

# Information Technology Governance for Tunisian Universities (ITG4TU)

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## Quality Management Plan

*ITG4TU CONSORTIUM*



### ***AMENDMENT HISTORY***

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# 1. Introduction

## 1.1. Objective

The Quality Management Plan (QMP) defines common standards for the entire project lifecycle. For ITG4TU, all partners are involved in quality assurance activities. The ongoing processes of management, monitoring and internal evaluation will contribute to an on-going quality assurance process, following the continuous improvement cycle.

As an integral part of management planning, the Project Quality Plan should provide the solid ground for successful, timely and quality implementation of the project activities. It forms a common standard to be applied and followed throughout the entire project life.

For the purpose of the ITG4TU project, quality is conceptualised by the results of collaborative interactions between the project partners and with other stakeholders which lead to a meaningful and significant contribution to the areas of ITG.

Though the development of effective and authentic processes to ensure comprehensive and authoritative quality procedures, the project will develop products, results, core knowledge to the highest standard and at all times will ensure best practice in its procedures where possible.

To this end, the following are important elements with regard to quality in the ITG4TU project:

### **Quality management**

Quality management includes all the activities that the consortium uses to direct, control, and coordinate quality. These activities include formulating a quality policy and setting quality objectives. They also include quality planning, quality control, quality assurance, and quality improvement.

### **Quality assurance**

Quality assurance is a set of activities intended to establish confidence that quality requirements will be met. Quality Assurance is a subset of quality management.

### **Validation**

Validation is the first phase of control regarding whether the developed products meet the defined requirements or not in terms of quality. When all requirements have been met, a validated status is achieved. In terms of the ITG4TU project, this validation means that all products will be reviewed by either internal or external experts, or possibly both.

### **Verification**

The validated products are subject to a verification process too. The verification will be carried out through the involvement of the target group. In the ITG4TU project, the developed courses



(training material, media, platform, etc.) will be validated by internal and external reviewers, who will ensure that the courses are elaborated correctly to reach the competencies outlined. The verification process however will be established via the pilot training involving individuals in industry and trainers. On the basis of the feedback from industry, the course can be considered verified or should be modified according to the appropriate suggestions.

### Valorisation

“Valorisation” refers to the process of disseminating and exploiting outcomes from the ITG4TU project. Valorisation plays an important role in quality management by optimizing the value of the project results, products, outcomes, etc. by enhancing their impact and integrating them into training systems and practices at local/national as well as at a European level.

### Risk Assessment

Risk assessment involves a process of evaluating hazards and potential problems in the ITG4TU project and the likelihood of exposure to those hazards. These are essential steps for identifying areas which may negatively affect quality in the project –in particular with regard to project outcomes. As part of risk assessment, it should be possible to estimate the exposure to risks in the project and the potential impact of these risks on the project results. Risk assessment also provides a scientific framework for understanding the impact of a wide variety of variables by considering several key questions, such as: What are the factors that result in risk? What is the likelihood of harm? How much harm could occur?

## 1.2. Scope

The scope of this document is the IT4GTU project.

## 1.3. Target Audience

This document shall serve all the project partners throughout the project, as well as to the project officers to verify quality management activities.

## 1.4. Acronyms and Definitions Used

Table 1 - Acronyms and Definitions

Acronym	Description
NA	National Agency

## 1.5. References

Ref.	Title
[1]	ITG4TU Proposal Release 1 (Final Version)



## 2. Project Background

### 2.1. Main Issues and Aims

Information Technology (IT) is a key aspect for Higher Education Institutions (HEIs). IT is present in almost all HEIs activities and, as a result of this importance, is a strategic asset that needs to be managed in an effective and efficient way. Moreover, IT will transform the way education is delivered, managed and accessed by students. On the other hand, IT Governance is one of the concerns for organizations all over the world. IT Governance is the organizational capacity to control the formulation and implementation of IT strategy and in this way ensure the fusion of business and IT.

Apart from generic IT Governance models and standards (COBIT, Calder-Moir, ISO/IEC 38500, ...), literature reported several efforts on IT Governance for HEIs, being University-oriented IT Governance Frameworks in Spain, one of the most important, cited and recent ones and the pioneering work from Juiz.

In the specific case of the African continent, the penetration of IT Governance is weak. As mainstream IT Governance –related researches tend to focus more on developed economies, the viability of these established IT Governance structures in developing economies is unclear as they might be generic and might require considerable effort and cost in customising to a specific context. Taking this into account, any framework must be tuned in countries, for instance, in HEI from Tunisia.

In previous and recent studies like, for instance Jairak et al. (2015), the three main obstacles in IT Governance implementation in Universities are:

- Lack of clear ITG principles;
- Budget limitations;
- Lack of method for selecting the ITG framework.

