

ELSA Internal Quality Assurance System

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1. Identity and Constitution

org LTD (in abbreviation ELSA) is a company based in MALTA. ELSA Ltd is a limited liability company duly registered with the MFSA.

2. Our Mission Statement

ELSA Ltd proposes itself as a Further Education Institution. It's an Awarding Organisation that operates at an international level. ELSA offers English Courses and qualifications for speakers of other languages in order to prepare individuals to enter the English speaking professional world in Malta or in any other EU country. We are taking impeccable measures to ensure that the technological innovation to achieve high levels of learning is a cornerstone of the ELSA mission that has in its DNA the goal of safety, quality and technology. The measures we have taken are both technological as well as English professional, in that we are only taking on board qualified and experienced teaching staff.

With the intention of proposing a service that reflects these characteristics, ELSA has created an exclusive security system to manage all courses and qualifications. Please find following all ELSA IT SYSTEM technical details.

ELSA bases all its activities online with its own IT System.

ELSA always attentive to new technologies and their development, to better define the internal work of its structural organization and the services offered to its users. It uses different software and hardware devices to support the development, delivery and assignment of qualifications and services offered. In fact, ELSA uses a department of Digital Development (DDD) responsible for the development of new innovative digital assessment and learning products with particular attention paid especially to the needs of learners / users. In addition, this department is responsible for monitoring and continuously upgrading the entire ELSA IT System.

ELSA IT SYSTEM

ELSA Infrastructure and Technology and System organizational units are organized in a system which has the task of administering the computer system and managing applications, hardware, software. ELSA system is developed in a hierarchical way. In the management of the entire asset reside all the applications in use with

user management with permissions and privileges. Access is via the most advanced online web systems such as PC, Tablet, App, Smartphones.

Access levels are:

- SUPERADMIN AREA
- DIRECTOR OF STUDIES AREA
- SECRETARY AREA
- DEVELOPMENT AREA
- CORRECTIONS/MARKS AREA
- ASSISTANCE AREA
- EXAMINER AREA
- LEARNER AREA

Superadmin AREA: access to this area is allowed only to the responsible managerial staff who will be responsible for assigning access to members and access to users for their level of competence. In fact, the platform is equipped with a module for managing users and roles to allow restricted access only to certain areas or some functions at the discretion of the Superadmin which can configure ad-hoc permissions on the individual user or assign to groups of users a role with shared permissions. The superadmin is however allowed to keep the information of its own collaborators enabled to operate on the management system under control.

SECRETARY AREA: operators who have access to this area have the task of managing student requests and the traceability of shipments containing the tests, as well as the release of specific modules. In this area it is possible to check the results and print the certificates.

DEVELOPMENT Area: this area gives our test production experts the chance to always be up to date and update the appropriate departments on the production of their work with the most advanced and safe solutions for the process of production of the examination material.

CORRECTION/MARKS Area: In this area it is possible to record the corrections and the results of the exams, so as to be able to always have the electronic booklets of the users available both for their own archive and for a quality and progress check if the event occurs.

ASSISTANCE Area: this area will also be linked to ELSA website to give the learner the opportunity to communicate in real time, via chat or by sending dedicated emails. In this way ELSA guarantees a constant and careful contact with its users.

EXAMINER Area: this area is dedicated to the functions of this figure

LEARNER Area: the learner can request registration in his area from ELSA website, at the authorized ELSA or directly at management offices. This procedure involves the utmost thoroughness and preciseness in

verifying the learner to be able to ascertain that he is not a different person. In your area, the learner can request qualification to be taken at an authorized ELSA centre, request information and support. In addition, the learner can report anomalies and / or complaints about the procedures, centres and any topic he **considers needs attention in his area, directly to ELSA.**

ELSA FAD (E-Learning Platform)

Significant part of ELSA IT system is the FAD that ELSA uses for its own tests and courses and makes available to its partners and users.

ELSA FAD is specifically for ELSA and scrupulously follows the dictates imposed by the European Community for e-learning platforms.

In addition, ELSA is implementing its FAD with a new software for biometric recognition in order to arm even more security standards. Biometric recognition is a computer system that allows identifying a person based on some of his main physiological and behavioral characteristics. It is based on hardware systems for data acquisition which integrate the software components that allow, through mathematical algorithms, to perform data analysis and reconstruct a person's identity and recognize it.

From this first definition the difference with the recognition systems based on user ID and password is clear: those based on biometrics are systems with which one can establish the identity and uniqueness of a person, with ID and password actually he only knows that a person has the information to access a service or an app, without defining who the person who owns such access information is.

The characteristics that distinguish ELSA FAD are multiple both for the functionalities and the contents of the FAD itself and for the part dedicated to the tests and specific courses.

Functionality and contents of the E-Learning Platform ELSA FAD

1. The E-Learning Platform must allow the recording and sending of data relating to the training course provided, access to learning materials by the learners and self-assessment tests carried out, based on the AICC Standard - Aviation Industry CBT (Computer-Based Training) Committee - Technologically Assisted Training - or based on another international standard to be specified. Furthermore, the Platform must contain clear and comprehensive information regarding:

- a) technical IT pre-requisites required for access;
- b) educational objectives;
- c) minimum time needed to complete the course;

- d) maximum usability time of the course teaching materials;
- e) e-mail contacts relating to the E-Learning tutor (s).
- d) maximum usability time of the course teaching materials;
- e) e-mail contacts relating to the E-Learning tutor (s).
- 2. The lessons of the course must be organized in such a way as to be used as a complete unit (self-contained).
- 3. The course must be divided into Training Units / Modules in turn organized as learning objects so that they can be re-used in other courses. At the end of each training unit / module an obligatory intermediate verification must be provided.
- 4. The teaching materials must be prepared in compliance with usability and navigability specifications, according to the Standard World Wide Web Consortium (W3C), updated every year or, following changes to the Professional and / or Training Standard of the specific course, giving evidence of changes made compared to the previous version.
- 5. The Platform Manager must guarantee the following support services:
 - a) Technological training of teachers and system administrators;
 - b) Customer care (e-mail and telephone in the time slot from 9:00 am to 6:00 pm) for system administrators;
 - c) 24-hour monitoring of the systems;
 - d) Web mail for users of the platform.
- 6. The platform must:
 - a) allow the supply of multimedia material in the following formats: text, images / slides, audio and vid
 - b) allow asynchronous and synchronous communication between teachers and students through: electronic mail;
 - c) moderated forum; chat; FAQ; Discussion groups;
 - d) provide for the inclusion of self-assessment tests and verification with the assignment of a score; with a barrier in the case of preparatory modules;
 - e) allow simultaneous access. The supplier guarantees the simultaneous access to the platform, without significant deterioration of the quality of the service, of a number of students equal to 250;
 - f) be compatible with the various types of operating systems: Windows; Macintosh; Unix / Linux; other systems with these compatible;
 - g) be compatible with the most common browsers.
- 7. For courses delivered through the platform, a technical assistance system is provided, for students who have difficulty accessing the course through an online help desk (e-mail).

Hardware Requirements - E-Learning Platform Software - Educational Content

1. The adopted E-Learning Platform must allow a systematic, continuous and efficient remote interaction, therefore, it must have the minimum hardware and software features.
2. With regard to the "Hardware" part, it must be ensured that the following minimum support services:
 - a) allow the installation of the web application and its DB on separate Servers;
 - b) provide a daily Nightly Backup and its Replication in Geographic;
 - c) have a file space of at least 20 GB;
 - d) be protected by a hardware firewall system;
 - e) allow a peak traffic of at least 2 Mbit;
 - f) allow a monthly traffic of at least 20 GB;
 - g) have redundant network connections with at least one backup line for Internet access.
3. As regards the "Software" part, the following minimum support services must be guaranteed:
 - a) management system for the creation of accounts and courses in full autonomy, through the subdivision into training units and / or modules, in compliance with the provisions in force and the project of the training course subject to authorization;
 - b) to have contents in LMS (Learning Management System) mode, that is a set of programs that allows the supervision of the distribution of the courses, the enrolment of the students, the tracking of online activities (user management and analysis of the statistics);
 - c) have content in CMS (Content Management System) mode, that is a content management system using a software tool installed on a web server, designed to facilitate the management of website content, freeing the administrator from technical knowledge of Web programming;
 - d) have contents in Learning Repository mode organized by indexing with meta data;
 - e) compatible SQL database;
 - f) traceability and control of the activities carried out by the teachers, tutors, use of the didactic contents by the students, evaluation / self-evaluation test (elapsed and end of the course) and of the learning curve for each student, also in a comparable way between students of the same teach
 - g) not to have limits for the insertion of courses, teachers or students;
 - h) not to request software installations on the personal computer (PC) of teachers or learners;
 - i) have no operating system restrictions;
 - j) simply need a browser and an internet connection, in compliance with the navigability and ergonomic criteria of the most popular browsers;
 - k) guarantee the management / use of learning objects (learning objects) both by the teachers (creation and management of the individual lessons relating to the training units and / or modules)

and by the learners (listening and consultation of the teaching materials), and that they are compatible and reusable, in AICC or SCORM mode (Shareable Content Object Reference Model - Reference Model for Shared Content Objects) and without media format limits;

l) to guarantee for each learner the verification of the identity of the user during access and the control over the effective remote use of the training paths by means of instruments suitable to trace the elements of: time, access mode, permanence on the platform, objects of learning explored, training units and / or modules followed, evaluation and self-assessment tests carried out, participation in collaborative and cooperative activities, asynchronous activities and sending messages to teachers / tutors and that the track is stored and made available for printing, with attached certification issued by the same platform;

m) guarantee that the interactivity between learners of the same course and between teachers and learners is complete: asynchronously via internal e-mail to the platform, forum and messaging; in synchronous mode through chat, conference, implementable and customizable at the request of the client. It will also be available to download and upload files from both the teacher and learner;

n) ensure that the courses are made available to learners in windows of time, based on the articulation of the training project and the evaluation of the teachers;

o) guarantee to learners the support and methodological supervision of experts and multimedia tutors, contactable through the platform (FAQ, chat, mail, conference) during business hours and also present at the facility, at the request of the learners themselves;

p) guarantee the endowment of forums with an intuitive and easy to use interface, with areas marked with specifically chosen colours, easy and immediate icons to recognize and that each learner has an internal email account;

q) allow learners to have a single account from which they can also access more types of courses, by clicking on the reference link and being able to receive feedback about the autoval tests

r) to provide, for each individual editorship activated in E-Learning mode, a control and monitoring support service by the appointed bodies, by providing external access credentials (remotely);

s) provide for the generation of an end-of-course E-Learning Report, in digital format with "PDF" extension, generated by the E-Learning Platform, automatically showing an identifying and univocal Barre Code for each specific joint edition delivered, arranged at the top of the document (Report)

t) provide a verification function "authenticity" of the Report delivered in the document control, through an ad hoc function present in the access area reserved for Control Bodies. This function must ensure that when the 'numeric' code present under the bar code is simply entered from the keyboard or if a simple laser bar-code reader is placed directly on the bar code, it must provide both the output

and the display. at the end of a text communication indicating the authenticity or otherwise of the Report delivered, and the extraction of the Report in digital format "PDF".

u) a scroll bar for each lesson, in order to identify the time elapsed and facilitate the use of the learner.

Regarding the functioning of ELSA courses with the E-Learning methodology ELSA FAD has been specially developed to meet the following standards set by the European Community and by MQF

1- definition of maximum and / or minimum number of learners for each single edition

2- maximum percentage of teaching provision in E-Learning mode equal to 80% of the total number of hours, where this percentage is allowed only for the theoretical parts of the training courses, with the obligation to concentrate at least a quarter of the remaining hours training to be provided in the classroom on the final days of the course.

3- tracking of every single learner (Identity, Date, Connection time, Objects viewed, Tests performed);

4- daily block set at a maximum of eight (8) hours (it will not be possible for the learner to connect for more than eight hours a day, net of the mandatory "Pause" referred to in the following point);

5- "Pause" function of 15 minutes for every 120 minutes spent in front of the video terminal (automatic pause which stops the maturing of the daily study time and concurrently activates a 15 minute timer, after which, the Platform will be operational again for the learner, thus resuming the presence time);

6- 'Pop-Up' block (the platform will show Pop-Up videos that will block the progress of the time until the learner has clicked on the Pop-Up to close it; once clicked on the Pop-Up, the Platform will resume the 'progress of time');

7 - technical assistance system, for learners who have difficulty accessing the course through an online help desk (e-mail and / or dedicated chat).

MORE DETAILS ON ELSA IT SYSTEM AND ONLINE ELSA COURSES

In a highly technological era that has experienced a devastating pandemic situation for the economy and health of the country, our technological systems have allowed our team not to stop and not create great inconvenience in carrying out their work from a mobile station without risking their job and continuing their work through our secure servers and smart working software such as the Teramind icloud. This is why ELSA allows not only students but also its employees to carry out all activities from home, guaranteeing dedicated multirole access. However, the physical headquarters of ELSA remain in 136 Rainbows End Flat B, Triq in-Nahal, Mellieħa, MLH 2162, Malta, VAT No: N/A.

The skills of tutors and teachers have already been described in new annexes J1 and J2. The learning process is directed and supervised by at least one suitably qualified and competent tutor. Each student is associated with one of the ELSA teachers who monitors his learning process from the system. The student can contact his tutor at any time with the ELSA messaging service. Furthermore, by arranging an appointment, the teacher can organize a video lesson with the student to answer his questions and clarify any critical points of the program.

The ELSA system is a web application, accessible from devices such as desktop / laptop computers and mobile smartphones / tablets, students can access it 24/7

Speaking recorded online and above all the use of interactive exercises can be considered as a new pedagogical method.

Attendance to live (synchronous) online sessions is logged, video stream is recorded and sent to a remote server via AWS (Amazon Web Services). Student activity in the LMS/VLE is tracked, each operation performed by student is logged into our databases.

For students, access to the course is monitored with identity control with sms code, photos and identity document check, while for access to secure exam, the student will be monitored with code with sms code, photo and identity document control and proctor system (with video, PC screen monitoring, etc.) for the entire duration of the final exam.

ELSA has chosen the best of technology available on the market, a system and proctoring that meet all the requirements of the ELSA courses and that offer students a cutting-edge, easy-to-manage teaching experience and learning environment. The ELSA team collaborated synergistically to the realization of our products, the collaboration between the teaching staff and the ICT staff is an integral part of the ELSA working method. ELSA also pays great attention to students with disabilities by dedicating tutors and teachers as well as providing technical facilities in the learning environment.

All ELSA didactic material representing the content of courses and tests has been created in such a way that it can be used by students. The quality of the didactic material created is guaranteed by the teaching staff and the ELSA Director of Studies.

The tutor can contact the help desk for technical assistance and the secretariat for administrative needs at any time with the ELSA messaging service.

Student can contact his tutor, the help desk for technical assistance and the secretariat for administrative needs at any time with the ELSA messaging service. Furthermore, by arranging an appointment, the teacher can organize a video lesson with the student to answer his questions and clarify any critical points of the program.

All ELSA employees undergo training workshops by our ICT team. In addition, the ICT team provides training for the didactic team on the ELSA system. In addition, the whole ELSA team will have to achieve the IIQ international IT certification.

Our pedagogical methods are based on teaching strategies and techniques which have as their goal the facilitation of the learning process according to the didactic contents of the course. So, the learning model, for example in the case of the Award in Intermediate ESOL, will have notions and techniques for this teaching module and adapted to the student's temperament.

Students can contact their tutor, the help desk for technical assistance and the secretariat for administrative needs at any time with the ELSA messaging service. Both parties will be notified by email when a new message is received. Furthermore, by arranging an appointment, the teacher can organize a video lesson with the student to answer his/her questions and clarify any critical points of the program. ELSA system is a web application, so you don't need any specific hardware, software and / or online service to access it, just use one of the most popular web browsers. The ELSA system allows not only students but also its employees to access the ELSA system in an easy and intuitive way. There are no

particular technical indications for accessing the ELSA system except, of course, a stable Internet connection with a minimum upload speed of 1 MB / sec, a laptop or desktop with webcam (internal or external), internal microphone and working speakers. . In addition, for students, access to the course will be monitored with identity control with sms code, photo and identity document check, while for access to secure exam, the student will be monitored with code with sms code, photo and ID control and proctor system (with video, PC screen monitoring, etc.) for the entire duration of the final exam.

The quality of the didactic material for consultation is guaranteed by the teaching staff and the Director of Studies ELSA. The teaching staff makes educational resources available to students in electronic format according to their learning needs.

