

# Mid-term Quality Report

## Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning – IESP

**Project No.: 609675-EPP-1-2019-1-ME-EPPKA2-CBHE-SP**

**Quality Body (QB)**  
**Lead Partner: University of Cadiz**  
**Partner Institution at IESP**  
**November 2020**

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## 1. Introduction. Activities under evaluation.

This first Quality Report covers the period of activities up to the end of the first year of the project IESP: from November 2019 to November 2020. The objective is to follow-up the evolution of the project and the quality of the activities according to the Monitoring and Quality Plan (MQP) approved by the Project Management Board-PMB.

The main objective of this evaluation is to ensure that the activities of the project are according to the Working Plan approved and the rules for Project Management of the European Commission. In the case of deviations, it is the duty of Quality Board (QB) to detect them, determine the causes, propose corrective measures, and send them to the PMB for consideration and, eventually, approval and adoption.

This document addresses the implementation of the activities planned in the application for the above-mentioned period:

**Table 1.** List of tasks and deliverables for the first year of the project.

WP	Activity	Lead Partner	End date
<b>WP1</b>	<b>Identification of internationalization models and development of Guidelines for effective and efficient internationalization at Montenegrin HEIs</b>	UCA_F	
DEV1.1	Review of EU HEIs models of internationalization	UCA_F	15/02/2020
DEV1.2	Benchmarking of internationalization criteria	UCA_F	15/04/2020
DEV1.3	Developing of guidelines for enhancing internationalization at Montenegrin HEIs	Montenegrin HEIs	15/06/2020
<b>WP2</b>	<b>Capacity Building for Internationalization through staff training and equipment upgrade</b>	UL	
DEV2.1	Procurement of equipment for supporting internationalization	UM	15/07/2020
DEV2.3.1	Know-how transfer related to the strategic planning	UL	15/08/2020
DEV2.3.2	Know-how transfer related to internationalization of research and innovation	UCA_F	15/08/2020
DEV2.4.1	Know-how transfer to the activities dealing with implementation and monitoring of the internationalization process	UCA_E	15/08/2020
<b>WP3</b>	<b>Development of Tools for Enhanced Internationalization</b>	UM	

WP	Activity	Lead Partner	End date
DEV3.1	Development of internationalization strategies and action plans	UM, UDG, UMED	15/10/2020
DEV3.2	Development of supporting documentation to internationalization	UM, UDG, UMED	15/10/2020
Task3.4.1	Staff Training on Summer School models	UCA_E, UL	30/10/2020
<b>WP5</b>	<b>Quality Control and Monitoring</b>	UCA_E	
QPLN5.1	Establishment of Quality Assurance Body (QB)	All partners	15/02/2020
QPLN5.2	Development and implementation of Internal Control and Monitoring Plan		
	Monitoring and Quality Plan (QMP)	UCA_E	30/04/2020
	First year Quality Report	UCA_E	30/11/2020
QPLN5.3	External Quality Control and Evaluation	UM	15/11/2020
<b>WP6</b>	<b>Dissemination and Exploitation</b>	UMED	
D&E6.1	Development and implementation of dissemination and exploitation plans.		
	Dissemination Plan	UMED	30/04/2020
D&E6.2	Website of the project and social media accounts.	UMED	30/04/2020
D&E6.3	Dissemination products and materials		
	Promotional material	UMED	30/05/2020
	First Electronic Newsletter	UMED	15/06/2020
<b>WP7</b>	<b>Management</b>	UM	
MNGT7.1	Establishment of the project structures	UM	15/02/2020
MNGT7.2	Project meetings	UM	15/11/2020
MNGT7.3	Day-to-day management of the project	UM	
	Project Handbook.	UM	
	Individual Partnership agreements	all partners	
MNGT7.4	First year report	UM	15/01/2021

## 2. Quality follow-up and evaluation activities.

The following activities have been achieved to follow-up and evaluate the quality of the tasks and deliverables of the project:

- ✓ Elaboration of the Monitoring and Quality Plan.
- ✓ Elaboration of four satisfaction survey models:
  - Satisfaction Survey on the Consortium Meeting (Appendix 3)
  - General Annual Satisfaction Survey of Global Management for Project Members (Appendix 4)
  - Survey on the Satisfaction of Training Activities (Appendix 5)
  - Survey for the Evaluation of Deliverables

- ✓ Elaboration of the Claims, Complaints Suggestions and Congratulations Form.
- ✓ Analysis of the satisfaction surveys on the activities detailed in Table 1:
  - 1 Study Visit: University of Ljubljana
  - 2 Virtual Tours/Study Visits: University of Cadiz (July) and University of Côte d'Azur (June, 2020)
  - 6 Virtual Meetings. PMB: Kick-off meeting (January, 2020), May and First-Year meeting (November, 2020); QB (May, 2020); and WP1 (November, 2020)
  - 7 Virtual Trainings:
    - Internationalization of the investigation: training for young researchers. University of Côte d'Azur (June, 2020)
    - Strategic planning. University of Ljubljana. June, 2020
    - Procedures and management of internationalization for administrative staff (October, 2020)
    - Organization of Summer Schools-1. University of Ljubljana. October, 2020.
    - Organization of Summer Schools-2. University of Cadiz. November, 2020.
- ✓ It is pending the evaluation of the deliverables (Annex 6): DEV1.1; DEV 1.3; DEV3.1; D&E6.1; and D&E6.3 (First electronic Newsletter), as some of them has been recently delivered or are still being prepared.

### **3. Revision of the Work Plan from November 2019-November 2020.**

There has been a delay in many of the activities planned as a consequence of the lockdown occurred worldwide due to the impact of the COVID-19 pandemic. The pandemic started in December 2019 in Wuhan (China), and rapidly extended to all the world, causing a cascading effect of lockdowns in the different countries. France, Montenegro, Slovenia, and Spain went to lockdown at different dates in mid-March and early April. These lockdowns lasted depending on the country until June. One of the first effects on the project was that all international travels were stopped and country borders closed. As a matter of fact, they still are.

After the Kick-off Meeting held in January (15-16, Podgorica), only one out of several study visits, trainings and meetings planned could be done face-to-face in the time scheduled. The lockdown started in March and the traveling activities of the project were stopped waiting for the evolution of the situation. In view of the fact that the situation persisted, the coordinator called for a meeting of the PMB in May to re-schedule and resume all the activities temporarily stopped. The following table (Table 2) presents the revision of the Work Plan for the first-year period according to the Project Handbook, and the changes done on the dates initially planned.

