



Modernization of Mechatronics and Robotics for Bachelor degree in
Uzbekistan through Innovative Ideas and Digital Technology

(MechaUz)

609564-EPP-1-2019-1-EL-EPPKA2-CBHE-JP

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Abstract

This document gives a detailed description of the quality approach for the MechaUZ project.

The Quality Assurance Plan (QAP) contains the set of management structures and documented activities, overall policies, participants roles and responsibilities and all the quality procedures of the project. It serves as a framework for the project coordination team to effectively carry out all management activities with high quality level criteria.

Abbreviations

Acronym	Definition
GA	Grant Agreement
CA	Consortium Agreement
DoW	Description of Work
EC	European Commission
QA	Quality Assurance
QAM	Quality Assurance Manager
QAP	Quality Assurance Plan
QCB	Quality Control Board
CMB	Communication Management Board
PC	Project Coordinator
PMB	Project Management Board
WP	Work Package
WPL	Work Package Leader
WP5	Work Package 5 – Quality Control and Monitoring

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Executive Summary

The document has been prepared for internal use within the *Work Package 5 – Quality control and monitoring* by South East European Research Centre (SEERC, Greece) and is supported by the project coordinator – International Hellenic University (IHU, Greece) and all project partners. It is an overall quality plan for the MechaUZ project, and it will provide the project partners with all necessary details and tools to ensure quality in all project activities. The receiving audience are all projects partners that will make use of the document to produce content during the project's lifetime.

SEERC has the overall Management of WP5 – Quality Assurance and of handling the quality monitoring process.

The main aims of the document are:

- To raise awareness on quality within the project and support decision making processes
- To identify control procedures and actions and rules for producing high quality results
- To provide an effective way of formatting the deliverables and reports produces within the project and identify the procedures to create and control them
- To provide feedback, particularly improvement potentials related to processes and outputs to coordinator and project partners

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1. Overview

The main aim of the MechaUZ project is to develop bachelor's degree program in the field of Mechatronics. This project comes as a solution to the need of developing the higher education capacity & offerings in Uzbekistan in the field of Mechatronics. The main objective of the program is to develop a continuous education program to train a new generation of engineers well capable of performing constructive engineering works and meeting today's technological challenges by developing a new curriculum.

Likewise, the project aims to maintain further cooperation between HEIs of PrCs and Uzbekistan to ensure the quality of higher education continuously. This project provides great opportunity to involved HEIs to teach their students and train their faculty/staff internationally. Most importantly, an exemplary continuous education program in Mechatronics will be developed in Uzbekistan upon successful completion of the project.

1.1 Objectives and expected results of the project

The aims of the project will be reached through building up following objectives of the project:

- Developing and implementing a new scheme of cooperation for university-industry links based on EU skills in Mechatronics sphere.
- Developing standards and curricula, courses, teaching methods, materials, and tools (soft skills) in the field of Mechatronics.
- Developing and implementing new courses for teachers, staff, and engineers of the enterprises.
- Training teachers from HEIs in Uzbekistan with teaching methodologies based on Mechatronics at EU partner universities.
- Developing and publishing a new generation of handbooks/manuals for the direction of Mechatronics.
- Establishing the Innovation laboratories (I-LAB), Training Centre and Mechatronics Society of Uzbekistan for disseminate the results of project.
- Testing, adapting and accrediting curriculum, materials, and methods.
- Transferring the recommendations of the new model of education system to other sectors of the Uzbek economy.

The project will produce the following results (among others):

- An innovative internationally co-developed BSc program in Mechatronics (as well as improved courses from other programs) that will equip graduates with the necessary skills to succeed at their future workplace.

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- A cutting-edge teacher training centre & course which will become the leading facility for Mechatronics to train, enabling best practice multiplication across all universities & training centres from Uzbekistan - leading to internationally trained staff capable to prepare graduates for international markets.
- A state-of-the-art network of Industry 4.0 laboratories which will modernize the infrastructure of universities and help them truly deliver a top-class program in Mechatronics while also enabling social engagement (i.e. FabLab) and co-creation with industry.
- Fulfilling universities' missions according to the national priorities.

