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D8.1 QUALITY PLAN

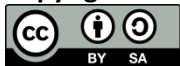
WP8. QUALITY PLAN AND EVALUATION OF PROJECT PROGRESS



Deliverable 8.1. Quality Plan

Project Acronym:	STEPS
Project full title:	MSc in Sustainable Food Production Systems
Project No:	598963-EPP-1-2018-1-AL-EPPKA2-CBHE-JP
Funding Scheme:	Erasmus+ KA2 Capacity Building in the field of Higher Education
Coordinator:	AUT
Work Package:	WP8 Quality Plan
WP Leader:	ReadLab
Task:	8.1 Quality Plan
Task Leader:	ReadLab
Last Version date:	15/04/2019
Author(s):	ReadLab
Status:	Final
Dissemination Level:	Public

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Document Revisions Table

Version	Date	Author(s)	Organization	Comments
1.1	15.3.2019	Petros Chondros	ReadLab P.C.	First draft version
1.2	27.3.2019	Alexandros Vouros	ReadLab P.C.	Executive summary added; Content added/modified

Approved by

Name STEPS QA Team

Date April, 2019

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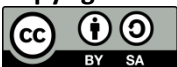
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Executive Summary

The Quality Assurance Plan (QAP) aims at the establishment of a comprehensible and efficient evaluation framework, which will ensure the successful implementation of project's tasks and the production of deliverables of high quality, by applying minimum burden and avoiding obsessions with processes at the expense of progress and conflicts over priorities. The document analyses the progress monitoring indicators and the quality evaluation areas and specific criteria as well as the mechanisms and the tools that will be employed by the internal and the external quality teams during the project lifetime.

QAP includes all the relevant information regarding the progress monitoring and the quality evaluation related issues that will be implemented during the project lifetime. It presents the aims and the objectives of the plan are discussed with the aim to spread and disseminate the quality evaluation culture within the consortium. The organization of the internal Quality Team (QT), the cooperation with the Management Team (MT) along with the clear roles and responsibilities of the Task Leader and consortium members that are involved in project's tasks are presented. The evaluation factors/areas, the specific criteria, the methods and the tools are then analyzed in detail while the specific evaluation forms and feedback questionnaires are included in the Annexes of the document. Standardized processes regarding the review and the submission of deliverables are described. The plan is based on specific criteria and mechanisms that focus on measuring and evaluating the impact of project's results. Specific paragraphs are devoted to the risk assessment strategy and the method used for evaluating the impact of the risks identified by the Quality Team at the proposal phase and also, at the initial phase of the project. The organization and the role of the External Quality Team (EQT) are also described. Finally, the plan refers to the evaluation of the MSc programme, which will be based on the guidelines of the ESG framework for the higher education in the European Union (EU).

1 Aims and Objectives

The implementation of the quality plan will be contributed by the whole partnership. The contribution of all partners regarding the necessary input and their response to improvements are critical for the successful implementation of tasks and the production of deliverables of high quality. Quality monitoring and evaluation is expected to motivate partners to discuss and review the performance of project activities, to analyse strengths and weaknesses, to plan and apply corrective action in order to improve the quality of the implementation of tasks and project outputs and outcomes. One of the most important concerns is to develop a culture of quality assurance among the whole partnership by monitoring the relevance, the effectiveness, the efficiency, the impact and the sustainability of the project results.

The overall aim of the QAP is to establish the framework of the quality evaluation procedures that will be implemented during the project lifetime. According to the project description, the specific objectives of the plan are related to:

- Continuous monitoring of tasks progress according to indicators included in the logical framework matrix
- Overall monitoring of project implementation according to the work plan, the identification of warning signs as well as planning and activation of mechanisms for better implementation
- Standardization of processes regarding communication among partners, sharing of documents, review procedures, and delivery of project tangible and intangible results
- Specification of tools and criteria which will be used for evaluating the quality of project results
- Evaluation of the quality of outputs/outcomes based on the above criteria
- Risk Management, decision making, crisis management and conflicts resolution
- Survey and the dissemination of the results of evaluation on a yearly basis and after critical milestones of the projects, including events
- Planning and applying corrective actions, in order to respond to any deviation of the project outcomes in terms of time, quality and cost, by applying a plan-do-check-act (PDCA) procedure.