**Table 2. Follow-up of completion of the tasks and deliverables planned for the first year of the project.**

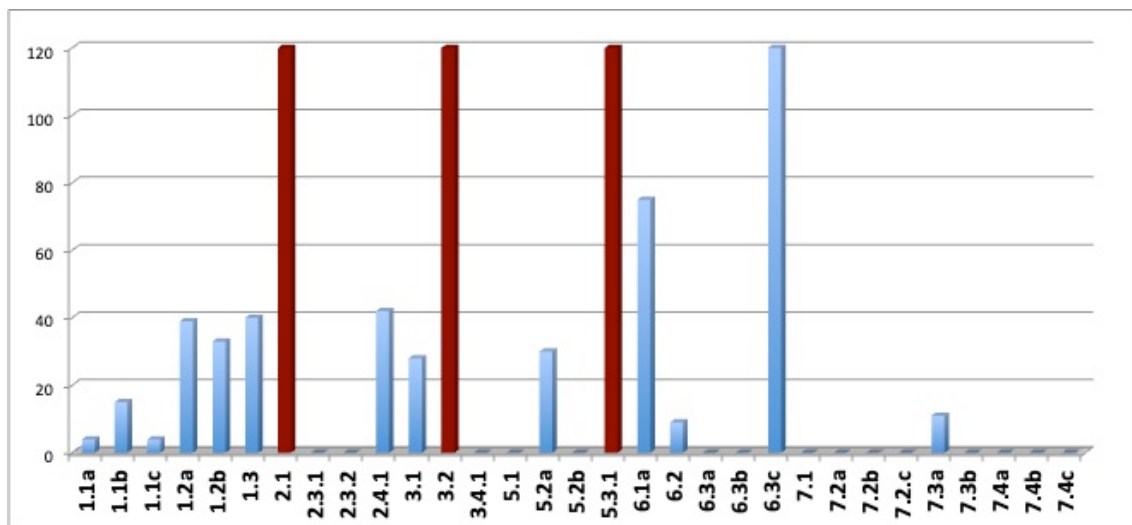
WP Task/Dev.	Title	Total duration (months)	Initial date scheduled	New date (COVID-19)	Completion date (August not counted)	Deviation (in days)
<b>WP1</b>						
<b>1.1</b>	<b>Review of EU HEIs models of internationalization</b>	<b>3</b>	<b>15/02/2020</b>			
1.1a	Study visit to UL		15/02/2020		19/02/2020	+4
1.1b	Study visit to UCA_F (Virtual visit)		15/02/2020	03/06/2020	30/06/2020	+15
1.1c	Review on EU HEIs models		15/02/2020	15/06/2020	19/06/2020	+4
<b>1.2</b>	<b>Benchmarking of internationalization criteria</b>	<b>3</b>	<b>15/04/2020</b>			
1.2a	Study visit to UCA_E (Virtual visit)		15/04/2020	15/07/2020	24/07/2020	+39
1.2b	IESP-surveys on internationalization practices		15/04/2020	30/07/2020	03/10/2020	+33
<b>1.3</b>	<b>Developing of guidelines for enhancing internationalization at Montenegrin HEIs</b>	<b>3</b>	<b>15/06/2020</b>	30/09/2020	09/11/2020	+40
<b>WP2</b>						
<b>2.1</b>	<b>Procurement of equipment for supporting internationalization</b>	<b>6</b>	<b>15/07/2020</b>	15/07/2020	<b>27/11/20</b>	
<b>2.3</b>	<b>Know-how transfer to teaching staff related to the internationalization</b>	<b>10</b>	<b>15/01/2021</b>			
2.3.1	Know-how transfer related to the strategic planning		15/08/2020	15/09/2020	16/06/2020	0
2.3.2	Know-how transfer related to internationalization of research and innovation		15/08/2020	15/09/2020	08/06/2020	0
<b>2.4</b>	<b>Know-how transfer to administrative staff related to the internationalization</b>	<b>10</b>	<b>15/01/2021</b>			
2.4.1	Know-how transfer to the activities dealing with		15/08/2020	15/09/2020	27/10/2020	+42

WP Task/Dev.	Title	Total duration (months)	Initial date scheduled	New date (COVID-19)	Completion date (August not counted)	Deviation (in days)
	implementation and monitoring of the internationalization process					
<b>WP3</b>						
3.1	Development of internationalization strategies and action plans	4	15/10/2020		13/11/2020	+28
3.2	Development of supporting documentation to internationalization	4	15/10/2020		<b>Not finished</b>	
3.4	Developing of pilot summer school in English with curricula	5	15/12/2020			
3.4.1	Staff Training on Summer School models (UCA_E and UL)				UL: 22/10/2020 UCA_E: 09/11/2020	0
<b>WP5</b>						
5.1	Establishment of Quality Assurance Body (QB)	1	15/02/2020		15/01/2020	0
5.2	Development and implementation of Internal Control and Monitoring Plan	22				
<b>5.2a</b>	Monitoring and Quality Plan (QMP)		15/04/2020	29/05/2020	30/06/2020	+30
<b>5.2b</b>	First year Quality Report		30/11/2020		First draft: 27/11/2020	0
5.3	External Quality Control and Evaluation	4	15/11/2021			
	Contract of external expertise.		15/11/2020		<b>Not finished</b>	
<b>WP6</b>						
<b>6.1</b>	<b>Development and implementation of dissemination and exploitation plans.</b>	12	14/11/2021			
6.1.a	Dissemination Plan		15/04/2020	1/06/2020	15/08/2020	+75
6.2	Website of the project and social media accounts.		15/04/2020		24/04/2020	+9

WP Task/Dev.	Title	Total duration (months)	Initial date scheduled	New date (COVID-19)	Completion date (August not counted)	Deviation (in days)
6.3	Dissemination products and materials	12	14/11/2021			
<b>6.3a</b>	Visual identity, logos, etc.		15/03/2020		14/02/2020	0
<b>6.3b</b>	Promotional material		15/05/2020		24/04/2020	0
<b>6.3c</b>	First Electronic Newsletter		15/06/2020		14/11/2020	+120
6.4	Dissemination and exploitation events	2	15/11/2021			
	Open days for students and wider public		Continuously	Stopped by COVID		
<b>WP7</b>						
<b>7.1</b>	<b>Establishment of the project structures</b>	<b>3</b>	15/02/2020		15/01/2020	0
<b>7.2</b>	<b>Project meetings</b>	<b>12</b>				
7.2a	Kick-off meeting		15/02/2020	15/01/2020		0
7.2b	COVID-19 extraordinary meeting			18/05/2020	18/05/2020	0
7.2c	First Year PMB meeting		15/11/2020		13/11/2020	0
<b>7.3</b>	<b>Day-to-day management of the project</b>	<b>12</b>				
	Project Handbook.		15/02/2020	18/05/2020	29/05/2020	11
	Individual Partnership agreements					
<b>7.4</b>	<b>Periodic reports</b>	<b>12</b>				
	First quarter economic reports by partners		30/05/2020		20/05/2020	0
	Second quarter economic reports by partners		30/05/2020		XX/XX/2020	0
	First year report to EACEA		15/01/2021		Yet to finish	0

