Fostering Internationalization
at Montenegrin HEIs through
Efficient Strategic Planning

Monitoring and Quality Plan

Fostering Internationalization at Montenegrin HEIs through Efficient Strategic Planning – (IESP)

Quality Body (QB)

Prepared by University of Cadiz

Partner Institution at IESP

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MONITORING AND QUALITY PLAN

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1   Introduction

This Monitoring and Quality Plan (MQP) is a document that reflects the commitment of the project partners with the quality of all products derived from it. It is of great importance that all the entities taking part in the IESP project carry out their tasks efficiently in order to achieve the envisaged results.

All members of the consortium recognize that ensuring the quality of the results and products of the project is a responsibility shared by all partners. The Monitoring and Quality Plan stipulates that the main directives will be the key to high quality performance during the life of the project, that is to say 24 months. This document may be modified during the implementation of the project (from 15/11/2019 to 14/11/2021) in order to adapt it to possible modifications or to deal with other unforeseen circumstances, depending on the state of the project progress.

The present document was drafted before the outbreak of the COVID-19 pandemic. However, it has been approved by the Quality Body (QB) and sent to the Project Management Board (PMB) once the COVID-19 spread and affected all countries worldwide, including those of the partners. The European Commission considers the COVID-19 by all means as a *force majeure*. According to the mechanisms foreseen in this document, it is up to the QB to propose amendments to the project that will or not be approved by the PMB in order to adjust the project to the circumstances caused by the COVID-19 or any other unpredictable circumstance that might hinder the quality of project implementation.

Following the large number of activities and events linked to the realization of the IESP project, the partners are aware of the primordial nature of the evaluation and monitoring which must guarantee the achievement of the project objectives.

It is vital that all partners receive relevant information regarding their role in the project to ensure a full understanding of the objectives.

1.1   Objectives and Scope

After the award of the IESP project, the Quality Board has drawn up this guide, which includes all the general operating procedures, and questionnaires. They will be used to obtain the data concerning the implementation of the activities within the project and satisfaction with IESP's partnerships.

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1.2 Partnership

	Organisation	Country	Acronym	Website
P1	Agency for Control and Quality Assurance of Higher Education	Montenegro	ACQAHE	http://akokvo.me/en/
P2	University Côte d'Azur	France	UCA_F	http://univ-cotedazur.fr/en/
P3	Ministry of Science	Montenegro	MoS	http://www.mna.gov.me/en
P4	Ministry of Education	Montenegro	MoE	http://www.mps.gov.me/ministarstvo
P5	University of Cadiz	Spain	UCA_E	http://www.uca.es/en
P6	University of Ljubljana	Slovenia	UL	https://www.uni-lj.si/eng/
P7	University of Donja Gorica	Montenegro	UDG	https://www.udg.edu.me/en/
P8	University Mediterranean	Montenegro	UNIM	http://unimediteran.net/index.php/en/
P9	University of Montenegro	Montenegro	UoM	https://www.ucg.ac.me/en/

1.3 Organizational Structure

- **Project Management Board (PMB)**: The general committee is composed of one representative from each partner appointed at the kick-off meeting. It is desirable that partner coordinators will be the representatives at the PMB, but it is not mandatory. Changes in the representatives at the PMB might be introduced during the lifetime of the project and approved there. The Coordinator of the project will be in charge of the board.

Partner No.	Acronym	Name of representative	E-mail
Academic Coordinator	UoM-AC	Danilo Nikolic	rektor@ucg.ac.me
P1	ACQAH	Tijana Stankovic	tijana.stankovic@akokvo.me
P2	UCA_F	Srdjan Redzepagic	sredzepagic@gmail.com
P3	MoS	Sasa Ivanovic	sasa.ivanovic@mna.gov.me
P4	MoE	Mubera Kupejovic	mubera.kurpejovic@mps.gov.me
P5	UCA_E	Juan Carlos García Galindo	juancarlos.galindo@uca.es
P6	UL	Katja Cerar	katja.Cerar@uni-lj.si
P7	UDG	Milica Vukotic	Milica.Vukotic@udg.edu.me
P8	UNIM	Radislav Jovovic	radislav.jovovic@unimediteran.net
P9	UoM	Nataša Kostić	kostic@ucg.ac.me

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- **Quality Assurance Body (QB)**: The aim of the QB and of this document is to ensure the quality of the project. This is defined in article 2. The QB is composed of one representative from each partner appointed at the kick-off meeting.

Partner No.	Acronym	Name of representative	E-mail
P1	ACQAH	Milica Kavedzic	milica.kavedzic@akokvo.me
P2	UCA_F	Clement Moreau	Clement.MOREAU@univ-cotedazur.fr
P3	MoS	Lidija Vukcevic	lidija.vukcevic@mna.gov.me
P4	MoE	Marko Vukasinovic	marko.vukasinovic@mps.gov.me
P5	UCA_E	Rafael Vélez Núñez	rafael.velez@uca.es
P6	UL	Tomaz Dezelan	tomaz.dezelan@uni-lj.si
P7	UDG	Sandra Tinaj	sandra.tinaj@udg.edu.me
P8	UNIM	Slobodanka Krivokapic	slobodanka.krivokapic@unimediteran.net
P9	UoM	Vladan Perazic	vladan.perazic@ucg.ac.me

- **Academic Coordinator**: University of Montenegro (Prof. Danilo Nikolic, Rector).

- **Coordinator of each WP**: for each WP there is a coordinating university, which reports on their activity to the PMB and to the project coordinator.

WP	WP Type	WP Tittle	Coordinator
WP1	Preparation	Identification of Internationalization models and development of guidelines for effective and efficient Internationalization at Montenegrin HEIs	UCA-F
WP2	Development	Capacity Building for Internationalization through staff training and equipment upgrade	UL
WP3	Development	Development of tools for enhanced internationalization	UoM
WP4	Development	Integration of Internationalization at Montenegrin HEIs	UDG
WP5	Quality Plan	Quality control and monitoring	UCA-E
WP6	Dissemination & Exploitation	Dissemination and exploitation of project results	UNIM
WP7	Management	Project Management	UoM

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1.4 Activities Summary

For a better understanding of this quality plan, the main work packages (WP) of the project are summarized henceforth:

WP1. Identification of internationalization models and development of Guidelines for Effective and Efficient Internationalization at Montenegrin HEIs.

"*Main goal of WP1 is **to identify appropriate model of internationalization** for Montenegrin HEIs and **to develop guidelines** for its effective and efficient implementation. This will be achieved through 3 tasks.*"

- ✓ PREP.1: Review of EU HEIs models of internationalization.

- ✓ PREP.2: Benchmarking of internationalization criteria.

- ✓ PREP.3: Development of guidelines for enhancing internationalization of Montenegrin HEIs.

WP2. Capacity Building for Internationalization through staff training and equipment upgrade.

"*The objective is to enhance capacities related to internationalization at the Montenegrin HEIs. This will be achieved through 4 main tasks.*"

- ✓ DEV 2.1: Procurement of equipment for supporting internationalization.

- ✓ DEV 2.2: Development/Redesign of English web sites of Montenegrin HEIs.

- ✓ DEV 2.3: Know-how transfer to teaching staff related to the internationalization.

- ✓ DEV 2.4: Know-how transfer to administrative staff related to internationalization.

WP3. Development of Tools for Enhanced Internationalization.

"*The aim of WP3 is to enhance internationalization process of Montenegrin HEIs by developing adequate tools. This will be achieved through 6 tasks.*"

- ✓ DEV 3.1: Development of internationalization strategies and action plans.

- ✓ DEV 3.2: Development of supporting documentation to internationalization.

- ✓ DEV 3.3: Design of catalogues for courses offered in English.

- ✓ DEV 3.4: Development of pilot summer school in English with curricula.

- ✓ DEV 3.5: Development of teaching materials in English.

- ✓ DEV 3.6: Developing criteria for assessing quality of internationalization of Montenegrin HEIs.

WP4. Integration of Internationalization at Montenegrin HEIs.

"*WP4 is directly connected with WP3 and aims at adoption, accreditation and implementation of activities within WP3. The objective will be achieved through 4 tasks.*"

- ✓ DEV 4.1: Adoption and implementation of strategic documents.
- ✓ DEV 4.2: Establishment of language support centre for internationalization.
- ✓ DEV 4.3: Adoption and implementation of English courses offered at BSc/BA and MSc/MA levels.
- ✓ DEV 4.4: Adoption and implementation of pilot summer schools.

WP5. Quality Control and Monitoring.

"*Quality control and monitoring are perceived as important support to management, planning and implementation of project activities, and, as such, they are given special attention within the project.*"

QPLN 5.1: Establishment of Quality Assurance (QB) body.

QPLN 5.2: Development and implementation of Internal Quality Control and Monitoring Plan.

QPLN 5.3: External Quality Control and Evaluation.

QPLN 5.4: Impact Analysis.

WP6. Dissemination and Exploitation of Project Results.

"*The main objective of WP6 is to ensure the dissemination and sustainability of project results.*"

DISS&EXPL 6.1: Development and implementation of dissemination and exploitation plans.

DISS&EXPL 6.2: Website of the project and social media accounts.

DISS&EXPL 6.3: Dissemination products and materials.

DISS&EXPL 6.4: Dissemination and exploitation events.

DISS&EXPL 6.5: Development of exploitation roadmap.

DISS&EXPL 6.6: Exploring possibilities for continuation of the cooperation with the EU partners.

WP7. Project Management.

WP7 is essential to the management of the project.

MNGT 7.1: Establishment of Project management structures.

MNGT 7.2: Project meetings.

MNGT 7.3: Day-to-day management of the project activities.

MNGT 7.4: Periodic and final reports to EACEA.

MNGT 7.5: External financial control.

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1.5 Activities of the 1st Year of the Project

Number	Title	WP Coordinator	Date of delivery*
WP1			
PREP1.1	Review of EU HEIs models of internationalization	UCA-F	M4 (Feb-20)
PREP1.2	Benchmarking of internationalization criteria	UCA-F	M5 (April-20)
PREP1.3	Development of guidelines for enhancing internationalization of Montenegrin HEIs	UCA-F	M7 (June-20)
WP2			
DEV2.1	Procurement of equipment for supporting internationalization	UL	M9 (July-20)
DEV2.2	Development/Redesign of English web sites of Montenegrin HEIs	UL	
DEV2.3	Know-how transfer to teaching staff related to the internationalization	UL	
DEV2.4	Know-how transfer to administrative staff related to internationalization	UL	
WP3			
DEV3.1	Development of internationalization strategies and action plans	UM	M11 (Oct-20)
DEV3.2	Development of supporting documentation to internationalization	UM	M11 (Oct-20)
DEV3.3	Design of catalogues for courses offered in English	UM	
DEV3.4	Development of pilot summer school in English with curricula	UM	
DEV3.6	Developing criteria for assessing quality of internationalization of Montenegrin HEIs	UM	M11 (Oct-20)
WP4			
DEV4.1	Adoption and implementation of strategic documents	UDG	
DEV4.2	Establishment of language support centre for internationalization	UDG	
WP5			
QPLN5.1	Establishment of Quality Assurance (QB) body	UCA-E	M3 (Jan-20)
QPLN5.2	Development and implementation of Internal Quality Control and Monitoring Plan	UCA-E	Starting on M5 (March-20)
QPLN5.3	External Quality Control and Evaluation	UCA_E	
WP6			
D&E6.1	Development and implementation of dissemination and exploitation plans	UNIM	
D&E6.2	Website of the project and social media accounts	UNIM	
D&E6.3	Dissemination products and materials	UNIM	
D&E6.4	Dissemination and exploitation events	UNIM	
D&E6.6	Exploring possibilities for continuation of the cooperation with the EU partners	UNIM	

Number	Title	WP Coordinator	Date of delivery*
WP7			
MNGT7.1	Establishment of Project management structures	UM	M3 (Jan-20)
MNGT7.2	Project meetings	UM	
MNGT7.3	Day-to-day management of the project activities	UM	
MNGT7.4	Mid-term and final reports to EACEA	UM	M12 (Nov-20)

(*) Dates are indicated whenever there is a delivery date scheduled. The rest of activities are expected to start on Year-1, but no deliverables are expected within this year.

2   Quality Management

The main assumption is that any future change in the direction of the universities will not harm their support of the project. This section describes the composition of the Quality Board, as well as: the main steps in establishing control; scheduled meetings; and quality control measures.

2.1   Quality Body

Quality control will be ensured by the Quality Board (QB). It will be chaired by Universidad de Cadiz (UCA-E, P5) and composed of eight members of the consortium.

The QB will guarantee the dissemination of the Monitoring and Quality Plan and will present it to all partners. In the same way, the QB will follow the calendar of activities and will ensure that all the documentation relating to the meetings and all the reports are delivered on time so that all the partners receive the necessary information, in particular with regard to the tasks to be performed. QB will also ensure the submission of products by all partners. If necessary, the QB will propose corrective measures to the coordinators to deal with these situations.

The Quality Body starts with the kick-off meeting. Its duty is to monitor and evaluate the progress of the project and to ensure that all its activities are carried out correctly, **which will lead to fulfilment on the European standards and guidelines (ESG) proposed for quality assurance**.

2.2   Internal Quality Control and Monitoring Stages

Taking into account its design and objectives, the project contains internal quality control and monitoring steps. These actions will ensure that the work plan is carried out with quality and the results expected are obtained.

• Regular reports of PMB meetings: PMB minutes and reports, periodic narrative and financial reports submitted by project partners/coordinator. A certain number of progress indicators, defined in the project for each expected result, will allow the different evaluators to measure with precision the rate of achievement of each result, while taking into account the hypotheses and associated risks highlighted. The quantification of progress for each indicator will allow to monitor the achievement of the project.

• The progress reports requested by EACEA must be clear and quantifiable.

• Monitoring: the consortium plans to carry out a comparison of the initial work plan with the current one every six months during the consortium meetings. Likewise, each member of the consortium will carry out a SWOT analysis accompanied by a brief report on the progress of project activities.

• According to EACEA guidelines, an external audit is taken into account.

> 2.2.1- **Annual Quality Assurance (QA) reports** will be developed by the QB and submitted to PMB (M13, M24). On M13 the annual QA report and the mid-term report (Activity Mang. M7.4) required by EACEA are coincident.

> 2.2.2.- **Quarterly reports** starting on **M9, M13, M19**. The reason for such reports is the fact that it is a two-year project, deviations must be detected asap and actions have to be taken in a short notice basis.

> 2.2.3.- **Monitoring**: after each consortium meeting (WP, activities, seminars), a report will be delivered to the QB with the comparison between the initial schedule and the real situation, with a brief SWOT analysis and correcting measures if needed. The monitoring will include surveys on participants and potential stakeholders using to the models included in this MQP.

> 2.2.4.- Selection of the external evaluator (M10-12) and external evaluations (M14 and M24). The selection will start on month M7 according to the decisions taken in the Kick-Off Meeting (M3, January 2020).

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2.3 QB Meetings

Objectives:

2.3.1.- The QB will follow-up and evaluate the development of the project.

2.3.2.- QB will ensure that all tasks are carried out correctly.

The Quality Board (QB) starts with the kick-off meeting. Its duty is to monitor and evaluate the progress of the project and to ensure that all its activities are carried out correctly, **which will lead to fulfilment on the requirements proposed by ESGs**.

2.3.3.- QB will periodically meet virtually three times a year.

According to the decisions taken in the Kick-off meeting the QB will meet by virtual means several times during the life of the project for a close follow-up and checking of possible deviations. In this first version of the plan the following meetings are scheduled:

	M4	M9	M13	M17	M21	M23
TASKS AND CONTENTS.	.- Start of QB meetings .- final approval of the QAP .- Preparation/ discussion of the first Quaterly report .- Preparation/ discussion of the annual QA report	.-Assessment and preparation of mid-term report. .- Evaluation of the COVID-19 impact on the project .-**Delivery of first Quarterly Report** .- Progress in selection of the external evaluator. .- Start of preparation of the 2nd year MQP in view of the progress.	.- Review of first year .- Study of the results of the external evaluation. .- Proposal of possible adjustment measures .- Deliver of the Second year specific MQP to the PMB for approval.	.- Evaluation of the surveys and preparation of the last ones. .- Proposal of possible adjustment measures .- Close-up preparation of the launching of impact analysis.	.- Evaluation of the progress. .- Proposal of actions to be taken in case of delay. .- Mid-evaluation of results of the impact analysis .- Start of preparation of the final report.	.- Analysis of the results of impact analysis .- Analysis of the results of the project. .- Preparation of the final report.

3   Measures for Quality Control and Assurance

The monitoring and evaluation of the project will take into account the European measures of standards and guidelines for quality assurance. From the beginning of the project, UCA-E will use the indicators in the logical framework matrix to measure the progress of the various activities and any deviations. The following tools will be used:

✓   Meetings and reports of QB

✓   Attendance list to events

✓   Templates for assessment of events, activities, tasks and check-list of deliverables

✓   Templates for reports by the QB or the WP meetings

✓   Surveys of satisfaction after each activity/meeting.

Expanded Objective.

The objectives of the IESP project are to adopt the e-portfolio approach, to set up a digital environment allowing Montenegrin HEIs to develop their digital visibility and international exposure by capitalizing on training and skills acquired during the lifetime of the project and in a smart-specialization strategy that will take full advantage of each Montenegrin HEIs strengths and specific characteristics.

3.1   Basis for Progress Indicators

The quality indicators in this plan (section 4) have been designed taking into account the matrix in the application, which is included in this document.

3.2   Quality control at the management level

The members of the QB will be responsible for quality at the level of the institutions. In order for the communication to be smooth, the members of the QB will guarantee:

• Attendance at all meetings and events of all members or their delegated representatives.

• Preparation and follow-up of the meetings: each member of the QB will prepare the meetings meticulously and will be responsible for the implementation of the tasks which will be agreed on during the meetings and according to their minutes.

• Diffusion: in addition to the actions of WP5, all the members of the QB will contribute to the general dissemination of the project. They will ensure sufficient visibility of the IESP project at all levels (institutional, regional, national, international, etc.). Lists of all dissemination activities will be drawn up for the final project report (for example, presentations of the project at events, meetings, etc.).

• Financial management: the members of the QB have the task of presenting their expenses on time to the University of Montenegro.

• Timely dissemination of events (specific programmes, objectives and results).

The minutes of each meeting of the QB must be distributed among members no later than 15 days after each meeting.

3.3   Guidelines for the selection of experts and trainees.

The final products of the project are the Internationalisation strategies of each Montenegrin HEIs and the detection of the possible changes that are needed in the current Montenegrin legislation for their implementation. For such objective, training sessions and visits are scheduled along the lifetime of the project. Hence, it is crucial for the success of the project that a good selection of attendants to the training sessions and visits is done.

3.3.1. Trainees. The numbers of attending trainees and their profile is specified in the project. The selection process in each university will follow the following steps:

1.- Training offer. Regardless the specific and strategic needs for each training session, each Montenegrin HEIs will offer a certain number of placements for the activity with indication of the profile and the objectives. This will assure the distribution of the information and the knowledge about the project at all levels of the administrative and teaching staff. The training offer will be advertised through the website of the project, the website of the HEI and the usual internal communication tools (email, ….). The offer will be done at least two months in advance of each activity/training session.

2.- Selection of candidates for training. The selection will be done by an *ad hoc* committee constituted by the representative of each Montenegrin HEI at the PMB. The results of the selection process will be published one month prior to the activity in the website of the project and in the official website of each HEI were these results are usually published.

3.3.2. Experts. For each training session the European partners responsible for the training will provide to the PMB and the QB the following documentation:

  ➢ The agenda with the planned activities and speakers.

  ➢ A brief description (short CV) of each speaker, enhancing those areas of expertise that are most important to the project.

The PMB will consider whether the proposed expert meets the needs for the particular training and decide on their engagement or propose modifications or alternatives in the profile and alternatives for speakers.

3.4   Monitoring and evaluation tools.

QB meetings and reports

3.3.1.- The QB will meet and present a report on all the meetings of the PMB in order to identify possible complications or with the sole aim of informing the other members of the QB on the implementation of the quality plan of the project.

3.3.2.- The QB will deliver the Quarterly reports according to the time table included in section 2.3.

3.3.3.- Finally, the QB will be responsible for preparing the evaluation report to be presented during the final meeting.

Register of attendance of members at consortium meetings

The chair of the QB will be the person responsible for the distribution of the attendance lists (Appendix I) in all consortium meetings, as well as other events where the presence of members is mandatory. In the case that the chair of QB is not present, the QB representative of the HEI hosting consortium meetings will ben in charge of this responsibility. This list will have a dual function: 1) checking the presence of all partners, and 2) as supporting documentation for the final project report. In the case that none of the QB members could be present, the QB representative of the HEI hosting the event will delegate this task in another member of the same HEI. The name of the person will be send to the chair of the QB four days in advance.

In the case of virtual meetings, the chair of the QB will be in charge of taking care of the attendance list and evaluation surveys.

Event evaluation forms

The QB will prepare clear and precise evaluation forms (Appendixes) intended for the participants of the IESP project training/seminar/meetings events in order to verify whether the objectives of the project are achieved and if there is a need to take corrective measures for the other events.

The QB can adapt the model for each event. The evaluation forms must be ready at least 10 days before each event and the QB will be responsible for sending the forms on time to the organizer of each event.

The analysis of the forms will be distributed among all the members of the QB during the 15 days following the event. The feedback and impressions obtained will also be used for the final project report. These surveys will be conducted in the following events:

Product 1: Training workshops.

Product 2: Training of trainers and HEIs policy responsibles.

Product 3: PMB and QB meetings.

Product 4: Visits to partner Universities whenever they do not fit the definition of "Training workshops".

Deliverables evaluation forms

In order to have a qualitative insight about the deliverables the following actions will be implemented:

1.- A template for deliverable assessment is included in the Annex (Appendix 6).

2.- The template will be filled by the coordinator/responsible of the deliverable and by the members of the QB. The members of the QB might delegate this task on one person of their organization not directly involved or engaged in the IESP project.

3.- The responsible from each partner for sending the templates will be the representative at the QB. The templates filled will be sent to the coordinator of WP5.