This project aims to tackle the three obstacles by providing a set of experts from HEIs with previous experience on the topic, by getting some budget to develop the framework and by providing a framework developed by the consortium.

### 2.2. Expected Results

This project is aimed to gather a set of researchers from four universities with a wide experience in developing and deploying IT Governance (ITG) (including ITG4U and dFogIT) framework models from three different countries (Spain, Germany and Norway) to develop, adapt and test a new ITG framework to be implemented in several Universities in Tunisia. Expected results of this project include a better governance model for IT in Tunisian HEIs as well as an overall modernization of the governance processes for HEIs and a contribution of the cooperation between EU and Tunisia. Specific objectives of the project are:



- 1) Perform specialized training modules for building ITG models in Tunisian universities. This training will target three types of stakeholders of universities: professors, students and administrators/managers. Professors will be trained in two different ways, those professors who wish to acquire new knowledge to include ITG as a teaching and research discipline. Regarding, graduate students from related studies of IT students and even in Management/Business Administration can acquire new skills to ensure their further professional or academic integration. Of course, the main target of this project is the intermediate management and board executives of universities, as well as functional IT departments that can take this opportunity to better align their IT strategies.
- 2) Perform training to employers in IT sector, mainly mid-size and large companies both public and private. ITG has been shown as a facilitator to produce higher ROI of enterprises, coming from further development of IT assets. This training will result in a greater connection between Tunisian universities and the surrounding economic and social stakeholders. It will also provide project sustainability, since once Tunisian trainers (professors) of local universities were accredited, they may continue providing specific training to local businesses.
- 3) Build ITG frameworks, adaptable to each institution, for the participants of the project. As a result of initial and advanced training in ITG, Tunisian universities in collaboration with EU must be able to implement their own ITG framework and their corresponding instruments of ITG.
- 4) Build the skills and tools to ensure the sustainability of government IT project beyond.
- 5) Set the value chain of IT in HEI and its Key Performance Indicators (KPI). The achievement of these aim should change how ITG is discussed as well as the strategic focus of this asset as important for the ITG of the HEI. The biggest changes that must be observed by all stakeholders are:
  - a. Increased transparency of governance decisions and the way that the board is managing IT.
  - b. Increased accountability of ITG structures, their composition and nature and their spheres of action and responsibility.
  - c. Governance of PPP (Portfolio, Programs, Projects).
  - d. Outsourcing, provisioning and subcontracting of IT are clearer and focused.
  - e. IT service catalogs are published, auditable, responsive and proactive.
  - f. Increased motivation and proactive IT staff due to increased visibility, changing reactivity added value of IT.
  - g. The strategy of HEIs is connected with tactical and operational IT, almost automatically and naturally through a virtuous cycle from the mission, vision and strategic objectives to measures and KPI for the IT asset.





## 3. Quality Management Approaches

### 3.1. Quality Expectations for this project

One of the main aims of this document is to clearly define the quality expectations to be met within the scope of the project. These expectations are defined at all levels and in such a way to serve as orientation points that will channel the activities towards the successful realization of planned outcomes and results.

#### Quality of the project implementation

For efficient achievement of planned goals, the project has defined a detailed plan of implementation and project management. This plan is presented in the Application form and is one of the main tools to monitor and evaluate the project activities' progress throughout the five work packages. Both the work packages and activities within each of them have to be completed as planned and before the deadline provided in this plan.

#### Quality of project deliverables

The complexity of challenges and goals set by ITG4TU project leads to big variety of the project deliverables. They can be generally categorized as documents and reports, trainings, visits, visibility actions and implementations.

#### Quality of documents and reports

All documents and reports produced within the ITG4TU project are expected to satisfy the following quality criteria:

- To respond qualitatively to objectives set in the Application Form;
- To be delivered within the time frame set in the Action Plan;
- To be approved by the relevant management structure as defined in this Project Quality Plan.
- To satisfy the visual identity requirements, i.e. to be presented in corresponding templates provided in this Project Quality Plan.

#### Quality of trainings

Trainings provided to researchers, managers and students will be assessed by means of questionnaires.

#### Quality of visits

Several visits are scheduled to be performed by all participants. These visits and meetings will be assessed using specific means.



### **Quality of meetings, conferences and other events**

All events planned within the project need to be professionally organized. The organizer/host institution will be responsible for providing the smooth realization of the event, which includes all necessary arrangements and coordination, preparation of invitation packages (invitation letters, agendas, etc), details on location, available accommodation and travel arrangements, etc.

The deadline for completing necessary preparation activities depends on the event itself, but it must provide enough time for participants' registration and travel preparations.

