	-	-	-
P17	-	-	-	-	-	-	-	-	-	-
P18	-	-	-	-	-	-	-	-	-	-
P19	-	-	-	-	-	-	-	-	-	-
P20	-	-	-	-	-	-	-	-	-	-
P21	-	-	-	-	-	-	-	-	-	-
P22	-	-	-	-	-	-	-	-	-	-
P23	-	-	-	-	-	-	-	-	-	-
P24	-	-	-	-	-	-	-	-	-	-
P25	-	-	-	-	-	-	-	-	-	-
P26	-	-	-	-	-	-	-	-	-	-
P27	-	-	-	-	-	-	-	-	-	-
P28	-	-	-	-	-	-	-	-	-	-
P29	-	-	-	-	-	-	-	-	-	-
P30	-	-	-	-	-	-	-	-	-	-
P31	-	-	-	-	-	-	-	-	-	-
P32	-	-	-	-	-	-	-	-	-	-
P33	-	-	-	-	-	-	-	-	-	-
P34	-	-	-	-	-	-	-	-	-	-
P35	-	-	-	-	-	-	-	-	-	-
P36	-	-	-	-	-	-	-	-	-	-
P37	-	-	-	-	-	-	-	-	-	-
P38	-	-	-	-	-	-	-	-	-	-
P39	-	-	-	-	-	-	-	-	-	-
P40	-	-	-	-	-	-	-	-	-	-
P41	-	-	-	-	-	-	-	-	-	-
P42	-	-	-	-	-	-	-	-	-	-
P43	-	-	-	-	-	-	-	-	-	-
P44	-	-	-	-	-	-	-	-	-	-
P45	-	-	-	-	-	-	-	-	-	-
P46	-	-	-	-	-	-	-	-	-	-
P47	-	-	-	-	-	-	-	-	-	-
P48	-	-	-	-	-	-	-	-	-	-
P49	-	-	-	-	-	-	-	-	-	-
P50	-	-	-	-	-	-	-	-	-	-
P51	-	-	-	-	-	-	-	-	-	-
P52	-	-	-	-	-	-	-	-	-	-
P53	-	-	-	-	-	-	-	-	-	-
P54	-	-	-	-	-	-	-	-	-	-
P55	-	-	-	-	-	-	-	-	-	-
TOTAL	-	-	740,00	10,00	-	-	-	-	740,00	10,00

Budget Breakdown by Partner / Travel Costs & Costs of Stay						
Partner N°	Staff		Student		Total Travel Costs (in EUR)	Total Costs of Stay (in EUR)
	Travel Costs (in EUR)	Costs of Stay (in EUR)	Travel Costs (in EUR)	Costs of Stay (in EUR)		
P1	730,00	1.200,00	275,00	275,00	1.005,00	1.475,00
P2	-	-	-	-	-	-
P3	-	-	-	-	-	-
P4	-	-	-	-	-	-
P5	-	-	-	-	-	-
P6	-	-	-	-	-	-
P7	-	-	-	-	-	-
P8	-	-	-	-	-	-
P9	-	-	-	-	-	-
P10	-	-	-	-	-	-
P11	-	-	-	-	-	-
P12	-	-	-	-	-	-
P13	-	-	-	-	-	-
P14	-	-	-	-	-	-
P15	-	-	-	-	-	-
P16	-	-	-	-	-	-
P17	-	-	-	-	-	-
P18	-	-	-	-	-	-
P19	-	-	-	-	-	-
P20	-	-	-	-	-	-
P21	-	-	-	-	-	-
P22	-	-	-	-	-	-
P23	-	-	-	-	-	-
P24	-	-	-	-	-	-
P25	-	-	-	-	-	-
P26	-	-	-	-	-	-
P27	-	-	-	-	-	-
P28	-	-	-	-	-	-
P29	-	-	-	-	-	-
P30	-	-	-	-	-	-
P31	-	-	-	-	-	-
P32	-	-	-	-	-	-
P33	-	-	-	-	-	-
P34	-	-	-	-	-	-
P35	-	-	-	-	-	-
P36	-	-	-	-	-	-
P37	-	-	-	-	-	-
P38	-	-	-	-	-	-
P39	-	-	-	-	-	-
P40	-	-	-	-	-	-
P41	-	-	-	-	-	-
P42	-	-	-	-	-	-
P43	-	-	-	-	-	-
P44	-	-	-	-	-	-
P45	-	-	-	-	-	-
P46	-	-	-	-	-	-
P47	-	-	-	-	-	-
P48	-	-	-	-	-	-
P49	-	-	-	-	-	-
P50	-	-	-	-	-	-
P51	-	-	-	-	-	-
P52	-	-	-	-	-	-
P53	-	-	-	-	-	-
P54	-	-	-	-	-	-
P55	-	-	-	-	-	-
TOTAL	730,00	1.200,00	275,00	275,00	1.005,00	1.475,00

**JOINT DECLARATION**

Ref. No.....

Project No. 586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP

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

**FROM** UNIVERSITATEA DIN CRAIOVA  
Hereinafter "the Institution"\*

**AND** Name: MANDACHE Lucian  
Address: Gheorghe Doja Str., no. 42, Craiova 200352, Romania  
Hereinafter "the Staff member"\*

**THE INSTITUTION AND THE STAFF MEMBER HEREBY CERTIFY THAT:**

- The Institution is a member of the partnership for the above-mentioned project.
- The Staff member is either:
  - employed by the Institution and is part of its payroll system YES/NO
  - or
  - a natural person \*\* assigned to the project on the basis of a contract against payment YES/NO
- 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.

	<i>dd/mm/yy</i>		<i>dd/mm/yy</i>
<b>FROM</b>	15/10/2017	<b>TO</b>	14/10/2020

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

..... *Specific activities related to WP1-WP6, as in the detailed description of the project* .....

.....

- Please complete the following information.

Staff category (Manager / Researcher, Teacher, Trainer / Technician / Administrative staff)	Teacher/Trainer/Researcher
Country of the Institution	ROMANIA
Number of days worked and charged to the project (according to time-sheet)	10 days in 2018 ... days in 2019 ... days in 2020

- This declaration does not alter in any way the employment conditions/assignment already existing between the Institution 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 *Craiova*

Date .....

Name *Cezar Ionut SPINU*Function *Rector*Institution *Universitatea din Craiova*Staff member name *Lucian MANDACHE*

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 Institution where 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 organised, 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 within the institution*

**ANNEX III - INDIVIDUAL TRAVEL REPORT for travel costs and costs of stay**

To be filled in by each participant

In case of circular/multiple travels, please fill in separate Individual Travel Reports.

**Ref. No.....Project No. 586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP**

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

**(1) PERSONAL DATA**

Surname: MANDACHE ..... Forename: LUCIAN.....

Nationality: Romanian .....

Home institution: Universitatea din Craiova

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

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

**STAFF**

<input type="checkbox"/>	Teaching/training assignment
<input type="checkbox"/>	Training and retraining purposes
<input type="checkbox"/>	Updating programmes and courses
<input type="checkbox"/>	Practical placements in companies, industries and institutions
<input checked="" type="checkbox"/>	Project management related meetings
<input type="checkbox"/>	Workshops and visits for result dissemination purposes

**STUDENTS**

<input type="checkbox"/>	Study period
<input type="checkbox"/>	Participation in intensive courses
<input type="checkbox"/>	Practical placements, internships in companies, industries or institutions
<input type="checkbox"/>	Participation in short term activities linked to the management of the project

**(3) DETAILS OF THE TRAVEL**

<b>PERIOD*</b>	From (Depart date) (dd/mm/yy)	To (Return date) (dd/mm/yy)
	27/01/2018	31/01/2018
<b>PLACE OF DEPARTURE**</b>	HOME INSTITUTION Universitatea din Craiova	
	COUNTRY Romania	CITY Craiova
<b>PLACE OF DESTINATION/ LOCATION OF ACTIVITY</b>	HOST INSTITUTION EACEA Brussels, Management Centre Europe	
	COUNTRY Belgium	CITY Brussels
<b>TRAVEL DISTANCE***</b>	Km 1620	

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

\*\* 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](http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm)) from place of departure to location of activities

**(4) DETAILS OF THE ACTIVITY**

<b>DATES (excluding travel)</b>	<b>From (date): 29/01/2018</b>	<b>To (date): 30/01/2018</b>
<b>DESCRIPTION OF ACTIVITY(IES) PERFORMED (brief description of the activities performed)</b> Participation to CBHE Grantholders' meeting as representative of project coordinator – Universitatea din Craiova: plenary sessions, financial management workshops, helpdesk with the project officer and with the representatives of Erasmus+ National Offices from Ukraine and Kazakhstan		

**SIGNATURE OF THE PARTICIPANT**

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

Date:.....

Signature: .....

**PROJECT TIMESHEET**

<b>Project number :</b>	586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)
<b>Surname :</b>	MANDACHE
<b>First Name :</b>	LUCIAN
<b>Institution :</b>	University of Craiova
<b>Country :</b>	Romania
<b>Position :</b>	QA expert
<b>Staff Category<sup>1</sup> :</b>	Researcher / Teacher

Year	Month	Number of Days	Work Package	Description of tasks performed and outputs produced
2018	April	1	Preparation	13-4-2018 / 4 hours; 16-4-2018 / 2 hours; 23-4-2018 / 2 hours: Analysis of QA systems in EU and particular aspects for Romania. Drawing-up a report containing a review and the main guidelines of the QA system in Romania. It will be part of the general report on the QA systems in EU. Training material for upcoming meeting hosted by P4 (Plovdiv). Reviewing of the first version of the project website
2018	May	1	Preparation	11-5-2018 / 2 hours; 18-5-2018 / 3 hours; 25-5-2018 / 3 hours: Synthesis of the structure of the Romanian Quality Assurance Agency. Teaching material on the QA system at University of Craiova. Interactive presentation at the training and management meeting, Plovdiv (15-18 May 2018), Analysis on PC participants feedback from Plovdiv meeting
2018	June	1	Preparation	7-6-2018 / 4 hours; 8-6-2018 / 4 hours: Identifying of main challenges of the European AQ policy implementation at EU&PC partners. Report on the training and dissemination event from Plovdiv
2018	July	1	Preparation	2-7-2018 / 2 hours; 3-7-2018 / 2 hours; 4-7-2018 / 2 hours; 5-7-2018 / 2 hours: Reviewing of the draft of Project Quality Plan
2018	August	2	Development	2-8-2018 / 4 hours; 6-8-2018 / 4 hours; 20-8-2018 / 4 hours; 21-8-2018 / 4 hours; 22-8-2018 / 4 hours: (TOTAL 20 hours): Analysis on QA system in EU related to particularities of partners' HEI
2018	September	1	Preparation	3-9-2018 / 2 hours; 10-9-2018 / 2 hours; 17-9-2018 / 2 hours; 24-9-2018 / 2 hours: Identifying of main challenges of the European AQ policy implementation at EU&PC partners
2018	October	1	Development	5-10-2018 / 2 hours; 12-10-2018 / 2 hours; 19-10-2018 / 2 hours; 26-10-2018 / 2 hours: Analysis on QA system in EU related to particularities of partners' HEI, to be used for the Report on QA system in EU
2018	November	1	Preparation	8-11-2018 / 2 hours; 22-11-2018 / 2 hours; 29-11-2018 / 4 hours: Final form of the Report on QA system implemented in the University of Craiova
2018	December	1	Preparation	27-12-2018 / 8 hours: Final form of the Report on QA system implemented in the University of Craiova
<b>Total days:</b>		<b>10</b>		

<sup>1</sup> Please refer to Section 3.3.1.1 (Staff costs) of the Guidelines for the Use of the Grant. Time-sheets have to be attached to each Joint Declaration.

**Signature of the staff member :** \_\_\_\_\_ **Signature of the person responsible in the institution (where the staff member is employed) :** \_\_\_\_\_



Co-funded by the  
Erasmus+ Programme  
of the European Union

*Implementation of Education Quality Assurance System via  
Cooperation of University- Business-Government in HEIs (EDUQAS)*

Project no. 586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

## **Partnership Agreement**

586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

*Implementation of Education Quality Assurance System via Cooperation of University - Business-  
Government in HEIs (EDUQAS)*

The present Partnership Agreement, hereinafter referred to as “the Agreement”, is made and entered into by and between,

**University of Craiova, Romania**  
**A. I. Cuza no.13, Craiova, Romania, 200585**

hereinafter referred to as the “coordinator”, represented for the purposes of signature of the Agreement by Prof. Cezar Ionuț Spînu PhD., Rector, the legal representative as defined in the Grant Agreement 2017-2895/001-001.

and the following beneficiary:

**KTH Royal Institute of Technology - established: Stockholm, Sweden**

hereinafter referred to as the “beneficiaries”, represented for the purposes of signature of this Agreement by their legal representatives, according to the Mandates previously signed and attached to the Grant Agreement (here in Annex II).

Where a provision applies without distinction to the "coordinator" and the "beneficiaries", for the purpose of this Agreement they will be collectively referred to as the "beneficiaries".

The parties hereby have agreed as follows:

## **Article 1**

### **Subject of the Partnership Agreement**

1.1 This Agreement defines the terms that govern the relations between the parties, by establishing their rights and obligations, and lays down the rules of procedure for the work to be carried out in order to successfully implement the Erasmus+ CBHE action *Implementation of Education Quality Assurance System via Cooperation of University - Business-Government in HEIs (EDUQAS)* (hereinafter referred to as the "project").

1.2 The coordinator and the beneficiaries, undertake to do everything in their power to carry out the work programme forming the subject of this Agreement, which falls within the framework of the Grant Agreement 2017-2895/001-001, concluded between the coordinator and the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as the "Executive Agency"), related to the above-mentioned project.

1.3 The subject matter of this Agreement and the related work programme are detailed in the annexes of the Grant Agreement. The respective Grant Agreement terms and conditions, related annexes and guidelines, shall form an integral part of the present Agreement, and take precedence over it (see Article 20 of the present Agreement for the list of annexes).

1.4 The coordinator and the beneficiaries shall be bound by the terms and conditions of this Agreement, the Grant Agreement and any further amendments of the latter.

## **Article 2**

### **Duration**

2.1 This Agreement shall enter into force on the date the last party signs, but shall have retroactive effect from the starting date of the eligibility period laid down in the Grant Agreement.

2.2 The period of eligibility of the activities and the costs shall be in accordance to the dispositions of the Grant Agreement or any subsequent amendments of it.

2.3 The present Agreement shall remain in force until the coordinator has been discharged in full of his obligations arising from the Grant Agreement signed with the Executive Agency.

## **Article 3**

### **Obligations and responsibilities**

3.1 General obligations and role of the beneficiaries (including the coordinator).

The beneficiaries:

- (a) are jointly responsible for carrying out the activities attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles;
- (b) undertake to comply with all the provisions of the Grant Agreement and its annexes, with all the provisions of this Agreement, as well as with EU and national legislation;
- (c) are jointly responsible for complying with any legal obligations incumbent on them jointly or individually;
- (d) shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;

- (e) shall be responsible for the sound financial management and cost efficiency of the funds allocated to the project.

### 3.2 Specific obligations and role of the coordinator.

The coordinator undertakes to:

- (a) be responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;
- (b) be the intermediary for all communication between the beneficiaries and the Executive Agency, and inform the beneficiaries of any relevant communication exchanged with the Executive Agency;
- (c) inform the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- (d) as the sole recipient of payments on behalf of all beneficiaries, transfer funds to the beneficiaries without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of this Agreement;
- (e) manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;
- (f) comply with all reporting requirements *vis-à-vis* the Executive Agency, as per the dispositions of Article I.4 of the Grant Agreement. The coordinator shall not delegate any part of this task to any party;
- (g) establish payment requests on behalf of the beneficiaries, as per the dispositions of Article I.4 of the Grant Agreement;
- (h) provide one copy of this Agreement duly signed to each beneficiary and to the Executive Agency within 6 months of the signature of the Grant Agreement.
- (i) provide the beneficiaries with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the Use of the Grant, the various reports templates and any other relevant document concerning the project.
- (j) transmit to the beneficiaries copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits.

### 3.3 Specific obligations and role of each beneficiary (excluding the coordinator).

Each beneficiary undertakes to:

- (a) ensure adequate communication with the coordinator and with the other beneficiaries;
- (b) support the coordinator in fulfilling its tasks according to the Grant Agreement;
- (c) submit in due time to the coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations;
- (d) provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;
- (e) notify the coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);
- (f) inform the coordinator of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative.

- (g) undertake their own expenditure, while the coordinator will not undertake any expenses on behalf of the partners;
- (h) should provide the coordinator, upon request, the internal auditing reports certifying that all expenses have been undertaken according to the grant agreement and within the financial regulations of the programme.

#### **Article 4** **Financing the action**

- 4.1 The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to EUR 815.296,30 and shall take the form as stipulated in Annex III of the Grant Agreement.
- 4.2 The Erasmus+ grant contribution is awarded to the partnership under the form of:
- a "*reimbursement of actual costs*" for Equipment and Subcontracting costs
  - a "*unit contribution*" to the costs incurred for Staff costs, Travel costs and costs of Stay
- 4.3 The grant contribution to the project is intended to cover only part of the costs actually incurred by the beneficiaries in carrying out the activities foreseen. The beneficiaries commit to provide additional resources to the project so as to ensure its full implementation in accordance with the Grant Agreement.
- 4.4 Full details of the estimated budget breakdown per funding source, beneficiary and budget category are given in Annex I of this Agreement.

#### **Article 5** **Payment arrangements**

- 5.1 The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to each individual beneficiary using the accounts stipulated in Annex III of this Agreement.
- 5.2 The transfer of the Erasmus+ grant contribution to individual beneficiaries will be implemented in accordance with the following timetable and procedure:



### *Payment(s) in advance*

The coordinator will transfer to the respective account of each beneficiary in advance of the actual activities (/expenditures) [part of] the estimated Erasmus+ grant contribution identified under Annex 1 of this Agreement, in the following way:

1. 50% of the estimated Erasmus+ grant contribution at the time of signature of this Agreement, according to the amount transferred into the coordinator's account from the Agency;
2. 40% of the estimated Erasmus+ grant contribution after the reception of the necessary proofs of expenditure/activity covering at least 70% of the amount of advance payment already made, and once the second pre-financing has been transferred into the coordinator's account by the Agency.
3. The coordinator shall transfer all amounts to the project partners after they have been received from the Agency.

### *Reimbursement of costs incurred*

[Within 30 days of receipt] of the necessary proofs of expenditure/activity (as specified in the Guidelines for the Use of the Grant), the coordinator will reimburse to the beneficiary's account specified on Annex III of this Agreement the [part of the] costs actually incurred in accordance with the estimated budget breakdown identified under Annex 1 of the Agreement. - *not applicable*

5.3 Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the present Agreement and the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiaries will be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.

5.4 If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, the following procedure will apply:

- 1) *the beneficiary responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator.*
- 2) *the beneficiary commits to take in charge a percentage of the ineligible amount(s) corresponding to their share of the Erasmus+ grant and will reimburse it to the coordinator. not applicable*

5.5 The costs of financial transfers and other banking commissions shall be borne by each project partner.

## **Article 6 Reporting**

6.1 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, if applicable, copies of supporting documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement.

6.2 The coordinator shall provide the beneficiaries with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion. These reports must be drawn up in EURO.

6.3 The beneficiaries shall keep a record of any expenditure/activity incurred under the project and all proofs and related documents for a period of 5 years after the payment of the final balance under the Grant Agreement. 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 Guidelines for the Use of the Grant.

## **Article 7**

### **Budgetary and financial management**

7.1 The Erasmus+ grant contribution to the project's staff costs, travel costs and costs of stay will be calculated on the basis of "unit contributions" whose individual amounts are specified in the Erasmus+ Programme Guide, in the Guidelines for the Use of the Grant and in the Guidelines for the Special Mobility Strand (when applicable).

7.2 For the implementation of the project and the beneficiary's reimbursement of costs incurred in terms of staff, travel and costs of stay, the partnership will

Possible options:

- apply the unit costs amounts defined in the Erasmus+ Programme Guide and in the Guidelines for the Use of the Grant
- use the procedure and amounts described hereafter (in Annex XXX of this Agreement) not applicable
  
- *on other unit costs amounts than those specified in the Erasmus+ Programme Guide (even higher if deemed necessary), not applicable*
- *on the reimbursement of actual costs incurred (with a maximum if necessary) or not applicable*
- *on a combination of both not applicable*

7.3 The Erasmus+ grant contribution to the project's equipment and subcontracting costs will be based on the justification of the costs actually incurred. This justification will take the form of the support documentation specified in the relevant section of the Guidelines for the Use of the Grant.

7.4 The beneficiaries confirm that they respect the social and labour legislation of their country regarding the costs of staff contributing to the project.

7.5 Each beneficiary is responsible for ensuring adequate insurance arrangements for their staff and students while participating in project activities.

## **Article 8** **General administrative provisions**

8.1 Any important project related communication between the parties shall be done in writing and addressed to the appointed project manager of each beneficiary, as per the details below:

For the coordinator:

Assoc. Prof. PhD. Anca BANDOI  
A. I. Cuza no.13, Craiova, 200585  
anca.bandoi01@yahoo.com

For the beneficiary:

KTH Royal Institute of Technology, Stockholm, Sweden  
Viktor Kordas  
Brinellvägen 8, 10044 Stockholm Sweden  
E-mail : [victork@kth.se](mailto:victork@kth.se)  
Phone number: +46 70 476 0532

8.2 Any changes to the above information should be communicated in a timely manner.

## **Article 9** **Promotion and visibility**

9.1 The coordinator and the beneficiaries shall ensure adequate promotion of the project and commit to playing an active role in any actions organised to capitalise on, exploit / disseminate the results of the project.

9.2 Any notice or publication by the project, including at a conference or a seminar, must specify that the project is being co-financed by EU funds within the framework of the Erasmus+ Programme, and must comply with the visibility rules laid down in Articles I.10.8 and I.10.9 of the Grant Agreement, as well as in section 1.6 of the Guidelines for the Use of the Grant.

**Article 10**  
**Confidentiality and data protection**

10.1 The coordinator and the beneficiaries undertake to preserve the confidentiality of any document, information or other material directly related to the subject of the Agreement that is duly classed as confidential, if disclosure could cause prejudice to the other party. The parties shall remain bound by this obligation beyond the closing date of the action.

10.2 All personal data contained in or relating to this Agreement shall be processed in accordance with the dispositions of Article II.6 of the Grant Agreement.

**Article 11**  
**Ownership and property rights**

11.1 The ownership of all project results, including copyrights and intellectual property rights, as well as all reports and other documentation resulting from the action, shall be vested in the beneficiaries, in compliance with Article I.7 of the Grant Agreement.

11.2 Materials already developed and brought in may be only used within the scope of the project as templates of good practice. Copyrights shall be strictly safeguarded and permission for reproduction and scale of production has to be settled beforehand.

**Article 12**  
**Liability**

12.1 Each of the contracting parties discharges the other of any civil liability for any damages suffered by itself or its staff/students as a result of the performance of this Agreement, insofar as such damages are not due to serious or intentional negligence or fault of the other party or its staff/students.

**Article 13**  
**Conflict of interest**

13.1 The coordinator and beneficiaries must undertake all necessary precautions to prevent any risk of conflicts of interest, which could affect their impartial and objective performance of the Agreement. Such conflict of interest could arise in particular as a result of economic interest, political or national affinity, family or emotional reasons, or any other shared interest.

13.2 Any situation constituting or likely to lead to any such conflict should be brought to the attention of the coordinator without delay, and the beneficiary in cause shall undertake to take all necessary measures to rectify this situation at once.

13.3 The coordinator will decide if it is deemed necessary to inform the Executive Agency as provided for in Article II.4 of the Grant Agreement.

#### **Article 14** **Working languages**

14.1 The working language of the partnership shall be English.

14.2 Both parties commit in allocating to the project staff with enough knowledge of the working language, allowing a smooth communication and understanding of the matters discussed.

#### **Article 15** **Conflict resolution**

15.1 In case of conflict between the project partners resulting from the interpretation or the application of this Agreement, or in connection with the activities contained within, the parties involved shall make the effort to come to an amicable arrangement rapidly and in the spirit of good cooperation.

15.2 Disputes should be addressed in writing to the project Steering Committee (or a body consisting of representatives of all the project partners), that will try to mediate in order to resolve the conflict.

#### **Article 16** **Applicable law and jurisdiction**

16.1 This Agreement is governed by the Romanian law, being the law of the coordinator's country.

16.2 In case of any disputes on matters under this Agreement, which cannot be resolved by an amicable settlement, the matter shall have to be decided in accordance with the jurisdiction of the coordinator's country.

16.3 If any provision of this Agreement or the application of any such provision shall be considered invalid or unenforceable in whole or in part for legal requirements, all other stipulations remain valid and binding to both parties.

16.4 If any provision in this Agreement should be wholly or partly ineffective, the parties to this Agreement undertake to replace the ineffective provision by an effective provision which comes as close as possible to the purpose of the ineffective provision.

16.5 This Agreement is concluded in English. In the event of translation of this Agreement and its annexes, the English version shall prevail.

#### **Article 17** **Termination of the Agreement**

17.1 In the event that any of the beneficiaries fail to perform any obligations under the present Agreement or the Grant Agreement, the coordinator may terminate their participation in the project, upon formal written authorisation by the Executive Agency.

17.2 The coordinator shall notify the beneficiary in cause by registered letter. The beneficiary has one month to supply all relevant information to appeal the decision.

**Article 18**  
**Force Majeure**

18.1 If either parties face a case of *force majeure* (as per defined in article II.14 of the Grant Agreement), it shall promptly notify the other party in writing, specifying the nature, probable duration and expected effects of this event.

18.2 Neither of the parties shall be deemed in breach of its obligations if it has been prevented from performing its tasks due to *force majeure*. The parties shall take all necessary measures to minimise possible damage to successful project implementation.

**Article 19**  
**Amendments**

19.1 Any amendments to this Agreement must be made in writing by means of a Supplementary Agreement, and become effective when signed by the authorised legal representatives of both parties. No oral agreement may bind the parties to this effect.

19.2 The amendment may not have the purpose or the effect of making changes which might call into question the dispositions of the Grant Agreement.

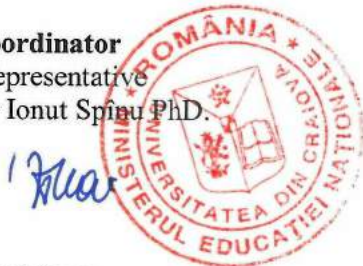
**Article 20**  
**Annexes**

- Annex I – Budget/Expenditure/Co-financing breakdown per partner and budget category.
- Annex II - Copy of the Grant Agreement signed between the coordinator and the Executive Agency, its annexes, and any existing amendment.
- Annex III - Financial identification form

We, the undersigned, declare to have read and accepted the terms and conditions of this Agreement as described here before, including the annexes thereto.

**For the Coordinator**

The legal representative  
Prof. Cezar Ionut Spînu PhD.

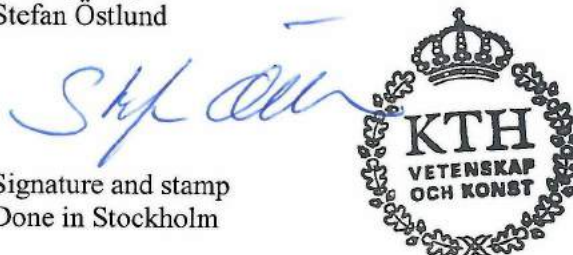


Signature and stamp  
Done in Craiova

Date [DD/MM/YYYY]

**For the Beneficiary**

The legal representative  
Stefan Östlund



Signature and stamp  
Done in Stockholm

Date [DD/MM/YYYY]

04/03/2018

## Annex I

### Budget / Expenditure / Co-financing breakdown and budget category

Partner: KTH Royal Institute of Technology, Stockholm, Sweden

#### Maximum Erasmus+ grant contribution

	EUR
I Staff costs	45 918
II Travel costs	6 800
III Costs of stay	10 560
IV Equipment	-
V Subcontracting	1 000
<b>TOTAL GRANT CONTRIBUTION (total I- V)</b>	<b>64 278</b>

#### Co-financing

	EUR
Staff costs	6 400
<b>TOTAL CO-FINANCING</b>	<b>6 400</b>







Co-funded by the  
Erasmus+ Programme  
of the European Union

*Implementation of Education Quality Assurance System via  
Cooperation of University- Business-Government in HEIs (EDUQAS)*

Project no. 586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

## **Partnership Agreement**

586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

*Implementation of Education Quality Assurance System via Cooperation of University - Business-  
Government in HEIs (EDUQAS)*

The present Partnership Agreement, hereinafter referred to as “the Agreement”, is made and entered into by and between,

**University of Craiova, Romania**  
**A. I. Cuza no.13, Craiova, Romania, 200585**

hereinafter referred to as the “coordinator”, represented for the purposes of signature of the Agreement by Prof. Cezar Ionuț Spînu PhD., Rector, the legal representative as defined in the Grant Agreement 2017-2895/001-001.

and the following beneficiary:

**Université de Liège (ULiège) - established: Liège, Belgium**

hereinafter referred to as the “beneficiaries”, represented for the purposes of signature of this Agreement by their legal representatives, according to the Mandates previously signed and attached to the Grant Agreement (here in Annex II).

