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WP5 - Project assurance and efficiency

5.2. Monitoring, Evaluation and Quality Plan

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Table of Contents

1	Executive Summary	5
2	Introduction.....	5
3	Project Management Structure/Responsibilities	5
3.1	Project Coordinator (PC)	6
3.2	The Management Team (MT).....	6
3.3	The Project Steering Committee (StC),.....	6
3.4	The Scientific Team (SC).	7
3.5	The Quality Committee and the Quality Manager	7
3.6	Work Package Leader (WPL)	8
4	Project WPs and subtasks.....	8
5	Project Quality Assurance	10
5.1	Quality of the project processes.....	10
5.2	Quality of deliverables.....	10
5.2.1	Quality evaluation	10
6	General Quality Issues	12
6.1	Document Control	12
6.1.1	Revision of documents	13
6.1.2	Abbreviation System for the naming of documents	13
6.1.3	Documents for public use.....	13
6.1.4	Master List of Quality Plan Forms	14
6.2	Communication	14
7	Reporting.....	15
8	Annexes	15
	Annex I: QF-DTM-Document template.....	16
	Annex II: QF-QFT-Quality Form Template	17
	Annex III: QF-WPM-Work packages monitoring	18
	Annex IV: QF-PQA-Project Quality Assessment.....	19
	Annex V: QF-TES-Training evaluation sheet	20
	Annex VI: QF-CCE-CTI's consultation evaluation sheet	21
	Annex VII: QF-EES-Event evaluation Sheet.....	22
	Annex VIII: QF-EEC-Evaluation Sheet for the Establishment of CTIs.....	23

Annex IX: QF-DES-Deliverable evaluation sheet	24
Annex X: QF-STE-Staff evaluation of host organizations.....	25
Annex XI: QF-DWQ-Database and website questionnaire	26

1 Executive Summary

In the scope of the INVENT project, and particularly according to what is foreseen in the WP5 Project assurance and efficiency, the consortium decided that it is to the benefit of the satisfaction of its quality objectives to prepare a Project Quality Plan Manual.

The objective of this Quality Plan Manual is to ensure the production of concrete and high-quality results in line with the project plans.

In this context, the main purpose of the Quality Plan Manual is to facilitate the project's management and guide all partners on the evaluation and quality issues, by establishing a coherent set of guidelines by which all aspects of the project are managed and measured. It will be the use of these guidelines that will ensure better collaboration among the consortium members, individuals and groups, and will also ensure that the entire consortium is responsible for and engaged in the work that is produced by the project.

2 Introduction

The main purpose of this Project Quality Plan is to describe the Quality Management procedures that the project team will follow in order to ensure, monitor and control the quality of all processes and deliverables produced during the INVENT project lifecycle. In particular:

- To clearly define the content, format, review and approval process of the project deliverables;
- To define the responsibilities of the project partners regarding those deliverables.
- To identify all the different tools and means to be applied throughout the project duration
- To provide guidelines for adequate implementation and thereby assure that certain quality standards in the performance of our tasks are fulfilled.
- To define the quality requirements that must be obtained throughout the project lifecycle, those that the deliverables, actions and results must conform to.

3 Project Management Structure/Responsibilities

The project will be managed in such a way as to promote a sense of ownership and motivation for each of the partners.

The structure of the project management will consists of:

- The Project Coordinator (PC),
- The Management Team (MT),
- The Project Steering Committee (StC),
- The Scientific Team (SC).

3.1 Project Coordinator (PC)

JUST will be the Project Coordinator and responsible for the overall operation of the project and its smooth running, financial and administrative management including the preparation of budget and reports, timeliness and accomplishment. The PC will supervise and coordinate all activities, ensuring that all partners are working towards the same objectives; contractually, technically and administratively and strictly collaborating with the Management Team. The PC will ensure that all partners' contributions meet the Work Plan expectations.

The PC will be responsible for:

- representing the consortium towards the EC,
- ensuring effective flow of information between partners,
- ensuring the implementation of the agreed action plan to the agreed standards and deadlines,
- ongoing evaluation of project activities and reporting on project progress to the EU, and
- defining and identifying the project deliverables for the Commission from the inputs received by participants.

3.2 The Management Team (MT)

The MT will be composed of the PC and the administrative service, a Monitoring Expert, and Finance Expert. The MT will work closely with the PC.