Additionally, the host institution will be responsible for provision of all materials required for the event (promotional or informative material, supporting documents, printed agendas, etc), as well as for the elaboration of reports/minutes on the held event upon its completion.

### **Quality of promotion and dissemination tools**

The project planned to set up a website in order to attract large number of target groups and the broad general public. Apart from the website, a series of events will be realized throughout the project life time. These artefacts will be assessed with regards to their quality in terms of effectiveness and attractiveness.

### **Quality of implementations**

Framework implementations should be adequately developed and designed to respond to the needs in accordance with the set action plan. They need to follow clearly the defined methodology and meet verifiable indicators within the planned time frame.

### **Quality of Project Management**

The project management structure was planned during the preparation of the project proposal and was adopted at the kick-off meeting. The structure is composed in such a manner to ensure efficient and quality project realization. NEXT management is structured at three levels:

- Steering Committee (SC) responsible for the achievement of the project objectives,
- Program Manager Office (PMO) responsible for the activity plan management and project daily operations,
- Partner Operations Teams (POT) responsible for the proper implementation of project activities at local level.

The project management structures are expected to be well-organized, professionally coordinated and fully committed to the efficient realization of assigned activities, financial management and reporting.



### 3.2. Approach to Quality Management

The quality of the IT4GTU project is primarily managed through the engagement of the partners in documented collaboration and towards the modernization of Tunisian Universities.

In addition to this “informal” quality management primarily involving collaboration and discussion, there are a number of formal procedures in place to ensure quality management of products. These will take place in the form of peer reviews, feedback from experts/industry, standardized testing, feedback from the target group students.

Each procedure for quality reviewing will be performed according to standardized templates for all documents. The quality management processes for the IT4GTU project is primarily based on 2 separate methodologies:

1. ISO 9001
2. Plan-Do-Check-Act

### 3.3. Approach to Quality Management

The ISO9001:2008 QMS (Quality Management System) emphasizes the importance of

- Understanding and meeting requirements;
- The need to consider processes in term of added value;
- Obtaining results of process performance and effectiveness;
- Continued improvement of processes based on objective measurement.

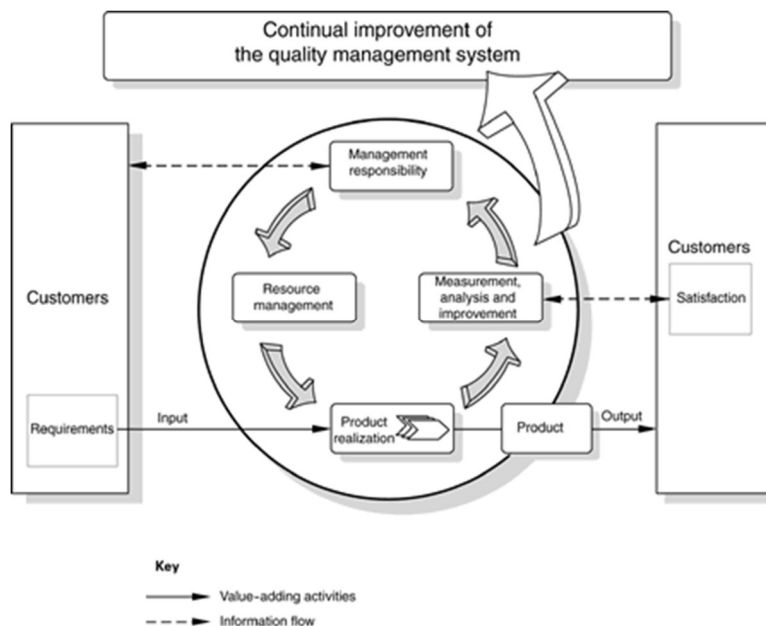


Figure 1: Top-level Project Plan



On the figure is the model of a process-based quality management system. The model illustrates that “customers” play a significant role in defining requirements as inputs. Monitoring of customers satisfaction requires the evaluation of information relating to customer perception as to whether the organization has met the customer requirements. This is very much in line with the aims and objectives of the IT4GTU project.

As part of the process relating to the ISO 9001, the Consortium shall:

- Identify the processes needed for QMS and their application through the project period;
- Determine the sequence and interaction of these processes;
- Determine the criteria and methods to ensure both the operation and control of these processes are effective;
- Ensure the availability of resources and information to support and monitoring of these processes;
- Monitor, measure and analyse these processes;
- Implement actions necessary to achieve planned results and continual improvement of these processes.

