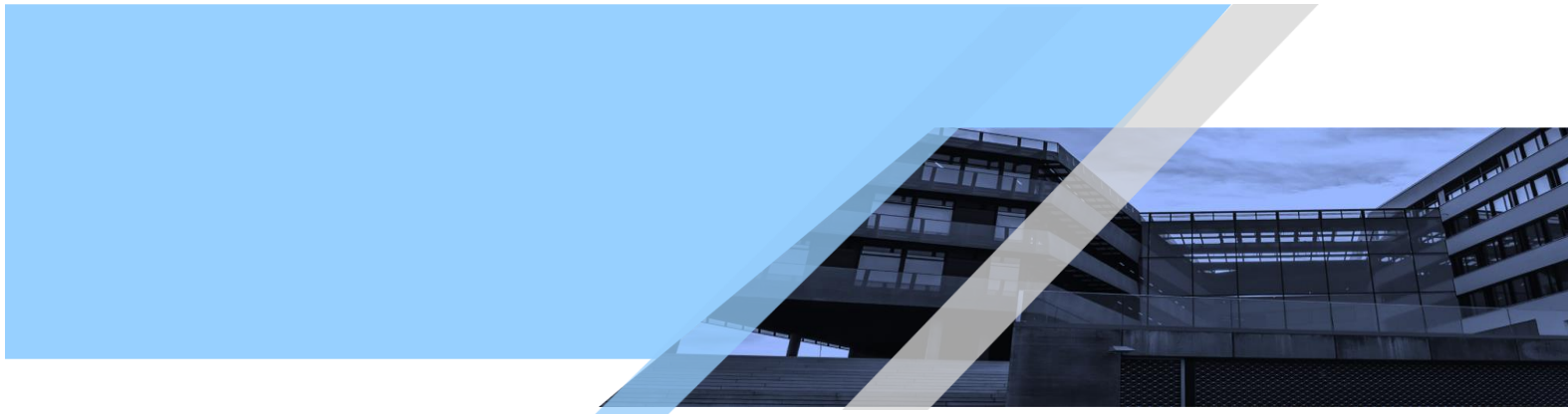




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Quality Plan

Authors: Margherita Pero, Federica Ciccullo, Martina Sani

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1. Overview of quality plan

1.1. Quality management aim

Quality Management in this project assures the quality of the project outputs and project deliverables, and the quality of the management of the project itself.

1.2. Purpose of this document

The purpose of this document is to describe how we will effectively manage project quality, by describing quality assurance objectives and methodology, quality assessment methodology, quality control (organization, role and responsibilities, quality control activities and quality documentation management), as well as the role of external quality audit.

The intended audience is the project team and any actor whose support is needed to carry out the plan.

1.3. Reviews and approval

The Quality Plan is approved by the Project Manager. This Quality Plan is to be continually reviewed, and any changes to the plan will be discussed with Project Manager. The quality of MILETUS project will be monitored and assessed during the project, in order to anticipate potential problems and put in place corrective actions to allow the final achieving of project goals.

1.4. Definitions

In this table, the definition of the main term used in this document is provided.

Term	Description
Quality Management	Quality management includes all the activities that organizations use to direct, control, and coordinate quality. These activities include formulating a quality policy and setting quality objectives. They also include quality assurance, quality assessment, quality control and quality improvement. (ISO9000)
Quality Assurance	A part of quality management focused on providing confidence that quality requirements will be fulfilled: broadly speaking it refers to the plan for maintaining quality in all aspects of the project
Quality Assessment	Quality assessment is how quality will be measured and analyzed, to be compliant with quality assurance approach
Quality Control	Quality control refers to the schedule and tools used for quality assessment
Quality Performance	It refers to the quality Key Performance Indicators that are measured
Tools for quality assessment	It refers to the tools used to measure the quality KPIs
Trello	Trello is visual collaboration online tool, used to share project outputs and information.



2. Quality assurance

2.1. Quality assurance objectives

The quality of the project will be assessed along three different, but interconnected, areas, in line with what is described in the detailed description of the project: (i) the project as a whole, and (ii) the project deliverables and (iii) the project outputs.

The objective of quality assessment along the three areas depends on the three areas and is described in the following:

- (i) The quality of the project as a whole encompasses the evaluation of the compliance to the project plan. This means evaluating the respect of the map of activities, roles and responsibilities for each task, as well as timelines and budget, defined in the description of the work.
- (ii) The quality of project deliverables encompasses the evaluation of how well they show that the project specific objectives are met.
- (iii) The quality of the specific outputs encompasses the evaluation of the quality of the project outputs by assessing the satisfaction of recipients of the project outputs and the impact of project activities. In particular, in line with the description of the project, the following outputs will be evaluated: Training sessions (5.5.1/5.5.2), Two runs of virtual mobility (5.2.1/5.2.2), Mobility of PhD students (5.3.2), PhD students mobility run output, Online courses (5.4.1/5.4.2), Employability events (5.6.1) and IT infrastructure (5.6.2).