Where a provision applies without distinction to the "coordinator" and the "beneficiaries", for the purpose of this Agreement they will be collectively referred to as the "beneficiaries".

The parties hereby have agreed as follows:

## **Article 1**

### **Subject of the Partnership Agreement**

1.1 This Agreement defines the terms that govern the relations between the parties, by establishing their rights and obligations, and lays down the rules of procedure for the work to be carried out in order to successfully implement the Erasmus+ CBHE action *Implementation of Education Quality Assurance System via Cooperation of University - Business-Government in HEIs (EDUQAS)* (hereinafter referred to as the "project").

1.2 The coordinator and the beneficiaries, undertake to do everything in their power to carry out the work programme forming the subject of this Agreement, which falls within the framework of the Grant Agreement 2017-2895/001-001, concluded between the coordinator and the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as the "Executive Agency"), related to the above-mentioned project.

1.3 The subject matter of this Agreement and the related work programme are detailed in the annexes of the Grant Agreement. The respective Grant Agreement terms and conditions, related annexes and guidelines, shall form an integral part of the present Agreement, and take precedence over it (see Article 20 of the present Agreement for the list of annexes).

1.4 The coordinator and the beneficiaries shall be bound by the terms and conditions of this Agreement, the Grant Agreement and any further amendments of the latter.

## **Article 2**

### **Duration**

2.1 This Agreement shall enter into force on the date the last party signs, but shall have retroactive effect from the starting date of the eligibility period laid down in the Grant Agreement.

2.2 The period of eligibility of the activities and the costs shall be in accordance to the dispositions of the Grant Agreement or any subsequent amendments of it.

2.3 The present Agreement shall remain in force until the coordinator has been discharged in full of his obligations arising from the Grant Agreement signed with the Executive Agency.

## **Article 3**

### **Obligations and responsibilities**

3.1 General obligations and role of the beneficiaries (including the coordinator).

The beneficiaries:

- (a) are jointly responsible for carrying out the activities attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles;
- (b) undertake to comply with all the provisions of the Grant Agreement and its annexes, with all the provisions of this Agreement, as well as with EU and national legislation;
- (c) are jointly responsible for complying with any legal obligations incumbent on them jointly or individually;
- (d) shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;

- (e) shall be responsible for the sound financial management and cost efficiency of the funds allocated to the project.

### 3.2 Specific obligations and role of the coordinator.

The coordinator undertakes to:

- (a) be responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;
- (b) be the intermediary for all communication between the beneficiaries and the Executive Agency, and inform the beneficiaries of any relevant communication exchanged with the Executive Agency;
- (c) inform the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- (d) as the sole recipient of payments on behalf of all beneficiaries, transfer funds to the beneficiaries without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of this Agreement;
- (e) manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;
- (f) comply with all reporting requirements *vis-à-vis* the Executive Agency, as per the dispositions of Article I.4 of the Grant Agreement. The coordinator shall not delegate any part of this task to any party;
- (g) establish payment requests on behalf of the beneficiaries, as per the dispositions of Article I.4 of the Grant Agreement;
- (h) provide one copy of this Agreement duly signed to each beneficiary and to the Executive Agency within 6 months of the signature of the Grant Agreement.
- (i) provide the beneficiaries with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the Use of the Grant, the various reports templates and any other relevant document concerning the project.
- (j) transmit to the beneficiaries copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits.

### 3.3 Specific obligations and role of each beneficiary (excluding the coordinator).

Each beneficiary undertakes to:

- (a) ensure adequate communication with the coordinator and with the other beneficiaries;
- (b) support the coordinator in fulfilling its tasks according to the Grant Agreement;
- (c) submit in due time to the coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations;
- (d) provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;
- (e) notify the coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);
- (f) inform the coordinator of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative.

- (g) undertake their own expenditure, while the coordinator will not undertake any expenses on behalf of the partners;
- (h) should provide the coordinator, upon request, the internal auditing reports certifying that all expenses have been undertaken according to the grant agreement and within the financial regulations of the programme.

#### **Article 4** **Financing the action**

4.1 The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to EUR 815.296,30 and shall take the form as stipulated in Annex III of the Grant Agreement.

4.2 The Erasmus+ grant contribution is awarded to the partnership under the form of:

- a "*reimbursement of actual costs*" for Equipment and Subcontracting costs
- a "*unit contribution*" to the costs incurred for Staff costs, Travel costs and costs of Stay

4.3 The grant contribution to the project is intended to cover only part of the costs actually incurred by the beneficiaries in carrying out the activities foreseen. The beneficiaries commit to provide additional resources to the project so as to ensure its full implementation in accordance with the Grant Agreement.

4.4 Full details of the estimated budget breakdown per funding source, beneficiary and budget category are given in Annex I of this Agreement.

#### **Article 5** **Payment arrangements**

5.1 The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to each individual beneficiary using the accounts stipulated in Annex III of this Agreement.

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### *Payment(s) in advance*

The coordinator will transfer to the respective account of each beneficiary in advance of the actual activities (/expenditures) [part of] the estimated Erasmus+ grant contribution identified under Annex 1 of this Agreement, in the following way:

1. 50% of the estimated Erasmus+ grant contribution at the time of signature of this Agreement, according to the amount transferred into the coordinator's account from the Agency;
2. 40% of the estimated Erasmus+ grant contribution after the reception of the necessary proofs of expenditure/activity covering at least 70% of the amount of advance payment already made, and once the second pre-financing has been transferred into the coordinator's account by the Agency.
3. The coordinator shall transfer all amounts to the project partners after they have been received from the Agency.

### *Reimbursement of costs incurred*

[Within 30 days of receipt] of the necessary proofs of expenditure/activity (as specified in the Guidelines for the Use of the Grant), the coordinator will reimburse to the beneficiary's account specified on Annex III of this Agreement the [part of the] costs actually incurred in accordance with the estimated budget breakdown identified under Annex 1 of the Agreement. - *not applicable*

5.3 Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the present Agreement and the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiaries will be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.

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Possible options:

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For the coordinator:

Assoc. Prof. PhD. Anca BANDOI  
A. I. Cuza no.13, Craiova, 200585  
anca.bandoi01@yahoo.com

For the beneficiary:

Université de Liège (ULiège) - established: Liège, Belgium  
Dominique Thewissen  
ULiège - SMAQ - Place du XX août 7 4000 Liège Belgium  
Email: dominique.thewissen@uliege.be  
Phone: +32 4 366 55 16

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## **Article 9**

### **Promotion and visibility**

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16.2 In case of any disputes on matters under this Agreement, which cannot be resolved by an amicable settlement, the matter shall have to be decided in accordance with the jurisdiction of the coordinator's country.

16.3 If any provision of this Agreement or the application of any such provision shall be considered invalid or unenforceable in whole or in part for legal requirements, all other stipulations remain valid and binding to both parties.

16.4 If any provision in this Agreement should be wholly or partly ineffective, the parties to this Agreement undertake to replace the ineffective provision by an effective provision which comes as close as possible to the purpose of the ineffective provision.

16.5 This Agreement is concluded in English. In the event of translation of this Agreement and its annexes, the English version shall prevail.

**Article 17**  
**Termination of the Agreement**

17.1 In the event that any of the beneficiaries fail to perform any obligations under the present Agreement or the Grant Agreement, the coordinator may terminate their participation in the project, upon formal written authorisation by the Executive Agency.

17.2 The coordinator shall notify the beneficiary in cause by registered letter. The beneficiary has one month to supply all relevant information to appeal the decision.

**Article 18**  
**Force Majeure**

18.1 If either parties face a case of *force majeure* (as per defined in article II.14 of the Grant Agreement), it shall promptly notify the other party in writing, specifying the nature, probable duration and expected effects of this event.

18.2 Neither of the parties shall be deemed in breach of its obligations if it has been prevented from performing its tasks due to *force majeure*. The parties shall take all necessary measures to minimise possible damage to successful project implementation.

**Article 19**  
**Amendments**

19.1 Any amendments to this Agreement must be made in writing by means of a Supplementary Agreement, and become effective when signed by the authorised legal representatives of both parties. No oral agreement may bind the parties to this effect.

19.2 The amendment may not have the purpose or the effect of making changes which might call into question the dispositions of the Grant Agreement.

**Article 20**  
**Annexes**

Annex I – Budget/Expenditure/Co-financing breakdown per partner and budget category.

Annex II - Copy of the Grant Agreement signed between the coordinator and the Executive Agency, its annexes, and any existing amendment.

Annex III - Financial identification form

We, the undersigned, declare to have read and accepted the terms and conditions of this Agreement as described here before, including the annexes thereto.

**For the Coordinator**

The legal representative  
Prof. Cezar Ionut Spînu PhD.

Signature and stamp  
Done in Craiova

Date [DD/MM/YYYY]

20.03.2018



**For the Beneficiary**

The legal representative  
Albert Corhay

Signature and stamp  
Done in Liège

Date

22 FEV. 2018



**Annex I****Budget / Expenditure / Co-financing breakdown and budget category****Partner: Université de Liège (ULiège) - established: Liège, Belgium****Maximum Erasmus+ grant contribution**

		EUR
I	Staff costs	42 337
II	Travel costs	7 670
III	Costs of stay	10 560
IV	Equipment	-
V	Subcontracting	1 000
<b>TOTAL GRANT CONTRIBUTION (total I- V)</b>		<b>61567</b>

**Co-financing**

		EUR
	Staff costs	6 100
<b>TOTAL CO-FINANCING</b>		<b>6 100</b>



Co-funded by the  
Erasmus+ Programme  
of the European Union

*Implementation of Education Quality Assurance System via  
Cooperation of University- Business-Government in HEIs (EDUQAS)*

Project no. 586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

## Partnership Agreement

586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

*Implementation of Education Quality Assurance System via Cooperation of University - Business-  
Government in HEIs (EDUQAS)*

The present Partnership Agreement, hereinafter referred to as "the Agreement", is made and entered into by and between:

**University of Craiova, Romania**  
**A. I. Cuza no.13, Craiova, Romania, 200585**

hereinafter referred to as the "coordinator", represented for the purposes of signature of the Agreement by Prof. Cezar Ionuț Spînu PhD., Rector, the legal representative as defined in the Grant Agreement 2017-2895/001-001,

and the following beneficiary:

**UNIVERSITY OF PLOVDIV PAISH HILENDARSKI, Plovdiv – established in Bulgaria**

hereinafter referred to as the "beneficiaries", represented for the purposes of signature of this Agreement by their legal representatives, according to the Mandates previously signed and attached to the Grant Agreement (here in Annex II),

Where a provision applies without distinction to the "coordinator" and the "beneficiaries", for the purpose of this Agreement they will be collectively referred to as the "beneficiaries".

The parties hereby have agreed as follows:

## **Article 1** **Subject of the Partnership Agreement**

1.1 This Agreement defines the terms that govern the relations between the parties, by establishing their rights and obligations, and lays down the rules of procedure for the work to be carried out in order to successfully implement the Erasmus+ CBHE action *Implementation of Education Quality Assurance System via Cooperation of University - Business-Government in HEIs (EDUQAS)* (hereinafter referred to as the "project").

1.2 The coordinator and the beneficiaries, undertake to do everything in their power to carry out the work programme forming the subject of this Agreement, which falls within the framework of the Grant Agreement 2017-2895/001-001, concluded between the coordinator and the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as the "Executive Agency"), related to the above-mentioned project.

1.3 The subject matter of this Agreement and the related work programme are detailed in the annexes of the Grant Agreement. The respective Grant Agreement terms and conditions, related annexes and guidelines, shall form an integral part of the present Agreement, and take precedence over it (see Article 20 of the present Agreement for the list of annexes).

1.4 The coordinator and the beneficiaries shall be bound by the terms and conditions of this Agreement, the Grant Agreement and any further amendments of the latter.

## **Article 2** **Duration**

2.1 This Agreement shall enter into force on the date the last party signs, but shall have retroactive effect from the starting date of the eligibility period laid down in the Grant Agreement.

2.2 The period of eligibility of the activities and the costs shall be in accordance to the dispositions of the Grant Agreement or any subsequent amendments of it.

2.3 The present Agreement shall remain in force until the coordinator has been discharged in full of his obligations arising from the Grant Agreement signed with the Executive Agency.

## **Article 3** **Obligations and responsibilities**

3.1 General obligations and role of the beneficiaries (including the coordinator).

The beneficiaries:

- (a) are jointly responsible for carrying out the activities attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles;
- (b) undertake to comply with all the provisions of the Grant Agreement and its annexes, with all the provisions of this Agreement, as well as with EU and national legislation;
- (c) are jointly responsible for complying with any legal obligations incumbent on them jointly or individually;
- (d) shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;

- (e) shall be responsible for the sound financial management and cost efficiency of the funds allocated to the project.

### 3.2 Specific obligations and role of the coordinator.

The coordinator undertakes to:

- (a) be responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;
- (b) be the intermediary for all communication between the beneficiaries and the Executive Agency, and inform the beneficiaries of any relevant communication exchanged with the Executive Agency;
- (c) inform the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- (d) as the sole recipient of payments on behalf of all beneficiaries, transfer funds to the beneficiaries without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of this Agreement;
- (e) manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;
- (f) comply with all reporting requirements *vis-a-vis* the Executive Agency, as per the dispositions of Article 1.4 of the Grant Agreement. The coordinator shall not delegate any part of this task to any party;
- (g) establish payment requests on behalf of the beneficiaries, as per the dispositions of Article 1.4 of the Grant Agreement;
- (h) provide one copy of this Agreement duly signed to each beneficiary and to the Executive Agency within 6 months of the signature of the Grant Agreement;
- (i) provide the beneficiaries with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the Use of the Grant, the various reports templates and any other relevant document concerning the project;
- (j) transmit to the beneficiaries copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits.

### 3.3 Specific obligations and role of each beneficiary (excluding the coordinator).

Each beneficiary undertakes to:

- (a) ensure adequate communication with the coordinator and with the other beneficiaries;
- (b) support the coordinator in fulfilling its tasks according to the Grant Agreement;
- (c) submit in due time to the coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations;
- (d) provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;
- (e) notify the coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);
- (f) inform the coordinator of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative.

#### **Article 4 Financing the action**

4.1 The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to EUR 815.296,30 and shall take the form as stipulated in Annex III of the Grant Agreement.

4.2 The Erasmus+ grant contribution is awarded to the partnership under the form of:

- a "*reimbursement of actual costs*" for Equipment and Subcontracting costs
- a "*unit contribution*" to the costs incurred for Staff costs, Travel costs and costs of Stay

4.3 The grant contribution to the project is intended to cover only part of the costs actually incurred by the beneficiaries in carrying out the activities foreseen. The beneficiaries commit to provide additional resources to the project so as to ensure its full implementation in accordance with the Grant Agreement.

4.4 Full details of the estimated budget breakdown per funding source, beneficiary and budget category are given in Annex I of this Agreement.

#### **Article 5 Payment arrangements**

5.1 The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to each individual beneficiary using the accounts stipulated in Annex III of this Agreement.

5.2 The transfer of the Erasmus+ grant contribution to individual beneficiaries will be implemented in accordance with the following timetable and procedure:

*Payment(s) in advance*

The coordinator will transfer to the respective account of each beneficiary in advance of the actual activities (=expenditures) [part of] the estimated Erasmus+ grant contribution identified under Annex I of this Agreement, in the following way:

1. 50% of the estimated Erasmus+ grant contribution at the time of signature of this Agreement, according to the amount transferred into the coordinator's account from the Agency;
2. 40% of the estimated Erasmus+ grant contribution after the reception of the necessary proofs of expenditure/activity covering at least 70% of the amount of advance payment already made, and once the second pre-financing has been transferred into the coordinator's account by the Agency;
3. The coordinator shall transfer all amounts to the project partners after they have been received from the Agency.

*Reimbursement of costs incurred*

[Within 30 days of receipt] of the necessary proofs of expenditure activity (as specified in the Guidelines for the Use of the Grant), the coordinator will reimburse to the beneficiary's account specified on Annex III of this Agreement the [part of the] costs actually incurred in accordance with the estimated budget breakdown identified under Annex I of the Agreement. - *not applicable*

5.3 Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the present Agreement and the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiaries will be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.

5.4 If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, the following procedure will apply:

- 1) *the beneficiary responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator*
- 2) *the beneficiary commits to take in charge a percentage of the ineligible amounts corresponding to their share of the Erasmus+ grant and will reimburse it to the coordinator*  
*not applicable*

5.5 The costs of financial transfers and other banking commissions shall be borne by each project partner.

**Article 6  
Reporting**

6.1 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, if applicable, copies of supporting documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement.



6.2 The coordinator shall provide the beneficiaries with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion. These reports must be drawn up in EURO.

6.3 The beneficiaries shall keep a record of any expenditure/activity incurred under the project and all proofs and related documents for a period of 5 years after the payment of the final balance under the Grant Agreement. 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 Guidelines for the Use of the Grant.

## **Article 7** **Budgetary and financial management**

7.1 The Erasmus+ grant contribution to the project's staff costs, travel costs and costs of stay will be calculated on the basis of "unit contributions" whose individual amounts are specified in the Erasmus+ Programme Guide, in the Guidelines for the Use of the Grant and in the Guidelines for the Special Mobility Strand (when applicable).

7.2 For the implementation of the project and the beneficiary's reimbursement of costs incurred in terms of staff, travel and costs of stay, the partnership will

Possible options:

- apply the unit costs amounts defined in the Erasmus+ Programme Guide and in the Guidelines for the Use of the Grant
- use the procedure and amounts described hereafter (in Annex XXX of this Agreement) not applicable
  
- *on other unit costs amounts than those specified in the Erasmus+ Programme Guide (even higher if deemed necessary), not applicable*
- *on the reimbursement of actual costs incurred (with a maximum if necessary) or not applicable*
- *on a combination of both not applicable*

7.3 The Erasmus+ grant contribution to the project's equipment and subcontracting costs will be based on the justification of the costs actually incurred. This justification will take the form of the support documentation specified in the relevant section of the Guidelines for the Use of the Grant.

7.4 The beneficiaries confirm that they respect the social and labour legislation of their country regarding the costs of staff contributing to the project.

7.5 Each beneficiary is responsible for ensuring adequate insurance arrangements for their staff and students while participating in project activities.

## **Article 8** **General administrative provisions**

8.1 Any important project related communication between the parties shall be done in writing and addressed to the appointed project manager of each beneficiary, as per the details below:

For the coordinator:

Assoc. Prof. PhD. Anca BANDOI  
A. I. Cuza no.13, Craiova, 200585  
anca.bandoi01@yahoo.com

For the beneficiaries:

**University of Plovdiv „Paisii Hilendarski”, Plovdiv, Bulgaria**  
prof. Nevena Mileva PhD  
24, Tzar Assen Str., Plovdiv, Bulgaria  
nevena.mileva@gmail.com

8.2 Any changes to the above information should be communicated in a timely manner.

## **Article 9** **Promotion and visibility**

9.1 The coordinator and the beneficiaries shall ensure adequate promotion of the project and commit to playing an active role in any actions organised to capitalise on, exploit - disseminate the results of the project.

9.2 Any notice or publication by the project, including at a conference or a seminar, must specify that the project is being co-financed by EU funds within the framework of the Erasmus+ Programme, and must comply with the visibility rules laid down in Articles L10.8 and L10.9 of the Grant Agreement, as well as in section L.6 of the Guidelines for the Use of the Grant.

**Article 10**  
**Confidentiality and data protection**

10.1 The coordinator and the beneficiaries undertake to preserve the confidentiality of any document, information or other material directly related to the subject of the Agreement that is duly classed as confidential, if disclosure could cause prejudice to the other party. The parties shall remain bound by this obligation beyond the closing date of the action.

10.2 All personal data contained in or relating to this Agreement shall be processed in accordance with the dispositions of Article II.6 of the Grant Agreement.

**Article 11**  
**Ownership and property rights**

11.1 The ownership of all project results, including copyrights and intellectual property rights, as well as all reports and other documentation resulting from the action, shall be vested in the beneficiaries, in compliance with Article I.7 of the Grant Agreement.

11.2 Materials already developed and brought in may be only used within the scope of the project as templates of good practice. Copyrights shall be strictly safeguarded and permission for reproduction and scale of production has to be settled beforehand.

**Article 12**  
**Liability**

12.1 Each of the contracting parties discharges the other of any civil liability for any damages suffered by itself or its staff/students as a result of the performance of this Agreement, insofar as such damages are not due to serious or intentional negligence or fault of the other party or its staff/students.

**Article 13**  
**Conflict of interest**

13.1 The coordinator and beneficiaries must undertake all necessary precautions to prevent any risk of conflicts of interest, which could affect their impartial and objective performance of the Agreement. Such conflict of interest could arise in particular as a result of economic interest, political or national affinity, family or emotional reasons, or any other shared interest.

13.2 Any situation constituting or likely to lead to any such conflict should be brought to the attention of the coordinator without delay, and the beneficiary in cause shall undertake to take all necessary measures to rectify this situation at once.

13.3 The coordinator will decide if it is deemed necessary to inform the Executive Agency as provided for in Article II.4 of the Grant Agreement.

**Article 14**  
**Working languages**

14.1 The working language of the partnership shall be English.

14.2 Both parties commit in allocating to the project staff with enough knowledge of the working language, allowing a smooth communication and understanding of the matters discussed.

**Article 15**  
**Conflict resolution**

15.1 In case of conflict between the project partners resulting from the interpretation or the application of this Agreement, or in connection with the activities contained within, the parties involved shall make the effort to come to an amicable arrangement rapidly and in the spirit of good cooperation.

15.2 Disputes should be addressed in writing to the project Steering Committee (or a body consisting of representatives of all the project partners), that will try to mediate in order to resolve the conflict.

**Article 16**  
**Applicable law and jurisdiction**

16.1 This Agreement is governed by the Romanian law, being the law of the coordinator's country.

16.2 In case of any disputes on matters under this Agreement, which cannot be resolved by an amicable settlement, the matter shall have to be decided in accordance with the jurisdiction of the coordinator's country.

16.3 If any provision of this Agreement or the application of any such provision shall be considered invalid or unenforceable in whole or in part for legal requirements, all other stipulations remain valid and binding to both parties.

16.4 If any provision in this Agreement should be wholly or partly ineffective, the parties to this Agreement undertake to replace the ineffective provision by an effective provision which comes as close as possible to the purpose of the ineffective provision.

16.5 This Agreement is concluded in English. In the event of translation of this Agreement and its annexes, the English version shall prevail.

**Article 17**  
**Termination of the Agreement**

17.1 In the event that any of the beneficiaries fail to perform any obligations under the present Agreement or the Grant Agreement, the coordinator may terminate their participation in the project, upon formal written authorisation by the Executive Agency.

17.2 The coordinator shall notify the beneficiary in cause by registered letter. The beneficiary has one month to supply all relevant information to appeal the decision.

**Article 18**  
**Force Majeure**

18.1 If either parties face a case of *force majeure* (as per defined in article II.14 of the Grant Agreement), it shall promptly notify the other party in writing, specifying the nature, probable duration and expected effects of this event.

18.2 Neither of the parties shall be deemed in breach of its obligations if it has been prevented from performing its tasks due to *force majeure*. The parties shall take all necessary measures to minimise possible damage to successful project implementation.

**Article 19**  
**Amendments**

19.1 Any amendments to this Agreement must be made in writing by means of a Supplementary Agreement, and become effective when signed by the authorised legal representatives of both parties. No oral agreement may bind the parties to this effect.

19.2 The amendment may not have the purpose or the effect of making changes which might call into question the dispositions of the Grant Agreement.

**Article 20**  
**Annexes**

- Annex I – Budget/Expenditure/Co-financing breakdown per partner and budget category.
- Annex II - Copy of the Grant Agreement signed between the coordinator and the Executive Agency, its annexes, and any existing amendment.
- Annex III - Financial identification form

We, the undersigned, declare to have read and accepted the terms and conditions of this Agreement as described here before, including the annexes thereto.

**For the Coordinator**

The legal representative  
Prof. Cezar Ionut Senu PhD

*Cezar Ionut Senu*



Signature and stamp  
Done in Craiova

Date [DD/MM/YYYY]

**For the Beneficiary**

The legal representative  
Prof. Zapryan Kozludzhov PhD

*Zapryan Kozludzhov*



Signature and stamp  
Done in Plovdiv

Date [06/02/2018]



Co-funded by the  
Erasmus+ Programme  
of the European Union

*Implementation of Education Quality Assurance System via  
Cooperation of University- Business-Government in HEIs (EDUQAS)*

Project no. 586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

## **Partnership Agreement**

586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

*Implementation of Education Quality Assurance System via Cooperation of University - Business-  
Government in HEIs (EDUQAS)*

The present Partnership Agreement, hereinafter referred to as “the Agreement”, is made and entered into by and between,

**University of Craiova, Romania**  
**A. I. Cuza no.13, Craiova, Romania, 200585**

hereinafter referred to as the “coordinator”, represented for the purposes of signature of the Agreement by Prof. Cezar Ionuț Spînu PhD., Rector, the legal representative as defined in the Grant Agreement 2017-2895/001-001.

and the following beneficiary:

**Latvijas Universitāte - established Riga, Latvia**

hereinafter referred to as the “beneficiaries”, represented for the purposes of signature of this Agreement by their legal representatives, according to the Mandates previously signed and attached to the Grant Agreement (here in Annex II).

Where a provision applies without distinction to the "coordinator" and the "beneficiaries", for the purpose of this Agreement they will be collectively referred to as the "beneficiaries".

The parties hereby have agreed as follows:

## **Article 1**

### **Subject of the Partnership Agreement**

1.1 This Agreement defines the terms that govern the relations between the parties, by establishing their rights and obligations, and lays down the rules of procedure for the work to be carried out in order to successfully implement the Erasmus+ CBHE action *Implementation of Education Quality Assurance System via Cooperation of University - Business-Government in HEIs (EDUQAS)* (hereinafter referred to as the “project”).

1.2 The coordinator and the beneficiaries, undertake to do everything in their power to carry out the work programme forming the subject of this Agreement, which falls within the framework of the Grant Agreement 2017-2895/001-001, concluded between the coordinator and the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as the "Executive Agency"), related to the above-mentioned project.

1.3 The subject matter of this Agreement and the related work programme are detailed in the annexes of the Grant Agreement. The respective Grant Agreement terms and conditions, related annexes and guidelines, shall form an integral part of the present Agreement, and take precedence over it (see Article 20 of the present Agreement for the list of annexes).

1.4 The coordinator and the beneficiaries shall be bound by the terms and conditions of this Agreement, the Grant Agreement and any further amendments of the latter.

## **Article 2**

### **Duration**

2.1 This Agreement shall enter into force on the date the last party signs, but shall have retroactive effect from the starting date of the eligibility period laid down in the Grant Agreement.

2.2 The period of eligibility of the activities and the costs shall be in accordance to the dispositions of the Grant Agreement or any subsequent amendments of it.

2.3 The present Agreement shall remain in force until the coordinator has been discharged in full of his obligations arising from the Grant Agreement signed with the Executive Agency.

## **Article 3**

### **Obligations and responsibilities**

3.1 General obligations and role of the beneficiaries (including the coordinator).

The beneficiaries:

- (a) are jointly responsible for carrying out the activities attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles;
- (b) undertake to comply with all the provisions of the Grant Agreement and its annexes, with all the provisions of this Agreement, as well as with EU and national legislation;
- (c) are jointly responsible for complying with any legal obligations incumbent on them jointly or individually;
- (d) shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;

- (e) shall be responsible for the sound financial management and cost efficiency of the funds allocated to the project.

### 3.2 Specific obligations and role of the coordinator.

The coordinator undertakes to:

- (a) be responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;
- (b) be the intermediary for all communication between the beneficiaries and the Executive Agency, and inform the beneficiaries of any relevant communication exchanged with the Executive Agency;
- (c) inform the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- (d) as the sole recipient of payments on behalf of all beneficiaries, transfer funds to the beneficiaries without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of this Agreement;
- (e) manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;
- (f) comply with all reporting requirements *vis-à-vis* the Executive Agency, as per the dispositions of Article I.4 of the Grant Agreement. The coordinator shall not delegate any part of this task to any party;
- (g) establish payment requests on behalf of the beneficiaries, as per the dispositions of Article I.4 of the Grant Agreement;
- (h) provide one copy of this Agreement duly signed to each beneficiary and to the Executive Agency within 6 months of the signature of the Grant Agreement.
- (i) provide the beneficiaries with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the Use of the Grant, the various reports templates and any other relevant document concerning the project.
- (j) transmit to the beneficiaries copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits.

### 3.3 Specific obligations and role of each beneficiary (excluding the coordinator).

Each beneficiary undertakes to:

- (a) ensure adequate communication with the coordinator and with the other beneficiaries;
- (b) support the coordinator in fulfilling its tasks according to the Grant Agreement;
- (c) submit in due time to the coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations;
- (d) provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;
- (e) notify the coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);
- (f) inform the coordinator of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative.