The MT will be responsible for:

- managing and monitoring the project activities and resources,
- ensuring the collaboration and communication to EC and among partners,
- ensuring the consistency between the development and the strategic objectives of the partners,
- collecting and transmitting the project deliverables to the Steering Committee and the participants,
- monitoring any significant difference between planned and actual advancement of participants' work, particularly with respect of project results and deliverables,
- reviewing the reports (both scientific and financial ones) to verify consistency with the project tasks before transmitting them to the EC.

3.3 The Project Steering Committee (StC),

The StC, chaired by the PC, will be composed by one member of each partner and will supervise the implementation of the whole programme.

The StC is the project operational decision-making and arbitration body, which will implement the provisions of the Grant Agreement and shall decide on the following matters:

- strategic orientation of the project;
- identification of the Foreground that could be the subject matter of protection and consequential decisions on dissemination and exploitation activities;
- allocation of the co-ownership shares over Foreground obtained by several participants; acquisition of rights from third parties, if applicable;

- take all decisions required for the successful progress of the project;
- implement the scientific decisions and orientations, taken by the coordinator, by redefining the work plan and schedule and/or re-defining partner roles, contributions and budgets;
- elaborate progress reports on the state of advancement of each work package; monitor any significant difference between planned and actual advancement of participants' work, particularly with respect of project results and deliverables;
- in case of default by a contractor, to propose to the Steering Committee to review participants roles and budget as well as any new entity to replace the defaulting contractor.

3.4 The Scientific Team (SC).

The SC, composed by Leaders and Co-leader of Scientific WPs will supervise all scientific activities, managing the actions of all partners, deciding appropriate strategies, monitoring the achievement of final results. The SC will plan the scientific activities through a specific plan and timetable, scheduling tasks and roles for the preparation and carry out of the scientific contents. SC will be also responsible for the training on research methodology.

The preparation and carrying out of the training activities will be assigned to the Training & Technical Group (TTG) in which representatives of all partners will participate. TTG will report its progress also to the coordinator.

3.5 The Quality Committee and the Quality Manager

In order to achieve the quality objectives of the project, a Quality Committee (QC), was formed during the kick-off meeting, and is composed of 3 consortium members from EU (ARCA, P&B, UCY) and 3 from Jordan (JUST, University of Mutah, AULE) and CRE.THI.DEV., who will also chair the QC as the Quality Manager (QM).

The duty of the QC is to monitor and evaluate the progress of the project and to ensure that all its activities are carried out properly according to European Standards and Guidelines for Quality Assurance and ensuring proper execution of the project to achieve its objective. The QC will design a proper evaluation process and be responsible for creating a set of indicators.

The QM will monitor the project at different points using different types of evaluation practices and tools, such as questionnaires, interview grids and check-lists, devised to assess on an ongoing basis project relevance, efficiency and impact, to measure progress throughout its life cycle, to determine if the project responds to main target groups' needs, to measure the level of satisfaction of beneficiaries of project activities, and to evaluate unexpected results and control all processes.

The monitoring and evaluation procedures will monitor the project execution through monitoring reports which will be edited every 6 months. An intermediate and a final report will be elaborated, showing the first impact on organizations, and beneficiaries involved.

3.6 Work Package Leader (WPL)

For each deliverable, one or more partners are defined as Work Package Leader/s (WPL) as more than one partner, depending on their role in the project, can be involved in the implementation of each WP and its subtasks.

Each Work Package Leader will be responsible for the detailed co-ordination and reporting of a specific WP. If needed, meetings of the partners involved in the WP will be organized and chaired by the Leader. For each deliverable, within the WP, the Leader will assign direct responsibility either to himself or to an associate individual. The work package Leader is, in the first instance, the person who will be contacted by the PC as part of the monitoring of progress towards completion of the deliverables and of the assigned WP.

At the end of each project period, each partner will report to the Leader of the WP he is involved in and for which he has performed tasks during the reporting period, on progress of the activities within the agreed work packages. The WP Leader will forward a consolidated progress report to the Coordinator. He/she will also prepare a report at the achievement of each milestone, describing the actual results obtained, and discussing it in relation to the project specific objective and a WP report at the completion of the WP.

