



Innovative Governance Practices in the
Higher Education Institutions in Iraq

Quality Plan

WP-6.2 - Definition of the Quality Plan

Leader: Al-Furat Al-Aswat Technical University

Co-leader: Évora University

On behalf of:

European Commission, Erasmus+, KA2 – Capacity building in the Field of
Higher Education



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

Website: www.projectinspire.eu/

The INSPIRE project has been funded by the support from the European Union. This document reflects the view only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Document elaborated in September and October 2020
Approved by Internal Quality Committee in November 2020

About the project:

The project aims at reinforcing institutional capacity of HEIs in strategical planning, as a prerequisite for them to compete in a global setting. Moreover, the project aims to enhance the relevance and quality of the higher education system through the revitalization of academic life and scientific research. In this respect, European partners could provide methodological techniques and best practices to support the development on HEIs strategical plan. Acknowledging the specifics of the local context, the European partners' support will help the Iraqi institutions to define their own priorities.

The project is consistent with EU strategy in supporting Iraq rebuilding of public institutions through capacity building. Indeed, efforts to strengthen and support the Iraqi academic institutions, particularly the universities and research centres – once among the best in the region – are also essential for the improvement of the governance of the country.

Unfortunately, Higher Education is one of the sectors that experienced serious destruction of infrastructure since 2003. The rehabilitation of the Iraqi higher education system, already damaged by almost two decades of under-investment and isolation, is hampered by insufficient infrastructure and limited capacity in terms of planning, policy, and management of higher education programmes. The gap between the educational opportunities offered by Iraqi universities and the requirements for sustainable economic development is widening.

The overarching goal of INSPIRE is to support, through the cooperation of European institutions, the rebuilding, modernisation, and internationalisation of the governance system of higher education institutions (HEIs) in Iraq with a specific focus on planning and programming systems. Due to the recent crisis and political economic situation, the current higher education system requires a strong intervention to face the weakness of the existing governance system. To institutionalize good governance practices in Iraqi HEIs, which also means enforcing institutional values such as autonomy, accountability, participation, and internationalization, as well as implementing well-structured management systems, will contribute to the development of Iraqi HIEs helping them to meet the international standards.

Document information:

Project title	INSPIRE – Innovative Governance Practices in the Higher Education Institution in Iraq			
Project number:	598790-EPP-1-2018-1-IT-EPPKA2-CBHE-SP			
Workpackage:	WP6 – task 6.2.			
Status:	Version 01 – Draft:	31.03.2021		
	Version 02 – Revision draft:	30.04.2021		
	Version 03 – Final draft :	31.05.2021		
	Version 04 – Internal Committee revision :	15.06.2021		
	Version 05 – Revision of the document:	16.06.2021		
Responsible authors	Dr. Ali Najah Al-Shamani	Al-Furat University	Al-Awsat	Technical
	Paulo Resende da Silva	University of Évora		
Contributors:	Version 01: Paulo Resende da Silva			
	Version 02: Ali Najah Al-Shamani and Hussein Jaaz			
	Version 03: Paulo, Ali-Najah and Hussein Jaaz			
	Version 04: All participants on meeting			
	Version 05: Paulo, Ali-Najah and Hussein Jaaz			

Quality Internal Committee¹:

Partner	Institution	Representative person
01	University of Siena	Ricardo Mussari
02	UNIMED	Eugenio Platania Marco Di Donato
03	University of Bologna	Filippo Sartor
04	University of Évora	Paulo Resende da Silva
05	Istanbul Aydin University	Celal Nazir Irem
06	Ministry of Higher Education and Science	Hussain Ali
07	University of Baghdad	Sudad Al-Shaikhli
08	Al-Furat Al-Awsat Technical University	Dr. Ali Najah Al-Shamani
09	Sumer University	Muatamed Abed Hajer
10	Al-Qassim Green University	Hayder Dibs
11	Basrah University for Oil and Gas	Wael Hasan
12	AL-Karkh University of Science	Sohaib Alkamal
13	Southern Technical University	Maher Al-Shamkhani
14	University of Basrah	Nazar Haddad
15	Wasit University	Husam Majeed Al-Zuwayny
16	University of Mosul	Mazin Hasan

¹ In November 2020.

1. INSPIRE Project

The INSPIRE project was *inspired* from Iraqi National Development Plan for the two last quadrennium (2010-2014 and 2013-2017). In that two plans some areas was developed to promote the development of the Higher Education System (HEI) in Iraqi.

After these two plans an emphasis on innovative governance practices is fundamental to support all change produced and to support the new challenges that Iraqi HEI are facing in futures.

Within this context, this project will focus in reinforce institutional capacity of Iraqi HEI in several dimension and topics, as: in dimensional issues on financing, internationalisation and participation of the stakeholders, and in following topics on governance model, strategic management, accountability practices, and in university management.

The **main finality** of this project is: “rebuilding, modernisation, and internationalisation of the governance system of higher education institutions (HEIs) in Iraq with a specific focus on planning and programming systems” (INSPIRE Project Proposal, p. 46).