### 3.4. Plan-Do-Check-Act

The Consortium will use the methodology known as “Plan-Do-Check-Act” (PDCA) for all project processes, with the aim of enhancing the target group satisfaction through the effective application of QMS, including processes for continual improvement and the assurance of conformity to the target group and applicable regulatory methods:

1. Plan (Development): Establish the objectives and processes necessary to deliver results in accordance with the target group requirements and the consortium’s policies.
2. Do (Testing): Implement the process.
3. Check (Feedback): Monitor and measure processes and product against the policies, objectives and requirements for the product and report of the result.
4. Act (Correction): Take actions to continually improve process performance. The PDCA cycle should be built in every single activity. The systematic use of the PDCA cycle throughout the project provides the opportunity to continuously improve the products developed, the methodology applied, the process implemented as well as the quality assurance procedures themselves.

As part of the process of the PDCA cycle, realization refers to the completion of the process. The consortium should plan all of the product realization. Planning of the product realization should be consistent with the requirements of other processes of QMS.



The plan should include:

1. Quality objectives and requirements for the product.
2. The need to establish processes, documents, and provide resources for the production.
3. Required validation, verification, monitoring, inspection and test activities specific to the product and criteria for product acceptance.
4. Records needed to provide evidence that the realization processes and resulting product meet the requirements.

### 3.5. Indicators

All indicators under IT4GTU will be expressed in quantity (such as 'the number of', 'percentage of') in order to be able to measure results and outputs objectively, but they need to be completed by qualitative aspects (such as addressed target groups, in which place the change is produced).

To set a good indicator system at a project level, the indicators should also be S.M.A.R.T, which means:

- Specific: is it clear what exactly will be measured, in what geographical area measurements will be made, what units (number of participants, Euros, etc.) will be used, etc.?
- Measurable: will the project be able to collect accurate information to measure progress towards the targets set? The information required for measurements should be quite easy to collect. It should be aware that different regions and Countries collect data in different ways, thus all partners should be able to monitor and report on the indicators selected.
- Achievable: closely linked to identifying what changes are anticipated as a result of the project work and whether the results planned are realistic (e.g. decrease in water pollution by XX rather than no water pollution).
- Relevant: will the indicators measure all of the project's key activities?
- Timed: stating when something should happen (e.g. increase in visitor numbers by the end of the project).

The definition of the IT4GTU project indicator system is very important and will be cleared and estimated by the partners, which shall agree in what exactly needs to be achieved by the project since the beginning.

As well as everything else in the application, all project partners, under the coordination of the Lead Applicant, will identify indicators. All the partners should:

- Discuss the choice of indicators, who among them will contribute to the different indicators.



- Identify the baseline data to benchmark the progress achieved.
- Consider whether other projects are working on similar issues and whether there is an opportunity to use some of their indicators and build on their work (avoid repetition).

Active involvement of all partners in the setting up of project indicators during the development stage facilitates partner performance throughout the implementation stage and outlines the division of responsibilities from a very early stage.

The list of indicators is available in project under the logical framework matrix. They include:

1. Preparation: Initial Training Researchers, Initial Training Managers & Project infrastructure. Indicators:
  - Numbers of course attendants managers and researchers;
  - Satisfaction survey;
  - % availability.
2. Development: Report on Best practices. Report on Best practices validation. Initial assessment visit to Tunisian universities. Governance framework development. Governance framework assessment. Training materials development. Indicators:
  - Number of amendments to reports;
  - Papers published on the reports;
  - Time to develop the framework;
  - Deviation from ITG standards from standard audits.
3. Quality Plan. Indicators:
  - Number of reviews per product;
  - Time in amendments.
4. Dissemination: Dissemination & Exploit. Plan Definition. Pilot Courses. Governance framework deployment. Local, National, International Dissemination. Sustainability plan. Indicators:
  - Number of courses;
  - Number of students;
  - Satisfaction survey on courses;
  - Papers published;
  - Impact factor for the journals.
5. Management: Project management plan. Agency reporting. Internal reporting. Indicators:
  - Amendments to agency documentation.
  - Number of comments on Reports to agency.



## 4. Quality Management Procedures

The Project Quality Management Plan (PQMP) documents the necessary information required to effectively manage project quality from project planning to delivery. It clearly articulates the quality strategy and processes for both quality assurance and quality control. Moreover, it defines a project's quality philosophy, strategy, relevant methodologies and standards to be applied to the management of the project processes, monitoring and reporting procedures, quality policies, procedures, criteria for and areas of application, and roles, responsibilities and authorities.

