



Call/ Topic: ERASMUS-EDU-2023-CBHE-STRAND-1

Project 101128703

## **UNICATION**

Unify Communication by International Projects in Cambodia and  
Philippines

### **Quality Assurance Plan**

Coordinator: University of Lisbon

# Table of Contents

Summary.....	2
1. Project Overview.....	3
2. Project Management Structure.....	4
2.1. Management and Quality.....	4
2.2. Governance.....	4
2.3. Decision Making Process.....	7
2.4. Communication and Submission.....	8
2.5. Security and Privacy.....	9
3. Project Planning.....	12
4. Quality Management Plan.....	14
4.1. Aim.....	14
4.2. Quality Standards.....	14
4.3. Quality Assurance.....	15
4.4. Quality Control.....	15
5. Analysis of Potential Risks, Quality Standards and Control Measures per Work Package.....	16
5.1. Work Package 1: Project Management & Quality Assurance.....	16
5.2. Work Package 2: Preparation - State of the Art and Identification of needs at Third-countries.....	18
5.3. Work Package 3: Training the trainees.....	19
5.4. Work Package 4: Mentoring in international project - Implementation of Activities in Cambodia HEIs.....	21
5.5. Work Package 5: Mentoring in international project - Implementation of Activities in Philippines HEIs.....	23
5.6. Work Package 6: Dissemination and Exploitation.....	25
6. Monitoring and Reporting.....	27
Appendix I: Project Planning.....	29
Project Gantt Chart.....	29
Meeting Plan.....	30
Appendix II: Templates.....	31
Meetings Minutes.....	32
WP Evaluation Survey.....	33
Event Evaluation Survey.....	34
Online Event Evaluation Survey.....	36
Expense Log.....	38

## Summary

This Quality Assurance Plan provides a comprehensive view of the UNICATION - Unify Communication by International Projects in Cambodia and Philippines project. From its main goals, a management structure, including governance, decision making, communication structures, and risk assessment was drawn, in order to support project planning and ensure quality management. For each Work Package, quality standards were defined and will be met through the implementation of quality assurance and quality control measures, in the scope of evaluation and reporting measures also defined.

This Quality Assurance Plan (QAP) serves as a comprehensive guide for Project 101128292 – UNICATION, providing detailed instructions, procedures, and protocols for ensuring the quality of project deliverables. However, it is important to note that the QAP may not encompass every aspect or detail relevant to the project.

Any information, guidelines, or procedures not explicitly outlined in this plan should be cross-referenced with the terms and conditions stipulated in the Grant Agreement associated with Project 101128292 – UNICATION. The Grant Agreement takes precedence over the QAP in matters of project management, funding allocation, contractual obligations, and any other pertinent aspects of project execution.

## 1. Project Overview

The UNICATION - Unify Communication by International Projects in Cambodia and Philippines – is a project submitted under the call ERASMUS-EDU-2023-CBHE and approved for co-financing by the European Commission. This project is coordinated by Instituto Superior Técnico – Universidade de Lisboa. The consortium is composed of 8 partners (Table 1). The project has a duration of 24 months and will be running between 1<sup>st</sup> of December 2023 and 1<sup>st</sup> of December 2025.

**Table 1 – Consortium Composition**

<b>Number</b>	<b>Acronym</b>	<b>Institution Name</b>	<b>Country</b>
1	ULisboa	Universidade de Lisboa	Portugal
2	OU	Obuda University	Hungary
3	UCA	Université Côte d'Azur	France
4	UP	University of the Philippines	Philippines
5	BatStateU	Batangas State University	Philippines
6	PPIU	Phnom Penh International Universit	Cambodia
7	UHST	University of Heng Samrin Thbongkhmum	Cambodia
8	NUM	National University of Management	Cambodia

The UNICATION project aims to improve the level of competencies and skills of Staff in the Higher Education Institutes (further designated as HEIs) International Office in the third countries, and to promote international cooperation, between HEIs in Asia and Europe, and Asian HEIs themselves. The importance of transferring knowledge and best practices between European universities and third countries is as important, or even more important, when it comes to Cambodia and the Philippines, countries with high population density, spread over remote areas and which have had in recent years a great growth in higher education. However, and unlike other Southeast Asian countries, they still need to increase their internationalisation and staff training practices. UNICATION proposes to improve internal communication in the creation and management of international projects, in the fields of communication gaps and priorities in international project management, in the context of cultural differences. The differences in values and beliefs in cultures create a barrier in communication, the reasons behind these are influenced by language, religion, attitudes and values and political environment.

## 2. Project Management Structure

### 2.1. Management and Quality

The Project Management Structure guarantees an efficient and well-balanced decision-making style, where all the partners and different project components contributed to the quality of the project outcomes. The Quality Assurance is also included and will use an evaluation approach aiming to identify effective implementation and to mitigate, at an early stage, their impact on the project's processes and outputs by setting certain quality standards. WP1, work package dedicated to project coordination and quality, includes 4 activities:

- Communication and coordination day-by-day;
- Organisation Management plans and meetings per year (virtual and F2F);
- Financial and administrative, management and project reporting;
- Quality Assessment;

### 2.2. Governance

**The Project Coordinator (PC):** will be responsible for the implementation and oversee the coordination of the project as defined by the Grant Agreement and the internal Partnership Agreement. The PC also will be responsible for communicating with and reporting to EACEA in Brussels as well as for the day-to-day management of the project with the Administrative and Financial Management Team. Financial and technical reporting duties of all partners will be managed by PC. There are two main purposes of the reporting: the formal reporting, by IST, provides the necessary information to EACEA to assure them that this project is being implemented according to the Grant Agreement and that payments should therefore be released; the annual and mid-term reports by partner HEIs will provide information to the coordinator and QC to allow them to verify the level of allocation and implementation of financial resources in progress.

**The Project Management Board (PMB):** composed of the Project Coordinator and Institutional Coordinators (each partner institution will select one representative), who will oversee major management decisions for the project. The PMB will meet at least quarterly.

**Steering Committee (SC):** this committee is responsible for providing strategic guidance, supervision, and decision-making to high levels of the project, ensuring that the project is aligned with the Erasmus+ objectives, and assessing strategic risks. composed of the coordinator of the project and one representative person of each partner institution will oversee major management and financial decisions. The SC will meet at least quarterly.

**Work Package Leaders (WPL):** will be responsible for coordinating all activities related to the respective WP, in order to ensure the quality of the activities, outputs and deliverables of the tasks. The WP Leaders will be simultaneously responsible for managing the resources assigned to the respective WP. Each WP will be assigned to a partner university according to the specific expertise of its organisation. In order to ensure the quality of the project results, the allocation of the project Work Packages between the partners has been done according to the specific interests and expertise of each partner organisation. The WP Leader(s) will have the task of coordinating all contributions to ensure compliance with the established deadlines and coherence with the activities and results of the work package, as well as coherence with the activities, results and outcomes of the project as a whole.