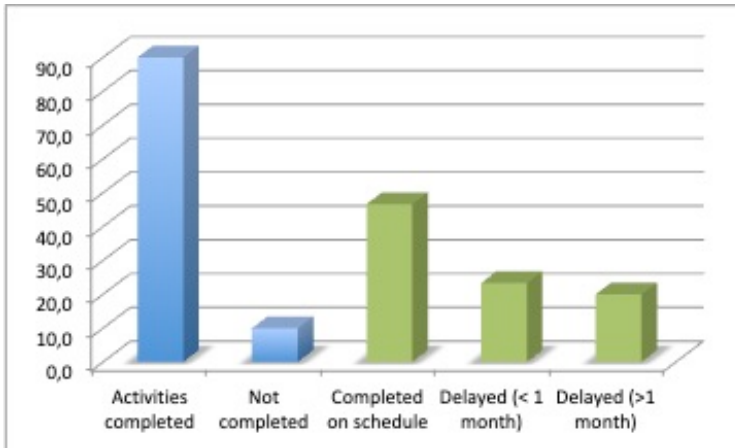


The average delay from the expected completion days for each tasks and deliverables is of **+16,6 days**, but with a great variability. Many tasks have been completed within the time frame scheduled, or with small to reasonable delays, but others have experienced a significant deviation. In general, dates of delay have been calculated with respect to the original delivery date scheduled in the project. As a consequence of the pandemic and the lockdown, several activities stopped and were re-scheduled in the extraordinary PMB meeting held in May 18<sup>th</sup>. When dates were changed, the delay has been calculated from the new date proposed and agreed by the Consortium.



**Figure 1.** Deviations from the expected completion days for the activities of the first-year: columns in red correspond to activities not completed at the time of publishing this report.

Main deviations are observed in those tasks that were scheduled for the first half of 2020, and are directed caused by the lockdown from COVID-19. 50 % of the activities were completed within schedule and 23,3% of the activities were delayed less than 1 month (Figure 2).



**Figure 2.** Percentage of activities completed, completed within the schedule of the work plan, and delayed.

Overall, the Consortium has been able to amend the situation caused by COVID and accomplish almost all scheduled tasks. The two pending activities are expected to be completed within one month from the publishing of this report.

#### 4. Follow-up on the progress indicators.

**Methodology:** The values has been calculated as the average of the number or answers per category (1 to 5) and per question. Then, the average of all questions have been grouped into two categories according to the same division in the survey: a) organization and benefits (11 questions); and b) Personal satisfaction (Kick-off meeting: 4 questions, for the rest of meetings only the first question as all meetings were on-line and no stays took place).

##### 4.1. Consortium meetings.

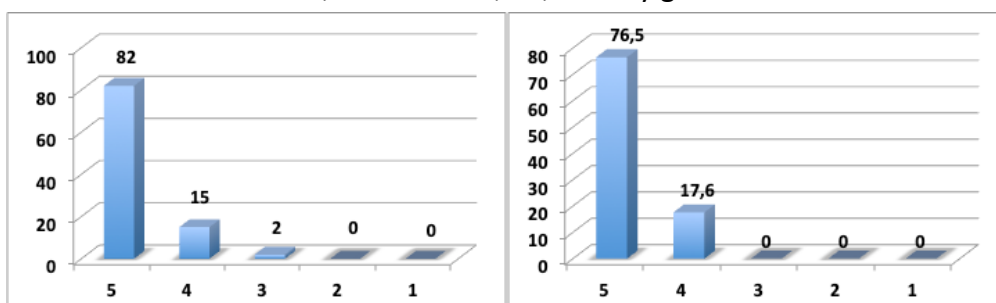
###### 4.1.1. Kick-off meeting.

Number of surveys received: 17 (100%)

Duration of the meeting: reasonable (100%)

Organization and benefits: 82% excellent

Personal satisfaction: 76,5% excellent; 17,6% very good



**Figure 3.** Percentage of satisfaction. Kick-off Meeting. a) Organization and benefits; b) Personal satisfaction. 1: low; 2: fair; 3: good; 4: very good; 5: excellent.

Comments: Overall, the perception of the meeting is very good or excellent (personal satisfaction), and it met the objectives (organization and benefits). One partner referred to the difficulty to find a good flight connection and there were 3 positive comments about the organization and how the meeting helped to clarify some uncertainties of the project.

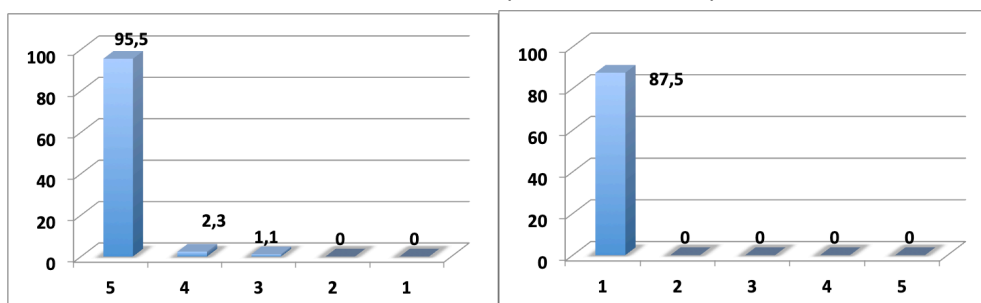
**4.1.2. PMB meeting 18<sup>th</sup> May (COVID).**

Number of surveys received: 8 (57%)

Duration of the meeting: reasonable (75%, two blank answers)

Organization and benefits: 95,5% excellent

Personal satisfaction: 87,5% excellent (1 blank answer)



**Figure 4.** Percentage of satisfaction. Kick-off Meeting. a) Organization and benefits; b) Personal satisfaction. 1: low; 2: fair; 3: good; 4: very good; 5: excellent.

Comments: the data reflects the perception that the meeting was very useful to address the situation caused by COVID and resume the activities, adapting them to the new circumstances. No negative comments were done, neither in any other sense.

**4.1.3. First-year annual meeting (November).**

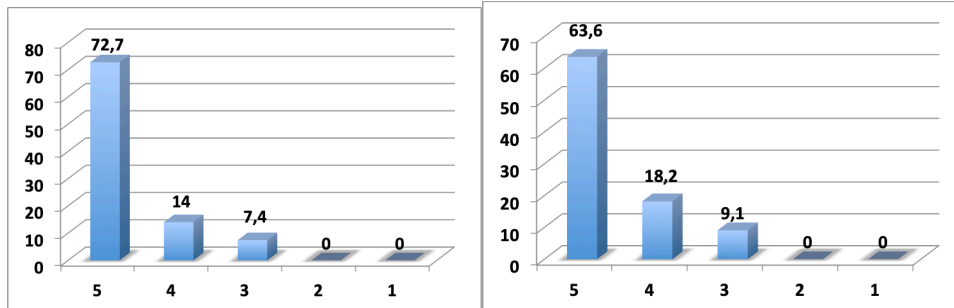
Number of surveys received: 11 (61,1%)

Duration of the meeting: reasonable (72, 7%); very long (27,3 %)

Organization and benefits: 77,3% excellent; 14,5% very good; 6,4% good; 1 blank answer

Personal satisfaction: 63,6% excellent; 27,3% very good; 9,1% good; 1 blank answer

Assessment of logistical aspects: 54,5% excellent; 27,3% very good; 9,1% good; 9,1% fair



**Figure 5.** Percentage of satisfaction. PMB annual meeting. a) Organization and benefits; b) Evaluation of the advantage of the meeting. 1: low; 2: fair; 3: good; 4: very good; 5: excellent.