The ELSA system is equipped with an electronic plagiarism check, for example the writing and open-ended exercises are verified not only by the ELSA teachers but also and in advance by an anti-plagiarism software that analyses the text, comparing it with its own private database and with the documents freely available on the internet.

ELSA system provides an automated archiving system on international and certified servers provided by AWS.

ELSA's teaching material is constantly being improved, as we conduct ongoing research into language learning and teaching. Everything is designed to stimulate people of all ages and skill levels to learn and improve and concretely develop language skills step by step. In fact, all student assessment activities are recorded and tracked, each operation performed per student is recorded in our databases. Each ELSA teacher, tutor and Director of Studies have an additional column with performance data in their student roster. Sorting by that column, educators can easily highlight high and low performing students. Our staff uses the collected course and test assessment data to continuously improve teaching materials and teacher performance.

ELSA system is a web application, so you don't need any specific hardware, software and / or online service to access it, just use one of the most popular web browsers. The ELSA system allows students to access the ELSA system in an easy and intuitive way. There are no particular technical indications for accessing the ELSA system except, of course, a stable Internet connection with a minimum upload speed of 1 MB / sec, a laptop or desktop with webcam (internal or external), internal microphone and working speakers. and active. In addition, for students, access to the course will be monitored with identity control with sms code, photo and identity document check, while for access to secure exam, the student will be monitored with code with sms code, photo and ID control and proctor system (with video, PC screen monitoring, etc.) for the entire duration of the final exam.

All student assessment and learning activity is recorded and tracked, each operation performed per student is recorded in our databases. Each ELSA teacher, tutor and Director of Studies have an additional column with performance data in their student roster. Sorting by that column, teachers can easily highlight high and low performing students. Our staff uses the collected course and test assessment data to continuously improve teaching materials and teacher performance.

All communication takes place via encrypted connections. The SSL protocol is used for data exchange between connected servers and clients. Passwords are MD5-hashed into the database, with a non-reversible encryption algorithm. The user's password from the login form is also hashed and compared to the hashed version in the database. A platform log module takes care of recording all user operations (login, logout, data access, etc ...). ELSA has a policy on who can access which student data. In fact, every user of the platform has roles and permissions. A centralized software gateway determines whether certain content can be accessed, based on user roles and permissions. Our IT department performs a user authorization check every 3 months. ELSA follows the European data protection regulations and complies with the GDPR and users can request the deletion of their data from our systems at any time.

ELSA Server is protected by hardware and software firewalls, antivirus, antispam and IPS (Intrusion Prevention System) mechanisms.

ELSA System is hosted on a dedicated server with data redundancy (RAID-5), so each write operation is mirrored on multiple hard disks in real time. All server data is backed up once a day to a remote NAS (Network Attached Storage) to prevent data loss and enable disaster recovery if needed. Our IT department takes care of backing up server data on non-rewritable media (tape or DVD) on a weekly basis

Our mission is to be distinguishable from all the other schools in that we will offer online courses which will cater to those individuals who want to study at their own leisure and from the comfort of their home. This will enable to reach those students, who for one reason or another, are unable to travel to learn English and Maltese.

Our mission is at the core of our company. It is the justification for its existence and what distinguishes it from the others. Focusing on the daily work of all the ELSA team, including all the Departments which form part of it, we strive to make a fundamental contribution to achieve the objectives set out in the vision. ELSA is an educational organisation, the needs of its customers are at the centre of our policies and objectives.

The main objective is to train our users in the English and Maltese languages, to help them get qualified at their pace and comfort and provide them with an award. Individuals studying Maltese language will be communicated to in Maltese, as adequate.

2.1. Elsa Fundamental Values

The core values describe attitudes and convictions of ELSA that will enable the company's vision and mission to be realized. These values can be summarized in:

- Leadership: the desire to achieve increasingly better and satisfying awards, whilst keeping all the employees happy and working in a respectful environment which motivates everyone
- Collaboration: leveraging the collective genius, ELSA team in its total, every single employee will be involved with his/her work in the realization of the objectives. This ensures that optimal results are achieved as well as satisfied employees

- Integrity: being authentic and loyal always to our Learners. Our integrity is based on the fact that we get experienced and qualified teachers to help and guide our students.
- Responsibility: guaranteeing compliance with parameters and criteria throughout the entire life cycle of qualifications. We are abiding to the eleven standards proposed.
- Quality: continuous checks, qualified staff, security of the phases and exchanges, prevention and immediate solution of risks and problems. We are committed to building, establishing and continuously improving the quality of our services amongst which ensuring that we are prepared for auditing at all times by ensuring that we keep improving our services to our students in full transparency of all the stakeholders.

2.2. Our value added propositions

Why should students choose ELSA over other schools to further their studies?

The answer is simple. Our Digital Development Department has developed an immaculate and innovative learning online platform which enables the student/learner to study from the comfort of their home (or anywhere else) any time they like. This means that no matter how busy their schedules are, the learners will always be able to log into our system and study. The lessons are offered on our platform. They are offered in a power point format which also features a voice over. Furthermore, students are allocated contact hours. These are specified in our application. Attendance is recorded automatically when the students log in and log out. It is all part of our system. Since the lessons are presented in a power point format and are not delivered in a traditional way, the students must complete all modules pertaining to the pertinent level in order to take the skills exams.

Another value added proposition is that ELSA will offer a certificate of achievement upon the completion and passing of every level. This is done after the learner duly takes his or her exam. Everything will be monitored through our software and transparency at every step is guaranteed. Data will be collected as per our documents about digital competencies. In this document, a clear explanation is given about FAD, about how this e-learning platform records students' activities, assessment and performance.

Our three fundamental KPIs are: safety, quality and technology.

2.3. Elsa's Promise to Its Users

ELSA is an educational Institution, the needs of customers are at the centre of our policy and what we do. ELSA is committed to always providing excellent service to its customers by preparing high quality materials for the awards proposed, learning and support, constantly updating its systems to ensure that they are effective and safe and ensuring the candidates answers and results in a way accurate and fast. This is also part of the preparation and ensuring of Standard 11.

ELSA's dedicated staff offers a service of assistance to all its users and in particular to those with special needs. Upon enrolling, students will receive a welcome email explaining that we are there for their guidance and support. This email will contain useful contact numbers as well as emails and other vital links. In the report entitled Digital Provision, we have explained how the system has specific areas which are catered for by different individuals, for instance, the Secretary Area, the SuperAdmin Area and so on. All ELSA team members have clearly defined roles and responsibilities.

ELSA will provide technical, administrative and academic support to students, they can contact their tutors, the help desk for technical assistance and the secretariat for administrative needs at any time with the ELSA messaging service. Furthermore, by arranging an appointment, the teacher can organize a video lesson with the student to answer his questions and clarify any critical points of the program. Students can also contact their tutors, the help desk for technical assistance and the secretariat for administrative needs at any time with the ELSA messaging service. Both parties will be notified by email when a new message is received. Furthermore, by arranging an appointment, the teacher can organize a video lesson with the student to answer her questions and clarify any critical points of the program. In fact, the aim of ELSA is to guarantee the same treatment to all its users, ensuring fairness and optimal conditions for taking each award. Malpractices are dealt with in Section 5 of this document.

In the presence of disabilities or severe difficulties, special tests / exams will be prepared by the ELSA team. Procedures to maintain transparency are elaborated further upon in sections 5 and 6. To complete this procedure, it may take a few months to better meet the needs of this type of learners. The student in question will need to present a special documentation at the time of enrolment for the course and then subsequently for the exam: a request by e-mail and a medical certificate issued in a period not earlier than two years before the exam date, on headed paper with the name, award and signature of an authorized doctor.

2.4. Elsa Corporate Social Responsibility

The purpose of ELSA's awards is to help people achieve their life/career goals. Educational institutions, employers, professional bodies and immigration authorities all over the world require qualifications, and ELSA aims to help with its constant commitment in all stages of the life cycle of the awards leading to their recognition. ELSA will ensure that these awards are accepted as internationally as possible, thus meeting the demands of its learners.

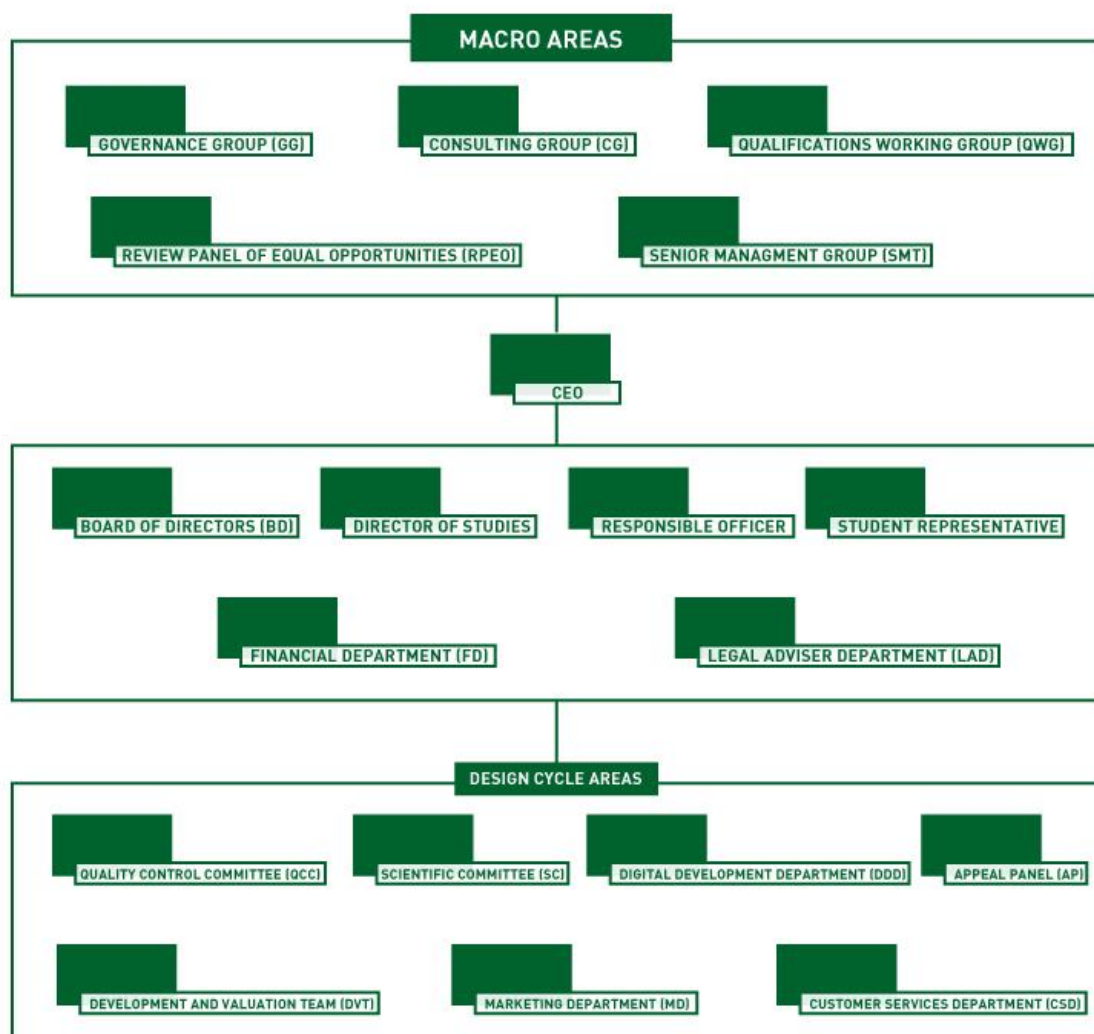
ELSA aims to share the results that will be achieved in specific public and sector events such as conferences, publication of notes, organised events including development and professional support. ELSA has a policy of equal opportunity to allow all its employees to enjoy opportunities in the workplace regardless of gender, ethnic origin, age, disability or religion. ELSA wants its stakeholders, including its employees, to be proud of our achievement in helping students learn.

ELSA's competition policy is based on respect and loyalty of its work. ELSA considers the performance of all educational institutions to be at the core of an organisation's mission.

2.5. PEOPLE / RESOURCES



ENGLISH LANGUAGE SKILL ASSESSMENTS STRUCTURE



Description of roles reported in organisation chart are explained in paragraph 3 and names of the staff will be communicated. The Organisation ELSA is represented by a group of educators, managers and specialists in the educational training and awards industry. All ELSA resources are composed of a representative team from around the world. Experts are recruited in a strict and selective manner, so that all the ELSA bodies are represented by the highest standard available worldwide and that can represent the high quality objectives that ELSA has set and are required for

the preparation and dissemination of awards. To prepare the ELSA awards, the experts refer to the rules dictated by the MQF.

ELSA designs qualifications for each level of the MQF for English and Maltese, following the parameters and standards indicated by the MQF. The ELSA qualifications, structured in six skills (listening, reading, use of grammar, writing, speaking, interacting) are designed and developed for non- native speakers who wish to obtain a recognized international qualification of high quality. These qualifications are suitable for all those learners who are preparing for entry to the highest levels of education and/or the professional world in any country and who want to certify their skills. To learn more, look at paragraph 14 of this document.

The internal organisational structure of ELSA Ltd, for the performance of all functions as an educational Institution and awarding organisation, is based on 3 macro areas: GOVERNANCE GROUP (GG), CONSULTING GROUP (CG) and QUALIFICATIONS WORKING GROUP (QWG). In turn, the three macro areas contain more departments / specific groups for the performance of their functions. ELSA Ltd intends to set up its organisational structure in this way, diversifying functions and duties, in order to avoid or in any case minimize any risks of conflicts of interest. In addition, in the organisational structure of ELSA there are also a REVIEW PANEL OF EQUAL OPPORTUNITIES (RPEO) and a SENIOR MANAGMENT GROUP (SMT).

3. The Organisation

3.1. Organisation & Governance

ELSA Company is structured on a solid GOVERNANCE GROUP that operates in the supreme interests of users / learners, distinguishing and clearly separating the economic interests from those of a rewarding organisation able to provide qualifications. The GOVERNANCE GROUP has been distinguished in 3 main bodies: CEO, BD (Board of Directors) and GOVERNING BODY (Independent Board on policies and regulatory compliance) Technological innovation to achieve high levels of learning is a cornerstone of the ELSA's mission that has in its DNA the goal of safety, quality and technology. With the intention of proposing an innovative service that reflects these characteristics, ELSA has created an exclusive security system to manage all courses and qualifications.

3.1.1. Governance Group (GG)

GG includes ELSA Ltd engines, high-level managers, senior officials, who with their contribution, in the different and specific tasks, will determine all the operations, organisation and strategies of ELSA Ltd. The Governance Group regroups the structure of the company in distinct divisions among them also to avoid and prevent, in any way, possible conflicts of interest.

3.1.2. CEO – Head of The Education Institution

The Chief Executive Officer / Head of the Education Institution supports the company with his investments in order to make ELSA Ltd grow not only financially but also qualitatively. The CEO / Head of the Education Institution will ensure that the company's policies are taking ELSA in the right direction. The CEO / Head of the Education Institution will take part in the meetings of the Board and may report to the Responsible Officer in case he identifies conflicts of interest himself. As with all other organisations, the CEO will direct whereas the rest of the team, in particular those holding a managerial position, will execute the decisions that would have been taken during the board meetings.

3.1.3. BD - Board of Directors

ELSA Ltd Board of Directors oversees the business and provides the guidelines responsible for the development of the general strategy and the business direction of ELSA Ltd. The Board of Directors

will meet periodically to ensure the flow of business and the organisation's direction and to ensure that the financial resources of the company are stable. The Board of Directors therefore acts as a decision-making body for the economic policy of ELSA Ltd. The meetings will be held at least three times a year. Alternative arrangements may be made if members are not available to attend a face-to-face meeting, such as "virtual" meetings using technological supports such as Skype and / or video / teleconferencing links. Each meeting will be verbalised and the contents of the minutes put to official records of the company. All decisions taken during the board meetings will be in the best interest of the company, employees and all stakeholders.

The Board of Directors bases its decisions on a business and strategic plan which already would have taken into consideration many aspects, such as political, environmental, social, technological, and legal. All the time ensuring that environmental, governance and social sustainability are up to standard. In order to ensure transparency and financial stability, the Board of Directors may deem it necessary to include, from time to time, financial representatives during its periodical meetings.