4 Project WPs and subtasks

The basic result of the project activities are the establishment of four Centers for transfer of innovations (CTI) at the Jordanian universities (JUST, JO, MU, PSUT) and departments at non-academic organizations and institutions (ASRF, AULE). In order to obtain the main results the project shall utilize a series of steps that are depicted in a set of work packages. The work packages, along with a set of Subtasks that will be performed, are as follows:

WP1: Analysis of training needs

- 1.1 Review local market needs for qualified people in the field of innovation and entrepreneurship
- 1.2 Identify training needs for officers of CTIs
- 1.3 Prepare a report that serves as the road map for the implementation of the project

WP2: Training of trainers for participation at CTIs

- 2.1 Development of Long-Term Capacity Building Plan
- 2.2 Selection of Training Staff
- 2.3 Consultations with the Jordanian co-beneficiaries
- 2.4 Training of trainers for participation at CTIs

WP3: Establishment and equipment of the CTIs

- 3.1 Establishment of center offices and departments
- 3.2 Hardware equipment at the Centers
- 3.3 Installation and adjustment of software

WP4: Activity of the Centers and departments

- 4.1 Creation of web-site and support its functioning
- 4.2 Creation of database of CTIs and support function
- 4.3 Training activity
- 4.4 Consulting activity

WP5: Project assurance and efficiency (Quality Plan)

- 5.1 Establish the Quality committee
- 5.2 Develop a monitoring, evaluation, and quality plan
- 5.3 Write progress reports that elaborate the progress of the project and address it to the project coordinator
- 5.4 Hire External Monitor

WP6: Dissemination, exploitation of results, and sustainability

- 6.1. Developing a dissemination and exploitation plan
- 6.2. Elaboration of project image and dissemination materials
- 6.3. Organizing workshops and info-days
- 6.4. Organizing an Electronic Town Meeting
- 6.5. Organizing Local Final Conference
- 6.6. Developing a sustainability plan

WP7: Management and Operational Structures

- 7.1. Organizing the Kick-off Meeting and other consortium meeting
- 7.2. Establishment of management and operational structures
- 7.3. Establishment of Training and Technical Group (TTG)
- 7.4. Hiring External Auditors
- 7.5. Reports
- 7.6. Hiring External Auditors
- 7.7. Financial and Administrative Management

7.8 Reports

7.9. Consortium meetings

5 Project Quality Assurance

5.1 *Quality of the project processes*

The quality of the project processes will be done through self-evaluation of the consortium by the project partners themselves, using the Project Quality Assessment Form QF-PQA. For the evaluation of the project as a whole, a set of indicators have been established, which can be measured on a scale from 1 to 5, where 5 is very positive and 1 is very negative. The indicators are generally relevant to the quality of the project management, coordination, structure, support mechanisms, content, and resources.

The evaluation is primarily done by each partner, who must answer each question with an assessment of the performance of the consortium. The QM will collect all the answers from the partners and integrate them into a report, using the technique and the approval limit described in 5.2.1.3, which will reflect the views of the consortium on its progress. In case the QM, upon processing the results finds that one or more are below the expected performance, notifies the PC in order to set forth problem-solving procedures.

The evaluation will be performed at the end of year one, two and three, during the lifecycle of the project.

5.2 *Quality of deliverables*

The deliverables of INVENT project consist of the results of the 7 Work packages, as described in the work plan of the project and included in par. 4 of this document. Each WP may contain one or more subtasks.

In order to assure a high level of quality regarding the results of the project, each deliverable is evaluated for its completion in due time as well as for its completeness, clarity and comprehensiveness.

Regarding the on-time completion and the monitoring of the WPs, the PC uses the QF-WPM: Work packages monitoring form.

5.2.1 *Quality evaluation*

Depending on the nature of the activity implemented, for each WP and its subtask(s), the evaluation can be of two kinds: a. Internal or b. external. "Internal" means that responsible for the review of the document are specific or all the members of the consortium, while "external" means that the persons other than the partners of the project (e.g. the public, participants, trainees, beneficiaries etc) evaluate the result. The evaluation is made with the aid of specific documents that are included as annexes to this manual. Some WPs may include inherent evaluation tools, that are used for the evaluation instead of the specific documents included in the Quality Plan Manual.

Besides this evaluation, each WPL takes also into consideration the indicators and respective objectives that are described in the Logical Framework Matrix (LFM) as well as the qualitative and quantitative indicators listed in the chapter “Overview of short and long term impact indicators” of the approved proposal. The result of this evaluation that is made by the WPL is included in the deliverable report.

In case the deliverable/WP result is not considered as accepted, necessary corrective actions are initiated by the WPL according to the results of the evaluation.

