QA Annual Report 3

"INTERnationalization at Home: Embedding Approaches and Structures to Foster Internationalization at Western BAlkans/ INTERBA"

Project reference No.: 610429-EPP-1-2019-1-AL-EPPKA2-CBHE-JP

(Deliverable 7.2)

[November 2021-October 2022]

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Report prepared by

CESIE

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Document information

Project Acronym:	**INTERBA**
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Lead Organisation	P5 – CESIE
Dissemination level	Institutional level

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I. Introduction

INTERBA is a three-year European project funded by the Erasmus+ Programme Key Action 2 – Cooperation for Innovation and exchange of good practices – Capacity Building in the field of Higher Education. Its main objective is to strengthen the international, intercultural and global dimension via "Internationalisation at Home" (IaH) implementation at partner Higher Eduation Institutions (HEI) in order to enhance the quality of education and make a meaningful contribution to society.

The present report is part of the INTERBA project's WP7 – Quality Assurance (QA), which CESIE is leading. As described in the QA Plan, the overall aim of Quality Assurance is to monitor and evaluate all project activities. To do this, a number of tools have been developed. The present Third Annual Report aims to provide a detailed overview of the progress and processes of each WP in the period November 2021-October 2022. It will further provide an overview of the impact of the activities implemented on the target groups, taking into account the key progress and performance indicators which were defined in the QA Plan.

In order to track the progress and achievements of all project activities, we have asked WP leaders to fill in a Monitoring Questionnaire (see Annex 1). WP leaders were asked to provide information on the progress of the WP(s) they lead in the reporting period November 2021-October 2022 (one questionnaire for each WP). 3 WP leaders filled in the questionnaire.

For an overall monitoring and evaluation of the management, cooperation within the partnership and outcomes, a separate questionnaire was developed, which each partner organization was asked to fill in – one questionnaire for each partner organization (see Annex 2), this questionnaire was filled by 7 partners.

In what follows, we will first present the results of the two surveys and then provide, in the Conclusions, an overall assessment together with suggestions for further implementation of project activities.

II.   Analysis of progress so far

II.1   Implementation of activities according WP Leaders

The CESIE QA team followed all the project activities by actively participating in the meetings and for this acquired a good overview of the activities carried out in the 9 different Work Packages. To get a deeper insight into the progress of all work packages and to identify possible strengths and weaknesses during implementation, we asked all leaders of the work packages to fill in a specific questionnaire (Annex 1), the questionnaire was filled by University of Tirana, University of Cagliari and CESIE. The answers provided are reported below together with a summary by CESIE.

Cooperation with partners in Work Packages

The replies below show that so far, no partner has had any reason for dissatisfaction with the cooperation inside the partnership; this is a very positive result which lays the foundations for the successful completion of the project.

All WP leaders who responded to the survey stated that they achieved satisfactory levels of cooperation between the project partners as they are "completely satisfied" and "very satisfied" of this cooperation.

Table 1: Cooperation of WP leaders with partners and level of satisfaction

Work Package	Comments on cooperation
2 – Knowledge Capital Repository	All partners were involved in this WP (lead by University of Cagliari), the cooperation was satisfying and all planned activities have been completed.
7 – Quality Assurance	We cooperate with all partners (for feedback collection/monitoring and evaluation of tasks), the cooperation was quite good; we experienced limited number of answers to the surveys.
9 – Management	University of Tirana (UT) as the Leader of the project cooperates will all partners of the consortium in order to fulfill the activities of the work package 9. The cooperation with all the partners is very satisfactory.
1 – Gap Analysis 3 – Training Content 4 – Training of trainers and piloting 5 – E-learning platform 6 - Sustainability	no specific info was provided

Overall achievements

In this question, we asked WP leaders to describe all activities that have been carried out so far, together with all outcomes and outputs achieved so far.

The WP managers also assessed the level of completion of their WP by assigning a score on a scale from 0 to 10, WP2 got 10, WP7 8 and W9 10.