**A Quality committee (QC):** will be composed of European and Asian partners and a Quality External Expert to assess the quality of the project deliverables and courses. During the project implementation, staff involved in the project will also monitor the implementation and acceptance of the quality procedures along with the SC and support the QC in its reinforcement. Is made up of 5 people: 1 for each European partner, 1 from BSU and 1 from UHST. The QC will meet at least quarterly.

**Dissemination Committee (DC):** responsible for planning and executing the dissemination strategies regarding the project, by sharing results, products and impacts. This committee is made up of 6 people: 1 for each European partner, 1 from UP, 1 from PPIU and 1 from NUM. The DC will meet at least quarterly.

The lists of delegates and contacts for the different governance committees and the WorkPackages leaders are as follows:

**Table 2.1** - List of delegates for the Project Management Board.

Partner University	Coordinator	Email	Alternate Coordinator	Email
ULisboa	Natacha Moniz	<a href="mailto:natachamoniz@tecnico.ulisboa.pt">natachamoniz@tecnico.ulisboa.pt</a>	Susana Santana	<a href="mailto:susanasantana@tecnico.ulisboa.pt">susanasantana@tecnico.ulisboa.pt</a>
OU	Tamás Kersánszki	<a href="mailto:kersanszki.tamas@uni-obuda.hu">kersanszki.tamas@uni-obuda.hu</a>	Imre Felde	<a href="mailto:felde.imre@uni-obuda.hu">felde.imre@uni-obuda.hu</a>
UCA	Maria Hernandez	<a href="mailto:maria.hernandez@univ-cotedazur.fr">maria.hernandez@univ-cotedazur.fr</a>	Dalenda Larifi	<a href="mailto:dalenda.larifi@univ-cotedazur.fr">dalenda.larifi@univ-cotedazur.fr</a>
UP	Imee Martinez	<a href="mailto:oildirector@up.edu.ph">oildirector@up.edu.ph</a>	Chynna Riego	<a href="mailto:oil@up.edu.ph">oil@up.edu.ph</a>
BatStateU	Noel Alberto Omandap	<a href="mailto:noelalberto.omandap@g.batstate-u.edu.ph">noelalberto.omandap@g.batstate-u.edu.ph</a>	Teodorica Ani	<a href="mailto:teodorica.ani@g.batstate-u.edu.ph">teodorica.ani@g.batstate-u.edu.ph</a>

PPIU	TEP Kolap	<a href="mailto:tep.kolap@ppiu.edu.kh/">tep.kolap@ppiu.edu.kh/</a> <a href="mailto:kolaptep@gmail.com">kolaptep@gmail.com</a>	KY Ravikun	<a href="mailto:vikun.ky@gmail.com">vikun.ky@gmail.com</a> / <a href="mailto:ky.ravikun@ppiu.edu.kh">ky.ravikun@ppiu.edu.kh</a>
UHST	PIN Vannaro	<a href="mailto:vannaro@gmail.com">vannaro@gmail.com</a>	Lang La	<a href="mailto:langla.uhst@gmail.com">langla.uhst@gmail.com</a>
NUM	LY Sokunthy	<a href="mailto:ly.sokunthy@num.edu.kh">ly.sokunthy@num.edu.kh</a>	KIM Veara	<a href="mailto:vearakim@num.edu.kh">vearakim@num.edu.kh</a>

**Table 2.2** - List of delegates for the Steering Committee.

Partner University	Coordinator	Email
ULisboa	Natacha Moniz	<a href="mailto:natachamoniz@tecnico.ulisboa.pt">natachamoniz@tecnico.ulisboa.pt</a>
OU	Tamás Kersánszki	<a href="mailto:kersanszki.tamas@uni-obuda.hu">kersanszki.tamas@uni-obuda.hu</a>
UCA	Maria Hernandez	<a href="mailto:maria.hernandez@univ-cotedazur.fr">maria.hernandez@univ-cotedazur.fr</a>
UP	Imee Martinez	<a href="mailto:oildirector@up.edu.ph">oildirector@up.edu.ph</a>
BatStateU	Noel Alberto Omandap	<a href="mailto:noelalberto.omandap@g.batstate-u.edu.ph">noelalberto.omandap@g.batstate-u.edu.ph</a>
PPIU	TEP Kolap	<a href="mailto:tep.kolap@ppiu.edu.kh">tep.kolap@ppiu.edu.kh</a> / <a href="mailto:kolaptep@gmail.com">kolaptep@gmail.com</a>
UHST	PIN Vannaro	<a href="mailto:vannaro@gmail.com">vannaro@gmail.com</a>
NUM	KIM Veara	<a href="mailto:vearakim@num.edu.kh">vearakim@num.edu.kh</a>

**Table 2.3** - List of delegates for the Quality Committee.

Partner University	Coordinator	Email
ULisboa	Susana Santana	<a href="mailto:susanasantana@tecnico.ulisboa.pt">susanasantana@tecnico.ulisboa.pt</a>
OU	Simon Molnár	<a href="mailto:molnar.simon@uni-obuda.hu">molnar.simon@uni-obuda.hu</a>
UCA	Maria Hernandez	<a href="mailto:maria.hernandez@univ-cotedazur.fr">maria.hernandez@univ-cotedazur.fr</a>
BatStateU	Teodorica Ani	<a href="mailto:teodorica.ani@g.batstate-u.edu.ph">teodorica.ani@g.batstate-u.edu.ph</a>
UHST	Sok Pheak	<a href="mailto:sopheakstar14@gmail.com">sopheakstar14@gmail.com</a>

**Table 2.4** - List of delegates for the Dissemination Committee.

Partner University	Coordinator	Email
ULisboa	Natacha Moniz	<a href="mailto:natachamoniz@tecnico.ulisboa.pt">natachamoniz@tecnico.ulisboa.pt</a>
OU	Tamás Kersánszki	<a href="mailto:kersanszki.tamas@uni-obuda.hu">kersanszki.tamas@uni-obuda.hu</a>
UCA	Dalenda Larifi	<a href="mailto:dalenda.larifi@univ-cotedazur.fr">dalenda.larifi@univ-cotedazur.fr</a>

UP	Ivan Monasterial	<a href="mailto:immonasterial@up.edu.ph">immonasterial@up.edu.ph</a>
PPIU	CHHIN Kona	<a href="mailto:chhin.kona@ppiu.edu.kh">chhin.kona@ppiu.edu.kh</a> / <a href="mailto:chhinkona@gmail.com">chhinkona@gmail.com</a>
NUM	TY Puthipongsa	<a href="mailto:pongsapty@num.edu.kh">pongsapty@num.edu.kh</a>