- (g) undertake their own expenditure, while the coordinator will not undertake any expenses on behalf of the partners;
- (h) should provide the coordinator, upon request, the internal auditing reports certifying that all expenses have been undertaken according to the grant agreement and within the financial regulations of the programme.

#### **Article 4** **Financing the action**

4.1 The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to EUR 815.296,30 and shall take the form as stipulated in Annex III of the Grant Agreement.

4.2 The Erasmus+ grant contribution is awarded to the partnership under the form of:

- a "*reimbursement of actual costs*" for Equipment and Subcontracting costs
- a "*unit contribution*" to the costs incurred for Staff costs, Travel costs and costs of Stay

4.3 The grant contribution to the project is intended to cover only part of the costs actually incurred by the beneficiaries in carrying out the activities foreseen. The beneficiaries commit to provide additional resources to the project so as to ensure its full implementation in accordance with the Grant Agreement.

4.4 Full details of the estimated budget breakdown per funding source, beneficiary and budget category are given in Annex I of this Agreement.

#### **Article 5** **Payment arrangements**

5.1 The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to each individual beneficiary using the accounts stipulated in Annex III of this Agreement.

5.2 The transfer of the Erasmus+ grant contribution to individual beneficiaries will be implemented in accordance with the following timetable and procedure:

*Payment(s) in advance*

The coordinator will transfer to the respective account of each beneficiary in advance of the actual activities (/expenditures) [part of] the estimated Erasmus+ grant contribution identified under Annex 1 of this Agreement, in the following way:

1. 50% of the estimated Erasmus+ grant contribution at the time of signature of this Agreement, according to the amount transferred into the coordinator's account from the Agency;
2. 40% of the estimated Erasmus+ grant contribution after the reception of the necessary proofs of expenditure/activity covering at least 70% of the amount of advance payment already made, and once the second pre-financing has been transferred into the coordinator's account by the Agency.
3. The coordinator shall transfer all amounts to the project partners after they have been received from the Agency.

*Reimbursement of costs incurred*

[Within 30 days of receipt] of the necessary proofs of expenditure/activity (as specified in the Guidelines for the Use of the Grant), the coordinator will reimburse to the beneficiary's account specified on Annex III of this Agreement the [part of the] costs actually incurred in accordance with the estimated budget breakdown identified under Annex 1 of the Agreement. - *not applicable*

5.3 Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the present Agreement and the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiaries will be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.

5.4 If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, the following procedure will apply:

- 1) *the beneficiary responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator.*
- 2) *the beneficiary commits to take in charge a percentage of the ineligible amount(s) corresponding to their share of the Erasmus+ grant and will reimburse it to the coordinator. not applicable*

5.5 The costs of financial transfers and other banking commissions shall be borne by each project partner.

**Article 6**  
**Reporting**

6.1 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, if applicable, copies of supporting documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement.

6.2 The coordinator shall provide the beneficiaries with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion. These reports must be drawn up in EURO.

6.3 The beneficiaries shall keep a record of any expenditure/activity incurred under the project and all proofs and related documents for a period of 5 years after the payment of the final balance under the Grant Agreement. 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 Guidelines for the Use of the Grant.

## **Article 7**

### **Budgetary and financial management**

7.1 The Erasmus+ grant contribution to the project's staff costs, travel costs and costs of stay will be calculated on the basis of "unit contributions" whose individual amounts are specified in the Erasmus+ Programme Guide, in the Guidelines for the Use of the Grant and in the Guidelines for the Special Mobility Strand (when applicable).

7.2 For the implementation of the project and the beneficiary's reimbursement of costs incurred in terms of staff, travel and costs of stay, the partnership will

Possible options:

- apply the unit costs amounts defined in the Erasmus+ Programme Guide and in the Guidelines for the Use of the Grant
- use the procedure and amounts described hereafter (in Annex XXX of this Agreement) not applicable
  
- *on other unit costs amounts than those specified in the Erasmus+ Programme Guide (even higher if deemed necessary), not applicable*
- *on the reimbursement of actual costs incurred (with a maximum if necessary) or not applicable*
- *on a combination of both not applicable*

7.3 The Erasmus+ grant contribution to the project's equipment and subcontracting costs will be based on the justification of the costs actually incurred. This justification will take the form of the support documentation specified in the relevant section of the Guidelines for the Use of the Grant.

7.4 The beneficiaries confirm that they respect the social and labour legislation of their country regarding the costs of staff contributing to the project.

7.5 Each beneficiary is responsible for ensuring adequate insurance arrangements for their staff and students while participating in project activities.

## **Article 8**

### **General administrative provisions**

8.1 Any important project related communication between the parties shall be done in writing and addressed to the appointed project manager of each beneficiary, as per the details below:

For the coordinator:

Assoc. Prof. PhD. Anca BANDOI  
A. I. Cuza no.13, Craiova, 200585  
anca.bandoi01@yahoo.com

For the beneficiary:

Latvijas Universitāte, Riga, Latvia  
Baiba ŠAVRIŅA - Faculty of Business, Management and Economics,  
Aspazijas blvd.5, LV, 1050, Riga, Latvia,  
Email: baiba.savrina@lu.lv  
Phone: + 371 29180249

8.2 Any changes to the above information should be communicated in a timely manner.

## **Article 9**

### **Promotion and visibility**

9.1 The coordinator and the beneficiaries shall ensure adequate promotion of the project and commit to playing an active role in any actions organised to capitalise on, exploit / disseminate the results of the project.

9.2 Any notice or publication by the project, including at a conference or a seminar, must specify that the project is being co-financed by EU funds within the framework of the Erasmus+ Programme, and must comply with the visibility rules laid down in Articles I.10.8 and I.10.9 of the Grant Agreement, as well as in section 1.6 of the Guidelines for the Use of the Grant.

**Article 10**  
**Confidentiality and data protection**

10.1 The coordinator and the beneficiaries undertake to preserve the confidentiality of any document, information or other material directly related to the subject of the Agreement that is duly classed as confidential, if disclosure could cause prejudice to the other party. The parties shall remain bound by this obligation beyond the closing date of the action.

10.2 All personal data contained in or relating to this Agreement shall be processed in accordance with the dispositions of Article II.6 of the Grant Agreement.

**Article 11**  
**Ownership and property rights**

11.1 The ownership of all project results, including copyrights and intellectual property rights, as well as all reports and other documentation resulting from the action, shall be vested in the beneficiaries, in compliance with Article I.7 of the Grant Agreement.

11.2 Materials already developed and brought in may be only used within the scope of the project as templates of good practice. Copyrights shall be strictly safeguarded and permission for reproduction and scale of production has to be settled beforehand.

**Article 12**  
**Liability**

12.1 Each of the contracting parties discharges the other of any civil liability for any damages suffered by itself or its staff/students as a result of the performance of this Agreement, insofar as such damages are not due to serious or intentional negligence or fault of the other party or its staff/students.

**Article 13**  
**Conflict of interest**

13.1 The coordinator and beneficiaries must undertake all necessary precautions to prevent any risk of conflicts of interest, which could affect their impartial and objective performance of the Agreement. Such conflict of interest could arise in particular as a result of economic interest, political or national affinity, family or emotional reasons, or any other shared interest.

13.2 Any situation constituting or likely to lead to any such conflict should be brought to the attention of the coordinator without delay, and the beneficiary in cause shall undertake to take all necessary measures to rectify this situation at once.

13.3 The coordinator will decide if it is deemed necessary to inform the Executive Agency as provided for in Article II.4 of the Grant Agreement.

**Article 14**  
**Working languages**

14.1 The working language of the partnership shall be English.

14.2 Both parties commit in allocating to the project staff with enough knowledge of the working language, allowing a smooth communication and understanding of the matters discussed.

**Article 15**  
**Conflict resolution**

15.1 In case of conflict between the project partners resulting from the interpretation or the application of this Agreement, or in connection with the activities contained within, the parties involved shall make the effort to come to an amicable arrangement rapidly and in the spirit of good cooperation.

15.2 Disputes should be addressed in writing to the project Steering Committee (or a body consisting of representatives of all the project partners), that will try to mediate in order to resolve the conflict.

**Article 16**  
**Applicable law and jurisdiction**

16.1 This Agreement is governed by the Romanian law, being the law of the coordinator's country.

16.2 In case of any disputes on matters under this Agreement, which cannot be resolved by an amicable settlement, the matter shall have to be decided in accordance with the jurisdiction of the coordinator's country.

16.3 If any provision of this Agreement or the application of any such provision shall be considered invalid or unenforceable in whole or in part for legal requirements, all other stipulations remain valid and binding to both parties.

16.4 If any provision in this Agreement should be wholly or partly ineffective, the parties to this Agreement undertake to replace the ineffective provision by an effective provision which comes as close as possible to the purpose of the ineffective provision.

16.5 This Agreement is concluded in English. In the event of translation of this Agreement and its annexes, the English version shall prevail.

**Article 17**  
**Termination of the Agreement**

17.1 In the event that any of the beneficiaries fail to perform any obligations under the present Agreement or the Grant Agreement, the coordinator may terminate their participation in the project, upon formal written authorisation by the Executive Agency.

17.2 The coordinator shall notify the beneficiary in cause by registered letter. The beneficiary has one month to supply all relevant information to appeal the decision.

**Article 18**  
**Force Majeure**

18.1 If either parties face a case of *force majeure* (as per defined in article II.14 of the Grant Agreement), it shall promptly notify the other party in writing, specifying the nature, probable duration and expected effects of this event.

18.2 Neither of the parties shall be deemed in breach of its obligations if it has been prevented from performing its tasks due to *force majeure*. The parties shall take all necessary measures to minimise possible damage to successful project implementation.

**Article 19**  
**Amendments**

19.1 Any amendments to this Agreement must be made in writing by means of a Supplementary Agreement, and become effective when signed by the authorised legal representatives of both parties. No oral agreement may bind the parties to this effect.

19.2 The amendment may not have the purpose or the effect of making changes which might call into question the dispositions of the Grant Agreement.

**Article 20**  
**Annexes**

- Annex I – Budget/Expenditure/Co-financing breakdown per partner and budget category.
- Annex II - Copy of the Grant Agreement signed between the coordinator and the Executive Agency, its annexes, and any existing amendment.
- Annex III - Financial identification form

We, the undersigned, declare to have read and accepted the terms and conditions of this Agreement as described here before, including the annexes thereto.

**For the Coordinator**

The legal representative

Prof. Cezar Ionuț Spînu PhD



Signature and stamp

Done in Craiova

Date [DD/MM/YYYY]

26/02/2018

**For the Beneficiary**

The legal representative

Jānis IKSTENS, Vice-rector for Social Sciences

Signature and stamp

Done in Riga

Date [DD/MM/YYYY]





Co-funded by the  
Erasmus+ Programme  
of the European Union

*Implementation of Education Quality Assurance System via  
Cooperation of University- Business-Government in HEIs (EDUQAS)*  
Project no. 586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

## **Partnership Agreement**

586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

*Implementation of Education Quality Assurance System via Cooperation of University - Business-  
Government in HEIs (EDUQAS)*

The present Partnership Agreement, hereinafter referred to as “the Agreement”, is made and entered into by and between,

**University of Craiova, Romania**  
**A. I. Cuza no.13, Craiova, Romania, 200585**

hereinafter referred to as the “coordinator”, represented for the purposes of signature of the Agreement by Prof. Cezar Ionuț Spînu PhD., Rector, the legal representative as defined in the Grant Agreement 2017-2895/001-001.

and the following beneficiary:

**Université de Lorraine – France**  
**34 cours Léopold - BP 25233**  
**54052 NANCY CEDEX**

hereinafter referred to as the “beneficiaries”, represented for the purposes of signature of this Agreement by their legal representatives, according to the Mandates previously signed and attached to the Grant Agreement (here in Annex II).

Where a provision applies without distinction to the "coordinator" and the "beneficiaries", for the purpose of this Agreement they will be collectively referred to as the "beneficiaries".

The parties hereby have agreed as follows:



## **Article 1**

### **Subject of the Partnership Agreement**

1.1 This Agreement defines the terms that govern the relations between the parties, by establishing their rights and obligations, and lays down the rules of procedure for the work to be carried out in order to successfully implement the Erasmus+ CBHE action *Implementation of Education Quality Assurance System via Cooperation of University - Business-Government in HEIs (EDUQAS)* (hereinafter referred to as the "project").

1.2 The coordinator and the beneficiaries, undertake to do everything in their power to carry out the work programme forming the subject of this Agreement, which falls within the framework of the Grant Agreement 2017-2895/001-001, concluded between the coordinator and the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as the "Executive Agency"), related to the above-mentioned project.

1.3 The subject matter of this Agreement and the related work programme are detailed in the annexes of the Grant Agreement. The respective Grant Agreement terms and conditions, related annexes and guidelines, shall form an integral part of the present Agreement, and take precedence over it (see Article 20 of the present Agreement for the list of annexes).

1.4 The coordinator and the beneficiaries shall be bound by the terms and conditions of this Agreement, the Grant Agreement and any further amendments of the latter.

## **Article 2**

### **Duration**

2.1 This Agreement shall enter into force on the date the last party signs, but shall have retroactive effect from the starting date of the eligibility period laid down in the Grant Agreement.

2.2 The period of eligibility of the activities and the costs shall be in accordance to the dispositions of the Grant Agreement or any subsequent amendments of it.

2.3 The present Agreement shall remain in force until the coordinator has been discharged in full of his obligations arising from the Grant Agreement signed with the Executive Agency.

## **Article 3**

### **Obligations and responsibilities**

3.1 General obligations and role of the beneficiaries (including the coordinator).

The beneficiaries:

- (a) are jointly responsible for carrying out the activities attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles;
- (b) undertake to comply with all the provisions of the Grant Agreement and its annexes, with all the provisions of this Agreement, as well as with EU and national legislation;
- (c) are jointly responsible for complying with any legal obligations incumbent on them jointly or individually;
- (d) shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;

- (e) shall be responsible for the sound financial management and cost efficiency of the funds allocated to the project.

### 3.2 Specific obligations and role of the coordinator.

The coordinator undertakes to:

- (a) be responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;
- (b) be the intermediary for all communication between the beneficiaries and the Executive Agency, and inform the beneficiaries of any relevant communication exchanged with the Executive Agency;
- (c) inform the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- (d) as the sole recipient of payments on behalf of all beneficiaries, transfer funds to the beneficiaries without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of this Agreement;
- (e) manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;
- (f) comply with all reporting requirements *vis-à-vis* the Executive Agency, as per the dispositions of Article I.4 of the Grant Agreement. The coordinator shall not delegate any part of this task to any party;
- (g) establish payment requests on behalf of the beneficiaries, as per the dispositions of Article I.4 of the Grant Agreement;
- (h) provide one copy of this Agreement duly signed to each beneficiary and to the Executive Agency within 6 months of the signature of the Grant Agreement.
- (i) provide the beneficiaries with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the Use of the Grant, the various reports templates and any other relevant document concerning the project.
- (j) transmit to the beneficiaries copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits.

### 3.3 Specific obligations and role of each beneficiary (excluding the coordinator).

Each beneficiary undertakes to:

- (a) ensure adequate communication with the coordinator and with the other beneficiaries;
- (b) support the coordinator in fulfilling its tasks according to the Grant Agreement;
- (c) submit in due time to the coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations;
- (d) provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;
- (e) notify the coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);
- (f) inform the coordinator of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative.

- (g) undertake their own expenditure, while the coordinator will not undertake any expenses on behalf of the partners;
- (h) should provide the coordinator, upon request, the internal auditing reports certifying that all expenses have been undertaken according to the grant agreement and within the financial regulations of the programme.

#### **Article 4** **Financing the action**

- 4.1 The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to EUR 815.296,30 and shall take the form as stipulated in Annex III of the Grant Agreement.
- 4.2 The Erasmus+ grant contribution is awarded to the partnership under the form of:
- a "*reimbursement of actual costs*" for Equipment and Subcontracting costs
  - a "*unit contribution*" to the costs incurred for Staff costs, Travel costs and costs of Stay
- 4.3 The grant contribution to the project is intended to cover only part of the costs actually incurred by the beneficiaries in carrying out the activities foreseen. The beneficiaries commit to provide additional resources to the project so as to ensure its full implementation in accordance with the Grant Agreement.
- 4.4 Full details of the estimated budget breakdown per funding source, beneficiary and budget category are given in Annex I of this Agreement.

#### **Article 5** **Payment arrangements**

- 5.1 The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to each individual beneficiary using the accounts stipulated in Annex III of this Agreement.
- 5.2 The transfer of the Erasmus+ grant contribution to individual beneficiaries will be implemented in accordance with the following timetable and procedure:

### *Payment(s) in advance*

The coordinator will transfer to the respective account of each beneficiary in advance of the actual activities (/expenditures) [part of] the estimated Erasmus+ grant contribution identified under Annex I of this Agreement, in the following way:

1. 50% of the estimated Erasmus+ grant contribution at the time of signature of this Agreement, according to the amount transferred into the coordinator's account from the Agency;
2. 40% of the estimated Erasmus+ grant contribution after the reception of the necessary proofs of expenditure/activity covering at least 70% of the amount of advance payment already made, and once the second pre-financing has been transferred into the coordinator's account by the Agency.
3. The coordinator shall transfer all amounts to the project partners after they have been received from the Agency.

### *Reimbursement of costs incurred*

[Within 30 days of receipt] of the necessary proofs of expenditure/activity (as specified in the Guidelines for the Use of the Grant), the coordinator will reimburse to the beneficiary's account specified on Annex III of this Agreement the [part of the] costs actually incurred in accordance with the estimated budget breakdown identified under Annex I of the Agreement. - *not applicable*

5.3 Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the present Agreement and the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiaries will be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.

5.4 If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, the following procedure will apply:

- 1) *the beneficiary responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator.*
- 2) *the beneficiary commits to take in charge a percentage of the ineligible amount(s) corresponding to their share of the Erasmus+ grant and will reimburse it to the coordinator. not applicable*

5.5 The costs of financial transfers and other banking commissions shall be borne by each project partner.

## **Article 6 Reporting**

6.1 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, if applicable, copies of supporting documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement.

6.2 The coordinator shall provide the beneficiaries with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion. These reports must be drawn up in EURO.

6.3 The beneficiaries shall keep a record of any expenditure/activity incurred under the project and all proofs and related documents for a period of 5 years after the payment of the final balance under the Grant Agreement. 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 Guidelines for the Use of the Grant.

## **Article 7** **Budgetary and financial management**

7.1 The Erasmus+ grant contribution to the project's staff costs, travel costs and costs of stay will be calculated on the basis of "unit contributions" whose individual amounts are specified in the Erasmus+ Programme Guide, in the Guidelines for the Use of the Grant and in the Guidelines for the Special Mobility Strand (when applicable).

7.2 For the implementation of the project and the beneficiary's reimbursement of costs incurred in terms of staff, travel and costs of stay, the partnership will

Possible options:

- apply the unit costs amounts defined in the Erasmus+ Programme Guide and in the Guidelines for the Use of the Grant
- use the procedure and amounts described hereafter (in Annex XXX of this Agreement) not applicable
  
- *on other unit costs amounts than those specified in the Erasmus+ Programme Guide (even higher if deemed necessary), not applicable*
- *on the reimbursement of actual costs incurred (with a maximum if necessary) or not applicable*
- *on a combination of both not applicable*

7.3 The Erasmus+ grant contribution to the project's equipment and subcontracting costs will be based on the justification of the costs actually incurred. This justification will take the form of the support documentation specified in the relevant section of the Guidelines for the Use of the Grant.

7.4 The beneficiaries confirm that they respect the social and labour legislation of their country regarding the costs of staff contributing to the project.

7.5 Each beneficiary is responsible for ensuring adequate insurance arrangements for their staff and students while participating in project activities.

## **Article 8**

### **General administrative provisions**

8.1 Any important project related communication between the parties shall be done in writing and addressed to the appointed project manager of each beneficiary, as per the details below:

For the coordinator:

Assoc. Prof. PhD. Anca BANDOI  
A. I. Cuza no.13, Craiova, 200585  
anca.bandoi01@yahoo.com

For the beneficiary:

Universite de Lorraine, Nancy, France  
Goulin Sabine  
34 cours Leopold - CS 25233, 54052 Nancy CEDEX, France  
Email: sabine.goulin@univ-lorraine.fr  
Phone: + 33626376457

8.2 Any changes to the above information should be communicated in a timely manner.

## **Article 9**

### **Promotion and visibility**

9.1 The coordinator and the beneficiaries shall ensure adequate promotion of the project and commit to playing an active role in any actions organised to capitalise on, exploit / disseminate the results of the project.

9.2 Any notice or publication by the project, including at a conference or a seminar, must specify that the project is being co-financed by EU funds within the framework of the Erasmus+ Programme, and must comply with the visibility rules laid down in Articles I.10.8 and I.10.9 of the Grant Agreement, as well as in section 1.6 of the Guidelines for the Use of the Grant.

## **Article 10**

### **Confidentiality and data protection**

10.1 The coordinator and the beneficiaries undertake to preserve the confidentiality of any document, information or other material directly related to the subject of the Agreement that is duly classed as confidential, if disclosure could cause prejudice to the other party. The parties shall remain bound by this obligation beyond the closing date of the action.

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11.1 The ownership of all project results, including copyrights and intellectual property rights, as well as all reports and other documentation resulting from the action, shall be vested in the beneficiaries, in compliance with Article I.7 of the Grant Agreement.

11.2 Materials already developed and brought in may be only used within the scope of the project as templates of good practice. Copyrights shall be strictly safeguarded and permission for reproduction and scale of production has to be settled beforehand.

## **Article 12**

### **Liability**

12.1 Each of the PARTIES remains liable, under the conditions of common law, for the damages that its personnel could cause to third parties in the execution of the AGREEMENT. Each of the PARTIES shall cover the coverage of its personnel in accordance with the applicable legislation in the field of social security, the system of industrial accidents and occupational diseases to which it is subject and shall carry out the formalities incumbent upon it. Each PARTY is liable, under common law conditions, for any damages of any kind caused by its personnel to the personnel of any other PARTY. Each PARTY is liable, under common law conditions, for the damage it causes as a result of or in connection with the execution of the AGREEMENT to movable or immovable property of another PARTY. The PARTIES waive each other's claims for indirect damages (loss of production, loss of turnover, loss of profits, etc ...) that may occur under the AGREEMENT. The PARTIES recognize that the OWN KNOWLEDGE, RESULTS and other information provided by one PARTY to another PARTY in the execution of the AGREEMENT are communicated as is, without any warranties of any kind whatsoever. 'she is. Such OWN KNOWLEDGE, RESULTS and other information are used by the PARTIES under the AGREEMENT at their own expense and risk, and accordingly, none of the PARTIES will have recourse against any other PARTY or its potential subcontractors, or its personnel, for whatever reason and for whatever reason, because of the use of this OWN KNOWLEDGE, these RESULTS and other information, including in case of third-party recourse invoking the infringement of his intellectual property rights. Each PARTY shall, as far as necessary and to the extent that this is consistent with its articles of association, subscribe and maintain in force the insurance policies necessary to guarantee any damage to property or persons that may arise in the course of execution of the AGREEMENT.

## **Article 13**

### **Conflict of interest**

13.1 The coordinator and beneficiaries must undertake all necessary precautions to prevent any risk of conflicts of interest, which could affect their impartial and objective performance of the Agreement.

Such conflict of interest could arise in particular as a result of economic interest, political or national affinity, family or emotional reasons, or any other shared interest.

13.2 Any situation constituting or likely to lead to any such conflict should be brought to the attention of the coordinator without delay, and the beneficiary in cause shall undertake to take all necessary measures to rectify this situation at once.

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14.1 The working language of the partnership shall be English.

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**Conflict resolution**

15.1 In case of conflict between the project partners resulting from the interpretation or the application of this Agreement, or in connection with the activities contained within, the parties involved shall make the effort to come to an amicable arrangement rapidly and in the spirit of good cooperation.

15.2 Disputes should be addressed in writing to the project Steering Committee (or a body consisting of representatives of all the project partners), that will try to mediate in order to resolve the conflict.

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**Applicable law and jurisdiction**

16.1 This Agreement is governed by the Romanian law, being the law of the coordinator's country.

16.2 In case of any disputes on matters under this Agreement, which cannot be resolved by an amicable settlement, the matter shall have to be decided in accordance with the jurisdiction of the coordinator's country.

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**Termination of the Agreement**

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17.2 The coordinator shall notify the beneficiary in cause by registered letter. The beneficiary has one month to supply all relevant information to appeal the decision.

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**Force Majeure**

18.1 If either parties face a case of *force majeure* (as per defined in article II.14 of the Grant Agreement), it shall promptly notify the other party in writing, specifying the nature, probable duration and expected effects of this event.

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**Article 19**  
**Amendments**

19.1 Any amendments to this Agreement must be made in writing by means of a Supplementary Agreement, and become effective when signed by the authorised legal representatives of both parties. No oral agreement may bind the parties to this effect.

19.2 The amendment may not have the purpose or the effect of making changes which might call into question the dispositions of the Grant Agreement.

**Article 20**  
**Annexes**

- Annex I – Budget/Expenditure/Co-financing breakdown per partner and budget category.
- Annex II - Copy of the Grant Agreement signed between the coordinator and the Executive Agency, its annexes, and any existing amendment.
- Annex III - Financial identification form

We, the undersigned, declare to have read and accepted the terms and conditions of this Agreement as described here before, including the annexes thereto.

**For the Coordinator**  
The legal representative  
Prof. Cezar Ionut Spînu PhD.

Signature and stamp  
Done in Craiova

Date :



**For the Beneficiary**  
The legal representative  
Pierre Mutzenhardt, President

Signature and stamp  
Done in Nancy

Date : - 6 SEP. 2018





Co-funded by the  
Erasmus+ Programme  
of the European Union

*Implementation of Education Quality Assurance System via  
Cooperation of University- Business-Government in HEIs (EDUQAS)*

Project no. 586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

## **Partnership Agreement**

586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

*Implementation of Education Quality Assurance System via Cooperation of University - Business-  
Government in HEIs (EDUQAS)*

The present Partnership Agreement, hereinafter referred to as "the Agreement", is made and entered into by and between,

**University of Craiova, Romania**  
**A. I. Cuza no.13, Craiova, Romania, 200585**

hereinafter referred to as the "coordinator", represented for the purposes of signature of the Agreement by Prof. Cezar Ionuț Spînu PhD., Rector, the legal representative as defined in the Grant Agreement 2017-2895/001-001.

and the following beneficiary:

**Simon Kuznets Kharkiv National University of Economics - established Kharkiv, Ukraine ;**

hereinafter referred to as the "beneficiaries", represented for the purposes of signature of this Agreement by their legal representatives, according to the Mandates previously signed and attached to the Grant Agreement (here in Annex II).

Where a provision applies without distinction to the "coordinator" and the "beneficiaries", for the purpose of this Agreement they will be collectively referred to as the "beneficiaries".

The parties hereby have agreed as follows:

## **Article 1** **Subject of the Partnership Agreement**

1.1 This Agreement defines the terms that govern the relations between the parties, by establishing their rights and obligations, and lays down the rules of procedure for the work to be carried out in order to successfully implement the Erasmus+ CBHE action *Implementation of Education Quality Assurance System via Cooperation of University - Business-Government in HEIs (EDUQAS)* (hereinafter referred to as the "project").

1.2 The coordinator and the beneficiaries, undertake to do everything in their power to carry out the work programme forming the subject of this Agreement, which falls within the framework of the Grant Agreement 2017-2895/001-001, concluded between the coordinator and the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as the "Executive Agency"), related to the above-mentioned project.

1.3 The subject matter of this Agreement and the related work programme are detailed in the annexes of the Grant Agreement. The respective Grant Agreement terms and conditions, related annexes and guidelines, shall form an integral part of the present Agreement, and take precedence over it (see Article 20 of the present Agreement for the list of annexes).

1.4 The coordinator and the beneficiaries shall be bound by the terms and conditions of this Agreement, the Grant Agreement and any further amendments of the latter.

## **Article 2** **Duration**

2.1 This Agreement shall enter into force on the date the last party signs, but shall have retroactive effect from the starting date of the eligibility period laid down in the Grant Agreement.

2.2 The period of eligibility of the activities and the costs shall be in accordance to the dispositions of the Grant Agreement or any subsequent amendments of it.

2.3 The present Agreement shall remain in force until the coordinator has been discharged in full of his obligations arising from the Grant Agreement signed with the Executive Agency.

## **Article 3** **Obligations and responsibilities**

3.1 General obligations and role of the beneficiaries (including the coordinator).

The beneficiaries:

- (a) are jointly responsible for carrying out the activities attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles;
- (b) undertake to comply with all the provisions of the Grant Agreement and its annexes, with all the provisions of this Agreement, as well as with EU and national legislation;
- (c) are jointly responsible for complying with any legal obligations incumbent on them jointly or individually;
- (d) shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;

- (e) shall be responsible for the sound financial management and cost efficiency of the funds allocated to the project.

