



Active citizenship and seniors' role in the society

RIGHTS

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QUALITY PLAN



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INTRODUCTION

Quality management is a continuous process that last the whole life of the project with the aim of preventing faults through the creation of actions that ensure the project's successful implementation. It implies the ability to anticipate situations and prepare actions that will help bring the desired outcomes. Quality management is about preventing and avoiding risks through the creation of actions that anticipate critical situations while monitoring the implementation of the activities and processes.

Quality management and monitoring are important keys to the successful implementation of a project and to achieve its objectives. Quality management is an integral part of the project and aims to reach a high level of internal and external satisfaction about the project.

The main objectives for quality management are:

- providing quality in the outcomes of the project,
- responding effectively to emerging challenges in the project implementation,
- ensuring sustainability of project outcomes beyond the lifetime of the project.

This Quality Plan will work as a handbook for the project partners to efficiently execute the quality implementation and monitoring with the maximum effectiveness. The Quality Plan aims at providing a clear overview of the procedures to be followed during the project to monitor the quality of the project internally (collaboration among the partners) and externally (communication and involvement of the stakeholders and target groups).

The document is composed by 2 parts connected to the key aspects of the Quality Management for a continuing activity throughout the project's lifetime that will support the project implementation and involve all project partners.

1) Project's Management procedures

To ensure a smooth implementation of the project, all the organizational aspects have to be shared by the partners. The first part of this document clarifies the procedures, the tools and the processes that ensure a successful management of the project.

2) Quality Evaluation

The implementation of the procedures regarding Quality Evaluation is under the coordinator responsibility and has the final goal to verify and ensure the proper achievement of the project objectives, prior to the final approval by the partners and the subsequent submission to the National agency. This document collects examples of the surveys that will be distributed internally among the involved partners' staff and externally among the participants to the activities of the project and to stakeholders.

This Quality Plan is a working document that can be adapted in accordance to changing circumstances during project implementation.

PROJECT'S MANAGEMENT PROCEDURES

To ensure the quality of management procedures a set of rules is defined to manage the organization of meetings, working teams and solve conflicts if any.

1 Roles in the project

The main roles in RIGHTS project are:

- **Project Coordinator (PC):** This role is held by Polo Europeo della Conoscenza. which is in charge of the day-to-day management of the entire project, including:
 - Communication issues: within the partnership and with the National Agency, resolution of problems or discrepancies among the partners.
 - Financial and reporting issues: of the project resources, periodical reports, billing of efforts and budget and leading the financial management activities.
 - Coordination issues: monitoring and control of the work-plan, management of dependencies between tasks and work packages, coordination of project work, review and approval of project reports and outputs.
- **Quality Committee (QC):** is made up by one member from each partner lead by Polo Europeo della Conoscenza which is responsible for the quality procedures of RIGHTS. The committee is in charge for:
 - Procedures issues: installing and monitoring in-house quality procedures according to suitable standards.
 - Measuring issues: setting the success indicators and measuring the evolution of the project according to the quality indicators and metrics.
 - Risk plan: responsible of the elaboration of Risk Identification and Management Plan, including Contingency Plans.
- **Partner Representative:** Each partner appoints a representative to be in charge to centralize interactions with other partners in the project. This person is responsible for the work carried out within their organisation. This person could also be the same appointed Output leader.

Quality committee & Partner Representative	Organization
Stefano Cobello	Polo Europeo della Conoscenza
Marian Blanco	Consejeria de Educacion de la Junta de Castilla y Leon
Jurgita Vaitiekuniene	Panevezio Rajono Svetimo Centras
José Nunes	Make it Better

Maciej Dymacz	ARID Association
Pirvu Ionica	Sinaptica Association

Table 1 – RIGHTS Quality committee & Partner Representative

- **Output leader:** Each Output is led by one partner. The Partner Representative designates one person belonging to the organisation that will act as a Output leader being in charge for:
 - Coordination issues: coordinating the activities within the Output and ensuring that they are aligned with the objectives not only of the Output but also the project. Monitoring of the tasks progress with respect to task goals, milestones, and adequacy of results. Designation and co-ordination of task leaders.
 - Reporting issues: informing the project coordinator of any deviation identified due to scheduling, unsuitability or risks affecting the quality of project results and/or objective.