5.2.1.1 Internal evaluation

Many of the deliverables of INVENT, like the survey for the identification of training needs or the preparatory phases for the development of the training courses etc, are addressed to the partners of the consortium.

These deliverables of the WPs and subtasks undergo an internal evaluation. The specifics of the internal evaluation, as regards to the tools/forms used, the reviewer, the date of review, indicator(s) etc, are described in the QF-WPM spreadsheet.

When a deliverable is finished, the WPL sends the “draft version” of the relevant document to the Project Coordinator (PC) for an initial, more formal evaluation. The PC examines the deliverable for its compliance with the QF-DTM reporting template and the general objectives of the project. After the document is approved by the PC it is sent by the WPL to the reviewer(s) who check it for its completeness, clarity and comprehensiveness. The evaluation, depending on the nature of the deliverable is made primarily with the use of QF-DES document or other means as minutes of the meetings, contracts, lists of equipment, proof of purchase etc (as described at the QF-WPM spreadsheet). When the QF-DES document is used, it is filled in and sent by the reviewer(s) to the WPL, who is then responsible for amending the document according to the review results, if needed. The time for this amendment is agreed between the WPL and the PC.

Once the document is amended (if needed) its revised version is sent by the WPL to all members of the consortium. This procedure can last two weeks maximum and the WPL is responsible for any changes or additions to the document.

In case the WPL considers the suggested improvements (by the reviewer(s)) as not relevant he has to present his reasons to the respective evaluator and ask for his agreement.

The document that is finally approved takes the status of “final version/version 1” and is included by the PC in the formal progress report/s of the project.

5.2.1.2 External evaluation

INVENT project includes several deliverables that are addressed to people out of the core of the consortium. These deliverables of the WPs and subtasks undergo an external evaluation. The specifics of the external evaluation, as regards to the tools used, the reviewer, the dates of review, the indicator(s) etc, are described in the QF-WPM spreadsheet.

The evaluators of these activities are: staff of the CTIs that will be trained, teaching staff, staff of the CTIs that will participate in the consultation activities, users of the project website and the developed database and different stakeholders that will attend the training and dissemination activities. In general the evaluation is done by beneficiaries of the activities,

which are asked to evaluate them by answering specific questions using the forms which are attached as annexes to this quality manual (i.e. QF-TES, QF-CCE, QF-EES, QF-EEC, QF-STE, and QF-DWQ).

5.2.1.3 Elaboration of the questionnaires

The questionnaires consist mostly of questions that can be answered with the aid of:

- a) a five points rating scale where 1 is poor and 5 is very good and
- b) a 4 points rating scale (1 strongly disagree, 2 disagree, 3 agree, 4 strongly agree)

The elaboration of the answers to the questionnaires is made by the WP/subtask leader and circulated to the members of the consortium.

The formula for the evaluation of results rated with the five point scale is the following

$$[(1a + 2b + 3c + 4d + 5e)/5 (a+b+c+d+e)] \%$$

Where:

a, b, c, d, and e are the numbers of questionnaires that rated the activity with 1, 2, 3, 4 and 5 respectively.

The activity is considered successful if the percentage of satisfaction is more than 75%. In case the percentage of satisfaction is less than 75%, the WPL proposes proper corrective actions (repetition of activity, distribution of more training or informative material, improvements of the database and the website etc.) which should be agreed with the PC.

Regarding questions that are rated with a 4 points rating scale, the threshold for a successful evaluation is 70% of answers with score ≥ 3 . Scores less than this will require corrective actions as above.

6 General Quality Issues

6.1 Document Control

This section describes the control system for preparing, reviewing, approving, distributing, revising and updating documents that are required for the Quality Plan of INVENT project. These documents include but are not limited to the following:

1. Quality Plan Manual
2. Quality forms (as annexed to the Quality Plan Manual) (QF-DES, QF-TES etc)
3. Minutes of the meetings
4. Reports on deliverables of WPs
5. Progress reports
6. External documents like the Erasmus plus program guide or other instructions by the National Agency of Jordan or the European Commission, the partnership agreements (PA) between the PC and the partners etc.

The Quality Manager with the contribution of the Quality Committee is responsible for drafting and issuing the Quality Plan Manual and the Quality forms annexed to it. The partners who are responsible for the review of the above documents are mentioned in the QF-WPM.

All the internal documents (except quality forms) are drafted using the QF-DTM (document template). Draft versions are numbered with 0.1, 0.2 ... in order to be distinguished from the released versions which are numbered with 1, 2 Quality forms are drafted using the QF-QFT (Quality form template).

