



Quality Assurance Plan

By: Agora Institute for Knowledge Management. Related to D4.1-2, WP4 – Quality Control & Monitoring.
Document for internal use of the partners.

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1. Overview – Quality Assurance

Monitoring the quality of the totality of the activities carried out during the whole lifecycle of the project, ensuring the quality of project results to take any corrective actions if required constitutes the target of Hub4Growth's WP4 – Quality Control & Monitoring.

Quality Assurance (QA) is the process to guarantee the quality of the project implementation and its outcomes. To this end, and according to Hub4Growth proposal, activities and results are subject to internal and external measures for quality control (QC) and monitoring (QCM). This plan outlines the quality standards expected, responsibilities and requirements to be fulfilled as QA is concerned, the methodology to be followed for internal and external QA, and a sample feedback form.

The strategy planned pursues regular appraisal and continuous improvement from various fronts, mainly: the activity of the Quality Board, the overall support provided by the WP leader (MNUMS) and the commitment of the project partners. The achievement of high quality standards throughout the project is, indeed, underpinned by the close collaboration and fluent communication within the consortium. To record actions/results/quality, every twelve months it will take place a quality evaluation, the results of which will be presented in relevant evaluation reports.

2. Project Objectives

The overall objective of Hub4Growth is contributing to the socio-economic development of the target Partner Countries (PCs) by strengthening linkages between universities and enterprises in terms of cooperation and partnerships.

Within that global purpose, specific objectives of the project are the following:

- (i) To strengthen managerial, strategic and administrative capacities of personnel of the 8 PC HEIs for the implementation of university-wide collaboration with local enterprises.
- (ii) Establishment and pilot implementation of interface structures (University-Enterprise Centres, UECs) and services for the development and maintenance of university-enterprise cooperation at the 8 PC HEIs.

3. Project implementation schedule

3.1 Work packages plan

WP	Responsible	Start (PM)	End (PM)
1. Need Analysis & Good Practices	Agora-KM/TLU	1	7
2. Capacity Building	London Met	7	36
3. Set-up of the UECs	UD	7	18
4. QCM	MNUMS/MRU	1	36
5. Raising Awareness	RUPP/Agora-KM	1	36
6. Sustainability	TU	18	36
7. Project Management	UD/Agora-KM	1	36

3.2 Results (deliverables) per year

Year 1			
Deliverable	Type	Responsible	Due (PM)
1.1 Needs Assessment Study	Report	Agora-KM	6
1.2 U-E Good Practice Handbook	Publication	London Met	9
2.1 Skills Advancement Training Programme (plan, materials & implementation)	On-site training/training material	London Met	12
3.1 Strategic Plans (incl. mission & objectives) of the UECs	Service/product	UD	10
3.2 Infrastructural set-up of the UECs	Service/product	UD	12
4.1 Internal quality control & monitoring	Report	MNUMS/MRU	1-12
4.2 External quality control	Report	MNUMS	1-12
5.1 Dissemination Strategy	Report	Agora-KM	4
5.2 Dissemination Package	Service/product	Agora-KM	6
7.1 Successful Workplan & Budget Execution	Report	UD/Agora-KM	1-12
7.2 Reporting	Report	UD/Agora-KM	6, 12

Year 2			
Deliverable	Type	Responsible	Due (PM)
2.1 Skills Advancement Training Programme (plan, materials & implementation)	On-site training/training material	London Met	18
2.2 Online Training Modules	Online modules	London Met/UD	24
3.1 Strategic Plans of the UECs	Service/product	UD	18 (review)
3.3 Development of websites and databases	Service/product	UD	18, 24 (review)
4.1 Internal quality control & monitoring	Report & meetings	MNUMS/MRU	13-24
4.2 External quality control	Report	MNUMS	13-24
5.3 Conferences for project and results promotion	Event	UD	24
6.2 Services to Students and Enterprises	Service/product	TU	18-24
7.1 Successful Workplan & Budget Execution	Report	UD	13-24
7.2 Reporting	Report	UD/Agora	18, 24