Output	Organization
IO 1- Handbook of Research and Analysis of Rights in Fairy Tales	ARID Association
IO 2- How to build the theatres in suitcases	Polo Europeo della Conoscenza
IO3- How to manage non formal educational activities in class	Panevezio Rajono Svetimo Centras
IO7- A bridge between generation	Consejeria de Educacion de la Junta de Castilla y Leon

Table 2 – RIGHTS Outputs Leaders

2 Communication

RIGHTS project is governed by the principle of cooperation in order to reach a set of common objectives. In order to facilitate the cooperation among partners the Project Coordinator will establish the necessary tools and procedures to facilitate it as shown below. Likewise the Project Coordinator shall ensure to adjust the number of face-to-face meetings to the real necessities of the project avoiding unnecessary travel expenses.

- **Document storage:** a project’s repository has been set up in nextCloud, a platform that allows to access to the data from all devices. The cloud is hosted into the coordinator’s servers in order to keep the security and the privacy of the data. The information is organized in different folders that comprises outputs, administrative issues, contractual documents and in general all the information useful for the project and partners. All partners has permission to access and share information and they will also work in a cooperative manner.
- **Mailing list:** A general mailing list is created and all participants are included in order to be aware of the progress of all issues. A contact list is also accessible in Google groups in order to reach every member of the team for bilateral communications.

- **Teleconference and instant messaging:** partners have to be in close communication. A periodically online meeting schedule will be established by the Coordinator or the Output leaders according to the necessities. Instant messaging will be used for quick communications.
- **Meetings:** face to face meetings are scheduled in order to discuss the progress of work and define common strategy of important issues.

3 Project monitoring

The project monitoring oversees all the tasks and metrics necessary to ensure that the project is within scope, on time, and on budget so that the project progresses with minimal risk. The Project Coordinator is in charge of the project monitoring, with the support of all the partners' representative.

The tool for an effective project monitoring is this document, which states the work breakdown structure (project scope), the project roadmap and milestones (time), and the quality and risk management procedures.

3.1 *Organization of teams and meetings*

Meetings are used for reporting and monitoring the work progress, take decisions that require the presence of partners and organize technical workshops to agree a common approach. E-mail and teleconferences shall be used as main means to decide issues on an operative day-by-day basis.

The rules that will be implemented for the meetings will be the following:

- A **meeting notice** shall be issued in proper advance with respect to the event, in order to allow participants to manage the preparation and if necessary logistic issues.
- **Modality** (i.e. face to face or Conference Call), duration and venue of the meetings shall be proposed by the convener and communicated in due advance.
- The **notice** shall include a draft agenda of items to be discussed, giving an overview of any proposed decision. Upon agreement among the participants, decisions can be made in relation to any matter not mentioned in the agenda.
- **Minutes of the meetings** (MoM) shall be produced and transmitted to the attendees not later than one week after the meeting. The MoM shall be considered as accepted, if within the deadline fixed in the delivery of the MoM there are no objections in a written form. The minutes must at least contain: The list of attendees of the meeting, the agenda, decision taken and an action list with an appointed responsible per action, short description and time schedule.

3.2 *Administrative and financial reporting*

The Project Coordinator must inform to National Agency regarding the progress of the project submitting both:

- Interim report at the half of the project and
- Final report at the end of the project.

The Partners have to collect specific documents for the administrative and financial reports and to upload them on the specific online repository:

- VAT declaration (template provided)
- Declaration of the involved participants (staff or volunteers) (template provided) declaration of the correlation between the organization and all the members involved in the project's activities (outputs, meetings, trainings)
- Staff costs: Official contract that prove the hiring of each person involved in the project (as worker or volunteer) translated into English; Time sheet signed by the person and the legal representative of the Partner, attesting the hours worked for each Intellectual Output (template provided)
- Travel costs: Flight tickets, Boarding cards, Hotel checkout or booking invoice; Signed participants' list (Hosting organization task); Minute of the meeting (Hosting organization task)
- Training activities: Signed participants' list, pictures and possibly a video

The Project Coordinator is in charge of processing and coordinating any amendment on behalf of the partnership. The project coordinator is also responsible for transferring any contractual change to the project plan and inform the National Agency.

3.3 Project's Milestones

A series of milestones will be considered to help monitor the long-term progress of the project implementation:

Milestone 1- Fundamental rights analysis according to the elderly involved is complete (Month 11)

Milestone 2- The two transnational training moments were carried out (Month 21)

Milestone 3- Teacher training completed (Month 25)

Milestone 4- School Activities Completed (Month 34)

4 Risk management

The Risk Assessment for RIGHTS is based on Failure Mode and Effects Analysis (FMEA). Though this method was first developed for systems engineering, it has proven to be sufficiently powerful for risk analysis in all types of projects to examine potential failures in products or processes. It is used to evaluate risk management priorities for mitigating known threat-vulnerabilities.

FMEA helps select remedial actions that reduce cumulative impacts of life-cycle consequences (risks) from a systems or process failure (fault).

The analysis of the risks includes several phases:

- Identification

- Analysis of the impact and the probability
- Contingency action or corrective actions (recovery plan)
- Implementation of the plan
- Follow up (track and control)

4.1 Classification of risks

This procedure has the objective to classify the risk in order to establish the actions to be carried out:

- **Probability**
 - Low: unlikely to occur (Value: 1)
 - Medium: Quite possible. (Value: 2)
 - High: more likely to happen than not. (Value: 3)
- **Impact**
 - Output-Specific: risk relating to a specific Output (Value: 1)
 - Project level: risk, which is generated at project level and implicates different Output's of the project (but not the relationship between Output's) (Value: 2)
 - Cross-Output: risk raised within a specific Output that may affect the project success or require actions to be taken in another Output (Value: 3)

The risks are labeled according to the following matrix:

Impact	High	Consider	Contingency Plan	Contingency Plan
	Medium	Monitor	Consider	Contingency Plan
	Low	Monitor	Monitor	Consider
		Low	Medium	High
		Probability		

Figure 1 – Risk matrix

The detected risks are labeled (green-orange-red) and then grouped into three groups:

- **Red label:** the risks that are considered to be the most serious and therefore require the closest monitoring with a medium-high probability of occurrence and medium –high impact in the project progress.
- **Orange label:** those which high impact on the project and a medium and high probability of occurrence. These kinds of risks must be considered and evaluated in order to decide how to react.
- **Green label:** risks with the lowest priority. They have a medium – low impact on the project and low-medium probability of occurrence. No measures should be taken but they must be monitored.

RIGHTS identified risks are presented by level of risk in the next section.

4.2 Risks Analysis and Contingency Planning

The risks identified in RIGHTS are detailed in the table below. The table shows the risk identified the level of risk (green, orange, red) and the partner responsible of monitor and contingency plan.

LOW RISKS			
ID	Risk	Risk level	PARTNER
R.1	Conflicts among the partnership	Green	Europole
R.2	Ineffective dissemination strategies		Europole
R.3	Partners are not reacting as expected, lack of communication		All

Table 3 – RIGHTS Low Risks

MEDIUM RISKS			
ID	Risk	Risk level	PARTNER
R.4	Low commitment of the partners	Yellow	Europole
R.5	Ineffective online platform		Europole
R.6	Lack of interest by the teachers		All
R.7	Failure of involved Stakeholders to commit with project objectives.		All
R.8	Lack of interest by association		All
R.9	Loss of critical competencies or of key persons in the project.		All

Table 4 – RIGHTS Medium Risks

HIGH RISKS			
ID	Risk	Risk level	PARTNER
R.10	Ineffective or scarce educational material	Red	All
R.11	Withdrawal of one partner		Europole

Table 5 – RIGHTS High Risks

4.3 Risks follow up process

The basic activities of Risk Management are:

- Ongoing review and updating of risks.
- Review the status of the risks in the foreseen meetings.
- General reporting and quality control mechanisms including Risk Management.

The top risk items will be monitored and tracked and reported regularly from the beginning of the project. To these reports the coordinator has to take the proper activities to support the partners and to redistribute the tasks.

To facilitate the monitoring process the Output leaders will provide the proper template to collect feedback form partners and conference / workshop / events participants Identification and Evaluation. For each Output, the risk status will be analysed regularly and each risk will be marked as OK / NOK, depending on the acceptance status of the output/s associated to the risk.

5 Conflict resolution

If necessary, Europole will organise a conflict resolution meeting within 30 days following reception of a written request transmitted by any of the partners. Attempts at arbitration will be performed.

Any risks or discrepancy within Outputs shall be first resolved on Output level by means of dialogue and mutual concession. In case of failure, decisions from higher levels will be requested, whereby hints for potential solutions and answers have to be prepared.

Within the Partner Representative Committee, conflict resolution will be handled and solved by consensus. Should the consensus be not achievable, a majority vote, defined as 2/3 of the votes, will be used: each member will hold one vote and the project Coordinator, in case of need, will count for an additional, decisive vote.

6 Document management

6.1 Document naming

Documents and outputs produced within the project will follow a RIGHTS referencing conventions (regardless of the filenames that each partner uses internally in their local archives).

The document name code is structured: *RIGHTS/IO(x)_Title_Version_Author*

Fields	Description
RIGHTS or IO(x)	The title of the project will be used to characterize the organizational documents and reports: Quality, Dissemination, etc. The intellectual Output title will be preceded by its number
Title	Title of the Output or of the document

	Indicates the status of the document:
Version	<ul style="list-style-type: none"> - Draft, refers to intermediate versions of the document. - Review refers to the version for internal review - Final refers to the version for official delivery
Author	Indicates the origin of the document, using the short name of the partners.

Table 6– RIGHTS Document naming

6.2 Documents language

English is the official language in RIGHTS. All relevant documents must be written in English. Nevertheless there can be exceptions with regard to dissemination materials, such as press releases or technical publications, which can be translated to the the partnership languages.

6.3 Documents storage

All project-related documentation will be stored in the RIGHTS' next cloud. The RIGHTS internal website is organized by the Outputs of the project. There are other folders to storage other kind of documentation e.g.: Admin, Logos or Project Contractual Documents.

Europole is responsible for the general maintenance of the internal website. Outputs leaders are in charge of the documents organisation related to their Outputs. Output editors are responsible for keeping updated versions of the corresponding deliverable. All partners are responsible for supporting the documentation management process.

6.4 Documents templates

There are several templates available in the RIGHTS's cloud to apply to different kind of documents. Each template contains the basic structure and format to develop the document.

6.5 Action plan

During the document management process and, especially, during the review process problems related to delays in the document production or rejections of the document due to lack of quality or any other reasons may occur. The table below establish the action plan for that kind of issues:

Problem	Action Plan
Delays	<p>Communication: any possible delay must be made known well in advance. As a general rule, a delay of N days must be made known at least 2xN days before the due date. For example, a delay of 7 days (1 week) should be communicated 14 days in advance.</p> <p>Recovery actions: must be defined and agreed between the Output leader and the contributors in order to reduce the impact of the delay as much as possible. The</p>

	Output leader communicates the Project Coordinator about the decision.
Rejections	The output leader and the project coordinator will agree on a recovery plan
	If the project coordinator deems the problem as serious it should be brought before the all the partners attentions in order to explain the problem and take the necessary actions
	The Project Coordinator will inform output responsible about the problem and the corrective measures

Table 7 – Action plan for delays and rejections

7 Management Quality indicators

A set of KPIs (Key Performance Indicator) has been selected to monitor and assess the progress of the tasks and their compliance with the project objectives.

The evaluation of the compliance of the KPIs will be carry out using the tables below. These tables will be completed by Outputs Leaders and included in the quality management plan and the Management & Quality Reports

Outputs			
Nr	Title	Status of completion	Partner
O1	Handbook of Research and Analysis of Rights in Fairy Tales%	ARID
O2	How to build the theatres in suitcases%	Europole
O3	How to manage non formal educational activities in class%	PRSC
O4	A bridge between generation%	JCYL

Table 8 – Monitoring of Outputs completion

Dissemination			
Description	Measure	Status	Partner
Number of seniors trained	30 + 200%	ALL
Number of children involved	2000%	ALL

Number of involved teachers	1000%	ALL
Number of schools involved in the project	10%	ALL
Number of participants to project-related activities	1 000%	ALL
Number of participants to the multiplier events	3 00%	
Number of visits of the online platform	20 000%	ALL
Number of public bodies, associations, civil society organizations	15%	ALL
Number of persons reached by the newsletters	3 000%	ALL
General dissemination impact	500 000%	ALL

Table 9 – Monitoring of Dissemination completion

QUALITY EVALUATION

Quality Evaluation provides quantitative measures about the perceived quality of the project's proceedings, activities and results. It is composed by 3 main elements:

- **Internal project evaluation** – Review of the projects management plans and the processes described within those plans to determine if the plan is being followed or if there is a need for improvement.
- **Output evaluation** – A review process for all outputs produced during the project has been established in order to ensure the quality of the outcomes.
- **Meetings / activities evaluation** – A review process of all the meeting occasions has been established in order to ensure the quality of the internal and external communication.

Transnational Project Meetings will serve as quality checkpoints. In some cases, these reviews may serve as a decision point to determine whether the effectiveness of project's processes is at required levels in order to proceed with the next stage of the project.

As Coordinator and Quality Management Responsible, Polo Europeo della Conoscenza will produce a final quality report collecting the results of these evaluations.

1 Internal quality evaluation of the project

The main target of these internal evaluation questionnaires is the quality of management and the general advancement of the project is to evaluate the work of the Coordinators, as well as the work of the partner organizations as Output leaders. The evaluation questionnaire will be in the form of multiple choice questionnaire that will be sent electronically to the Quality Committee at the mid-term and at the end of the project.

1.1 *Example of the Internal quality questionnaire:*

Rate from 1 to 10 where 1 means very dissatisfied/absolutely no and 10 very satisfied/absolutely yes

- **General role:**

Do you have a clear understanding of your role in the project? (+ comments)

Do you believe that you have been able so far to fully comply with your role in the project? (+ comments)

- **Communication:**

What do you think about the frequency, completeness and quality of the communication with the Coordinator? (+ comments)

What do you think about the frequency, completeness and quality of the communication with the other partners? (+ comments)

- **Project management:**

What do you think about the distribution of effort among the project partners? (+ comments)

What do you think about the internal mechanism for project reporting (contents and financial)? (+ comments)

What do you think about the support received by the project coordinator? (+ comments)

What do you think about the scheduling / timetable for the project? (+ comments)

2 Quality Evaluations of the Outputs

The main target of these quality evaluations of the outputs is to evaluate whether the work accomplished by each partner under the context of the intellectual outputs separately fully obeys the qualitative criteria. The evaluation questionnaire will be sent to the Quality Committee at the end of the Content Creation Phase of each output and before the conduction of Translations in all partner organization languages. The evaluation questionnaire will be in the form of multiple choice as well as written questions in a Google form, and additionally by commenting in the Word Documents next to each paragraph throughout the completion of the outputs by emphasizing strong points and points that need to be reworked.