### 3.2 Specific obligations and role of the coordinator.

The coordinator undertakes to:

- (a) be responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;
- (b) be the intermediary for all communication between the beneficiaries and the Executive Agency, and inform the beneficiaries of any relevant communication exchanged with the Executive Agency;
- (c) inform the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- (d) as the sole recipient of payments on behalf of all beneficiaries, transfer funds to the beneficiaries without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of this Agreement;
- (e) manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;
- (f) comply with all reporting requirements *vis-à-vis* the Executive Agency, as per the dispositions of Article I.4 of the Grant Agreement. The coordinator shall not delegate any part of this task to any party;
- (g) establish payment requests on behalf of the beneficiaries, as per the dispositions of Article I.4 of the Grant Agreement;
- (h) provide one copy of this Agreement duly signed to each beneficiary and to the Executive Agency within 6 months of the signature of the Grant Agreement.
- (i) provide the beneficiaries with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the Use of the Grant, the various reports templates and any other relevant document concerning the project.
- (j) transmit to the beneficiaries copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits.

### 3.3 Specific obligations and role of each beneficiary (excluding the coordinator).

Each beneficiary undertakes to:

- (a) ensure adequate communication with the coordinator and with the other beneficiaries;
- (b) support the coordinator in fulfilling its tasks according to the Grant Agreement;
- (c) submit in due time to the coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations;
- (d) provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;
- (e) notify the coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);
- (f) inform the coordinator of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative.

- (g) should provide the coordinator, upon request, the internal auditing reports certifying that all expenses have been undertaken according to the grant agreement and within the financial regulations of the programme.

#### **Article 4 Financing the action**

- 4.1 The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to EUR 815.296,30 and shall take the form as stipulated in Annex III of the Grant Agreement.
- 4.2 The Erasmus+ grant contribution is awarded to the partnership under the form of:
- a "*reimbursement of actual costs*" for Equipment and Subcontracting costs
  - a "*unit contribution*" to the costs incurred for Staff costs, Travel costs and costs of Stay
- 4.3 The grant contribution to the project is intended to cover only part of the costs actually incurred by the beneficiaries in carrying out the activities foreseen. The beneficiaries commit to provide additional resources to the project so as to ensure its full implementation in accordance with the Grant Agreement.
- 4.4 Full details of the estimated budget breakdown per funding source, beneficiary and budget category are given in Annex I of this Agreement.

#### **Article 5 Payment arrangements**

- 5.1 The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to each individual beneficiary using the accounts stipulated in Annex III of this Agreement.
- 5.2 The transfer of the Erasmus+ grant contribution to individual beneficiaries will be implemented in accordance with the following timetable and procedure:

##### *Payment(s) in advance*

The coordinator will transfer to the respective account of each beneficiary in advance of the actual activities (/expenditures) [part of] the estimated Erasmus+ grant contribution identified under Annex 1 of this Agreement, in the following way:

1. 50% of the estimated Erasmus+ grant contribution at the time of signature of this Agreement, according to the amount transferred into the coordinator's account from the Agency;
2. 40% of the estimated Erasmus+ grant contribution after the reception of the necessary proofs of expenditure/activity covering at least 70% of the amount of advance payment already made, and once the second pre-financing has been transferred into the coordinator's account by the Agency.
3. The coordinator shall transfer all amounts to the project partners after they have been received from the Agency.

- 5.3 Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the present Agreement and

the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiaries will be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.

5.4 If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, the following procedure will apply:

*1) the beneficiary responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator.*

5.5 The costs of financial transfers and other banking commissions shall be borne by each project partner.

## **Article 6 Reporting**

6.1 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, if applicable, copies of supporting documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement.

6.2 The coordinator shall provide the beneficiaries with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion. These reports must be drawn up in EURO.

6.3 The beneficiaries shall keep a record of any expenditure/activity incurred under the project and all proofs and related documents for a period of 5 years after the payment of the final balance under the Grant Agreement. 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 Guidelines for the Use of the Grant.

## **Article 7 Budgetary and financial management**

7.1 The Erasmus+ grant contribution to the project's staff costs, travel costs and costs of stay will be calculated on the basis of "unit contributions" whose individual amounts are specified in the Erasmus+ Programme Guide, in the Guidelines for the Use of the Grant.

7.2 For the implementation of the project and the beneficiary's reimbursement of costs incurred in terms of staff, travel and costs of stay, the partnership will

Possible options:

- apply the unit costs amounts defined in the Erasmus+ Programme Guide and in the Guidelines for the Use of the Grant

7.3 The Erasmus+ grant contribution to the project's equipment and subcontracting costs will be based on the justification of the costs actually incurred. This justification will take the form of the support documentation specified in the relevant section of the Guidelines for the Use of the Grant. Procurement of the equipment will be carried out in accordance with the national legislation of the beneficiary.

7.4 The beneficiaries confirm that they respect the social and labour legislation of their country regarding the costs of staff contributing to the project.

7.5 Each beneficiary is responsible for ensuring adequate insurance arrangements for their staff and students while participating in project activities.

## **Article 8** **General administrative provisions**

8.1 Any important project related communication between the parties shall be done in writing and addressed to the appointed project manager of each beneficiary, as per the details below:

For the coordinator:  
Assoc. Prof. PhD. Anca BANDOI  
A. I. Cuza no.13, Craiova, 200585  
anca.bandoi01@yahoo.com

For the beneficiary:  
Simon Kuznets Kharkiv National University of Economics - established Kharkiv, Ukraine ;  
Iryna ZOLOTARYOVA  
Kharkiv, Nauky avenue, 9-A, 61166 Ukraine  
Email: iryna.zolotaryova@hneu.net  
Phone: +380677596158

8.2 Any changes to the above information should be communicated in a timely manner.

## **Article 9** **Promotion and visibility**

9.1 The coordinator and the beneficiaries shall ensure adequate promotion of the project and commit to playing an active role in any actions organised to capitalise on, exploit / disseminate the results of the project.

9.2 Any notice or publication by the project, including at a conference or a seminar, must specify that the project is being co-financed by EU funds within the framework of the Erasmus+ Programme, and must comply with the visibility rules laid down in Articles I.10.8 and I.10.9 of the Grant Agreement, as well as in section 1.6 of the Guidelines for the Use of the Grant.

## **Article 10** **Confidentiality and data protection**

10.1 The coordinator and the beneficiaries undertake to preserve the confidentiality of any document, information or other material directly related to the subject of the Agreement that is duly classed as confidential, if disclosure could cause prejudice to the other party. The parties shall remain bound by this obligation beyond the closing date of the action.

10.2 All personal data contained in or relating to this Agreement shall be processed in accordance with the dispositions of Article II.6 of the Grant Agreement.



## **Article 11 Ownership and property rights**

11.1 The ownership of all project results, including copyrights and intellectual property rights, as well as all reports and other documentation resulting from the action, shall be vested in the beneficiaries, in compliance with Article I.7 of the Grant Agreement.

11.2 Materials already developed and brought in may be only used within the scope of the project as templates of good practice. Copyrights shall be strictly safeguarded and permission for reproduction and scale of production has to be settled beforehand.

## **Article 12 Liability**

12.1 Each of the contracting parties discharges the other of any civil liability for any damages suffered by itself or its staff/students as a result of the performance of this Agreement, insofar as such damages are not due to serious or intentional negligence or fault of the other party or its staff/students.

## **Article 13 Conflict of interest**

13.1 The coordinator and beneficiaries must undertake all necessary precautions to prevent any risk of conflicts of interest, which could affect their impartial and objective performance of the Agreement. Such conflict of interest could arise in particular as a result of economic interest, political or national affinity, family or emotional reasons, or any other shared interest.

13.2 Any situation constituting or likely to lead to any such conflict should be brought to the attention of the coordinator without delay, and the beneficiary in cause shall undertake to take all necessary measures to rectify this situation at once.

13.3 The coordinator will decide if it is deemed necessary to inform the Executive Agency as provided for in Article II.4 of the Grant Agreement.

## **Article 14 Working languages**

14.1 The working language of the partnership shall be English.

14.2 Both parties commit in allocating to the project staff with enough knowledge of the working language, allowing a smooth communication and understanding of the matters discussed.

## **Article 15 Conflict resolution**

15.1 In case of conflict between the project partners resulting from the interpretation or the application of this Agreement, or in connection with the activities contained within, the parties involved shall make the effort to come to an amicable arrangement rapidly and in the spirit of good cooperation.

15.2 Disputes should be addressed in writing to the project Steering Committee (or a body consisting of representatives of all the project partners), that will try to mediate in order to resolve the conflict.

**Article 16**  
**Applicable law and jurisdiction**

16.1 This Agreement is governed by the Romanian law, being the law of the coordinator's country.

16.2 In case of any disputes on matters under this Agreement, which cannot be resolved by an amicable settlement, the matter shall have to be decided in accordance with the jurisdiction of the coordinator's country.

16.3 If any provision of this Agreement or the application of any such provision shall be considered invalid or unenforceable in whole or in part for legal requirements, all other stipulations remain valid and binding to both parties.

16.4 If any provision in this Agreement should be wholly or partly ineffective, the parties to this Agreement undertake to replace the ineffective provision by an effective provision which comes as close as possible to the purpose of the ineffective provision.

16.5 This Agreement is concluded in English. In the event of translation of this Agreement and its annexes, the English version shall prevail.

**Article 17**  
**Termination of the Agreement**

17.1 In the event that any of the beneficiaries fail to perform any obligations under the present Agreement or the Grant Agreement, the coordinator may terminate their participation in the project, upon formal written authorisation by the Executive Agency.

17.2 The coordinator shall notify the beneficiary in cause by registered letter. The beneficiary has one month to supply all relevant information to appeal the decision.

**Article 18**  
**Force Majeure**

18.1 If either parties face a case of *force majeure* (as per defined in article II.14 of the Grant Agreement), it shall promptly notify the other party in writing, specifying the nature, probable duration and expected effects of this event.

18.2 Neither of the parties shall be deemed in breach of its obligations if it has been prevented from performing its tasks due to *force majeure*. The parties shall take all necessary measures to minimise possible damage to successful project implementation.

**Article 19**  
**Amendments**

19.1 Any amendments to this Agreement must be made in writing by means of a Supplementary Agreement, and become effective when signed by the authorised legal representatives of both parties. No oral agreement may bind the parties to this effect.

19.2 The amendment may not have the purpose or the effect of making changes which might call into question the dispositions of the Grant Agreement.

**Article 20**  
**Annexes**

- Annex I – Budget breakdown per partner and budget category.
- Annex II - Copy of the Grant Agreement signed between the coordinator and the Executive Agency, its annexes, and any existing amendment.
- Annex III - Financial identification form
- Annex IV – List of Equipment

We, the undersigned, declare to have read and accepted the terms and conditions of this Agreement as described here before, including the annexes thereto.

**For the Coordinator**  
The legal representative  
Prof. Cezar Ionut Spînu PhD.

Signature and stamp  
Done in Craiova

Date



**For the Beneficiary**  
Rector  
Volodymyr PONOMARENKO

Signature and stamp  
Done in Kharkiv

Date





Co-funded by the  
Erasmus+ Programme  
of the European Union

*Implementation of Education Quality Assurance System via  
Cooperation of University- Business-Government in HEIs (EDUQAS)*

Project no. 586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

## **Partnership Agreement**

586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

*Implementation of Education Quality Assurance System via Cooperation of University - Business-  
Government in HEIs (EDUQAS)*

The present Partnership Agreement, hereinafter referred to as "the Agreement", is made and entered into by and between,

**University of Craiova, Romania**  
**A. I. Cuza no.13, Craiova, Romania, 200585**

hereinafter referred to as the "coordinator", represented for the purposes of signature of the Agreement by Prof. Cezar Ionuț Spînu PhD., Rector, the legal representative as defined in the Grant Agreement 2017-2895/001-001.

and the following beneficiary:

**LVIV POLYTECHNIC NATIONAL UNIVERSITY - established Lviv, Ukraine;**

hereinafter referred to as the "beneficiaries", represented for the purposes of signature of this Agreement by their legal representatives, according to the Mandates previously signed and attached to the Grant Agreement (here in Annex II).

Where a provision applies without distinction to the "coordinator" and the "beneficiaries", for the purpose of this Agreement they will be collectively referred to as the "beneficiaries".

The parties hereby have agreed as follows:

## **Article 1**

### **Subject of the Partnership Agreement**

1.1 This Agreement defines the terms that govern the relations between the parties, by establishing their rights and obligations, and lays down the rules of procedure for the work to be carried out in order to successfully implement the Erasmus+ CBHE action *Implementation of Education Quality Assurance System via Cooperation of University - Business-Government in HEIs (EDUQAS)* (hereinafter referred to as the "project").

1.2 The coordinator and the beneficiaries, undertake to do everything in their power to carry out the work programme forming the subject of this Agreement, which falls within the framework of the Grant Agreement 2017-2895/001-001, concluded between the coordinator and the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as the "Executive Agency"), related to the above-mentioned project.

1.3 The subject matter of this Agreement and the related work programme are detailed in the annexes of the Grant Agreement. The respective Grant Agreement terms and conditions, related annexes and guidelines, shall form an integral part of the present Agreement, and take precedence over it (see Article 20 of the present Agreement for the list of annexes).

1.4 The coordinator and the beneficiaries shall be bound by the terms and conditions of this Agreement, the Grant Agreement and any further amendments of the latter.

## **Article 2**

### **Duration**

2.1 This Agreement shall enter into force on the date the last party signs, but shall have retroactive effect from the starting date of the eligibility period laid down in the Grant Agreement.

2.2 The period of eligibility of the activities and the costs shall be in accordance to the dispositions of the Grant Agreement or any subsequent amendments of it.

2.3 The present Agreement shall remain in force until the coordinator has been discharged in full of his obligations arising from the Grant Agreement signed with the Executive Agency.

### **Article 3** **Obligations and responsibilities**

#### 3.1 General obligations and role of the beneficiaries (including the coordinator).

The beneficiaries:

- (a) are jointly responsible for carrying out the activities attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles;
- (b) undertake to comply with all the provisions of the Grant Agreement and its annexes, with all the provisions of this Agreement, as well as with EU and national legislation;
- (c) are jointly responsible for complying with any legal obligations incumbent on them jointly or individually;
- (d) shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;
- (e) shall be responsible for the sound financial management and cost efficiency of the funds allocated to the project.

#### 3.2 Specific obligations and role of the coordinator.

The coordinator undertakes to:

- (a) be responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;
- (b) be the intermediary for all communication between the beneficiaries and the Executive Agency, and inform the beneficiaries of any relevant communication exchanged with the Executive Agency;
- (c) inform the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- (d) as the sole recipient of payments on behalf of all beneficiaries, transfer funds to the beneficiaries without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of this Agreement;
- (e) manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;
- (f) comply with all reporting requirements *vis-à-vis* the Executive Agency, as per the dispositions of Article I.4 of the Grant Agreement. The coordinator shall not delegate any part of this task to any party;
- (g) establish payment requests on behalf of the beneficiaries, as per the dispositions of Article I.4 of the Grant Agreement;
- (h) provide one copy of this Agreement duly signed to each beneficiary and to the Executive Agency within 6 months of the signature of the Grant Agreement.
- (i) provide the beneficiaries with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the Use of the Grant, the various reports templates and any other relevant document concerning the project.

- (j) transmit to the beneficiaries copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits.

### 3.3 Specific obligations and role of each beneficiary (excluding the coordinator).

Each beneficiary undertakes to:

- (a) ensure adequate communication with the coordinator and with the other beneficiaries;
- (b) support the coordinator in fulfilling its tasks according to the Grant Agreement;
- (c) submit in due time to the coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations;
- (d) provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;
- (e) notify the coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);
- (f) inform the coordinator of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative.
- (g) undertake their own expenditure, while the coordinator will not undertake any expenses on behalf of the partners;
- (h) should provide the coordinator, upon request, the internal auditing reports certifying that all expenses have been undertaken according to the grant agreement and within the financial regulations of the programme.

## Article 4 Financing the action

4.1 The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to EUR 815.296,30 and shall take the form as stipulated in Annex III of the Grant Agreement.

4.2 The Erasmus+ grant contribution is awarded to the partnership under the form of:

- a "*reimbursement of actual costs*" for Equipment and Subcontracting costs
- a "*unit contribution*" to the costs incurred for Staff costs, Travel costs and costs of Stay

4.3 The grant contribution to the project is intended to cover only part of the costs actually incurred by the beneficiaries in carrying out the activities foreseen. The beneficiaries commit to provide additional resources to the project so as to ensure its full implementation in accordance with the Grant Agreement.

4.4 Full details of the estimated budget breakdown per funding source, beneficiary and budget category are given in Annex I of this Agreement.

## **Article 5**

### **Payment arrangements**

5.1 The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to each individual beneficiary using the accounts stipulated in Annex III of this Agreement.

5.2 The transfer of the Erasmus+ grant contribution to individual beneficiaries will be implemented in accordance with the following timetable and procedure:

#### *Payment(s) in advance*

The coordinator will transfer to the respective account of each beneficiary in advance of the actual activities (/expenditures) [part of] the estimated Erasmus+ grant contribution identified under Annex 1 of this Agreement, in the following way:

1. 50% of the estimated Erasmus+ grant contribution at the time of signature of this Agreement, according to the amount transferred into the coordinator's account from the Agency;
2. 40% of the estimated Erasmus+ grant contribution after the reception of the necessary proofs of expenditure/activity covering at least 70% of the amount of advance payment already made, and once the second pre-financing has been transferred into the coordinator's account by the Agency.
3. The coordinator shall transfer all amounts to the project partners after they have been received from the Agency.

5.3 Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the present Agreement and the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiaries will be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.

5.4 If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, the following procedure will apply:

*1) the beneficiary responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator.*

5.5 The costs of financial transfers and other banking commissions shall be borne by each project partner.



## **Article 6 Reporting**

6.1 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, if applicable, copies of supporting documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement.

6.2 The coordinator shall provide the beneficiaries with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion. These reports must be drawn up in EURO.

6.3 The beneficiaries shall keep a record of any expenditure/activity incurred under the project and all proofs and related documents for a period of 5 years after the payment of the final balance under the Grant Agreement. 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 Guidelines for the Use of the Grant.

## **Article 7 Budgetary and financial management**

7.1 The Erasmus+ grant contribution to the project's staff costs, travel costs and costs of stay will be calculated on the basis of "unit contributions" whose individual amounts are specified in the Erasmus+ Programme Guide, in the Guidelines for the Use of the Grant and in the Guidelines for the Special Mobility Strand (when applicable).

7.2 For the implementation of the project and the beneficiary's reimbursement of costs incurred in terms of staff, travel and costs of stay, the partnership will

Possible options:

- apply the unit costs amounts defined in the Erasmus+ Programme Guide and in the Guidelines for the Use of the Grant

7.3 The Erasmus+ grant contribution to the project's equipment and subcontracting costs will be based on the justification of the costs actually incurred. This justification will take the form of the support documentation specified in the relevant section of the Guidelines for the Use of the Grant.

7.4 The beneficiaries confirm that they respect the social and labour legislation of their country regarding the costs of staff contributing to the project.

7.5 Each beneficiary is responsible for ensuring adequate insurance arrangements for their staff and students while participating in project activities.

## **Article 8 General administrative provisions**

8.1 Any important project related communication between the parties shall be done in writing and addressed to the appointed project manager of each beneficiary, as per the details below:

For the coordinator:

Assoc. Prof. PhD. Anca BANDOI  
A. I. Cuza no.13, Craiova, 200585  
anca.bandoi01@yahoo.com

For the beneficiary:

LVIV POLYTECHNIC NATIONAL UNIVERSITY, Lviv, Ukraine  
Ihor Oleksiv  
Lviv, 12 Stepana Bandery str., 79013, Lviv, Ukraine  
E-mail: ol.ih33@gmail.com  
Phone: +380676727408

8.2 Any changes to the above information should be communicated in a timely manner.

## **Article 9 Promotion and visibility**

9.1 The coordinator and the beneficiaries shall ensure adequate promotion of the project and commit to playing an active role in any actions organised to capitalise on, exploit / disseminate the results of the project.

9.2 Any notice or publication by the project, including at a conference or a seminar, must specify that the project is being co-financed by EU funds within the framework of the Erasmus+ Programme, and must comply with the visibility rules laid down in Articles I.10.8 and I.10.9 of the Grant Agreement, as well as in section 1.6 of the Guidelines for the Use of the Grant.

## **Article 10 Confidentiality and data protection**

10.1 The coordinator and the beneficiaries undertake to preserve the confidentiality of any document, information or other material directly related to the subject of the Agreement that is duly classed as confidential, if disclosure could cause prejudice to the other party. The parties shall remain bound by this obligation beyond the closing date of the action.

10.2 All personal data contained in or relating to this Agreement shall be processed in accordance with the dispositions of Article II.6 of the Grant Agreement.

## **Article 11 Ownership and property rights**

11.1 The ownership of all project results, including copyrights and intellectual property rights, as well as all reports and other documentation resulting from the action, shall be vested in the beneficiaries, in compliance with Article I.7 of the Grant Agreement.

11.2 Materials already developed and brought in may be only used within the scope of the project as templates of good practice. Copyrights shall be strictly safeguarded and permission for reproduction and scale of production has to be settled beforehand.

## **Article 12**

### **Liability**

12.1 Each of the contracting parties discharges the other of any civil liability for any damages suffered by itself or its staff/students as a result of the performance of this Agreement, insofar as such damages are not due to serious or intentional negligence or fault of the other party or its staff/students.

## **Article 13**

### **Conflict of interest**

13.1 The coordinator and beneficiaries must undertake all necessary precautions to prevent any risk of conflicts of interest, which could affect their impartial and objective performance of the Agreement. Such conflict of interest could arise in particular as a result of economic interest, political or national affinity, family or emotional reasons, or any other shared interest.

13.2 Any situation constituting or likely to lead to any such conflict should be brought to the attention of the coordinator without delay, and the beneficiary in cause shall undertake to take all necessary measures to rectify this situation at once.

13.3 The coordinator will decide if it is deemed necessary to inform the Executive Agency as provided for in Article II.4 of the Grant Agreement.

## **Article 14**

### **Working languages**

14.1 The working language of the partnership shall be English.

14.2 Both parties commit in allocating to the project staff with enough knowledge of the working language, allowing a smooth communication and understanding of the matters discussed.

## **Article 15**

### **Conflict resolution**

15.1 In case of conflict between the project partners resulting from the interpretation or the application of this Agreement, or in connection with the activities contained within, the parties involved shall make the effort to come to an amicable arrangement rapidly and in the spirit of good cooperation.

15.2 Disputes should be addressed in writing to the project Steering Committee (or a body consisting of representatives of all the project partners), that will try to mediate in order to resolve the conflict.

#### **Article 16** **Applicable law and jurisdiction**

16.1 This Agreement is governed by the Romanian law, being the law of the coordinator's country.

16.2 In case of any disputes on matters under this Agreement, which cannot be resolved by an amicable settlement, the matter shall have to be decided in accordance with the jurisdiction of the coordinator's country.

16.3 If any provision of this Agreement or the application of any such provision shall be considered invalid or unenforceable in whole or in part for legal requirements, all other stipulations remain valid and binding to both parties.

16.4 If any provision in this Agreement should be wholly or partly ineffective, the parties to this Agreement undertake to replace the ineffective provision by an effective provision which comes as close as possible to the purpose of the ineffective provision.

16.5 This Agreement is concluded in English. In the event of translation of this Agreement and its annexes, the English version shall prevail.

#### **Article 17** **Termination of the Agreement**

17.1 In the event that any of the beneficiaries fail to perform any obligations under the present Agreement or the Grant Agreement, the coordinator may terminate their participation in the project, upon formal written authorisation by the Executive Agency.

17.2 The coordinator shall notify the beneficiary in cause by registered letter. The beneficiary has one month to supply all relevant information to appeal the decision.

**Article 18**  
**Force Majeure**

18.1 If either parties face a case of *force majeure* (as per defined in article II.14 of the Grant Agreement), it shall promptly notify the other party in writing, specifying the nature, probable duration and expected effects of this event.

18.2 Neither of the parties shall be deemed in breach of its obligations if it has been prevented from performing its tasks due to *force majeure*. The parties shall take all necessary measures to minimise possible damage to successful project implementation.

**Article 19**  
**Amendments**

19.1 Any amendments to this Agreement must be made in writing by means of a Supplementary Agreement, and become effective when signed by the authorised legal representatives of both parties. No oral agreement may bind the parties to this effect.

19.2 The amendment may not have the purpose or the effect of making changes which might call into question the dispositions of the Grant Agreement.

**Article 20**  
**Annexes**

- Annex I – Budget/Expenditure/Co-financing breakdown per partner and budget category.
- Annex II - Copy of the Grant Agreement signed between the coordinator and the Executive Agency, its annexes, and any existing amendment.
- Annex III - Financial identification form

We, the undersigned, declare to have read and accepted the terms and conditions of this Agreement as described here before, including the annexes thereto.

**For the Coordinator**

The legal representative  
Prof. Cezar Ionut Spînu PhD



Signature and stamp  
Done in Craiova

Date [DD/MM/YYYY]

26/02/2018

**For the Beneficiary**

The legal representative  
Yuriy Bobalo



Signature and stamp  
Done in Lviv

Date [DD/MM/YYYY]

08/02/2018



Co-funded by the  
Erasmus+ Programme  
of the European Union

*Implementation of Education Quality Assurance System via  
Cooperation of University- Business-Government in HEIs (EDUQAS)*  
Project no. 586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

## **Partnership Agreement**

586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

*Implementation of Education Quality Assurance System via Cooperation of University - Business-  
Government in HEIs (EDUQAS)*

The present Partnership Agreement, hereinafter referred to as "the Agreement", is made and entered into by and between,

**University of Craiova, Romania**  
**A. I. Cuza no.13, Craiova, Romania, 200585**

hereinafter referred to as the "coordinator", represented for the purposes of signature of the Agreement by Prof. Cezar Ionuț Spînu PhD., Rector, the legal representative as defined in the Grant Agreement 2017-2895/001-001.

and the following beneficiary:

**Donetsk State University of Management - established in Mariupol, Ukraine;**

hereinafter referred to as the "beneficiaries", represented for the purposes of signature of this Agreement by their legal representatives, according to the Mandates previously signed and attached to the Grant Agreement (here in Annex II).

Where a provision applies without distinction to the "coordinator" and the "beneficiaries", for the purpose of this Agreement they will be collectively referred to as the "beneficiaries".

The parties hereby have agreed as follows:

## **Article 1**

### **Subject of the Partnership Agreement**

1.1 This Agreement defines the terms that govern the relations between the parties, by establishing their rights and obligations, and lays down the rules of procedure for the work to be carried out in order to successfully implement the Erasmus+ CBHE action *Implementation of Education Quality Assurance System via Cooperation of University - Business-Government in HEIs (EDUQAS)* (hereinafter referred to as the "project").

1.2 The coordinator and the beneficiaries, undertake to do everything in their power to carry out the work programme forming the subject of this Agreement, which falls within the framework of the Grant Agreement 2017-2895/001-001, concluded between the coordinator and the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as the "Executive Agency"), related to the above-mentioned project.

1.3 The subject matter of this Agreement and the related work programme are detailed in the annexes of the Grant Agreement. The respective Grant Agreement terms and conditions, related annexes and guidelines, shall form an integral part of the present Agreement, and take precedence over it (see Article 20 of the present Agreement for the list of annexes).

1.4 The coordinator and the beneficiaries shall be bound by the terms and conditions of this Agreement, the Grant Agreement and any further amendments of the latter.

## **Article 2**

### **Duration**

2.1 This Agreement shall enter into force on the date the last party signs, but shall have retroactive effect from the starting date of the eligibility period laid down in the Grant Agreement.

2.2 The period of eligibility of the activities and the costs shall be in accordance to the dispositions of the Grant Agreement or any subsequent amendments of it.

2.3 The present Agreement shall remain in force until the coordinator has been discharged in full of his obligations arising from the Grant Agreement signed with the Executive Agency.

## **Article 3**

### **Obligations and responsibilities**

3.1 General obligations and role of the beneficiaries (including the coordinator).

The beneficiaries:

- (a) are jointly responsible for carrying out the activities attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles;
- (b) undertake to comply with all the provisions of the Grant Agreement and its annexes, with all the provisions of this Agreement, as well as with EU and national legislation;
- (c) are jointly responsible for complying with any legal obligations incumbent on them jointly or individually;
- (d) shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;

- (e) shall be responsible for the sound financial management and cost efficiency of the funds allocated to the project.

### 3.2 Specific obligations and role of the coordinator.

The coordinator undertakes to:

- (a) be responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;
- (b) be the intermediary for all communication between the beneficiaries and the Executive Agency, and inform the beneficiaries of any relevant communication exchanged with the Executive Agency;
- (c) inform the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- (d) as the sole recipient of payments on behalf of all beneficiaries, transfer funds to the beneficiaries without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of this Agreement;
- (e) manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;
- (f) comply with all reporting requirements *vis-à-vis* the Executive Agency, as per the dispositions of Article I.4 of the Grant Agreement. The coordinator shall not delegate any part of this task to any party;
- (g) establish payment requests on behalf of the beneficiaries, as per the dispositions of Article I.4 of the Grant Agreement;
- (h) provide one copy of this Agreement duly signed to each beneficiary and to the Executive Agency within 6 months of the signature of the Grant Agreement.
- (i) provide the beneficiaries with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the Use of the Grant, the various reports templates and any other relevant document concerning the project.
- (j) transmit to the beneficiaries copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits.

### 3.3 Specific obligations and role of each beneficiary (excluding the coordinator).

Each beneficiary undertakes to:

- (a) ensure adequate communication with the coordinator and with the other beneficiaries;
- (b) support the coordinator in fulfilling its tasks according to the Grant Agreement;
- (c) submit in due time to the coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations;
- (d) provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;
- (e) notify the coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);
- (f) inform the coordinator of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative.



- (g) undertake their own expenditure, while the coordinator will not undertake any expenses on behalf of the partners;
- (h) should provide the coordinator, upon request, the internal auditing reports certifying that all expenses have been undertaken according to the grant agreement and within the financial regulations of the programme.

#### **Article 4** **Financing the action**

- 4.1 The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to EUR 815.296,30 and shall take the form as stipulated in Annex III of the Grant Agreement.
- 4.2 The Erasmus+ grant contribution is awarded to the partnership under the form of:
- a "*reimbursement of actual costs*" for Equipment and Subcontracting costs
  - a "*unit contribution*" to the costs incurred for Staff costs, Travel costs and costs of Stay
- 4.3 The grant contribution to the project is intended to cover only part of the costs actually incurred by the beneficiaries in carrying out the activities foreseen. The beneficiaries commit to provide additional resources to the project so as to ensure its full implementation in accordance with the Grant Agreement.
- 4.4 Full details of the estimated budget breakdown per funding source, beneficiary and budget category are given in Annex I of this Agreement.

#### **Article 5** **Payment arrangements**

- 5.1 The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to each individual beneficiary using the accounts stipulated in Annex III of this Agreement.
- 5.2 The transfer of the Erasmus+ grant contribution to individual beneficiaries will be implemented in accordance with the following timetable and procedure:

### *Payment(s) in advance*

The coordinator will transfer to the respective account of each beneficiary in advance of the actual activities (/expenditures) [part of] the estimated Erasmus+ grant contribution identified under Annex 1 of this Agreement, in the following way:

1. 50% of the estimated Erasmus+ grant contribution at the time of signature of this Agreement, according to the amount transferred into the coordinator's account from the Agency;
2. 40% of the estimated Erasmus+ grant contribution after the reception of the necessary proofs of expenditure/activity covering at least 70% of the amount of advance payment already made, and once the second pre-financing has been transferred into the coordinator's account by the Agency.
3. The coordinator shall transfer all amounts to the project partners after they have been received from the Agency.

5.3 Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the present Agreement and the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiaries will be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.

5.4 If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, the following procedure will apply:

*1) the beneficiary responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator.*

5.5 The costs of financial transfers and other banking commissions shall be borne by each project partner.

## **Article 6 Reporting**

6.1 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, if applicable, copies of supporting documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement.

6.2 The coordinator shall provide the beneficiaries with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion. These reports must be drawn up in EURO.

6.3 The beneficiaries shall keep a record of any expenditure/activity incurred under the project and all proofs and related documents for a period of 5 years after the payment of the final balance under the Grant Agreement. 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 Guidelines for the Use of the Grant.

## **Article 7** **Budgetary and financial management**

7.1 The Erasmus+ grant contribution to the project's staff costs, travel costs and costs of stay will be calculated on the basis of "unit contributions" whose individual amounts are specified in the Erasmus+ Programme Guide, in the Guidelines for the Use of the Grant and in the Guidelines for the Special Mobility Strand (when applicable).

7.2 For the implementation of the project and the beneficiary's reimbursement of costs incurred in terms of staff, travel and costs of stay, the partnership will

Possible options:

- apply the unit costs amounts defined in the Erasmus+ Programme Guide and in the Guidelines for the Use of the Grant

7.3 The Erasmus+ grant contribution to the project's equipment and subcontracting costs will be based on the justification of the costs actually incurred. This justification will take the form of the support documentation specified in the relevant section of the Guidelines for the Use of the Grant.

7.4 The beneficiaries confirm that they respect the social and labour legislation of their country regarding the costs of staff contributing to the project.

7.5 Each beneficiary is responsible for ensuring adequate insurance arrangements for their staff and students while participating in project activities.

## **Article 8** **General administrative provisions**

8.1 Any important project related communication between the parties shall be done in writing and addressed to the appointed project manager of each beneficiary, as per the details below:

For the coordinator:

Assoc. Prof. PhD. Anca BANDOI  
A. I. Cuza no.13, Craiova, 200585  
anca.bandoi01@yahoo.com

For the beneficiary:

Donetsk State University of Management - Mariupol, Ukraine  
Irina SIKORSKAYA  
Mariupol, Karpinskogo St.58, 87535 Ukraine  
Email: irinasikorskaya0207@gmail.com  
Phone: +380506208193

8.2 Any changes to the above information should be communicated in a timely manner.

## **Article 9** **Promotion and visibility**

9.1 The coordinator and the beneficiaries shall ensure adequate promotion of the project and commit to playing an active role in any actions organised to capitalise on, exploit / disseminate the results of the project.

9.2 Any notice or publication by the project, including at a conference or a seminar, must specify that the project is being co-financed by EU funds within the framework of the Erasmus+ Programme, and must comply with the visibility rules laid down in Articles I.10.8 and I.10.9 of the Grant Agreement, as well as in section 1.6 of the Guidelines for the Use of the Grant.

#### **Article 10 Confidentiality and data protection**

10.1 The coordinator and the beneficiaries undertake to preserve the confidentiality of any document, information or other material directly related to the subject of the Agreement that is duly classed as confidential, if disclosure could cause prejudice to the other party. The parties shall remain bound by this obligation beyond the closing date of the action.

10.2 All personal data contained in or relating to this Agreement shall be processed in accordance with the dispositions of Article II.6 of the Grant Agreement.

#### **Article 11 Ownership and property rights**

11.1 The ownership of all project results, including copyrights and intellectual property rights, as well as all reports and other documentation resulting from the action, shall be vested in the beneficiaries, in compliance with Article I.7 of the Grant Agreement.

11.2 Materials already developed and brought in may be only used within the scope of the project as templates of good practice. Copyrights shall be strictly safeguarded and permission for reproduction and scale of production has to be settled beforehand.

#### **Article 12 Liability**

12.1 Each of the contracting parties discharges the other of any civil liability for any damages suffered by itself or its staff/students as a result of the performance of this Agreement, insofar as such damages are not due to serious or intentional negligence or fault of the other party or its staff/students.

#### **Article 13 Conflict of interest**

13.1 The coordinator and beneficiaries must undertake all necessary precautions to prevent any risk of conflicts of interest, which could affect their impartial and objective performance of the Agreement. Such conflict of interest could arise in particular as a result of economic interest, political or national affinity, family or emotional reasons, or any other shared interest.

13.2 Any situation constituting or likely to lead to any such conflict should be brought to the attention of the coordinator without delay, and the beneficiary in cause shall undertake to take all necessary measures to rectify this situation at once.

13.3 The coordinator will decide if it is deemed necessary to inform the Executive Agency as provided for in Article II.4 of the Grant Agreement.

**Article 14**  
**Working languages**

14.1 The working language of the partnership shall be English.

14.2 Both parties commit in allocating to the project staff with enough knowledge of the working language, allowing a smooth communication and understanding of the matters discussed.

**Article 15**  
**Conflict resolution**

15.1 In case of conflict between the project partners resulting from the interpretation or the application of this Agreement, or in connection with the activities contained within, the parties involved shall make the effort to come to an amicable arrangement rapidly and in the spirit of good cooperation.

15.2 Disputes should be addressed in writing to the project Steering Committee (or a body consisting of representatives of all the project partners), that will try to mediate in order to resolve the conflict.

**Article 16**  
**Applicable law and jurisdiction**

16.1 This Agreement is governed by the Romanian law, being the law of the coordinator's country.

16.2 In case of any disputes on matters under this Agreement, which cannot be resolved by an amicable settlement, the matter shall have to be decided in accordance with the jurisdiction of the coordinator's country.

16.3 If any provision of this Agreement or the application of any such provision shall be considered invalid or unenforceable in whole or in part for legal requirements, all other stipulations remain valid and binding to both parties.

16.4 If any provision in this Agreement should be wholly or partly ineffective, the parties to this Agreement undertake to replace the ineffective provision by an effective provision which comes as close as possible to the purpose of the ineffective provision.

16.5 This Agreement is concluded in English. In the event of translation of this Agreement and its annexes, the English version shall prevail.

**Article 17**  
**Termination of the Agreement**

17.1 In the event that any of the beneficiaries fail to perform any obligations under the present Agreement or the Grant Agreement, the coordinator may terminate their participation in the project, upon formal written authorisation by the Executive Agency.

17.2 The coordinator shall notify the beneficiary in cause by registered letter. The beneficiary has one month to supply all relevant information to appeal the decision.

**Article 18**  
**Force Majeure**

18.1 If either parties face a case of *force majeure* (as per defined in article II.14 of the Grant Agreement), it shall promptly notify the other party in writing, specifying the nature, probable duration and expected effects of this event.

18.2 Neither of the parties shall be deemed in breach of its obligations if it has been prevented from performing its tasks due to *force majeure*. The parties shall take all necessary measures to minimise possible damage to successful project implementation.

**Article 19**  
**Amendments**

19.1 Any amendments to this Agreement must be made in writing by means of a Supplementary Agreement, and become effective when signed by the authorised legal representatives of both parties. No oral agreement may bind the parties to this effect.

19.2 The amendment may not have the purpose or the effect of making changes which might call into question the dispositions of the Grant Agreement.

**Article 20**  
**Annexes**

- Annex I – Budget/Expenditure/Co-financing breakdown per partner and budget category.
- Annex II - Copy of the Grant Agreement signed between the coordinator and the Executive Agency, its annexes, and any existing amendment.
- Annex III - Financial identification form

We, the undersigned, declare to have read and accepted the terms and conditions of this Agreement as described here before, including the annexes thereto.

**For the Coordinator**  
The legal representative  
Prof. Cezar Ionut Spinu PhD.



Signature and stamp  
Done in Craiova

Date [DD/MM/YYYY]

26/02/2018

**For the Beneficiary**  
The legal representative  
Prof. Svetlana Marova



Signature and stamp  
Done in Maripol

Date [16/02/2018]



Co-funded by the  
Erasmus+ Programme  
of the European Union

*Implementation of Education Quality Assurance System via  
Cooperation of University- Business-Government in HEIs (EDUQAS)*

Project no. 586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

## **Partnership Agreement**

586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

*Implementation of Education Quality Assurance System via Cooperation of University - Business-  
Government in HEIs (EDUQAS)*

The present Partnership Agreement, hereinafter referred to as “the Agreement”, is made and entered into by and between,

**University of Craiova, Romania**  
**A. I. Cuza no.13, Craiova, Romania, 200585**

hereinafter referred to as the “coordinator”, represented for the purposes of signature of the Agreement by Prof. Cezar Ionu Spînu PhD., Rector, the legal representative as defined in the Grant Agreement 2017-2895/001-001.

and the following beneficiary:

**National Metallurgical Academy of Ukraine (NMAU) - established Dnipro, Ukraine;**

hereinafter referred to as the “beneficiaries”, represented for the purposes of signature of this Agreement by their legal representatives, according to the Mandates previously signed and attached to the Grant Agreement (here in Annex II).

Where a provision applies without distinction to the "coordinator" and the "beneficiaries", for the purpose of this Agreement they will be collectively referred to as the "beneficiaries".

The parties hereby have agreed as follows:

## **Article 1**

### **Subject of the Partnership Agreement**

1.1 This Agreement defines the terms that govern the relations between the parties, by establishing their rights and obligations, and lays down the rules of procedure for the work to be carried out in order to successfully implement the Erasmus+ CBHE action *Implementation of Education Quality Assurance System via Cooperation of University - Business-Government in HEIs (EDUQAS)* (hereinafter referred to as the "project").

1.2 The coordinator and the beneficiaries, undertake to do everything in their power to carry out the work programme forming the subject of this Agreement, which falls within the framework of the Grant Agreement 2017-2895/001-001, concluded between the coordinator and the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as the "Executive Agency"), related to the above-mentioned project.

1.3 The subject matter of this Agreement and the related work programme are detailed in the annexes of the Grant Agreement. The respective Grant Agreement terms and conditions, related annexes and guidelines, shall form an integral part of the present Agreement, and take precedence over it (see Article 20 of the present Agreement for the list of annexes).

1.4 The coordinator and the beneficiaries shall be bound by the terms and conditions of this Agreement, the Grant Agreement and any further amendments of the latter.

## **Article 2**

### **Duration**

2.1 This Agreement shall enter into force on the date the last party signs, but shall have retroactive effect from the starting date of the eligibility period laid down in the Grant Agreement.

2.2 The period of eligibility of the activities and the costs shall be in accordance to the dispositions of the Grant Agreement or any subsequent amendments of it.

2.3 The present Agreement shall remain in force until the coordinator has been discharged in full of his obligations arising from the Grant Agreement signed with the Executive Agency.

## **Article 3**

### **Obligations and responsibilities**

3.1 General obligations and role of the beneficiaries (including the coordinator).

The beneficiaries:

- (a) are jointly responsible for carrying out the activities attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles;
- (b) undertake to comply with all the provisions of the Grant Agreement and its annexes, with all the provisions of this Agreement, as well as with EU and national legislation;
- (c) are jointly responsible for complying with any legal obligations incumbent on them jointly or individually;
- (d) shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;



- (e) shall be responsible for the sound financial management and cost efficiency of the funds allocated to the project.

### 3.2 Specific obligations and role of the coordinator.

The coordinator undertakes to:

- (a) be responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;
- (b) be the intermediary for all communication between the beneficiaries and the Executive Agency, and inform the beneficiaries of any relevant communication exchanged with the Executive Agency;
- (c) inform the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- (d) as the sole recipient of payments on behalf of all beneficiaries, transfer funds to the beneficiaries without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of this Agreement;
- (e) manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;
- (f) comply with all reporting requirements *vis-à-vis* the Executive Agency, as per the dispositions of Article I.4 of the Grant Agreement. The coordinator shall not delegate any part of this task to any party;
- (g) establish payment requests on behalf of the beneficiaries, as per the dispositions of Article I.4 of the Grant Agreement;
- (h) provide one copy of this Agreement duly signed to each beneficiary and to the Executive Agency within 6 months of the signature of the Grant Agreement.
- (i) provide the beneficiaries with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the Use of the Grant, the various reports templates and any other relevant document concerning the project.
- (j) transmit to the beneficiaries copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits.

### 3.3 Specific obligations and role of each beneficiary (excluding the coordinator).

Each beneficiary undertakes to:

- (a) ensure adequate communication with the coordinator and with the other beneficiaries;
- (b) support the coordinator in fulfilling its tasks according to the Grant Agreement;
- (c) submit in due time to the coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations;
- (d) provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;
- (e) notify the coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);
- (f) inform the coordinator of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative.

- (g) undertake their own expenditure, while the coordinator will not undertake any expenses on behalf of the partners;
- (h) should provide the coordinator, upon request, the internal auditing reports certifying that all expenses have been undertaken according to the grant agreement and within the financial regulations of the programme.

#### **Article 4** **Financing the action**

- 4.1 The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to EUR 815.296,30 and shall take the form as stipulated in Annex III of the Grant Agreement.
- 4.2 The Erasmus+ grant contribution is awarded to the partnership under the form of:
- a "*reimbursement of actual costs*" for Equipment and Subcontracting costs
  - a "*unit contribution*" to the costs incurred for Staff costs, Travel costs and costs of Stay
- 4.3 The grant contribution to the project is intended to cover only part of the costs actually incurred by the beneficiaries in carrying out the activities foreseen. The beneficiaries commit to provide additional resources to the project so as to ensure its full implementation in accordance with the Grant Agreement.
- 4.4 Full details of the estimated budget breakdown per funding source, beneficiary and budget category are given in Annex I of this Agreement.

#### **Article 5** **Payment arrangements**

- 5.1 The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to each individual beneficiary using the accounts stipulated in Annex III of this Agreement.
- 5.2 The transfer of the Erasmus+ grant contribution to individual beneficiaries will be implemented in accordance with the following timetable and procedure:

##### *Payment(s) in advance*

The coordinator will transfer to the respective account of each beneficiary in advance of the actual activities (/expenditures) [part of] the estimated Erasmus+ grant contribution identified under Annex I of this Agreement, in the following way:

1. 50% of the estimated Erasmus+ grant contribution at the time of signature of this Agreement, according to the amount transferred into the coordinator's account from the Agency;
2. 40% of the estimated Erasmus+ grant contribution after the reception of the necessary proofs of expenditure/activity covering at least 70% of the amount of advance payment already made, and once the second pre-financing has been transferred into the coordinator's account by the Agency.
3. The coordinator shall transfer all amounts to the project partners after they have been received from the Agency.

5.3 Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the present Agreement and the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiaries will be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.

5.4 If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, the following procedure will apply:

*1) the beneficiary responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator.*

5.5 The costs of financial transfers and other banking commissions shall be borne by each project partner.

## **Article 6 Reporting**

6.1 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, if applicable, copies of supporting documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement.

6.2 The coordinator shall provide the beneficiaries with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion. These reports must be drawn up in EURO.

6.3 The beneficiaries shall keep a record of any expenditure/activity incurred under the project and all proofs and related documents for a period of 5 years after the payment of the final balance under the Grant Agreement. 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 Guidelines for the Use of the Grant.

## **Article 7 Budgetary and financial management**

7.1 The Erasmus+ grant contribution to the project's staff costs, travel costs and costs of stay will be calculated on the basis of "unit contributions" whose individual amounts are specified in the Erasmus+ Programme Guide, in the Guidelines for the Use of the Grant and in the Guidelines for the Special Mobility Strand (when applicable).

7.2 For the implementation of the project and the beneficiary's reimbursement of costs incurred in terms of staff, travel and costs of stay, the partnership will

Possible options:

- apply the unit costs amounts defined in the Erasmus+ Programme Guide and in the Guidelines for the Use of the Grant.

7.3 The Erasmus+ grant contribution to the project's equipment and subcontracting costs will be based on the justification of the costs actually incurred. This justification will take the form of the support documentation specified in the relevant section of the Guidelines for the Use of the Grant.

7.4 The beneficiaries confirm that they respect the social and labour legislation of their country regarding the costs of staff contributing to the project.

7.5 Each beneficiary is responsible for ensuring adequate insurance arrangements for their staff and students while participating in project activities.

### **Article 8 General administrative provisions**

8.1 Any important project related communication between the parties shall be done in writing and addressed to the appointed project manager of each beneficiary, as per the details below:

For the coordinator:

Assoc. Prof. PhD. Anca BANDOI  
A. I. Cuza no.13, Craiova, 200585  
anca.bandoi01@yahoo.com

For the beneficiary:

NATIONAL METALLURGICAL ACADEMY OF UKRAINE, Dnipro, Ukraine  
Mr. Andriy Petrenko  
Gagarin av. 4, Dnipro, 49005, Ukraine  
E-mail petrenko\_a@metal.nmetau.edu.ua  
Phone: +38 050 5954567

8.2 Any changes to the above information should be communicated in a timely manner.

### **Article 9 Promotion and visibility**

9.1 The coordinator and the beneficiaries shall ensure adequate promotion of the project and commit to playing an active role in any actions organised to capitalise on, exploit / disseminate the results of the project.

9.2 Any notice or publication by the project, including at a conference or a seminar, must specify that the project is being co-financed by EU funds within the framework of the Erasmus+ Programme, and must comply with the visibility rules laid down in Articles I.10.8 and I.10.9 of the Grant Agreement, as well as in section 1.6 of the Guidelines for the Use of the Grant.

### **Article 10 Confidentiality and data protection**

10.1 The coordinator and the beneficiaries undertake to preserve the confidentiality of any document, information or other material directly related to the subject of the Agreement that is duly classed as confidential, if disclosure could cause prejudice to the other party. The parties shall remain bound by this obligation beyond the closing date of the action.

10.2 All personal data contained in or relating to this Agreement shall be processed in accordance with the dispositions of Article II.6 of the Grant Agreement.

## **Article 11 Ownership and property rights**

11.1 The ownership of all project results, including copyrights and intellectual property rights, as well as all reports and other documentation resulting from the action, shall be vested in the beneficiaries, in compliance with Article I.7 of the Grant Agreement.

11.2 Materials already developed and brought in may be only used within the scope of the project as templates of good practice. Copyrights shall be strictly safeguarded and permission for reproduction and scale of production has to be settled beforehand.

## **Article 12 Liability**

12.1 Each of the contracting parties discharges the other of any civil liability for any damages suffered by itself or its staff/students as a result of the performance of this Agreement, insofar as such damages are not due to serious or intentional negligence or fault of the other party or its staff/students.

## **Article 13 Conflict of interest**

13.1 The coordinator and beneficiaries must undertake all necessary precautions to prevent any risk of conflicts of interest, which could affect their impartial and objective performance of the Agreement. Such conflict of interest could arise in particular as a result of economic interest, political or national affinity, family or emotional reasons, or any other shared interest.

13.2 Any situation constituting or likely to lead to any such conflict should be brought to the attention of the coordinator without delay, and the beneficiary in cause shall undertake to take all necessary measures to rectify this situation at once.

13.3 The coordinator will decide if it is deemed necessary to inform the Executive Agency as provided for in Article II.4 of the Grant Agreement.

## **Article 14 Working languages**

14.1 The working language of the partnership shall be English.

14.2 Both parties commit in allocating to the project staff with enough knowledge of the working language, allowing a smooth communication and understanding of the matters discussed.

## **Article 15 Conflict resolution**

15.1 In case of conflict between the project partners resulting from the interpretation or the application of this Agreement, or in connection with the activities contained within, the parties involved shall make the effort to come to an amicable arrangement rapidly and in the spirit of good cooperation.

15.2 Disputes should be addressed in writing to the project Steering Committee (or a body consisting of representatives of all the project partners), that will try to mediate in order to resolve the conflict.

**Article 16**  
**Applicable law and jurisdiction**

16.1 This Agreement is governed by the Romanian law, being the law of the coordinator's country.

16.2 In case of any disputes on matters under this Agreement, which cannot be resolved by an amicable settlement, the matter shall have to be decided in accordance with the jurisdiction of the coordinator's country.

16.3 If any provision of this Agreement or the application of any such provision shall be considered invalid or unenforceable in whole or in part for legal requirements, all other stipulations remain valid and binding to both parties.

16.4 If any provision in this Agreement should be wholly or partly ineffective, the parties to this Agreement undertake to replace the ineffective provision by an effective provision which comes as close as possible to the purpose of the ineffective provision.

16.5 This Agreement is concluded in English. In the event of translation of this Agreement and its annexes, the English version shall prevail.

**Article 17**  
**Termination of the Agreement**

17.1 In the event that any of the beneficiaries fail to perform any obligations under the present Agreement or the Grant Agreement, the coordinator may terminate their participation in the project, upon formal written authorisation by the Executive Agency.

17.2 The coordinator shall notify the beneficiary in cause by registered letter. The beneficiary has one month to supply all relevant information to appeal the decision.

**Article 18**  
***Force Majeure***

18.1 If either parties face a case of *force majeure* (as per defined in article II.14 of the Grant Agreement), it shall promptly notify the other party in writing, specifying the nature, probable duration and expected effects of this event.

18.2 Neither of the parties shall be deemed in breach of its obligations if it has been prevented from performing its tasks due to *force majeure*. The parties shall take all necessary measures to minimise possible damage to successful project implementation.

**Article 19**  
**Amendments**

19.1 Any amendments to this Agreement must be made in writing by means of a Supplementary Agreement, and become effective when signed by the authorised legal representatives of both parties. No oral agreement may bind the parties to this effect.

19.2 The amendment may not have the purpose or the effect of making changes which might call into question the dispositions of the Grant Agreement.

**Article 20**  
**Annexes**

Annex I – Budget/Expenditure/Co-financing breakdown per partner and budget category.

Annex II - Copy of the Grant Agreement signed between the coordinator and the Executive Agency, its annexes, and any existing amendment.

Annex III - Financial identification form

We, the undersigned, declare to have read and accepted the terms and conditions of this Agreement as described here before, including the annexes thereto.

**For the Coordinator**

The legal representative  
Prof. Cezar Ionut Spînu PhD.



Signature and stamp  
Done in Craiova

Date 26/02/2018

**For the Beneficiary**

The legal representative  
Prof. Volodymyr Shatokha,  
Vice Rector for Research and Pedagogy



Signature and stamp  
Done in Dnipro

Date 20/02/2018



Co-funded by the  
Erasmus+ Programme  
of the European Union

*Implementation of Education Quality Assurance System via  
Cooperation of University- Business-Government in HEIs (EDUQAS)*

Project no. 586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

## **Partnership Agreement**

586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

*Implementation of Education Quality Assurance System via Cooperation of University - Business-  
Government in HEIs (EDUQAS)*

The present Partnership Agreement, hereinafter referred to as "the Agreement", is made and entered into by and between,

**University of Craiova, Romania**  
**A. I. Cuza no.13, Craiova, Romania, 200585**

hereinafter referred to as the "coordinator", represented for the purposes of signature of the Agreement by Prof. Cezar Ionuț Spînu PhD., Rector, the legal representative as defined in the Grant Agreement 2017-2895/001-001.

and the following beneficiary:

**Kazakh Ablai Khan University of International Relations and World Languages - established  
Almaty, Kazakhstan;**

hereinafter referred to as the "beneficiaries", represented for the purposes of signature of this Agreement by their legal representatives, according to the Mandates previously signed and attached to the Grant Agreement (here in Annex II).

Where a provision applies without distinction to the "coordinator" and the "beneficiaries", for the purpose of this Agreement they will be collectively referred to as the "beneficiaries".

The parties hereby have agreed as follows:



## **Article 1**

### **Subject of the Partnership Agreement**

1.1 This Agreement defines the terms that govern the relations between the parties, by establishing their rights and obligations, and lays down the rules of procedure for the work to be carried out in order to successfully implement the Erasmus+ CBHE action *Implementation of Education Quality Assurance System via Cooperation of University - Business-Government in HEIs (EDUQAS)* (hereinafter referred to as the "project").

1.2 The coordinator and the beneficiaries, undertake to do everything in their power to carry out the work programme forming the subject of this Agreement, which falls within the framework of the Grant Agreement 2017-2895/001-001, concluded between the coordinator and the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as the "Executive Agency"), related to the above-mentioned project.

1.3 The subject matter of this Agreement and the related work programme are detailed in the annexes of the Grant Agreement. The respective Grant Agreement terms and conditions, related annexes and guidelines, shall form an integral part of the present Agreement, and take precedence over it (see Article 20 of the present Agreement for the list of annexes).

1.4 The coordinator and the beneficiaries shall be bound by the terms and conditions of this Agreement, the Grant Agreement and any further amendments of the latter.

## **Article 2**

### **Duration**

2.1 This Agreement shall enter into force on the date the last party signs, but shall have retroactive effect from the starting date of the eligibility period laid down in the Grant Agreement.

2.2 The period of eligibility of the activities and the costs shall be in accordance to the dispositions of the Grant Agreement or any subsequent amendments of it.

2.3 The present Agreement shall remain in force until the coordinator has been discharged in full of his obligations arising from the Grant Agreement signed with the Executive Agency.

## **Article 3**

### **Obligations and responsibilities**

3.1 General obligations and role of the beneficiaries (including the coordinator).

The beneficiaries:

- (a) are jointly responsible for carrying out the activities attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles;
- (b) undertake to comply with all the provisions of the Grant Agreement and its annexes, with all the provisions of this Agreement, as well as with EU and national legislation;
- (c) are jointly responsible for complying with any legal obligations incumbent on them jointly or individually;
- (d) shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;

- (e) shall be responsible for the sound financial management and cost efficiency of the funds allocated to the project.

### 3.2 Specific obligations and role of the coordinator.

The coordinator undertakes to:

- (a) be responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;
- (b) be the intermediary for all communication between the beneficiaries and the Executive Agency, and inform the beneficiaries of any relevant communication exchanged with the Executive Agency;
- (c) inform the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- (d) as the sole recipient of payments on behalf of all beneficiaries, transfer funds to the beneficiaries without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of this Agreement;
- (e) manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;
- (f) comply with all reporting requirements *vis-à-vis* the Executive Agency, as per the dispositions of Article I.4 of the Grant Agreement. The coordinator shall not delegate any part of this task to any party;
- (g) establish payment requests on behalf of the beneficiaries, as per the dispositions of Article I.4 of the Grant Agreement;
- (h) provide one copy of this Agreement duly signed to each beneficiary and to the Executive Agency within 6 months of the signature of the Grant Agreement.
- (i) provide the beneficiaries with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the Use of the Grant, the various reports templates and any other relevant document concerning the project.
- (j) transmit to the beneficiaries copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits.

### 3.3 Specific obligations and role of each beneficiary (excluding the coordinator).

Each beneficiary undertakes to:

- (a) ensure adequate communication with the coordinator and with the other beneficiaries;
- (b) support the coordinator in fulfilling its tasks according to the Grant Agreement;
- (c) submit in due time to the coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations;
- (d) provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;
- (e) notify the coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);
- (f) inform the coordinator of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative.