To achieve this finality, the **main aim** of the project is to develop a *governance framework for Iraqi HEI*; so, the institutionalisation of good governance practices is critical and will be focus on the following general views/values: *autonomy, accountability, participation, internationalisation, and a management structured system*. Each of these areas can be measured in end of the project and in a future evaluation of the Iraqi HEI.

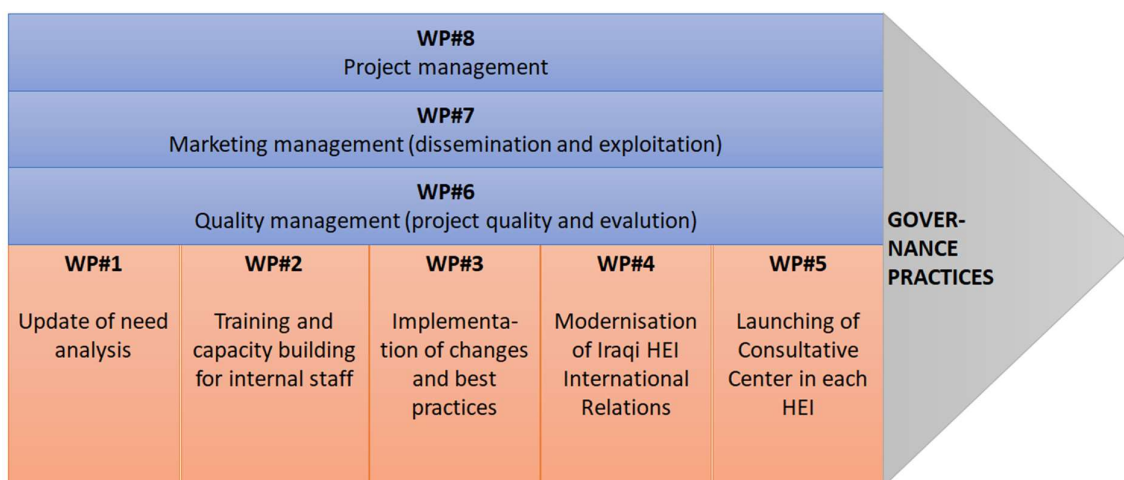
In final of the project we will seek to (INSPIRE Project Proposal, p. 46):

- Enhance good governance, management and accountability practices in the HEIs
 - Establish a clear governance framework, including well-defined and clear mission and goals through the definition and implementation of action plans
 - Strengthen the capacity of HEIs to develop their own specific strategies and to implement them effectively and efficiently by means of programming systems
 - Strengthen the international relations management within the HEIs
 - Improve the participation in strategic planning and development activities of non-university actors and non-state actors
- Like any governance dimension, all the above-mentioned objectives require a good a strategic orientation and capacity to be accomplished but, at the same time, they are also preconditions for an effective strategic planning.

2. Plan Activities

The leader of the INSPIRE Project is the University of Siena, and the coordinator is the Prof. Riccardo Mussari.

To achieve the finality, the aim, and the objectives, the project was organised in two areas, the operational areas and the support areas (using the terminology of value chain model presented by Michael Porter) - see figure.



Working package	Responsibles	Activities	Schedule
WP#1 - Update of need analysis	Leader: Unimed Co-leader: Baghdad University	T1.1. Preliminary desk research, collection of relevant data T1.2. Identification of stakeholders T1.3. Identification of existing governance frameworks and best practices T1.4. Design and preparation of a diagnostic tool T1.5. Conducting self-evaluation for a final assessment study	T 1.1 November 2020 T 1.2 May 2021 T 1.3 May 2021 T 1.4 January 2021 T 1.5 May 2021
WP#2 - Training and capacity building for internal staff	Leader: Évora University Co-leader: Basrah University	T2.1. Designing of training content and programme T2.2. Development of	T 2.1 June 2021 T 2.2 December 2021 T 2.3 September 2021 T 2.4 January 2022

		<p>training methodology and didactic material</p> <p>T2.3. Selection of training participants</p> <p>T.2.4. Implementation of online training for universities in Iraq</p> <p>T2.5. Preparation and organisation of 3 training study visits at EU universities</p> <p>T2.6. Organizing and conducting capacity building activities in Iraq</p> <p>T.2.7. Organisation of 10 ToT at local level</p>	<p>T 2.5 March 2022</p> <p>T 2.6 June 2022</p> <p>T 2.7 June 2022</p>
WP#3 - Implementation of changes and best practices	<p>Leader: Aydin Istanbul University</p> <p>Co-leader: Sumer University</p>	<p>T3.1. Development of a specific action plan for each HEI in Iraq</p> <p>T3.2. Piloting the Implementation of the action plans in each Iraq HEIs</p> <p>T3.3. Drawing up of a general guideline handbook for strategic planning and governance for HEIs</p> <p>T3.4. Assessing and refining the governance framework at each university</p>	<p>T 3.1 May 2021</p> <p>T 3.2 September 2021</p> <p>T 3.3 November 2021</p> <p>T 3.4 February 2023</p>
WP#4 - Modernisation of Iraqi HEI International Relations	<p>Leader: Bologna University</p> <p>Co-leader: Mosul University</p>	<p>T4.1. Tailor modelling of the WP according to WP1</p> <p>T4.2. Selecting of training participants</p> <p>T4.3. Organisation of the trainings at University of Bologna</p> <p>T4.4. Definition of a modern university international relation</p>	<p>T 4.1 June 2021</p> <p>T 4.2 December 2021</p> <p>T 4.3 May 2022~</p> <p>T 4.4 November 2022</p> <p>T 4.5 November 2022</p>

