



**NEXT DESTINATION BALKANS:  
AGRITOURISM LANDSCAPES DEVELOPMENT**  
# 585833-EPP-1-2017-1-RS-EPPKA2-CBHE-JP

# QUALITY ASSURANCE MANUAL

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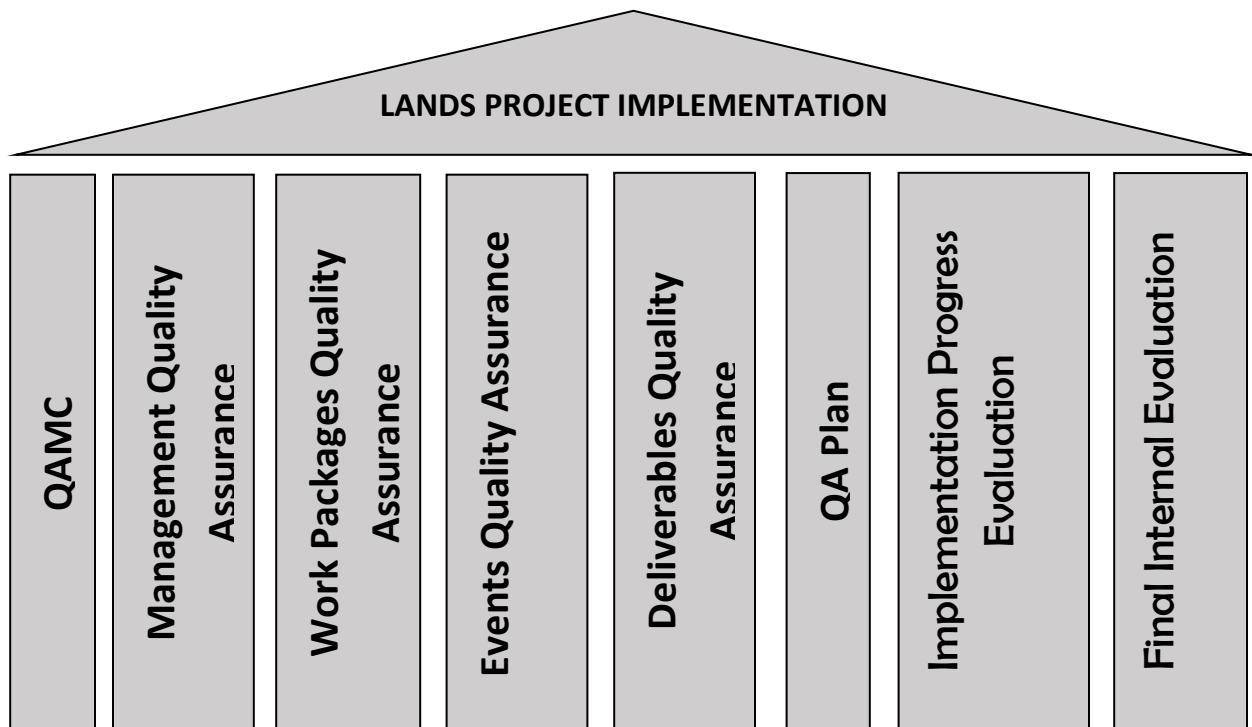
# QUALITY ASSURANCE PLAN



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# INTRODUCTION

This Manual with QA Plan is a part of implementation package for the LANDS project. Purpose of the Manual is to present clear instructions, procedures and instruments as well as the distribution of quality assurance responsibilities during the implementation of the LANDS project. The Manual has been created to be used by everybody involved in implementation of the LANDS project, and especially for project coordinators and members of different project teams (QAMC, Steering Committee, Team of financial officers, expert teams, etc.). Thus, the quality assurance in this project will be based on the following pillars:



# QAMC

## KOMITET ZA OSIGURANJE KVALITETA I MONITORING

<b>Number of members</b>	13, representatives of all partner institutions.
<b>QAMC Coordinator</b>	Western Balkans Institute WEBIN
<b>Frequency of meeting</b>	QAMC will meet regularly 3 times a year via Skype or face to face if possible. QAMC may meet more often if deemed necessary.
<b>QAMC accountable to</b>	Project Steering Committee (PSC)
<b>Tasks and activities QAMC</b>	<p>QAMC will:</p> <ul style="list-style-type: none"> <li>• create and keep improving the QA tools (evaluation questionnaires, interview frameworks, etc.),</li> <li>• collect data through reports, questionnaires and interviews,</li> <li>• analyze evaluation reports and progress indicators,</li> <li>• make conclusions about accomplishment of indicators,</li> <li>• formulate recommendations on improving the implementation of the project in the upcoming period,</li> <li>• through the reports, inform the Steering Committee and the public about its findings, conclusions and recommendations,</li> <li>• prepare progress reports upon the completion of the first and second years of the project,</li> <li>• design and carry out final internal evaluation at the end of the project.</li> </ul>
<b>QAMC meetings</b>	The QAMC meetings will be scheduled by the coordinator min. 2 weeks in advance. The coordinator will prepare meeting agenda and send it to QAMC members min. 1 week in advance. Meeting minutes will be taken by the coordinator. The meeting participants will have to complete the Management Evaluation Form after every meeting and submit it to the coordinator, who is responsible to processes and interpret it and add conclusions to meeting minutes.
<b>Instruments</b>	<ol style="list-style-type: none"> <li>a) Management Evaluation Form</li> <li>b) WP Evaluation Form</li> <li>c) Event Evaluation Form</li> <li>d) Deliverables Evaluation Form</li> <li>e) QA Plan</li> </ol>
<b>QA measures</b>	

Identified issue	Mitigation
<p>Delays in activities</p> <p>Delays in results/deliverables</p>	<p>Any substantial delay in project activities/results/deliverables will be addressed through sending an e-mail inquiry to WP coordinator to comment on reasons for delays, and what steps are planned towards addressing this issue. Depending on feedback, when appropriate, the next step the QAMC would take is to send an e-mail to all WP members to notify them that QAMC is aware of the delays in activities, and due to identified delays, it will closely monitor further implementation of the WP until delays are neutralized.</p> <p>If reasons for delays require involvement of the Steering Committee, the QAMC will send a formal notification to the SC.</p>
<p>Low evaluation scores of deliverables</p>	<p>In case of low evaluation scores of certain deliverable, QAMC will send an e-mail to WP coordinator and WP members to comment on the scores and reasons for lower scores, and propose strategy for improving the deliverable. When appropriate, the QAMC will also notify the SC of the lower scores and action taken towards addressing this issue, and if necessary, request its involvement and attention to the issue.</p>
<p>Low evaluation scores of events</p>	<p>Lower scores of past event will be addressed by sending reminder to the upcoming event host what not to forget in preparing an upcoming event. When appropriate, evaluation report indicating lower scores and opinions of participants will be sent to the SC's attention.</p>
<p>Low evaluation scores of work packages implementation</p>	<p>Interim evaluation scores of implementation of the WPs will be addressed by sending an e-mail to WP coordinator with comments of the QAMC on the report and scores, and</p>

	<p>recommendations how to improve further implementation of the WP. The WP coordinator will be expected to share and discuss this e-mail with WP members, and reflect on it.</p> <p>In case of lower scores of the Final WP evaluation, evaluation report indicating lower scores and opinions of participants will be sent to the SC's attention.</p>
<p>Low evaluation scores of project management</p>	<p>In case of lower satisfaction of consortium members with project management, QAMC will analyze the reasons and opinions in an evaluation report, and accordingly suggest joint QAMC&amp;SC meeting to discuss the evaluation findings. For this occasion, QAMC will develop recommendations and present them to the SC members and try to reach an agreement on further steps to ensure improved project management.</p>
<p>Silent/non-responsive partners</p>	<p>When silent/non-responsive partners are indicated, the QAMC will bring this to attention of the SC and recommend measures to approach the partner.</p>

# MANAGEMENT QUALITY ASSURANCE

Management quality will be assessed on the basis of the Management Evaluation Form. The form is intended for evaluation of meetings of the following project teams:

TEAM OF COORDINATORS	STEERING COMMITTEE
QAMC	TEAM OF FINANCE OFFICERS

This form is an integral part of the meeting documentation package of every meeting of the aforementioned teams. Person chairing a meeting is responsible for collecting and processing forms and inserting the evaluation findings into the meeting minutes.