- (g) undertake their own expenditure, while the coordinator will not undertake any expenses on behalf of the partners;
- (h) should provide the coordinator, upon request, the internal auditing reports certifying that all expenses have been undertaken according to the grant agreement and within the financial regulations of the programme.

#### **Article 4** **Financing the action**

4.1 The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to EUR 815.296,30 and shall take the form as stipulated in Annex III of the Grant Agreement.

4.2 The Erasmus+ grant contribution is awarded to the partnership under the form of:

- a "*reimbursement of actual costs*" for Equipment and Subcontracting costs
- a "*unit contribution*" to the costs incurred for Staff costs, Travel costs and costs of Stay

4.3 The grant contribution to the project is intended to cover only part of the costs actually incurred by the beneficiaries in carrying out the activities foreseen. The beneficiaries commit to provide additional resources to the project so as to ensure its full implementation in accordance with the Grant Agreement.

4.4 Full details of the estimated budget breakdown per funding source, beneficiary and budget category are given in Annex I of this Agreement.

#### **Article 5** **Payment arrangements**

5.1 The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to each individual beneficiary using the accounts stipulated in Annex III of this Agreement.

5.2 The transfer of the Erasmus+ grant contribution to individual beneficiaries will be implemented in accordance with the following timetable and procedure:

### *Payment(s) in advance*

The coordinator will transfer to the respective account of each beneficiary in advance of the actual activities (/expenditures) [part of] the estimated Erasmus+ grant contribution identified under Annex I of this Agreement, in the following way:

1. 50% of the estimated Erasmus+ grant contribution at the time of signature of this Agreement, according to the amount transferred into the coordinator's account from the Agency;
2. 40% of the estimated Erasmus+ grant contribution after the reception of the necessary proofs of expenditure/activity covering at least 70% of the amount of advance payment already made, and once the second pre-financing has been transferred into the coordinator's account by the Agency.
3. The coordinator shall transfer all amounts to the project partners after they have been received from the Agency.

### *Reimbursement of costs incurred*

[Within 30 days of receipt] of the necessary proofs of expenditure/activity (as specified in the Guidelines for the Use of the Grant), the coordinator will reimburse to the beneficiary's account specified on Annex III of this Agreement the [part of the] costs actually incurred in accordance with the estimated budget breakdown identified under Annex I of the Agreement. - *not applicable*

5.3 Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the present Agreement and the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiaries will be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.

5.4 If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, the following procedure will apply:

- 1) *the beneficiary responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator.*
- 2) *the beneficiary commits to take in charge a percentage of the ineligible amount(s) corresponding to their share of the Erasmus+ grant and will reimburse it to the coordinator. not applicable*

5.5 The costs of financial transfers and other banking commissions shall be borne by each project partner.

## **Article 6 Reporting**

6.1 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, if applicable, copies of supporting documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement.

6.2 The coordinator shall provide the beneficiaries with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion. These reports must be drawn up in EURO.

6.3 The beneficiaries shall keep a record of any expenditure/activity incurred under the project and all proofs and related documents for a period of 5 years after the payment of the final balance under the Grant Agreement. 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 Guidelines for the Use of the Grant.

## **Article 7** **Budgetary and financial management**

7.1 The Erasmus+ grant contribution to the project's staff costs, travel costs and costs of stay will be calculated on the basis of "unit contributions" whose individual amounts are specified in the Erasmus+ Programme Guide, in the Guidelines for the Use of the Grant and in the Guidelines for the Special Mobility Strand (when applicable).

7.2 For the implementation of the project and the beneficiary's reimbursement of costs incurred in terms of staff, travel and costs of stay, the partnership will

Possible options:

- apply the unit costs amounts defined in the Erasmus+ Programme Guide and in the Guidelines for the Use of the Grant
- use the procedure and amounts described hereafter (in Annex XXX of this Agreement) not applicable
  
- *on other unit costs amounts than those specified in the Erasmus+ Programme Guide (even higher if deemed necessary), not applicable*
- *on the reimbursement of actual costs incurred (with a maximum if necessary) or not applicable*
- *on a combination of both not applicable*

7.3 The Erasmus+ grant contribution to the project's equipment and subcontracting costs will be based on the justification of the costs actually incurred. This justification will take the form of the support documentation specified in the relevant section of the Guidelines for the Use of the Grant.

7.4 The beneficiaries confirm that they respect the social and labour legislation of their country regarding the costs of staff contributing to the project.

7.5 Each beneficiary is responsible for ensuring adequate insurance arrangements for their staff and students while participating in project activities.

## **Article 8** **General administrative provisions**

8.1 Any important project related communication between the parties shall be done in writing and addressed to the appointed project manager of each beneficiary, as per the details below:

For the coordinator:

Assoc. Prof. PhD. Anca BANDOI  
A. I. Cuza no.13, Craiova, 200585  
anca.bandoi01@yahoo.com

For the beneficiary:

Kazakh Ablai Khan University of International Relations and World Languages [KAUIR]  
PhD, Nugmanova Maigul  
200, Muratbayev str., 050022, Almaty, Kazakhstan  
E-mail: nmaygul@mail.ru, nugmanova.m@ablaikhan.kz  
Phone: +7701 3592544

8.2 Any changes to the above information should be communicated in a timely manner.

## **Article 9** **Promotion and visibility**

9.1 The coordinator and the beneficiaries shall ensure adequate promotion of the project and commit to playing an active role in any actions organised to capitalise on, exploit / disseminate the results of the project.

9.2 Any notice or publication by the project, including at a conference or a seminar, must specify that the project is being co-financed by EU funds within the framework of the Erasmus+ Programme, and must comply with the visibility rules laid down in Articles 1.10.8 and 1.10.9 of the Grant Agreement, as well as in section 1.6 of the Guidelines for the Use of the Grant.

**Article 10**  
**Confidentiality and data protection**

10.1 The coordinator and the beneficiaries undertake to preserve the confidentiality of any document, information or other material directly related to the subject of the Agreement that is duly classed as confidential, if disclosure could cause prejudice to the other party. The parties shall remain bound by this obligation beyond the closing date of the action.

10.2 All personal data contained in or relating to this Agreement shall be processed in accordance with the dispositions of Article II.6 of the Grant Agreement.

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**Ownership and property rights**

11.1 The ownership of all project results, including copyrights and intellectual property rights, as well as all reports and other documentation resulting from the action, shall be vested in the beneficiaries, in compliance with Article I.7 of the Grant Agreement.

11.2 Materials already developed and brought in may be only used within the scope of the project as templates of good practice. Copyrights shall be strictly safeguarded and permission for reproduction and scale of production has to be settled beforehand.

**Article 12**  
**Liability**

12.1 Each of the contracting parties discharges the other of any civil liability for any damages suffered by itself or its staff/students as a result of the performance of this Agreement, insofar as such damages are not due to serious or intentional negligence or fault of the other party or its staff/students.

**Article 13**  
**Conflict of interest**

13.1 The coordinator and beneficiaries must undertake all necessary precautions to prevent any risk of conflicts of interest, which could affect their impartial and objective performance of the Agreement. Such conflict of interest could arise in particular as a result of economic interest, political or national affinity, family or emotional reasons, or any other shared interest.

13.2 Any situation constituting or likely to lead to any such conflict should be brought to the attention of the coordinator without delay, and the beneficiary in cause shall undertake to take all necessary measures to rectify this situation at once.

13.3 The coordinator will decide if it is deemed necessary to inform the Executive Agency as provided for in Article II.4 of the Grant Agreement.

**Article 14**  
**Working languages**

14.1 The working language of the partnership shall be English.

14.2 Both parties commit in allocating to the project staff with enough knowledge of the working language, allowing a smooth communication and understanding of the matters discussed.

**Article 15**  
**Conflict resolution**

15.1 In case of conflict between the project partners resulting from the interpretation or the application of this Agreement, or in connection with the activities contained within, the parties involved shall make the effort to come to an amicable arrangement rapidly and in the spirit of good cooperation.

15.2 Disputes should be addressed in writing to the project Steering Committee (or a body consisting of representatives of all the project partners), that will try to mediate in order to resolve the conflict.

**Article 16**  
**Applicable law and jurisdiction**

16.1 This Agreement is governed by the Romanian law, being the law of the coordinator's country.

16.2 In case of any disputes on matters under this Agreement, which cannot be resolved by an amicable settlement, the matter shall have to be decided in accordance with the jurisdiction of the coordinator's country.

16.3 If any provision of this Agreement or the application of any such provision shall be considered invalid or unenforceable in whole or in part for legal requirements, all other stipulations remain valid and binding to both parties.

16.4 If any provision in this Agreement should be wholly or partly ineffective, the parties to this Agreement undertake to replace the ineffective provision by an effective provision which comes as close as possible to the purpose of the ineffective provision.

16.5 This Agreement is concluded in English. In the event of translation of this Agreement and its annexes, the English version shall prevail.

**Article 17**  
**Termination of the Agreement**

17.1 In the event that any of the beneficiaries fail to perform any obligations under the present Agreement or the Grant Agreement, the coordinator may terminate their participation in the project, upon formal written authorisation by the Executive Agency.

17.2 The coordinator shall notify the beneficiary in cause by registered letter. The beneficiary has one month to supply all relevant information to appeal the decision.



**Article 18**  
**Force Majeure**

18.1 If either parties face a case of *force majeure* (as per defined in article II.14 of the Grant Agreement), it shall promptly notify the other party in writing, specifying the nature, probable duration and expected effects of this event.

18.2 Neither of the parties shall be deemed in breach of its obligations if it has been prevented from performing its tasks due to *force majeure*. The parties shall take all necessary measures to minimise possible damage to successful project implementation.

**Article 19**  
**Amendments**

19.1 Any amendments to this Agreement must be made in writing by means of a Supplementary Agreement, and become effective when signed by the authorised legal representatives of both parties. No oral agreement may bind the parties to this effect.

19.2 The amendment may not have the purpose or the effect of making changes which might call into question the dispositions of the Grant Agreement.

**Article 20**  
**Annexes**

- Annex I – Budget/Expenditure/Co-financing breakdown per partner and budget category.
- Annex II - Copy of the Grant Agreement signed between the coordinator and the Executive Agency, its annexes, and any existing amendment.
- Annex III - Financial identification form

We, the undersigned, declare to have read and accepted the terms and conditions of this Agreement as described here before, including the annexes thereto.

**For the Coordinator**

The legal representative  
Prof. Cezar Ionut Spinu, PhD.

*Cezar*

Signature and stamp  
Done in Craiova

Date [DD/MM/YYYY]



**For the Beneficiary**

The legal representative  
Prof. Salima Kunanbayeva, Academician

Signature and stamp  
Done in Almaty

Date [DD/MM/YYYY]



*19.02.2018*



Co-funded by the  
Erasmus+ Programme  
of the European Union

*Implementation of Education Quality Assurance System via  
Cooperation of University- Business-Government in HEIs (EDUQAS)*

Project no. 586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

## **Partnership Agreement**

586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

*Implementation of Education Quality Assurance System via Cooperation of University - Business-  
Government in HEIs (EDUQAS)*

The present Partnership Agreement, hereinafter referred to as “the Agreement”, is made and entered into by and between,

**University of Craiova, Romania**  
**A. I. Cuza no.13, Craiova, Romania, 200585**

hereinafter referred to as the “coordinator”, represented for the purposes of signature of the Agreement by Prof. Cezar Ionuț Spînu PhD., Rector, the legal representative as defined in the Grant Agreement 2017-2895/001-001.

and the following beneficiary:

**Kazakh University of Economics, Finance and International Trade - established Astana, Kazakhstan;**

hereinafter referred to as the “beneficiaries”, represented for the purposes of signature of this Agreement by their legal representatives, according to the Mandates previously signed and attached to the Grant Agreement (here in Annex II).

Where a provision applies without distinction to the "coordinator" and the "beneficiaries", for the purpose of this Agreement they will be collectively referred to as the "beneficiaries".

The parties hereby have agreed as follows:

## **Article 1** **Subject of the Partnership Agreement**

1.1 This Agreement defines the terms that govern the relations between the parties, by establishing their rights and obligations, and lays down the rules of procedure for the work to be carried out in order to successfully implement the Erasmus+ CBHE action *Implementation of Education Quality Assurance System via Cooperation of University - Business-Government in HELs (EDUQAS)* (hereinafter referred to as the "project").

1.2 The coordinator and the beneficiaries, undertake to do everything in their power to carry out the work programme forming the subject of this Agreement, which falls within the framework of the Grant Agreement 2017-2895/001-001, concluded between the coordinator and the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as the "Executive Agency"), related to the above-mentioned project.

1.3 The subject matter of this Agreement and the related work programme are detailed in the annexes of the Grant Agreement. The respective Grant Agreement terms and conditions, related annexes and guidelines, shall form an integral part of the present Agreement, and take precedence over it (see Article 20 of the present Agreement for the list of annexes).

1.4 The coordinator and the beneficiaries shall be bound by the terms and conditions of this Agreement, the Grant Agreement and any further amendments of the latter.

## **Article 2** **Duration**

2.1 This Agreement shall enter into force on the date the last party signs, but shall have retroactive effect from the starting date of the eligibility period laid down in the Grant Agreement.

2.2 The period of eligibility of the activities and the costs shall be in accordance to the dispositions of the Grant Agreement or any subsequent amendments of it.

2.3 The present Agreement shall remain in force until the coordinator has been discharged in full of his obligations arising from the Grant Agreement signed with the Executive Agency.

## **Article 3** **Obligations and responsibilities**

3.1 General obligations and role of the beneficiaries (including the coordinator).

The beneficiaries:

- (a) are jointly responsible for carrying out the activities attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles;
- (b) undertake to comply with all the provisions of the Grant Agreement and its annexes, with all the provisions of this Agreement, as well as with EU and national legislation;
- (c) are jointly responsible for complying with any legal obligations incumbent on them jointly or individually;
- (d) shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;

- (e) shall be responsible for the sound financial management and cost efficiency of the funds allocated to the project.

### 3.2 Specific obligations and role of the coordinator.

The coordinator undertakes to:

- (a) be responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;
- (b) be the intermediary for all communication between the beneficiaries and the Executive Agency, and inform the beneficiaries of any relevant communication exchanged with the Executive Agency;
- (c) inform the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- (d) as the sole recipient of payments on behalf of all beneficiaries, transfer funds to the beneficiaries without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of this Agreement;
- (e) manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;
- (f) comply with all reporting requirements *vis-à-vis* the Executive Agency, as per the dispositions of Article I.4 of the Grant Agreement. The coordinator shall not delegate any part of this task to any party;
- (g) establish payment requests on behalf of the beneficiaries, as per the dispositions of Article I.4 of the Grant Agreement;
- (h) provide one copy of this Agreement duly signed to each beneficiary and to the Executive Agency within 6 months of the signature of the Grant Agreement.
- (i) provide the beneficiaries with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the Use of the Grant, the various reports templates and any other relevant document concerning the project.
- (j) transmit to the beneficiaries copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits.

### 3.3 Specific obligations and role of each beneficiary (excluding the coordinator).

Each beneficiary undertakes to:

- (a) ensure adequate communication with the coordinator and with the other beneficiaries;
- (b) support the coordinator in fulfilling its tasks according to the Grant Agreement;
- (c) submit in due time to the coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations;
- (d) provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;
- (e) notify the coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);
- (f) inform the coordinator of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative.

- (g) undertake their own expenditure, while the coordinator will not undertake any expenses on behalf of the partners;
- (h) should provide the coordinator, upon request, the internal auditing reports certifying that all expenses have been undertaken according to the grant agreement and within the financial regulations of the programme.

#### **Article 4** **Financing the action**

4.1 The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to EUR 815.296,30 and shall take the form as stipulated in Annex III of the Grant Agreement.

4.2 The Erasmus+ grant contribution is awarded to the partnership under the form of:

- a "*reimbursement of actual costs*" for Equipment and Subcontracting costs
- a "*unit contribution*" to the costs incurred for Staff costs, Travel costs and costs of Stay

4.3 The grant contribution to the project is intended to cover only part of the costs actually incurred by the beneficiaries in carrying out the activities foreseen. The beneficiaries commit to provide additional resources to the project so as to ensure its full implementation in accordance with the Grant Agreement.

4.4 Full details of the estimated budget breakdown per funding source, beneficiary and budget category are given in Annex I of this Agreement.

#### **Article 5** **Payment arrangements**

5.1 The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to each individual beneficiary using the accounts stipulated in Annex III of this Agreement.

5.2 The transfer of the Erasmus+ grant contribution to individual beneficiaries will be implemented in accordance with the following timetable and procedure:

### *Payment(s) in advance*

The coordinator will transfer to the respective account of each beneficiary in advance of the actual activities (/expenditures) [part of] the estimated Erasmus+ grant contribution identified under Annex 1 of this Agreement, in the following way:

1. 50% of the estimated Erasmus+ grant contribution at the time of signature of this Agreement, according to the amount transferred into the coordinator's account from the Agency;
2. 40% of the estimated Erasmus+ grant contribution after the reception of the necessary proofs of expenditure/activity covering at least 70% of the amount of advance payment already made, and once the second pre-financing has been transferred into the coordinator's account by the Agency.
3. The coordinator shall transfer all amounts to the project partners after they have been received from the Agency.

### *Reimbursement of costs incurred*

[Within 30 days of receipt] of the necessary proofs of expenditure/activity (as specified in the Guidelines for the Use of the Grant), the coordinator will reimburse to the beneficiary's account specified on Annex III of this Agreement the [part of the] costs actually incurred in accordance with the estimated budget breakdown identified under Annex 1 of the Agreement. - *not applicable*

5.3 Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the present Agreement and the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiaries will be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.

5.4 If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, the following procedure will apply:

- 1) *the beneficiary responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator.*
- 2) *the beneficiary commits to take in charge a percentage of the ineligible amount(s) corresponding to their share of the Erasmus+ grant and will reimburse it to the coordinator. not applicable*

5.5 The costs of financial transfers and other banking commissions shall be borne by each project partner.

## **Article 6 Reporting**

6.1 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, if applicable, copies of supporting documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement.

6.2 The coordinator shall provide the beneficiaries with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion. These reports must be drawn up in EURO.

6.3 The beneficiaries shall keep a record of any expenditure/activity incurred under the project and all proofs and related documents for a period of 5 years after the payment of the final balance under the Grant Agreement. 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 Guidelines for the Use of the Grant.

## **Article 7** **Budgetary and financial management**

7.1 The Erasmus+ grant contribution to the project's staff costs, travel costs and costs of stay will be calculated on the basis of "unit contributions" whose individual amounts are specified in the Erasmus+ Programme Guide, in the Guidelines for the Use of the Grant and in the Guidelines for the Special Mobility Strand (when applicable).

7.2 For the implementation of the project and the beneficiary's reimbursement of costs incurred in terms of staff, travel and costs of stay, the partnership will

Possible options:

- apply the unit costs amounts defined in the Erasmus+ Programme Guide and in the Guidelines for the Use of the Grant
- use the procedure and amounts described hereafter (in Annex XXX of this Agreement) not applicable
  
- *on other unit costs amounts than those specified in the Erasmus+ Programme Guide (even higher if deemed necessary), not applicable*
- *on the reimbursement of actual costs incurred (with a maximum if necessary) or not applicable*
- *on a combination of both not applicable*

7.3 The Erasmus+ grant contribution to the project's equipment and subcontracting costs will be based on the justification of the costs actually incurred. This justification will take the form of the support documentation specified in the relevant section of the Guidelines for the Use of the Grant.

7.4 The beneficiaries confirm that they respect the social and labour legislation of their country regarding the costs of staff contributing to the project.

7.5 Each beneficiary is responsible for ensuring adequate insurance arrangements for their staff and students while participating in project activities.

**Article 8**  
**General administrative provisions**

8.1 Any important project related communication between the parties shall be done in writing and addressed to the appointed project manager of each beneficiary, as per the details below:

For the coordinator:

Assoc. Prof. PhD. Anca BANDOI  
A. I. Cuza no.13, Craiova, 200585  
anca.bandoi01@yahoo.com

For the beneficiary:

Ainazat Urkinbayeva  
Zhubanova street, 7, Postal code 010005  
E-mail: a.urkinbayeva@kuef.kz  
Phone: +87013786798

8.2 Any changes to the above information should be communicated in a timely manner.

**Article 9**  
**Promotion and visibility**

9.1 The coordinator and the beneficiaries shall ensure adequate promotion of the project and commit to playing an active role in any actions organised to capitalise on, exploit / disseminate the results of the project.

9.2 Any notice or publication by the project, including at a conference or a seminar, must specify that the project is being co-financed by EU funds within the framework of the Erasmus+ Programme, and must comply with the visibility rules laid down in Articles I.10.8 and I.10.9 of the Grant Agreement, as well as in section 1.6 of the Guidelines for the Use of the Grant.



**Article 10**  
**Confidentiality and data protection**

10.1 The coordinator and the beneficiaries undertake to preserve the confidentiality of any document, information or other material directly related to the subject of the Agreement that is duly classed as confidential, if disclosure could cause prejudice to the other party. The parties shall remain bound by this obligation beyond the closing date of the action.

10.2 All personal data contained in or relating to this Agreement shall be processed in accordance with the dispositions of Article II.6 of the Grant Agreement.

**Article 11**  
**Ownership and property rights**

11.1 The ownership of all project results, including copyrights and intellectual property rights, as well as all reports and other documentation resulting from the action, shall be vested in the beneficiaries, in compliance with Article I.7 of the Grant Agreement.

11.2 Materials already developed and brought in may be only used within the scope of the project as templates of good practice. Copyrights shall be strictly safeguarded and permission for reproduction and scale of production has to be settled beforehand.

**Article 12**  
**Liability**

12.1 Each of the contracting parties discharges the other of any civil liability for any damages suffered by itself or its staff/students as a result of the performance of this Agreement, insofar as such damages are not due to serious or intentional negligence or fault of the other party or its staff/students.

**Article 13**  
**Conflict of interest**

13.1 The coordinator and beneficiaries must undertake all necessary precautions to prevent any risk of conflicts of interest, which could affect their impartial and objective performance of the Agreement. Such conflict of interest could arise in particular as a result of economic interest, political or national affinity, family or emotional reasons, or any other shared interest.

13.2 Any situation constituting or likely to lead to any such conflict should be brought to the attention of the coordinator without delay, and the beneficiary in cause shall undertake to take all necessary measures to rectify this situation at once.

13.3 The coordinator will decide if it is deemed necessary to inform the Executive Agency as provided for in Article II.4 of the Grant Agreement.

**Article 14**  
**Working languages**

14.1 The working language of the partnership shall be English.

14.2 Both parties commit in allocating to the project staff with enough knowledge of the working language, allowing a smooth communication and understanding of the matters discussed.

**Article 15**  
**Conflict resolution**

15.1 In case of conflict between the project partners resulting from the interpretation or the application of this Agreement, or in connection with the activities contained within, the parties involved shall make the effort to come to an amicable arrangement rapidly and in the spirit of good cooperation.

15.2 Disputes should be addressed in writing to the project Steering Committee (or a body consisting of representatives of all the project partners), that will try to mediate in order to resolve the conflict.

**Article 16**  
**Applicable law and jurisdiction**

16.1 This Agreement is governed by the Romanian law, being the law of the coordinator's country.

16.2 In case of any disputes on matters under this Agreement, which cannot be resolved by an amicable settlement, the matter shall have to be decided in accordance with the jurisdiction of the coordinator's country.

16.3 If any provision of this Agreement or the application of any such provision shall be considered invalid or unenforceable in whole or in part for legal requirements, all other stipulations remain valid and binding to both parties.

16.4 If any provision in this Agreement should be wholly or partly ineffective, the parties to this Agreement undertake to replace the ineffective provision by an effective provision which comes as close as possible to the purpose of the ineffective provision.

16.5 This Agreement is concluded in English. In the event of translation of this Agreement and its annexes, the English version shall prevail.

**Article 17**  
**Termination of the Agreement**

17.1 In the event that any of the beneficiaries fail to perform any obligations under the present Agreement or the Grant Agreement, the coordinator may terminate their participation in the project, upon formal written authorisation by the Executive Agency.

17.2 The coordinator shall notify the beneficiary in cause by registered letter. The beneficiary has one month to supply all relevant information to appeal the decision.

## Article 18 Force Majeure

18.1 If either parties face a case of *force majeure* (as per defined in article II.14 of the Grant Agreement), it shall promptly notify the other party in writing, specifying the nature, probable duration and expected effects of this event.

18.2 Neither of the parties shall be deemed in breach of its obligations if it has been prevented from performing its tasks due to *force majeure*. The parties shall take all necessary measures to minimise possible damage to successful project implementation.

## Article 19 Amendments

19.1 Any amendments to this Agreement must be made in writing by means of a Supplementary Agreement, and become effective when signed by the authorised legal representatives of both parties. No oral agreement may bind the parties to this effect.

19.2 The amendment may not have the purpose or the effect of making changes which might call into question the dispositions of the Grant Agreement.

## Article 20 Annexes

Annex I – Budget/Expenditure/Co-financing breakdown per partner and budget category.

Annex II - Copy of the Grant Agreement signed between the coordinator and the Executive Agency, its annexes, and any existing amendment.

Annex III - Financial identification form

We, the undersigned, declare to have read and accepted the terms and conditions of this Agreement as described here before, including the annexes thereto.

**For the Coordinator**  
The legal representative  
Prof. Cezar Ionuț Spînu PhD



Signature and stamp  
Done in Craiova

Date [26/02/2018]

**For the Beneficiary**  
The legal representative  
Sarsengali Abdymanapov, rector



Signature and stamp  
Done in Astana

Date [16/02/2018]



Co-funded by the  
Erasmus+ Programme  
of the European Union

*Implementation of Education Quality Assurance System via  
Cooperation of University- Business-Government in HEIs (EDUQAS)*

Project no. 586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

## **Partnership Agreement**

586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

*Implementation of Education Quality Assurance System via Cooperation of University - Business-  
Government in HEIs (EDUQAS)*

The present Partnership Agreement, hereinafter referred to as “the Agreement”, is made and entered into by and between,

**University of Craiova, Romania**  
**A. I. Cuza no.13, Craiova, Romania, 200585**

hereinafter referred to as the “coordinator”, represented for the purposes of signature of the Agreement by Prof. Cezar Ionuț Spînu PhD., Rector, the legal representative as defined in the Grant Agreement 2017-2895/001-001.

and the following beneficiary:

**Institute of Higher Education of the National Academy of Educational Sciences of Ukraine,**  
**IHE NAESU - established Kyiv, Ukraine;**

hereinafter referred to as the “beneficiaries”, represented for the purposes of signature of this Agreement by their legal representatives, according to the Mandates previously signed and attached to the Grant Agreement (here in Annex II).

Where a provision applies without distinction to the "coordinator" and the "beneficiaries", for the purpose of this Agreement they will be collectively referred to as the "beneficiaries".

The parties hereby have agreed as follows:

### **Article 1** **Subject of the Partnership Agreement**

1.1 This Agreement defines the terms that govern the relations between the parties, by establishing their rights and obligations, and lays down the rules of procedure for the work to be carried out in order to successfully implement the Erasmus+ CBHE action *Implementation of Education Quality Assurance System via Cooperation of University - Business-Government in HEIs (EDUQAS)* (hereinafter referred to as the “project”).

1.2 The coordinator and the beneficiaries, undertake to do everything in their power to carry out the work programme forming the subject of this Agreement, which falls within the framework of the Grant Agreement 2017-2895/001-001, concluded between the coordinator and the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as the "Executive Agency"), related to the above-mentioned project.

1.3 The subject matter of this Agreement and the related work programme are detailed in the annexes of the Grant Agreement. The respective Grant Agreement terms and conditions, related annexes and guidelines, shall form an integral part of the present Agreement, and take precedence over it (see Article 20 of the present Agreement for the list of annexes).

1.4 The coordinator and the beneficiaries shall be bound by the terms and conditions of this Agreement, the Grant Agreement and any further amendments of the latter.

## **Article 2 Duration**

2.1 This Agreement shall enter into force on the date the last party signs, but shall have retroactive effect from the starting date of the eligibility period laid down in the Grant Agreement.

2.2 The period of eligibility of the activities and the costs shall be in accordance to the dispositions of the Grant Agreement or any subsequent amendments of it.

2.3 The present Agreement shall remain in force until the coordinator has been discharged in full of his obligations arising from the Grant Agreement signed with the Executive Agency.

## **Article 3 Obligations and responsibilities**

3.1 General obligations and role of the beneficiaries (including the coordinator).

The beneficiaries:

- (a) are jointly responsible for carrying out the activities attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles;
- (b) undertake to comply with all the provisions of the Grant Agreement and its annexes, with all the provisions of this Agreement, as well as with EU and national legislation;
- (c) are jointly responsible for complying with any legal obligations incumbent on them jointly or individually;
- (d) shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;
- (e) shall be responsible for the sound financial management and cost efficiency of the funds allocated to the project.