		strategic plan in each Iraqi partners T4.5. Organisation of a national workshop at national level	
WP#5 - Launching of Consultative Center in each HEI	Leader: MOHESR Co-leader: Al-Furat Al-Awsat University	T5.1. Definition of the strategy for the creation of a consultative centre in each university for a better coordination of university and non-university actors T5. 2. Organisation of a National Consultative workshop to define the creation of consultative centre (at the MOHESR) T5.3. Creation and launching of the consultative centre in each HEI	T 5.1 January 2022 T 5.2 March 2022 T 5.3 September 2022
WP#6 - Quality management (project quality and evaluation)	Leader: Al-Furat Al-Awsat University Co-leader: Évora University	T6.1. Definition of Quality Committee T6.2. Definition of the Quality Plan T.6.3. Internal evaluation: evaluation of the quality of each delivery for WP and suggested improvements T6.4. External evaluation: preparation of quality report (mid-term and final reports)	T 6.1 September 2020 T 6.2 March 2021 T 6.3 each 3 months after approved plan T 6.4 January 2022 and December 2022
WP#7 - Marketing management (dissemination and exploitation)	Leader: Baghdad University Co-leader: Unimed	T7.1. Design of the dissemination and exploitation strategy T7.2. Creation and management of the project website T7.3. Preparation of	T 7.1 February 2021 T 7.2 September 2020 T 7.3 January 2023 T 7.4 November 2022

		dissemination materials T.7.4. Deployment of dissemination and sustainability campaign T7.5. Organisation of the final conference	
WP#8 - Project management	Leader: Siena University	T8.1. Management of PM structure T8.2. Operational project management T8.3. Administrative project management T8.4. Interim financial report T8.5. Final financial report	T 8.1 January 2023 T 8.2 January 2023 T 8.3 January 2023 T 8.4 February 2021 T 8.5 January 2023

3. Quality Management Cycle

The quality process begins with the identification of the content that will be work and the results that we define to achieve, accordingly with the needs of the client. The client, in a project like this, is the project itself and the institution that funding the project, for one side, but also the expectation of the final recipient of the results of our work, the Iraqi universities (the governance bodies and the academic and administrative staff), for another side.

If we see the project proposal as the client, the quality cycle began with the definition of the final product that we need develop; so our product is “institutionalize good governance practices in Iraqi HEIs”², with a special emphasis on “autonomy, accountability, participation, and internationalization”³, for one side, and “implementing well-structured management systems”⁴, for another side.

To ensure this institutionalisation of the good governance, the project proposal specify five main goals⁵:

- “Enhance good governance, management and accountability practices in the HEIs;
- Establish a clear governance framework, including well-defined and clear mission and goals through the definition and implementation of action plans;
- Strengthen the ability of HEIs to develop their own specific strategies and to apply them effectively and efficiently by means of programming systems;
- Strengthen the international relations management within the HEIs;
- Improve the participation in strategic planning and development activities of non-university actors and non-state actors.”

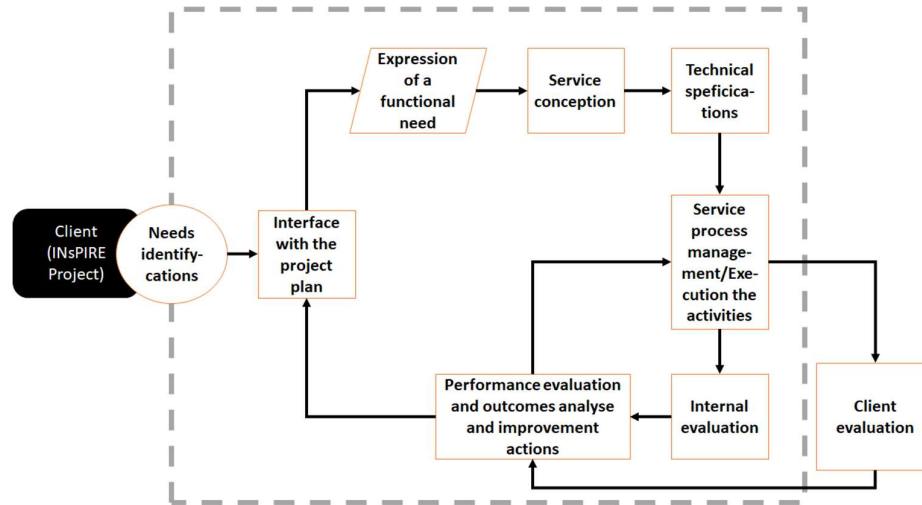
The quality cycle (see figure) begins with the identification of the needs, and in this quality plan is our proposal project, to define the best implementation solutions for each working package and the activities defined that answered to the aim and goals defined. For each type of activities we will need define a tool to analyse the implementation and evaluate the results during and after the implementation process of each activity. During the implementation of the activities we need develop actions to verify (quality control activities) the process execution and action to external evaluation (client satisfaction - all beneficiaries of the developed activities).

² See the project proposal, page 46.

³ See the project proposal, page 46.

⁴ See the project proposal, page 46.

⁵ See the project proposal, page 46.



(Adapted from Pires, 2016: 38)

As we can look the quality management cycle encompasses and connects all parts of the workflow process and every task to project outcomes, thereby achieving the goal of working packages and the activities defined consistently with the schedule of all project.

So, for all activities and main tasks we need use some tool to evaluate the results; if exist anything that is difficult define a measure and a tool to monitor and evaluate mean that, maybe, it was badly defined and we can't management that⁶.

For our Quality Plan fot this project we need respect the following steps:

- Establish commitment between all partners;
- Establish measurable metrics for each working package, activities and critical task;
- Communicate those metrics to partners and to responsible for the implementation of each activity to produce the desired results;
- Monitor performance over time;
- Continuous improvement policy when something isn't worked well or not achieve the desire results communicating and proposal solutions; and
- Communicate all results as a reward process, even small successes.

⁶ Peter Drucker said something like this: "if you can't measure, you can't managed".

4. QP-INSPIRE plan

The Quality Plan of this project will be organised in two levels with different measures and tools.

The monitoring and evaluation procedures is based in a purpose and focus on assurance process and in goals, indicators, and time achievements.

The aim of any evaluation is to support the project coordinator and the WP Leaders in enduring the highest quality of the outputs activities and results, as well improving the general performance of all project. It should support decision process during the project.

In terms of the project, this working package 6 have an internal process monitoring and evaluation model based on:

Process	Target	Investigating dimension	Tool
Project management	WP leaders, project partners and the staff involved in the project	Overall project progressing	<ul style="list-style-type: none"> • Evaluation sessions (during the meetings)
	WP leaders and project partners	Internal communication and related tools	<ul style="list-style-type: none"> • Informal communications tools (e.g. e-mail) • Unstructured interviews (or online forms)
Management and coordinator	WP leaders and project partners	Management and sharing of responsibilities	<ul style="list-style-type: none"> • Informal communication tools (e.g. e-mail) • Evaluation sessions (during the meetings)
Partnership and collaboration	WP leaders and project partners	Effectiveness of the collaboration work and the perception of partners in relation to the internal collaboration and communication	<ul style="list-style-type: none"> • Informal communication tools (e.g. e-mail) • Evaluation sessions (during the meetings)
Project meeting	WP leaders, project partners and the staff involved in the project	Management and organisation if the meetings	<ul style="list-style-type: none"> • Questionnaires • Informal communication tools (e.g. e-mail) • Evaluation sessions (during the meetings)

The external processes of the monitoring and evaluation of the project is based on:

Process	Target	Investigating dimension	Tool
Learning activities	Professionals and staff	<ul style="list-style-type: none"> • Perceived relevance • Perceived usefulness • Knowledge acquisition 	<ul style="list-style-type: none"> • Observation • Questionnaires • Reporting
Online activities	Professionals and staff	<ul style="list-style-type: none"> • Perceived relevance • Perceived usefulness • Knowledge acquisition 	<ul style="list-style-type: none"> • Observation • Questionnaires • Reporting
Events communications	Stakeholders	<ul style="list-style-type: none"> • Communication • Level of commitment • Active participation 	<ul style="list-style-type: none"> • Questionnaires at the end of the event • Reporting
Dissemination overall, all levels	Beneficiaries Stakeholders Online communities	<ul style="list-style-type: none"> • Level of dissemination at local and national • Players in dissemination • Participation in events • Communication • Interest 	<ul style="list-style-type: none"> • Website and social media analytics • Reporting tools • Questionnaires at the end of the event

The first level focus on achievement the schedule and the deadline accomplishments for all tasks and programmed work.

The second level focus on the outputs deliverables and the indicators defined in proposal project (see page 51-52)

First level - deadline accomplishments

Working package	Activities	Tasks	Accomplished	On time	
				Yes	No
WP#1 - Update of need analysis	T1.1. Preliminary desk research, collection of relevant data				
	T1.2. Identification of stakeholders				
	T1.3. Identification of existing governance frameworks and best practices				
	T1.4. Design and preparation of a diagnostic tool				
	T1.5. Conducting self-evaluation for a final assessment study				
Working package	Activities	Tasks	Accomplished	Yes	No
WP#2 - Training and capacity building for internal staff	T2.1. Designing of training content and programme				
	T2.2. Development of training methodology and didactic material				
	T2.3. Selection of training participants				
	T2.4. Implementation of online training for universities in Iraq				
	T2.5. Preparation and organisation of 3 training study visits at EU universities				
	T2.6. Organizing and conducting capacity building activities in Iraq				
	T2.7. Organisation of 10 ToT at				

	local level				
Working package	Activities	Tasks	Accomplished	On time	
				Yes	No
WP#3 - Implementation of changes and best practices	T3.1. Development of a specific action plan for each HEI in Iraq				
	T3.2. Piloting the Implementation of the action plans in each Iraq HEIs				
	T3.3. Drawing up of a general guideline handbook for strategic planning and governance for HEIs				
	T3.4. Assessing and refining the governance framework at each university				
Working package	Activities	Tasks	Accomplished	On time	
				Yes	No
WP#4 - Modernisation of Iraqi HEI International Relations	T4.1. Tailor modelling of the WP according to WP1				
	T4.2. Selecting of training participants				
	T4.3. Organisation of the trainings at University of Bologna				
	T4.4. Definition of a modern university international relation strategic plan in each Iraqi partners				
	T4.5. Organisation of a national workshop at national level				
Working package	Activities	Tasks	Accomplished	On time	
				Yes	No

WP#5 - Launching of Consultative Center in each HEI	T5.1. Definition of the strategy for the creation of a consultative centre in each university for a better coordination of university and non- university actors				
	T5. 2. Organisation of a National Consultative workshop to define the creation of consultative centre (at the MOHESR)				
	T5.3. Creation and launching of the consultative centre in each HEI				
Working package	Activities	Tasks	Accomplished	On time	
				Yes	No
WP#6 - Quality management (project quality and evaluation)	T6.1. Definition of Quality Committee				
	T6.2. Definition of the Quality Plan				
	T.6.3. Internal evaluation: evaluation of the quality of each delivery for WP and suggested improvements				
	T6.4. External evaluation: preparation of quality report (mid-term and final reports)				
Working package	Activities	Tasks	Accomplished	On time	
				Yes	No
WP#7 - Marketing management (dissemination and exploitation)	T7.1. Design of the dissemination and exploitation strategy				
	T7.2. Creation and management of the project website				
	T7.3. Preparation of dissemination materials				

	T.7.4. Deployment of dissemination and sustainability campaign				
	T7.5. Organisation of the final conference				
Working package	Activities	Tasks	Accomplished	On time	
				Yes	No
WP#8 - Project management	T8.1. Management of PM structure				
	T8.2. Operational project management				
	T8.3. Administrative project management				
	T8.4. Interim financial report				
	T8.5. Final financial report				

Second level - outputs/deliverables and indicators

Short term impact	Target group/potential beneficiaries	Quantitative indicators	Qualitative indicators	Means of verification
Improvement and strength of skills and knowledge on innovative governance practices and strategic planning topics	Top management and academic staff charged of definition of governance and strategic planning	Number of staff engaged in the virtual focus groups and the self-assessment	Skills and knowledge on innovative governance practices and strategic planning topics developed in a perspective of durable further improvement	<ul style="list-style-type: none"> •Enrolment records •Surveys •Participant list
Capacity building on innovative governance practices	Academic and administrative staff	Number of online trained staff <ul style="list-style-type: none"> • Number of staff trained by study visit in Europe (n. 33 Iraqi staff) • Number of capacity building visit in Iraq (n.84 Iraqi staff) • Number of staff trained by ToT • Number of staff trained on international relationship topic (n.22 Iraqi staff) • Development of specific action plans for each HEIs Improvement of skills for development of international relationship <ul style="list-style-type: none"> • Implementation of consultative body 	Increased comprehension and implementation skills towards governance key elements and development of action plans, international relationships and stakeholders' engagement	<ul style="list-style-type: none"> •Enrolment records •Surveys •Outcomes reports •Action's plan developed and approved by University
Improving of innovative governance practices for policy making and other external stakeholders	External stakeholders (Policy makers at national and local level, actors from economic and societal environment)	Number of stakeholders involved at the national and local level	Increased innovative practices in stakeholders' engagement.	<ul style="list-style-type: none"> •Enrolment records •Surveys •Reports

Dissemination of innovative practices towards good governance	Iraqi HEIs	Number of dissemination and propaganda activities per year including; conferences, seminars, workshops, brochures, flyers, etc.	Optimize the perception as well as the operating procedures of innovative governance practices for Iraqi HEIs.	<ul style="list-style-type: none"> • Individual reports for each activity • Surveys
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Long term impact	Target group/potential beneficiaries	Quantitative indicators	Qualitative indicators	Means of verification
Development of an ongoing process of self- improvement based on the skills and tools developed in the project	Top management/ academic staff involved in the development of strategic plans	Development of further strategic plans;	Innovative governance practices clearly established and institutionalized in the HEIs strategic process	<ul style="list-style-type: none"> • Outcomes reports • Approved in internal boards and in Ministry
Strengthening of innovative governance practices at the level of the overall institutions	Administrative and academic staff	Development of actions plans; Increase of relationships with international institution (>30%); Increase of stakeholders involved in governance arrangement (>30%);	Increased innovative practices at the level of each institutions	<ul style="list-style-type: none"> • Approved in internal boards • Number of new international partnerships compared with the medium of last 3 years • Number of new stakeholders involved compared with the medium of last 3 years
Development of good practices at the level of the whole society	Society in general	Number of relationship among universities and socio-economic actors (>30%);	Increased opportunity for university members and socio -economic actors	<ul style="list-style-type: none"> • Number of new relations compared with the medium of last 3 years
				<ul style="list-style-type: none"> •

5. Tools to measure and monitor the project

For the levels of the evaluation of the quality of the work done, subjective, qualitative and quantitative objectives. In each level we need define the tool that we will apply to measure and monitor all activities, the impacts and the results of all work developed.

The execution of each tool to measure need an action plan (that we will define in next chapter) and need be allocated appropriately to ensure the evaluation of the working packages and the activities defined for this project, with a special emphases on main goals and impacts that this project achieve.

In this context, we need find the best tool for each application/activities/tasks, to measure adequately accordingly the aims, objectives, impacts and desired results, that support an analysis to validate, improve and/or redefine, using a control and monitor system.

In appendix we can find the tools for each activity and each output, some of them need be defined soon.

Each working package need develop internal reports accordingly with there schedule plan and project plan defined by each leader and co-leader team.

6. Action plan to Quality Plan

Accordingly, with some literature we need take some attention to be successful because, if we define inappropriately all specific activities and tasks, for one side, and the tools, for another side, we can facing some difficulties by an inadequate design of the work, inadequate tools and inadequate quality process management. So, we need have a clear purpose, training in the use of the tools and define clearly the moment and the way of the application of the tools.

Each partners as a player role on this process of quality plan, as co-responsible for delivering planned outputs. However, to facilitate flow of information and ensure a constant check of project progressions and achievements, the following procedures are establish:

- a. Before starting date of a work package, the work package leader forwards a workplan to the project manager;
- b. The project manager checks the quality of the workplan for verifiability and feasibility, together with the project quality leader. A consolidated version of this work package plan will be made available to all project partners;
- c. The work package leader and the project manager monitor the on-going work against the work package plan and establish together issues and deviations from plan. Issues which concern only the work package are handled directly within the work package team. Long term actions and issues where the interdependence with other work packages are concerned or where the success of the project is affected, are dealt within the partnership. Short term corrective actions are taken by the work package leader in accordance with the project manager.

Each WP leader is responsible to monitor the progress of its own WP. The project Coordinator is responsible to monitor the overall progress of the project. In case of deviations from the original plans within a specific WP, corrective actions should be taken through a bottom-up approach and should primarily be adopted within the respective work package itself.

The main concern of corrective actions on a project management basis is the quality and timeliness of project deliverables. Deviations from plan of formal project output will be documented by the project manager. Based on each monitoring report the project manager will decide whether an issue can be settled within a work package or whether interdependencies with other work packages are concerned.

If only one WP is concerned, the work package leader will supply an updated work plan for the work package which will substitute the original plan. If the work of other work packages or the success of the whole project is endangered because of late or poor performance of a work package, the project manager will inform immediately the Steering Committee, that will elaborate an updated project plan.

i. Internal process evaluation

The QAC will produce a WP performance evaluation form (Annex 4) that will be distributed to the WP leaders of the project by WP 6 Leader whose aim is to measure the progress of the project activities. The evaluation questionnaire will be presented and validated at the first meeting of the Quality Committee. The results will be attached to the intermediate and final Evaluation and Quality reports which will be prepared by the Quality Committee.

The QAC will prepare an intermediary report of the project as well as a final report considering all the activities, results and achievements of the project. The committee will work closely with all WP leaders to gather all the necessary elements to judge the proper implementation of project objectives, listen to partners and ensure compliance with procedures and deadlines.

ii. Internal evaluation of the project

The partners are in charge to collect feedbacks during events and/or to administer questionnaires and/or interviews to beneficiaries and stakeholders at the end of the workshops/events and in any convenient moment during the project lifespan.

The Quality Committee is responsible for elaborating and analysing data collected, and to provide feedback to partners by making available results.

A. Main steps to monitoring and evaluation

What	Where	Who provides the output/data	To whom the output/data are sent	When
To develop the evaluation methodology and tools	-	QAC	Project partners	After six months
To review and validate evaluation tools according to feedback collected	-	QAC	Project partners	After six months / every time a new tool is developed
To evaluate the project meetings	Countries of the consortium	Project partners	WP leader (managing the process of collection)	After the meetings
To evaluate internal	-	Project partners	WP leader (managing the	Every six months

processes (project survey)			process of collection)	
To collect evaluation data during events	Countries of the consortium	Project partners	WP leader (managing the process of collection)	By 10 days after the events
To evaluate learning resources and learning activities	Countries of the consortium	Appointed partners	WP leader (managing the process of collection)	According to the resources development and training implementation
To collect evaluation data during online learning	The internet	Partners managing online learning	WP leader (managing the process of collection)	According to the learning pathway / every three months
To provide interim and final reports	-	QAP	Project partners Programme authority	Every year
To provide evaluation data dissemination activities	The internet	Project partners	WP leader (managing the process of collection)	Continuous
To monitor the project by means of LFM	-	WP leader (managing the process of collection)	Project partners	Continuous

B. Quality management activities in INSPIRE

The purpose for managing quality is to validate that the project deliverables are completed with an acceptable level of quality. Quality management assures the quality of the project deliverables and the quality of the processes used to manage and create the deliverables.

Quality activities will be applied both to processes and outputs, as for evaluation, having as objectives:

Objectives of the quality review	Quality measure	Quality activities
Processes	Process quality standards Beneficiaries and stakeholders expectations	Quality assurance
Deliverables/outputs	Deliverable/outputs quality standards	Quality control

C. The subjects of quality activities (what is under review)

PROCESSES (quality assurance):

Project Process	Process Quality Standards	Beneficiaries/ Stakeholders Expectation	Quality Assurance Activity	Frequency
Partners communication, respect of internal deadlines (see partners' survey evaluation)	- Partners rate satisfaction about communication items above average - Partners rate satisfaction about respect of deadlines above average	N/A	- Partners' questionnaire - Partners' survey	After meetings Each six months
Provision of project documents	Contributors and changes in the templates at the beginning of each document are listed	N/A	Peer review on documents	According to the document delivery
Dissemination of project concept	Agreement on the message All partners can provide evidence of dissemination	Information on project concept	Monitoring (see monitoring and evaluation)	According to dissemination plan
Events	Active participation of attendants promoted	Active participation Feedbacks taken into consideration	Feedback collection (questions included in tool for evaluation)	During the events
Internal Consortium Meetings	Active participation of attendants promoted Evaluation feedback provided by all partners	N/A	Participant observation by WP leader Partners' feedback collection	After the meetings
Project website	All partners collecting feedback in a sample of beneficiaries	Usability and meeting stakeholders interest in addressed topics	Checking analytics (number of visitors returning to the website), carried out alongside	During the project implementation, according to dissemination plan

evaluation
activities
Feedback
collection

D. REPORTING AND VALIDATION OF RESULTS

There will be two levels of reporting:

- a. The first level relates to the delivery of the evaluation reports as agreed among partners: the evaluation reports are themselves deliverables of the project;
- b. The second level refers to intermediate results coming from the evaluation of intermediate outputs and outcomes that contribute to the writing of the official evaluation and quality reports, but are not official deliverables (and are considered as confidential documents).

With regard to deliverables, these should be validated by the project partners, through a process of peer review, accepted by the WP leader and responsible for delivery, and reviewed by the external evaluator in the phase of quality control.

With regard to intermediate results from the evaluation exercises (e.g. quantitative data of participation to events, reports from piloting etc.), these will be accessible from the working space of the partners.

7. Bibliography

Pires, António Ramos. (2016). *Sistemas de Gestão da Qualidade - ambiente, segurança, responsabilidade social, indústria e services*. 2ª Edição. Lisboa: Edições Sílabo.

Annex

Annex 1 – Action assessment per working package

Working package:			
Schedule:			
Leader:			
Co-leader:			
Implemented activities:	Activity	Responsible	Results

Please reflect on the following points in relation to this working package period:	
1. Achievements?	
2. What has worked well?	
3. What has not worked well?	
4. What do you think it could have been done differently?	
5. Any other comment.	

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Annex 2 – Action assessment per activity

Working package:

Schedule:

Leader:

Co-leader:

Activity:

Responsible:

Action/Activity implemented – What activities of the project have been done in this activity:

Please reflect on the following points in relation to this working package period:

1. Achievements?

2. What has worked
well?

3. What has not worked
well?

4. What do you think it
could have been done
differently?

5. Any other comment.

Panning the project:

Please provide any recommendation forward action or activities planned.

(if yes, please detail)

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Annex 3 – Meetings

(applied in all meetings – general, per working package, per activity or per action)

A. MEETING ORGANISATION
Meeting:
Date:
Working package:
Participants:
1) Did you encounter any problems with the scheduling of the meeting? (if yes, please detail)
2) Did you encounter any problems with the planification of the meeting? (if yes, please detail)
3) Did you encounter any problems for the documentation distribution? (if yes, please detail)
4) Did you encounter any problems with the room/place of the meeting? (if yes, please detail)

B. MEETING PARTICIPANTS EVALUATION (VIRTUAL OR PAPER PROCESS)/NEED BE PREPARED BY THE MEETING ORGANISATION TEAM				
Meeting:				
Date:				
Working package:				
Participant name:				
Which university/organisation				
Role on the university:				
Do you participate in the meeting preparation? Yes or No				
In the following sentence/questions choose what you think which is the correct answer (choose with a cross (X)):	Yes	No	N/Applied	N/Opinion
Do you participate in the meeting preparation?				
Do you was responsible for any document discussed or analysed on the meeting?				
Did the meeting adhere to the agenda?				
Was there a clear and reasonable timetable in place to debate/analyse?				
Are you satisfied with the meeting contents?				
Do you think the goal of the meeting well ne met?				

Are you satisfied with the meeting outcomes?				
The venue convenient was adequate?				
Was the provision of the materials and resources suitable?				
The meeting room was appropriate?				
The technology support was appropriate?				
The different tasks requested during the meeting was clear and reasonable for the aims of the project?				
Did you enjoy the social events?				
Did you enjoy the catering service provided (lunch and breaks)?				
Was the communication with the meeting coordinator easy?				
What the communication with the partners easy?				
Any suggestion of further comments about any preview's topics or other issues/topics that you need fill or purpose? (if yes, please detail)				

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Annex 4 – Training sessions
(applied in all training sessions – workshops, learning process, ...)

(BE PREPARED BY PROFESSOR/TRAINER)

A. PLANNING TRAINING SESSIONS	
TRAINING SESSION:	
Date:	
Working package:	
CLIENTS/"STUDENTS":	
PURPOSE:	
AIMS:	
OUTCOMES:	
SKILLS AND ABILITIES:	
CONTENTS	
PEDAGOGICAL METHODS:	
ASSESSMENT METHODS:	
REQUIRED TOOLS AND MATERIALS:	
STRUCTURE OF THE ROOM AND REQUESTED TYPE OF ROOM/OR VIRTUAL STRUCTURE ROOM:	

(BE ANSWERED BY PROFESSOR/TRAINER AFTER THE SESSION)

B. GLOBAL ANALYSIS OF THE TRAINING SESSIONS				
TRAINING SESSION:				
Date:				
Working package:				
PURPOSE				
AIMS:				
OUTCOMES				
In the following sentence/questions choose what you think which is the correct answer (choose with a cross (X)):	Yes	No	N/Applied	N/Opinion
The selected room or virtual environment was adequate accordingly the training plan?				
The disposable equipment was adequate?				
All requested documents to be distributed was prepared by local or virtual support group?				
During the training exist any participants with an adequate behaviour?				

You achieve all results that was defined previously?				
Any additional comments about the training sessions? (if yes, please detail)				

(BE ANSWERED BY THE PARTICIPANTS)

C. GLOBAL ANALYSIS OF THE TRAINING SESSIONS				
TRAINING SESSION:				
Date:				
In the following sentence/questions choose what you think which is the correct answer (choose with a cross (X)):	Yes	No	N/Applied	N/Opinion
The selected room or virtual environment was adequate?				
The disposable equipment was adequate?				
All materials and documents were distributed in the adequate time?				
During the training sessions you feel comfortable with the contents?				
During the training sessions you feel comfortable with the communication process by the Trainer/Professor?				
You considerer adequate the duration of this training session?				
The hotel condition was satisfied?				
The catering was satisfied?				
The training correspondent to your expectation's?				
The documents and materials distributed are good?				
The sharing experiences during the training sessions was good?				
The content was focus on your need, accordingly with the purpose of your selection by your University?				
With this session you increase your knowledge and your expertise on the worked topic?				
Assess the learning process and materials distributed. In your opinion in a rate of 1 (very poor) to 5 (very good)	1 (very poor)	2 (poor)	3 (normal)	4 (good) 5 (very good)

good) how you evaluate each of the sentence/questions (choose with a cross (X)):					
Are the learning objectives clear?					
Is the content current, relevant and accurate?					
Is the content appropriate to the needs of the targeted group?					
Does the material present information in appealing ways?					
Does the material provide flexibility in its use?					
Does the material support individual, self-regulated learning?					
Does the material present appropriate formats (graphs, text, video, etc.)?					
Is the format appropriate to the content?					
Does the online material provide easy navigation? (not applicable for the offline materials)					
Any additional comments about the training sessions? (if yes, please detail)					
University:			Date:		
Role in the university (technical level; operational level; management level; top management level):					

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Annex 5 – Dissemination events

(all events organised by the project with external participations of the university partners)

Title of the events:					
Location:					
Date:					
Home institution:					
Please answer the following questions by rating on the available choices (add a cross (X) in the adequate choice to you):	Not at all	A little	Average	Yes	Very
Did the event meet your expectations?					
Do you think you have learnt anything during the event?					
Is the addressed topic relevant to your work/professional life?					
Please rate the quality of the following items (add a cross (X) in the adequate choice to you):	Very poor	Poor	Average	Good	Very good
Information provided before the event:					
Materials delivered during the event:					
Presentations and speeches:					
Facilitation and sharing:					
Please rate the quality of the following items with regards to present/future perceived usefulness in your professional life (or daily work) (add a cross (X) in the adequate choice to you):	I am not sure	Not useful	Somewhat useful	Quite useful	Very useful
The INsPIRE project overall:					
The discussion during the event:					
Sharing with colleagues, with other stakeholders, networking:					
Which was the best speaker per session and in all event?	Section 1	Section 2	...	Session n	All event
Speaker 1					
Speaker 2					
...					
...					
...					
Speaker n					
Is there anything you do want to add? Any additional comments, proposals, general comments, ... (if yes, please detail)					
If you want to be involved on keep informed about the progression of the project, you can leave your e-mail address here:					
Email -					

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Annex 6 – INSPIRE website
(informal collected – request to all visitors)

Concept	Dimension	Description	1 (very poor)	2 (poor)	3 (medium)	4 (good)	5 (very good)
Ease of use	Ease of understanding	Easy to read and understand.					
	Intuitive navigation	Ease to operate and navigate.					
Usefulness	Information quality	The information provided is accurate, current, and relevant.					
	Functional fit-to-task	Meets tasks needs and improve performance.					
	Trust	Secure communication (if any) and observance of information privacy					
Entertainment	Visual appeal	The aesthetic of the website.					
	Innovativeness	Creativity of the design.					
	Flow	Emotional effect using the website.					
Complementary relationship	Consistent image	The web graphics are consistent with the project corporate image.					
Suggestions and improvement							
Name:				Affiliation:			
Role:				Date:			

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