Year 3			
Deliverable	Type	Responsible	Due (PM)
2.2 Online Training Modules	Online modules	London Met	25-36
3.1 Strategic Plans of the UECs	Service/product	CITI/UD/RUPP/PU	30 (review)
3.3 Development of websites and databases	Service/product	CITI/UD/RUPP/PU	30, 36 (review)
4.1 Internal quality control & monitoring	Report & meetings	MNUMS/MRU	25-36
4.2 External quality control	Report	MNUMS	25-36
5.3 Conferences for project and results promotion	Event	SRU	36
6.1 Creation of a University-Enterprise Network	Service/product	UD	36
6.2 Services to Students and Enterprises	Service/product	TU	36

6.3 Business Plan Competition	Service/product	CITI	25, 28, 31
6.4 Entrepreneurship Days	Service/product	RUPP	26, 30, 34
7.1 Successful Workplan & Budget Execution	Report	UD/AGORA-KM	25-36
7.2 Reporting	Report	UD/AGORA-KM	30, 36

4. QA measures of the proposal

To achieve the objectives of the project and reach its full potential, it is expected that all consortium members apply high level of quality in all actions and outputs. To ensure and support this individual process, Hub4Growth envisages a set of measures of internal and external nature, namely:

4.1 Internal QCM

The first measure, implemented as from the project kick-off meeting, is the setup of a Quality Board (QB). This, together with the Project Management Board (PMB, WP7), is in charge of ensuring balanced QCM of all project activities and results.

The QB is the main body for internal QCM. It is coordinated by the WP leader (MNUMS) and comprises 1 member from each partner. Membership differs from that of the PMB to ensure unbiased decisions.

QB Members	
Name	Partner
Nguyen Hiep	UD
John Gabriel	London Met
Alicia Blaya	Agora-KM
Despina Karakatsani	UP
Birute Praneviciene	MRU
Netra P Gyawali	TU
Prashant Lal	PU
Amarsaikhon Bazar	MNUMS
Baasankhuu	CITI
Serey Mardy	SRU
KEAN Tak	RUPP
Vu Do Quynh	TLU

The QB periodically approves the quality of the planned project results via:

- ✓ Monitoring of work plan and LFM against results.
- ✓ Evaluation and approval of the quality of outputs (e.g. training plan, materials and publications).
- ✓ Final assessment of the quality of delivered services and trainings (analysing feedback questionnaires from users and trainees).
- ✓ Assessment of progress reports prepared by the partners.

Meetings of the QB are held with the occasion of the meetings of the PMB and core project activities for cost-efficiency. In case the quality of some outcomes differs from the expected, the QB will immediately decide about adjustment measures (via videoconference, email, or where necessary a meeting in person).

In addition, the Chambers of Commerce associated to the project are involved and consulted upon several project activities and thus providing feedback to project results on the level of each partner institution.

4.2 External QC

The main objective of the external QC is the setup and implementation of feedback mechanisms to get external views from service users, trainees and stakeholders.

The present plan includes in an Annex a sample feedback form to use in relation to project activities, such as trainings, roundtables and events, and services provided by the University Enterprise Centres (UECs). To analyse results, the WP leader will collect and keep necessary documents, inform the QB, the Project Coordinator & respective WP leaders in case the feedback results are not satisfactory. In this case, the QB will recommend adjustment measures.

4.3 Related indicators

- ✓ Internal measures:
 - Monitoring of achievement of progress indicators (outputs against LFM);
 - QB's approval of main outputs;
 - Focused and high quality of outputs.
- ✓ External measures:
 - Feedback mechanisms established (forms, surveys);
 - Positive feedback evaluations;
 - High quality of outputs and services.

5. Methodology



The PDSA Cycle (Plan-Do-Study-Act) will be the basis of Hub4Growth's QCM. The PDSA Cycle, also known as the Deming Wheel, or Deming Cycle, is a systematic series of steps for gaining valuable learning and knowledge for the continual improvement of a product or process. It works as follows:

Plan → This involves identifying a goal or purpose, formulating a theory, defining success metrics and putting a plan into action.

Do → Implementation of the components of the plan.

Study → Outcomes are monitored to test the validity of the plan for signs of progress and success, or problems and areas for improvement.