3.2 Specific obligations and role of the coordinator.

The coordinator undertakes to:

- (a) be responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;
- (b) be the intermediary for all communication between the beneficiaries and the Executive Agency, and inform the beneficiaries of any relevant communication exchanged with the Executive Agency;
- (c) inform the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- (d) as the sole recipient of payments on behalf of all beneficiaries, transfer funds to the beneficiaries without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of this Agreement;
- (e) manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;
- (f) comply with all reporting requirements *vis-à-vis* the Executive Agency, as per the dispositions of Article I.4 of the Grant Agreement. The coordinator shall not delegate any part of this task to any party;

- (g) establish payment requests on behalf of the beneficiaries, as per the dispositions of Article I.4 of the Grant Agreement;
- (h) provide one copy of this Agreement duly signed to each beneficiary and to the Executive Agency within 6 months of the signature of the Grant Agreement.
- (i) provide the beneficiaries with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the Use of the Grant, the various reports templates and any other relevant document concerning the project.
- (j) transmit to the beneficiaries copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits.

### 3.3 Specific obligations and role of each beneficiary (excluding the coordinator).

Each beneficiary undertakes to:

- (a) ensure adequate communication with the coordinator and with the other beneficiaries;
- (b) support the coordinator in fulfilling its tasks according to the Grant Agreement;
- (c) submit in due time to the coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations;
- (d) provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;
- (e) notify the coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);
- (f) inform the coordinator of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative.
- (g) should provide the coordinator, upon request, the internal auditing reports certifying that all expenses have been undertaken according to the grant agreement and within the financial regulations of the programme.

## **Article 4**

### **Financing the action**

4.1 The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to EUR 815.296,30 and shall take the form as stipulated in Annex III of the Grant Agreement.

4.2 The Erasmus+ grant contribution is awarded to the partnership under the form of:

- a "*reimbursement of actual costs*" for Equipment and Subcontracting costs
- a "*unit contribution*" to the costs incurred for Staff costs, Travel costs and costs of Stay

4.3 The grant contribution to the project is intended to cover only part of the costs actually incurred by the beneficiaries in carrying out the activities foreseen. The beneficiaries commit to provide additional resources to the project so as to ensure its full implementation in accordance with the Grant Agreement.

4.4 Full details of the estimated budget breakdown per funding source, beneficiary and budget category are given in Annex I of this Agreement.

## **Article 5**

### **Payment arrangements**

5.1 The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to each individual beneficiary using the accounts stipulated in Annex III of this Agreement.

5.2 The transfer of the Erasmus+ grant contribution to individual beneficiaries will be implemented in accordance with the following timetable and procedure:

#### *Payment(s) in advance*

The coordinator will transfer to the respective account of each beneficiary in advance of the actual activities (/expenditures) [part of] the estimated Erasmus+ grant contribution identified under Annex I of this Agreement, in the following way:

1. 50% of the estimated Erasmus+ grant contribution at the time of signature of this Agreement, according to the amount transferred into the coordinator's account from the Agency;
2. 40% of the estimated Erasmus+ grant contribution after the reception of the necessary proofs of expenditure/activity covering at least 70% of the amount of advance payment already made, and once the second pre-financing has been transferred into the coordinator's account by the Agency.
3. The coordinator shall transfer all amounts to the project partners after they have been received from the Agency.

5.3 Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the present Agreement and the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiaries will be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.

5.4 If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, the following procedure will apply:

*1) the beneficiary responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator.*

5.5 The costs of financial transfers and other banking commissions shall be borne by each project partner.

## **Article 6**

### **Reporting**

6.1 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, if applicable, copies of supporting documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement.

6.2 The coordinator shall provide the beneficiaries with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion. These reports must be drawn up in EURO.

6.3 The beneficiaries shall keep a record of any expenditure/activity incurred under the project and all proofs and related documents for a period of 5 years after the payment of the final balance under the Grant Agreement. 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 Guidelines for the Use of the Grant.

## **Article 7 Budgetary and financial management**

7.1 The Erasmus+ grant contribution to the project's staff costs, travel costs and costs of stay will be calculated on the basis of "unit contributions" whose individual amounts are specified in the Erasmus+ Programme Guide, in the Guidelines for the Use of the Grant.

7.2 For the implementation of the project and the beneficiary's reimbursement of costs incurred in terms of staff, travel and costs of stay, the partnership will

Possible options:

- apply the unit costs amounts defined in the Erasmus+ Programme Guide and in the Guidelines for the Use of the Grant

7.3 The Erasmus+ grant contribution to the project's equipment and subcontracting costs will be based on the justification of the costs actually incurred. This justification will take the form of the support documentation specified in the relevant section of the Guidelines for the Use of the Grant.

7.4 The beneficiaries confirm that they respect the social and labour legislation of their country regarding the costs of staff contributing to the project.

7.5 Each beneficiary is responsible for ensuring adequate insurance arrangements for their staff and students while participating in project activities.

## **Article 8 General administrative provisions**

8.1 Any important project related communication between the parties shall be done in writing and addressed to the appointed project manager of each beneficiary, as per the details below:

**For the coordinator:**

**Assoc. Prof. PhD. Anca BANDOI**  
**A. I. Cuza no.13, Craiova, 200585**  
**anca.bandoi01@yahoo.com**

**For the beneficiary:**

**Svitlana Kalashnikova**  
**9 Bastionna Str., Of. 907, Kyiv, 01014, Ukraine**  
**E-mail – svit.ukr@ukr.net**  
**Phone: +380503303754**

8.2 Any changes to the above information should be communicated in a timely manner.

## **Article 9 Promotion and visibility**

9.1 The coordinator and the beneficiaries shall ensure adequate promotion of the project and commit to playing an active role in any actions organised to capitalise on, exploit / disseminate the results of the project.

9.2 Any notice or publication by the project, including at a conference or a seminar, must specify that the project is being co-financed by EU funds within the framework of the Erasmus+ Programme, and must comply with the visibility rules laid down in Articles I.10.8 and I.10.9 of the Grant Agreement, as well as in section 1.6 of the Guidelines for the Use of the Grant.



**Article 10**  
**Confidentiality and data protection**

10.1 The coordinator and the beneficiaries undertake to preserve the confidentiality of any document, information or other material directly related to the subject of the Agreement that is duly classed as confidential, if disclosure could cause prejudice to the other party. The parties shall remain bound by this obligation beyond the closing date of the action.

10.2 All personal data contained in or relating to this Agreement shall be processed in accordance with the dispositions of Article II.6 of the Grant Agreement.

**Article 11**  
**Ownership and property rights**

11.1 The ownership of all project results, including copyrights and intellectual property rights, as well as all reports and other documentation resulting from the action, shall be vested in the beneficiaries, in compliance with Article I.7 of the Grant Agreement.

11.2 Materials already developed and brought in may be only used within the scope of the project as templates of good practice. Copyrights shall be strictly safeguarded and permission for reproduction and scale of production has to be settled beforehand.

**Article 12**  
**Liability**

12.1 Each of the contracting parties discharges the other of any civil liability for any damages suffered by itself or its staff/students as a result of the performance of this Agreement, insofar as such damages are not due to serious or intentional negligence or fault of the other party or its staff/students.

**Article 13**  
**Conflict of interest**

13.1 The coordinator and beneficiaries must undertake all necessary precautions to prevent any risk of conflicts of interest, which could affect their impartial and objective performance of the Agreement. Such conflict of interest could arise in particular as a result of economic interest, political or national affinity, family or emotional reasons, or any other shared interest.

13.2 Any situation constituting or likely to lead to any such conflict should be brought to the attention of the coordinator without delay, and the beneficiary in cause shall undertake to take all necessary measures to rectify this situation at once.

13.3 The coordinator will decide if it is deemed necessary to inform the Executive Agency as provided for in Article II.4 of the Grant Agreement.

**Article 14**  
**Working languages**

14.1 The working language of the partnership shall be English.

14.2 Both parties commit in allocating to the project staff with enough knowledge of the working language, allowing a smooth communication and understanding of the matters discussed.

## **Article 15 Conflict resolution**

15.1 In case of conflict between the project partners resulting from the interpretation or the application of this Agreement, or in connection with the activities contained within, the parties involved shall make the effort to come to an amicable arrangement rapidly and in the spirit of good cooperation.

15.2 Disputes should be addressed in writing to the project Steering Committee (or a body consisting of representatives of all the project partners), that will try to mediate in order to resolve the conflict.

## **Article 16 Applicable law and jurisdiction**

16.1 This Agreement is governed by the Romanian law, being the law of the coordinator's country.

16.2 In case of any disputes on matters under this Agreement, which cannot be resolved by an amicable settlement, the matter shall have to be decided in accordance with the jurisdiction of the coordinator's country.

16.3 If any provision of this Agreement or the application of any such provision shall be considered invalid or unenforceable in whole or in part for legal requirements, all other stipulations remain valid and binding to both parties.

16.4 If any provision in this Agreement should be wholly or partly ineffective, the parties to this Agreement undertake to replace the ineffective provision by an effective provision which comes as close as possible to the purpose of the ineffective provision.

16.5 This Agreement is concluded in English. In the event of translation of this Agreement and its annexes, the English version shall prevail.

## **Article 17 Termination of the Agreement**

17.1 In the event that any of the beneficiaries fail to perform any obligations under the present Agreement or the Grant Agreement, the coordinator may terminate their participation in the project, upon formal written authorisation by the Executive Agency.

17.2 The coordinator shall notify the beneficiary in cause by registered letter. The beneficiary has one month to supply all relevant information to appeal the decision.

## **Article 18 Force Majeure**

18.1 If either parties face a case of *force majeure* (as per defined in article II.14 of the Grant Agreement), it shall promptly notify the other party in writing, specifying the nature, probable duration and expected effects of this event.

18.2 Neither of the parties shall be deemed in breach of its obligations if it has been prevented from performing its tasks due to *force majeure*. The parties shall take all necessary measures to minimise possible damage to successful project implementation.

## Article 19 Amendments

19.1 Any amendments to this Agreement must be made in writing by means of a Supplementary Agreement, and become effective when signed by the authorised legal representatives of both parties. No oral agreement may bind the parties to this effect.

19.2 The amendment may not have the purpose or the effect of making changes which might call into question the dispositions of the Grant Agreement.

## Article 20 Annexes

Annex I – Budget/Expenditure/Co-financing breakdown per partner and budget category.

Annex II - Copy of the Grant Agreement signed between the coordinator and the Executive Agency, its annexes, and any existing amendment.

Annex III - Financial identification form

We, the undersigned, declare to have read and accepted the terms and conditions of this Agreement as described here before, including the annexes thereto.

**For the Coordinator**  
**The legal representative**  
**Prof. Cezar Ionut Spinu PhD.**

**Signature and stamp**  
**Done in Craiova**

**Date**



**For the Beneficiary**  
**Director**  
**Prof. Svitlana Kalashnikova**

**Signature and stamp**  
**Done in Kyiv**

**Date: March 21, 2018**



**Annex I****Budget / Expenditure / Co-financing breakdown and budget category**

**Partner: Institute of Higher Education of the National Academy of Educational Sciences of Ukraine, IHE NAESU - established Kyiv, Ukraine;**

**Maximum Erasmus+ grant contribution**

	EUR
I Staff costs	1 540
II Travel costs	2 825
III Costs of stay	7 440
IV Equipment	-
V Subcontracting	-
<b>TOTAL GRANT CONTRIBUTION (total I- V)</b>	<b>11 805</b>

**Co-financing**

	EUR
Staff costs	900,00
Staff costs	995,00
Staff costs	900,00
Staff costs	900,00
<b>TOTAL CO-FINANCING</b>	<b>3 695</b>





Co-funded by the  
Erasmus+ Programme  
of the European Union

*Implementation of Education Quality Assurance  
System via Cooperation of University- Business-  
Government in HEIs (EDUQAS)*

Project no. 586109-EPP-1-2017-1-RO-EPPKA2-  
CBHE-SP (2017-2895/001-001)

**Partnership Agreement**

586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

*Implementation of Education Quality Assurance System via Cooperation of  
University - Business-Government in HEIs (EDUQAS)*

The present Partnership Agreement, hereinafter referred to as “the Agreement”,  
is made and entered into by and between,

**University of Craiova, Romania**  
**A. I. Cuza no.13, Craiova, Romania, 200585**

hereinafter referred to as the “coordinator”, represented for the purposes of  
signature of the Agreement by Prof. Cezar Ionuț Spînu PhD., Rector, the legal  
representative as defined in the Grant Agreement 2017-2895/001-001.

and the following beneficiary:

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE - established  
Kyiv, Ukraine;**

hereinafter referred to as the “beneficiaries”, represented for the purposes of  
signature of this Agreement by their legal representatives, according to the  
Mandates previously signed and attached to the Grant Agreement (here in  
Annex II).

Where a provision applies without distinction to the "coordinator" and the  
"beneficiaries", for the purpose of this Agreement they will be collectively  
referred to as the "beneficiaries".

The parties hereby have agreed as follows:

**Article 1**  
**Subject of the Partnership Agreement**

1.1 This Agreement defines the terms that govern the relations between the  
parties, by establishing their rights and obligations, and lays down the rules of

procedure for the work to be carried out in order to successfully implement the Erasmus+ CBHE action *Implementation of Education Quality Assurance System via Cooperation of University - Business-Government in HEIs (EDUQAS)* (hereinafter referred to as the "project").

1.2 The coordinator and the beneficiaries, undertake to do everything in their power to carry out the work programme forming the subject of this Agreement, which falls within the framework of the Grant Agreement 2017-2895/001-001, concluded between the coordinator and the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as the "Executive Agency"), related to the above-mentioned project.

1.3 The subject matter of this Agreement and the related work programme are detailed in the annexes of the Grant Agreement. The respective Grant Agreement terms and conditions, related annexes and guidelines, shall form an integral part of the present Agreement, and take precedence over it (see Article 20 of the present Agreement for the list of annexes).

1.4 The coordinator and the beneficiaries shall be bound by the terms and conditions of this Agreement, the Grant Agreement and any further amendments of the latter.

## **Article 2 Duration**

2.1 This Agreement shall enter into force on the date the last party signs, but shall have retroactive effect from the starting date of the eligibility period laid down in the Grant Agreement.

2.2 The period of eligibility of the activities and the costs shall be in accordance to the dispositions of the Grant Agreement or any subsequent amendments of it.

2.3 The present Agreement shall remain in force until the coordinator has been discharged in full of his obligations arising from the Grant Agreement signed with the Executive Agency.

## **Article 3 Obligations and responsibilities**

3.1 General obligations and role of the beneficiaries (including the coordinator).

The beneficiaries:

- (a) are jointly responsible for carrying out the activities attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles;
- (b) undertake to comply with all the provisions of the Grant Agreement and its annexes, with all the provisions of this Agreement, as well as with EU and national legislation;
- (c) are jointly responsible for complying with any legal obligations incumbent on them jointly or individually;
- (d) shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;
- (e) shall be responsible for the sound financial management and cost efficiency of the funds allocated to the project.

### 3.2 Specific obligations and role of the coordinator.

The coordinator undertakes to:

- (a) be responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;
- (b) be the intermediary for all communication between the beneficiaries and the Executive Agency, and inform the beneficiaries of any relevant communication exchanged with the Executive Agency;
- (c) inform the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- (d) as the sole recipient of payments on behalf of all beneficiaries, transfer funds to the beneficiaries without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of this Agreement;
- (e) manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;
- (f) comply with all reporting requirements *vis-à-vis* the Executive Agency, as per the dispositions of Article I.4 of the Grant Agreement. The coordinator shall not delegate any part of this task to any party;
- (g) establish payment requests on behalf of the beneficiaries, as per the dispositions of Article I.4 of the Grant Agreement;
- (h) provide one copy of this Agreement duly signed to each beneficiary and to the Executive Agency within 6 months of the signature of the Grant Agreement.
- (i) provide the beneficiaries with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the

Use of the Grant, the various reports templates and any other relevant document concerning the project.

- (j) transmit to the beneficiaries copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits.

### 3.3 Specific obligations and role of each beneficiary (excluding the coordinator).

Each beneficiary undertakes to:

- (a) ensure adequate communication with the coordinator and with the other beneficiaries;
- (b) support the coordinator in fulfilling its tasks according to the Grant Agreement;
- (c) submit in due time to the coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations;
- (d) provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;
- (e) notify the coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);
- (f) inform the coordinator of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative.
- (g) should provide the coordinator, upon request, the internal auditing reports certifying that all expenses have been undertaken according to the grant agreement and within the financial regulations of the programme.

## **Article 4** **Financing the action**

4.1 The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to EUR 815.296,30 and shall take the form as stipulated in Annex III of the Grant Agreement.

4.2 The Erasmus+ grant contribution is awarded to the partnership under the form of:

- a "*reimbursement of actual costs*" for Equipment and Subcontracting costs
- a "*unit contribution*" to the costs incurred for Staff costs, Travel costs and costs of Stay



4.3 The grant contribution to the project is intended to cover only part of the costs actually incurred by the beneficiaries in carrying out the activities foreseen. The beneficiaries commit to provide additional resources to the project so as to ensure its full implementation in accordance with the Grant Agreement.

4.4 Full details of the estimated budget breakdown per funding source, beneficiary and budget category are given in Annex I of this Agreement.

## **Article 5**

### **Payment arrangements**

5.1 The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to each individual beneficiary using the accounts stipulated in Annex III of this Agreement.

5.2 The transfer of the Erasmus+ grant contribution to individual beneficiaries will be implemented in accordance with the following timetable and procedure:

#### *Payment(s) in advance*

The coordinator will transfer to the respective account of each beneficiary in advance of the actual activities (/expenditures) [part of] the estimated Erasmus+ grant contribution identified under Annex 1 of this Agreement, in the following way:

1. 50% of the estimated Erasmus+ grant contribution at the time of signature of this Agreement, according to the amount transferred into the coordinator's account from the Agency;
2. 40% of the estimated Erasmus+ grant contribution after the reception of the necessary proofs of expenditure/activity covering at least 70% of the amount of advance payment already made, and once the second pre-financing has been transferred into the coordinator's account by the Agency.
3. The coordinator shall transfer all amounts to the project partners after they have been received from the Agency.

5.3 Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the present Agreement and the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiaries will be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.

5.4 If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, the following procedure will apply:

*1) the beneficiary responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator.*

5.5 The costs of financial transfers and other banking commissions shall be borne by each project partner.

## **Article 6 Reporting**

6.1 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, if applicable, copies of supporting documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement.

6.2 The coordinator shall provide the beneficiaries with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion. These reports must be drawn up in EURO.

6.3 The beneficiaries shall keep a record of any expenditure/activity incurred under the project and all proofs and related documents for a period of 5 years after the payment of the final balance under the Grant Agreement. 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 Guidelines for the Use of the Grant.

## **Article 7 Budgetary and financial management**

7.1 The Erasmus+ grant contribution to the project's staff costs, travel costs and costs of stay will be calculated on the basis of "unit contributions" whose individual amounts are specified in the Erasmus+ Programme Guide, in the Guidelines for the Use of the Grant and in the Guidelines for the Special Mobility Strand (when applicable).

7.2 For the implementation of the project and the beneficiary's reimbursement of costs incurred in terms of staff, travel and costs of stay, the partnership will

Possible options:

- apply the unit costs amounts defined in the Erasmus+ Programme Guide and in the Guidelines for the Use of the Grant

7.3 The Erasmus+ grant contribution to the project's equipment and subcontracting costs will be based on the justification of the costs actually incurred. This justification will take the form of the support documentation specified in the relevant section of the Guidelines for the Use of the Grant.

7.4 The beneficiaries confirm that they respect the social and labour legislation of their country regarding the costs of staff contributing to the project.

7.5 Each beneficiary is responsible for ensuring adequate insurance arrangements for their staff and students while participating in project activities.

## **Article 8**

### **General administrative provisions**

8.1 Any important project related communication between the parties shall be done in writing and addressed to the appointed project manager of each beneficiary, as per the details below:

For the coordinator:

Assoc. Prof. PhD. Anca BANDOI  
A. I. Cuza no.13, Craiova, 200585  
anca.bandoi01@yahoo.com

For the beneficiary:

Alla RYBALKO  
Kyiv, 01135  
Ave Peremogy 10  
a\_rybalko@mon.gov.ua  
+38044 481-32-38

8.2 Any changes to the above information should be communicated in a timely manner.

## **Article 9**

### **Promotion and visibility**

9.1 The coordinator and the beneficiaries shall ensure adequate promotion of the project and commit to playing an active role in any actions organised to capitalise on, exploit / disseminate the results of the project.

9.2 Any notice or publication by the project, including at a conference or a seminar, must specify that the project is being co-financed by EU funds within the framework of the Erasmus+ Programme, and must comply with the visibility rules laid down in Articles I.10.8 and I.10.9 of the Grant Agreement, as well as in section 1.6 of the Guidelines for the Use of the Grant.

## **Article 10**

### **Confidentiality and data protection**

10.1 The coordinator and the beneficiaries undertake to preserve the confidentiality of any document, information or other material directly related to the subject of the Agreement that is duly classed as confidential, if disclosure could cause prejudice to the other party. The parties shall remain bound by this obligation beyond the closing date of the action.

10.2 All personal data contained in or relating to this Agreement shall be processed in accordance with the dispositions of Article II.6 of the Grant Agreement.

## **Article 11**

### **Ownership and property rights**

11.1 The ownership of all project results, including copyrights and intellectual property rights, as well as all reports and other documentation resulting from the action, shall be vested in the beneficiaries, in compliance with Article I.7 of the Grant Agreement.

11.2 Materials already developed and brought in may be only used within the scope of the project as templates of good practice. Copyrights shall be strictly safeguarded and permission for reproduction and scale of production has to be settled beforehand.

## **Article 12**

### **Liability**

12.1 Each of the contracting parties discharges the other of any civil liability for any damages suffered by itself or its staff/students as a result of the performance of this Agreement, insofar as such damages are not due to serious or intentional negligence or fault of the other party or its staff/students.

### **Article 13**

#### **Conflict of interest**

13.1 The coordinator and beneficiaries must undertake all necessary precautions to prevent any risk of conflicts of interest, which could affect their impartial and objective performance of the Agreement. Such conflict of interest could arise in particular as a result of economic interest, political or national affinity, family or emotional reasons, or any other shared interest.

13.2 Any situation constituting or likely to lead to any such conflict should be brought to the attention of the coordinator without delay, and the beneficiary in cause shall undertake to take all necessary measures to rectify this situation at once.

13.3 The coordinator will decide if it is deemed necessary to inform the Executive Agency as provided for in Article II.4 of the Grant Agreement.

### **Article 14**

#### **Working languages**

14.1 The working language of the partnership shall be English.

14.2 Both parties commit in allocating to the project staff with enough knowledge of the working language, allowing a smooth communication and understanding of the matters discussed.

### **Article 15**

#### **Conflict resolution**

15.1 In case of conflict between the project partners resulting from the interpretation or the application of this Agreement, or in connection with the activities contained within, the parties involved shall make the effort to come to an amicable arrangement rapidly and in the spirit of good cooperation.

15.2 Disputes should be addressed in writing to the project Steering Committee (or a body consisting of representatives of all the project partners), that will try to mediate in order to resolve the conflict.

## **Article 16**

### **Applicable law and jurisdiction**

16.1 This Agreement is governed by the Romanian law, being the law of the coordinator's country.

16.2 In case of any disputes on matters under this Agreement, which cannot be resolved by an amicable settlement, the matter shall have to be decided in accordance with the jurisdiction of the coordinator's country.

16.3 If any provision of this Agreement or the application of any such provision shall be considered invalid or unenforceable in whole or in part for legal requirements, all other stipulations remain valid and binding to both parties.

16.4 If any provision in this Agreement should be wholly or partly ineffective, the parties to this Agreement undertake to replace the ineffective provision by an effective provision which comes as close as possible to the purpose of the ineffective provision.

16.5 This Agreement is concluded in English. In the event of translation of this Agreement and its annexes, the English version shall prevail.

## **Article 17**

### **Termination of the Agreement**

17.1 In the event that any of the beneficiaries fail to perform any obligations under the present Agreement or the Grant Agreement, the coordinator may terminate their participation in the project, upon formal written authorisation by the Executive Agency.

17.2 The coordinator shall notify the beneficiary in cause by registered letter. The beneficiary has one month to supply all relevant information to appeal the decision.

## **Article 18**

### ***Force Majeure***

18.1 If either parties face a case of *force majeure* (as per defined in article II.14 of the Grant Agreement), it shall promptly notify the other party in writing, specifying the nature, probable duration and expected effects of this event.

18.2 Neither of the parties shall be deemed in breach of its obligations if it has been prevented from performing its tasks due to *force majeure*. The parties shall take all necessary measures to minimise possible damage to successful project implementation.

## Article 19 Amendments

19.1 Any amendments to this Agreement must be made in writing by means of a Supplementary Agreement, and become effective when signed by the authorised legal representatives of both parties. No oral agreement may bind the parties to this effect.

19.2 The amendment may not have the purpose or the effect of making changes which might call into question the dispositions of the Grant Agreement.

## Article 20 Annexes

Annex I – Budget per partner and budget category.

Annex II - Copy of the Grant Agreement signed between the coordinator and the Executive Agency, its annexes, and any existing amendment.

Annex III - Financial identification form

We, the undersigned, declare to have read and accepted the terms and conditions of this Agreement as described here before, including the annexes thereto.

### For the Coordinator

The legal representative

Prof. Cezar Ionut Spînu PhD.



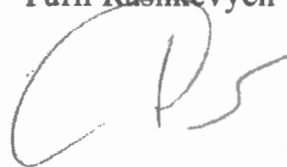
Signature and stamp  
Done in Craiova

Date

### For the Beneficiary

Deputy Minister

Yurii Rashkevych



Signature and stamp  
Done in Kyiv

Date 04.07.2018





Co-funded by the  
Erasmus+ Programme  
of the European Union

*Implementation of Education Quality Assurance System via  
Cooperation of University- Business-Government in HEIs (EDUQAS)*

Project no. 586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

## **Partnership Agreement**

586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

*Implementation of Education Quality Assurance System via Cooperation of University - Business-  
Government in HEIs (EDUQAS)*

The present Partnership Agreement, hereinafter referred to as "the Agreement", is made and entered into by and between,

**University of Craiova, Romania**  
**A. I. Cuza no.13, Craiova, Romania, 200585**

hereinafter referred to as the "coordinator", represented for the purposes of signature of the Agreement by Prof. Cezar Ionuț Spînu PhD., Rector, the legal representative as defined in the Grant Agreement 2017-2895/001-001.

and the following beneficiary:

**Ministry of Education and Science of the Republic of Kazakhstan - established Astana, Kazakhstan;**

and

**Kazakh University of Economics, Finance and International Trade - established Astana, Kazakhstan;**

hereinafter referred to as the "beneficiaries", represented for the purposes of signature of this Agreement by their legal representatives, according to the Mandates previously signed and attached to the Grant Agreement (here in Annex II).

Where a provision applies without distinction to the "coordinator" and the "beneficiaries", for the purpose of this Agreement they will be collectively referred to as the "beneficiaries".

The parties hereby have agreed as follows:



## **Article 1**

### **Subject of the Partnership Agreement**

1.1 This Agreement defines the terms that govern the relations between the parties, by establishing their rights and obligations, and lays down the rules of procedure for the work to be carried out in order to successfully implement the Erasmus+ CBHE action *Implementation of Education Quality Assurance System via Cooperation of University - Business-Government in HEIs (EDUQAS)* (hereinafter referred to as the "project").

1.2 The coordinator and the beneficiaries, undertake to do everything in their power to carry out the work programme forming the subject of this Agreement, which falls within the framework of the Grant Agreement 2017-2895/001-001, concluded between the coordinator and the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as the "Executive Agency"), related to the above-mentioned project.

1.3 The subject matter of this Agreement and the related work programme are detailed in the annexes of the Grant Agreement. The respective Grant Agreement terms and conditions, related annexes and guidelines, shall form an integral part of the present Agreement, and take precedence over it (see Article 20 of the present Agreement for the list of annexes).

1.4 The coordinator and the beneficiaries shall be bound by the terms and conditions of this Agreement, the Grant Agreement and any further amendments of the latter.

## **Article 2**

### **Duration**

2.1 This Agreement shall enter into force on the date the last party signs, but shall have retroactive effect from the starting date of the eligibility period laid down in the Grant Agreement.

2.2 The period of eligibility of the activities and the costs shall be in accordance to the dispositions of the Grant Agreement or any subsequent amendments of it.

2.3 The present Agreement shall remain in force until the coordinator has been discharged in full of his obligations arising from the Grant Agreement signed with the Executive Agency.

## **Article 3**

### **Obligations and responsibilities**

3.1 General obligations and role of the beneficiaries (including the coordinator).

The beneficiaries:

- (a) are jointly responsible for carrying out the activities attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles;
- (b) undertake to comply with all the provisions of the Grant Agreement and its annexes, with all the provisions of this Agreement, as well as with EU and national legislation;
- (c) are jointly responsible for complying with any legal obligations incumbent on them jointly or individually;

- (d) shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;
- (e) shall be responsible for the sound financial management and cost efficiency of the funds allocated to the project.