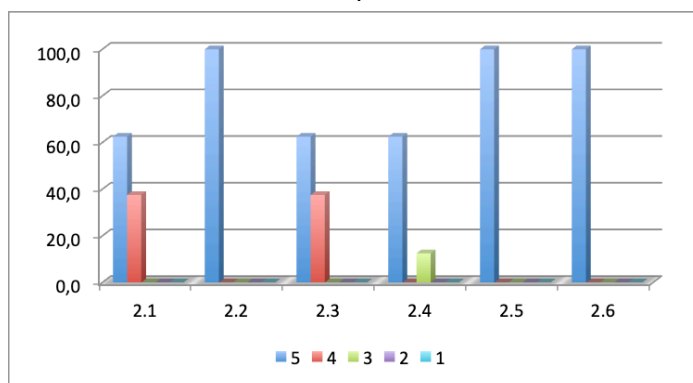
Comments: Even though the data regarding the satisfaction and the benefit are still good, there is an important decrease in comparison with the previous meetings. Also, data and comments about 1) the connection problems that delayed the start of the meeting over 30 minutes; 2) some presentations being too long and going too much into details; 3) setting meetings dates in advance; 4) submissions of materials at least one week before the meeting (two comments) in order to follow the meeting and to provide comments directly; 5) documentation planned by the Agenda were not previously submitted

#### 4.2. General satisfaction survey.

Number of surveys received: 8 (61,5 %)

Average values:

- Effectiveness of the communication process: 81,3% excellent; 12,5% very good; 2,1 % good. The lowest values are regarding the coordination team's effectiveness of response to complaints and to questions, and the speed of the Coordination to response.



- 2.1: Speed of the coordination to response
- 2.2: Technical communication of all partners is taken into account
- 2.3 & 2.4: Coordination team's effectiveness of response to questions and complaints
- 2.5: Effectiveness of the response to suggestions
- 2.6: General satisfaction with communication with the Coordination

communication with the Coordination

- Decision making and task organization: 89,3 % excellent; 5,4% very good; good 1,8%. In this case, there are no deviations. Only one answer refers a lower value for communication frequency.

- Global project management: 87,5 % excellent; 9,5% very good;
- Economic Management: 100% of the surveys agrees with the economic management

### 4.3. Quality Board meetings.

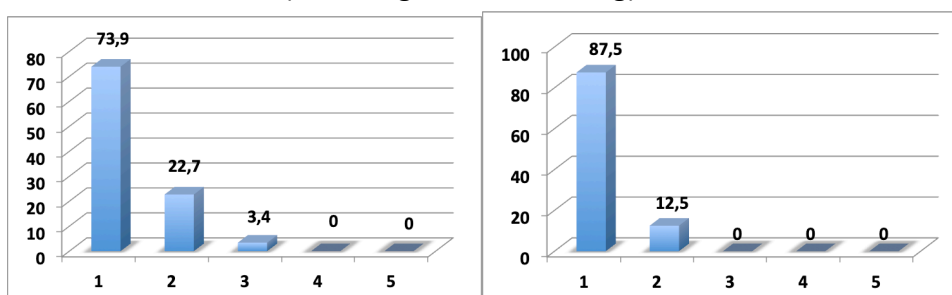
#### 4.3.1. First QB meeting (June).

Number of surveys received: 8 (100%)

Duration of the meeting: reasonable (87,5%), very long (12,5%, 1 answer)

Organization and benefits: 73,9% excellent

Personal satisfaction (advantage of the meeting): 87,5% excellent



**Figure 6.** Percentage of satisfaction. QB meeting-June. a) Organization and benefits; b) Evaluation of the advantage of the meeting. 1: low; 2: fair; 3: good; 4: very good; 5: excellent.

Comments. The section “Personal satisfaction” has been changed to “Evaluation of the advantage of the meeting” (first question of the section). The other questions were left in blank, as they were thought for a face-to-face meeting. One comment was made regarding that the topic of the meeting and the material should be received on time.

### 4.4. Study visits and training courses.

All activities planned were done and the surveys conducted. The summary of the results of the quality surveys is summarized in Table 3. The surveys were conducted according to the form provided in the Quality Plan. The “Information” column is the average of the following questions about each meeting/activity:

- Information collected on the project webpage
- Information collected on the web page of the Host University
- Do you assess the support and orientation received before your stay?

The “Content” column refers to the content of the training, which was assessed through the following questions

- I think that the workshop / seminar is important for my training.
- I think the content is interesting.
- I think that the scope and objectives of the workshops / seminars are related to the number of hours.

- I think that the conditions (premises, machines and equipment, subjects, number of attendants, ...) where the seminar / workshop takes place are satisfactory with regard to THEORY.
- I think that the conditions (premises, machines and equipment, subjects, number of attendants, ...) where the seminar / workshop takes place are satisfactory with regard to PRACTICE.

Finally, the “Quality” column is the average of the results to the following questions:

- I believe the trainer is organizing the content correctly (THEORY).
- I believe the trainer is organizing the content correctly (PRACTICE).
- I think that the seminar/training session/workshop took place in good training conditions (ability to ask questions, motivation for participation, ..)
- I think that the methods used by the trainer are adequate.