Act → Integration of the learning generated by the entire process, which can be used to adjust the goal, change methods or even reformulate a theory altogether.

These four steps are repeated as part of a never-ending cycle of continual improvement (www.deming.org).

5.1 Quality outputs & risk analysis by WP

Ensuring the right impact of the action and optimising the use of its results during the project and beyond are Hub4Growth's essential objectives to be pursued by all WPs throughout the whole life cycle of the project. To this end, risk analysis is used to understand eventual and unwanted negative circumstances which may affect proper implementation of the project and identify options for preventing low quality outputs.

In this regard:

WP1	NEED ANALYSIS & GOOD PRACTICES
Main results	1.1 Needs Assessment Study 1.2 University-Enterprise Good Practices Handbook
Indicators of achievement and/or/performance of the project proposal	1.1 Data collection, analysis and report drafted, published & disseminated by PM6. 1.2 Benchmarking data collected. Study Visit of PCUs to EU completed in PM6; Good Practices Handbook published by PM9.

Actv. N°	Title	Start date	End date	Place	Description of the activity carried out	Specific & measurable indicators of achievement
1.1.1	Data collection & analysis	Oct 2015 Sept 2016	Dec 2015 Dec 2016	PCUs		Survey sent to partners. Analysis carried out.
1.1.2	Needs	Jan 2016	Feb 2017	EU/PCs		Report available

	Assessment Report					on the project website (Resources).
1.2.1	Benchmarking Study Visit to EU	9/1/17	12/1/17	London		Study visit carried out at London Met.
1.2.2	Drafting and dissemination of the Good Practices Handbook	Dec 2016	Feb 2017	EU/PCs		Handbook available on the project website (Resources).

Assumptions	Risks	Mitigation
<ul style="list-style-type: none"> - Interest and commitment of PCUs to improve cooperation with enterprises, and the other way around. - Availability of data for data collection and analysis. 	<ul style="list-style-type: none"> - Disinterest of local enterprises in the project objectives. - Difficulty in getting necessary data and information. - Unfocused benchmarking study visit. 	<ul style="list-style-type: none"> - Chambers of Commerce in all PCs actively involved in the project. - Preliminary work at the proposal stage mitigates the risk of insufficient data support. - Careful study visit planning and fluent communication within the consortium.
Quality evaluation notes (year 1)		

WP2	CAPACITY BUILDING
Main results	2.1 Skills Advancement Training Programme (plan, materials & implementation) 2.2 Online Training Modules
Indicators of achievement and or/performance of the project proposal	2.1 Training materials developed until PM12; at least 10 admin & managerial staff + at least 5 universities top/middle management staff + ca. 50 researchers trained until PM24. 2.2 E-learning platform developed, training materials from 2.1 adapted and courses developed >500 trainees trained online by PM36.

Actv. N°	Title	Start date	End date	Place	Description of the activity carried out	Specific & measurable indicators of achievement
2.1.1	Development of a Training Plan and Training Materials	Jan 2017	Jan 2018	EU/PCs		Programme available at the project website (Partners' extranet).
2.1.2	Implementation of 4 training workshops tailored to specific target groups	March 2017	Feb 2018	PCs/EU		Seminars carried out. Description & agenda available on the project website.
2.1.3	Workshops replication	May 2017	March 2018	PCUs		4 workshops carried out under this scheme.
2.2.1	Development of	April 2017	March	Online		Online modules

	online training resources		2018			finalised on schedule.
2.2.2	Implementation of online training modules	Oct 2017	Oct 2018	Online		Online modules implemented following planned timing.