### 3.2 Specific obligations and role of the coordinator.

The coordinator undertakes to:

- (a) be responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;
- (b) be the intermediary for all communication between the beneficiaries and the Executive Agency, and inform the beneficiaries of any relevant communication exchanged with the Executive Agency;
- (c) inform the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- (d) as the sole recipient of payments on behalf of all beneficiaries, transfer funds to the beneficiaries without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of this Agreement;
- (e) manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;
- (f) comply with all reporting requirements *vis-à-vis* the Executive Agency, as per the dispositions of Article I.4 of the Grant Agreement. The coordinator shall not delegate any part of this task to any party;
- (g) establish payment requests on behalf of the beneficiaries, as per the dispositions of Article I.4 of the Grant Agreement;
- (h) provide one copy of this Agreement duly signed to each beneficiary and to the Executive Agency within 6 months of the signature of the Grant Agreement.
- (i) provide the beneficiaries with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the Use of the Grant, the various reports templates and any other relevant document concerning the project.
- (j) transmit to the beneficiaries copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits.

### 3.3 Specific obligations and role of each beneficiary (excluding the coordinator).

Each beneficiary undertakes to:

- (a) ensure adequate communication with the coordinator and with the other beneficiaries;
- (b) support the coordinator in fulfilling its tasks according to the Grant Agreement;
- (c) submit in due time to the coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations;
- (d) provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;
- (e) notify the coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);
- (f) inform the coordinator of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative.
- (g) undertake their own expenditure, while the coordinator will not undertake any expenses on behalf of the partners;
- (h) should provide the coordinator, upon request, the internal auditing reports certifying that all expenses have been undertaken according to the grant agreement and within the financial regulations of the programme.

#### **Article 4** **Financing the action**

4.1 The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to EUR 815.296,30 and shall take the form as stipulated in Annex III of the Grant Agreement.

4.2 The Erasmus+ grant contribution is awarded to the partnership under the form of:

- a "*reimbursement of actual costs*" for Equipment and Subcontracting costs
- a "*unit contribution*" to the costs incurred for Staff costs, Travel costs and costs of Stay

4.3 The grant contribution to the project is intended to cover only part of the costs actually incurred by the beneficiaries in carrying out the activities foreseen. The beneficiaries commit to provide additional resources to the project so as to ensure its full implementation in accordance with the Grant Agreement.

4.4 Full details of the estimated budget breakdown per funding source, beneficiary and budget category are given in Annex I of this Agreement.

#### **Article 5** **Payment arrangements**

5.1 The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to the beneficiary using the accounts stipulated in Annex III of this Agreement - in this case, the partner institution administering the Ministry of Education and Science of the Republic of Kazakhstan will be

the KAZAKH UNIVERSITY OF ECONOMY, FINANCE AND INTERNATIONAL TRADE (KAZUEFIT), Astana. KAZUEFIT will open a separate bank account from which the expenses of the Ministry of Education and Science of the Republic of Kazakhstan will be handled, according to the current agreement and within the limits of the approved budget.

5.2 The transfer of the Erasmus+ grant contribution to individual beneficiaries will be implemented in accordance with the following timetable and procedure:

*Payment(s) in advance*

The coordinator will transfer to the respective account of each beneficiary in advance of the actual activities (/expenditures) [part of] the estimated Erasmus+ grant contribution identified under Annex I of this Agreement, in the following way:

1. 50% of the estimated Erasmus+ grant contribution at the time of signature of this Agreement, according to the amount transferred into the coordinator's account from the Agency;
2. 40% of the estimated Erasmus+ grant contribution after the reception of the necessary proofs of expenditure/activity covering at least 70% of the amount of advance payment already made, and once the second pre-financing has been transferred into the coordinator's account by the Agency.
3. The coordinator shall transfer all amounts to the project partners after they have been received from the Agency.

*Reimbursement of costs incurred*

[Within 30 days of receipt] of the necessary proofs of expenditure/activity (as specified in the Guidelines for the Use of the Grant), the coordinator will reimburse to the beneficiary's account specified on Annex III of this Agreement the [part of the] costs actually incurred in accordance with the estimated budget breakdown identified under Annex I of the Agreement. - *not applicable*

5.3 Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the present Agreement and the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiaries will be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.

5.4 If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, the following procedure will apply:

- 1) *the beneficiary - both KAZUEFIT and the Ministry of Education and Science of the Republic of Kazakhstan are responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator.*
- 2) *the beneficiary - both KAZUEFIT and the Ministry of Education and Science of the Republic of Kazakhstan commit to take in charge a percentage of the ineligible amount(s) corresponding to their share of the Erasmus+ grant and will reimburse it to the coordinator. not applicable*

5.5 The costs of financial transfers and other banking commissions shall be borne by each project partner.

## **Article 6 Reporting**

6.1 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, if applicable, copies of supporting documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement.

6.2 The coordinator shall provide the beneficiaries with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion. These reports must be drawn up in EURO.

6.3 The beneficiaries - *both* KAZUEFIT and the Ministry of Education and Science of the Republic of Kazakhstan shall keep a record of any expenditure/activity incurred under the project and all proofs and related documents for a period of 5 years after the payment of the final balance under the Grant Agreement. 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 Guidelines for the Use of the Grant.

## **Article 7 Budgetary and financial management**

7.1 The Erasmus+ grant contribution to the project's staff costs, travel costs and costs of stay will be calculated on the basis of "unit contributions" whose individual amounts are specified in the Erasmus+ Programme Guide, in the Guidelines for the Use of the Grant and in the Guidelines for the Special Mobility Strand (when applicable).

7.2 For the implementation of the project and the beneficiary's reimbursement of costs incurred in terms of staff, travel and costs of stay, the partnership will

Possible options:

- apply the unit costs amounts defined in the Erasmus+ Programme Guide and in the Guidelines for the Use of the Grant
- use the procedure and amounts described hereafter (in Annex XXX of this Agreement) not applicable
  
- *on other unit costs amounts than those specified in the Erasmus+ Programme Guide (even higher if deemed necessary), not applicable*
- *on the reimbursement of actual costs incurred (with a maximum if necessary) or not applicable*
- *on a combination of both not applicable*

7.3 The Erasmus+ grant contribution to the project's equipment and subcontracting costs will be based on the justification of the costs actually incurred. This justification will take the form of the support documentation specified in the relevant section of the Guidelines for the Use of the Grant.

7.4 The beneficiaries confirm that they respect the social and labour legislation of their country regarding the costs of staff contributing to the project.

7.5 Each beneficiary is responsible for ensuring adequate insurance arrangements for their staff and students while participating in project activities.

BEN

## **Article 8** **General administrative provisions**

8.1 Any important project related communication between the parties shall be done in writing and addressed to the appointed project manager of each beneficiary, as per the details below:

For the coordinator:

Assoc. Prof. PhD. Anca BANDOI  
A. I. Cuza no.13, Craiova, 200585  
anca.bandoi01@yahoo.com

For the beneficiary:

Ministry of Education and Science of the Republic of Kazakhstan  
Rauza Mendaliyeva  
Mangylyk El 8  
Email: rauza\_dvpo\_2017@mail.ru  
Phone : +87784076176

and

**Kazakh University of Economics, Finance and International Trade - established Astana, Kazakhstan;**

Ainazat Urkinbayeva  
Zhubanova street, 7, Postal code 010005  
E-mail: a.urkinbayeva@kuef.kz  
Phone: +87013786798

8.2 Any changes to the above information should be communicated in a timely manner.

## **Article 9** **Promotion and visibility**

9.1 The coordinator and the beneficiaries shall ensure adequate promotion of the project and commit to playing an active role in any actions organised to capitalise on, exploit / disseminate the results of the project.

9.2 Any notice or publication by the project, including at a conference or a seminar, must specify that the project is being co-financed by EU funds within the framework of the Erasmus+ Programme, and must comply with the visibility rules laid down in Articles I.10.8 and I.10.9 of the Grant Agreement, as well as in section 1.6 of the Guidelines for the Use of the Grant.

## **Article 10** **Confidentiality and data protection**

10.1 The coordinator and the beneficiaries undertake to preserve the confidentiality of any document, information or other material directly related to the subject of the Agreement that is duly classed as confidential, if disclosure could cause prejudice to the other party. The parties shall remain bound by this obligation beyond the closing date of the action.

10.2 All personal data contained in or relating to this Agreement shall be processed in accordance with the dispositions of Article II.6 of the Grant Agreement.

## **Article 11 Ownership and property rights**

11.1 The ownership of all project results, including copyrights and intellectual property rights, as well as all reports and other documentation resulting from the action, shall be vested in the beneficiaries, in compliance with Article I.7 of the Grant Agreement.

11.2 Materials already developed and brought in may be only used within the scope of the project as templates of good practice. Copyrights shall be strictly safeguarded and permission for reproduction and scale of production has to be settled beforehand.

## **Article 12 Liability**

12.1 Each of the contracting parties discharges the other of any civil liability for any damages suffered by itself or its staff/students as a result of the performance of this Agreement, insofar as such damages are not due to serious or intentional negligence or fault of the other party or its staff/students.

## **Article 13 Conflict of interest**

13.1 The coordinator and beneficiaries must undertake all necessary precautions to prevent any risk of conflicts of interest, which could affect their impartial and objective performance of the Agreement. Such conflict of interest could arise in particular as a result of economic interest, political or national affinity, family or emotional reasons, or any other shared interest.

13.2 Any situation constituting or likely to lead to any such conflict should be brought to the attention of the coordinator without delay, and the beneficiary in cause shall undertake to take all necessary measures to rectify this situation at once.

13.3 The coordinator will decide if it is deemed necessary to inform the Executive Agency as provided for in Article II.4 of the Grant Agreement.

## **Article 14 Working languages**

14.1 The working language of the partnership shall be English.

14.2 Both parties commit in allocating to the project staff with enough knowledge of the working language, allowing a smooth communication and understanding of the matters discussed.

## **Article 15 Conflict resolution**

15.1 In case of conflict between the project partners resulting from the interpretation or the application of this Agreement, or in connection with the activities contained within, the parties involved shall make the effort to come to an amicable arrangement rapidly and in the spirit of good cooperation.

15.2 Disputes should be addressed in writing to the project Steering Committee (or a body consisting of representatives of all the project partners), that will try to mediate in order to resolve the conflict.

## **Article 16** **Applicable law and jurisdiction**

- 16.1 This Agreement is governed by the Romanian law, being the law of the coordinator's country.
- 16.2 In case of any disputes on matters under this Agreement, which cannot be resolved by an amicable settlement, the matter shall have to be decided in accordance with the jurisdiction of the coordinator's country.
- 16.3 If any provision of this Agreement or the application of any such provision shall be considered invalid or unenforceable in whole or in part for legal requirements, all other stipulations remain valid and binding to both parties.
- 16.4 If any provision in this Agreement should be wholly or partly ineffective, the parties to this Agreement undertake to replace the ineffective provision by an effective provision which comes as close as possible to the purpose of the ineffective provision.
- 16.5 This Agreement is concluded in English. In the event of translation of this Agreement and its annexes, the English version shall prevail.

## **Article 17** **Termination of the Agreement**

- 17.1 In the event that any of the beneficiaries fail to perform any obligations under the present Agreement or the Grant Agreement, the coordinator may terminate their participation in the project, upon formal written authorisation by the Executive Agency.
- 17.2 The coordinator shall notify the beneficiary in cause by registered letter. The beneficiary has one month to supply all relevant information to appeal the decision.

## **Article 18** ***Force Majeure***

- 18.1 If either parties face a case of *force majeure* (as per defined in article II.14 of the Grant Agreement), it shall promptly notify the other party in writing, specifying the nature, probable duration and expected effects of this event.
- 18.2 Neither of the parties shall be deemed in breach of its obligations if it has been prevented from performing its tasks due to *force majeure*. The parties shall take all necessary measures to minimise possible damage to successful project implementation.

## **Article 19** **Amendments**

- 19.1 Any amendments to this Agreement must be made in writing by means of a Supplementary Agreement, and become effective when signed by the authorised legal representatives of both parties. No oral agreement may bind the parties to this effect.
- 19.2 The amendment may not have the purpose or the effect of making changes which might call into question the dispositions of the Grant Agreement.



**Article 20**  
**Annexes**

- Annex I – Budget/Expenditure/Co-financing breakdown per partner and budget category.
- Annex II - Copy of the Grant Agreement signed between the coordinator and the Executive Agency, its annexes, and any existing amendment.
- Annex III - Financial identification form

We, the undersigned, declare to have read and accepted the terms and conditions of this Agreement as described here before, including the annexes thereto.

**For the Coordinator**

The legal representative  
Prof. Cezar Ionut Spinu PhD



Signature and stamp  
Done in Craiova

Date [DD/MM/YYYY]

**For the Beneficiary**

The legal representative  
Gulzat Kobenova – Director of the Department of Higher and Postgraduate Education of the Ministry of Education and Science of the Republic of Kazakhstan

Signature and stamp  
Done in Astana

Date [DD/MM/YYYY]

**For the Beneficiary**

The legal representative  
Sarsengali Abdymanapov, rector  
Kazakh University of Economics, Finance and International Trade  
Astana, Kazakhstan

Signature and stamp  
Done in Astana

Date [DD/MM/YYYY]



Co-funded by the  
Erasmus+ Programme  
of the European Union

*Implementation of Education Quality Assurance System via  
Cooperation of University- Business-Government in HEIs (EDUQAS)*  
Project no. 586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)

## **Partnership Agreement**

586109-EPP-1-2017-1-RO-EPPKA2-CBHE-SP (2017-2895/001-001)  
*Implementation of Education Quality Assurance System via Cooperation of University - Business-  
Government in HEIs (EDUQAS)*

The present Partnership Agreement, hereinafter referred to as “the Agreement”, is made and entered into by and between,

**University of Craiova, Romania**  
**A. I. Cuza no.13, Craiova, Romania, 200585**

hereinafter referred to as the “coordinator”, represented for the purposes of signature of the Agreement by Prof. Cezar Ionuț Spînu PhD., Rector, the legal representative as defined in the Grant Agreement 2017-2895/001-001.

and the following beneficiary:

**Haut Conseil de l'évaluation de la recherche et de l'enseignement supérieur - established PARIS, France;**

hereinafter referred to as the “beneficiaries”, represented for the purposes of signature of this Agreement by their legal representatives, according to the Mandates previously signed and attached to the Grant Agreement (here in Annex II).

Where a provision applies without distinction to the "coordinator" and the "beneficiaries", for the purpose of this Agreement they will be collectively referred to as the "beneficiaries".

The parties hereby have agreed as follows:

## **Article 1**

### **Subject of the Partnership Agreement**

1.1 This Agreement defines the terms that govern the relations between the parties, by establishing their rights and obligations, and lays down the rules of procedure for the work to be carried out in order to successfully implement the Erasmus+ CBHE action *Implementation of Education Quality Assurance System via Cooperation of University - Business-Government in HEIs (EDUQAS)* (hereinafter referred to as the "project").

1.2 The coordinator and the beneficiaries, undertake to do everything in their power to carry out the work programme forming the subject of this Agreement, which falls within the framework of the Grant Agreement 2017-2895/001-001, concluded between the coordinator and the Education, Audiovisual and Culture Executive Agency (hereinafter referred to as the "Executive Agency"), related to the above-mentioned project.

1.3 The subject matter of this Agreement and the related work programme are detailed in the annexes of the Grant Agreement. The respective Grant Agreement terms and conditions, related annexes and guidelines, shall form an integral part of the present Agreement, and take precedence over it (see Article 20 of the present Agreement for the list of annexes).

1.4 The coordinator and the beneficiaries shall be bound by the terms and conditions of this Agreement, the Grant Agreement and any further amendments of the latter.

## **Article 2**

### **Duration**

2.1 This Agreement shall enter into force on the date the last party signs, but shall have retroactive effect from the starting date of the eligibility period laid down in the Grant Agreement.

2.2 The period of eligibility of the activities and the costs shall be in accordance to the dispositions of the Grant Agreement or any subsequent amendments of it.

2.3 The present Agreement shall remain in force until the coordinator has been discharged in full of his obligations arising from the Grant Agreement signed with the Executive Agency.

## **Article 3**

### **Obligations and responsibilities**

3.1 General obligations and role of the beneficiaries (including the coordinator).

The beneficiaries:

- (a) are jointly responsible for carrying out the activities attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles;
- (b) undertake to comply with all the provisions of the Grant Agreement and its annexes, with all the provisions of this Agreement, as well as with EU and national legislation;
- (c) are jointly responsible for complying with any legal obligations incumbent on them jointly or individually;
- (d) shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;

- (e) shall be responsible for the sound financial management and cost efficiency of the funds allocated to the project.

### 3.2 Specific obligations and role of the coordinator.

The coordinator undertakes to:

- (a) be responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;
- (b) be the intermediary for all communication between the beneficiaries and the Executive Agency, and inform the beneficiaries of any relevant communication exchanged with the Executive Agency;
- (c) inform the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- (d) as the sole recipient of payments on behalf of all beneficiaries, transfer funds to the beneficiaries without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of this Agreement;
- (e) manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;
- (f) comply with all reporting requirements *vis-à-vis* the Executive Agency, as per the dispositions of Article I.4 of the Grant Agreement. The coordinator shall not delegate any part of this task to any party;
- (g) establish payment requests on behalf of the beneficiaries, as per the dispositions of Article I.4 of the Grant Agreement;
- (h) provide one copy of this Agreement duly signed to each beneficiary and to the Executive Agency within 6 months of the signature of the Grant Agreement.
- (i) provide the beneficiaries with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the Use of the Grant, the various reports templates and any other relevant document concerning the project.
- (j) transmit to the beneficiaries copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits.

### 3.3 Specific obligations and role of each beneficiary (excluding the coordinator).

Each beneficiary undertakes to:

- (a) ensure adequate communication with the coordinator and with the other beneficiaries;
- (b) support the coordinator in fulfilling its tasks according to the Grant Agreement;
- (c) submit in due time to the coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations;
- (d) provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;
- (e) notify the coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);
- (f) inform the coordinator of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative.

- (g) undertake their own expenditure, while the coordinator will not undertake any expenses on behalf of the partners;
- (h) should provide the coordinator, upon request, the internal auditing reports certifying that all expenses have been undertaken according to the grant agreement and within the financial regulations of the programme.

#### **Article 4** **Financing the action**

4.1 The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to EUR 815.296,30 and shall take the form as stipulated in Annex III of the Grant Agreement.

4.2 The Erasmus+ grant contribution is awarded to the partnership under the form of:

- a "*reimbursement of actual costs*" for Equipment and Subcontracting costs
- a "*unit contribution*" to the costs incurred for Staff costs, Travel costs and costs of Stay

4.3 The grant contribution to the project is intended to cover only part of the costs actually incurred by the beneficiaries in carrying out the activities foreseen. The beneficiaries commit to provide additional resources to the project so as to ensure its full implementation in accordance with the Grant Agreement.

4.4 Full details of the estimated budget breakdown per funding source, beneficiary and budget category are given in Annex I of this Agreement.

#### **Article 5** **Payment arrangements**

5.1 The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to each individual beneficiary using the accounts stipulated in Annex III of this Agreement.

5.2 The transfer of the Erasmus+ grant contribution to individual beneficiaries will be implemented in accordance with the following timetable and procedure:

*Payment(s) in advance*

The coordinator will transfer to the respective account of each beneficiary in advance of the actual activities (/expenditures) [part of] the estimated Erasmus+ grant contribution identified under Annex 1 of this Agreement, in the following way:

1. 50% of the estimated Erasmus+ grant contribution at the time of signature of this Agreement, according to the amount transferred into the coordinator's account from the Agency;
2. 40% of the estimated Erasmus+ grant contribution after the reception of the necessary proofs of expenditure/activity covering at least 70% of the amount of advance payment already made, and once the second pre-financing has been transferred into the coordinator's account by the Agency.
3. The coordinator shall transfer all amounts to the project partners after they have been received from the Agency.

*Reimbursement of costs incurred*

[Within 30 days of receipt] of the necessary proofs of expenditure/activity (as specified in the Guidelines for the Use of the Grant), the coordinator will reimburse to the beneficiary's account specified on Annex III of this Agreement the [part of the] costs actually incurred in accordance with the estimated budget breakdown identified under Annex 1 of the Agreement. - *not applicable*

5.3 Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the present Agreement and the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiaries will be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.

5.4 If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, the following procedure will apply:

- 1) *the beneficiary responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator.*
- 2) *the beneficiary commits to take in charge a percentage of the ineligible amount(s) corresponding to their share of the Erasmus+ grant and will reimburse it to the coordinator. not applicable*

5.5 The costs of financial transfers and other banking commissions shall be borne by each project partner.

**Article 6**  
**Reporting**

6.1 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, if applicable, copies of supporting documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement.

6.2 The coordinator shall provide the beneficiaries with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion. These reports must be drawn up in EURO.

6.3 The beneficiaries shall keep a record of any expenditure/activity incurred under the project and all proofs and related documents for a period of 5 years after the payment of the final balance under the Grant Agreement. 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 Guidelines for the Use of the Grant.

## **Article 7** **Budgetary and financial management**

7.1 The Erasmus+ grant contribution to the project's staff costs, travel costs and costs of stay will be calculated on the basis of "unit contributions" whose individual amounts are specified in the Erasmus+ Programme Guide, in the Guidelines for the Use of the Grant and in the Guidelines for the Special Mobility Strand (when applicable).

7.2 For the implementation of the project and the beneficiary's reimbursement of costs incurred in terms of staff, travel and costs of stay, the partnership will

Possible options:

- apply the unit costs amounts defined in the Erasmus+ Programme Guide and in the Guidelines for the Use of the Grant
- use the procedure and amounts described hereafter (in Annex XXX of this Agreement) not applicable
  
- *on other unit costs amounts than those specified in the Erasmus+ Programme Guide (even higher if deemed necessary), not applicable*
- *on the reimbursement of actual costs incurred (with a maximum if necessary) or not applicable*
- *on a combination of both not applicable*

7.3 The Erasmus+ grant contribution to the project's equipment and subcontracting costs will be based on the justification of the costs actually incurred. This justification will take the form of the support documentation specified in the relevant section of the Guidelines for the Use of the Grant.

7.4 The beneficiaries confirm that they respect the social and labour legislation of their country regarding the costs of staff contributing to the project.

7.5 Each beneficiary is responsible for ensuring adequate insurance arrangements for their staff and students while participating in project activities.

**Article 8**  
**General administrative provisions**

8.1 Any important project related communication between the parties shall be done in writing and addressed to the appointed project manager of each beneficiary, as per the details below:

For the coordinator:

Assoc. Prof. PhD. Anca BANDOI  
A. I. Cuza no.13, Craiova, 200585  
anca.bandoi01@yahoo.com

For the beneficiary:

Haut Conseil de l'évaluation de la recherche et de l'enseignement supérieur  
Solange Pizarz  
Hceres 2 rue Albert Einstein 75013 PARIS France  
E-mail solange.pizarz@hceres.fr  
Phone: +33 1 55 55 64 54

8.2 Any changes to the above information should be communicated in a timely manner.

**Article 9**  
**Promotion and visibility**

9.1 The coordinator and the beneficiaries shall ensure adequate promotion of the project and commit to playing an active role in any actions organised to capitalise on, exploit / disseminate the results of the project.

9.2 Any notice or publication by the project, including at a conference or a seminar, must specify that the project is being co-financed by EU funds within the framework of the Erasmus+ Programme, and must comply with the visibility rules laid down in Articles I.10.8 and I.10.9 of the Grant Agreement, as well as in section 1.6 of the Guidelines for the Use of the Grant.



**Article 10**  
**Confidentiality and data protection**

10.1 The coordinator and the beneficiaries undertake to preserve the confidentiality of any document, information or other material directly related to the subject of the Agreement that is duly classed as confidential, if disclosure could cause prejudice to the other party. The parties shall remain bound by this obligation beyond the closing date of the action.

10.2 All personal data contained in or relating to this Agreement shall be processed in accordance with the dispositions of Article II.6 of the Grant Agreement.

**Article 11**  
**Ownership and property rights**

11.1 The ownership of all project results, including copyrights and intellectual property rights, as well as all reports and other documentation resulting from the action, shall be vested in the beneficiaries, in compliance with Article I.7 of the Grant Agreement.

11.2 Materials already developed and brought in may be only used within the scope of the project as templates of good practice. Copyrights shall be strictly safeguarded and permission for reproduction and scale of production has to be settled beforehand.

**Article 12**  
**Liability**

12.1 Each of the contracting parties discharges the other of any civil liability for any damages suffered by itself or its staff/students as a result of the performance of this Agreement, insofar as such damages are not due to serious or intentional negligence or fault of the other party or its staff/students.

**Article 13**  
**Conflict of interest**

13.1 The coordinator and beneficiaries must undertake all necessary precautions to prevent any risk of conflicts of interest, which could affect their impartial and objective performance of the Agreement. Such conflict of interest could arise in particular as a result of economic interest, political or national affinity, family or emotional reasons, or any other shared interest.

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14.2 Both parties commit in allocating to the project staff with enough knowledge of the working language, allowing a smooth communication and understanding of the matters discussed.

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**Conflict resolution**

15.1 In case of conflict between the project partners resulting from the interpretation or the application of this Agreement, or in connection with the activities contained within, the parties involved shall make the effort to come to an amicable arrangement rapidly and in the spirit of good cooperation.

15.2 Disputes should be addressed in writing to the project Steering Committee (or a body consisting of representatives of all the project partners), that will try to mediate in order to resolve the conflict.

**Article 16**  
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16.1 This Agreement is governed by the Romanian law, being the law of the coordinator's country.

16.2 In case of any disputes on matters under this Agreement, which cannot be resolved by an amicable settlement, the matter shall have to be decided in accordance with the jurisdiction of the coordinator's country.

16.3 If any provision of this Agreement or the application of any such provision shall be considered invalid or unenforceable in whole or in part for legal requirements, all other stipulations remain valid and binding to both parties.

16.4 If any provision in this Agreement should be wholly or partly ineffective, the parties to this Agreement undertake to replace the ineffective provision by an effective provision which comes as close as possible to the purpose of the ineffective provision.

16.5 This Agreement is concluded in English. In the event of translation of this Agreement and its annexes, the English version shall prevail.

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**Termination of the Agreement**

17.1 In the event that any of the beneficiaries fail to perform any obligations under the present Agreement or the Grant Agreement, the coordinator may terminate their participation in the project, upon formal written authorisation by the Executive Agency.

17.2 The coordinator shall notify the beneficiary in cause by registered letter. The beneficiary has one month to supply all relevant information to appeal the decision.

### Article 18 *Force Majeure*

18.1 If either parties face a case of *force majeure* (as per defined in article II.14 of the Grant Agreement), it shall promptly notify the other party in writing, specifying the nature, probable duration and expected effects of this event.

18.2 Neither of the parties shall be deemed in breach of its obligations if it has been prevented from performing its tasks due to *force majeure*. The parties shall take all necessary measures to minimise possible damage to successful project implementation.

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19.1 Any amendments to this Agreement must be made in writing by means of a Supplementary Agreement, and become effective when signed by the authorised legal representatives of both parties. No oral agreement may bind the parties to this effect.

19.2 The amendment may not have the purpose or the effect of making changes which might call into question the dispositions of the Grant Agreement.

### Article 20 Annexes

Annex I – Budget/Expenditure/Co-financing breakdown per partner and budget category.

Annex II - Copy of the Grant Agreement signed between the coordinator and the Executive Agency, its annexes, and any existing amendment.

Annex III - Financial identification form

We, the undersigned, declare to have read and accepted the terms and conditions of this Agreement as described here before, including the annexes thereto.

**For the Coordinator**  
The legal representative  
Prof. Cezar Ionut Spina PhD.

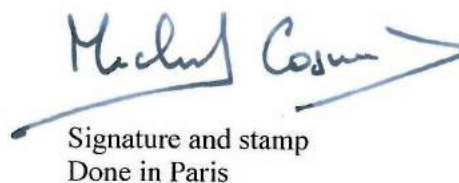


The stamp is circular with a red border. The text around the border reads 'ROMANIA' at the top, 'MINISTERUL EDUCATIEI NATIONALE' on the left, and 'UNIVERSITATEA DIN CRAIOVA' on the right. In the center, there is a shield with a book and a quill.

Signature and stamp  
Done in Craiova

Date

**For the Beneficiary**  
The legal representative  
Michel Cosnard, President



The stamp is circular with a red border. The text around the border reads 'évaluation et qualité' at the top and 'Hcéres' at the bottom. In the center, there is a stylized tree logo.

Signature and stamp  
Done in Paris

Date



The date is handwritten in blue ink as '12 February'.

**Michel Cosnard**  
Président

2 rue Albert Einstein  
75013 Paris, France  
T. 33 (0)1 55 55 60 45

## Annex I

### Budget / Expenditure / Co-financing breakdown and budget category

**Partner: Haut Conseil de l'évaluation de la recherche et de l'enseignement supérieur -  
established PARIS, France;**

#### Maximum Erasmus+ grant contribution

		EUR
I	Staff costs	2 140
II	Travel costs	1 910
III	Costs of stay	3 120
IV	Equipment	-
V	Subcontracting	-
<b>TOTAL GRANT CONTRIBUTION (total I- V)</b>		<b>7 170</b>

#### Co-financing

	EUR
<b>TOTAL CO-FINANCING</b>	<b>0</b>