Table 2: Overview of achievements – activities, outcomes and outputs

Work Package	Achievements
2 – Knowledge Capital Repository	Achievements: The activities of the WP were concluded in 2021 and only small modifications to the deliverables have been made in account of more insights that emerged during the execution of the other WPs. Outputs: We have accomplished all the tasks, i.e., the creation of the knowledge repository and the network of experts.
7 – Quality Assurance	Achievements: QA of all WPs and project management. Outcomes: Quality Reports.
9 – Management	Achievements: 1. Management of consortium meetings (agenda, doodle, Skype, MoM). 2. Management of internal team meetings (UT). 3. Maintenance of the project management Gantt chart. 4. Participation in Train the Trainers in London, February 2022. 5. Organization of Pilot trainings in Tirana, April 2022. 6. Participation in Pilot trainings in Cagliari and Palermo, July 2022. 7. Organization of Info Day in October 2022. Outcomes: Pilot Trainings; Courses materials for Moodle platform; Preparation for Re-trainings; Management of consortium meetings (agenda, doodle, Skype, MoM); Management of internal team meetings (UT) and updated Gantt chart.
1 – Gap Analysis 3 – Training Content 4 – Training of trainers and piloting 5 – E-learning platform 6 - Sustainability	no specific info was provided

Timeliness of activities

As regards the timeliness of the activities of the various WPs, there were some delays at the start of the project caused by the pandemic and the change of coordinator, which however affected the entire project and not a particular WP.

With regard to the Quality Assurance process, in some cases it should be noted that a limited number of replies were received. The project obtained a one-year extension and this helps the partnership to complete all the remaining activities over time.

The project is on track. The partnership followed the updated Gantt chart for implementing the project activities with respect to the project plan.

Risks, difficulties and possible mitigations

The Leads of the various WPs were asked to identify possible risks or difficulties that can affect the future implementation of the project and also to mitigate possible risks/difficulties.

Analyzing the responses to the survey, the leads of the WPs whose activities have been completed obviously do not report risks or implementation difficulties.

Some difficulties are highlighted by the WP7 lead, who indicates the inadequate involvement of the staff in QA surveys as a limitation. The partner indicates as a possible solution to this difficulty the organization of meetings with the partners to solicit their answers.

Moving to the management of the project the coordinator obtained a year extension of the project, and this helps the partnership to fulfill all the remaining activities in time. This minimizes the risks. In addition, the coordinator highlights a low participation in re-training sessions which can be addressed by "Announce in advance the training session. Disseminate the news of course re-trainings. Using innovative training methodologies such as the SCATE model".

Table 4: Main problems/difficulties in each WP and mitigation actions taken

Work Package	Problems/difficulties and mitigation actions
7 – Quality Assurance	Not well involved staff in QA surveys
9 – Management	The project obtained on year extension and this helps the partnership to fulfill all the remaining activities in time. This minimizes the risks. Low participation in re-training sessions.
1 – Gap Analysis 2 – Knowledge Capital Repository 3 – Training Content	no specific info was provided

4 – Training of trainers and piloting 5 – E-learning platform 6 – Sustainability 8 – Dissemination	

Risks for the implementation as a participant of other WPs

WP leaders were asked to indicate whether they perceive risks in implementing the project as participants of other WPs. According to the respondents the project is proceeding smoothly in completing the activities. The possibility to have in person meetings facilitates the conclusion of all the activities and no risks have been identified at this stage. According to the project Coordinator "*all the partners are in line with the timeline of the project. In the third year of the project the implementation of the activities has been improved much*".

II.2   Overall evaluation of project activities

The following replies have been provided in response to the third Evaluation Questionnaire, which aimed to gather feedback about general implementation of project activities at each HEI/organisation, about Management and Communication and Outcomes achieved so far.

Implementation at your HEI / organization

As can be seen in the detailed answers below, regarding the implementation of the INTERBA project at their own Higher Education Institutions (HEI)/organization (Fig.2), partners are in the great majority highly satisfied (71,4% rated the work as Excellent; 28,6% as Good); the proposed timeline of activities was both realistic and feasible for all partner organizations (Fig.3) and all of them are completely satisfied with the progress of activities (Fig.4) in their institution (100%).   14,3% report difficulties/challenges with implementation (Fig.5), which are further explained in the replies to the following question.