6.1.1 Revision of documents

Responsible for the revision of the different documents are the respective WPLs who are also responsible for distributing to all partners the last approved version of each document.

The last approved version (controlled copy) of INVENT documents is also uploaded to the web-based collaboration platform (dropbox) by the WPL who is also responsible for its substitution in case of revision (new version).

External documents that are not available on the web-based platform shall be properly collected and maintained by the MT (Management team).

6.1.2 Abbreviation System for the naming of documents

The abbreviation system for the naming of Quality Plan documentation is as follows :

1. Quality Plan Manual: QPM
2. Quality Form : QF-three initial capital letters of the form (e.g. QF-DES)

All the documents of INVENT are elaborated in MS Word™ format (or equivalent) for documents, MS Excel™ format (or equivalent) for spreadsheets and MS Power Point™ (or equivalent) format for presentations.

6.1.3 Documents for public use

Documents or other material that is addressed to the public (informative material, brochures, leaflets, posters, presentations, DVDs etc) must bear:

- The logo of INVENT project
- The logo of the Jordanian National Agency
- The logo of ERASMUS PLUS
- The title and reference number of the project
- The following disclaimer:

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The same logos and disclaimer shall be also mentioned in the web-site of the project.

6.1.4 Master List of Quality Plan Forms

The templates of the Quality forms that are described in the following table are annexed to this Quality Plan Manual.

Abbreviation	Full name of document	
QPM	Quality Plan Manual	-
QF-DTM	Document template	Annex I
QF-QFT	Quality Form Template	Annex II
QF-WPM	Work packages monitoring	Annex III
QF-PQA	Project Quality Assessment	Annex IV
QF-TES	Training evaluation sheet	Annex V
QF-CCE	CTI's consultation evaluation sheet	Annex VI
QF-EES	Event evaluation Sheet	Annex VII
QF-EEC	Evaluation Sheet for the Establishment of CTIs	Annex VIII
QF-DES	Deliverable evaluation sheet	Annex IX
QF-STE	Staff evaluation of host organizations	Annex X
QF-DWQ	Database and website questionnaire	Annex XI

6.2 Communication

Communication between the members of the consortium, between the PC and the National Agency and between the PC and the European Commission is very crucial for the successful implementation of INVENT project.

Day by day communication is conducted by e-mail, telephone conversations and skype meetings when deemed necessary. For the avoidance of any confusion, special attention is paid to the clear drafting of the subject of the e-mail.

In general, all information relevant to the project is sent to the PC, who then forwards it to the partners involved in the specific action(s).

Direct partner/partner communications flows will be set up in those cases where an increase in efficiency can be achieved.

Dropbox, a web based collaboration platform is implemented by the coordinator for the project. This Internet site is secured, and enables the consortium to have a very efficient diffusion of the information connected to the release of minutes, deliverables, reports and exchanges between partners.

External communication with the National Agency for ERASMUS+ and with the European Commission is the responsibility of the PC. This communication takes place mainly by e-mail, telephone conversations and face-to-face discussions when it is needed.

7 Reporting

Each WPL is responsible for reporting the progress of the specific WP every six months and at the end of the WP by sending the report to the PC. The progress of the WP is also presented during the every-six-months meetings of the consortium. The same stands for the mid-term and final reporting.

The Project Coordinator will consolidate and distribute to the consortium the progress reports as well as the detailed mid-term and final reports that will also be sent to the European Commission.

Reports will be drafted using the document template (QF-DTM) and will be distributed for review to all partners of the consortium according to 5.a (Document control).

The PC will be responsible for the approval of WPs progress reports and the StC will be responsible for the approval of six months, mid-term and final reports.

8 Annexes

Annex I: QF-DTM-Document template

Annex II: QF-QFT-Quality Form Template

Annex III: QF-WPM-Work packages monitoring

Annex IV: QF-PQA-Project Quality Assessment

Annex V: QF-TES-Training evaluation sheet

Annex VI: QF-CCE-CTI's consultation evaluation sheet

Annex VII: QF-EES-Event evaluation Sheet

Annex VIII: QF-EEC-Evaluation Sheet for the Establishment of CTIs

Annex IX: QF-DES-Deliverable evaluation sheet

Annex X: QF-STE-Staff evaluation of host organizations

Annex XI: QF-DWQ-Database and website questionnaire