3.1.4. Elsa Governing Body

Independent Board: The Governing Body offers advice on the procedures and processes of ELSA Ltd for continuous improvement and to scrutinize the state of compliance with the established regulations. The Governing Body acts as the EDUCATION MANAGEMENT BODY of the ELSA Ltd policy and includes a number of distinguished professors and academics with years of teaching and training experience in the EU. Our staff regularly attends courses, online and/or onsite which keeps them abreast with methodologies and other procedures. The main figures of the Governing Body are the Director of Studies and the Responsible Officer, both defined as Senior Officials. The rights of students is the cornerstone of ELSA's work and that of the entire Governing Body. For this reason, students and their rights are represented in the Governing Body by the Responsible Officer. In addition, a student representative will be present in the ELSA Governing Body, he will be involved and he will be able to report on the work of ELSA based on the needs of the students. More information will be collected on the basis of questionnaires written by the students regarding the quality of the awards, courses, assistance given, etc. The student representative, involved in the ELSA Governing Body, will be nominated by a formal, independent, democratic, transparent and non-discriminatory election procedure that does not limit students' right to represent and to be

represented. The Governing Body is always operative and has the function of monitoring, supervision and contact with the various production committees, issuing and verifying the awards and their quality. The production committees are directly and/or indirectly linked with ELSA's learning and teaching platform. These include the Scientific Committee, the Digital Development Department and the teaching staff itself. The Governing Body manages the performance and leadership of the Qualification life cycle and determines the company's operational strategy. In carrying out its responsibilities, the Governing Body, and especially the Director of Studies is responsible for the performance of the following duties:

- Identify, determine and approve the regulations, including the development of policies, procedures and processes that must be followed (always in the best interest of the learner and ELSA);
- Provide approval and guidance regarding the Qualifications Development Plan (QDP);
- Determine and approve the combination rules for all awards;
- Design, determine and approve the program of all awards;
- Approve the marking scheme to be used in awards;
- Determine and approve the final changes to quality assurance agreements;
- Approve students' results before release;
- Review and approve the annual plan;
- Supervise the implementation of policies and, ultimately, give directives to the

Before the programs are offered on the platform for the students, they are presented at the board meetings for the approval of all the Board of Directors. The same is applicable to the awards, in particular in the assessment of writing, where multiple answers are possible. This will ensure transparency throughout.

When and if the Director of Studies intends to implement changes to the course structure, these changes need to be discussed, reviewed and approved during the board meeting.

- **QUALIFICATIONS WORKING GROUP (QWG)**

In conclusion, the Governing Body together with the Director of Studies, is responsible for the quality of the life cycle that brings awards from development, to issuing and assignment.

3.1.5. Director of Studies

The Director of Studies, Senior Officer, is a key figure at ELSA Ltd. In addition to being part of the Governing Body, the Director of Studies oversees all the operational departments for the development of courses/tests, evaluation, service and support to the learners. In addition, he/she has the task to validate the awards issued. In addition, he/she has primary the responsibility of maintaining quality for the development, creation, delivery and support of ELSA Ltd products and services. The Director of Studies is responsible for all the operations and ensures that all ELSA Ltd learners obtain high quality courses/exam materials and receive accurate and timely results. The Director of Studies for ELSA Ltd has a great seniority with twenty years operational and organisational experience in the direction and supervision of life cycle of qualifications according to ELT Council requirements. The Director of Studies is in charge of the academic aspect of quality assurance.

3.1.6. The Responsible Officer

Responsible Officer, Senior Official ELSA Ltd, will be the figure of direct connection with all ELSA LTD departments in compliance and guarantee of all the regulations indicated. The Responsible Officer will report on specific facts or general performance of ELSA LTD. For example, in the event of errors of assessment, suspected malpractice and / or implications on the work of internal members of ELSA LTD, the Responsible Officer will immediately activate a process monitored by the Governing Body and the Quality Control Committee¹ for the immediate investigation and solution of the problem. The Governance Group will be informed of the incidents. After completing the appropriate investigation and control steps, the Responsible Officer will provide all results and proof of the matter. Furthermore, with regard to ELSA LTD policy regarding the identification and management of any conflicts of interest, the Responsible Officer will oversee these aspects with the same regular and independent manner. If the Responsible Officer deems it necessary, he / she may request immediate action by the SMT².

¹ Please see section 4.2 for more details.

² Senior Management Group. Please see section 6

3.1.7. Financial Department (FD)

The purpose of this Department will be to guarantee the management of the appropriate financial resources to support the organisation as a whole. In his charge, in agreement with the Board of Directors and the CEO, it will be the company's accounting and financial control system and accounting monitoring including the maintenance of accounting records and the monitoring of financial performance. A business continuity plan, focused on protecting the interests of ELSA Ltd learners, will be implemented and shared cyclically. The Financial Department will also take care of the control of the financial part for the contracts and internal agreements within the ELSA LTD staff and with any third parties in case support services are needed in future.

As stated previously, decisions are based on strategic planning which takes into consideration the political, environmental, social and legal aspects of not only our organisation but also of the international scape. The Financial Department will report directly to the CEO and the latter discusses any financial issues with the Board of Directors.

3.1.8. Production Cycle

The team must strictly adhere to the production cycle of ELSA awards composed of a series of steps and a rigorous series of processes. Hereunder are the steps that we follow religiously.

- Step 1 – ELSA establishes the parameters of the award to be developed in accordance with the MQF Level. This includes the purposes, methods and duration of courses and assessment for the achievement of the level of the award;
- Step 2 - pre-editing: There is a first check of the material produced by the experts for the fulfilment of the parameters established in the first step. This is usually done by the Governing Body.
- Step 3 - editing: A second verification of the material produced by the experts is required to guarantee quality and accuracy of the prepared materials;
- Step 4 - pretesting / trialling: It requires a real simulation of the courses and tests produced in order to ensure that these can be carried out by the learners adequately and that they can meet the parameters set for the achievement of the award;

- Step 5 - preliminary review: A verification of the results obtained from the simulation is obtained. Considerations about whether it is necessary to make changes or improvements;
- Step 6 - second revision: A further verification of material serves to confirm that the relative award and its objectives are correct and that there are no overlaps with other existing courses and tests;
- Step 7 - overview: A final and total revision of the entire process is required before the production of material begins. This might be presented during a Board meeting.

All ELSA awards are considered suitable for learners only when the material has passed all the steps listed with verification by the Quality Control Committee and the Scientific Committee and only after the Director of Studies has validated the production cycle. It is hard to determine the actual length at this stage. We are after quality at this point rather than time.

4. Quality Assurance System

4.1.Consulting Group (CG)

Several committees and departments for supervision, quality assurance, legal and financial management support will be part of ELSA LTD's CG. ELSA LTD Consulting Group will always be at the disposal of the Governing Body, of the Director of Studies and, if necessary, of the Responsible Officer and SMT. Together, all these committees and departments will ensure maximum quality and transparency to all stakeholders involved.

4.2.Quality Control Committee (QCC)

The Quality Control Committee, composed of senior experts in the sector, will oversee the entire production cycle of the ELSA LTD awards. All experts were recruited with the approval of the Board of Directors and the CEO. The group reports directly to the Governing Body, the Director of Studies and, if necessary, to the Responsible Officer and SMT. Its support will be extremely important for the Director of Studies' job and of the Qualifications Working Group (QWG). The quality of the ELSA LTD productions will be guaranteed with constant checks on the life cycle of the awards, on the respect of the right roles of competence entrusted. In case of presumed anomalies and / or in progress, the QCC will immediately contact the Responsible Officer and provide a detailed report of the possible incident, collaborating with him, if requested, for a prompt solution. The QCC will be

available to the APPEAL PANEL (AP) if necessary. The QCC will also collaborate with the SCIENTIFIC COMMITTEE (SC) to ensure that research to improve the awards ELSA Ltd always respond to the highest quality criteria. We value quality as the most important criterion in our organisation. The QCC will ensure that the necessary measures, for example the production cycle as well as other procedures, like the recruitment of professionals are constantly being met. The QCC is also very relevant to the external audit as it will warrant quality. The QCC will help ELSA Ltd achieve and assess the Self-Assessment report which we will be doing once everything is in place and operational. If the QCC sees that a procedure or policy needs to be set in place, this will be done to guarantee the smooth running of the operation.

4.3. Ensuring Integrity, reliability, suitability and continuous availability of the technological infrastructure

4.3.1. Scientific Committee (SC)

The Scientific Committee, composed of the best researchers and experts in the field, is continuously conducting thorough research in the fields of learning, teaching and assessment of the English and Maltese languages. Thus, our awards will always be advantageous of the most modern, advanced and appropriate standards for their realization. The group reports directly to the Governing Body, the Director of Studies and, if necessary, to the Responsible Officer and SMT. The SC will report and work with the QCC to ensure that the quality standards ELSA Ltd are always central and fundamental. The result of this collaboration between the two departments will be the production of the "Review of all Qualifications / Self-Assessment Report", an annual report that will be submitted to the Governing Body, the Director of Studies and, if necessary, to the Responsible Officer. This report will be finally approved by the Board of Directors.

4.3.2. Digital Development Department (DDD)

Considering that ELSA Ltd Provision is exclusively through digital channels, the Digital Development department is the beating heart of ELSA. It is responsible for developing new and innovative digital evaluation, learning and assessing products within ELSA Ltd. Furthermore, this department takes care of the monitoring and continuous upgrading of the IT for ELSA Ltd. The group reports directly to the Governing Body, the Director of Studies and the Financial Department in case of new investments in technology.

4.3.3. Integrity of Elsa Ltd

Integrity is a fundamental part and the backbone of an organisation whose ultimate goal is the satisfaction of its learners. ELSA LTD, to comply with this requirement, will provide, where possible and required, statements and documents that prove its status of suitability and integrity, thus demonstrating that it has not been the subject of criminal convictions, which has not been submitted to trial by courts or professional bodies, regulatory and / or government, which has not infringed any provision in the field of competition law, right of legal persons and / or data protection laws and that has not violated any provision, legislation and / or directive professional bodies, regulatory bodies and / or government bodies. In addition, ELSA Ltd will not be in any way subject to insolvency or corporate financial restructuring. This will be ensured through yearly internal audits and through the preparation of the external audit. All the "People of ELSA LTD" and in particular those relevant to the management of the company, the Senior Officials, will be required to provide statements and documentation proving their suitability and integrity, thus demonstrating that they have not been the subject of criminal convictions, which have not been submitted to trial by courts or professional bodies, regulatory and / or government, which have not violated any legislative provision or relevant regulatory obligation to which they are subject, which have not been the subject of requests of bankruptcy, who have not been disqualified from a corporate management role or a public office and that have not been the subject of negligence and / or maladministration in relation to a regulated or unregulated status. For all members of the ELSA LTD, in particular for the Senior Officials, a legal document will be prepared by the Legal Adviser Department of ELSA LTD, in which the undersigning party will assume all responsibility for the declarations provided, in compliance with the necessary safety and quality standards and integrity of ELSA LTD. This is part of the risk management and ensuring compliance.

In addition, the recruitment of all members, including senior managers and senior officials, have great responsibility for the quality of ELSA LTD and the functions to be performed. The recruiting of such individuals will be based on qualifications and experience. Furthermore, the recruitment of ELSA personnel is public and takes place with public audits mainly using specific job platforms such as LinkedIn, etc. One of the policies that ELSA has is that in order to be employed, teachers must be in possession of an updated teaching permit, which is renewable every four years upon presence of 32 hours of CPD. This ensures that the teachers are keeping up with the ongoing trends and

standards. For the time being, we are not recruiting teachers on a full time basis but as visiting lecturers.

Fairness of employment is taken very seriously at ELSA. We are against racism, genderism and ageism. As stated in the previous paragraph, we care for qualified, experienced and people of integrity to form part of our team. Obviously, people who have higher qualifications and/or experience will be given better remuneration.

5. Maladministration and Malpractice Process

ELSA LTD defines malpractice as the attempt to gain an advantage over other candidates through the use of unfair and unacceptable methods. Common to all cases of malpractice is the attempt to deceptively influence an academic evaluation. ELSA LTD ensures that students and those involved in the management and administration of its awards are made aware of their responsibilities. ELSA LTD intends to ensure that candidates and individuals who will be involved in the management and administration of its certifications are aware of their responsibilities through a written policy, which must always be shown in ELSA System to protect and information of his learners. This policy will have to be signed as non-repudiation and a digital or hard copy will be kept in file.

4.4.The Malpractice Can Arise for A Number of Reasons, Including:

- any action taken which gives the candidates an unfair advantage;
- any action that occurs due to ignorance or inattention in the application of the regulatory criteria.

4.5.Responsibility of the Individual Candidate

ELSA LTD will expect and require that each of the learners fully comply with the ELSA LTD policy on malpractice. In the event of investigations by ELSA LTD candidates will be required to comply with the requirements set by the investigation team.

6. Academic Fraud

6.1. Candidate's Malpractice

The malpractice perpetuated by a candidate could take the form of:

- Improper use of the exam material;

- Unauthorized equipment into the examination session (e.g. mobile phones or other devices);
- Failure to follow the instructions given as per ELSA LTD regulation;
- Inappropriate behaviour that will interrupt the regular conduct of the exam;
- Plagiarism of another document;
- Alteration and / or manipulation of documents or certificates;
- Offensive behaviour towards the staff ELSA LTD;
- Allowing others to appear in place of the candidate authorized to take the exam, falsifying or modifying the identification documents to be shown before the test as ELSA LTD regulation requires.

6.2. Malpractice investigation

The Responsible Officer will investigate the case in question. During exams, which will be held online, the students will be in front of a camera with sound on. This will minimise cases of plagiarism. In the eventuality of plagiarism, this can be detected with ELSA Fad system. In all cases of malpractice, ELSA LTD will investigate the alleged malpractice, which will include hearings by the candidates concerned and any witnesses to the alleged malpractice. ELSA LTD will try to complete the investigation within 30 calendar days. In case of invalid certification, ELSA LTD will disqualify candidate, will withdraw the awards and will inform the authorities.

6.3. Response times

This procedure is designed to ensure that all decisions are consistent, fair and based on as much information as possible, which is why ELSA LTD aims to complete and complete the malpractice investigation within 30 calendar days.

7. Appeal Panel (AP)

The purpose of this department will be to maintain the integrity of ELSA Ltd.'s awards and guarantee regulatory criteria regarding appeals. Its contribution is essential in the tackling of malpractice and possible appeals of the learners on evaluations. The group reports directly to the Governing Body, the Director of Studies and, if necessary, to the Responsible Officer. In case of need the AP can also use the support of the LEGAL ADVISER DEPARTMENT (LAD). The AP will meet, if necessary, in order

to review the policies and procedures related to appeals and processes and to examine specific unsolved appeals. These adjustments, if any, will form part of the Self-Assessment Report so as to further improve our service and further prepare for the external audit. The membership and purpose of the committee will be reviewed each year to ensure that it remains up-to-date and reflects the needs of the company. An Independent Member could be involved by the AP in case of further malpractice management. The independent member will not have any contact with the GG, the CG and the QWG of ELSA Ltd and its staff, its evaluation will be independent and unquestionable in all respects and ELSA Ltd cannot in any way influence and / or modify this evaluation. The Appeal Panel will ultimately be responsible for:

- Consider and determine if the reasons for the appeal are valid or not;
- Consider the bases for the appeals of the ELSA LTD learners, conduct surveys (if required) and interact directly with students;
- Modify the policies, procedures and processes related to appeals as required to maintain the integrity of the awards issued by ELSA LTD;
- Being the supreme authority in deciding appeals.
- Ensuring that the learners' identities conform

7.1. Legal Adviser Department (LAD)

The purpose of this department is to maintain the legal integrity of the company and ensure legal regulatory criteria regarding appeals, workflow and production and contracts with ELSA LTD's employees and external collaborators. The group reports directly to the Board of Directors, the Governing Body, and, if necessary, to the Responsible Officer. If required, the Legal Adviser Department will provide support to the Appeal Panel. The Legal Adviser Department also takes care of the drafting and control of contracts and agreements within the ELSA LTD staff and with any third parties in case support services are needed in future. This department aids in the preparation of the external audit too.

8. Customer Services Department (CSD)

The Customer Services department is responsible for customer support that provides helpdesk, technical support in accordance with the DDD. The group reports directly to the Governing Body,

the Director of Operations, the Quality Control Committee and, if necessary, to the Responsible Officer. This is an essential department as it deals directly with our customers. This department will report issues so we can further improve our service. This will be added to the Self-assessment report which will then help us be stronger for the external audit.

9. Senior Management Team (SMT)

The ELSA LTD Senior Management Team is a group formed by the Senior Officials of the individual departments in order to guarantee an immediate reaction in case of ELSA LTD production risk events and / or conflicts of interest that could compromise the safety, quality and / or policy of ELSA LTD. The SMT will meet in extraordinary cases and the convening for members will take place in a short time while respecting the roles and organisational issues. The members of the SMT take part in the extraordinary meeting in order to promptly resolve any problems related to operational issues related to the policies and / or risk factors and conflicts of interest.