## Management Evaluation Template Form

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<b>EVALUACIONI FORMULAR O UPRAVLJANJU / PROJECT MANAGEMENT EVALUATION FORM</b>
<b>DOGAĐAJ / EVENT:</b>
<b>DATUM&amp;MESTO / DATE&amp;PLACE:</b>

*Molimo Vas da na skali od 1 do 5 ocenite Vaše zadovoljstvo načinom na koji se upravlja projektom, pri čemu 1 označava potpuno nezadovoljstvo a 5 potpuno zadovoljstvo. Vaše mišljenje će nam pomoći da unapredimo ovaj segment funkcionisanja projekta. Svi komentari, pozitivni i negativni su dobrodošli! / Please indicate your satisfaction with the project management, by circling appropriate number on scale from 1 to 5, where 1 indicates complete dissatisfaction and 5 indicates complete satisfaction. Your opinion will help us to improve this segment of the project. All opinions, positive & negative are welcome!*

Zadovoljstvo pripremom sastanka (mesto, najava I komunikacija, priprema agende, dostavljanje materijala unapred I sl.) / Satisfaction with preparation of the meeting (venue, announcements, communication, timely distribution of working materials, etc.).	1	2	3	4	5
Zadovoljstvo vođenjem i korisnošću sastanka / Satisfaction with facilitating the meeting and its usefulness.	1	2	3	4	5
Zadovoljstvo na koji se upravlja rizicima i rešavaju konflikti / Satisfaction with the way risks and conflict are being handled.	1	2	3	4	5
Zadovoljstvo načinom komunikacije i deljenja informacija / Satisfaction with communication and distribution of information.	1	2	3	4	5
Navedite šta smatrate da treba unaprediti u upravljanju projektom I na koji način / What in your opinion could be improved in managing the project and how:					
_____					
_____					
_____					
_____					

Hvala Vam što ste popunili ovaj upitnik! / Thank you for completing this questionnaire!

# WORK PACKAGES

## QUALITY ASSURANCE

Work packages quality will be assessed on the basis of the WP Evaluation Form. The form is intended for coordinators of work packages and members of the thematic expert teams within the work packages. This form is to be completed during the course of implementation of the work package and after the completion of the work package. Distribution of the forms, their processing and the drafting of report is responsibility of coordinators of work packages. The evaluation reports shall be submitted to the QAMC Coordinator.

### WP Evaluation Template Form

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<b>EVALUACIONI FORMULAR O RADNOM PAKETU / WORK PACKAGE EVALUATION FORM</b>
<b>DATUM / DATE:</b>

*Molimo Vas da na skali od 1 do 5 ocenite upravljanje projektom, pri čemu 1 označava potpuno nezadovoljstvo a 5 potpuno zadovoljstvo. Vaše mišljenje će nam pomoći da unapredimo ovaj segment funkcionisanja projekta. Svi komentari, pozitivni i negativni su dobrodošli! / Please evaluate the project management on scale from 1 to 5, where 1 indicates complete dissatisfaction and 5 indicates complete satisfaction. Your opinion will help us to improve this segment of the project. All opinions, positive & negative are welcome!*

<u>Uključenost i angažovanost partnera / Partner involvement and responsiveness</u>	1	2	3	4	5
<u>Komunikacija i deljenje informacija / Communication and distribution of information</u>	1	2	3	4	5
<u>Raspodela zadataka i jasnoća instrukcija / Task division and clarity of instructions</u>	1	2	3	4	5
<u>Koordinacija radnim paketom / WP coordination</u>	1	2	3	4	5
<u>Uvremenjenost / Timely implementation</u>	1	2	3	4	5
Navedite šta smatrate da treba unaprediti u realizaciji radnog paketa i na koji način / What in your opinion could be improved in WP implementation and how:					
<hr/>					
<hr/>					
<hr/>					
<hr/>					
<hr/>					

Hvala Vam što ste popunili ovaj upitnik! / Thank you for completing this questionnaire!

# EVENTS

## QUALITY ASSURANCE

Event quality will be assessed on the basis of the Event Evaluation Form. The form is intended for participants of events such as meetings and workshops of thematic expert teams, seminars and training, conferences and other events, excluding: Team of Coordinators meetings, Steering Committee and QAMC meetings, Team of Finance officers meetings.

This form is an integral part of the documentation prepared for every event taking place within the project. Partner hosting an event is responsible for collecting and processing the forms and adding evaluation findings to the event report.

[Events Evaluation Template Form](#)

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<b>EVALUACIONI FORMULAR O DOGAĐAJU / EVENT EVALUATION FORM</b>		
DOGAĐAJ / EVENT: DATUM&MESTO / DATE&PLACE:		
Molimo Vas da ocenite uspešnost ovog događaja. Sva mišljenja, pozitivna & negativna su dobrodošla! / Please evaluate the success of this event. All opinions, positive & negative are welcome!		
<b>1. Da li je ovaj događaj ispunilo Vaša očekivanja? / Did this event meet your expectations?</b>		
<ul style="list-style-type: none"> <li>• DA/YES</li> <li>• DELIMIČNO/PARTLY</li> <li>• NE/NO</li> </ul>	Komentar/Comment: _____	
<b>2. Koliko je bio koristan/relevantan ovaj događaj? / How useful/relevant was this event?</b>		
<ul style="list-style-type: none"> <li>• VEOMA / VERY</li> <li>• DELIMIČNO / PARTLY</li> <li>• NIMALO / USELESS/IRRELEVANT</li> </ul>	Komentar/Comment: _____	
<b>3. Ocenite facilitatora događaja, njegovo-njeno razumevanje teme, pristup događaju i učesnicima / 5 - Odlično, 1 - Loše) / Evaluate the event facilitator, his-her grasp of the subject, approach to event and participants (5 - Excellent, 1 - Poor)</b>		
<ul style="list-style-type: none"> <li>• 5</li> <li>• 4</li> <li>• 3</li> <li>• 2</li> <li>• 1</li> </ul>	Komentar/Comment: _____	
<b>4. Ocenite prostor i uslove rada (5 - Odlično, 1- Loše) / Evaluate the venue and working conditions (5 - Excellent, 1 - Poor)</b>		
<ul style="list-style-type: none"> <li>• 5</li> <li>• 4</li> <li>• 3</li> <li>• 2</li> <li>• 1</li> </ul>	Komentar/Comment: _____	
<b>5. Šta Vam se najviše dopalo? / What did you like the most?</b>		
_____ _____		
<b>6. Šta Vam se najmanje dopalo? / What did you like the least?</b>		
_____ _____		
<b>7. Molimo Vas napišite svoje sugestije za budući sličan događaj? / Please write your suggestions for future similar event?</b>		
_____ _____		
Hvala Vam što ste popunili ovaj upitnik! / Thank you for completing this questionnaire!		



# DELIVERABLES

## QUALITY ASSURANCE

Quality assurance of deliverables will be evaluated by assessment against the respective indicators. This will be done in scope of 2 progress evaluations and final internal evaluation by the QAMC members.

### DELIVERABLES

### INDICATORS

<ul style="list-style-type: none"> <li>1.1. Report on agritourism development potential in RS and BA</li> <li>1.2. Needs assessment report of agritourism competences and training courses</li> <li>1.3. Stakeholders analysis report</li> <li>1.4. Policy recommendations</li> </ul>	<ul style="list-style-type: none"> <li>1.1. – 1.3. 80, 60 and 30-page reports in 1-3 languages, min. 20 contributors, 400 recipients;</li> <li>1.4. 3 groups of recommendations (for national and local institutions and HEIs), 30 active contributors;</li> </ul>
<ul style="list-style-type: none"> <li>2.1. Improved teacher competences in Moodle course development</li> <li>2.2. Created agritourism training courses, incl. Moodle courses</li> <li>2.3. Created training materials</li> </ul>	<ul style="list-style-type: none"> <li>2.1. 1 seminar held, 24 teachers trained, high satisfaction with training;</li> <li>2.2. 4 workshops with 60 participants, 20 courses created&amp;updated, min. 30 Moodle teacher/educator accounts ;</li> <li>2.3 20 sets of course materials created;</li> </ul>
<ul style="list-style-type: none"> <li>3.1. Improved training competences of teachers</li> <li>3.2. Created ToT materials and manual</li> <li>3.3. Improved knowledge and training skills of agritourism educators</li> <li>3.4. Created pool of trainers in agritourism</li> </ul>	<ul style="list-style-type: none"> <li>3.1. 1 seminar held, 5 ToT sessions, min. 40 participants, high satisfaction with training;</li> <li>3.2. 1 set of materials, 60 pages manual, positive feedback of teachers and educators;</li> <li>3.3. 6 sessions, 60 educators trained, high satisfaction with training;</li> <li>3.4. min. 60 pool members, internal regulation act created, coordinator appointed;</li> </ul>
<ul style="list-style-type: none"> <li>4.1. Accredited agritourism training courses</li> <li>4.2. Equipment purchased and installed</li> <li>4.3. Improved agritourism competences of rural households and prospective entrepreneurs</li> <li>4.4. Improved competences of agritourism professionals improved</li> </ul>	<ul style="list-style-type: none"> <li>4.1. 20 courses accredited, 4 course catalogues;</li> <li>4.2. Variety of raining equipment, Joint procurement committee set up, 2 meetings held;</li> <li>4.3.-4.4. 12 training sessions, 240 households and entrepreneurs trained, high satisfaction with training</li> </ul>
<ul style="list-style-type: none"> <li>5.1. QA manuals and quality plan</li> <li>5.2. Quality assured in project</li> </ul>	<ul style="list-style-type: none"> <li>5.1. 2 manuals, 30-page documents, positive feedback by consortium members;</li> </ul>

<p>implementation&amp;management 5.3. Progress evaluation reports 5.4. External and internal evaluation reports</p>	<p>5.2. QAMC set up with 15 members, 6 meetings, 80% of meetings positively evaluated, QA plan implemented; 5.3. 2 20-page reports with recommendations, 1 40-page internal evaluation report; 5.4. 60-page report published in Serbian/Bosnian &amp; EN languages;</p>
<p>6.1. Project website 6.2. Internal institutional dissemination carried out 6.3. Cooperation agreements signed 6.4. Project results disseminated</p>	<p>6.1. 250 hits per month, 5 entries monthly, positive feedback; 6.2. 15 internal dissemination sessions; 6.3. 6 agreements signed 6.4. Min. 3 TV reports, 3 press articles, min. 5 internet articles, 100 participants of conferences, 12 newsletters, 400 addresses;</p>
<p>7.1. Project kick off meeting held, project teams constituted, rules and procedures agreed 7.2. Project/Finance Management Manual created and distributed 7.3. Smooth project management, administration and reporting ensured</p>	<p>7.1. 5 project teams constituted, 30 participants of kick off meeting, positive feedback of participants, procedures agreed; 7.2 30-page document distributed to min. 60 project participants; 7.3 6 PSC meetings, min. 15 participants, 15 meeting minutes, quarterly reporting to coordinator;</p>

# IMPLEMENTATION PROGRESS EVALUATION

Implementation Progress Evaluation will be carried out by the QAMC members after the completion of first and second project year. Progress evaluations will measure the extent to which the project has been implemented within the first and within the first two years, in accordance to plan indicated in project application. It will contain fact finding part and recommendations. Approach and evaluation plan will be discussed and agreed by the QAMC members. Progress report will be published at project website and delivered to the Steering Committee.

# FINAL INTERNAL EVALUATION

Final Internal Evaluation will be carried out by the QAMC members upon the completion of the project. Internal evaluations will measure the extent to which the project has been implemented and results achieved, in accordance to plan indicated in project application. Approach and evaluation plan will be discussed and agreed by the QAMC members. Internal Evaluation report will be published at project website and delivered to the Steering Committee.

# QA PLAN

A QA Plan illustrates a schedule of implementation of different QA measures. This plan lists the tasks to be performed on the vertical axis, and time intervals on the horizontal axis. The width of the horizontal bars in the graph show the duration of each activity. The QA Plan shall be used by the following project teams: Team of Coordinators, WP teams, partners hosting an event, Steering Committee, QAMC.

ACTIVITY	INSTRUMENT	PERIOD	RESPONSIBILITY
WP.1 final evaluation	WP evaluation form	March 2018	UNIBL
Deliverable 1.1. Report on agritourism development potential in RS and BA	Deliverable evaluation form	April 2018	UNIBL
Deliverable 1.2. Needs assessment report of agritourism competences and training courses	Deliverable evaluation form	April 2018	UNIBL
Deliverable 1.3. Stakeholders analysis report	Deliverable evaluation form	April 2018	UNIBL
Deliverable 1.4. Policy recommendations	Deliverable evaluation form	April 2018	UNIBL
Activity 1.4 Introduction conference	Event evaluation form	April 2018	UNMO
WP.2 interim evaluation	WP evaluation form	August 2018	AUA
Activity 2.1. Introduction seminar on Moodle	Event evaluation form	April 2018	SUA
Deliverable 2.1. Improved teacher competences in Moodle course development	Deliverable evaluation form	March 2018	AUA
Deliverable 2.2. Created agritourism training courses, incl. Moodle courses	Deliverable evaluation form	December 2018	AUA
Deliverable 2.3. Created training materials	Deliverable evaluation form	December 2018	AUA
WP.2 final evaluation	WP evaluation form	May 2019	AUA
WP.3 interim evaluation	WP evaluation form	May 2019	SUA
Activity 3.1. Seminar on teacher training and adults education methodology	Events evaluation form	May 2018	BTC

Deliverable 3.1. Improved training competences of teachers	Deliverable evaluation form	May 2018	SUA
Activity 3.2 ToT module 1	Events evaluation form	September 2018	WEBIN
Activity 3.2 ToT module 2	Events evaluation form	October 2018	WEBIN
Activity 3.2 ToT module 3	Events evaluation form	November 2018	WEBIN
Activity 3.2 ToT module 4	Events evaluation form	December 2018	WEBIN
Deliverable 3.2. Created ToT materials and manual	Deliverable evaluation form	April 2019	SUA
Deliverable 3.3. Improved knowledge and training skills of agritourism educators	Deliverable evaluation form	April 2019	SUA
Activity 3.4. Training of agritourism educators	Events evaluation form	February – June 2019	All
Deliverable 3.4. Created pool of trainers in agritourism	Deliverable evaluation form	September 2020	SUA
WP.3 final evaluation	WP evaluation form	October 2020	SUA
WP.4 interim evaluation	WP evaluation form	September 2019	RDAZ
Deliverable 4.1. Accredited agritourism training courses	Deliverable evaluation form	April 2019	RDAZ
Deliverable 4.2. Equipment purchased and installed	Deliverable evaluation form	April 2019	RDAZ
Activity 4.4. Training of rural households and prospective entrepreneurs	Events evaluation form	June 2019 – June 2020	All
Deliverable 4.3. Improved agritourism competences of rural households and prospective entrepreneurs	Deliverable evaluation form	April 2020	RDAZ
Activity 4.5. Training of agritourism professionals	Events evaluation form	June 2019 – June 2020	All
Deliverable 4.4. Improved competences of agritourism professionals improved	Deliverable evaluation form	April 2020	RDAZ
WP.4 final evaluation	WP evaluation form	May 2020	RDAZ
WP.5 interim evaluation	WP evaluation form	May 2019	WEBIN
Deliverable 5.1. QA manuals and quality plan	Deliverable evaluation form	April 2018	WEBIN
Deliverable 5.2. Quality ensured in project implementation &	Deliverable evaluation form	October 2020	WEBIN

management			
Deliverable 5.3. Progress evaluation reports	Deliverable evaluation form	February 2020	WEBIN
Deliverable 5.4. External and internal evaluation reports	Deliverable evaluation form	October 2020	WEBIN
WP.5 final evaluation	WP evaluation form	October 2020	WEBIN
WP.6 interim evaluation	WP evaluation form	May 2019	REDAH
Deliverable 6.1. Project website	Deliverable evaluation form	April 2018	REDAH
Deliverable 6.2. Internal institutional dissemination carried out	Deliverable evaluation form	December 2018	REDAH
Deliverable 6.3. Cooperation agreements signed	Deliverable evaluation form	October 2020	REDAH
Activity 6.5. Dissemination conference	Event evaluation form	October 2020	VPPŠ
Deliverable 6.4. Project results disseminated	Deliverable evaluation form	October 2020	REDAH
WP.6 final evaluation	WP evaluation form	October 2020	REDAH
WP.7 interim evaluation	WP evaluation form	May 2019	VPPŠ
Deliverable 7.1. Project kick off meeting held, project teams constituted, rules and procedures agreed	Deliverable evaluation form	March 2018	VPPŠ
Deliverable 7.2. Project/Finance Management Manual created and distributed	Deliverable evaluation form	April 2018	VPPŠ
Deliverable 7.3. Smooth project management, administration and reporting ensured	Deliverable evaluation form	October 2020	VPPŠ
WP.7 final evaluation	WP evaluation form	October 2020	VPPŠ
1 <sup>st</sup> Progress evaluation	Progress evaluation protocol	December 2018	QAMC
2 <sup>nd</sup> Progress evaluation	Progress evaluation protocol	December 2019	QAMC
Final internal evaluation	Final evaluation protocol	September – October 2020	QAMC

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