2.1 *Example of the Quality Evaluation of the Outputs questionnaire:*

The assessment will be accomplished according to the following qualitative axes:

- **A. Didactic and Pedagogical suitability (if applicable)**

Have the principles of developing material suitable for the specific target group, been followed?

Are the educational goals clear?

Is the development of the readers promoted?

- **B. The content**

Does the content serve the objectives of the project?

Is the content clear?

Is the content scientifically correct?

Has the selection been made of meaningful and interesting content?

- **C. Language**

Is the language of the text understandable?

Does terminology meet the established terminology for the relevant scientific field?

Are there any spelling / syntax errors?

- **D. Structure – Organizing**

Does the document follow the provided template?

Is the document structured in a consistent way?

Is the index updated and consistent?

- **E. Aesthetics**

Is the publication of the material appealing to the target group?

Is the representation of symbols, icons, tables and designs uniform?

Is the front easy to read, especially if it is aimed at a target population with specific characteristics?

3 Transnational Project Meetings evaluation surveys

The evaluation questionnaire will be sent to each partner organization participating at the transnational meetings within one week after each transnational meeting. The evaluation questionnaire will be in the form of multiple choice as well as written questions that have to be answered by each person participating in the meeting by filling in the Google Form that will be sent electronically to all partners.

3.1 Example of the Transnational Project Meeting quality survey:

1 Before the meeting have you received all the necessary information for the travel and accommodation arrangement?

2 Before the meeting have you received all the necessary information about the documents to be prepared?

3 Were the objectives of the meeting clearly defined?

4 Do you think that the meeting achieved its objectives?

5 What do you think about the appropriateness of the agenda (relevance to the project aims and objectives)?

6 What do you think about the organization of the work sessions (the schedule respected, the agenda properly followed, etc.)?

7 What do you think about the quality of the discussions held at the meeting (exchange of opinions, open discussions, contribution by all partners, partners' opinion taken in consideration...)?

8 During meeting were all your questions properly answered?

9 Was the duration of the meeting long enough to discuss all issues?

10 Were the venue and equipment appropriately chosen for the meeting?

11 Do you have clear in mind the tasks and activities to be performed by your institution before the next project meeting?

12 What is your opinion about accommodation and food arrangements?

13 What is your opinion about the social and cultural part of the program? (if any)

14 Please, rate from 1 to 10 the mutual understanding among the partners about the project after the project meeting

15 Comments

4 Training Courses and Multiplier Events

The evaluation questionnaire will be sent to each participant to the external events (multiplier events / training courses) organized by the partnership in order to collect feedback about the effectiveness of the implementation and communication. The evaluation questionnaire will be in the form of multiple choice as well as written questions that have to be answered by each person participating in the meeting by filling in the Google Form that will be sent electronically to all partners.

4.1 *Example of Training courses quality evaluation survey*

1. Before the training did you receive all the information needed for the travel?
2. Were you clear what the objective of the training were?
3. Do you think that the training achieved its objectives?
4. What do you think about the general organisation of the training?
5. What do you think about the appropriateness of the training sessions (relevance to the project's aims and objectives)?
6. Were the venue and the equipment appropriately chosen for the training?
7. What is your opinion about the time management of the training course? (balance between working sessions and free time)
8. General Comments

4.2 *Example of Multiplier Event quality evaluation survey*

1. Before the event have you received all the necessary information?
2. What do you think about the general organization of the event?
3. What do you think about the quality of the intervention(s) during event?
4. Have your expectations about the event been met?
5. What do you think about the organization of the work sessions? (if any)
6. What do you think about the chosen location and its services?
7. Comments

CONCLUSIONS

The present document establish in a clear and manageable manner the procedures and methodologies to effectively ensure the management, quality and risks assessment of the project.

Responsibilities, processes, metrics and procedures are well defined and after reading all partners are in position of contributing on an appropriate progress of work based on strong communication and cooperative working model, avoiding misunderstandings and easing the early detection and correctness of the risks and problems associated to a project like this.