10. Duties and Responsibilities

10.1. Elsa Qualifications Working Group (QWG)

ELSA Ltd will be represented by a group of educators, managers and specialists in training and qualifications. All ELSA Ltd resources will be made up of a representative team from around the world. Experts will be recruited in a strict and selective manner, so that all the structures belonging to the QWG of ELSA Ltd are represented by the highest level of resources available worldwide. These will represent the high standards that are required from MQF for the preparation and issuing of awards. The QWG receives directives from the Governing Body regarding the Qualifications Development Plan - QDP. The aim of the QWG will be to guide the design and development of ELSA Ltd awards and of the evaluation strategy and supporting materials, following the directives of the Governing Body and the Director of Studies. This includes contents of awards, programs, specifications, general material, assessment methodology, marking scheme and all issues related to the design and development of awards ELSA Ltd. The QWG will be monitored and supported by the QCC Quality Control Committee to ensure that the entire life cycle of qualifications ELSA Ltd reflects

and meets high quality standards and that all production is done and organised with the supreme purpose of the learners' interest. The responsibilities of the QWG will include the following tasks:

- Propose awards for development, together with the necessary support materials (e.g. results of market research, proposals), for approval by the Governing Body and the Director of Studies;
- Design and develop awards, evaluation materials and other related products ensuring that these products are delivered in accordance with the business plan and budget, while ensuring compliance with strict standards, in compliance with regulatory criteria;
- Design and develop the processes associated with the content of awards and associated marking schemes for approval by the Governing Body and the Director of Studies;
- Conduct the development of quality assurance processes related to the design and development of qualifications and evaluation processes;
- Design and develop assessment information, including procedures and associated guidelines for approval by the Governing Body and the Director of Studies.

In addition to reporting to the Governing Body, the Director of Studies, the Quality Control Committee and, if necessary, to the Responsible Officer, in the event of a specific request, the QWG will meet the applications of the Appeal Panel. Furthermore, the recruitment of all members of the QWG, will see that these individuals have great responsibility for the quality of the material in production and the functions to be performed. Strict controls will measure the suitability of the individual/s that are to perform the assigned roles.

10.2. Development and Valuation Team (DVT)

The DVT Experts Team will manage the production of all the exam materials, develop new exams and modify, if required, the existing ones, always and however following the directives given by the Governing Board in the Qualifications Development Plan - QDP. This department will be responsible for the management of all test products and assessment services, including the overall management of the production system of exam items, computer-based tests and tests for specific tests. As mentioned, ELSA Ltd provides for the production of its tests the use of a team of experts in the assessment of the English language that, with their skills, meet the high quality standards that ELSA

Ltd establishes and requires for its elaborates (QDP) and its collaborators. The team must scrupulously adhere to the precise production cycle of the ELSA Ltd exams made up of a series of steps and a rigorous series of processes. The team of experts in the assessment of the English language for the production of the ELSA Ltd tests will be recruited through sector agencies that will give a first guarantee of the presented CVs. Each aspiring collaborator will then be contacted and tested with an in-depth individual interview, during which the skills indicated and declared in the submitted CV will be verified point by point. Any previous experiences will be verified directly. Those who will be considered fit to enter the DVT will be assigned a specific task in developing the exam materials taking into account their experiences and attitudes. The experts who will be part of the DVT can be included in the workforce or be considered external collaborators. For all members of the team will be prepared by the Legal Adviser Department of ELSA Ltd a precise and armoured non-disclosure agreement on the processes and content produced for the ELSA Ltd tests, in compliance with the necessary safety and quality standards to which ELSA Ltd always refers. The DVT will be tested and supervised during the entire production cycle by the Governing Board, the Quality Control Committee and, of course, by the Director of Operations. The group reports directly to the Governing Body, the Director of Studies and, if necessary, to the Responsible Officer and SMT.

We will be collecting feedback from students who would have completed a course (level) to collect data. This data will be collected in the form of a questionnaire and students will tick what they think in the Likert Scale provided. The data collected will be investigated and it will be featured in the Self-Assessment Report which will gear us to prepare for the external audit.

11. Review Panel of Equal Opportunities (RPEO)

Review Panel of Equal Opportunities (RPEO) offers advice and guidance on issues related to diversity and equality. This panel will be composed of three members who will be recruited on the basis of their qualifications and experience. One of the members will be a legal representative, another from an educational background and the third member from a risk management background. The purpose of the RPEO will be to ensure that the qualifications and evaluation remain in line with the legislation as per MFHEA and the ELT Council. The RPEO will also check the criteria for the development of awards and the associated documentation to ensure that everything complies with legislation on equalities and best practices. Furthermore, the RPEO will have to ensure that the

existing activities related to diversity and equality are well coordinated and that the directives comply with the law. The panel will ensure that no racial, gender, health inequalities take place and that all measures taken tackle fairness and transparency for all the employees, students and stakeholders. Besides complying with equality concerning law, the panel will see to the ethical standards of the company. The RPEO will ultimately be responsible for:

- Carry out a complete review of the awards and the design, evaluation and assignment process to determine if the learner is directly or indirectly discriminated and, if so, to take the required corrective measures;
- Examine whether there are intentional or unintended obstacles to access or equality of opportunity raised through its policy implementation.
- The group reports directly to the Governing Body, the Director of Operations, the Quality Control Committee and, if necessary, to the Responsible Officer and SMT.
- As afore mentioned, we do pay attention to the students' exigencies and needs. ELSA will be administering a questionnaire to collect quantitative data (Likert Scale) to gather data. The feedback collected will shed light upon those area which need to be improved or eliminated altogether.
- In the eventuality of future external stakeholders, these hold the right to be present at AGMs. In this case, an annual general meeting will need to take place and ensure that all parties with vested interest has a say or even a vote in the case of shareholders.
- If amendments take place, these will be formally communicated to the relevant parties in writing and the receivers will need to sign, non-repudiation.

12. Marketing Department (MD)

The Business and Marketing department will be responsible for the driving growth by supporting the needs of our learners / users. The production of an adequate and exhaustive advertising and informative material will guarantee a first and immediate information to our learners, to protect and guarantee the promises ELSA LTD to its users. Our website, elsaonline.org, will have testimonials of students who will take our courses and achieve our awards. We will also publish success statistics. When our students complete a level, automatically, he or she will receive an email with information about following courses and levels and so on. This will be taken care of from our Customer Services Department and the Director of Studies. Students will be consulted about the usefulness of the information provided on the site through periodic questionnaires and targeted contacts

The Director of Studies offers to guide to students through their academic journey. He or she will be available by appointment for a video conferencing call and also via email.

The group reports directly to the Governing Body, the Director of Studies and the Financial Department in case of new investments.

Each department is responsible for keeping all the information and data up to date and that it is published. When new information is received, the respective team members will sign for its receipt, therefore information is tracked.

13. Infrastructure and IT Systems

13.1. Overview

ELSA Ltd proposes itself as a Further and Higher Education Institution (100% ELEARNING - Distance Learning Provider), a new Awarding Organisation that operates at an international level and, in particular, for the provision of ELSA English and Maltese awards for speakers of other language in order to meet the needs of all those learners who are preparing to enter the world of education and / or in the professional world in Malta or in any other EU country. English is taught in English. However, for the very low levels, some translation to Italian is adopted. Pictures are also

incorporated for better understanding of concepts as well as nouns. Provision is exclusively through digital channels. That is why ELSA LTD considerably invests on its IT based solutions, ranging from online portal, staff intranets and IT equipment. As part of its IT strategy, ELSA LTD will continue to maintain its level of investment in cloud based solutions, where required by the business. However, the key focus will be on maintaining its key solutions:

- Google Drive/Cloud (Online data repository) – The data acquisition is integrated with the software components that allow, through mathematical algorithms, to perform data analysis and reconstruct a person's identity and recognize it. The use of Google Europe guarantees that ELSA keeps the fundamental data relating to its students, such as name, surname, personal data and the certificates obtained by passing the awards. Therefore, students who lose a certificate will be fully protected by being able to request a copy.
- Registration and notification portal

These two systems are critical to ELSA LTD's business operations and are equally critical to ELSA LTD's plan to develop awards in other areas. The management of ELSA LTD's approach to its IT systems sits within the operations directorate.

13.2. Purpose

The purpose for this strategy is to identify the key areas on which ELSA LTD will focus its attention regarding its IT related solutions, products and tools. Due to the amount of time, effort and resources (financial, people and facilities) which ELSA LTD has invested in IT, this is considered a necessary investment which therefore needs to be monitored.

Focus points

1) The external environment impacting on ELSA LTD is changing dramatically. The recent global events and announcements by UE has illustrated the need intrinsically of being 'digital by default'. The announcements relate to travel bans because of the Covid 19 virus spread. Even when the virus will be under control, lessening travelling will be more sustainable.

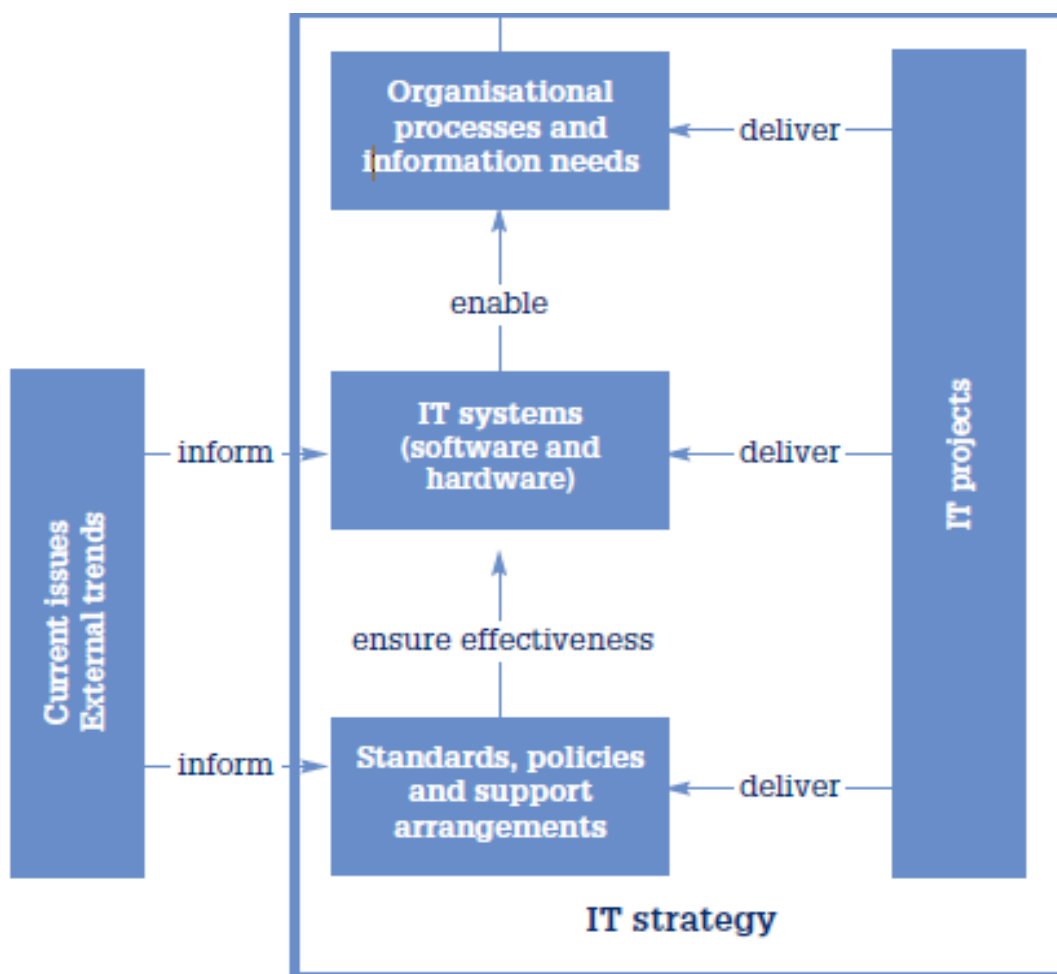
2) Customers and Candidates are more confident consumers of IT than ever before. They are consumers prepared to take a qualification from the organisation which gives them the potential

for the best overall educational experience and value for money. They approach ELSA LTD already familiar and comfortable with modern IT facilities such as social networking, virtual learning and mobile working. It is essential that ELSA LTD/s IT provision/facility adds to the appeal of studying for an ELSA LTD award. This also aids social responsibility and sustainability since not everyone has to means (time wise and financially) to travel to learn a foreign language.

3) Improved research IT capabilities are needed. The ever increasing need for us to research in order to compete for/access procurement funding will require not only academic and IT excellence, but a more commercial approach to winning bids. Investment in our IT capabilities will help to achieve greater certainty in our ability to create opportunities, allowing us to focus on the quality of our work rather than having to define and manage IT solutions.

4) We need to reduce time wasted on administration. This will allow ELSA LTD staff more time to focus on the best outcomes for customers/candidates. Since our courses are online, we do not need to cater for a study area. We do, however, offer our students to ask questions regarding academic problems or issues. This can be done via email, via messaging on our platform, booking an appointment with the Director of Studies and/or tutor. Links for further study will be offered in the courses. These will serve as libraries. These links will be in the power point where our lessons are found. This ensures that the students do not miss the information.

5) Maintain the integrity of information provided by candidates: ELSA LTD's systems are protected by firewalls and anti-virus software. In order to maintain this level of security, ELSA LTD will ensure information is encrypted



13.3. ELSA IT System

ELSA Ltd bases all its activities online with its own IT System.

ELSA is always open to new technologies and their development, to better define the internal work of its structural organization and the services offered to its users. It uses different software and hardware devices to support the development, delivery and assignment of awards and services offered. In fact, ELSA uses a department of Digital Development (DDD) responsible for the development of new innovative digital assessment and learning products with particular attention paid especially to the needs of learners / users. In addition, this department is responsible for monitoring and continuously upgrading the entire ELSA IT System.

ELSA Infrastructure and Technology and System organizational units are organized in a system which has the task of administering the computer system and managing applications, hardware, and software. ELSA system is developed in a hierarchical way. In the management of the entire asset reside all the applications in use

with user management with permissions and privileges. Access is via the most advanced online web systems such as PC, Tablet, App, Smartphones.

The Access levels are:

- Superadmin Area
- Director of Studies Area
- Secretary Area
- Development Area
- Corrections/Marks Area
- Assistance Area
- Examiner Area
- Learner Area

The areas are limited to different roles in order to follow the CIA Triad principle (Confidentiality, Integrity and Accessibility)

13.3.1. Superadmin AREA:

Access to this area is allowed only to the responsible managerial staff who will be responsible for assigning access to members and access to users for their level of competence. In fact, the platform is equipped with a module for managing users and roles to allow restricted access only to certain areas or some functions at the discretion of the Superadmin which can configure ad-hoc permissions on the individual user or assign to groups of users a role with shared permissions. The superadmin is however allowed to keep the information of its own collaborators enabled to operate on the management system under control.

13.3.2. Secretary Area:

Operators who have access to this area have the task of managing student requests and the traceability of shipments containing the tests, as well as the release of specific modules. In this area it is possible to check the results and print the certificates.

13.3.3. Development Area:

This area gives our test production experts the chance to be always up to date and update the appropriate departments on the production of their work with the most advanced and safe solutions for the process of production of the examination material.

13.3.4. Correction/Marks Area:

In this area it is possible to record the corrections and the results of the exams, so as to be able to always have the electronic booklets of the users available both for their own archive and for a quality and progress check if the event occurs.

13.3.5. Assistance Area:

This area will also be linked to ELSA website to give the learner the opportunity to communicate in real time, via chat or by sending dedicated emails. In this way ELSA guarantees a constant and careful contact with its users.

13.3.6. Examiner Area:

This area is dedicated to the functions of this figure

13.3.7. Learner Area:

The learner can request registration in his area from ELSA website, at the authorized ELSA or directly at management offices. This procedure involves the utmost scrupulousness in verifying the learner to be able to ascertain that he is not a different person. In your area, the learner can request award to be taken at an authorized ELSA centre, request information and support. In addition, the learner can report anomalies and / or complaints about the procedures, centres and any topic he considers stress the attention in his area, directly to ELSA.

13.4. ELSA FAD (E-Learning Platform)

FAD is a significant part of ELSA IT system that ELSA uses for its own tests and courses and makes available to its partners and users. ELSA FAD is specifically for ELSA and scrupulously follows the dictates imposed by the European Community for e-learning platforms.