### 4.1. Quality management roles and responsibilities

The project management process will be carried out by three organizational structures:

1. Steering Committee (SC), composed of one representative designed for each project partner and responsible for:
  - Approval of acts and key project documents, such as the Action Plan, Monitoring and Evaluation Plan, Communication and Dissemination Plan.
  - Contribution to ensure motivation and team spirit in the project.
  - Observance of formal procedures.
  - Ensuring efficiency in relation to the internal communication and decision-making process.
  - Ensuring uniformity of external messages and communication.
  - Ensuring efficacy of the dissemination and mainstreaming actions.
  - Ensuring coherence of the planned actions in the Project Activity Plan.
2. Project Manager (PM) and the Program Manager Office (PMO), represented by the team of professional staff set in by each Project Partner, and responsible for:
  - Activity plan management and project daily operations.
  - Carrying out all required tasks.
  - Resolving occurred issues or problems.
  - Setting out the team operating rules and procedures.
  - Performing, monitoring and evaluation procedures.
3. Partner Operation Teams (POT), composed by professional staff provided by each partner organization, responsible for the implementation of the project according to proposal.

In addition to the quality management evaluation tasks undertaken by the consortium drawing on their respective areas of expertise, quality management for the project also involves the wider target group, including hiring an external evaluator for the final project results.



## 4.2. Communication among partners

The following communication methods and instruments will be used in order to ensure information flow and in accordance adequate and efficient decision making:

- Communications and information flow shall be exercised through regular management meetings, mailing lists and internet working groups;
- In every project meeting a Project Progress Report shall be elaborated so the entire management could have an insight into the process of project implementation;
- Audit Trail System shall be implemented in order to keep track of and control the declared expenditures and relevant related documents.

## 4.3. Validation of deliverables

Two types of deliverables will be produced in the project, namely documents (reporting developments, visits, papers, courses, courses materials...) and deployments (mostly technological).

Regarding, the first, a document deliverable refers to any type of original textual report that is produced in the context of the project and that related to deliverables defined in the project description. On the other hand, a deployment is the service developed and installed including the framework but also other aspects like websites or online materials.

Each document deliverable will be validated by the task assignee, i.e. the person or a group assigned to produce the deliverable in an internal way. After that, it will be validated by another partner in the Tunisian Universities. Finally, the Lead Partner project manager will validate the document with the help of one or more partners in the European side.

Thus, the process will be as follows. The initial document review will be performed by the author of the deliverable. He/she will review his/her own work before circulating it among the project partners. Once the deliverable is reviewed and ready it must be sent to another partner in the Tunisian area to perform another review. The deliverable has to be distributed to this partner at least six weeks before the due date of the deliverable. The reviewed document should be sent in one week more to the author and he/she will send the version to the Lead Partner at least four weeks before the due date. Review time will be 2 weeks. In the case of a need and not for final documents this document could need another review to be accepted.

Deployment deliverable will be validated based on the document drafted to describe the features of the output. Based on that document, acceptance criteria will be defined and will serve as a point of reference for evaluating the output deliverables.





## 5. Document management

Project document management – offers the set of document templates to be used for project reporting including documents templates, personnel timesheets, minutes, etc. It also provides a description and the structure of the common documentation repository.

All documents and reports produced within the project are expected to satisfy the visual identity requirements and needs to be identified in the repository.

### 5.1. Document templates

Deliverable documents to the commission, as well as all other reports, minutes, or presentations will be based on the document templates applicable for all documents to be created within the scope of IT4GTU. These templates are mandatory.

There will be section in project website with all templates available.

### 5.2. Document storage

All accounting and supporting documents must be available and accessible until five years after the Programme closure, unless stricter national rules/state aid regulation do not state a later date.

Official documents related directly to the communication with the Programme authorities shall be archived by the Lead Beneficiary, whilst the reporting and supporting documents related to the Final Beneficiaries must be kept at the Final Beneficiaries' premises for an equal period of time. The documents can be kept either in the form of original copies or in a version inconformity with the original, as commonly accepted data carriers.

Project leader will provide the infrastructure for central and common document storage to share documents among partners. This infrastructure is not intended to store expenses proofs, but partners should decide the need of centralizing these proofs or not.



## 6. Quality assurance

### 6.1. Assurance process

There will be three levels of assurance:

1. Deliverable author level. The first level of quality control for the development of deliverable will be responsibility of its author. The Partner Operations Teams of responsible partner will ensure that the relevant deliverable is produced in accordance with the set goals and defined visual identity requirements. The draft version of the deliverable should be completed at least six weeks prior to the deadline set in Plan-Calendar outputs delivering section.
2. Activity level. The deliverable draft is to be distributed to reviewers from other partners involved in the same activity in the Tunisian side. Within five (5) working days from deliverable draft receipt, those reviewers should send back their review results, suggestions and recommendations for improvements using the template for the quality assurance check list. The final rating of the Deliverable draft can be marked in one of the following states:
  - a. Fully accepted – In case the deliverable is fully accepted by all reviewers, it can be considered the final version, and/or sent to the next level of revision (if necessary).
  - b. Revisions required – The deliverable author has five (5) working days to include or disregard those comments and finalize the deliverable.
  - c. Rejected – Non-conformance plan needs to be applied. In case the quality of the deliverable is not satisfactory and/or it fails to conform to the quality criteria the reviewers prepare a «Non Conformance Report». In case profound disagreements between reviewers and author, the deliverable will have to go through the next level of control.
3. European Partners level is the third level of deliverables quality control. Besides, they will be responsible to resolve any disagreement that may appear at the lower control levels. The approval of all deliverables must respect the time schedule defined in the Plan (unless Steering Committee agrees on the contrary). At this level, the same review principle will be used as at the 2nd level.



## 6.2. Evaluation criteria

Each deliverable will be evaluated through the project deliverables reports. Every report should be carefully composed with rich content, a clear and unified structure and a professional presentation. In order to achieve this, the report should be based on the following criteria:

1. Content. The content of each deliverable report depends on the type of deliverable itself. It should cover all the information relevant to the activity that it results from. As a general principle, this is the responsibility of its author(s). Nevertheless, the reports should meet a set of requirements, based on the following aspects:
  - i. Completeness. Information provided in the deliverable report must be reliable, complete and supported by relevant references.
  - ii. Accuracy. Information presented should be focused on the key issues.
  - iii. Relevance. Presented information should be relevant for the achievement of the corresponding goals.
  - iv. Language and proof reading.
2. Appearance and structure. All deliverable reports should have a uniformed appearance, structure and referencing scheme. It is therefore necessary to use document referencing and template provided in this Project Quality Plan.

## 7. Conclusion

Quality of the project outputs will be measured by continual monitoring of all activities within the particular work packages during the project life. Each variation from the planned activities must be noted and explained. If there are any improvements or changes required this should be explained in the quality and evaluation reports. It is essential that the project outputs are of the highest possible standard and that all partners are committed to this.

The partnership wishes to ensure that the results of the project are available after the lifespan of the project and envisages main streaming and multiplication of the training programme at Tunisian level in each partner country. Apart from that, it is intended that final research visits will contribute to the sustainability of the topic after the project ends.