For the successful implementation of the project as a whole, the establishment of comprehensible, transparent and efficient processes for quality monitoring and evaluation is crucial. High-quality standards and quality evaluation processes have to be welcomed by all partners. On the other hand, in order to avoid risks related to possible obsessions with processes at the expense of implementation and prioritize issues so that possible conflicts and disagreements become opportunities for lessons to be learned by partners, all partners should have in mind that the main purpose of the plan is to facilitate work by proposing standardized mechanisms and tools, maximize the quality and impact of the project without applying barriers or additional burden with respect to the tasks described in the work plan.

2 Quality Team

ReadLab is the leader of the Work Package 8 - Quality Plan. ReadLab is responsible for the development of the Quality Plan. At the beginning of the project, ReadLab works in close cooperation with the Coordinator, with the aim to organize the internal Quality Team (QT), circulate and acquire feedback on the Quality Plan and more importantly, disseminate a quality evaluation culture within the consortium. ReadLab has already designed the evaluation tools and the mechanism that will be used by partners to monitor progress and evaluate the project plenary meetings and events, the project outputs and outcome, the MSc programme itself while during the project it will be responsible for collecting, analyzing and disseminating the results with the Consortium along with warning signs and suggestions for continuous improvement. During the project, ReadLab will be responsible for the delivery of the periodic and events-based reports.

QT will be responsible for the development and the implementation of a quality plan for the life cycle of the project. QT will be responsible for:

- Monitoring the work plan, inform the coordinator and the MT on warning signs and deviations and provide recommendations for better implementation.
- Planning and applying corrective actions, in order to respond to any deviation of the project outcomes in terms of time, quality and cost, in cooperation with task leaders and the MT.
- Preparing questionnaires to be delivered to task leaders and the scientific staff involved in the project before the implementation of tasks. (Task leaders in collaboration with the MT will have the opportunity to enhance questionnaires; They will be responsible for providing the guidelines regarding research, preparing the templates for the corresponding deliverables, and disseminate the quality evaluation forms (questionnaires) so that staff involved in the tasks/deliverables is aware about the progress indicators and the quality evaluation criteria.)
- Monitoring and evaluating the quality of the deliverables as well as the efficiency of the reviewing/deliverables submission processes described in the QAP, in close cooperation with task leaders and MT.
- Disseminating quality evaluation results to the partnership and the stakeholders, according to the nature of the subject under investigation
- Providing guidelines and recommendations for the improvement of the quality of the deliverables.
- Reviewing and delivering the final version of the Quality Plan and also, periodic Quality Evaluation reports events-based reports produced after critical milestones, i.e. training seminars, workshops, laboratory demonstrations, etc.

Regarding in particular project's events, QT will be also responsible for:

- Preparing, in collaboration with the task leader and MT, and delivering questionnaires during training seminars, workshops and laboratory demonstrations
- Collecting and processing data, export and report key findings to the MT and disseminate reports to consortium members and/or stakeholders, according to the nature of the content.

All Consortium members will be represented in the QT with one representative and one deputy per partner. The members of the QT along with contact information are listed in Table 1. QT will organize

additional face-to-face meetings at the side-lines of management meetings or other events if possible and skype/telecommunication meetings on a regular basis (at least once per 2 months).

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Table 1 Quality Team Members and Deputies

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Table 2 Quality Team Deputies

3 Quality Plan Roadmap

The WP8 Quality Plan roadmap included in the project proposal indicates that quality monitoring and evaluation activities start at the very beginning of the project and extend to the whole project lifetime. QP will be implemented to assess the quality of the:

- Research during the needs analysis of target groups
- Research on related MSc programmes and best practices
- Communication and information exchange with stakeholders (including representatives of HEIs outside the consortium) which will support the above research
- Study visit organized to support the design of the MSc programme
- Design of the MSc programme and courses, based on the level of stakeholders involvement and achievement of expectations
- Infrastructures developed during the project and the equipment purchased based on its relevance to the educational programme developed
- Training seminars in terms of teachers/learners opinions about the level of expectations
- Courses developed during the project, including educational material and ICT-tools utilized for delivering knowledge of STEM subjects related to food engineering, quality and safety, and food systems and processes management
- Implementation of the MSc programme, by monitoring the educational methodologies adopted, the competences of teachers, the educational material and the additional learning resources, the laboratory experiments/simulations, the performance of the career office, the maintenance and further development of links with the stakeholders, the achievement of expectations of target groups and the performance of attendees. Evaluation of the MSc programme itself will be based on the “Standards and Guidelines for Quality Assurance in the European Higher Education Area” report (ESG), taking into consideration the provision and the diversities of educational systems, the needs and the expectations of students, stakeholders and the society at large.
- Dissemination campaign, material and events by monitoring the number of the attendees and the involvement of stakeholders as key speakers or participants in open discussions, round tables, face-to-face meetings
- Linking with labour market and the society at large and the actions related to the sustainability, multiplication and up scaling of the MSc programme after the project lifetime
- Management of the project, by monitoring the communication among partners, the quality of collaboration among partners, and also, the planning of proactive activities, the procedures of decision making and voting

- Implementation of the quality plan itself, by monitoring the overall progress of project's tasks and changes/improvements/simplifications applied in order to avoid possible obsessions on processes at the expense of the implementation of tasks.

Quality evaluation of project results will be presented in the periodic reports while additional reports will focus on the evaluation of project's events. A full list WP8 deliverables is given in Table 3.

Deliverable	Month nr.	Subject	City/Country	Host Organisation
D8.2.a	6	Study visit	Bucharest/Romania	USAMVB
D8.2.b	9	Seminars/lectures	Peja/Kosovo	UHZ
D8.2.c	12	Seminars/lectures	Sarajevo/Bosnia-Herzegovina	UNSA
D8.2.d	12	1 st Annual report		
D8.2.e	15	Seminars/lectures	Bihac/Bosnia-Herzegovina	UNBI
D8.2.f	18	Seminars/lectures/worksh op/ demo	Pristina/Kosovo	UC
D8.2.g	21	Seminars/lectures/worksh op/demo	Tirana/Albania	AUT
D8.2.h	24	2 nd Annual report		
D8.2.i	34	Workshop/ demo	Sarajevo/Bosnia-Herzegovina	UNSA
D8.2.k	36	Final report		

Table 3 WP8 deliverables

4 Progress Monitoring

QT will cooperate with Task leaders in order to monitor the progress of project's tasks and ensure the on-time submission of deliverables. (The exact procedure of deliverables preparation, review and final submission is presented in 5). A number of progress indicators are already included in the Logical Framework Matrix (LFM) of the project while task leaders and members of the QT will have the opportunity to enrich the initial list during the project. Modifications of the original LFM should be included in the Quality Evaluation periodic reports.

In addition, the roles and tasks per WP defined in the detailed description of the plan will act as the basis for implementing project activities and delivering results.

Outputs and outcomes	Indicators of progress
WP1 Connection of STEPS with the world of work, the social and the economic environment	
D1.1 Assessment and analysis report on stakeholders needs	- Organizations contacted (over 200) - Questionnaires delivered, acquired and processed (200)
D1.2 Survey of STEPS relevant programmes	- Interviews of key stakeholders (over 40) - Visits and round tables for stakeholders (over 30) - A variety of diverse opinions expressed
D1.3 Best practices of MSc programmes	- Relevant MSc programmes analyzed (over 100) - Best practices reported (25) - Stakeholders convinced to engage with project