1.2 Objectives and definition of Quality Assurance

Quality assurance is the maintenance of a desired level of quality in a service especially by means of attention to every stage of the process of delivery of a product or service to consistently keep up a high-quality standard. Quality assurance will play a crucial role in MechaUZ project to ensure that all deliverables must meet certain standards of quality and will improve projects' efficiency in that level.

The objectives of the Quality Assurance plan for MechaUZ project will be:

- To control procedures and actions and develop rules and procedures to have quality standards for outcomes and deliverables
- To monitor the project throughout its lifecycle to produce high quality standards
- To ensure all project timescales and deliverables are on time, closely monitored and if necessary, proceed to necessary modifications and corrections
- To provide guidance and advice to the project manager and the project partners during the project and motivate them to reevaluate and quality assess outcomes and outputs throughout the project

2. Organisation Responsibilities and Tasks

2.1 Overview of Consortium Organisational Structure

MechaUZ Project will emphasize on commitment, responsibility, and good collaboration among project partners to produce efficient and effective deliverables and outcomes. Regular meetings among partners will take place in the project period to share views on project progress and outcomes. MechaUZ project will use a project timetable that will include all relevant information on Work Packages, Deliverables, Deadlines and names of the partner leaders and the partners responsible for peer-review of the deliverables. (Annex B)

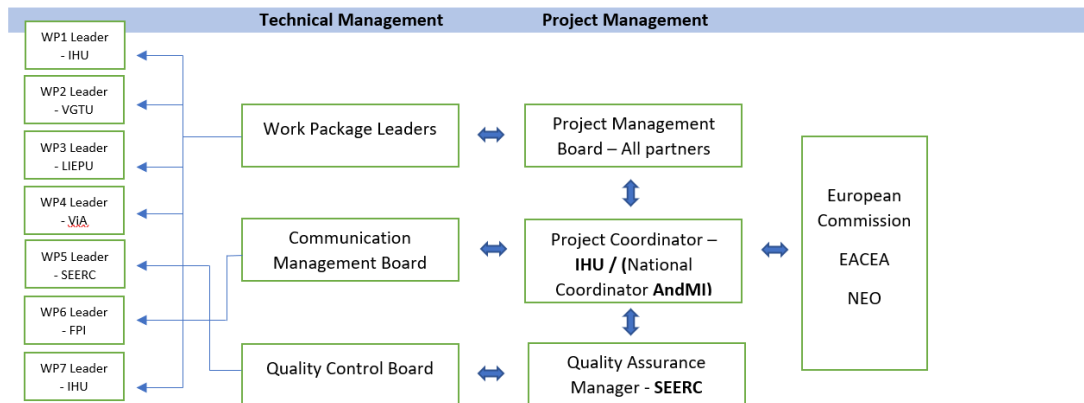
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2.2 Roles and Responsibilities

MechaUZ project involves many different entities and groups to ensure the quality of the project outcomes. It consists of the Project Coordinator (PC), the Project Management Board(PMB), the Quality Assurance Manager (QAM) as well as of the Technical Management entity involving a Communication Management Board(CMB), a Quality Control Board(QCB) and each one of the Work Package Leaders (WPL).



2.2.1 Project Management

The International Hellenic University is the **PC** and will be responsible for the overall management, administrative and technical issues of the project, creating all the right conditions for a successful collaboration among partners and an efficient delivery of deliverables (project reports, documentation for project reviews, evaluation reports). **PM** will be responsible for the daily implementation and management of Work Packages and tasks and will organise and supervise project partners in close cooperation with the QAM. Additional responsibilities of the PM will include regular communications with the EC, managing accounting and financial relationships with the EC. The PM has the authority for implementing and verifying compliance with all quality evaluation policies and procedures related to the project.

The South East Europe Research Centre (SEERC) is the partner responsible for the overall Quality Assurance Management of the project. QAM is responsible for the implementation of a scheme for continuous monitoring of the WPs and the evaluation of project deliverables, with respect to the agreed quality criteria for the WPs. Together with the PC, the QAM will continuously improve the quality of the deliverables in terms of time efficiency, accuracy of project results and format respect. The QAM will ensure that the objectives will be met with the quality standard requirements of the project. The QAM will perform regular evaluation to ensure compliance with the established policies (e.g. deadline submission).

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The **PMB** will be responsible for managing and administrating the MechaUZ project throughout its' project's lifetime. PMB will consist of the **PM**, the **QAM** and one delegate from each partner involved in the MechaUZ project. PMB will meet at least every six months and will concentrate on decisions regarding the implementation strategy, amendments to the EC contract and alterations of the Consortium Agreement in compliance with the rules in the signed GA.

MechaUZ Project Management Organisation	
Project Coordinator:	Dr. Thomas Thomidis, IHU
Project Management Board Members:	Vytautas Bucinskas, VGTU Patriks Morevs, LIEPU Laura Fisere, ViA Duarte Alves, IPVC Javlonbek Rakhmatillaev, AndMI Jamshid Inoyatkhodjaev, TTPU Oybek Otakulov, FPI Utkir Khamdamov, TUIT Alibek Eshev, KEEI Shavkat Asimov, TSTU Abduvali Khalikov, MHSSERU
Quality Assurance Manager:	Anastasios Ntabizas, SEERC

2.2.2 Technical Management

The Technical management entity involves a Communication Management Board (**CMB**), a Quality Control Board (**QCB**) and each Work Package Leaders (**WPL**).

A Communication Management Board (CMB) is made to monitor, document and be responsible for all communication and dissemination activities within the project. A list with contact details of at least one contact person from all partners was created at the beginning of the project.

A **QCB** will be made upon partners to ensure project quality control throughout MechaUZ project lifecycle. The board will consist of one contact person per consortium member and will be responsible for following the monitoring progress of their own tasks. A list with all contact details of the contact person from every partner was created at the beginning of the project. The list was distributed among partners. Regular meetings will be contact among the contact persons on the list to discuss about the progress of the project and outputs.



MechaUZ Technical Management Organisation	
Communication Management Board Members:	Maria Drakaki, IHU Anastasios Ntabizas, SEERC Andrius Dzedzickis, VGTU Marija Snaidere, LIEPU Laura Fisere, ViA Hugo Delgado, IPVC Seyran Asanov, TTPU Ismoil Tursunaliev, FPI Khalimjon Khujamatov, TUIT Sukhrobkhon Tojiboev, KEEI Shavkat Asimov, TSTU Ulugbek Khodiev, MHSSERU
Quality Control Board Members:	Maria Drakaki, IHU Anastasios Ntabizas, SEERC Vytautas Bucinskas, VGTU Laura Fisere, ViA Duarte Alves, IPVC Zafar Juraev, AndMI Seyran Asanov, TTPU Abror Tozhiboev, FPI Javlon Abdusalilov, TUIT Malika Keldiyarova, KEEI Shavkat Asimov, TSTU Abdulavi Khalikov, MHSSERU
Work Package Leaders:	WP1 – IHU WP2 – VGTU WP3 – LIEPU WP4 – ViA WP5 – SEERC WP6 – FPI WP7 – IHU

3. Quality Plan

The quality plan will ensure that all partners will receive the appropriate guidelines and procedures to comply and meet with the quality requirements of the MechaUZ project.

The procedures will be delivered to comply with the project quality standards and will include among others, deliverable identification codes, deliverable templates, a peer review plan, and deadlines for



peer reviewing and deliverables listing and documentation guidelines. Lastly, it will include a timeline plan for all deliverables.

3.1 Deliverable Identification Codes & Classification and Naming of documents

For better classification and documentation of the project, a deliverables Identification code list is produced and will be used for internal identification of document types within MechaUZ project.

Deliverables Identification Codes	
Documentation Code	Document Type
D	Deliverable, WP Deliverable
C	Conference
J	Journal
S	Scientific Report
CP	Communication Paper (ppt presentation, flyer, poster)
M	Media content (videos, photos)
O	Any other subject

The identification codes will be used for both documenting files to folders and for report deliverables.

For the **report deliverables** the document identifier will have the following format:

MechaUZ_<Document Code.Deliverable number>_<Deliverable Title>_<Deliverable Version Number>

Example 1: For the present document

MechaUZ_D.5.1_Quality Assurance Plan_V.0.1

Example 2: For Dissemination Activities Plan

MechaUZ_D.6.0_Dissemination Plan_V.1

For **any other document** (with document codes: J, S, C, M), the document identifier will have the following format:

MechaUZ_<WP#>_<Document Code>_Document Title><Version Number>.

Example 1: For a presentation file concerning WP6

MechaUZ_WP6_C1_Website presentation_v0.1

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Example 2: For a journal concerning a dissemination activity within the project for WP6

MechaUZ_WP6_J2_Mechatronics prototype concept

3.2 Deliverable Templates

A deliverable template can be found in **Annex A**. The deliverable template can be also found and downloaded from the Dropbox MechaUZ folder. The template can be used for all mentioned activities stated above and must be documented according to the stated format. Every project deliverable must follow a formal structure. The structure must include:

- A cover page with Project Logo, project title, contract number, title of the document, project acronym, grant agreement number and Editor of the deliverable.
- A second page with revision history and a document contact information.
- A third page with an Abstract and abbreviations (if necessary).
- A fourth page with Table of contents.
- Conclusions section (if necessary)
- Annexes (if necessary)

The projects documents will be in A4 format, and it is suggested to make use of Calibri English Font at 11-point size. A header and a footer should be included in each document- deliverable. Beneficiaries of European Union (EU) funding are obliged to display the EU flag and to acknowledge the support received under the relevant EU programmes in all communication and promotional material. The header should include the EU flag with the name of the European Union displayed in full. The name of the Erasmus+ programme can appear with the flag (left upper part) and the MechaUZ project logo can appear on the right (right upper part). The footer should also include the following disclaimer:

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3.3 Archiving of project documents

All project documents need to be archived. The MechaUZ project uses a Dropbox folder to store and retrieve project documents as a central repository of the project. All project partners can have access to the repository and use it to view and retrieve important information concerning the project. Final deliverables are stored in the repository after their submission from the partner responsible for delivering the document.



3.4 Peer Review Plan and process

A peer review plan is produced to identify the deliverables of the project, each partners' responsibilities, and the partners responsible for peer reviewing the deliverables produced. The peer review plan also indicates the deadlines for both peer reviewing and the final deadline of the deliverable. Each one of the deliverables will be reviewed by one reviewing partner based on the Project Review timetable (**Annex B**).

a) Each one of the partners responsible for the reviewing, must evaluate the deliverable following some specific matters. The quality of the content, the structure and format respect of the deliverable should be taken into consideration. Furthermore, the reviewer must identify if the deliverable corresponds to the project and deliverable objectives.

The project partner responsible for the reviewing, needs to identify if the deliverable meets the satisfactory standards and criteria. Otherwise it must include comments and potential changes in the document. The reviewer will make use of the original document for comments and tracking changes and it will allow the project partner responsible for the deliverable to make the appropriate changes before re-reviewing it again. The following procedure can be viewed in the peer reviewing process table (**Annex C**).

b) The partner responsible for the deliverable informs the QAM for the expected delivery date and they agree on the deadline.

c) The QAM then, informs the partner responsible for the reviewing of the deliverable and they agree on a deadline for the reviewing process. The deadline will be based on the on the projects Review Timetable (Annex B) and will be no more than three weeks after the receipt of the deliverable.

d) The partner responsible for the deliverable sends it to the WP leader for a first quality check. The WPL after sends the deliverable to the QAM.

e) Upon the deliverable receipt the QAM sends the deliverable to the partner responsible for the peer reviewing and make contact to inform him about the reviewing time and the expected delivery time. The expected delivery date for the final deliverable should be no more than two weeks after the receipt of the deliverable from the reviewing partner. At that time, the reviewing partner can contact both the partner responsible for the deliverable and the QAM to help and assist in the process. When the reviewing partners finishes with the peer review, the deliverable is sent to the QAM, the WPL and the partner responsible for the deliverable.

f) The deliverable is been revised by the deliverable author and then it is submitted to the QAM and the WPL and the project coordinator.

g) The coordinator is then responsible for submitting the final deliverable to the EU Commission and sending it to the WP6 leader to input it in the intranet website of the project also.

h) In case of a request from the EU commission for a revision of the deliverable, the partner responsible for the deliverable must perform the suggested changes and submit the changed document to the coordinator for the re-submission to the EU.



3.5 Deliverables Quality Procedures

A revision and an approval table will be included and used for each deliverable.

3.5.1 Revision Table

The following table must be used for each deliverable document to provide the version number of the document, the date of the revision, the organisations responsible for providing and peer reviewing the document, the author of the document and also a short description of changes made to the document.

<i>Version</i>	<i>Date</i>	<i>Organisation</i>	<i>Author</i>	<i>Changes</i>
<V #.>	<dd/mm/yyyy>	<ACRONYM>	<Name>	<Description of changes>

Upon a deliverables approval, a Final pdf version will be produced and documented in the appropriate folder within the MechaUZ Dropbox folder and on the MechaUZ website.

Also, a table with information on the person responsible for producing the deliverable can be included

<i>Name</i>	<i>Organization</i>	<i>Contact information</i>
<Name of the person>	<Organisation>	<e-mail of the person>

Both tables can be included in the deliverable file just after the first page of the deliverable.

3.5.2 Approval Table

The following table will be used to approve a deliverable. The table will include the version of the document, the approval date, the deliverables name, and the name of the person to approve and the institution responsible for the approval.



Version	Date of Approval	Deliverable Name	Approved By
<V #.>	<dd/mm/yyyy>	<.....>	<Name of person, Institution>

4. Communication

4.1 Partners Meetings

Consortium partners will have both face to face meetings and online meetings during the project implementation. Project coordination meetings will be scheduled in relation to critical periods of the project. Face-to-face meetings will be the default, but in case of extreme difficulties (accidents, coronavirus situation, weather issues etc.), online meetings will be provided. Additionally, project partners will meet on a regular basis through Zoom meetings every two months to discuss on project progress.

4.2 Internal communication

Several email lists will be created in the beginning of the project and will be maintained in the Dropbox central repository of the project. The email lists will be made at the 1st Kick off meeting of the project and will be used for the internal communication of the consortium.

Four different email lists will be created, a main list with contact details of the project managers from every partner institutions that work on the project, and additional lists with people responsible of financial and administrative issues, dissemination issues and quality control issues. Email lists are maintained by SEERC partner. Partners are responsible for informing SEERC in case of a change of a person and propose a replacement email address.

4.3 External Communication

The coordinator of MechaUZ project IHU is responsible for communication with the European Commission on all matters concerning the project.

4.4 Progress and financial reporting

Progress reports will be formally made for all partners. Templates for the reports will be distributed by the coordinator. Furthermore, formal financial reports must be submitted in months 12, 18, 24, 36 along with the final project report.



4.5 Minutes of meetings

Minutes of meetings should carefully be taken by the lead partner responsible for the meeting, in every consortium meeting, both face-to-face and online. They should include follow up actions after the completion of the meeting. They should contain the following details:

- Place and time of the meeting
- Agenda / Discussion topics (if applicable)
- Decision taken
- Follow up actions / Deliverable Deadlines
- Annexes / presentation files (if applicable)
- Decision on Time/place of the next meeting (if applicable)

5. Covid-19 Back-Up Plan

Project Management in times of Covid-19 pandemic can appear as a real challenge. Since the onset of the epidemic, hundreds of events have been cancelled all over the world, and cancellations or postponements of meetings has become the new normal. Based on the fundamental values of cooperation and collaboration within the European community, EU-funded projects are no exception to this new reality. In this unusual scenario, we have to reconsider the project's events and to balance two priorities: on the one hand, it is crucial to uphold the health and safety of partners and attendees; and on the other, it is necessary to meet financial obligations – or at the very least to minimise the losses caused by disruption.

5.1 Project Meetings

To overcome the challenges, it is crucial to take some key steps to successfully implement remote project management in cases where there is no other options. To do that, clear communication and collaboration among partners is essential. To fulfil the MechaUZ project's needs, several face-to-face meetings were planned in the partners countries. Due to coronavirus situation, some of these meetings will be postponed and the use of other means to communicate will be investigated. A backup plan should be devised in case of some of the planned face to face meetings and events cannot be delivered. For the communication purposes of MechaUZ project, Zoom platform along with the video conference platform that was created for the purposes of consortium communication, will be used for the consortium online meetings.

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5.2 Online Training events

Throughout the implementation of MechaUZ project, there will be several training sessions and visits in different partner countries. In the case of not being able to organise the meetings in their physical places, there is a need to investigate alternative solutions. Online training sessions will be the format that is probably the best alternative in these challenging times. By their very nature, online training events will allow attendance irrespective of travel restrictions and facilitate the delivery of vanguard information. And if they are strategically planned to use the right technologies (i.e. Zoom, Skype), virtual events can even reach a wider audience than traditional live events.

All event types have their advantages and disadvantages, whether in-person or remotely. For organisers, the biggest threat on online events is to identify the meeting model that suits their needs best. These events can fill in the gap left by large-scale cancellations and other restrictions stemming from the current situation. The advantages of online events can be the following:

- Financial benefits
- Increased attendance
- Measurability
- Ease of transition

To improve the engagement on these online training events and in terms of an effective and efficient dissemination we should do the following:

- Have a clear agenda and training sessions information
- Get the right tools for the virtual events (i.e. Zoom)
- The presenters should be passionate
- Promote engagement before and after the event
- Use interactive and fun features (i.e. a well-researched conference hashtag and let attendees generate unique content)

There are likely to be technical issues (i.e. lag in communications that can create obstacles to the natural flow of the meeting). Key actions include testing and ensuring that tech providers have extensive experience. To minimise software or technical problems, it is also essential to ensure that all participants are on the same page. This can be achieved by contacting them in advance with detailed instructions on which software will be used and by sending them a quick set-up guide.

To facilitate feedback, each meeting should have at least one note-taker whose role is to track participants' questions and comments and bring them to the fore at the right time.



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ANNEX A: Deliverable Template



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(MechaUZ)

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MechaUZ_O1_Deliverable template

Project Acronym:	MechaUZ
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Deliverable Editor(s)	[Name of Institution]
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Document Contact Information

Name	Organization	Contact information
<Name of the person>	<Organisation>	<e-mail of the person>



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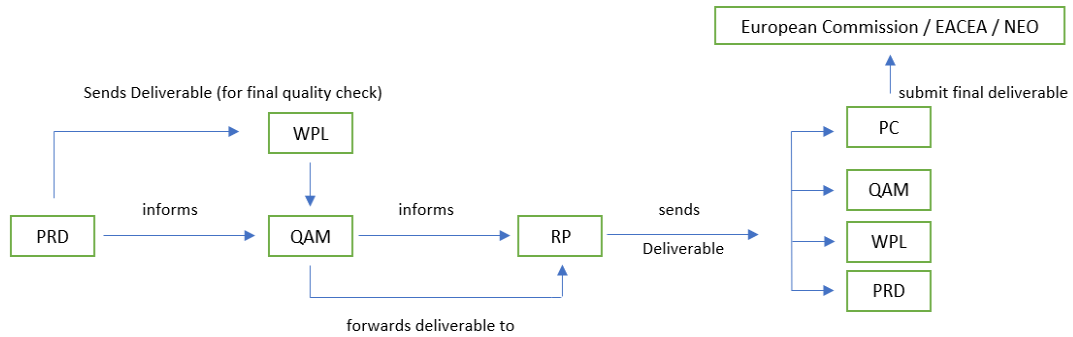
ANNEX B: Project Review Timetable

Work Packages				Deliverables/ Results/ Outcomes			Peer Review			
#	Title	WP Leaders	Type of deliverable	#	Title	Partner responsible	Partner peer reviewing deliverable	Deadline for deliverable	Deadline for peer review	Final deadline
1	Project Preparation and Analysis of study programs	IHU in Collaboration with TTPU	Event/Report	1.1.	Analysis and comparison of teaching systems, approval of the general plan and allocation of responsibilities between consortium members	IHU	TTPU	6/9/2020	20/9/2020	27/9/2020
			Report	1.2.	Studying experience of the Eu partners, compiling a list of good practice examples	IHU	LIEPU	6/9/2020	20/9/2020	27/9/2020
			Service/Product	1.3.	Development academic network for sharing experience	AndMI	KEEI	20/9/2020	4/10/2020	11/10/2020
2	Development of new BSc program	VGTU	Report	2.1.	Development of a new scheme of cooperation	LIEPU	VIA	11/4/2021	25/4/2020	2/5/2021
			Report	2.2.	Development of Bsc program	VGTU	IPVC	18/4/2021	2/5/2021	9/5/2021
			Report	2.3.	Testing and adapting	IPVC	VGTU	24/10/2021	7/11/2021	14/11/2021
			Teaching Material/ Report, Service/Product	2.4.	Presenting, discussing and publishing Bachelor's program	VGTU	TUIT	18/9/2022	2/10/2022	9/10/2022
3	Development of the new training courses and organising trainings for UZB teachers, staff and engineers	LIEPU	Teaching/Training Material	3.1.	Developing courses for trainers	LIEPU	TSTU	24/10/2021	7/11/2021	14/11/2021
			Event/Report	3.2.	Attend advanced Mechatronics trainings	KEEI	LIEPU	24/10/2021	7/11/2021	14/11/2021
			Event/Report	3.3.	Organising courses for lectures	TTPU	TUIT	19/6/2022	3/7/2022	10/7/2022
4	Development	VIA	Event/Report, Service/Product	4.1.	Establishment of I-LABs, Training Centre and Society	VIA	KEEI	20/2/2022	6/3/2022	13/3/2022
5	Quality Plan	SEERC	Report	5.1.	Monitoring and quality control by QT	SEERC	MHSSERU	30/8/2020	13/9/2022	20/9/2022
6	Dissemination & Exploitation	FPI	Report	6.0.	Dissemination plan	FPI	TUIT	5/7/2020	19/7/2020	26/7/2020
			Report	6.1.	Approve and accredit the new BSc's program	TUIT	MHSSERU	21/8/2022	4/9/2022	11/9/2022
			Service/Product	6.2.	Creating a project website	AndMI	IPVC	23/8/2020	6/9/2020	13/9/2020
			Service/Product	6.3.	Published the achieved results	FPI	IPVC	18/9/2022	2/10/2022	9/10/2022
			Event	6.4.	Workshops, Seminars and Meetings	FPI	SEERC	18/9/2022	2/10/2022	9/10/2022
7	Management	IHU	Report	7.1.	Management by grand Holder and national coordinator	IHU	AndMI	18/9/2022	2/10/2022	9/10/2022
			Report	7.2.	Project reports	IHU	AndMI	19/9/2020	3/10/2020	10/10/2020
			Report	7.2.	Project reports	IHU	AndMI	10/4/2021	24/4/2021	1/5/2021
			Report	7.2.	Project reports	IHU	AndMI	9/10/2021	23/10/2021	30/10/2021
			Report	7.2.	Project reports	IHU	AndMI	18/9/2022	2/10/2022	9/10/2022
			Report	7.3.	Final report elaboration	IHU	SEERC	9/10/2021	23/10/2021	30/10/2021
			Report	7.3.	Final report elaboration	IHU	SEERC	18/9/2022	2/10/2022	9/10/2022
Report	7.3.	Final report elaboration	IHU	SEERC	18/9/2022	2/10/2022	9/10/2022			



ANNEX C: Peer Reviewing Process

WP5.1 ANNEX: Peer Reviewing Process Table



Acronym	Definition
PRD	Partner Responsible for Deliverable
RP	Reviewing Partner
QAM	Quality Assurance Manager
WPL	Work Package Leader
PC	Project Coordinator