**Table 3. Quality assessment of trainings and study visits.**

Organizer	Type	Date	Attendants	% surveys	Information	Content	Quality
UL	Study visit	20-21/02/22	14	50.0 %	4.8	5.0	5.0
UCA_F	Study visit	03/06/22	15	100 %	4.5	4.5	4.8
UL	Workshop (Strategy)	16, 18/06/22	22	27.3 %	4.6	4.9	4.8
UCA_F	Training (young researchers)	8-20/06/22	33	39,5 %	4.5	4.9	5.0
UCA_E	Study visit	24/07/22	16	50.0 %	4.9	4.9	5.0
UL	Training (Summer School)	22, 23/10/22	35	48.6 %	4.8	4.6	4.8
UCA_E	Training (Int. for Staff)	27-28/10/22	27	48,0 %	4.5	4.8	4.8
UCA_E	Training (Summer School)	9-11/11/22	26	0	-	-	-

- ✓ All activities were surveyed through a series of questions according to the template designed in the Quality Plan, in a rank of 1 - 5.
- ✓ All activities were done on-line, with the exception of the study visit to the University of the Ljubljana, which was the only one that was performed before the lockdown caused by the pandemic of COVID-19.
- ✓ There is no data for the activity “Training on International Summer Schools”, hosted by UCA\_E on 9 – 11 /November/2022. 0 answer received

#### 4.5. Quality control of the management of the project and satisfaction.

Overall, the satisfaction of the participants in the different activities (4.4: Training courses and activities) with the quality of the activities organized is excellent (average of all activities: 4.9), and so it is with the contents of the trainings and activities

(average: 4.8). The information provided prior to each activity is ranked in 4.66. All activities were carried out in an online format, with the exception of the study visit to the University of Ljubljana. Most frequent comment was that, despite the difficulty in changing to the online format, the activities were well organized and the contents were useful. Also, an important number of answer reported that some of the questions were difficult to answer for an online activity (e.g., No. 4 of the “Content” section and No. 3 of the “Quality” section). However, we decided to maintain the format of the surveys since we thought that they would still serve to their purpose of assessing the virtual conditions in which the activities were carried out.

Regarding the satisfaction of the Project Management Board (PMB) and the Quality Board with the management of the project is excellent (Sections 4.1 to 4.3). There are some comments regarding the effectiveness of the response of the coordination team to questions and complaints.

## **5. The impact of COVID-19 in the project.**

In March 2020 the pandemic of COVID-19 spread all over the world and caused a worldwide lockdown that affected the countries of all partners involved in the project. This situation stopped all activities and only the study visit to the University of Ljubljana took place before (February, 2020). After two months of waiting to see how the situation evolved, the PMB hold a virtual meeting in May 18, 2022 to assess the situation and re-schedule the project. Prior to that meeting, the Coordinators of the project were in close contact with the Erasmus Project Officer. The results of the meetings are summarized in the minutes of the meeting. Basically, it was agreed to re-schedule the activities and change to an on-line format meanwhile the situation remains unchanged regarding the impossibility of international travels.

Section 3 summarizes the re-schedule of the activities and the delays in the activities with respect to the new dates. According to the data of Table 2 and Figure 1, most of the activities adjusted to the new calendar with delays lower than 20 days. The largest delays occurred with the procurement of the equipment, caused by the impossibility of delivery the equipment and finish the completion of the call for tenders due to the lockdown.

The other two activities that suffered a bigger delay were those related with the dissemination activities (dissemination plan and first electronic newsletter). These two activities did not compromise the completion of the rest of the tasks and did not affected the rest of activities.



## 6. CONCLUSIONS.

All activities have been carried out. All the meetings, trainings and activities were surveyed and the results of the survey show a high degree of satisfaction (4.5 – 5.0 ). The consortium reacted well to the lockdown caused by the COVID-19 and the coordination with the Erasmus Project Officer and with the rest of the consortium worked out well.

The consortium has gained an important experience and knowledge on virtual tools that allowed managing and organizing all the activities. It is recommended a close follow-up of the pandemic effects in 2021 as two important face-to-face activities are still pending: the accreditation of the international summer course in English and the organization of two international summer courses by the University of Montenegro. Depending on the situation, the possibility of asking to the EACEA for a one year extension should be considered.



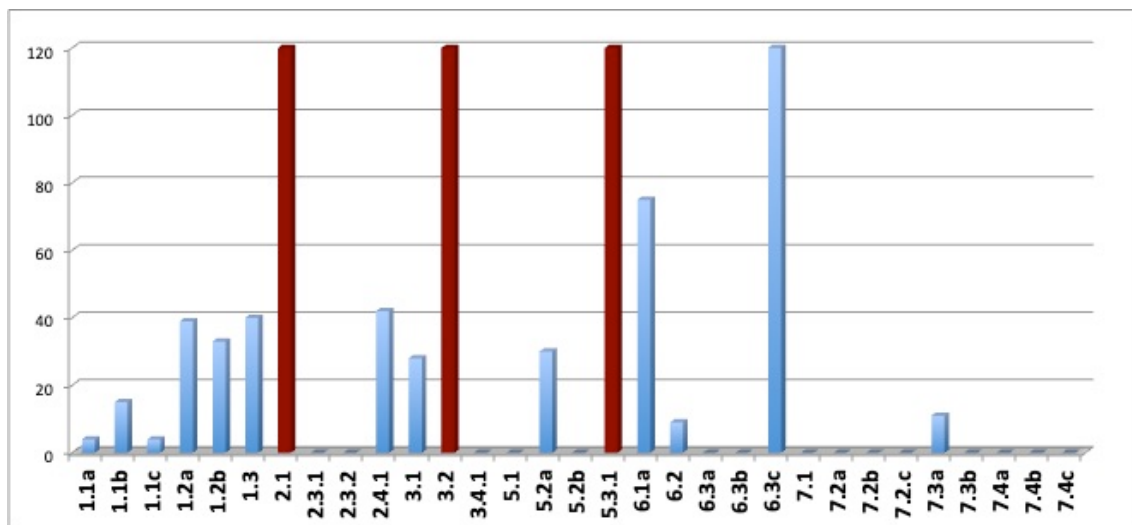
**Table 2. Follow-up of completion of the tasks and deliverables planned for the first year of the project.**

WP Task/Dev.	Title	Total duration (months)	Initial date scheduled	New date (COVID-19)	Completion date (August not counted)	Deviation (in days)
<b>WP1</b>						
<b>1.1</b>	<b>Review of EU HEIs models of internationalization</b>	<b>3</b>	<b>15/02/2020</b>			
1.1a	Study visit to UL		15/02/2020		19/02/2020	+4
1.1b	Study visit to UCA_F (Virtual visit)		15/02/2020	03/06/2020	30/06/2020	+15
1.1c	Review on EU HEIs models		15/02/2020	15/06/2020	19/06/2020	+4
<b>1.2</b>	<b>Benchmarking of internationalization criteria</b>	<b>3</b>	<b>15/04/2020</b>			
1.2a	Study visit to UCA_E (Virtual visit)		15/04/2020	15/07/2020	24/07/2020	+39
1.2b	IESP-surveys on internationalization practices		15/04/2020	30/07/2020	03/10/2020	+33
<b>1.3</b>	<b>Developing of guidelines for enhancing internationalization at Montenegrin HEIs</b>	<b>3</b>	<b>15/06/2020</b>	30/09/2020	09/11/2020	+40
<b>WP2</b>						
<b>2.1</b>	<b>Procurement of equipment for supporting internationalization</b>	<b>6</b>	<b>15/07/2020</b>	15/07/2020	<b>27/11/20</b>	
<b>2.3</b>	<b>Know-how transfer to teaching staff related to the internationalization</b>	<b>10</b>	<b>15/01/2021</b>			
2.3.1	Know-how transfer related to the strategic planning		15/08/2020	15/09/2020	16/06/2020	0
2.3.2	Know-how transfer related to internationalization of research and innovation		15/08/2020	15/09/2020	08/06/2020	0
<b>2.4</b>	<b>Know-how transfer to administrative staff related to the internationalization</b>	<b>10</b>	<b>15/01/2021</b>			
2.4.1	Know-how transfer to the activities dealing with		15/08/2020	15/09/2020	27/10/2020	+42