In addition, ELSA is implementing its FAD with a new software for biometric recognition in order to arm even more security standards. Biometric recognition is a computer system that allows identifying a person based on some of his main physiological and behavioral characteristics. It is based on hardware systems for data acquisition which integrate the software components that allow, through mathematical algorithms, to perform data analysis and reconstruct a person's identity and recognize it. From this first definition the difference with the recognition systems based on user ID and password is clear: those based on biometrics are systems with which one can

establish the identity and uniqueness of a person, with ID and password actually he only knows that a person has the information to access a service or an app, without defining who the person who owns such access information is.

The characteristics that distinguish ELSA FAD are that they are multiple both for the functionalities and the contents of the FAD itself and for the part dedicated to the tests and specific courses.

13.5. Functionality and contents of the E-Learning Platform ELSA FAD

1. The E-Learning Platform must allow the recording and sending of data relating to the training course provided, access to learning materials by the learners and self-assessment tests carried out, based on the AICC Standard - Aviation Industry CBT (Computer-Based Training) Committee - Technologically Assisted Training - or based on another international standard to be specified. Furthermore, the Platform must contain clear and comprehensive information regarding:

- a) technical IT pre-requisites required for access;
- b) educational objectives;
- c) minimum time needed to complete the course;
- d) maximum usability time of the course teaching materials;
- e) e-mail contacts relating to the E-Learning tutor (s).
- d) maximum usability time of the course teaching materials;
- e) e-mail contacts relating to the E-Learning tutor (s).

2. The lessons of the course must be organized in such a way as to be used as a complete unit (self-contained).

3. The course must be divided into Training Units / Modules in turn organized as learning objects so that they can be reused in other courses. At the end of each training unit / module an obligatory intermediate verification must be provided.

4. The teaching materials must be prepared in compliance with usability and navigability specifications, according to the Standard World Wide Web Consortium (W3C), updated every year or, following changes to the Professional and / or Training Standard of the specific course, giving evidence of changes made compared to the previous version.

5. The Platform Manager must guarantee the following support services:

- a) Technological training of teachers and system administrators;

- b) Customer care (e-mail and telephone in the time slot from 9:00 am to 6:00 pm) for system administrators;
 - c) 24-hour monitoring of the systems;
 - d) Web mail for users of the platform.
6. The platform must:
- a) allow the supply of multimedia material in the following formats: text, images / slides, audio and vid
 - b) allow asynchronous and synchronous communication between teachers and students through: electronic mail;
 - c) moderated forum; chat; FAQ; Discussion groups;
 - d) provide for the inclusion of self-assessment tests and verification with the assignment of a score; with a barrier in the case of preparatory modules;
 - e) allow simultaneous access. The supplier guarantees the simultaneous access to the platform, without significant deterioration of the quality of the service, of a number of students equal to 250;
 - f) be compatible with the various types of operating systems: Windows; Macintosh; Unix / Linux; other systems with these compatible;
 - g) be compatible with the most common browsers.
7. For courses delivered through the platform, a technical assistance system is provided, for students who have difficulty accessing the course through an online help desk (e-mail).

13.6. Hardware Requirements - E-Learning Platform Software - Educational Content

- 1. The adopted E-Learning Platform must allow a systematic, continuous and efficient remote interaction. Therefore, it must have the minimum hardware requirements and software features.
- 2. With regard to the "Hardware" part, it must be ensured that the following minimum support services are in place:
 - a) allow the installation of the web application and its DB on separate Servers;
 - b) provide a daily Nightly Backup and its Replication in Geographic;
 - c) have a file space of at least 20 GB;
 - d) be protected by a hardware firewall system;
 - e) allow a peak traffic of at least 2 Mbit;

f) allow a monthly traffic of at least 20 GB;

g) have redundant network connections with at least one backup line for Internet access.

3. As regards the "Software" part, the following minimum support services must be guaranteed:

a) management system for the creation of accounts and courses in full autonomy, through the subdivision into training units and / or modules, in compliance with the provisions in force and the project of the training course subject to authorization;

b) to have contents in LMS (Learning Management System) mode, ie a set of programs that allows the supervision of the distribution of the courses, the enrollment of the students, the tracking of online activities (user management and analysis of the statistics);

c) have content in CMS (Content Management System) mode, ie a content management system using a software tool installed on a web server, designed to facilitate the management of website content, freeing the administrator from technical knowledge of Web programming;

d) have contents in Learning Repository mode organized by indexing with meta data;

e) compatible SQL database;

f) traceability and control of the activities carried out by the teachers, tutors, use of the didactic contents by the students, evaluation / self-evaluation test (elapsed and end of the course) and of the learning curve for each student, also in a comparable way between students of the same teach

g) not to have limits for the insertion of courses, teachers or students;

h) not to request software installations on the personal computer (PC) of teachers or learners;

i) have no operating system restrictions;

j) simply need a browser and an internet connection, in compliance with the navigability and ergonomic criteria of the most popular browsers;

k) guarantee the management / use of learning objets (learning objects) both by the teachers (creation and management of the individual lessons relating to the training units and / or modules) and by the learners (listening and consultation of the teaching materials), and that they are compatible and reusable, in AICC or SCORM mode (Shareable Content Object Reference Model - Reference Model for Shared Content Objects) and without media format limits;

l) to guarantee for each learner the verification of the identity of the user during access and the control over the effective remote use of the training paths by means of instruments suitable to trace the elements of: time, access mode, permanence on the platform, objects of learning explored,

training units and / or modules followed, evaluation and self-assessment tests carried out, participation in collaborative and cooperative activities, asynchronous activities and sending messages to teachers / tutors and that the track is stored and made available for printing, with attached certification issued by the same platform;

m) guarantee that the interactivity between learners of the same course and between teachers and learners is complete: asynchronously via internal e-mail to the platform, forum and messaging; in synchronous mode through chat, conference, implementable and customizable at the request of the client. It will also be available to download and upload files from both the teacher and learner;

n) ensure that the courses are made available to learners in windows of time, based on the articulation of the training project and the evaluation of the teachers;

o) guarantee to learners the support and methodological supervision of experts and multimedia tutors, contactable through the platform (FAQ, chat, mail, conference) during business hours and also present at the facility, at the request of the learners themselves;

p) guarantee the endowment of forums with an intuitive and easy to use interface, with areas marked with specifically chosen colors, easy and immediate icons to recognize and that each learner has an internal email account;

q) allow learners to have a single account from which they can also access more types of courses, by clicking on the reference link and being able to receive feedback about the autoval tests

r) to provide, for each individual editorship activated in E-Learning mode, a control and monitoring support service by the appointed bodies, by providing external access credentials (remotely);

s) provide for the generation of an end-of-course E-Learning Report, in digital format with "PDF" extension, generated by the E-Learning Platform, automatically showing an identifying and univocal Barre Code for each specific joint edition delivered, arranged at the top of the document (Report)

t) provide a verification function "authenticity" of the Report delivered in the document control, through an ad hoc function present in the access area reserved for Control Bodies. This function must ensure that when the 'numeric' code present under the bar code is simply entered from the keyboard or if a simple laser bar-code reader is placed directly on the bar code, it must provide both the output and the display. at the end of a text communication indicating the authenticity or otherwise of the Report delivered, and the extraction of the Report in digital format "PDF".

u) a scroll bar for each lesson in order to identify the time elapsed and facilitate the use of the learner.

Regarding the functioning of ELSA courses with the E-Learning methodology ELSA FAD has been specially developed to meet the following standards set by the European Community

- 1- definition of maximum and / or minimum number of learners for each single edition
- 2- maximum percentage of teaching provision in E-Learning mode equal to 80% of the total number of hours, where this percentage is allowed only for the theoretical parts of the training courses, with the obligation to concentrate at least a quarter of the remaining hours training to be provided in the classroom on the final days of the course.
- 3- tracking of every single learner (Identity, Date, Connection time, Objects viewed, Tests performed);
- 4- daily block set at a maximum of eight (8) hours (it will not be possible for the learner to connect for more than eight hours a day, net of the mandatory "Pause" referred to in the following point);
- 5- "Pause" function of 15 minutes for every 120 minutes spent in front of the video terminal (automatic pause which stops the maturing of the daily study time and concurrently activates a 15 minute timer, after which, the Platform will be operational again for the learner, thus resuming the presence time);
- 6- 'Pop-Up' block (the platform will show Pop-Up videos that will block the progress of the time until the learner has clicked on the Pop-Up to close it; once clicked on the Pop-Up, the Platform will resume the 'progress of time');
- 7 - technical assistance system, for learners who have difficulty accessing the course through an online help desk (e-mail and / or dedicated chat).

14. Awards

14.1. Development of Awards

ELSA LTD intends to store information relating to its awards on its IT database repository (Google Drive/Cloud). ELSA LTD intends to develop its units or content via item writing software. ELSA LTD

develops its units and content manually and then stores units on its database repository (Google Drive/Cloud).

14.2. Delivery of Awards

ELSA LTD will be delivering the course syllabus, ELSA LTD will accept the registration of learners via its portal (registration and notification). The student will find in reference to the award that he chooses all the information relating to the progress of the course, the final exam. In addition, in the ELSA IQA which will be published on the website, students will be able to learn more about the entire process and life cycle of the ELSA awards from deliver to delivery of the certificate. Acceptance/admission to the course will depend on the award previously achieved by the student. For instance, if a student wants to apply for a 2-level course, he/she needs to have achieved the 1 level first through ELSA or another recognised body. It is specified that by level we mean the entire course/award. A student who has passed and/or taken only part of the course/award with another recognized certifying body, in order to be certified with ELSA, will have to take and complete the entire course/award by taking the final exam in all the modules required to certify his/her career path. At the moment ELSA does not foresee RPL procedure. In case ELSA wants to apply this procedure will first provide the application to MFHEA. ELSA LTD will also release information as to learner success on its assignments, via the portal. Over time, and as part of its review, ELSA LTD may upload information via its portal so that users can access this information through its portal. This will enhance the security of its information to ensure it is not lost in the post.

14.3. Awarding of qualifications

The portal will also be used to notify users as to the success of its registered learners on the completion of learner assignments.

14.4. Elsa ELSA Programmes Design

For the production of its courses and tests, ELSA proposes an accurate control and an accurate research delegating a team of experts in the evaluation of the language that, with their competences respect the high quality standards that ELSA establishes and demands from its works and its

collaborators. Provision is exclusively through digital channels. Our Director of Studies has over twenty years of teaching experience and is fully qualified, as are our teachers.

The production life cycle is elaborated upon in section 3.1.8.

To guarantee the correct production process with an adequate staff in terms of size and skills uses DEVELOPMENT AND VALUATION TEAM (DVT). The Courses and Exam Production Experts Team manages the production of all courses and exam materials, develops new courses and exams and, if required, modifies the existing ones, always following the directives given by the Governing Body in the Qualifications Development Plan - QDP.. The team of experts in the evaluation of the language suitable for the design of ELSA awards is recruited through sector agencies that give a first guarantee of the CVs presented. In addition, the ELSA team is recruited through public audits using industry platforms such as LinkedIn. Each aspiring collaborator is then contacted and subjected to an in-depth individual interview, during which the skills indicated and declared in the CV presented will be verified point by point. Any previous experiences are verified and documented directly. Those who are considered suitable to enter the DVT are assigned a specific task in developing courses and exam materials taking into account their experiences and their attitudes. The experts who are part of the DVT can be included in the workforce or be considered external collaborators. Many of them come from the most prestigious universities. For all members of the team it is prepared by the Legal Adviser Department a precise and armoured agreement for the non-disclosure of the processes and contents produced for ELSA always refers. The DVT is tested and supervised during the entire production cycle by the Governing Body, the Quality Control Committee and, of course, the Director of Studies. The group reports directly to the Governing Body, the Director of Studies and, if necessary, the Responsible Officer. This department is responsible for managing all test products and assessment services, including overall management of the production system of courses and exam items, computer-based tests and tests produced for specific tests. As stated ELSA provides for the production of its awards the use of a team of experts in the evaluation of the English and Maltese languages who, with their skills, respect the high quality standards that ELSA establishes and claims