Assumptions	Risks	Mitigation
<ul style="list-style-type: none"> - Training plan in line with the PCUs' needs and expectations. - Sufficient language competences of training participants. 	<ul style="list-style-type: none"> - Unfocused training sessions. - Insufficient language command. - Online modules delayed. 	<ul style="list-style-type: none"> - Careful & collaborative training planning and implementation. - Careful staff selection process & potential translation activities. - Establishment & control of deadlines by WP leader. Fluent communication within the consortium facilitated by tasks leaders and extranet.
Quality evaluation notes (year 1/year 2/year 3)		

WP3	SET-UP OF THE UNIVERSITY ENTERPRISE CENTRES – UECs
Main results	3.1 Strategic Plans (incl. mission & objectives) of the UECs 3.2 Infrastructural set-up of the UECs 3.3 Development of websites and databases
Indicators of achievement and/or performance of the project proposal	3.1 Strategic Plans adopted by PM10. 3.2 Purchase and installation of equipment; establishment of 8 UECs by PM12. 3.3 Dev. of databases & homepages by PM18 - maintenance during the project & beyond.

Actv. N°	Title	Start date	End date	Place	Description of the activity carried out	Specific & measurable indicators of achievement
3.1.1	Development & Adoption of the Strategic Plans	Oct 2016	Jan 2017 (updating up to Oct 2018)	PCUs		Strategic Plans adopted and incorporated at the PCUs.
3.2.1	Formal set up of the University-Enterprise Centres (UECs)	Oct 2016	March 2017	PCUs		UECs effectively set up at the PCUs.
3.2.2	Acquisition and installation of equipment	Oct 2016	March 2017	PCUs		Equipment purchased and installed at the PCUs.
3.3.1	Creation and updating of websites for each UEC	May 2017	Nov 2017	PCUs		Operative websites.
3.3.2	Creation & updating of databases	May 2017	Nov 2017	PCUs		Operative databases. Data collection & information management

						concerning research & employment opportunities, facilitated.
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Assumptions	Risks	Mitigation
<ul style="list-style-type: none"> - Commitment & support at the PCs for the establishment of a universities-enterprises cooperation scheme. - Willingness & commitment of PCUs for the establishment of internal interface structures for university-enterprise cooperation. - Availability & timely execution of purchase & installation of equipment. 	<ul style="list-style-type: none"> - Disinterest at the regional level in establishing a U-E cooperation scheme. - Insufficient support at the PCUs for setting up the UECs. - Difficulties in collecting data for the establishment of databases. 	<ul style="list-style-type: none"> - Enhancement of university-enterprise cooperation is in line with national development strategies. - Active involvement of top management of PCUs in project activities & participative nature of the project. - Careful planning & information process, strong commitment and involvement of the Chambers of Commerce. - Purchase from the local market and careful planning of the installation process.
Quality evaluation notes (year 1/year 2/year 3)		

WP4	QUALITY CONTROL & MONITORING
Main results	4.1 Internal quality control & monitoring 4.2 External quality control
Indicators of achievement and or/performance of the project proposal	4.1 Monitoring of achievement of progress indicators (outputs against LFM); Quality Board approval of main outputs (virtual). 4.2 Feedback mechanisms established (forms etc.), positive feedback evaluations.

Actv. N°	Title	Start date	End date	Place	Description of the activity carried out	Specific & measurable indicators of achievement
4.1.1	Set up Quality Board & Meetings	Sept 2016	Oct 2018	EU/PCs		QB set up at the Kick-off Meeting. Meetings regularly held as foreseen in the proposal.
4.2.1	Setting & implementation of feedback mechanisms	Sept 2016	Oct 2018	EU/PCs		Feedback forms developed; application in project activities such as trainings.

Assumptions	Risks	Mitigation
- The inclusion of internal and external quality control and monitoring measures will help attain high quality results and	- Difficulties in reaching consensus concerning the procedures or criteria of assessment.	- Clear communication and decision making-processes. Quality Board with relevant expertise. Preparation of Quality

timely work plan execution.		Plan.
Quality evaluation notes (year 1/year 2/year 3)		

WP5	RAISING AWARENESS
Main results	5.1 Dissemination Strategy 5.2 Dissemination Package 5.3 Conferences for project and results promotion
Indicators of achievement and/or performance of the project proposal	5.1 Strategy developed by PM5. 5.2 Dissemination materials designed by PM6 and project website running by PM2. 5.3 At least 4 press releases on the project per country, project presented in internal faculty meetings, leaflets distributed to students, information sessions organised, 2 conferences with over 100 participants from different groups implemented by PM36 (mid-term Conference: University-Enterprise Cooperation Trends in Asia + Final Conference).

Actv. N°	Title	Start date	End date	Place	Description of the activity carried out	Specific & measurable indicators of achievement
5.1.1	Tailored Dissemination Strategy	Oct 2016	Dec 2016	EU/PCs		Dissemination Strategy available on the project website (Partners' area).
5.2.1	Designing the Dissemination Package including project website	Oct 2016	Jan 2017	EU/PCs		Project website available; dissemination materials available.
5.3.1	Implementing the Conferences for project & results dissemination	June 2017 June 2018	Oct 2017 Oct 2018	Vietnam Cambodia		Conferences effectively held. Positive feedback evaluation. Media coverage.

Assumptions	Risks	Mitigation
<ul style="list-style-type: none"> - Dissemination strategy will help the project reach its full potential. - All partners & associates make use of their regular dissemination channels and networks to promote the project. 	<ul style="list-style-type: none"> - Lack of focus of the dissemination strategy and target audience. - Unawareness of project activities by the local private sector. 	<ul style="list-style-type: none"> - Careful dissemination planning. Recording of partners and associates' dissemination actions. - The inclusion of the Chambers of Commerce will guarantee that the private sector be well informed and participate in the project.
Quality evaluation notes (year 1/year 2/year 3)		

WP6	SUSTAINABILITY
Main results	6.1 Creation of a University-Enterprise Network 6.2 Services to Students and Enterprises 6.3 Business Plan Competition 6.4 Entrepreneurship Days
Indicators of achievement and/or performance of the project proposal	6.1 Framework developed & Network established by PM12. 6.2 UECs deploy at least 2 services to students and enterprises (according to Action Plans) with mentoring from EU. 6.3 BPC implemented, ideas received and evaluation process organised, winners selected and publicly announced by PM30. 6.4 Entrepreneurship Days celebrated at the national level in PCUs by PM33.

Actv. N°	Title	Start date	End date	Place	Description of the activity carried out	Specific & measurable indicators of achievement
6.1.1	Identification of Network members within academia, enterprises and society	Nov 2017	Oct 2018	PCs		Network members identified by the end of the project.
6.1.2	Development of the Network's strategy, mission and policy	Nov 2017	Oct 2018	PCs		Network's strategy, mission and policy developed by the end of the project.
6.1.3	Implementation of Network Roundtables	Nov 2017	Oct 2018	PCs		Network roundtables held by the end of the project.
6.2.1	Implementation and pilot running of UECs	July 2017	Oct 2018	PCUs		Services provided by the end of the project. Users' satisfaction.
6.3.1	Organisation of Business Plan Competition	Nov 2017	Oct 2018	PCUs		BPC organised by the end of the project.
6.4.1	Planning, organisation & implementation of Entrepreneurship Days	Dec 2017	Oct 2018	PCUs		Entrepreneurship Days celebrated at the PCUs by the end of the project.

Assumptions	Risks	Mitigation
<ul style="list-style-type: none"> - Project activities in line with the objectives and needs of the PC HEIs. - UECs' full capability to deliver professional services both during the pilot phase and after 	<ul style="list-style-type: none"> - PC partners uncommitted to the sustainability measures and exploitation. - UECs are not ready to offer professional services during the pilot phase. 	<ul style="list-style-type: none"> - Project objectives aligned with PC HEIs' institutional priorities. - WP led by PC HEI, what facilitates integration and takeover of the results. - Full support from the EU

the project end. - Interest of local enterprises in project activities and UECs' services.	- UECs' activities do not continue after project end. - Local stakeholders' disinterest in project activities and UECs' services.	partners in the pilot phase. - Strategic Plans ensure integration of UECs at the institutional level. - Active participation of PC Chambers of Commerce in the project and active dissemination & information activities.
Quality evaluation notes (year 2/year 3)		

WP7	PROJECT MANAGEMENT
Main results	7.1 Successful Workplan & Budget Execution 7.2 Reporting
Indicators of achievement and or/performance of the project proposal	7.1, 7.2 Contractual obligations enacted (Successful Work plan & Budget Execution; Reporting).

Actv. N°	Title	Start date	End date	Place	Description of the activity carried out	Specific & measurable indicators of achievement
7.1.1	Coordination & on-going Management	Sept 2016	Oct 2018	EU/PCs		Smooth implementation of the project. Smooth communication. On target & on budget implementation.
7.1.2	Coordination Meetings	Sept 2016	Oct 2018	EU/PCs (Vietnam UK Greece Vietnam Lithuania Cambodia)		Meeting minutes.
7.2.1	Procedures, templates, processing information	Sept 2016	Oct 2018	EU/PCs		Necessary information kept & collected; Quality reports prepared.

Assumptions	Risks	Mitigation
- Effective project management will ensure the success of the project.	- Lack of communication skills, cultural barriers. - Lack of project management knowledge.	- Previous cooperation exists. - Project Coordinator (UD) supported by EU partner (Agora-KM). - Clear instructions and templates prepared by Project Coordinator and made available to all partners.
Quality evaluation notes (year 1/year 2/year 3)		

5.2 Matrix for internal QCM

The activities of the project will be subject to the matrix below for internal QCM. The Project Coordinator (UD) will be responsible for keeping the matrix updated to be discussed at each management meeting within the QB.

WP	Activities	Deviations	Strengths	Areas for improvement
1. Need Analysis & Good Practices	Data collection & analysis			
	Needs Assessment Report			
	Benchmarking Study Visit to EU			
	Drafting and dissemination of the Good Practices Handbook			
2. Capacity building	Development of a Training Plan and Training Materials			
	Implementation of 4 training workshops tailored to specific target groups			
	Development of online training resources			
	Implementation of online training modules			
3. Set-up of the UECs	Development & Adoption of the Strategic Plans			
	Formal set up of the University-Enterprise Centres (UECs)			
	Acquisition and installation of equipment			
	Creation and updating of websites for each UEC			
	Creation & updating of databases			

4. QC & Monitoring	Set up Quality Board & Meetings			
	Setting & implementation of feedback mechanisms			
5. Raising Awareness	Tailored Dissemination Strategy			
	Designing the Dissemination Package including project website			
	Implementing the Conferences for project & results dissemination			
6. Sustainability	Identification of Network members within academia, enterprises and society			
	Development of the Network's strategy, mission and policy			
	Implementation of Network Roundtables			
	Implementation and pilot running of UECs			
	Organisation of Business Plan Competition			
	Organisation & implementation of Entrepreneurship Days			
7. Project Management	Coordination & on-going management			
	Coordination meetings			
	Procedures, templates, processing information			

5.3 Matrix for external QC

External experts will be asked to complete the following matrix at PM24 and PM36. Their recommendations will be included in the relevant reports.

Subject	Description	Strengths	Areas for improvement
Overall achievements			
Coherence with work plan & project objectives			
Relevance to PCs			
Other comments			

Annex – Evaluation form template

OBJECTIVES	<ul style="list-style-type: none"> - Analyse the activity carried out. - Discuss about any doubt concerning next activities. - Solve any difficulty for proper implementation of the project.
TARGET	Project consortium/stakeholders.
SUCCESS	<ul style="list-style-type: none"> - Positive project evolution. - Detection and correction of difficulties and deviations.

Hub4Growth Feedback Questionnaire

This feedback form has been prepared to better understand your satisfaction level of this activity. You are kindly asked to record feedback and suggestions for improvement, therefore enabling us to improve future actions. Thank you very much! Your response is confidential and highly appreciated.

1) What is your overall assessment of the event? (1 = insufficient - 5 = excellent)

1 2 3 4 5

2) Which topics or aspects did you find most interesting or useful?

3) Did the event achieve the programme objectives?

Yes No

If no, why?

4) Knowledge and information gained from participation at this event,
- met your expectations?

Yes No Somehow

- will be useful/applicable to your work?

Definitely Mostly Somehow Not at all

5) How do you think the event could have been made more effective?

6) Please comment on the organization (from 1 = insufficient to 5= excellent)

1 2 3 4 5

7) Other comments and suggestions (including activities or initiatives you think would be useful for the future)

THANK YOU!