## 8. Annexes

### 8.1. Project responsibilities

	UIB				UAL				SRH				OUC				UGB				UMA				UTM				USS											
	M	R	T	A	M	R	T	A	M	R	T	A	M	R	T	A	M	R	T	A	M	R	T	A	M	R	T	A	M	R	T	A	M	R	T	A				
<b>1 Preparation</b>	<b>8</b>	<b>25</b>	<b>12</b>	<b>15</b>	<b>4</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>24</b>	<b>46</b>	<b>0</b>	<b>10</b>	<b>24</b>	<b>41</b>	<b>0</b>	<b>8</b>	<b>24</b>	<b>41</b>	<b>0</b>	<b>8</b>	<b>24</b>	<b>41</b>	<b>0</b>	<b>8</b>	<b>24</b>	<b>41</b>	<b>0</b>	<b>8</b>				
Internal Team Formation	1				1				1				1				1				1				1				1				1				1			
Kick off meeting	5	6		5	3	6			3	6			3	6			3	6			3	6			3	6			3	6			3	6						
Initial Training Researchers		10		5		5				5				5				20				20				20				20				20						
Initial Training Managers		5		5		5				5				5				20				20				20				20				20						
Project infrastructure creation and communication	2		12																																					
Study & Document Best Practices		4				4				1				1				20	10			15	8			15	8			15	8			15	8					
<b>2 Develop</b>	<b>15</b>	<b>40</b>	<b>0</b>	<b>6</b>	<b>4</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>49</b>	<b>230</b>	<b>0</b>	<b>25</b>	<b>42</b>	<b>182</b>	<b>0</b>	<b>22</b>	<b>42</b>	<b>182</b>	<b>0</b>	<b>22</b>	<b>42</b>	<b>182</b>	<b>0</b>	<b>22</b>	<b>42</b>	<b>182</b>	<b>0</b>	<b>22</b>				
Best practices visits	4	4		6	4	4			4	4			4	4			20	35			20	35			20	35			20	35			20	35						
Report on Best practices.																	4	15			2	7			2	7			2	7			2	7						
Report on Best practices validation.	1	2				2				2				2																										
Initial assessment visit to Tunisian universities	5	5				5				5				5			25	50				40				40				40				40						
Governance framework development		3				3												100	10			70	7			70	7			70	7			70	7					
Governance framework assessment	5	10	2			10				10				10																										
Training materials development		8	3			8				2				2				30	15			30	15			30	15			30	15			30	15					
Training materials assessment		8		1		6				3				3																										
<b>3 Quality</b>	<b>10</b>	<b>5</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>13</b>	<b>5</b>	<b>0</b>	<b>2</b>	<b>7</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>5</b>	<b>0</b>	<b>0</b>				
Quality Plan	5			1		1				1				8		2		2				2				2				2				2						
Quality management monitoring	5	5		5	5	5			5	5			5	5			5	5			5	5			5	5			5	5			5	5						
<b>4 Dissemination</b>	<b>9</b>	<b>28</b>	<b>0</b>	<b>2</b>	<b>6</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>0</b>	<b>0</b>	<b>28</b>	<b>97</b>	<b>0</b>	<b>13</b>	<b>28</b>	<b>92</b>	<b>0</b>	<b>13</b>	<b>28</b>	<b>92</b>	<b>0</b>	<b>13</b>	<b>28</b>	<b>92</b>	<b>0</b>	<b>13</b>	<b>36</b>	<b>98</b>	<b>0</b>	<b>21</b>				
Dissemination & Exploit. plan Def	2			2													3				3				3				3				10			8				
Governance framework monitoring		10				10				5				5			10	15			10	15			10	15			10	15			10	15						
Trainees dissemination																			2				2				2				2				2					
Pilot Courses	1	3			1	3												10				10				10				10				10						
Report on Courses														3				3				3				3				3				3						
Governance framework deployment		5				4				2				2			10	25	10		10	25	10		10	25	10		10	25	10		10	25	10					
Local, National, international Dissemination		5				3				3				3			1	10	1		1	5	1		1	5	1		1	5	1		1	10	1					
Research visits	5	5			5	5			5	5			5	5				30				30				30				30				30						
Sustainability plan.	1													4			4	4			4	4			4	4			4	4			5	5						
<b>5 Management</b>	<b>65</b>	<b>24</b>	<b>0</b>	<b>59</b>	<b>23</b>	<b>24</b>	<b>0</b>	<b>13</b>	<b>23</b>	<b>24</b>	<b>0</b>	<b>16</b>	<b>23</b>	<b>24</b>	<b>0</b>	<b>16</b>	<b>29</b>	<b>24</b>	<b>0</b>	<b>12</b>	<b>26</b>	<b>24</b>	<b>0</b>	<b>12</b>	<b>26</b>	<b>24</b>	<b>0</b>	<b>12</b>	<b>26</b>	<b>24</b>	<b>0</b>	<b>12</b>	<b>26</b>	<b>24</b>	<b>0</b>	<b>12</b>				
Project management plan.	10			5																																				
Project monitoring and control.	15			15	3				3				3	3			6				6				6				6				6							
Online control meetings.	8			4	2				2	2			2	2			2				2				2				2				2							
Face to face control meetings.	12	24		15	12	24			5	12	24		5	12	24		5	12	24		12	24			12	24			12	24			12	24						
Agency reporting.	15			15	4				4	4			4	4			4	8			5	5			5	5			5	5			5	5						
Internal reporting	5			5	2				2	2			2	2			1				5	1			5	1			5	1			5	1						
<b>TOTAL</b>	<b>107</b>	<b>122</b>	<b>12</b>	<b>88</b>	<b>43</b>	<b>112</b>	<b>0</b>	<b>13</b>	<b>37</b>	<b>87</b>	<b>0</b>	<b>16</b>	<b>44</b>	<b>87</b>	<b>0</b>	<b>18</b>	<b>137</b>	<b>402</b>	<b>0</b>	<b>60</b>	<b>127</b>	<b>344</b>	<b>0</b>	<b>55</b>	<b>127</b>	<b>344</b>	<b>0</b>	<b>55</b>	<b>135</b>	<b>350</b>	<b>0</b>	<b>63</b>								

Figure 2: Project responsibilities



## 8.2. Project meetings procedures

The project is expected to be managed by means of meetings. This is a rough guide on how procedures in these meetings can be set up.