WP Task/Dev.	Title	Total duration (months)	Initial date scheduled	New date (COVID-19)	Completion date (August not counted)	Deviation (in days)
	implementation and monitoring of the internationalization process					
<b>WP3</b>						
3.1	Development of internationalization strategies and action plans	4	15/10/2020		13/11/2020	+28
3.2	Development of supporting documentation to internationalization	4	15/10/2020		<b>Not finished</b>	
3.4	Developing of pilot summer school in English with curricula	5	15/12/2020			
3.4.1	Staff Training on Summer School models (UCA_E and UL)				UL: 22/10/2020 UCA_E: 09/11/2020	0
<b>WP5</b>						
5.1	Establishment of Quality Assurance Body (QB)	1	15/02/2020		15/01/2020	0
5.2	Development and implementation of Internal Control and Monitoring Plan	22				
<b>5.2a</b>	Monitoring and Quality Plan (QMP)		15/04/2020	29/05/2020	30/06/2020	+30
<b>5.2b</b>	First year Quality Report		30/11/2020		First draft: 27/11/2020	0
5.3	External Quality Control and Evaluation	4	15/11/2021			
	Contract of external expertise.		15/11/2020		<b>Not finished</b>	
<b>WP6</b>						
<b>6.1</b>	<b>Development and implementation of dissemination and exploitation plans.</b>	12	14/11/2021			
6.1.a	Dissemination Plan		15/04/2020	1/06/2020	15/08/2020	+75
6.2	Website of the project and social media accounts.		15/04/2020		24/04/2020	+9

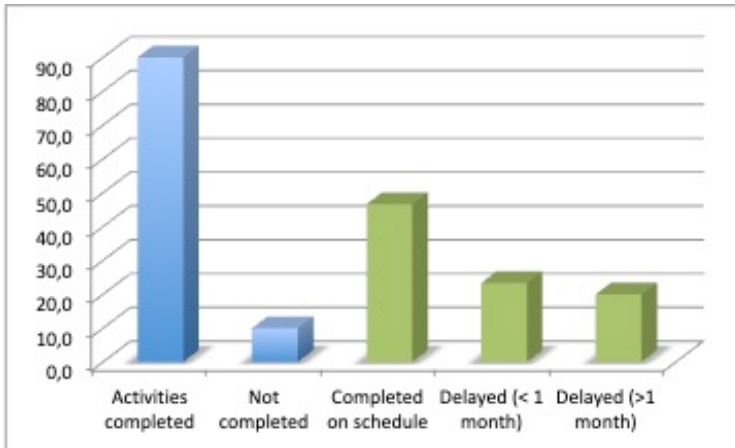
WP Task/Dev.	Title	Total duration (months)	Initial date scheduled	New date (COVID-19)	Completion date (August not counted)	Deviation (in days)
6.3	Dissemination products and materials	12	14/11/2021			
<b>6.3a</b>	Visual identity, logos, etc.		15/03/2020		14/02/2020	0
<b>6.3b</b>	Promotional material		15/05/2020		24/04/2020	0
<b>6.3c</b>	First Electronic Newsletter		15/06/2020		14/11/2020	+120
6.4	Dissemination and exploitation events	2	15/11/2021			
	Open days for students and wider public		Continuously	Stopped by COVID		
<b>WP7</b>						
<b>7.1</b>	<b>Establishment of the project structures</b>	<b>3</b>	15/02/2020		15/01/2020	0
<b>7.2</b>	<b>Project meetings</b>	<b>12</b>				
7.2a	Kick-off meeting		15/02/2020	15/01/2020		0
7.2b	COVID-19 extraordinary meeting			18/05/2020	18/05/2020	0
7.2c	First Year PMB meeting		15/11/2020		13/11/2020	0
<b>7.3</b>	<b>Day-to-day management of the project</b>	<b>12</b>				
	Project Handbook.		15/02/2020	18/05/2020	29/05/2020	11
	Individual Partnership agreements					
<b>7.4</b>	<b>Periodic reports</b>	<b>12</b>				
	First quarter economic reports by partners		30/05/2020		20/05/2020	0
	Second quarter economic reports by partners		30/05/2020		XX/XX/2020	0
	First year report to EACEA		15/01/2021		Yet to finish	0

The average delay from the expected completion days for each tasks and deliverables is of **+16,6 days**, but with a great variability. Many tasks have been completed within the time frame scheduled, or with small to reasonable delays, but others have experienced a significant deviation. In general, dates of delay have been calculated with respect to the original delivery date scheduled in the project. As a consequence of the pandemic and the lockdown, several activities stopped and were re-scheduled in the extraordinary PMB meeting held in May 18<sup>th</sup>. When dates were changed, the delay has been calculated from the new date proposed and agreed by the Consortium.



**Figure 1.** Deviations from the expected completion days for the activities of the first-year: columns in red correspond to activities not completed at the time of publishing this report.

Main deviations are observed in those tasks that were scheduled for the first half of 2020, and are directed caused by the lockdown from COVID-19. 50 % of the activities were completed within schedule and 23,3% of the activities were delayed less than 1 month (Figure 2).



**Figure 2.** Percentage of activities completed, completed within the schedule of the work plan, and delayed.

Overall, the Consortium has been able to amend the situation caused by COVID and accomplish almost all scheduled tasks. The two pending activities are expected to be completed within one month from the publishing of this report.

#### 4. Follow-up on the progress indicators.

**Methodology:** The values has been calculated as the average of the number or answers per category (1 to 5) and per question. Then, the average of all questions have been grouped into two categories according to the same division in the survey: a) organization and benefits (11 questions); and b) Personal satisfaction (Kick-off meeting: 4 questions, for the rest of meetings only the first question as all meetings were on-line and no stays took place).

##### 4.1. Consortium meetings.

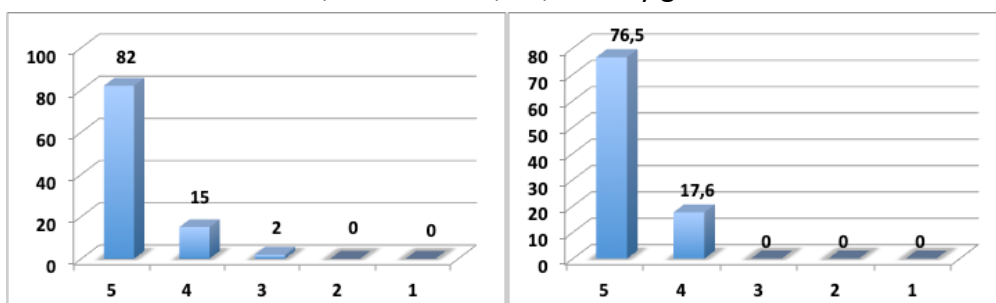
###### 4.1.1. Kick-off meeting.

Number of surveys received: 17 (100%)

Duration of the meeting: reasonable (100%)

Organization and benefits: 82% excellent

Personal satisfaction: 76,5% excellent; 17,6% very good



**Figure 3.** Percentage of satisfaction. Kick-off Meeting. a) Organization and benefits; b) Personal satisfaction. 1: low; 2: fair; 3: good; 4: very good; 5: excellent.

Comments: Overall, the perception of the meeting is very good or excellent (personal satisfaction), and it met the objectives (organization and benefits). One partner referred to the difficulty to find a good flight connection and there were 3 positive comments about the organization and how the meeting helped to clarify some uncertainties of the project.

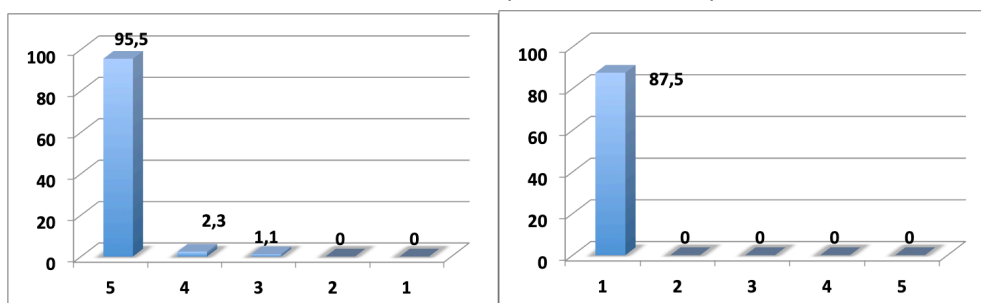
**4.1.2. PMB meeting 18<sup>th</sup> May (COVID).**

Number of surveys received: 8 (57%)

Duration of the meeting: reasonable (75%, two blank answers)

Organization and benefits: 95,5% excellent

Personal satisfaction: 87,5% excellent (1 blank answer)



**Figure 4.** Percentage of satisfaction. Kick-off Meeting. a) Organization and benefits; b) Personal satisfaction. 1: low; 2: fair; 3: good; 4: very good; 5: excellent.

Comments: the data reflects the perception that the meeting was very useful to address the situation caused by COVID and resume the activities, adapting them to the new circumstances. No negative comments were done, neither in any other sense.

**4.1.3. First-year annual meeting (November).**

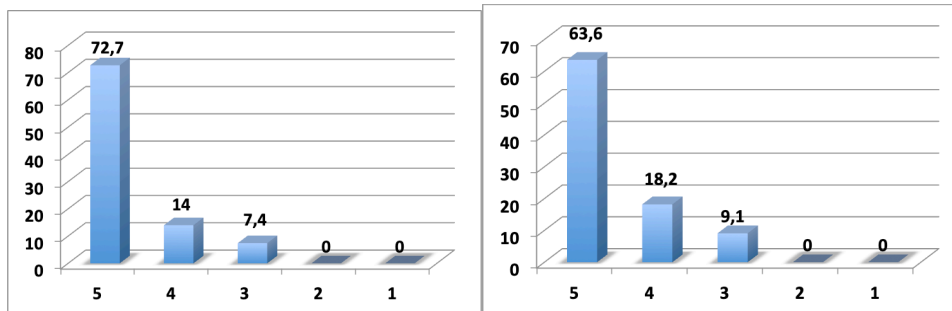
Number of surveys received: 11 (61,1%)

Duration of the meeting: reasonable (72, 7%); very long (27,3 %)

Organization and benefits: 77,3% excellent; 14,5% very good; 6,4% good; 1 blank answer

Personal satisfaction: 63,6% excellent; 27,3% very good; 9,1% good; 1 blank answer

Assessment of logistical aspects: 54,5% excellent; 27,3% very good; 9,1% good; 9,1% fair



**Figure 5.** Percentage of satisfaction. PMB annual meeting. a) Organization and benefits; b) Evaluation of the advantage of the meeting. 1: low; 2: fair; 3: good; 4: very good; 5: excellent.

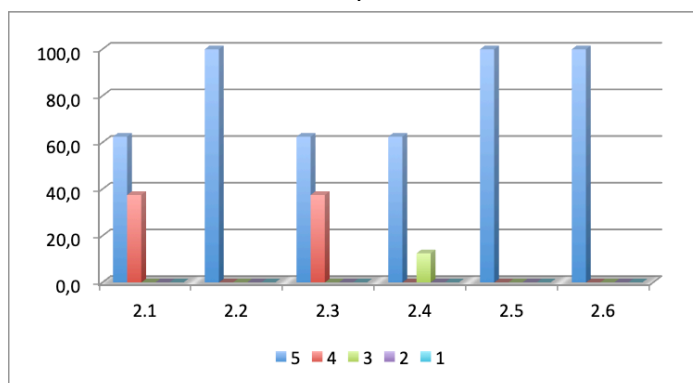
Comments: Even though the data regarding the satisfaction and the benefit are still good, there is an important decrease in comparison with the previous meetings. Also, data and comments about 1) the connection problems that delayed the start of the meeting over 30 minutes; 2) some presentations being too long and going too much into details; 3) setting meetings dates in advance; 4) submissions of materials at least one week before the meeting (two comments) in order to follow the meeting and to provide comments directly; 5) documentation planned by the Agenda were not previously submitted

#### 4.2. General satisfaction survey.

Number of surveys received: 8 (61,5 %)

Average values:

- Effectiveness of the communication process: 81,3% excellent; 12,5% very good; 2,1 % good. The lowest values are regarding the coordination team’s effectiveness of response to complaints and to questions, and the speed of the Coordination to response.



- 2.1: Speed of the coordination to response
- 2.2: Technical communication of all partners is taken into account
- 2.3 & 2.4: Coordination team’s effectiveness of response to questions and complaints
- 2.5: Effectiveness of the response to suggestions
- 2.6: General satisfaction with communication with the Coordination

- Decision making and task organization: 89,3 % excellent; 5,4% very good; good 1,8%. In this case, there are no deviations. Only one answer refers a lower value for communication frequency.

- Global project management: 87,5 % excellent; 9,5% very good;
- Economic Management: 100% of the surveys agrees with the economic management

#### 4.3. Quality Board meetings.

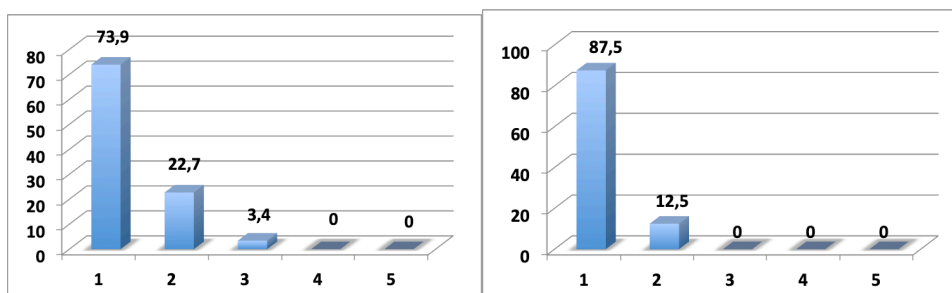
##### 4.3.1. First QB meeting (June).

Number of surveys received: 8 (100%)

Duration of the meeting: reasonable (87,5%), very long (12,5%, 1 answer)

Organization and benefits: 73,9% excellent

Personal satisfaction (advantage of the meeting): 87,5% excellent



**Figure 6.** Percentage of satisfaction. QB meeting-June. a) Organization and benefits; b) Evaluation of the advantage of the meeting. 1: low; 2: fair; 3: good; 4: very good; 5: excellent.

Comments. The section “Personal satisfaction” has been changed to “Evaluation of the advantage of the meeting” (first question of the section). The other questions were left in blank, as they were thought for a face-to-face meeting. One comment was made regarding that the topic of the meeting and the material should be received on time.

#### 4.4. Study visits and training courses.

All activities planned were done and the surveys conducted. The summary of the results of the quality surveys is summarized in Table 3. The surveys were conducted according to the form provided in the Quality Plan. The “Information” column is the average of the following questions about each meeting/activity:

- Information collected on the project webpage
- Information collected on the web page of the Host University
- Do you assess the support and orientation received before your stay?

The “Content” column refers to the content of the training, which was assessed through the following questions

- I think that the workshop / seminar is important for my training.
- I think the content is interesting.
- I think that the scope and objectives of the workshops / seminars are related to the number of hours.



- I think that the conditions (premises, machines and equipment, subjects, number of attendants, ...) where the seminar / workshop takes place are satisfactory with regard to THEORY.
- I think that the conditions (premises, machines and equipment, subjects, number of attendants, ...) where the seminar / workshop takes place are satisfactory with regard to PRACTICE.

Finally, the “Quality” column is the average of the results to the following questions:

- I believe the trainer is organizing the content correctly (THEORY).
- I believe the trainer is organizing the content correctly (PRACTICE).
- I think that the seminar/training session/workshop took place in good training conditions (ability to ask questions, motivation for participation, ..)
- I think that the methods used by the trainer are adequate.

**Table 3. Quality assessment of trainings and study visits.**

Organizer	Type	Date	Attendants	% surveys	Information	Content	Quality
UL	Study visit	20-21/02/22	14	50.0 %	4.8	5.0	5.0
UCA_F	Study visit	03/06/22	15	100 %	4.5	4.5	4.8
UL	Workshop (Strategy)	16, 18/06/22	22	27.3 %	4.6	4.9	4.8
UCA_F	Training (young researchers)	8-20/06/22	33	39,5 %	4.5	4.9	5.0
UCA_E	Study visit	24/07/22	16	50.0 %	4.9	4.9	5.0
UL	Training (Summer School)	22, 23/10/22	35	48.6 %	4.8	4.6	4.8
UCA_E	Training (Int. for Staff)	27-28/10/22	27	48,0 %	4.5	4.8	4.8
UCA_E	Training (Summer School)	9-11/11/22	26	0	-	-	-

- ✓ All activities were surveyed through a series of questions according to the template designed in the Quality Plan, in a rank of 1 - 5.
- ✓ All activities were done on-line, with the exception of the study visit to the University of the Ljubljana, which was the only one that was performed before the lockdown caused by the pandemic of COVID-19.
- ✓ There is no data for the activity “Training on International Summer Schools”, hosted by UCA\_E on 9 – 11 /November/2022. 0 answer received

#### 4.5. Quality control of the management of the project and satisfaction.

Overall, the satisfaction of the participants in the different activities (4.4: Training courses and activities) with the quality of the activities organized is excellent (average of all activities: 4.9), and so it is with the contents of the trainings and activities

(average: 4.8). The information provided prior to each activity is ranked in 4.66. All activities were carried out in an online format, with the exception of the study visit to the University of Ljubljana. Most frequent comment was that, despite the difficulty in changing to the online format, the activities were well organized and the contents were useful. Also, an important number of answer reported that some of the questions were difficult to answer for an online activity (e.g., No. 4 of the “Content” section and No. 3 of the “Quality” section). However, we decided to maintain the format of the surveys since we thought that they would still serve to their purpose of assessing the virtual conditions in which the activities were carried out.

Regarding the satisfaction of the Project Management Board (PMB) and the Quality Board with the management of the project is excellent (Sections 4.1 to 4.3). There are some comments regarding the effectiveness of the response of the coordination team to questions and complaints.

## **5. The impact of COVID-19 in the project.**

In March 2020 the pandemic of COVID-19 spread all over the world and caused a worldwide lockdown that affected the countries of all partners involved in the project. This situation stopped all activities and only the study visit to the University of Ljubljana took place before (February, 2020). After two months of waiting to see how the situation evolved, the PMB hold a virtual meeting in May 18, 2022 to assess the situation and re-schedule the project. Prior to that meeting, the Coordinators of the project were in close contact with the Erasmus Project Officer. The results of the meetings are summarized in the minutes of the meeting. Basically, it was agreed to re-schedule the activities and change to an on-line format meanwhile the situation remains unchanged regarding the impossibility of international travels.

Section 3 summarizes the re-schedule of the activities and the delays in the activities with respect to the new dates. According to the data of Table 2 and Figure 1, most of the activities adjusted to the new calendar with delays lower than 20 days. The largest delays occurred with the procurement of the equipment, caused by the impossibility of delivery the equipment and finish the completion of the call for tenders due to the lockdown.

The other two activities that suffered a bigger delay were those related with the dissemination activities (dissemination plan and first electronic newsletter). These two activities did not compromise the completion of the rest of the tasks and did not affected the rest of activities.



## 6. CONCLUSIONS.

All activities have been carried out. All the meetings, trainings and activities were surveyed and the results of the survey show a high degree of satisfaction (4.5 – 5.0 ). The consortium reacted well to the lockdown caused by the COVID-19 and the coordination with the Erasmus Project Officer and with the rest of the consortium worked out well.

The consortium has gained an important experience and knowledge on virtual tools that allowed managing and organizing all the activities. It is recommended a close follow-up of the pandemic effects in 2021 as two important face-to-face activities are still pending: the accreditation of the international summer course in English and the organization of two international summer courses by the University of Montenegro. Depending on the situation, the possibility of asking to the EACEA for a one-year extension should be considered.