2.2. Quality assurance approach

To reach the aim of quality assurance, an approach is defined in agreement with project partners to ensure that all personnel in the project "does the right things, right, the first time". The quality assurance approach guides the definition of quality assessment and quality control. Having a shared approach and methodology helps avoiding misunderstandings of what to produce and how, resulting in productivity losses, quality losses and schedule delays.

The quality assurance approach is based on the following main pillars:

- **TIMELINESS:**
 - Timely evaluation of project management
 - Timely evaluation of quality-impacting outputs
- **FOCUS ON QUALITY**
 - Reviews of all quality-impacting documents
- **QUALI-QUANTITATIVE MEASUREMENT APPROACH**
 - Using the well-defined and anchored quality procedures for the evaluation of project management, project outputs and project deliverables
 - Using both qualitative and quantitative approach for quality assessment
 - Rely for quality assessment on the opinion of the recipients of the project actions



3. Quality assessment methodology

To measure project quality along the three dimensions described above, a set of performance measures have been defined. Indicators have been defined in line with quality assurance objectives and approach. Therefore, different indicators are used for each area of quality assurance, then both qualitative and quantitative indicators have been chosen.

In particular, the following indicators have been selected for each quality assurance objective:

- The quality of the project as a whole is assessed with the following performance:
 - o “compliance to project plan”: this means based on the comparison between actual state of progress of the project and planned project progress. The respect of timing and budget is the objective of this measure.
 - o “quality of the overall implementation of each Work Package (WP)”: this is a qualitative measures based on project participants’ perception on project management of each WP. Each aspect the of quality of the overall implementation of each Work Package, i.e. management, schedules, distribution of work and resources assigned, is assessed with a different measure.
- The quality of project deliverables is assessed with the following performance:
 - o “quality of project deliverables” is measured with a structured qualitative analysis of the comparison between the deliverable’s content and what it is stated in the project description of work
- The quality of the specific outputs is measured against the following indicators:
 - o Recipients satisfaction: the satisfaction of the target recipients of project actions will be measured. For instance, in line with what it is done for quality evaluation of teaching in higher education, the quality of the training sessions for teaching and administrative staff are measured against the satisfaction of trained personnel
 - o Impact on target population: quantitative measures of the number of people reached or impacted by the project actions. For instance, for Facebook page the number of likes can be counted.

The following table summarizes the performance measures used for each item in each quality area:



Quality assurance objectives	Level of detail	Quality Performance Indicators				
		compliance to project plan	quality of the overall implementation of each Work Package (WP)	quality of project deliverables	Recipients satisfaction	Impact on target population
Quality of project as a whole	Project as a whole	X	X			
	Each WP within the project		X			
Quality of project deliverables	Each deliverable			X		
Quality of the specific outputs	Training sessions (5.5.1/5.5.2)				X	X
	Two runs of virtual mobility (5.2.1/5.2.2),				X	X
	Mobility of PhD students (5.3.2)				X	X
	PhD students mobility run output				X	X
	Online courses (5.4.1/5.4.2),				X	X
	Employability events (5.6.1)				X	X
	IT infrastructure (5.6.2)					X

4. Quality control

To measure the quality assessment metrics defined above a structured quality control system has been agreed among partners.

The quality control system encompasses a set of quality tools, the assignment of roles and responsibilities for quality assurance, quality control activities and the definition of rules for quality documentation delivery and management.

4.1. Quality tools

All along project life, the following quality tools will be used:

- Project Audit and Project review: A Project Audit / a Project Review aims to verify if the project is being managed properly according to the organization's standards and guidelines, and that the project plan is being followed. The main purpose of the Project Audit is to identify any project management errors that may have occurred during the execution of the project.
- Quality report: Report that contains the quality assessment of either project outcome, or project deliverable or project management. These reports are published on Trello and contains both quantitative evidences (e.g. statistics summarising the results of the assessment performed through questionnaires) as well as
- Questionnaires: Document with a list of questions to be distributed among the recipients or the project partners to assess quality. Results are then gathered and analysed, to be included into the reports
- Metrics: Data gathered e.g. from project website, and then analysed to be then included into the reports

The following table shows which tool is used to measure each performance measure defined in quality assessment.

Tools for quality assessment	Performance measure				
	compliance to project plan	quality of the overall implementation of each Work Package (WP)	quality of project deliverables	Recipients satisfaction	Impact on target population
Project Audit / Project Review	X	X	X		
Quality report	X	X	X	X	X
Questionnaire		X		X	X
Metrics					X



5. Roles and responsibilities

In the framework of the quality control, specific roles and responsibilities are assigned.

5.1. Project Manager

The Project Manager (in MILETUS the role is played by TUHH) is accountable for Quality Management in the project and approves the Quality Plan.

5.2. Quality Manager

The role of Quality Manager (in MILETUS the role is played by POLIMI) reports to the Project Manager. The Quality Manager coordinates the work to be done in terms of quality of the specific outputs, while the activities will be done with the support of all the partners as stated in the description of work. Quality Manager interacts and coordinate with External Institution for external quality control. Moreover, the role includes responsibility for:

- With the support of project manager, devise and establish the project's quality plan, in terms of quality assurance, quality assessment and quality control.
- Compile, assess and set standards for quality.
- Establish and maintain control and documentation procedures.
- Monitor performance by gathering relevant data and produce quality reports.
- Make suggestions for changes and improvements and how to implement them.
- Manage reported deviations from the Quality Plan, either by ensuring that the Quality Plan is followed, or through a Change Request adapting the Quality Plan to better reflect the reality of the project.

5.3. Work Package Leaders

The Work Package Leaders participate in the work together with the Quality Manager to ensure proper quality assessment of WPs and deliverables, and to report deviations and needs for changes to the Quality Manager.

5.4. Project Member

Although the Quality Manager is responsible for Quality Management in the project, all project members are responsible to follow the Quality Plan and report directly to Work Package Leader or the Quality Manager when one considers that the quality plan deviates from reality, or that it is not followed.

5.5. External institution for external quality control

In line with what stated in the description of work, an external institution is appointed for performing the external quality control.

In particular, the following methodology is applied.

5.5.1. Methodology of the external evaluation

The external evaluations will be made to make sure that the project is carried out according to plan and to provide advice to improve the quality of the project realization. The overall evaluation will be done in accordance with the LOGICAL FRAMEWORK MATRIX of the project.

The external evaluator will carry out the following three main activities:

1. Mid-term and final virtual evaluation: An evaluation of the project's aims and results is going to be undertaken as part of the Steering Committee project meeting in 2018 and the pre-final SC project meeting. These sessions have the aim to present and discuss the state of each work-package. They



enabled the project partners to explore the extent to which they had achieved the original aims and goals, how activities had been implemented, identification of Good Practice, the wider value generated by their activities and lessons learned. The external evaluator will take part as auditor, via Skype or other online devices.

2. Individual survey on each WP: An online survey questionnaire has been developed (see <https://goo.gl/forms/PTidcnLNFsmP36Ep2>) and it will be distributed to all partners every six months (the first round of data collection has started in June 2018). Partners will be asked to fill this in individually and return it to the external evaluator. The survey instrument has the aim to understand the overall implementation of each WP and to identify possible problems related to the project realization. This data will be used by the external evaluator to identify possible problems and to suggest possible corrective actions to the consortium related to the project implementation.

3. Offline evaluation activities: for each WP, the external evaluator will spend time studying the written project outputs and reports including the project proposal, interim report, deliverables, internal evaluation reports and internal quality control reports. The main scope of this activity is to evaluate the efficiency (are the activities in work-packages done on time in line with the proposed project Working Plan) and the effectiveness (how well are project specific objectives met) of the project.

As results of the previous activities performed, two external quality evaluation reports will be delivered by the external quality evaluator at the middle and six months before the end of the project funded period. The external quality evaluation reports will include the results of the above mentioned three activities and will focus on providing information on the overall status of the project and recommendations to the consortium for improvement of efficiency and effectiveness of the project implementation.

The external evaluator is going to virtually present and discuss the evaluations done to the coordination team and the whole consortium.



6. Quality Control Activities

Quality tools are used within quality control activities.

6.1. Project Audit

Project Audit will be conducted in order to discover any deviations from and/or risks related to time, schedule and scope, which can threaten the project and/or the outcome of the project. The Audit is performed mainly by External Institution

Planned: At the middle and six months before the end of the project

Participants: Project Manager, Quality Manager, Work Package Leaders and External Institution

Result: Quality of project as a whole and recommended actions

Documentation: Project Audit Report (external quality evaluation reports)

6.2. Project Review

Project Review will be conducted in order to discover any deviations from and/or risks related to time, schedule, scope, and budget which can threaten the project and/or the outcome of the project. The Review is performed mainly by Project Manager

Planned: At each Steering Committee Meeting

Participants: Project Manager, Quality Manager and Work Package Leaders and External Institution as an auditor

Result: Recommended actions

Documentation: Project Review Report

6.3. Quality Check

Quality Checks will be conducted in order to measure the quality of the outputs and quality of the specific outputs. The activity encompasses the definition of the questionnaire and the metric to be applied, the gathering of the data and the analysis of the results

Planned: In line with the description of work of WP5

Participants: Project Manager, Quality Manager and Project participants

Result: Recommended actions

Documentation: Quality Report

6.4. Review

A Review may be called for by anyone in the project in order to verify that a process or activity is sufficient for its purpose and is applied and followed.

Participants: Quality Manager and Work Package Leader

Result: Recommended actions

Documentation: Review Report

6.5. Quality Documentation delivery and management

The Quality Manager defines the guidelines for quality documentations.

The Quality Manager, supported by the Project Manager, defines for each quality control activity the type of Quality documentations to use. In case of quantitative measures, the Quality Manager, supported by the Project Manager, prepare the questionnaire or document to use to gather the data to elaborate the quality indicators. Then the quality documentation is shared on Trello, so to be used by Work Package Leaders or Project Participants to collect the needed data.

As for external institution, the external institution shares the template for quality documentation with the Quality Manager, to agree also with Project Partners on the template and formats.



Quality reports are developed by the Quality Manager or the Project Manager or the External Institution and shared on Trello, so that recommended actions are also shared with Project Participants.