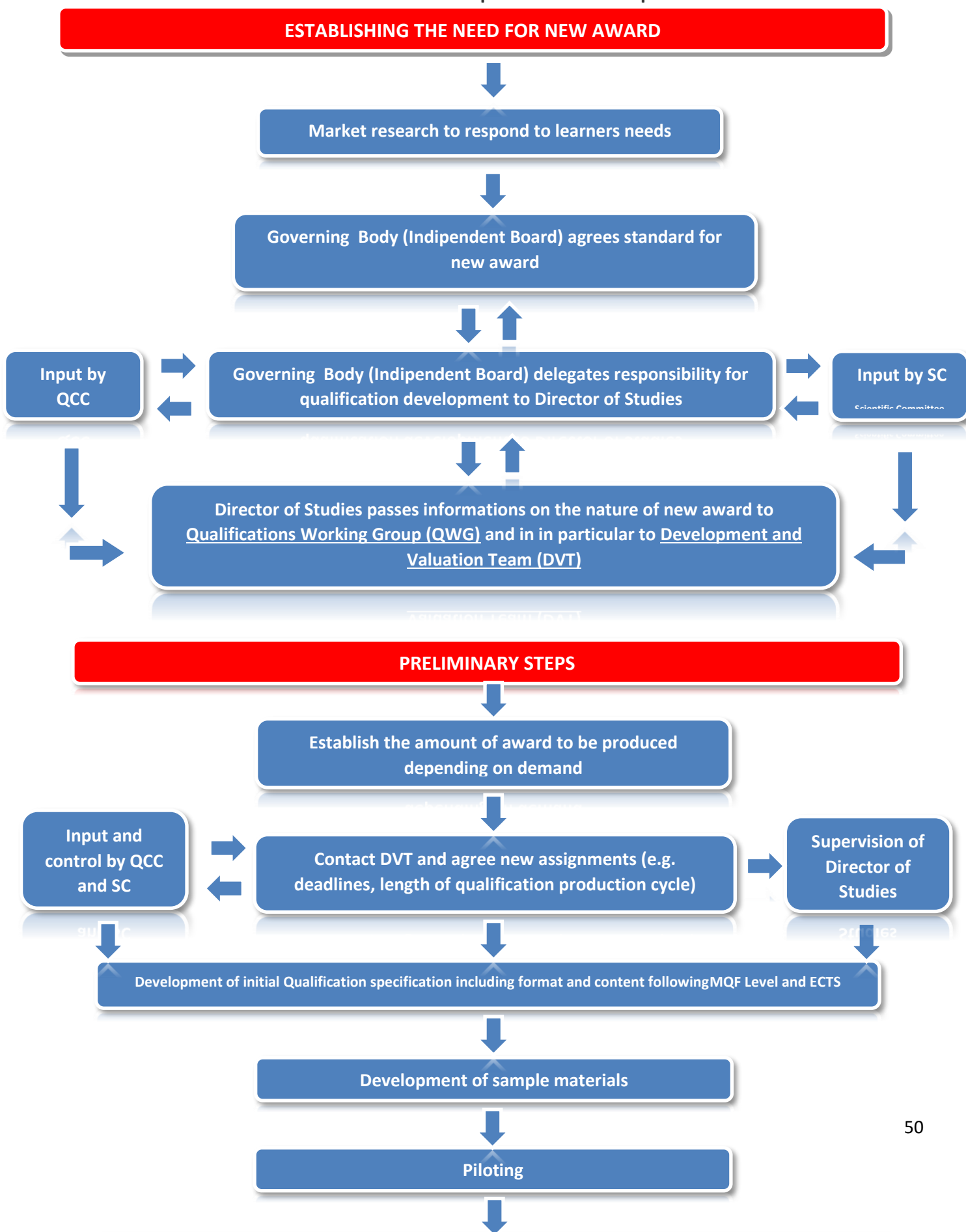


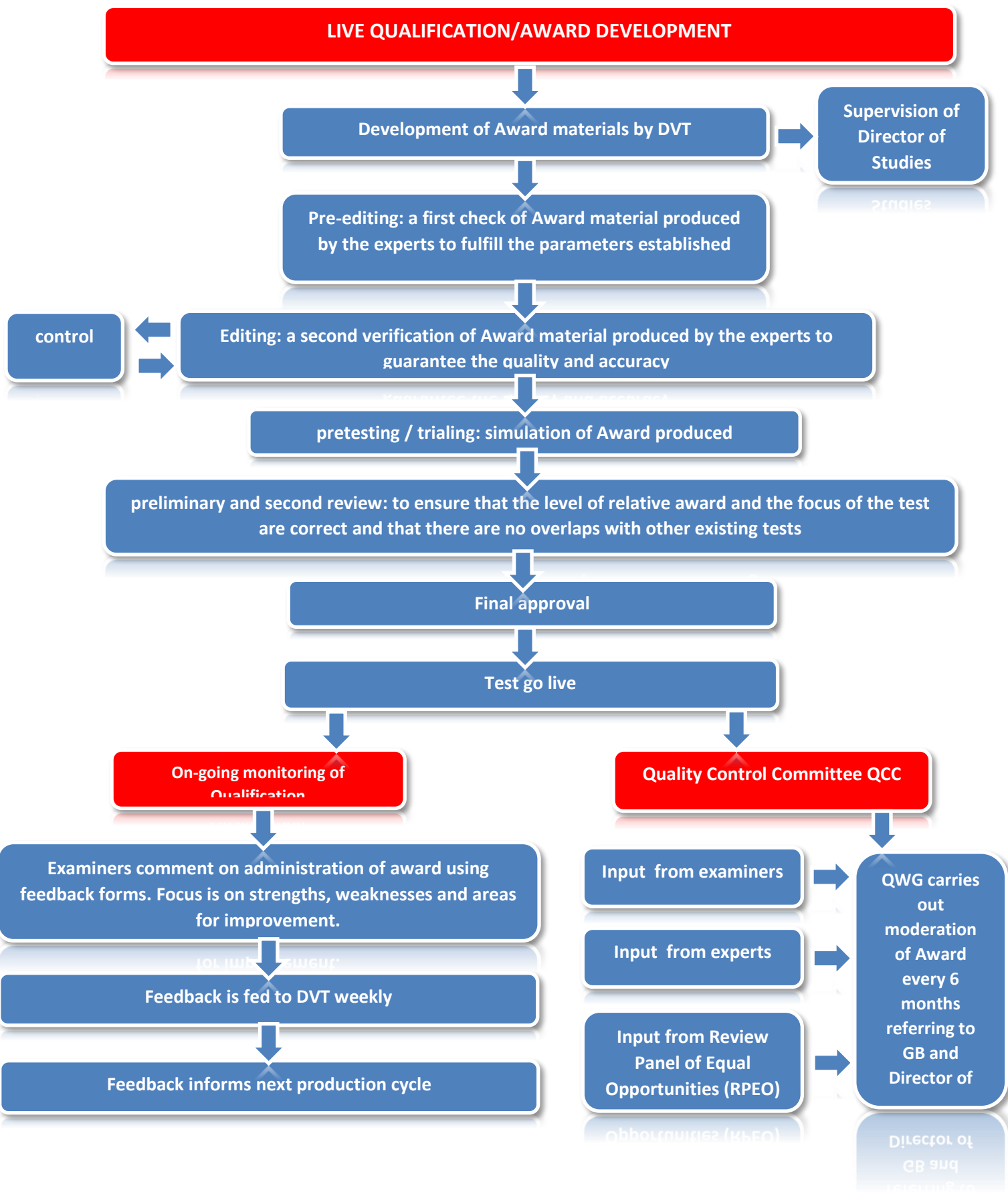
for its documents (QDP) and its collaborators. The team must strictly adhere to the precise production cycle of ELSA awards composed of a series of steps and a rigorous series of processes³.

The experts' team is involved in any processing of the fundamental documents for ELSA, including the processing of MFHEA IQA

³ See section 3.1.8

Award Development Process Map







14.5. Elsa Award Format

ELSA design awards for every level of English and Maltese languages following the parameters and standards indicated by the MQF Level. ELSA awards are designed and developed for learners who are not native speakers and who wish to obtain a recognized high quality international qualification. Such awards are suitable for all those learners who are preparing to enter the working force where English and Maltese speaking is a must.

ELSA proposes awards in online format in order to meet the different needs of the learners. Provision is exclusively through digital channels.

14.5.1. Award in Beginner ESOL - MQF L.1

Learners wishing to obtain the ELSA Award in Beginner ESOL will have to demonstrate that they are able to manage the communication of daily use in the areas of conversation and listening indicated by the MQF Level 1

SKILLS	LEVEL	CONTENTS	FINAL TEST EXECUTION	AIM	SCORE
LISTENING	MQF Level 1	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts. Each part will start with a demonstrative introduction. Learners will have the opportunity to listen to each recording twice. Conversations and images related to conversations will be proposed and learners will have to answer.	Learners will have to demonstrate listening and understanding of specific words, colours, names and descriptions.	25% of the total score expressed in 100/100 cents
READING & WRITING	MQF Level 1	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts. Each part will start with a demonstrative introduction. Will be proposed images, illustrated stories, short escape with missing words. Learners will have to write their answers correctly.	Learners will have to demonstrate to read short sentences, recognize words, be able to articulate spelling.	50% of the total score expressed in 100/100 cents
SPEAKING	MQF Level 1	online learning course, lectures, exercises, tutorials - final test	The test will make use of an online examiner's guide voice who asks simple personal questions and questions about images and figures he will show.	Learners will have to demonstrate understanding and follow voice instructions and understanding and ability to answer oral questions.	25% of the total score expressed in 100/100 cents

14.5.2. Award in Elementary ESOL - /MQF L.1

Learners wishing to obtain the ELSA Award in Elementary ESOL will have to demonstrate that they are able to manage the communication of daily use in the areas of conversation and listening indicated by the MQF Level 1

SKILLS	LEVEL	CONTENTS	FINAL TEST EXECUTION	AIM	SCORE
LISTENING	MQF Level 1	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts. Each part will start with an example. Learners will have the opportunity to listen to each recording twice. Conversations and images related to conversations will be proposed and learners will have to answer.	Learners must demonstrate listening and understanding of words, colours, names, descriptions and specific information.	25% of the total score expressed in 100/100 cents
READING & WRITING	MQF Level 1	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts. Each part will start with an example. Short letters, stories, short texts with missing words will be proposed. Learners will have to write their answers correctly.	Learners will have to read and understand short texts, complete sentences included in real texts, first grammar notions. Write a short story or letter.	50% of the total score expressed in 100/100 cents
SPEAKING	MQF Level 1	online learning course, lectures, exercises, tutorials - final test	The test will make use of an online examiner's guide voice who asks questions about images and figures asking for example to indicate the differences or asking to tell a story about them.	Learners will have to answer specific questions, ask questions to get information, understand and talk about the differences between one image and another.	25% of the total score expressed in 100/100 cents

14.5.3. Award in Pre-Intermediate ESOL –/MQF L.2

Learners will be evaluated in the four language skills in English reading, listening, writing and speaking. The learners who want to achieve the ELSA Award in Pre-Intermediate ESOL will have to demonstrate clarity of expression and ability to manage familiar topics concerning school, leisure time, etc., and ability to navigate in daily situations and contexts.

SKILLS	LEVEL	CONTENTS	FINAL TEST EXECUTION	AIM	SCORE
LISTENING	MQF Level 2	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts. Each part will start with an example. Learners will have the opportunity to listen to each recording twice. Will be proposed conversations or monologues more or less short and the learners will have to answer about it.	Learners should be able to follow and understand a range of spoken materials, including conversations and interviews on everyday life.	25% of the total score expressed in 100/100 cents
READING & USE OF GRAMMAR	MQF Level 2	online learning course, lectures, exercises, tutorials - final test	The test will be divided in more parts. Each part will start with an example. Tracks, letters, stories and texts will be proposed with I Learners to write their answers correctly.	Learners should be able to read and understand the main points of a text, messages and e-mail and to use the vocabulary correctly.	25% of the total score expressed in 100/100 cents
WRITING	MQF Level 2	online learning course, lectures, exercises, tutorials - final test	The test will be divided into 2 parts, a first mandatory work with a minimum and a maximum of measures to be respected and a second elaborate at the choice of a minimum and a maximum of measures to be respected.	Learners should be able to produce two short pieces of writing: a note or a message and a story or an email	25% of the total score expressed in 100/100 cents
SPEAKING	MQF Level 2	online learning course, lectures, exercises, tutorials - final test	The test will make use of an online examiner's guide voice who asks questions about images and figures asking for example to indicate the differences or asking to tell a story about them.	Learners will have to demonstrate their level of spoken English during a conversation by asking / answering questions.	25% of the total score expressed in 100/100 cents

14.5.4. Award in Intermediate ESOL –/MFQ L.3

Learners will be evaluated in the four language skills in English reading, listening, writing and speaking. The learners who want to achieve the ELSA Award in Intermediate ESOL will have to demonstrate clear and articulated expression skills on a wide range of topics and be able to express an opinion on current issues, being able to manage a conversation indicating, for example, the advantages and disadvantages of the subject matter.

SKILLS	LEVEL	CONTENTS	FINAL TEST EXECUTION	AIM	SCORE
LISTENING	MQF Level 3	online learning course, lectures, exercises, tutorials - final test	The test will be divided in more parts. Each part will start with an example. Learners will have the opportunity to listen to each recording twice. Conversations, monologues, audio radio will be offered and learners will have to answer.	Learners should be able to follow and understand a wide range of spoken materials, such as news, presentations and daily conversations.	25% of the total score expressed in 100/100 cents
READING & USE OF GRAMMAR	MQF Level 3	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts with a mix of questions designed to understand grammar and vocabulary. In addition a series of texts with related questions, will test the ability to read and understand	Learners will have to demonstrate that they can handle various types of text with confidence, such as newspapers and magazines. In addition, the use of English will be verified with exercises and questions that will demonstrate the control of grammar and vocabulary.	25% of the total score expressed in 100/100 cents
WRITING	MQF Level 3	online learning course, lectures, exercises, tutorials - final test	The test will be divided into 2 parts, a first mandatory work with a minimum and a maximum of measures to be respected and a second elaborate at the choice of a minimum and a maximum of measures to be respected.	Learners must be able to produce two different works, such as letters, reports, reviews and essays, even though there is no need for specialist knowledge.	25% of the total score expressed in 100/100 cents
SPEAKING	MQF Level 3	online learning course, lectures, exercises, tutorials - final test	The test will make use of an online examiner's guide voice who asks questions about images and figures asking for example to indicate the differences or asking to tell a story about them.	Learners will have to demonstrate their level of spoken English during a conversation by asking / answering questions.	25% of the total score expressed in 100/100 cents

14.5.5. Award in Upper Intermediate ESOL – MQF L.4

Learners will be evaluated in the four language skills in English reading, listening, writing and speaking. The learners who want to achieve the ELSA Award in Upper-Intermediate ESOL must demonstrate clear and structured expression skills on a range of complex subjects, showing that they are able to control the discursive structures and the mechanisms of a structured conversation.

SKILLS	DURATION	CONTENTS	FINAL TEST EXECUTION	AIM	SCORE
LISTENING	MQF Level 4	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts. Each part will start with an example. Learners will have the opportunity to listen to each recording twice. Conversations, monologues, audio radio will be offered and learners will have to answer.	Learners should be able to follow and understand a wide range of spoken materials, such as news, presentations and daily conversations.	25% of the total score expressed in 100/100 cents
READING & USE OF GRAMMAR	MQF Level 4	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts with a mix of questions designed to understand grammar and vocabulary. In addition a series of texts with related questions, will test the ability to read and understand	Learners will have to demonstrate that they can handle various types of text with confidence, such as newspapers and magazines, essays, books. In addition, the use of English will be verified with exercises and questions that will demonstrate the control of grammar and vocabulary.	25% of the total score expressed in 100/100 cents
WRITING	MQF Level 4	online learning course, lectures, exercises, tutorials - final test	The test will be divided into 2 parts, a first mandatory work with a minimum and a maximum of measures to be respected and a second elaborate at the choice of a minimum and a maximum of measures to be respected.	Learners must be able to produce two different works, such as letters, reports, reviews and essays with a structured vocabulary, highlighting the key points for the effectiveness of the drafting.	25% of the total score expressed in 100/100 cents
SPEAKING	MQF Level 4	online learning course, lectures, exercises, tutorials - final test	The test will make use of an online examiner's guide voice who asks questions about images asking for example to	Learners will have to demonstrate their level of spoken English during a conversation by asking / answering questions.	25% of the total score expressed in 100/100 cents

			comment in a structured way and express their opinion.		
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14.5.6. Award in Advanced ESOL –MQF L.4

Learners will be evaluated in the four language skills in English reading, listening, writing and speaking. The learners who want to achieve the ELSA Award in Advanced ESOL will have to demonstrate that they can understand and summarize information from different spoken and written sources, re-elaborating the topics in a coherent and effective presentation, with properties of language and expression.

SKILLS	LEVEL	CONTENTS	FINAL TEST EXECUTION	AIM	SCORE
LISTENING	MQF Level 4	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts. Each part will start with an example. Learners will have the opportunity to listen to each recording twice. Conversations, monologues, audio radio will be offered and learners will have to answer.	Learners should be able to follow and understand a wide range of spoken materials, such as news, presentations and daily conversations.	25% of the total score expressed in 100/100 cents
READING & USE OF GRAMMAR	MQF Level 4	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts with a mix of questions designed to understand grammar and vocabulary. In addition a series of texts with related questions, will test the ability to read and understand	Learners will have to demonstrate that they can handle various types of text with confidence, such as newspapers and magazines, non-fiction and specialized texts as manuals. In addition, the use of English will be verified with exercises and questions that will demonstrate the control of grammar and vocabulary.	25% of the total score expressed in 100/100 cents
WRITING	MQF Level 4	online learning course, lectures, exercises, tutorials - final test	The test will be divided into 2 parts, a first mandatory work with a minimum and a maximum of measures to be respected and a second elaborate at the choice of a minimum and a maximum of measures to be respected.	Learners will have to be able to produce two different works including reports, reviews and essays with a structured vocabulary knowing how to highlight the key points for the effectiveness of the drafting and being able to synthesise the concepts in a coherent way.	25% of the total score expressed in 100/100 cents
SPEAKING	MQF Level 4	online learning course, lectures, exercises, tutorials - final test	The test will make use of an online examiner's guide voice who asks questions about images asking for example to comment in a structured way	Learners will have to demonstrate their level of spoken English during a conversation by asking / answering questions.	25% of the total score expressed in 100/100 cents

			and express their opinion and exchange a point of view.		
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14.5.7. Award in Beginner Maltese –MQF L.1

Learners wishing to obtain the ELSA Award in Beginner Maltese will have to demonstrate that they are able to manage the communication of daily use in the areas of conversation and listening indicated by the MQF Level 1

SKILLS	LEVEL	CONTENTS	FINAL TEST EXECUTION	AIM	SCORE
LISTENING	MQF Level 1	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts. Each part will start with a demonstrative introduction. Learners will have the opportunity to listen to each recording twice. Conversations and images related to conversations will be proposed and learners will have to answer.	Learners will have to demonstrate listening and understanding of specific words, colours, names and descriptions.	25% of the total score expressed in 100/100 cents
READING & WRITING	MQF Level 1	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts. Each part will start with a demonstrative introduction. Will be proposed images, illustrated stories, short escape with missing words. Learners will have to write their answers correctly.	Learners will have to demonstrate to read short sentences, recognize words, be able to articulate spelling.	50% of the total score expressed in 100/100 cents
SPEAKING	MQF Level 1	online learning course, lectures, exercises, tutorials - final test	The test will make use of an online examiner's guide voice who asks simple personal questions and questions about images and figures he will show.	Learners will have to demonstrate understanding and follow voice instructions and understanding and ability to answer oral questions.	25% of the total score expressed in 100/100 cents

14.5.8. Award in Elementary Maltese - /MQF L.1

Learners wishing to obtain the ELSA Award in Elementary Maltese will have to demonstrate that they are able to manage the communication of daily use in the areas of conversation and listening indicated by the MQF Level 1

SKILLS	LEVEL	CONTENTS	FINAL TEST EXECUTION	AIM	SCORE
LISTENING	MQF Level 1	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts. Each part will start with an example. Learners will have the opportunity to listen to each recording twice. Conversations and images related to conversations will be proposed and learners will have to answer.	Learners must demonstrate listening and understanding of words, colours, names, descriptions and specific information.	25% of the total score expressed in 100/100 cents
READING & WRITING	MQF Level 1	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts. Each part will start with an example. Short letters, stories, short texts with missing words will be proposed. Learners will have to write their answers correctly.	Learners will have to read and understand short texts, complete sentences included in real texts, first grammar notions. Write a short story or letter.	50% of the total score expressed in 100/100 cents
SPEAKING	MQF Level 1	online learning course, lectures, exercises, tutorials - final test	The test will make use of an online examiner's guide voice who asks questions about images and figures asking for example to indicate the differences or asking to tell a story about them.	Learners will have to answer specific questions, ask questions to get information, understand and talk about the differences between one image and another.	25% of the total score expressed in 100/100 cents

14.5.9. Award in Pre-Intermediate Maltese –/MQF L.2

Learners will be evaluated in the four language skills in Maltese reading, listening, writing and speaking. The learners who want to achieve the ELSA Award in Pre-Intermediate Maltese will have to demonstrate clarity of expression and ability to manage familiar topics concerning school, leisure time, etc., and ability to navigate in daily situations and contexts.

SKILLS	LEVEL	CONTENTS	FINAL TEST EXECUTION	AIM	SCORE
LISTENING	MQF Level 2	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts. Each part will start with an example. Learners will have the opportunity to listen to each recording twice. Will be proposed conversations or monologues more or less short and the learners will have to answer about it.	Learners should be able to follow and understand a range of spoken materials, including conversations and interviews on everyday life.	25% of the total score expressed in 100/100 cents
READING & USE OF GRAMMAR	MQF Level 2	online learning course, lectures, exercises, tutorials - final test	The test will be divided in more parts. Each part will start with an example. Tracks, letters, stories and texts will be proposed with I Learners to write their answers correctly.	Learners should be able to read and understand the main points of a text, messages and e-mail and to use the vocabulary correctly.	25% of the total score expressed in 100/100 cents
WRITING	MQF Level 2	online learning course, lectures, exercises, tutorials - final test	The test will be divided into 2 parts, a first mandatory work with a minimum and a maximum of measures to be respected and a second elaborate at the choice of a minimum and a maximum of measures to be respected.	Learners should be able to produce two short pieces of writing: a note or a message and a story or an email	25% of the total score expressed in 100/100 cents
SPEAKING	MQF Level 2	online learning course, lectures, exercises, tutorials - final test	The test will make use of an online examiner's guide voice who asks questions about images and figures asking for example to indicate the differences or asking to tell a story about them.	Learners will have to demonstrate their level of spoken Maltese during a conversation by asking / answering questions.	25% of the total score expressed in 100/100 cents

14.5.10. Award in Intermediate Maltese –/MFQ L.3

Learners will be evaluated in the four language skills in Maltese reading, listening, writing and speaking. The learners who want to achieve the ELSA Award in Intermediate Maltese will have to demonstrate clear and articulated expression skills on a wide range of topics and be able to express an opinion on current issues, being able to manage a conversation indicating, for example, the advantages and disadvantages of the subject matter.

SKILLS	LEVEL	CONTENTS	FINAL TEST EXECUTION	AIM	SCORE
LISTENING	MQF Level 3	online learning course, lectures, exercises, tutorials - final test	The test will be divided in more parts. Each part will start with an example. Learners will have the opportunity to listen to each recording twice. Conversations, monologues, audio radio will be offered and learners will have to answer.	Learners should be able to follow and understand a wide range of spoken materials, such as news, presentations and daily conversations.	25% of the total score expressed in 100/100 cents
READING & USE OF GRAMMAR	MQF Level 3	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts with a mix of questions designed to understand grammar and vocabulary. In addition a series of texts with related questions, will test the ability to read and understand	Learners will have to demonstrate that they can handle various types of text with confidence, such as newspapers and magazines. In addition, the use of Maltese will be verified with exercises and questions that will demonstrate the control of grammar and vocabulary.	25% of the total score expressed in 100/100 cents
WRITING	MQF Level 3	online learning course, lectures, exercises, tutorials - final test	The test will be divided into 2 parts, a first mandatory work with a minimum and a maximum of measures to be respected and a second elaborate at the choice of a minimum and a maximum of measures to be respected.	Learners must be able to produce two different works, such as letters, reports, reviews and essays, even though there is no need for specialist knowledge.	25% of the total score expressed in 100/100 cents
SPEAKING	MQF Level 3	online learning course, lectures, exercises, tutorials - final test	The test will make use of an online examiner's guide voice who asks questions about images and figures asking for example to indicate the differences or asking to tell a story about them.	Learners will have to demonstrate their level of spoken Maltese during a conversation by asking / answering questions.	25% of the total score expressed in 100/100 cents

14.5.11. Award in Upper-Intermediate Maltese –/MQF L.4

Learners will be evaluated in the four language skills in Maltese reading, listening, writing and speaking. The learners who want to achieve the ELSA Award in Upper-Intermediate Maltese must demonstrate clear and structured expression skills on a range of complex subjects, showing that they are able to control the discursive structures and the mechanisms of a structured conversation.

SKILLS	DURATION	CONTENTS	FINAL TEST EXECUTION	AIM	SCORE
LISTENING	MQF Level 4	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts. Each part will start with an example. Learners will have the opportunity to listen to each recording twice. Conversations, monologues, audio radio will be offered and learners will have to answer.	Learners should be able to follow and understand a wide range of spoken materials, such as news, presentations and daily conversations.	25% of the total score expressed in 100/100 cents
READING & USE OF GRAMMAR	MQF Level 4	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts with a mix of questions designed to understand grammar and vocabulary. In addition a series of texts with related questions, will test the ability to read and understand	Learners will have to demonstrate that they can handle various types of text with confidence, such as newspapers and magazines, essays, books. In addition, the use of Maltese will be verified with exercises and questions that will demonstrate the control of grammar and vocabulary.	25% of the total score expressed in 100/100 cents
WRITING	MQF Level 4	online learning course, lectures, exercises, tutorials - final test	The test will be divided into 2 parts, a first mandatory work with a minimum and a maximum of measures to be respected and a second elaborate at the choice of a minimum and a maximum of measures to be respected.	Learners must be able to produce two different works, such as letters, reports, reviews and essays with a structured vocabulary, highlighting the key points for the effectiveness of the drafting.	25% of the total score expressed in 100/100 cents
SPEAKING	MQF Level 4	online learning course, lectures, exercises, tutorials - final test	The test will make use of an online examiner's guide voice who asks questions about images asking for example to comment in a structured way and express their opinion.	Learners will have to demonstrate their level of spoken Maltese during a conversation by asking / answering questions.	25% of the total score expressed in 100/100 cents

14.5.12. Award in Advanced Maltese –/MQF L.4

Learners will be evaluated in the four language skills in Maltese reading, listening, writing and speaking. The learners who want to achieve the ELSA Award in Advanced Maltese will have to demonstrate that they can understand and summarize information from different spoken and written sources, re-elaborating the topics in a coherent and effective presentation, with properties of language and expression.

SKILLS	LEVEL	CONTENTS	FINAL TEST EXECUTION	AIM	SCORE
LISTENING	MQF Level 4	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts. Each part will start with an example. Learners will have the opportunity to listen to each recording twice. Conversations, monologues, audio radio will be offered and learners will have to answer.	Learners should be able to follow and understand a wide range of spoken materials, such as news, presentations and daily conversations.	25% of the total score expressed in 100/100 cents
READING & USE OF GRAMMAR	MQF Level 4	online learning course, lectures, exercises, tutorials - final test	The test will be divided into more parts with a mix of questions designed to understand grammar and vocabulary. In addition a series of texts with related questions, will test the ability to read and understand	Learners will have to demonstrate that they can handle various types of text with confidence, such as newspapers and magazines, non-fiction and specialized texts as manuals. In addition, the use of Maltese will be verified with exercises and questions that will demonstrate the control of grammar and vocabulary.	25% of the total score expressed in 100/100 cents
WRITING	MQF Level 4	online learning course, lectures, exercises, tutorials - final test	The test will be divided into 2 parts, a first mandatory work with a minimum and a maximum of measures to be respected and a second elaborate at the choice of a minimum and a maximum of measures to be respected.	Learners will have to be able to produce two different works including reports, reviews and essays with a structured vocabulary knowing how to highlight the key points for the effectiveness of the drafting and being able to synthesise the concepts in a coherent way.	25% of the total score expressed in 100/100 cents
SPEAKING	MQF Level 4	online learning course, lectures, exercises, tutorials - final test	The test will make use of an online examiner's guide voice who asks questions about images asking for example to comment in a structured way and express their opinion and exchange a point of view.	Learners will have to demonstrate their level of spoken Maltese during a conversation by asking / answering questions.	25% of the total score expressed in 100/100 cents

14.6. Corrections of Exam Materials

ELSA LTD's focus on quality is a process that begins with the research and design of the tests and concludes with an accurate assessment of each candidate's examination paper. The evaluation of a candidate's test must be consistent and reliable like any other aspect of the Qualification cycle and comply with the stringent standards and quality parameters imposed by ELSA LTD. The corrections will be performed by a team of experts in the evaluation of English and Maltese language (DVT) who, with their skills, respect the high-quality standards that ELSA LTD establishes and requires for its projects and its collaborators. The team of experts in English and Maltese language assessment is made up of high-level teachers/lecturers. When ELSA LTD receives the completed exam tests, they will be randomly assigned for corrections - this will ensure that, regardless of their provenance, all documents will be fairly corrected. The anonymity of the provenance guarantees the full respect of the rights of the candidates and aims to protect and protect the interests of the learners. The examiners who will correct the tests are in turn subject to a rigorous monitoring of their performances to ensure that their corrections are accurate and consistent. All the examination documents will be subjected to a "double check" for further guarantee checks and only after these fundamental steps can they be considered correct and the relative results can be released according to the parameters of the award for which the examination was carried out. , following the MQF Level. For the SPEAKING tests, carried out by our lecturers (live and recorded), to avoid any form of impropriety there will be sophisticated voice recognition software will be used to automatically detect anomalies, to identify any attempt to cheat and tamper with the voice. All the exam materials, after the corrections, will be carefully archived and catalogued in the system for subsequent checks. The results of the works will be released in the form of transcripts (ELSA Qualification Test Reporting). The transcript, in a non-modifiable pdf file, will report, in addition to the data relative to the learner, the scores for the individual skills supported and a final judgment. In addition, the transcript will be associated with a barcode and a QR for traceability and to guarantee the veracity of the transcript produced. The learners will be able, through these tools, to always check the document released and to personally ascertain the quality and safety of the ELSA LTD Awards. And more all ELSA Qualification Test Reporting will be delivered together with the ELSA Qualification Test Reporting guide in which all users can verify the method of scoring for each skill and for the final grade.

14.7. Qualification/Award Assignment

Having made the necessary corrections, the necessary checks and assigned the relative scores, always respecting the evaluation parameters, the ELSA LTD Certificates will be produced. All certificates will be checked and signed by the Director of Studies, responsible for the entire life cycle of qualifications. The ELSA LTD Certificates will report a series of detailed information to guarantee the uniqueness and quality of the certification to protect our learners, a primary factor in the ELSA work. It specifies that all data retention complies with MFHEA standards as already expressed in paragraph Infrastructure and IT Systems in this document. In fact, as indicated by MFHEA Standard 8 students' names, surnames and academic records for the purpose of issuing academic transcripts or certificates will be kept for a period of 40 years, in an anonymised manner following the retention period which is of 4 years from the date of graduation. This is in line with GDPR. The Certificate will obligatorily report the following data:

- Logo ELSA LTD
- Learner full name
- Learner's Date of Birth
- Title of award obtained (specifying: MQF – ECTS)
- Grade
- Score of the individual Skills incurred expressed in cents
- User number
- Certificate number
- Date of Award
- Date of Issue
- QR for access to information on Award and truthfulness and further contacts info
- Signatures of both the Head of School (CEO) and the Director of Studies
- plagiarism security hologram

Each ELSA Certificate will be delivered together with the ELSA Award Test Reporting guide in which all users can verify the method of scoring for each skill and for the final grade.

15.Replacement of Elsa Ltd Certificates

As mentioned, our primary objective is the satisfaction and protection of our learners and the quality of the products offered to them. There could be some unfortunate conditions for which the assigned certificates should be replaced. ELSA LTD, respecting the learners and the security of the processing of documents of such importance, will follow the precise rules according to the motivation of the demand for the replacement.

15.1. Replacement of Damaged Certificates

In the event that a certificate could be damaged during delivery to the learner ELSA LTD will issue a duplicate copy of the document provided that the following criteria are met:

- The original certificate must be returned.
- The learner will present a request form adequately and fully completed no later than 6 months from the achievement of the award. If this request occurs after 6 months, ELSA LTD will issue a certification declaration
- The learner will include the recognition document to the question.
- The learner will include the due payment at the request.

There is no limit of time to request a duplicate of the certificates. However, on each occasion, the original must be shown.

15.2. Replacement of Lost Certificates

In the event that a certificate has been lost ELSA LTD will issue a duplicate copy of the document provided that the following criteria are met:

- The learner will present a form of request adequately and fully completed no later than 12 months from the attainment of the award. In the event that this request will occur after 12 months, ELSA LTD will issue a certification declaration.
- The learner will include the recognition document to the question.
- The learner will include the due payment at the request.

15.3. Request for Certification Declaration

A certification declaration is a document accepted by universities and other institutions as proof of the result of the examination. Certification statements can be requested by the candidate. Certification statements requested by third parties must be authorized in writing by the candidate. These can be sent directly to the candidate or to any public institution.

16. Learner Appeals Process

For the protection of our users, ELSA LTD will provide a real process in various and detailed phases to accommodate and respond to every possible appeal of the learners where they have the necessity. If a candidate wishes to have recourse to the assessment or other decisions that he or she believes may have led him in any way, he/she must present their appeal in writing to the Director of Operation and the Appeal Panel. The appeal must be sent by e-mail to the dedicated ELSA LTD's e-mail address or sent by registered mail within 14 working days of notification of the evaluation result. The date indicated on the letter / email will be valid. If the appeal relates to another decision, the candidate must notify the Director of Studies and the Appeal Panel as soon as possible. The Director of Studies and the Appeal Panel will be entitled to consider late letters / emails only if the candidate is able to demonstrate a valid reason for the delay. The candidate should consider that any appeal could result in an increase, decrease or no change in the assessment outcome. Within the request, the candidate must provide his/her personal data (name-surname-address-date and place of birth), data relating to the ELSA LTD award achieved (user number, date of exam etc.) and a detailed report on the reasons for which he is submitting the appeal.

16.1. Appeal Steps

STEP 1

1. ELSA LTD will respond to the candidate for successful delivery of his / her appeal within 5 working days.
2. A complete review of the results will be carried out which will include a review of the candidate's scores for each of the SKILLS and the analysis that the evaluation criteria have been fully met;
3. If the appeal concerns a decision taken and not the appraisal applied, the review will focus on the reason for the appeal, and where, in the event, the ELSA LTD quality policies have been violated;
4. The candidate is required to submit supporting information, if in his possession, which will help ELSA LTD to make its decision regarding the appeal;
5. The learner will be informed in writing within 10 working days after the first stages of the appeal have been carried out;

6. If the candidate is not satisfied with the outcome of Phase 1 he can appeal to this decision in such case proceed with STEP 2 of appeal;

STEP 2

1. An independent review (by Appeal Panel) will be carried out of the candidate's entire script, which will include a review of the candidate's test results;
2. If the appeal concerns a decision taken and not the evaluation criteria, the review will be carried out by an independent member;
3. The candidate will be informed of the outcome of the independent review within 30 days;
4. The decision of the independent review is final and is not subject to a further appeal. The independent member will not have any contact with ELSA LTD and with the members of his staff, his evaluation will be independent and unquestionable for all purposes and ELSA LTD cannot in any way influence and / or modify this assessment.

16.2. Sufficient Reasons for an Appeal:

- Selection by the team of examiners / assessment that led the candidate to provide an incorrect answer;
- Examiner was unable to follow the prescribed rules of assessment that led to invalid responses from the candidate;

16.3. Insufficient Reasons for an Appeal

- Disagreement with the result of an assessment;
- Poor performance of the candidate demonstrated on the day of the examination due to illness;
- Delay or communication problems with the exam centre on the day of the exam session.

17. Discovery of Errors Following the Publication of the Results

In the event of an appeal, with a consequent change in the evaluation of the candidate's examination, the candidate's score will be modified and a modified award certificate will be issued. In the unlikely event of collective redress, ELSA LTD will launch a complete independent review of the results of the assessment that may be considered the subject of the dispute.

The independent member will have no contact with ELSA LTD and his staff, his evaluation will be

independent and unquestionable in all respects and ELSA LTD cannot in any way influence and / or modify this assessment. For each result modified after the independent member's review, a modified award certificate will be issued. Without due clarification on the right of our learner to proceed with an appeal ELSA LTD recalls that before releasing the results to the candidates, ELSA LTD ensures accurate monitoring of the assessments, so the probability of an error will be minimal but ELSA LTD recognizes the need to accept appeals and appeals to guarantee a transparent, correct and always aimed at protecting the rights of its users.

17.1. Review of Internal Processes and Procedures

In the event that the appeal action will lead us to conclude that the error that occurred was caused by the judgment or a malfunction of the internal ELSA LTD procedures, the same will initiate a complete overhaul of its systems and procedures.

17.2. Inquiry Procedure

At any time, ELSA LTD will make available to learners the appropriate communication channels in case they want to have information about ELSA LTD systems, the procedures or if they would like to request information on evaluations All the relevant information will be given to the students upon enrolling to our courses. Students will also find a dedicated handbook.

18. SWOT Analysis

SWOT Analysis will help ELSA LTD identify its strengths and weaknesses as well as the opportunities and threats that may exist in a specific business situation.

Strengths: ELSA LTD has in its DNA the security in all its meanings. The award production cycle is safe, the quality of the awards produced is safe, the data and documentation related to our users will be archived safely, the commitment that ELSA LTD will have, will have in the protection and respect of his learners who are in primary objective. As established before, our ELSA FAD system takes control of all stored data. All the ELSA LTD staff will be composed of professionals in the field who will use their experience to guarantee ELSA LTD values. Technology, innovation and continuous research will make ELSA LTD a company always ready to respond to the needs of its users. Moreover, the international contacts that ELSA LTD will establish, thanks to the know-how of the CEO and Board of Directors BD, will open up prospects for new and interesting markets. As

mentioned previously, the team is composed of various departments carrying out different tasks so as to reach maximum professionalism.

Weaknesses: ELSA LTD aims to provide at all times and constantly to those who may present themselves as weak points in its business. Obviously the linguistic awards market is very competitive and ELSA LTD is a new company that will have to deal with well-established activities.

Opportunities: ELSA LTD's objectives are quality and safety. An indispensable desire for all the company's work and production is to make ELSA LTD awards available in a flexible way to meet the needs of students, those who work and those who are looking for employment. As mentioned, technology is an integral part of ELSA LTD not only in the production and life cycle of qualifications but also for the work of the various departments including databases. In order to improve and develop its objectives, thanks also to its internal research team, ELSA LTD aims to think and develop new products and services related to its business that will offer new growth opportunities, always and absolutely respecting the safety of the quality and the primary purpose of our users' satisfaction.

Students can log in to our system any time they want and learn at their own pace. Lessons are not delivered in real time, so students are free to make use of ELSA platform how and when they deem best. Students are allocated a number of contact hours, the contact hours respect the minimum limits required by the MFHEA, for access to the ECTS foreseen by the MQF. These will be established between the teacher and the student, supervised and approved by the Director of Studies. The Director of Studies, a person qualified in the language being observed, will periodically (1 several times at year for each course) observe a speaking session between the teacher and the student. He or she may deem necessary to observe more should there be the necessity.

Threats: As mentioned previously, ELSA LTD is a new company that will be launched in a very competitive market with decidedly deep-rooted realities. Our competitors' strength lies in the fact that they have been present in the certification scenario for some time but ELSA LTD will respond with the quality, safety and technological innovation of its services and with a staff of top professionals, with their daily and constant work, to the well-being and care of our users. Threats and risks due to a possible malfunction of the ELSA LTD production system will always be detected

and resolved promptly with the collaboration of the departments designated by a specific emergency plan that will neutralize or at least mitigate accidents that should occur.

19. Short and Long-Term Elsa Ltd Objectives

To realize the VISION ELSA LTD, the company plans to direct the sale, for the awards offered, in the EU and internationally, with the aim of exploring also new markets. In particular, we want to direct the sale of awards to schools, universities and all those learners who are preparing for inclusion in the field of education or in the field of professional employment. ELSA LTD foresees an effective sale of its awards also to private companies operating internationally that have, for market needs, the need to train their employees by providing them the opportunity to certify the degree of preparation of the same in English and Maltese.

20. Supporting Information

20.1. IT Strategy

ELSA LTD will use a sophisticated and cutting-edge IT system that will be responsible for managing the entire ELSA LTD information system. To guarantee maximum security and maximum compliance with the archived data and the delicate information contained in it, the system will have a hierarchical structure with a series of permissions and privileges that can be implemented or not based on the function performed by that section. The ELSA LTD IT system will always be controlled by the Digital Development department, which will monitor and guarantee the correct functionality of the individual units, always in the primary interest of our users and learners' needs.

GDPR is guaranteed as we follow the CIA Triad principle (afore mentioned). Besides, tasks areas are assigned depending on roles. Therefore, it is always very manageable to access and trace data.

20.2. Business Continuity

As expressed in the previous points, ELSA LTD is an educational organisation, users' needs will always be central to our policy and what we will do. The purpose of ELSA LTD's existence is the production of awards that can help people achieve their life goals. ELSA LTD will guarantee, with an adequate financial strategy, a business continuity providing for the regular sustenance of the workforce that will be necessary for the development, delivery and assignment of awards, thus

covering the entire life cycle and the departments in the workforce that are part of it; with the primary objective of releasing in a satisfactory and adequate manner the awards required of its learners who are the cornerstone of the ELSA LTD work.

20.3. Eventual Agreements with Third Parties

ELSA LTD maintains that a key and effective element is the collaboration contracts of experts recruited by various universities and scientific research centres linked to them for the production of the exam material. Also this production will be subjected to rigorous verification processes to guarantee the features for the attainment of the award requested. Recruitment of new job opportunities must go through the scientific and quality committee process. Each collaborator will be contacted and tested with an in-depth individual interview, during which the skills indicated and declared in the submitted CV will be verified point by point. Any previous experiences will be verified directly. Those who will be considered suitable to collaborate with the ELSA LTD staff will be assigned a specific task in the life cycle of the production of the ELSA LTD awards taking into account their experiences and their attitudes. For all employees will be prepared by the ELSA LTD Legal Adviser a precise and armoured agreement not to disclose the processes and content of the ELSA LTD production, in compliance with the due safety standards to which ELSA LTD always refers. Employees will be supervised by the Governing Body, the Quality Control Committee and of course the Director of Studies.

20.4. Risk Management

Regarding the risk identification and management policies, ELSA LTD will take all measures due to the possible occurrence of any incident that could have a negative effect on the life cycle of the awards issued and / or on our users.

A document report called "contingency risk plan" will be produced and updated annually within the ELSA LTD self-assessment procedures. During the year, the Governance Group will review this document to ensure that ELSA LTD actively and continuously reviews its approach to identify and address actual or potential risks and that all appropriate investigations are carried out in an appropriate manner with the aim of avoiding in the future and mitigate in the present, as far as possible, the negative effects that may cause discomfort or internal and external malfunctions to ELSA LTD.

An important part of the identification and management of risks will also be the figure of the Director of Studies who, with his transversal work, will oversee all the operational departments for the development of tests, evaluation, service and support for learners, together with the Quality Control Committee.

Through our FAD system we have assigned specific accessibility to specific roles in order to limit usage. Our IT department is constantly on the lookout for cyber threats.

20.5. Equal Opportunities Policy

As declared a clear and correct policy of corporate social responsibility and attention to the special needs or less of its learners, ELSA LTD is distinguished by its fair approach both with users and with its employees and also with those who will be its direct competitors.

21. Elsa Ltd Annual Self-Assessment

21.1. Overview

ELSA LTD monitors and evaluates its compliance against the general conditions of recognition (and other relevant regulatory documents) on an annual basis. This includes an annual review in which key findings are noted as to:

Areas in which ELSA LTD is able to demonstrate compliance

Areas in which ELSA LTD is unable to demonstrate compliance

Areas in which ELSA LTD requires additional information prior to making its declaration on compliance

The annual review will also consider whether the current systems and processes which support the points above are suitable, adequate and reliable.

Each department/team will evaluate what transpired during the year and reports this to the Board of Directors, who will then examine the procedures and policies and establish a way forward.

21.2. Responsibility

Nominated officers are assigned responsibility for reviewing internal systems. ELSA LTD assigns a project manager who will collate internal and external responses and compile internal and external reports. The project manager is the Responsible Officer. The report will be accompanied by an action

plan, where necessary, and will be signed by the CEO of the Awarding Organisation and the Chair of the Board of Directors. ELSA LTD also assigns an internal colleague to review each policy and procedure to ensure the document is approved, before being sent to the relevant governance group for review and hopeful approval.

21.3. Policy

ELSA LTD will monitor the way it operates and will determine its ability to demonstrate compliance with the general conditions of recognition. The purpose of this policy is to articulate how ELSA LTD monitors its internal controls, systems, policies, procedures and processes. Reviews are undertaken across ELSA LTD, specifically with regard to the learner cycle (registration to certification) as well as having due regard to supporting systems and processes (e.g. - quality assurance processes). In gathering the information, ELSA LTD will ensure information is collected and retained securely, and is kept in accordance with relevant legislation. In managing its regulatory functions, ELSA LTD will ensure that:

- a. its assessment methods and tasks are produced to the required standard set out by the Governance Group, through delegated responsibility to relevant Qualification Working Groups (QWG) or designated representative. This standard is what we aim to constantly achieve in order to qualify for the external audit;
- b. award development work is undertaken by the QWG, or designated representative, which comprises experts in item writing, assessment, quality assurance, moderation along with diversity and equality;
- c. assessment evidence produced by learners is authenticated through the checks performed at the assessment centres prior to any assessment taking place. This process is then confirmed as part of the moderation process;
- d. accuracy and consistency of standards in the assessment of units, across units and over time is carried out;
- e. those involved in the assessment process have the appropriate expertise and are adequately informed and supported to fulfil their responsibilities.
- f. those responsible for managing the regulated functions receive suitable training, advice and guidance (as required by level of involvement) to ensure staff remain competent and knowledgeable on the regulatory requirements;
- g. performance management reviews of examiners, moderators and those ELSA staff responsible for managing the regulated functions, is conducted on an annual basis, in order to monitor and



evaluate their effectiveness and to ensure areas for development are identified and development plans agreed;

h. electronic evidence of assessment decisions is retained indefinitely on ELSA IT System after the examinations have taken place.

i. achievement through the recognition of prior learning (RPL) is monitored with decisions taken on a case by case basis; and only when the evidence has been authenticated and deemed valid;

j. claims for exemptions are considered on a case by case basis, and again, only when the evidence has been authenticated and deemed valid;

k. records of all claims, successful or otherwise, are retained indefinitely on its IT system.

22.Elsa Ltd Brand Policy

22.1. Overview

ELSA LTD wishes to maintain a visible identity. The use of its logo and visual style is a critical component to its achieving its communication and marketing objectives.

22.2. Policy

This policy extends to the use of ELSA LTD's logo and visual style. Only those approved, in writing, have the right to display ELSA LTD's logo and visual style. ELSA LTD uses its logo and visual style on each of its policies and other key brand or marketing information such as flyers, leaflets, posters and stands etc. Our policy is to provide learning through digital channels which suit today's society.

22.3. Images and logos

ELSA LTD's main logo in colour:





22.4. Evaluation

On an annual basis, through its self-assessment process, ELSA LTD will review its brand policy to determine whether it continues to meet the needs of ELSA LTD. ELSA LTD will present its brand policy, and subsequent amendments, to its Governance Body for review and ratification.

Standards Which Ensure Internal Quality

Standard 1

Entities shall have a policy for quality assurance that is made public and forms part of their strategic management. Internal stakeholders shall develop and implement this policy through appropriate structures and processes, while involving external stakeholders. The policy should take into account various methods of monitoring processes and outcomes, including those generated by learning analytics software.

The ELSA system is a web application, accessible from devices such as desktop / laptop computers and mobile smartphones / tablets, students can access it 24/7

Sections 14, 15 and 16 give a detailed account of how our awarding and assessment systems will be conducted.

Section 6 refers to Academic Fraud.

Section 5 addresses the issues of 5. Maladministration and Malpractice Processes.

Section 4 describes our Internal Quality Assurance.

Standard 2

Entities shall ensure that they have appropriate measures and procedures in place to ensure financial probity.

Section 3 gives a detailed account of our organisation. The governing body has the appropriate measures to ensure financial probity when these are deemed necessary and by law.

Standard 3

Entities shall have processes for the design and approval of their programmes.

This requirement is being fulfilled through our applications for our programmes to be approved.

Standard 4

Entities shall ensure that the programmes are delivered in a way that encourages students to take an active role in creating the learning process, and that the assessment of students reflects this approach.

Our pedagogical methods are based on teaching strategies and techniques which have as their goal the facilitation of the learning process according to the didactic contents of the course. So, the learning model, for example in the case of the Award in Intermediate ESOL, will have notions and techniques for this teaching module and adapted to the student's temperament.

Students can and will be encouraged to contact their tutor/s, the help desk for technical assistance and the secretary for administrative needs at any time with the ELSA messaging service. Furthermore, by arranging an appointment, the teacher can organize a video lesson with the student to answer his/her questions and clarify any critical points of the program.

Section 9 refers to our Customer Support

Standard 5

Entities shall consistently apply pre-defined and published regulations covering all phases of the student 'life-cycle'.

Section 21 entitled 'ELSA Ltd Annual Self-assessment' gives account of how we intend to constantly seek ways to grow and improve our service.

Standard 6

Entities shall assure the competence of their staff.

The skills of tutors and teachers have already been described in new annexes J1 and J2. The learning process is directed and supervised by at least one suitably qualified and competent tutor. All our tutors are in full possession of the ELT warrant which is required to teach English as a Foreign Language. the Director of Studies is responsible for the teachers' competence and performance. All the relevant CVs of the tutors as well as of the Director of Studies were sent.

All ELSA employees undergo training workshops by our ICT team. In addition, the ICT team provides training for the didactic team on the ELSA system. In addition, the whole ELSA team will have to achieve the IIQ international IT certification.

Section 11.1 gives a detailed account for this.

Standard 7

Entities shall have appropriate funding for learning and teaching activities.

ELSA has chosen the best technology available on the market, a system and proctoring that meet all the requirements of the ELSA courses and that offers students a cutting-edge, easy-to-manage teaching experience and learning environment. The ELSA team collaborated synergistically to the realization of our products, the collaboration between the teaching staff and the ICT staff is an integral part of the ELSA working method. ELSA also pays great attention to students with disabilities by dedicating tutors and teachers as well as providing technical facilities in the learning environment

All ELSA didactic material representing the content of courses and tests has been created in such a way that it can be used by students. The quality of the didactic material created is guaranteed by the teaching staff and the ELSA Director of Studies.

Standard 8

Entities shall ensure that they collect, analyse and use relevant information for the effective management of their programmes and other activities.

ELSA system provides an automated archiving system on international and certified servers provided by AWS.

ELSA's teaching material is constantly being improved, as we conduct ongoing research into language learning and teaching. Everything is designed to stimulate people of all ages and skill levels to learn and improve and concretely develop language skills step by step. In fact, all student assessment activities are recorded and tracked, each operation performed per student is recorded in our databases. Each ELSA teacher, tutor and Director of Studies have an additional column with performance data in their student roster. Sorting by that column, educators can easily highlight high and low performing students. Our staff uses the collected course and test assessment data to continuously improve teaching materials and teacher performance.

All student assessment and learning activity is recorded and tracked, each operation performed per student is recorded in our databases. Each ELSA teacher, tutor and Director of Studies have an additional column with performance data in their student roster. Sorting by that column, teachers can easily highlight high and low performing students. Our staff uses the collected course and test assessment data to continuously improve teaching materials and teacher performance.

Standard 9

Entities shall publish information about their activities, including courses/ programmes, which is clear, accurate, objective, up-to date and readily accessible.

Such information was provided in our application for the programme's accreditation. Information relevant to the students will be published on ELSA website.

Standard 10

Entities shall implement the Quality Cycle by monitoring and periodically reviewing their programmes in terms of their IQA policy and standards.

Section 21 deals exactly with this.

Standard 11

Throughout this document, the question of external audit has been addressed repeatedly. This is because we are constantly learning to improve our service and product. Our approach will be a PDCA one, planning, doing, checking and acting or adjusting. This cycle of doing things will enable us to improve those things which need improvement or come up with new procedures altogether. In an organisation, nothing should be set in stone as the internal and the external environment are constantly changing. Thus, systems, policies and procedures need to move with the time as well.

Our aim is to provide the best virtual learning environment. Each step we will take will be planned, approved and then set in motion for trialling. Only once we are certain that it works, will we offer it to the students. This is a cycle which might need to be repeated over and over again until we are satisfied that it meets our objectives.