### 1. MEETING PROCEDURES.

- a. Before the Meeting:
  - i. Appoint a chairperson to keep the meeting on track.
  - ii. Develop a clear set of relevant objectives.
  - iii. Identify specific objectives for each agenda item (for information, for discussion, for action, and allotted time).
  - iv. Plan the attendance: make sure there is a valid reason for each person required to attend.
  - v. Be prepared: know how you plan to conduct the session and ensure that all the staff and resources required are available.
  - vi. Notify each person in advance of the particular topics they will be asked to address, as appropriate.
- b. Starting the Meeting:
  - i. Start on time.
  - ii. Summarize why each participant has been asked to attend (i.e., his/her role).
  - iii. Review the objectives and agenda.
  - iv. Define the process you want to follow.
  - v. Establish the ground rules regarding such things as interruptions and handling of side issues.
- c. During the Meeting:
  - i. Keep focused on the task and topic at hand.
  - ii. Keep focused on the Agenda and the time for each item.
  - iii. Have someone maintain brief minutes, identifying all the action points.
- d. Ending the Meeting:
  - i. Ensure that there is consensus on the results or, if agreement is not reached, that the nature and grounds of disagreement are clearly recorded.
  - ii. Summarize action items and identify who is responsible for each.
- e. After the Meeting:
  - i. Distribute brief minutes, identifying all the action points, to those in the attendance as well as to other interested parties.
  - ii. Provide a copy of the minutes to the Project Lead Partner for filing in the Project Repository for future reference.
  - iii. With regularly scheduled meetings, have participants periodically evaluate the meeting process (optional).
- f. Follow-Up



- i. Track action items to closure.
  - ii. Update the library copy of the minutes with the closed date.
2. **BOOKING MEETING ROOMS.** The meeting rooms are booked through by the Partner hosting the meeting. Do not conduct a meeting in a room that has not been reserved; that room may be reserved by someone else.
3. **ROLE OF THE CHAIRPERSON.** The chairperson is responsible for:
  - a. Creating or reviewing the agenda.
  - b. Understanding the objective of each agenda item.
  - c. Ensuring that all participants scheduled to make a presentation are prepared prior to the start of the meeting.
  - d. Ensuring that all necessary audio-visual equipment is available (arranged through the Project Administrator) before the meeting is scheduled to start.
  - e. Starting the meeting on time and collecting any fines from late-comers.
  - f. Maintaining order and ensuring progress by maintaining focus on the current agenda item.
  - g. Monitoring the time allotted to each agenda item using the agenda as a guide.
  - h. Ensuring that all decisions and agreements are recorded in the minutes; if disagreement exists, the chairperson must ensure that the nature and grounds of that disagreement are recorded.
  - i. Summarizing all action items and assigning responsibility for each.
  - j. Ensuring that the minutes are prepared by the hosting Partner, disseminated to all interested parties, and filed in the project repository.
  - k. Ensuring that the Action Item log is updated with action items identified in the meeting.
4. **MEETING AGENDA.** An agenda must be created in advance of each meeting. The agenda should include the following items:
  - a. Date and time of meeting.
  - b. Location of meeting.
  - c. Overall purpose of the meeting.
  - d. Items to be discussed.
  - e. The name of the presenter (or discussion leader) for each agenda item.
  - f. The objective of each agenda item.
  - g. The allotted time for each agenda item.
5. **MEETING MINUTES.** Prepare brief, action-oriented, meeting minutes at the conclusion of each meeting, including the following items:
  - a. Location of meeting.
  - b. List of participants (both present and absent).
  - c. Overall purpose of the meeting.
  - d. A list of items discussed (using the same identifiers as the Agenda).
  - e. Any significant results of date and time of meeting, that item (decisions reached, major concerns, agreements, etc.).



- f. Identification of any action items rose (if no action items resulted from the item, say so).
  - g. For each action item raised, indicate who it is assigned to and when it is due.
6. EVALUATING MEETING EFFECTIVENESS. As part of the Quality Management process, the effectiveness of project meetings will be evaluated on a sample basis, using the questionnaire on the following page. Completed forms should be returned to and tracked by the Quality Assurance team. This is not a mandatory item.

### 8.3. Quality Assurance Check List for deliverables

Author(s) responsible for the Deliverable: \_\_\_\_\_

WP leader: \_\_\_\_\_

Reviewer: \_\_\_\_\_

Date: \_\_\_\_\_

Assurance Point	Issues to be addressed	Assessment	Comments	Recommendations
<b>Compliance with the objectives of ITG4TU</b>	Does the deliverable comply with the overall objectives of the project?	YES NO PARTIALLY		
<b>Compliance with the specific objectives of the WP</b>	Does the deliverable comply with the WP Objectives as specified in the WP description?	YES NO PARTIALLY		
<b>Correspondence with the description of work of the relevant activity</b>	Does the deliverable correspond with the activity description as specified in the Application Form?	YES NO PARTIALLY		
<b>Compliance with the deliverables format</b>	Is the deliverable presented using the Project's deliverable format?	YES NO		
<b>Adequacy of written language</b>	Level of written English	EXCELLENT ADEQUATE POOR		

Overall assessment and suggestions for improvement:

Date of Quality Assurance performed by QAPT reviewers:

Deadline for submission of amended version of the Deliverable: