



BEEHIVE

The Quality Control Plan

Deliverable 7.1

Scope

- Identify which Quality Standards are relevant to the project's main objectives and determine how they can be satisfied
- Set quality targets and ensure that all produced actions and deliverables are in accordance with the set project specifications
- Determine which structures are responsible for various quality control activities and lay out a communication plan for all involved
- Transparency assurance throughout the Project

Why do we need it?

- ✓ 48 deliverables, including a variety of types of outputs, outcomes and activities
 - Events(promotional, training, pitching, etc
 - Teaching / Learning Material
 - Reports
 - Services / Products
 - Data
- ✓ 11 partner Institutions
- ✓ 3.879 workdays (foreseen)
- ✓ 7 countries involved
- ✓ 3 sub contracts (External Evaluator, Website development, External Financial Audits)

Contents

- ✓ Criteria for measuring the quality of different types of activities, outputs and outcomes based on the quantitative and qualitative indicators in the LFM.
- ✓ Control over milestone achievements
- ✓ Quality Assessment process and distribution of tasks among Partners
- ✓ Potential Quality Improvement Measures

Criteria for measuring the quality of different types of outputs and outcomes

Type of Output / Outcome	Indicators	Success Criteria	Feedback Tool Templates
Events	<ol style="list-style-type: none"> 1. Number of Participants 2. Feedback from Participants 	<ol style="list-style-type: none"> 1. The number is different for each kind of Event 2. Positive Feedback is needed from Participants (maybe a percentage should be fixed) 	<ul style="list-style-type: none"> - Event Agenda/Programme Form - Event Presentations Form - Attendance List form - Event Minutes form - Participants venue and traveling information form - Event Evaluation forms

Example

Output / Outcome Reference Number	Title	Type of Output	Indicators	Success Criteria	Assessment tools
4.1	BEEHIVE Staff Training	Event	<ol style="list-style-type: none"> 1. Number of staff members to be trained 2. Trainees level of satisfaction 	<ol style="list-style-type: none"> 1) At least 15 staff members to be trained, 3 per PC HEIs in the project 2) Level of trainees satisfaction: at least 60% 	<ul style="list-style-type: none"> - Event Agenda form -Attendance List form -Event Presentations Form - Event Minutes form - Evaluation of the organisation and of the content of the Event form

Criteria for measuring the quality of different types outputs and outcomes

Type of Output / Outcome	Indicators	Success Criteria	Feedback Tool Templates
Reports	<ol style="list-style-type: none"> Number of Pages Feedback from SC Feedback from target groups Feedback from Ext. Evaluator /experts 	<ol style="list-style-type: none"> The number is different for each kind of Reports SC Approval Positive feedback from target groups Positive feedback from the External Evaluator 	<ul style="list-style-type: none"> Reports Template SC meeting Minutes Form Peers and Stakeholders Evaluation form External Evaluator/experts Evaluation Form

Example

Output / Outcome Reference Number	Title	Type of Output	Indicators	Success Criteria	Assessment tools
2.5	Towards the Entrepreneurial University: National Report for the Philippines	Report	<ol style="list-style-type: none"> Number of pages Feedback from stakeholders and peers Feedback from the SC Feedback from the External Evaluator / experts 	<ol style="list-style-type: none"> At least 20 pages Positive Feedback by stakeholders and peers Positive feedback from the SC Positive feedback by the External Evaluator / experts 	<ul style="list-style-type: none"> Report template Peers and Stakeholders Evaluation form SC meeting minutes form External Evaluator /expert Evaluation Form

Criteria for measuring the quality of different types of outputs and outcomes

Type of Output / Outcome	Indicators	Success Criteria	Feedback Tool Templates
Teaching Material	<ol style="list-style-type: none"> 1. Number of pages 2. Feedback from SC 3. Feedback from Ext. Evaluator /experts 	<ol style="list-style-type: none"> 1. A minimum number pages 2. SC Approval 3. Positive feedback from the External Evaluator / experts 	<ul style="list-style-type: none"> - Reports Template - SC meeting Minutes Form - External Evaluator/experts Evaluation Form

Example

Output / Outcome Reference Number	Title	Type of Output	Indicators	Success Criteria	Assessment tools
3.3	MOOC Supporting Documentation	Teaching Material	<ol style="list-style-type: none"> 1. Number of pages 2. Feedback from SC 3. Feedback from Ext. Evaluator /experts 	<ol style="list-style-type: none"> 1. At least 10 pages 2. SC Approval 3. Positive feedback from the External Evaluator 	<ul style="list-style-type: none"> - Reports Template - SC meeting Minutes Form - External Evaluator/experts Evaluation Form

Criteria for measuring the quality of different types of outputs and outcomes

Type of Output / Outcome	Indicators	Success Criteria	Feedback Tool Templates
Learning Material	<ol style="list-style-type: none"> Duration of video including lectures, presentations and interviews Number of online mentoring, feedback and support sessions Feedback from SC Feedback from Ext. Evaluator /experts 	<ol style="list-style-type: none"> A minimum number of hours for AV material At least one per tutor / per week 	<ol style="list-style-type: none"> Internal Evaluation teaching Material Form PC Evaluators assessment tool External Evaluator assessment tool for Teaching Material

Outcome Reference Number	Title	Type of Output	Indicators	Success Criteria	Assessment tools
3.4	MOOC Core Components	Learning Material	<ol style="list-style-type: none"> Duration of video including lectures, presentations and interviews Number of online mentoring, feedback and support sessions Feedback from SC Feedback from Ext. Evaluator /experts 	<ol style="list-style-type: none"> Two hours video At least one per tutor / per week SC Approval Positive feedback from the External Evaluator / experts 	<ul style="list-style-type: none"> - Material Development Guidelines - SC meeting Minutes Form - External Evaluator/experts Evaluation Form

Criteria for measuring the quality of different types of outputs and outcomes

Type of Output / Outcome	Indicators	Success Criteria	Feedback Tool Templates
Product / services	Depending on the product / service there are a number of indicators that include: <ul style="list-style-type: none"> - Number of users - Number of pages - Number of publications - Number of start-ups - SC feedback Etc.	Depending on the product / service there are minimum numbers for the proposed indicators (e.g. minimum number of users, minimum number of publications per event, positive feedback etc.)	There are a number of feedback tools to be used, such as: <ol style="list-style-type: none"> 1. Evaluation of the submitted Business Start-up Plans Form (including qualitative and quantitative criteria e.g. feasibility criteria, innovation criteria etc) 2. SC meeting minutes form 3. External Evaluator Evaluation Form 4. E-mail recipients form 5. Media Publications Guidelines Etc.

Outcome Reference Number	Title	Type of Output	Indicators	Success Criteria	Assessment tools
4.3	BEEHIVE Accelerator Roadmaps	Service/Product	1. Number of Accelerator Roadmaps 2. Feedback from the SC 3. Feedback from the External Evaluator / expert	1. 5 Accelerator Roadmaps, 1 per PC HEI 2. Positive feedback from the SC 3. Positive feedback from the External Evaluator / expert	- SC meeting minutes - External Evaluator / expert Evaluation Form

Criteria for measuring the quality of different types of activities

Type of Activity	Indicator	Success Criteria	Feedback Tool Templates
WP1: Laying Dow BEEHIVE Foundations	<ol style="list-style-type: none"> 1. Number of staff workdays 2. Number of Staff mob. Flows 	<ol style="list-style-type: none"> 1. 174 workdays 2. 20 staff mob. Flows 	Staff timesheets Mobility Reports
WP2: Towards the Entrepreneurial University: National Benchmarking Reports	<ol style="list-style-type: none"> 1. Number of staff workdays 2. Number of Staff mob. Flows 	247 workdays 23 staff mob. Flows	Staff timesheets Mobility Reports
WP3: Entrepreneurship for All MOOC	Number of staff workdays Number of Staff mob. Flows Number of cameras obtained	<ol style="list-style-type: none"> 1. 325 workdays 2. 23 staff mob. Flows 3. 5 cameras 	Staff timesheets Mobility Reports Equipment acquisition form

Criteria for measuring the quality of different types of activities

Type of Activity	Indicator	Success Criteria	Feedback Tool Templates
WP4: Setting Up the BEEHIVE Accelerators	1. Number of staff workdays	1. 293 workdays	<ul style="list-style-type: none"> - Staff timesheets - Mobility Reports - Equipment acquisition form - Software acquisition form
	2. Number of Staff mob. flows	2. 22 staff mob. Flows	
	3. Number of computers obtained	3. 20 computers	
	4. Number of monitors obtained	4. 20 monitors	
	5. Number of laptops obtained	5. 20 laptops	
	6. Number of MS Office obtained	6. 25 MS Office	
	7. Number of Projectors obtained	7. 5 Projectors	
	8. Number of TVs obtained	8. 5 TVs	
	9. Number of Copy Machines obtained	9. 5 copy machines	
WP5: BEEHIVE Accelerators Piloting	1. Number of staff workdays	1. 547 workdays	<ul style="list-style-type: none"> - Staff timesheets - Mobility Reports
	2. Number of Staff mob. Flows	2. 22 staff mob. Flows	
	3. Number of Students mob. Flows	3. 30 student mob. Flows	

Criteria for measuring the quality of different types of activities

Type of Activity	Indicator	Success Criteria	Feedback Tool Templates
WP6: BEEHIVE Label	1. Number of staff workdays	1. 277 workdays	- Staff timesheets - Mobility Reports
	2. Number of Staff mob. flows	2. 28 staff mob. Flows	
WP7: Quality Assurance and Evaluation	1. Number of staff workdays	1. 528 workdays	Staff timesheets Staff Mobility Reports
	2. Number of Staff mob. Flows	2. 23 staff mob. Flows	
	3. Number of sub-contracts	3. 1 subcontract (External Evaluator)	
WP8: BEEHIVE Promotion and Dissemination	1. Number of staff workdays	1. 588 workdays	- Staff timesheets
	2. Number of sub-contracts	2. 1 subcontract (Website development)	
WP9: Project Management	1. Number of staff workdays	1. 900 workdays	- Staff timesheets
	2. Number of sub-contracts	2. 1 subcontract (external financial audit)	

Guidelines for the development of the Assessment Tools Templates

- ✓ General rules for the Feedback Tools Forms should be developed, in order to ensure their uniformity, e.g. format, use and placement of logos, titles, colors, size etc.
- ✓ Generic forms of the Feedback Tools Forms proposed above should be produced by the Consortium, at an initial stage, so as to ensure that of all basic information needed to be collected is included in all related forms (e.g. Event List of Participants Form)
- ✓ The above Feedback Tools Forms may need to be adjusted by the WP leaders, in order to meet the specific evaluation needs of their WP outputs / outcomes (e.g. the Event Evaluation Form should be adjusted for each Event, in order to include fields/ themes related to the specific event content (see ANNEXE III For more details)
- ✓ Feedback Tools specific only to one WP, should be developed by the WP leader (see ANNEXE III for more details).

Quality Control over Milestones Achievements

Evaluation of the quality of project objectives will be made based on data about the quality assessments collected from the respective WP leaders through the Milestones Achievement Reports (MARs) and Midterm and Final Internal Evaluation Reports. MARs will include:

- information about quality assessments
- information on any deviations from predefined deadlines and indicators
- justification of changes, suggested adjustments and impact on overall progress.

Nine (9) MARs will be developed throughout the Project, one per WP, by the WP leader.

The quality control structures and their tasks

The Quality Management Board

The Quality Management Board is responsible for the **administration** and the **implementation** of the Quality Control Plan and has the authority to identify and tackle problems during internal audits.

It includes Representatives from :

- the two co-Lead Partners of the WP7: “Quality Control”
- the Project Lead Partner / Coordinator.

The quality control structures and their tasks

The Quality Management Board tasks

- ✓ Collect and check the completion of deliverables and milestone reports from the WP leaders
- ✓ Check and prevent any procedural non-conformity
- ✓ Identify and record any relevant problems
- ✓ Initiate, recommend and/or provide solutions through the reporting system
- ✓ Verify that action has been taken to solve problems
- ✓ Interface the communication with the external evaluator
- ✓ Supervise and report during the Quality Panels scheduled during the course of the Project
- ✓ Chair the Quality Workshop to be carried out in Ireland
- ✓ Supervise the implementation of Interim and Final Internal Evaluation Reports, which are to be drafted by the Partner Institutions who lead the WP7 (e.g. PP2 and PP11).

The quality control structures and their tasks

The Steering Committee

The Steering Committee is a broader Project Management Body, who, as far as quality is concerned, is responsible for ensuring that the project achieves its objectives (as far as content is concerned), by verifying the quality of the delivered outcomes, and by providing data for the Interim and Annual Project Progress Reports. The SC ensures that the content of the deliverables is in accordance to the Project specifications and that it is of appropriate academic quality.

It is formed by the persons responsible for the co-ordination of the Project within each Partners' institution (e.g. 1 Project Manager per Partner) and is chaired by the Project Manager, who comes from the Project Lead Partner.

The quality control structures and their tasks

The Steering Committee “Quality” tasks

- ✓ Check the quality of the Project Deliverables and the Milestone and Interim and Final Evaluation Reports and provide feedback on them.
- ✓ Ensure that all produced content is of appropriate academic quality and in accordance with Project specifications
- ✓ Participating in the quality panels during the Project meetings.

The quality control structures and their tasks

The WP Leaders and their tasks

Each WP is led by a specific Project Partner (see ANNEXE II WP Lead Partners' Representatives Communication details), who will be charged with the following quality tasks, for the WP under their responsibility:

- ✓ Specify actions to be carried out by the participating partners according to the SC and the Project Coordinator guidance and planning
- ✓ Monitor the timeline of project deliverables
- ✓ Collect Partners' deliverables and synthesize them and forward them to the QMB and the SC on time to be checked
- ✓ Report to the Quality Management Board any problem they identify during the implementation of the WP
- ✓ Develop and/or adjust feedback tools for the activities of the WP
- ✓ Deliver the WP Milestone Report

The quality control structures and their tasks

The External Evaluator

An external evaluation of the project results and implementation during the whole project life will be subcontracted to an external evaluator (who is not part of the Project Consortium). The external evaluator is expected to complete the following tasks:

- ✓ To carry out/execute regular independent peer review of project results and implementation.
- ✓ To conduct interviews and also lead the 3-days Quality Control Workshop during the 5th Partner Meeting which will take place in Galway (Ireland). The external evaluator will have to cover on his own the Costs of travel and the costs of stay for his participation to the Workshop.
- ✓ To produce, as a result of his/her continuous work, an External Evaluation Report at the project's final stage. The Report will summarize the findings of the continuous peer review and will provide assessment of project impact and the quality of the results achieved. It will also make conclusions on the consortium efficiency. It will include an independent cost/benefit analysis of the project. The External Evaluation Report will also make recommendations for strengthening the sustainability of the project results and for ensuring long-term impact. The Report will be discussed at the final project meeting and will be published in the Partner Login Space on the project's website.

The Communication Plan

The Communication Plan will serve as a guideline for effective communications amongst the project partners, ensuring diffusion of appropriate information and mutual understanding. It is an integral part of the Quality Plan and it includes areas such as:

Audience: who will receive the information and to what purpose

Message: What will the information communicated be

Media: How the information will be communicated

Frequency / Timing: How often or when the information will be communicated

Responsibility: Who will be responsible for communicating the information

Feedback mechanism: How feedback (if any) will be returned.

The Communication Plan

For the purposes of the project's Quality Control Plan, the communication plan is described in the following table.

Audience	Message	Media	Timing	Responsibility	Feedback
QMB	WP1 deliverable ..., milestone report	Partner Login Space, email	10 days before deliverable deadline	WP Leader	Comments regarding processes
SC	Checked W1 deliverable	Partner Login Space, email	5 days before deliverable deadline	QMB	Comments regarding contents

Potential quality improvement measures

There are different kind of problems that can be faced during the Project implementation period, from major to minor ones and can affect the successful implementation of specific activities and outcomes or even the whole Project successful completion. Within this frame, three main kind of problems are distinguished based on the way they have to be treated.

Problems related to conditions that cannot be controlled by the Project

There are some occurrences that can affect the quality of the project deliverables and the achievement of its objectives, such as political or economic problems in the 2 PCs etc.

These kind of problems, should be identified and treated **be the SC** on time, in order to overcome them, as improvement measures are not very effective when taken late. In some cases, an assessment of the degree to which the Project success might be affected should be drafted by the Consortium and – if needed – should be discussed with the European Commission, in order to make necessary revisions.

Potential quality improvement measures

Problems related to Project Activities and deliverables

Such problems can appear at any time and should be treated immediately, in order to affect as less as possible the progress of the related activity / output. In most cases, any possible problems should be identified during their planned control process. Examples of potential problems include:

MOOC platform may not function properly, the MOOC timely start could be threatened.

Project partners may face delays with visa applications and therefore miss major project events.

Delays with equipment procurement may postpone the launch of the BEEHIVE accelerator programme in the 5 PC HEIs

Insufficient interest and engagement among the secondary target groups (business investors, business partners, HEIs outside the consortium), which could undermine the results and impact.

Once these problems are identified, revisions and corrective actions should be proposed by the Quality Control Structures, which will also be responsible for checking the effectiveness of the corrective measures taken. These measures depend on the problem presented and may include the redesign of certain activities or outputs, redefining target groups and audiences, seeking specific expertise / counselling etc.

Problem Report / Corrective - Preventive Measures

Problem reported by:
Date:
Problem Description
Causes of the problem

Actions undertaken to resolve the problem	Timeline:
	Responsible:

Actions undertaken to avoid the problem from occurring again	Timeline:
	Responsible:

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Deliverable Check / Monitoring List

It should include:

- ✓ Steps needed for the development of the deliverable
- ✓ Lead Partner and Partners involved in each step
- ✓ Evaluation steps (e.g. Users / Participants / trainees stakeholders etc feedback, SC feedback, External Evaluator / experts feedback)
- ✓ Indicators, success criteria and Feedback tools and templates to be used
- ✓ Development and Evaluation Timeline
- ✓ Problems identified
- ✓ Improvement Actions that have been initiated

This list will enable Partners and Evaluation Structures to monitor the quality of the deliverable as they will know:

What (needs to be done)

Who (has to do)

How (it has to be done)

When (it has to be done)

How well (it has to be done)