**Table 3** - List of main and alternate coordinators per WP.

WP	Coordinator University	Coordinator	Email	Alternate Coordinator	Email
WP1	ULisboa	Natacha Moniz	<a href="mailto:natachamoniz@tecnico.ulisboa.pt">natachamoniz@tecnico.ulisboa.pt</a>	Susana Santana	<a href="mailto:susanasantana@tecnico.ulisboa.pt">susanasantana@tecnico.ulisboa.pt</a>
WP2	OU	Tamás Kersánszki	<a href="mailto:kersanszki.tamas@uni-obuda.hu">kersanszki.tamas@uni-obuda.hu</a>	Simon Molnár	<a href="mailto:molnar.simon@uni-obuda.hu">molnar.simon@uni-obuda.hu</a>
WP3	UCA	Dalenda Larifi	<a href="mailto:dalenda.larifi@univ-cotedazur.fr">dalenda.larifi@univ-cotedazur.fr</a>	Maria Hernandez	<a href="mailto:maria.hernandez@univ-cotedazur.fr">maria.hernandez@univ-cotedazur.fr</a>
WP4	NUM	LY Sokunthy	<a href="mailto:ly.sokunthy@num.edu.kh">ly.sokunthy@num.edu.kh</a>	KIM Veara	<a href="mailto:vearakim@num.edu.kh">vearakim@num.edu.kh</a>
WP5	UP	Imee Martinez	<a href="mailto:oildirector@up.edu.ph">oildirector@up.edu.ph</a>	Chynna Riego	<a href="mailto:oil@up.edu.ph">oil@up.edu.ph</a>
WP6	PPIU	TEP Kolap	<a href="mailto:tep.kolap@ppiu.edu.kh">tep.kolap@ppiu.edu.kh</a> / <a href="mailto:kolaptep@gmail.com">kolaptep@gmail.com</a>	KY Ravikun	<a href="mailto:vikun.ky@gmail.com">vikun.ky@gmail.com</a> / <a href="mailto:ky.ravikun@ppiu.edu.kh">ky.ravikun@ppiu.edu.kh</a>

## 2.3. Decision Making Process

For the project, ULisboa will be the coordinator, alongside all other EU partners (OU and UCA) will share the responsibilities in the development of training sessions for Asian HEIs. From an Asian perspective, the selection of the five partners have been the result of careful consideration taking into account the need to increase interactions on higher education and knowledge sharing in the field of communication applied to international projects management areas. In this sense, were included partner universities that are committed to the project and to which is very important to increase the internationalisation and to promote staff related knowledge from a multidisciplinary perspective. The close cooperation between the five universities in Cambodia and Philippines will make possible that a common program will emerge into Asian international policies of HEI. UP from the Philippines and NUM from Cambodia will act as national coordinators.

All partners will be represented in the Project Steering Committee (SC) that will be responsible to discuss and validate the strategies and documents prepared by the project coordinator, participate in the project management meetings, approve the pool of future experts in internationalisation as well as the distribution of funds among partners and consolidate an



internal partnership agreement, and contribute to the internal quality control of the project and if necessary, propose pre-emptive and corrective actions to improve the outputs of the project.

Each partner has a Project Management Board (PMB) representative, responsible to take care of the regular implementation, administration of the project, by preparing documentation and reports related to the project, providing feedback all along the project life cycle to the project coordinator.

All important decisions will be discussed in between with all members through videoconferences. The project coordinator will coordinate all activities and ensure efficient communication. Each partner has already defined a preferred contact for each institution, that corresponds to the WP leaders presented in Table 3, who will be the contact person in his/her institution and will coordinate the administration at the local level and inform project coordinator and the whole project team about progress of activities, any critical issues and management of resources. Consensus decision making process will be adapted to reach agreement within the consortium. If this process takes too long, decisions will be taken in a democratic way, the option decided by the majority will be enacted. Any conflict that might arise during the project will be resolved in a friendly manner through adequate institutional bodies. Any delays or misunderstandings regarding project activities will be discussed and resolved at consortium meetings through generally reached consensus.

## 2.4. Communication and Submission

Communication within the project will happen on both modern technologies' online meetings and physical meetings.

It's expected a Project Management Team online meeting (Zoom, or Skype) at least once by trimester. In between the meetings emails will be used to communicate - a dedicated mailing list was already prepared, to facilitate the communication between all the partners. All official announcements will be made via email. Additionally, WhatsApp groups will be another tool to communicate between the project partners, to communicate efficiently during mobilities.

To reduce the costs and minimise the carbon footprint on the environment, the number of physical meetings will be reduced to the necessary minimum - two per year - that have been scheduled together with the training and dissemination events. These physical meetings will take place at the partner universities, who will be responsible for organising them. This approach will not only minimise the costs (we will use the university's infrastructure as a venue), but will also ensure direct contact to researchers and influencers within the partner university to ensure the proper execution and ownership within the institution of the project.

The website will be the main tool for external communication about the planned activities, nature of the partnership, scope of the project, ongoing and planned activities and achieved

results. It also establishes social media channels to communicate about the project and ensure continuity. In order to properly function as a communication tool, the website construction and maintenance will be needed (by subcontracting).

Cloud solutions (shared online drive) will be used to share documents, collect data and all necessary materials and also to cooperate remotely.

All partners should report on a monthly basis about the project status at their institutions to the project team. All the partners in the project have expressed their commitment to the project and will be actively involved in both the planning and implementation of the project. As coordinator, ULisboa will provide the resources and authorise the funds necessary for the successful completion of the project, and share all the major decision-making responsibilities of the consortium with all the partners.

The Project Management Board (PMB) will make the operational decisions and the Project Steering Committee will take strategic decisions to run the project successfully. Although consensus is preferred for decision making, detailed rules will be developed. Urgent management meetings will be organised on request, if important issues arise. The PMB in the first instance and SC in the final will be in charge of conflict resolution.

## 2.5. Security and Privacy

The project will comply with all directives to protect the privacy of information that may be part of the project, from the universities involved, the members of the team, external stakeholders providing information for the project and all members of the community. In addition, all documents related to products (drafts and finished) will be saved by WP coordinators in the Google cloud folders.

Any personal data under the Agreement will be processed under the responsibility of the data controller of the granting authority in accordance with and for the purposes set out in the Portal Privacy Statement, as stated in the Grant Agreement. The beneficiaries must process personal data under the Agreement in compliance with the applicable EU, international and national law on data protection. They must ensure that personal data is:

- processed lawfully, fairly and in a transparent manner in relation to the data subjects
- collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes
- adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed
- accurate and, where necessary, kept up to date
- kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the data is processed

- processed in a manner that ensures appropriate security of the data. The beneficiaries may grant their personnel access to personal data only if it is strictly necessary for implementing, managing and monitoring the Agreement.

The beneficiaries must ensure that the personnel is under a confidentiality obligation. The beneficiaries must inform the persons whose data are transferred to the granting authority and provide them with the Portal Privacy Statement. As accordingly with the Grant Agreement, any communication or dissemination activity related to the action must use factually accurate information, and it must indicate the following disclaimer (translated into local languages where appropriate):

*"Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them."*

Permissions will be defined so that files cannot be deleted, only new versions created. The Steering Committee will be in charge of making back-ups in a separate folder every month. The right to use the beneficiaries' materials, documents and information is granted in the form of a royalty-free, non-exclusive and irrevocable licence, which includes the following rights:

- use for its own purposes** (in particular, making them available to persons working for the granting authority or any other EU service (including institutions, bodies, offices, agencies, etc.) or EU Member State institution or body; copying or reproducing them in whole or in part, in unlimited numbers; and communication through press information services)
- distribution to the public** (in particular, publication as hard copies and in electronic or digital format, publication on the internet, as a downloadable or non-downloadable file, broadcasting by any channel, public display or presentation, communicating through press information services, or inclusion in widely accessible databases or indexes)
- editing or redrafting** (including shortening, summarising, inserting other elements (e.g. meta-data, legends, other graphic, visual, audio or text elements), extracting parts (e.g. audio or video files), dividing into parts, use in a compilation)
- translation**
- storage** in paper, electronic or other form
- archiving**, in line with applicable document-management rules
- the right to authorise **third parties** to act on its behalf or sub-license to third parties the modes of use set out in Points (b), (c), (d) and (f), if needed for the information, communication and publicity activity of the granting authority and
- processing**, analysing, aggregating the materials, documents and information received and **producing derivative works**.

The rights of use are granted for the whole duration of the industrial or intellectual property rights concerned.

### 3. Project Planning

Table 4 lists the main outputs of the project per work package, along with the submission date to the European Commission.

**Table 4** - Project deliverables per Work Package and respective submission date.

Work Package	Deliverable Name	Due Date (month number)
WP1	D1.1 Management and internal quality reports D1.2 Quality Plan D1.3 External quality evaluation D1.4 Project Management Handbook	M3, M6, M12, M18, M24 M3 M12, M24 M3
WP2	D2 Surveys results and analysis	M6
WP3	D3 Report on training WS	M12
WP4	D4.1 National Multiplier Training Workshops Reports D4.2 International projects proposals(case studies)	M20 M22
WP5	D5.1 National Multiplier Training Workshops Reports D5.2 International projects proposals (case-studies)	M20 M22
WP6	D6.1 Dissemination and communication Plan D6.2 Project website and social media accounts D6.3 Dissemination material and events D6.4 Recommendations for Exploitation	M3 M6 M24 M24

Table 5 lists the meetings scheduled to take place throughout the course of the project. This calendar may be subjected to changes for convenience or operational reasons. Additional meetings will be held according to the needs of each working group.

**Table 5** - Project Committee, Training Sessions and Workshop scheduled during the course of the project.

Event	Participants	Location	Date
Kick off meeting	All partners	Cambodia	19-21 June 2024
F2F meetings	All partners	-	M12, M18, M24
Online meetings	All partners	-	Quarterly
Training the Trainers/ Management Meeting	All partners	Portugal, Lisbon	-
Mentoring in international project CB	P1, P2, P3, P6, P7, P8	Cambodia	-

(Cambodia) - WP4			
Mentoring in international project CB (Philippines) - WP5	P1, P2, P3, P4, P5	Philippines	-
Final Dissemination Event & Final Project Meeting	All partners	-	-

Table 6 lists the major milestones for the project per work package, along with the submission date to the European Commission. A detailed Gantt chart providing a global outlook of the project including deliverables, tasks and milestones was included in Appendix I.

**Table 6 – Major milestones per Work Package and respective submission date.**

<b>Work Package</b>	<b>Milestone Name</b>	<b>Due Date</b> (month number)
WP1	MS1 Kick-off Meeting, PMB, SC and WP meetings MS2 External Quality Tender	M1, M6, M12, M18, M20, M24 M6
WP2	MS3 Defining survey questions MS4 Identification of survey target groups MS5 Survey completed	M1 M2 M6
WP3	MS6 Selection of Asian Trainees MS7 Identification of case-studies MS8 Training the trainers WS	M9 M9 M12
WP4	M9 Identification of Local participants in WS M10 National Multiplier Training Workshop in Cambodia M11 Presenting a International Projects proposal to decision makers in Cambodia HEI	M15 M18 M18
WP5	M12 Identification of Local participants in WS M13 National Multiplier Training Workshop in Philippines M14 Presenting a International Projects proposal to decision makers in Philippines HEI	M15 M18 M18
WP6	M15 Identification of Regional invited stakeholders for final Seminar M16 Final meetingMultiplier event	M20 M24

## 4. Quality Management Plan

### 4.1. Aim

A Quality Assurance Plan (QP) will formalise the approach that will be followed by the partners of the project to ensure the highest possible quality of the project activities, outputs and outcomes and project management – Deliverable 1.2. This QP will define the necessary procedures for:

- Internal monitoring, quality and risk management;
- External monitoring;
- Technical and financial reporting;

### 4.2. Quality Standards

Since the partners in the consortium were selected on the basis of established mutual trust, the project is based on the premise of the continuation of the fruitful and successful collaboration. Overall, the consortium is committed to work towards the compliance with the timeline and budget established by the grant agreement, meeting all the goals and handing over the proposed deliverables with quality.

The QP also defines the quality expectations regarding the project deliverables, i.e. reports and documents, events/workshops/meetings as well as procedures for internal and external monitoring. The structure of the deliverable should be as follows:

- definition of quality objectives and indicators related to its deliverables, i.e. online documents, trainings, meetings, events and other activities as well as the general guidelines to be followed;
- internal monitoring strategy and responsibilities of the project partners with individual performance indicators, as examples:
  - monitoring the implementation of the different phases of trainings development and the results of the surveys for internal stakeholders;
  - number of trainees enrolled and presentations of future international project ideas;
  - perceived impact of the project in HEI development;
- external monitoring:
  - As external quality control, apart from the review of external stakeholders, ULisboa will employ an external evaluator once the project is approved to provide an independent opinion on the quality, attainment of objectives, efficiency and sustainability using both formative and summative assessment.

Besides the main structure provided, considering the diversity of the tasks and deliverables within the project, a more detailed presentation of the quality standards applicable to each of them is presented in section *Analysis of Potential Risks, Quality Standards and Measures per Work Package*. The strategy established to meet quality standards includes the implementation of Quality Assurance and Quality Control measures during the development of project activities and the production of deliverables, while addressing the risks associated with each of them.

### 4.3. Quality Assurance

Quality assurance comprises the set of activities carried out during the development of the project to ensure that processes and activities are implemented to meet quality standards. It is, therefore, focused on the processes, and will guarantee that the resources available will be used effectively to meet the goals of the project and that these comply with the quality standards defined above, while mitigating critical risks associated with the implementation of the project.

Assure quality of the activities, deliverables and reports within the project is responsibility of the project coordinators of each WP and the project coordinator, ULisboa, and will use an evaluation approach aiming to identify effective implementation and to mitigate, at an early stage, their impact on the project's processes and outputs by setting certain quality standards. Besides this, a follow-up of tasks and deliverables accomplishment will be presented by each WP leader regularly during the PMB meetings, as well as up-to-date justification whenever delays are recorded in the accomplishment of tasks and deliverables.

To ensure quality of the in-person events and activities, it is the responsibility of each partner to present all participants travel justification as well as the expense log (template in Appendix II) adding those to the shared drive (the folders on each file should be added is described in the **Handbook**).

### 4.4. Quality Control

Quality control measures will focus mainly on project outputs and deliverables, and consist of revising and inspecting activities. These measures allow us to evaluate if the project implementation, including events, training and deliverables, took place in accordance with the standards defined. Quality control will be carried out through active peer review, testing, and data analysis. Dates for internal product delivery and review will be defined to secure proper times for feedback and edition.

- Peer revision of documents before delivery/ publication;
- Number of activities implemented;
- Monitor the number of attendees and their satisfaction in the activities;
- Evaluation and report of the activities implemented;



## 5. Analysis of Potential Risks, Quality Standards and Control Measures per Work Package

### 5.1. Work Package 1: Project Management & Quality Assurance

WP Activities and Deliverables	Quality Standards	Quality Assurance/ Control Measures	Risks
<b>T1.1 Communication and coordination day-by-day</b>	Hold recurring contact with all partners, following with the accomplishment of the project tasks and deliverables and providing help in problem solving situations.	Informal and formal communication tools for day-by-day communication.	Lack of contribution of the stakeholders. Difficulties in maintaining straightforward communication and collaboration among partners.
<b>T1.2 Organisation Management plans and meetings per year</b>	Hold all the scheduled meetings. The meetings are effective and with the contribution of all partners evolved.	Organise the F2F project management meetings, including KoM and final Seminar. Quarterly virtual meetings with the partners will be organised, as well as Ad hoc virtual meetings whenever necessary.	Lack of contribution of the stakeholders. Difficulties in maintaining straightforward communication and collaboration with partners.
<b>D1.1 Management and internal quality reports</b>	Efficiency, accuracy and timely report.	Minutes of the meetings and internal reports; report to EACEA in due time.	Difficulties in managing and executing project tasks and activities. Difficulties in gathering information. Delays in reporting.

<b>T1.3 Financial and administrative management and project reporting</b>	<p>Compliance with the established budget and efficient reporting.</p> <p>Efficiency, accuracy and timely report.</p>	<p>Prepare progress reports and to present them in the technical reports (financial and administrative).</p>	<p>Difficulties in complying with the budget.</p> <p>Difficulties in gathering information regarding partner documents and expenses.</p>
<b>T1.4 Quality Assessment</b>	<p>Efficiency of the QP.</p> <p>Compliance with the timing of tasks and deliverables established.</p> <p>Production of relevant and high-quality outputs.</p> <p>Satisfaction of stakeholders.</p>	<p>Efficient QP, that is appropriately adapted for its purpose in the project.</p>	<p>Difficulties in managing and executing project tasks and activities.</p> <p>Poor concretisation/ implementation of tasks and deliverables.</p>
<b>D1.2 Quality Plan</b>	<p>Efficiency, accuracy and timely report.</p>	<p>QP that outlines the quality culture philosophy to be embraced by the consortium providing all details for monitoring and checking quality throughout the project, including templates, clear deadlines and tools.</p>	<p>Difficulties in gathering information.</p> <p>Delays in reporting.</p>
<b>D1.3 External quality evaluation</b>	<p>Efficiency, accuracy and timely report.</p> <p>Selection of the external evaluator accordingly with the objectives defined for the project.</p>	<p>External evaluation reports aiming to identify in advance the potential risks or failures that might endanger the project's timely and effective implementation.</p>	<p>Inability to gather relevant and/ or useful information from the report provided by the external evaluator.</p> <p>Delays in report.</p>
<b>D1.4 Project Management Handbook</b>	<p>Efficiency of the QP.</p> <p>Information relevance.</p> <p>Satisfaction of stakeholders.</p>	<p>Informal and formal communication tools.</p>	<p>Missing on some relevant and/ or useful information.</p> <p>Delays in report.</p>

## 5.2. Work Package 2: Preparation - State of the Art and Identification of needs at Third-countries

WP Activities and Deliverables	Quality Standards	Quality Assurance/ Control Measures	Risks
<b>T2.1 Fine-tune analysis of surveys</b>	Selection of Focus Groups within the framework defined for the project. Efficiency, accuracy and timely on surveys, collecting data and analysis.	Review possible strategies to execute the task. Define specific expectations for contributions/inputs. Defining internal intermediate deadlines. Monitoring the number of participants in the survey. Monitoring the quantity and quality of the data collected.	Difficulties in gathering relevant data among the Focus Group. Lack of contribution of the stakeholders.
<b>T2.2 Integration of surveys results in Training Plan</b>	Efficiency, accuracy and timely summarising surveys, writing reports, sharing results with partners and integrating results in WP3 training.	Review possible strategies to execute the task. Define intermediate deadlines. Monitoring the quantity and quality of the data collected.	Inability to gather relevant and/ or useful information.
<b>D2 Surveys results and analysis</b>	Efficiency, accuracy and timely report.	Report with accurate data analysis and graphics from survey results.	Inability to gather relevant and/ or useful information. Delays in reporting.

### 5.3. Work Package 3: Training the trainees

WP Activities and Deliverables	Quality Standards	Quality Assurance/ Control Measures	Risks
<b>T3.1 Design of training courses</b>	<p>Pre-determinate needs assessment survey implementation.</p> <p>Careful selection and development of the pedagogical methods more relevant for each Asian partner.</p>	<p>Review possible strategies to execute the task.</p> <p>Gather contributions from all the partners, discuss and revise the content of each training session.</p>	<p>Difficulties in establishing a training framework that matches the needs of all the teams.</p> <p>Problems in the organisation of the sessions.</p>
<b>T3.2 Sharing international best practices to identify international projects ideas</b>	<p>Share from European to Asian partners the best practices to foster the internationalisation of HEIs, taking in consideration the specific situation of each Asian partner.</p>	<p>Review possible strategies to execute the task.</p> <p>Monitoring the quality of the shared practices.</p>	<p>Poor concretisation/ implementation of tasks and deliverables.</p> <p>Difficulties in maintaining straightforward communication and collaboration with partners.</p>
<b>T3.3 Identification and selection of the target participants</b>	<p>Pre-determinate different target groups.</p> <p>Asian partners will accurately select, within its specific situation, the most relevant public for each training and workshop, distribute the information and contribute to the engagement of the</p>	<p>Review possible strategies to execute the task.</p> <p>Define specific expectations for contributions/inputs and outputs.</p>	<p>Difficulties in establishing a training framework that matches the needs of all the teams.</p> <p>Difficulties in gathering relevant data among the Focus Group.</p> <p>Lack of contribution of the stakeholders due to lack of answers on WP2 survey.</p>

	participants.		
<b>T3.4 + T3.5 + T3.6 Trainings</b> - “How to build an inclusive project” - “New approaches and tools in International project management” - “Communication skills for project managers”	Complete, accurate and timely training provided by the European partners.  Ensure a participation of at least 5 members per Asian HEI.	Review possible strategies to execute the training engaging and relevant.  Plan and organise the events in advance, providing the necessary information as early as possible.  Training description and presentations.	Lack of engagement of the stakeholders in the training sessions.  Inability to meet the needs of the participants.
<b>T3.7 Evaluation of the case studies</b>	Accurate survey to assess the quality and relevance of the training.	Review possible strategies to execute the task.  Define specific expectations for contributions/inputs.  Defining internal intermediate deadlines.  Monitoring the number of participants in the survey.  Monitoring the participants in the survey.  Monitoring the quantity and quality of the data collected.	Difficulties in gathering relevant data among the training’s participants.  Delay of HEIs in providing the necessary information.
<b>D3 Report on training WS</b>	A complete, accurate and timely training report with surveys conclusions and recommendations.	Report with accurate data analysis and graphics from survey results.	Inability to gather relevant and/ or useful information.  Delays in reporting.

## 5.4. Work Package 4: Mentoring in international project - Implementation of Activities in Cambodia HEIs

WP Activities and Deliverables	Quality Standards	Quality Assurance/ Control Measures	Risks
<b>T4.1 National Multiplier Training by Trainees with EU coaching</b>	Complete, accurate and timely training provided by the previous WP3 local trainees within the support of European partners.	Review possible strategies to execute the training engaging and relevant. Gather contributions from all the partners, discuss and revise the content of each training session. Plan and organise the events in advance, providing the necessary information as early as possible. Training description and presentations.	Lack of engagement of the stakeholders in the training sessions. Inability to meet the needs of the participants. Difficulties in establishing a training framework that matches the needs of all the teams. Problems in the organisation of the sessions.
<b>D4.1 National Multiplier Training Workshops Reports</b>	A complete, accurate and timely training report.	Report with accurate data analysis and statistics of the workshops. Monitor the number of participants in the training sessions and events. Collect feedback through questionnaires from the participants, trainees and trainers. Analysis of the questionnaire results. Reports on each training programme.	Delay of HEIs in providing the necessary information. Delays in reporting.

<b>T4.2 Build and prepare a International Project</b>		<p>Consider the contributions from all partners and establish balanced responsibilities.</p> <p>Clearly define the goals of the dissemination initiatives and tailor them to the target audience.</p> <p>Present to decision and for validation of the management boards of the HEIs.</p>	<p>Lack of motivation of the participants, due to poor dissemination of the relevance of the training according to the local reality.</p> <p>Lack of time availability of the participants and stakeholders.</p> <p>Resource limitation, namely considering budget, time constraints or insufficient human resources, may affect the scope and effectiveness of the strategies defined.</p>
<b>D4.2 International projects proposals (case studies)</b>	A complete, accurate and timely training report.		<p>Delay of HEIs in providing the necessary information.</p> <p>Delays in reporting.</p>

## 5.5. Work Package 5: Mentoring in international project - Implementation of Activities in Philippines HEIs

WP Activities and Deliverables	Quality Standards	Quality Assurance/ Control Measures	Risks
<b>T5.1 National Multiplier Training by Trainees with EU coaching</b>	Complete, accurate and timely training provided by the previous WP3 local trainees within the support of European partners.	Review possible strategies to execute the training engaging and relevant. Gather contributions from all the partners, discuss and revise the content of each training session. Plan and organise the events in advance, providing the necessary information as early as possible. Training description and presentations.	Lack of engagement of the stakeholders in the training sessions. Inability to meet the needs of the participants. Difficulties in establishing a training framework that matches the needs of all the teams. Problems in the organisation of the sessions.
<b>D5.1 National Multiplier Training Workshops Reports</b>	A complete, accurate and timely training report.	Report with accurate data analysis and statistics of the workshops. Monitor the number of participants in the training sessions and events. Collect feedback through questionnaires from the participants, trainees and trainers. Analysis of the questionnaire results. Reports on each training programme.	Delay of HEIs in providing the necessary information. Delays in reporting.



<b>T5.2 Build and prepare a international Project</b>		<p>Consider the contributions from all partners and establish balanced responsibilities.</p> <p>Clearly define the goals of the dissemination initiatives and tailor them to the target audience.</p> <p>Present to decision and for validation of the management boards of the HEIs.</p>	<p>Lack of motivation of the participants, due to poor dissemination of the relevance of the training according to the local reality.</p> <p>Lack of time availability of the participants and stakeholders.</p> <p>Resource limitation, namely considering budget, time constraints or insufficient human resources, may affect the scope and effectiveness of the strategies defined.</p>
<b>D5.2 International projects proposals (case studies)</b>	A complete, accurate and timely training report.		<p>Delay of HEIs in providing the necessary information.</p> <p>Delays in reporting.</p>

## 5.6. Work Package 6: Dissemination and Exploitation

WP Activities and Deliverables	Quality Standards	Quality Assurance/ Control Measures	Risks
<b>T6.1 Organization of dissemination and networking events</b>	<p>Complete and accurate definition of objectives, channels, materials and messages for each audience.</p> <p>Final Seminar for public k-person, local and regional stakeholders and Institutions/organisations.</p>	<p>Frequent interaction with other WPs.</p> <p>Gather contributions from all the partners, discuss and revise the content.</p> <p>Plan the dissemination in advance, providing the necessary information as early as possible.</p>	<p>Lack of engagement of the stakeholders in the dissemination and networking events.</p> <p>Difficulties in establishing a dissemination framework that matches the needs of all the target audiences.</p> <p>Problems in the organisation of the dissemination plans.</p>
<b>D6.1 Dissemination and communication Plan</b>	A complete, accurate and timely DCP.	<p>Frequent interaction with other WPs.</p> <p>Gather contributions from all the partners, discuss and revise the content.</p>	<p>Delay of WP in providing the necessary information.</p> <p>Delays in reporting.</p>
<b>D6.2 Project website and social media accounts</b>	Creation and effective maintenance of the project website and social media.	<p>Regular posts accurate with the project activities.</p> <p>Frequent interaction with other WPs.</p> <p>Gather contributions from all the partners, discuss and revise the content.</p>	Problems in the organisation of the content creation and plan.
<b>D6.3 Dissemination material and events</b>	Effectively decide and digitally produce in the materials and number of	Frequent interaction with other WPs.	Problems in the organisation of content creation.

	<p>brochures/ roll up/merchandising to local/regional/national level promoting of the project.</p> <p>Effective decision and digitally produce paper in conferences and presentation in events.</p>	<p>Gather contributions from all the partners, discuss and revise each HEI scenario individually.</p> <p>Plan the dissemination in advance, providing the necessary information as early as possible.</p>	
<b>D6.4 Recommendations for Exploitation</b>	<p>Complete, accurate and timely UNICATING final seminar to present the developed work and results.</p>	<p>Gather contributions from all the partners, discuss and revise the content.</p> <p>Plan the final seminar in advance, providing the necessary information as early as possible.</p>	<p>Problems in the organisation of the final seminar plans.</p>

## 6. Monitoring and Reporting

Evaluation and reporting falls into the Project Coordinator scope of responsibilities, as defined by the Grant Agreement and the internal Partnership Agreement. The PC will be responsible for communicating with and reporting to EACEA in Brussels.

Financial and technical reporting duties of all partners will be managed and delivered by the PC, sent through the official platform. Two types of reports should be delivered:

- Formal reports, developed by ULisboa, that provide the necessary information to EACEA to assure them that this project is being implemented according to the Grant Agreement and that payments should therefore be released;
- Annual and mid-term reports, developed by the external evaluator, that will provide information to the coordinator and QC to allow them to verify the level of allocation and implementation of financial resources in progress;

Monitoring and reporting will include a qualitative assessment of the documents considering completeness, format, structure and writing; a Progress Report to be delivered in the middle of the project (M12), based on completion of activities in the detailed project plan and the middle term report made by the External Evaluator; and a final Quality Management Report (M24), including participation of universities in the project initiatives, compliance of deadlines per WP, the results and impact generated over the course of the project and the final report from the External Evaluator. An important assessment will be the feedback from the Commission to the delivered products and reports.

After reporting, concrete actions, responsible persons and deadlines (when necessary) to be undertaken to make improvements to deviations to the plan will be written.

In parallel, during the development of the project, additional evaluation and reporting measures will be put in place internally to ensure a smooth operationalisation and to monitor deadlines and the implementation of activities. To this end, three core actions will be put in place. WP coordinators are responsible to report on the status of the work regularly, ensuring that the project status is up to date every six months. After WP completion, the feedback of all the partners will be gathered, following a pre-established structure, to assess partner engagement and satisfaction. Additionally, after each face-to-face event, partner feedback will also be gathered using a survey. Other reporting tools include Meeting Minutes, Event Attendance Lists and Expense Log. All the templates are available in Appendix II.

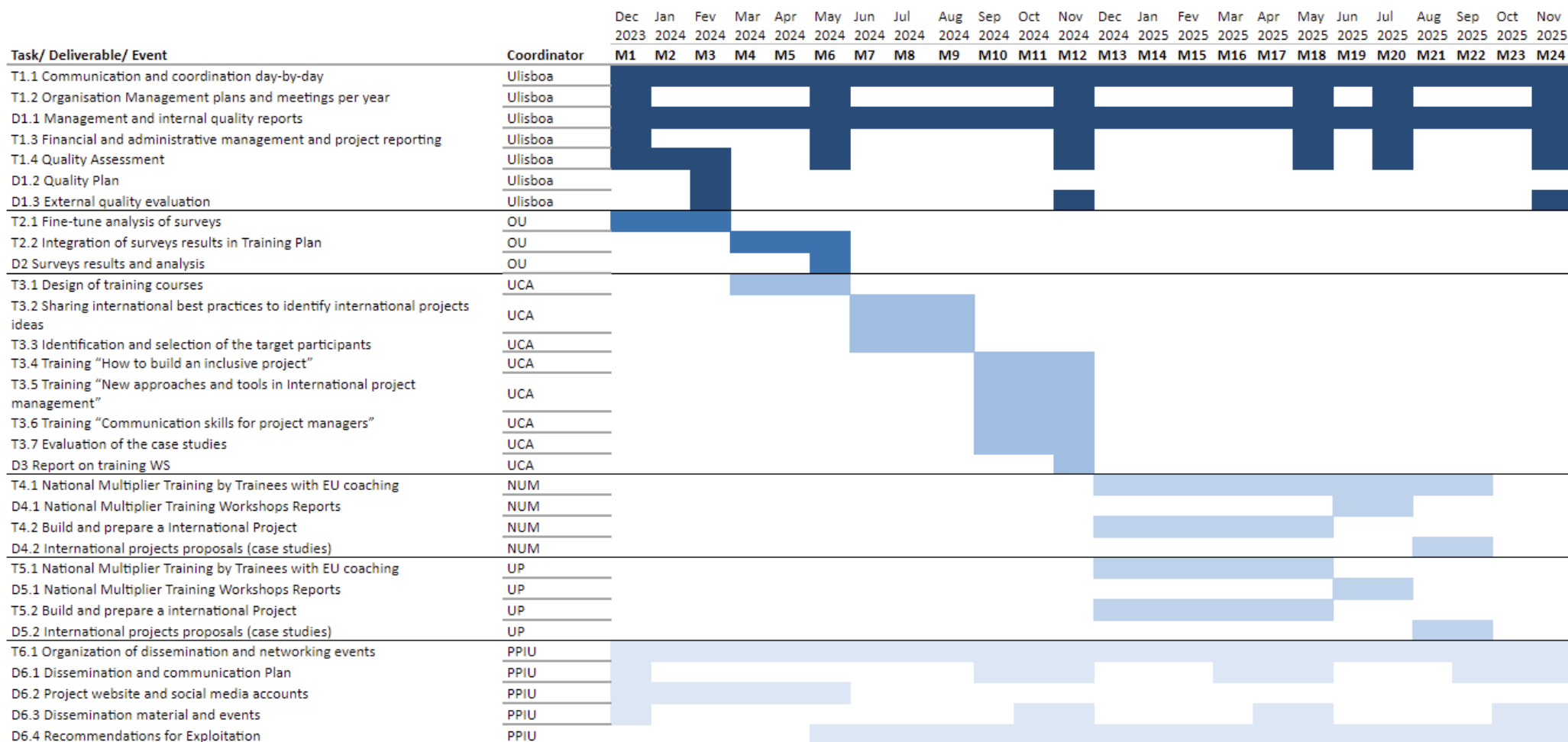
The External Evaluation (EE) will be carried out by an External Evaluator hired with the obligation to a contract from M6 of the project and terminate in the end of the project, and will be responsible to deliver a mid-term report (M12) and a final report (M24). This element in the

project monitoring is to ensure that the evaluation and reporting is impartial and objective, bringing a new perspective to the project monitoring and providing insights in the areas that might need improvement. The responsibilities of an EE in a CBHE project include:

- Defining quality indicators for each element to be evaluated and monitoring procedures;
- Document revision, including the project plan, activities plans and progress reports;
- Interviews to the members of the teams of each partners University, stakeholders and participants of the project trainings;
- Close observation of the project activities: presencial participation in a training, online participation on the national multiplier event and online participation in one PMB and on SC meetings (the EE can participate in other events and meetings during the project) ;
- Data recovery, from all the above, and accurate analysis;
- Reports development and delivery, where it's included the main data recovered and conclusions;

# Appendix I: Project Planning

## Project Gantt Chart



## Meeting Plan

		Dec 2023	Jan 2024	Fev 2024	Mar 2024	Apr 2024	May 2024	Jun 2024	Jul 2024	Aug 2024	Sep 2024	Oct 2024	Nov 2024	Dec 2024	Jan 2025	Fev 2025	Mar 2025	Apr 2025	May 2025	Jun 2025	Jul 2025	Aug 2025	Sep 2025	Oct 2025	Nov 2025
		M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
Kick-off meeting	Cambodia																								
F2F meetings	-																								
Online meetings	-																								
Training the Trainers/Management Meeting	Portugal																								
Mentoring in international project CB (Cambodia)	Cambodia																								
Mentoring in international project CB (Philippines)	Philippines																								
Final Dissemination Event & Final Project Meeting	-																								

## Appendix II: Templates

This appendix includes templates to be used for: (i) meeting minutes; (ii) surveys to be applied after WP completion: *WP Evaluation Survey*; (iii + iv) surveys to be applied after events: *Event Evaluation Survey + Online Event Evaluation Survey*; (v) keeping track of main expenses per partner: *Expenses Log*.

The templates may be subjected to changes and adjustments according to specific needs.



# Meetings Minutes

## WP x – WP name

Date: DDth Month, 202x

Time: hh:mm – hh:hh (time zone)

### Agenda

- 1.

### Participants

Name	Partner Institution	Present (signature)	Absent
			<input type="checkbox"/>
			<input type="checkbox"/>

### Notes

- 

### Following tasks

Responsible Partner	Description	Due Date

## Next Meeting

Date: DDth Month, 202x

Time: hh:mm – hh:hh (time zone)

### Annexes

- Presentations

# WP Evaluation Survey

## WP x – WP name

Coordinator Partner: Partner Name

Date: DDth Month, 202x

### Survey

1. Please rate to which extent you agree or disagree with the following remarks regarding the WP execution and success.\*

	Totally Disagree	Disagree	Neither agree or disagree	Agree	Totally agree	Not Applicable
The WP was well organised and professionally administered.						
The objectives of the WP were clearly and efficiently communicated to partners.						
Sufficient guidelines were provided for the accomplishment of the WP objectives.						
The deadlines were followed according to the work plan.						
Quality deliverables for the WP were achieved.						
Partners' engagement was adequate and efficient.						
Difficulties, problems, and issues were successfully resolved.						

2. On a scale of 1 to 5 (1 - Very dissatisfied and 5 - Totally satisfied), globally, how satisfied were you with the realisation of this WP?\*

3. What should be improved? Which difficulties detected must be solved? Please explain.

4. Do you have any additional comments that you'd like to share?

\*answer required

# Event Evaluation Survey

## WP x - Event Name

**Partner:** Partner Name

**Date:** DDth Month, 202x

### Survey

1. How satisfied were you with the venue support and information:\*

	Very dissatisfied	Dissatisfied	Neither satisfied or dissatisfied	Satisfied	Very satisfied	Not Applicable
Room and facilities						
Registration						
Internet Access						
Documentation / Welcome KIT						
Coffee-Breaks						
Lunch/Dinner						
Overall organisation						

2. Please rate to which extent you agree or disagree with the following remarks regarding the event execution and success.\*

	Totally Disagree	Disagree	Neither agree or disagree	Agree	Totally agree	Not Applicable
The event took place as planned, including location, time, and agenda.						
The content of the event was appropriate and well delivered.						
Discussion, partner engagement and networking were promoted.						
The discussed issues were in line with the project objectives and had						

a positive impact on the overall scope of the project.						
The materials and documentation available were consistent with the meeting agenda						
The goals of the event were clearly communicated and met.						
The venue and overall working conditions were adequate.						

**3. Globally, how satisfied were you with this event?\***

**4. How satisfied were you with the presentations made by the partners, regarding:\***

	Very dissatisfied	Dissatisfied	Neither satisfied or dissatisfied	Satisfied	Very satisfied	Not Applicable
Timing						
Content						
Connection with UNICATION project						

**5. What needs to be improved? Which of the issues identified must be resolved? Please explain.**

**6. Do you have any additional comments to share?**

\*answer required

# Online Event Evaluation Survey

## WP x - Event Name

**Partner:** Partner Name

**Date:** DDth Month, 202x

### Survey

1. How satisfied were you with the venue support and information:\*

	Very dissatisfied	Dissatisfied	Neither satisfied or dissatisfied	Satisfied	Very satisfied	Not Applicable
Registration						
Internet Access						
Documentation						
Audio and Video quality						
Time table of the activities						
Overall organisation						

2. Please rate to which extent you agree or disagree with the following remarks regarding the Meeting execution and success.\*

	Totally Disagree	Disagree	Neither agree or disagree	Agree	Totally agree	Not Applicable
The event took place as planned: online location, time and agenda.						
The content of the event was appropriate and well delivered.						
Discussion, partner engagement and networking was promoted.						
Discussed issues were aligned with the project objectives and had a positive impact in the overall scope of the project.						

Materials / Documentation available were accurate with the meeting agenda						
The goals of the event were clearly communicated and met.						
The overall working conditions were adequate.						

**3.** On a scale of 1 to 5 (1 - Very dissatisfied and 5 - Totally satisfied), how satisfied were you with this meeting?\*

**4.** How satisfied were you with the presentations made by the partners, regarding:\*

	Very dissatisfied	Dissatisfied	Neither satisfied or dissatisfied	Satisfied	Very satisfied	Not Applicable
Timing						
Content						
Connection with UNICATION project						

**5.** What should be improved? Which difficulties detected must be solved? Please explain.

**6.** Do you have any additional comments that you'd like to share?

\*answer required

## Expense Log

WP x - Event Name

Date: DDth Month, 202x

Time: hh:mm – hh:mm (time zone)

Partner : Partner name

### **Brief Description**

E.g.: Plane tickets Lisbon - Bogotá for the kick-off meeting; Accommodation in Bogotá for one person during the kick-off meeting.

### **Attachments**

[Insert images or attachments that prove the mentioned expense.]