In this phase of the project the partners perceive fewer implementation difficulties, considering the project almost completed and having recovered a small delay accumulated due to the effects of the Covid-19 pandemic.

The awareness level of the project (Fig.6) is described by the majority of partners as "excellent" (57,1%) or "good" (42,9%).

The description of activities implemented so far that partners have provided shows that all partners have been actively involved in diverse project activities:

> "*We have participated to the meetings, training sessions, and organised one training session*"

> "*Creating a knowledge repository, Creating a network of knowledge experts. Introducing a bridging model to align knowledge cases to knowledge gaps.*"

![INTERBA logo]

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"WP1, WP2 and some activities in WP 8"

"We have realized different activities. Some of these activities are related to the dissemination of information about the INTERBA project and results on the university web page, social media (e.g. Facebook, LinkedIn, YouTube), Radio-television of Tuzla Canton, and info days organized at the home institution. We completed the procurement of equipment and established the INTERBA Laboratory - Computer Center at the home institution equipped with modern computer infrastructure, smart board, video conference system, etc. Also, we prepared two pilot courses and developed materials in Word and PowerPoint for these courses which are available on the Moodle platform. Based on these materials for pilot courses, we developed two courses in the Moodle Platform available within the INTERBA project."

"1. Management of consortium meetings (agenda, doodle, Skype, MoM). 2. Management of internal team meetings (UT). 3. Maintenance of the project management Gantt chart. 4. Participation in Train the Trainers in London, February 2022. 5. Organization of Pilot trainings in Tirana, April 2022. 6. Participation in Pilot trainings in Cagliari and Palermo, July 2022. 7. Organization of Info Day in October 2022."

"During the third year of the project, re-trainings were conducted at our university".

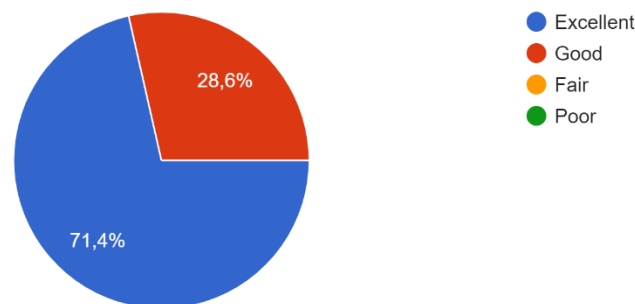*Fig. 2: How do you rate the work carried out by the project team at your own HEI/institution?*

Fig. 3: Was the proposed timeline of activities realistic and feasible for Your HEI/organisation?
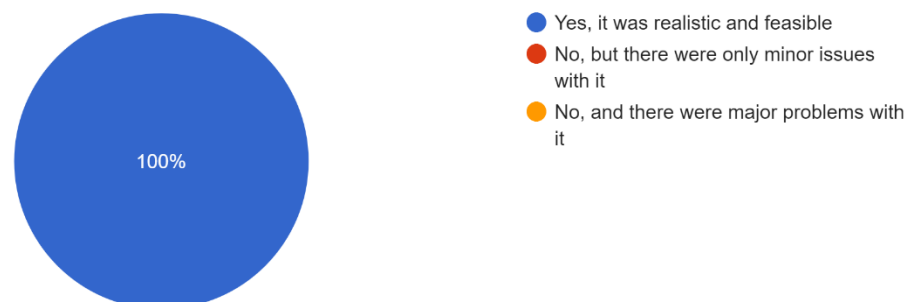
![INTERBA logo]

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Fig. 4: How satisfied are you with the progress of activities in your institution?

- Completely satisfied
- Very satisfied
- Moderately satisfied
- Not at all satisfied

Fig. 5: Did you have any difficulties/challenges in the implementation of the activities?

- YES
- NO

Fig. 6: What is the awareness level about the project in your institution?

- Excellent
- Good
- Fair
- Poor
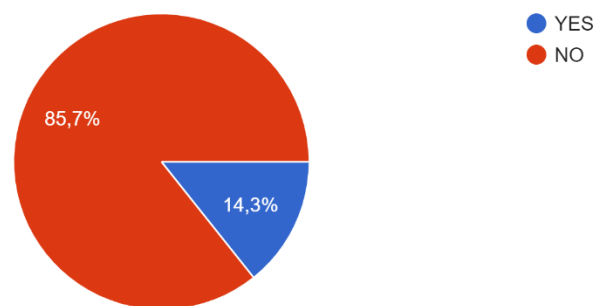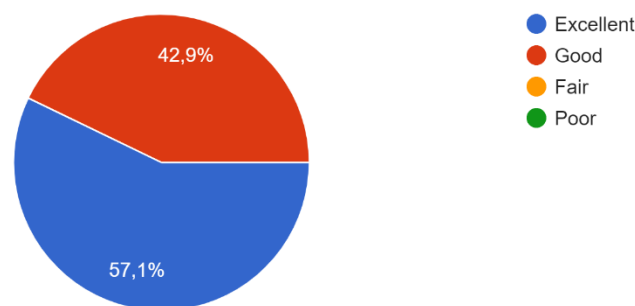
Management and Communication

The feedback on Overall Management and Communication of the INTERBA project is positive. As can be seen in the detailed answers below, the evaluation for overall project management and coordination is 51,1% "excellent" and 42,9% "good", while financial management is rated by 71,4% of partners "excellent" and 28.6% "good". Overall time management has a slightly lower evaluation: 42,9% respond that it was "excellent", 51,7% "good". Both Communication between partners and overall visibility and communication activities have the evaluation of 71,4% "excellent" and 28.6% "good".

From the further recommendations on Management/Communication provided, only one comment was provided:

"The project is now running as expected, thanks to the end of the pandemic restrictions and the possibility to meet each other and to organise face-to-face meetings within the same organization".

Fig. 7: How do you rate the overall project management and coordination of the project?
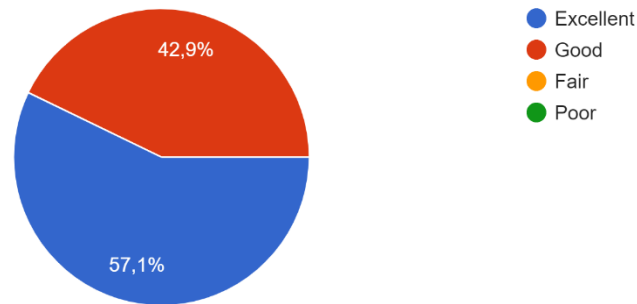

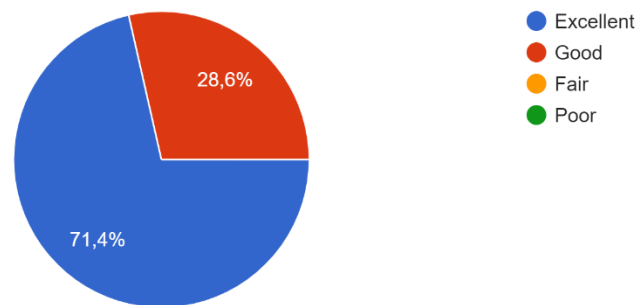*Fig. 8: How do you rate overall financial management of the project?*

Fig. 9: How do you rate overall time management and respect of agreed deadlines in the project?

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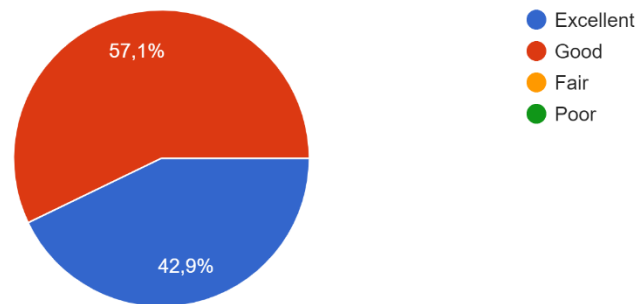Erasmus+ Programme
of the European Union

Fig. 10: How do you rate the quality of communication among partners and project management team?
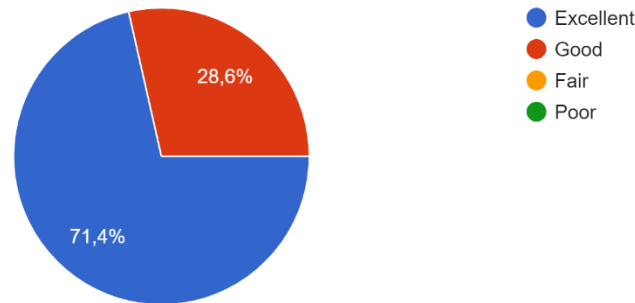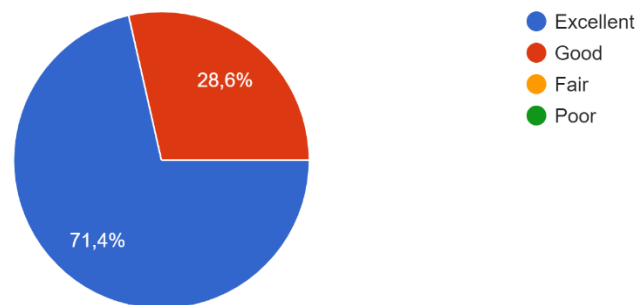

Fig. 11: How do you rate the efficiency of visibility and communication means at project level?

Visibility/communication activities undertaken

During the project the partners carried out various types of visibility and communication activities, from visibility activities within their own organization, to the organization of events and trainings, to the organization of Info Days. In these responses an overview of the activities:

> *"Establishment of project identity and promotional tools; Continuous visibility/communication for all project activities realized up to now"*

> *"Our university undertakes different visibility/communication activities to promote the INTERBA project. Some of these activities are related to the creation of the website related to the INTERBA project within the university website. Also, on the university website, there is a link to the website of the INTERBA project. Moreover, during summer university days, and other events, information about the INTERBA project is disseminated to all participants, and a video presentation is made to provide info about the INTERBA project to the university staff and the wider audience. Finally, we would like to say that we printed different dissemination materials to promote the INTERBA project."*

> *"Organization of meetings with the academic staff and students to inform them about the purpose and achievements of this project."*

> *"Organization of Pilot Trainings in Tirana."*

"Organization of Info Days."

"Promoting the Interba activities in Interba website, faculty website, university website, and social media platforms."

Fig. 12: Did your institution undertake any visibility/communication activities to promote INTERBA?
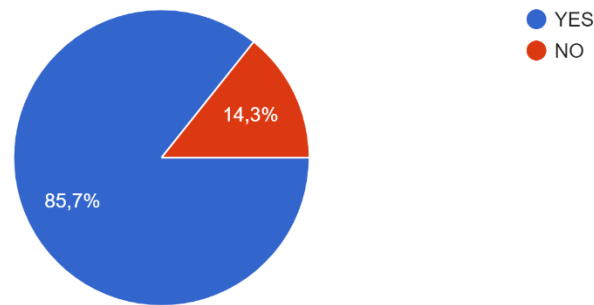
Outcomes

The last section of the questionnaire concerns the project outcomes. The first question invites to reflect on the results of the project and if they meet the initial expectations of the partners. Overall, the responses collected are positive even if not fully argued.

Some of the more comprehensive answers include:

"Yes. The project results achieved up to date meet our initial expectations. Based on realized activities and achieved results we gained new knowledge related to the Internationalization of Home, Train the Trainer topics, and the SCATE (Scope, Content, Activity, Think, Extra) model we adopted within the INTERBA project to prepare pilot courses based on this pedagogical model. Also, it is important to mention that we developed materials in Word, PowerPoint and Moodle Platform for two pilot courses offered by our university and established the INTERBA Laboratory -Computer Center."

"Yes, at re-trainings 80 persons acquired new knowledge about 2 topics which are recognized as needs in second year of the project".

All partners declare that they have a clearer understanding of the "Internationalisation at home" concept.

Lessons learnt

Partners responded that they personally have learnt a number of different things, among these:

"Higher awareness of the activities carried out in the other partners' universities, and the possibility to share experiences and multiply the effect of actions that typically involve a small group of persons"

"Experimented with different approaches to internationalization"

"Yes, I have learned many things. For example, I have learned personally how to develop the course using the SCATE pedagogical model and develop course materials within the Moodle platform. Also, I increased my knowledge about the best practices used in partner universities. Moreover, I improved my knowledge related to Internationalization at Home, the previous project realized at different INTERBA partner universities as well as my trainer and management skills."

Further to that, also the institutions have gone through a learning process, learning the following:

"Improve the awareness on the importance of internationalization"

"Experimented with different approaches to internationalization"

"Train the trainers programme - very beneficial tool for capacity building that will be applied in other fields as well"

"Thanks to the INTERBA project our institution learned many things. Some of them are related to best practices used in another university (for example Middlesex University) with a focus on the pedagogical SCATE model which can be also beneficial to be considered and used to develop courses at home university using this model."

"Innovative teaching and training methodologies, such as the SCATE model learned during Train the Trainers activities."

"Knowledge about topics taught in 12 courses during the Pilot trainings in Tirana, Cagliari and Palermo."

"New knowledge acquired during re-training sessions by administrative and academic staff members, as well as students about Project management and Methodologies of scientific research in IT"

Missing information or knowledge

There seem to be no major lack of information or knowledge. Some comments of partners, however, show that partner institutions need:

"The institution has already a good level of understanding and is active on different programs related to internationalisation"

"I don't know"

"To improve the implementation of further activities related to Internationalization at Home and the INTERBA project, I think, more people at the home institution should be involved in these activities, and our goal is to organize Re-training sessions at the home institution in the next period and share and disseminate knowledge and skills gained within the INTERBA project."

"An extension of the number of students and staff involved in the process of internationalization is needed, which we intend to achieve during the retraining sessions."

"Further recommendations and comments"

Partners have provided a number of further recommendations and comments, which are focused of ensuring sustainability of the project results:

"Support to internazionalizzation activities"

"I think we should be focused on the realization of the rest of the planned activities in the work packages. Also, we should think about developing a sustainability strategy at the partner institutions after the EU funding period. In addition, we should devote time to discussing ideas for the possible extension of our collaboration in different other projects."

"A good and practical exploitation and sustainability strategy should be implemented and maintained for a better continuation of the project beyond the project implementation period."

"Sustainability plan should be created under supervision of both coordinator and WP leader"

III. Conclusions and Recommendations

This Third Annual Report is based on two surveys among partners and WP leaders that asked for feedback on activities, cooperation with partners, overall management and communication as well as impact on target groups and partner institutions.

This third QA report of the INTERBA project showed an improvement in several aspects of project management and implementation. It can be seen from the answers to the questionnaires that the project has recovered a certain delay which was initially caused by the Covid-19 pandemic. Thanks a common effort of the partners and improved internal communication, the delays have been recovered and most of the activities are in line with what was planned.

Another reason for a positive assessment and optimistic view on the further implementation of the project activities is the management and communication, which are described by all partners as "good" to "excellent". Also, the general cooperation between partners has been described by WP leaders as positive and no major concern has been mentioned.

All project partners have conducted various kinds of dissemination activities in this third project period in order to make the project more visible among relevant actors and target groups, both inside and outside their institutions.

As far as the results of the project are concerned, the partners declared to be satisfied about them as the project results are meeting the initial expectations. Based on the activities carried out and the results achieved the partnership acquired new knowledge related to internationalization at home, the topics of training trainers and the SCATE model (Scope, Content, Activity, Think, Extra); adopted the SCATE model and prepared the pilot courses based on this pedagogical model; development of learning materials and participants in training activities acquired new knowledge.

The partners have also acquired a greater awareness of the project objectives and specifically of the concept of internationalization at home.

The answers of partners show that the project has provided both personally and for their institutions a number of lessons learned. The most relevant aspects at personal level are:

- sharing of experiences and multiply the effect of actions that typically involve a small group of persons;
- learning how to develop the course using the SCATE pedagogical model and develop course materials within the Moodle platform;
- experimenting with different approaches to internationalization;
- improving knowledge related to Internationalization at Home.

At institutional level:

- improving the awareness on the importance of internationalisation and its different approaches;
- experimented with different approaches to internationalization;
- sharing of best practices used in another university;
- learning about innovative teaching and training methodologies.

Overall, the partnership shows quite a high level of satisfaction with implementation of project activities. The cooperation between partners seem to work well overall and overall management and coordination is rated as satisfying as well.

Suggestions for the partnership:

- Management and Coordination: keep meeting regularly and at short intervals (e.g., monthly) to support the overall management and coordination of activities as well as the communication between partners. Provide detailed meeting minutes on time and with a clear plan of tasks, deadlines and responsibilities.
- Clear communication about project activities, deadlines and reminders: further to regular online meetings, e-mail updates with clear instructions about deadlines, and possibly, short reminders before important deadlines would help all partners in the timely implementation of activities
- Discuss about sustainability and exploitation of the project: discuss the development of an exploitation and sustainability plan that ensures continuity of project activities even after its completion.

Annexes

Annex 1 Monitoring Questionnaire for WP Leaders

INTERBA Project - Monitoring Questionnaire for WP Leaders

INTERBA

Erasmus+ Capacity Building for Higher Education

Monitoring Questionnaire for WP Leaders

EVALUATION FORM

Period: November 2021-Ocotber 2022

About this Questionnaire
This questionnaire aims to monitor the progress of each WP. Each WP leader, please fill in one questionnaire for each WP you lead (i.e., if you lead more than one WP, please fill in two separate questionnaires, one for each WP).
Please answer referring to the above-mentioned period of performance (November 2021-October 2022).

Your responses will be treated in strict confidentiality according to the rule of data protection. They will be aggregated and the identity of those completing particular questionnaires will not be disclosed.

Thank you very much for cooperation!
For any doubt or further comment, please refer to Jelena Mazaj: jelena.mazaj@cesie.org

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Organisation's name *
- ☐ University of Tirana
- ☐ Middlesex University
- ☐ Hamburg University of Technology
- ☐ University of Cagliari
- ☐ CESIE
- ☐ European University of Tirana
- ☐ University of Pristina
- ☐ University of Tuzla
- ☐ Dzemal Bijedic University of Mostar
- ☐ Universum College

Leader of WP (in case you lead more than one WP, please select the one for which you are filling in the present questionnaire and fill in a second questionnaire for the other WP).

☐ 1
☐ 2
☐ 3
☐ 4
☐ 5
☐ 6
☐ 7
☐ 8
☐ 9

With which partner(s) do you cooperate in this WP?

[   ]

How satisfied are you with the cooperation with partner organisations?
- Completely satisfied
- Very satisfied
- Moderately satisfied
- Not at all satisfied

Overall achievements: Please provide a description of the activities carried out under your WP lead so far. Which outcomes and outputs have been achieved? You can use the description of activities, outcomes and outputs in the file "WP Overview" on Google Drive.

[   ]

Which outcomes and outputs have been achieved?

[   ]

Please try to quantify the level of achievement of your WP so far.
No activity implemented so far
☐ 0
☐ 1
☐ 2
☐ 3
☐ 4
☐ 5
☐ 6
☐ 7
☐ 8

All activities completed

Is your WP on track or are there delays in implementing activities with respect to the project plan?

Is your WP on track or are there delays in implementing activities with respect to the project plan?

If there are delays: please explain shortly why, and if they could be an issue for overall project implementation (e.g. delay of activities of other WPs)?

With regards to future implementation of activities in your WP, which possible risks/difficulties have you identified?

Please describe your plans to mitigate possible risks/difficulties (also in relation to Covid-related issues that might come up).

As a participant of other WPs, which risks for the implementation do you see?*

Please provide any further relevant information you think might be useful for the assessment of your WP's implementation.

INTERBA Project - Internal QA and Monitoring Questionnaire

INTERBA

Erasmus+ Capacity Building for Higher Education

Internal QA and Monitoring Questionnaire

EVALUATION FORM

Quality Assurance Partner Cooperation and Progress of Project Activities

Period: 15 November 2019 - 15 October 2020

About this Questionnaire

This questionnaire examines a number of issues relating to the INTERBA project; your answers will be a valuable resource for drafting the First Annual QA Report. They will also support future implementation of the project by identifying both positive aspects and difficulties in project implementation so far.

Please answer referring to the above-mentioned period of performance (November 2021-Ocotber 2022).

For each partner, one questionnaire should be filled in and submitted. Your responses will be treated in strict confidentiality according to the rule of data protection. They will be aggregated and the identity of those completing particular questionnaires will not be disclosed.

Duration: Approximate 30 minutes

Thank you very much for cooperation!

For any doubt or further comment, please refer to Jelena Mazaj: jelena.mazaj@cesie.org

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Organisation's name
- ☐ University of Tirana
- ☐ Middlesex University
- ☐ Hamburg University of Technology
- ☐ University of Cagliari
- ☐ CESIE
- ☐ European University of Tirana
- ☐ University of Pristina

□ University of Tuzla
□ Dzemal Bijedic University of Mostar
□ Universum College

Implementation at your HEI / organisation
In the following questions, please rate the implementation of activities at YOUR HEI/organisation.

1. How do you rate the work carried out by the project team at your own HEI/organisation? *
□ Excellent
□ Good
□ Fair
□ Poor

2. Was the proposed timeline of activities realistic and feasible for Your HEI/organisation? *
□ Yes, it was realistic and feasible
□ No, but there were only minor issues with it
□ No, and there were major problems with it

3. How satisfied are you with the progress of the activities in your institution? *
□ Completely satisfied
□ Very satisfied
□ Moderately satisfied
□ Not at all satisfied

4. Did you have any difficulties/challenges in the implementation of the activities? *
□ Yes
□ No

4.a If yes - please explain difficulties and challenges you have experienced during the implementation of activities.

5. What is the awareness level about the project in your institution? *
□ Excellent
□ Good
□ Fair
□ Poor

6. Which activities have you implemented in the third year of the project at your HEI/organisation? *

Management and Communication

In the following questions, please rate overall management of the project and communication among partners.

7. How do you rate the overall project management and coordination of the project? *
Contrassegna solo un ovale.

- ☐ Excellent
- ☐ Good
- ☐ Fair
- ☐ Poor

8. How do you rate overall financial management of the project? *

- ☐ Excellent
- ☐ Good
- ☐ Fair
- ☐ Poor

9. How do you rate overall time management and respect of agreed deadlines in the project? *

- ☐ Excellent
- ☐ Good
- ☐ Fair
- ☐ Poor

10. How do you rate the quality of communication among partners and project management team? *

- ☐ Excellent
- ☐ Good
- ☐ Fair
- ☐ Poor

11. How do you rate the efficiency of visibility and communication means at project level? *

- ☐ Excellent
- ☐ Good
- ☐ Fair
- ☐ Poor

12. Do you have recommendations for improvement of the overall project management and communication among partners? *

13. Did your institution undertake any visibility/communication activities to promote INTERBA? *

☐ Yes
☐ No

13.a Please shortly describe visibility/communication activities undertaken

[   ]

Outcomes

14. Do the project results achieved up to date meet your initial expectations? Please motivate your answer. *

[   ]

15. Today, do you think you have a clearer understanding of "Internationalisation at home"? *

[   ]

16. Have you personally learned something during this period thanks to this project? *

[   ]

17. What did your institution learn thanks to this project? *

[   ]

18. What information, knowledge are still lacking at your institution to improve the implementation of the activities? *

[   ]

19. Please, provide your recommendations and comments to the future activities to be implemented.

[   ]