D1.4 Report on the mechanisms for continuous stakeholders input	activities - Standard mechanisms established for continuous contribution and communication
WP2 STEPs structure and courses design	
D2.1 Design of the MSc programme D2.2 Selection of teaching staff and organisation in working groups report D2.3 Study visit report D2.4 Design of STEPs Courses	<ul style="list-style-type: none"> • Faculty members joining the study visit (over 25) • Scientific staff present in seminars and lectures (over 40) • ICT-based teaching/learning environments utilised/demonstrated (over 10) • Courses designed based on ECTS (all) • STEM subjects and innovative concepts included/analysed in the content of courses • Quality of educational material
WP3 Professional development of scientific courses	
D3.1 Assessment of training needs reports D3.2 Training seminars/guest lectures D3.3 Continuous support and improvement of scientific background and teaching capacity of scientific staff	<ul style="list-style-type: none"> • Scientific articles prepared/published (5 per year and per HEI) • • HEIs perception in the society and role in reforms in education and social and economic development
WP4 STEPs development	
D4.1 LMS platform D4.2 STEPs courses D4.3 Digitised educational material	<ul style="list-style-type: none"> • Quality of educational material • Level and quality of collaboration between consortium partners
WP5 Development of infrastructures	
D5.1 Teaching/learning environment D5.2 Research labs D5.3 Experiments/ simulations and training material	<ul style="list-style-type: none"> • Experimental devices/software licenses purchased (over 15) • Experimental/software-based exercises and projects by utilising new equipment • Quality and relevance of experiments/simulations
WP6 STEPs application for accreditation	
D6.1 STEPs application for accreditation	<ul style="list-style-type: none"> • Accreditation of the STEPs programme
WP7 STEPs implementation	
D7.1 STEPs programme implementation plan report D7.2 STEPs programme	<ul style="list-style-type: none"> • Students joining the MSc programme (25 per HEI) • Students' expectations achieved • Students' performance
WP8 Quality plan and evaluation of project progress	
D8.1 Quality plan D8.2 Internal evaluation reports	<ul style="list-style-type: none"> - No of internal evaluation reports - No of external evaluation reports - Internal quality evaluation of deliverables

D8.3 External evaluation reports	
WP9 Dissemination/Exploitation	
D9.1 Dissemination/exploitation strategy report	<ul style="list-style-type: none"> • Volume and quality of dissemination activities/material • Stakeholders present in workshops, laboratory demonstrations (at least 50 per workshop) • Stakeholders presence/involvement in open discussions, face to face meetings, round tables • Stakeholders expectations achieved by workshops • Volume and quality of data collected and processed during after workshops/demonstrations/meetings • Internships/scholarships organised Memoranda and contracts signed and co-funding schemes identified
D9.2 Web site	
D9.3 Social media profile and dissemination material	
D9.4 Workshops	
D9.5 Laboratory demonstrations	
D9.6 Career office development/enhancement	
D9.7 Dissemination/exploitation reports	

Table 4 Progress indicators per WP

5 Deliverables preparation, review and final submission

Project outputs/deliverables are the most important target for quality control (this includes several intermediate or non-tangible project outputs). The methodology employed targets to ensure efficient QA of project actions and results based on the design and development of a detailed quality strategy and criteria for project intellectual outputs. General quality criteria are set by the QT. Special output-related criteria (if needed) are set with the assistance of WP leaders (these criteria are mapped to specific output objectives and quality goals). Quality control is performed by members of the QT to assure the conformity of all project results with the initial criteria defined for them and guaranteeing they are in line with the technical proposal. The table below provides a description of the review process in a structured in steps:

Step nr.	Action	Owner/From	To	When
1	Submission of deliverable for review	Deliverable responsible	QT	15 days prior to contractual delivery date
2	Assign Reviewers	QT	2 project members	As soon as possible after action no 1
3	Submit evaluation	Reviewers	QAT	1 week after action no 2
4	Conflict resolution	QT	3 rd reviewer	1 week after action no 3
5	Submit new version of deliverable	Deliverable responsible	Internal space or QT	2 days or 1 week after step 4
6	Review new version of the deliverable	QT	Deliverable responsible	1 week after action no 5
7	Submit final version	Deliverable responsible	Internal Space	2 days after action no 6
8	Inform project MT if deliverable is rejected for the second time (not obligatory step)	QT	Management Team (MT)	2 days after action no 6

Table 5 Review process of STEPS deliverables

Reviewers should check the quality of all outputs submitted, and provide the WP Leaders with guidance (upon request) on the expected characteristics and contents of the relevant project results. Two reviewers review each project deliverable. Each reviewer must evaluate it with respect to a set of key points and must conclude whether the deliverable/output should be accepted or not. The key points to be taken into consideration during the review include:

- Layout of the Intellectual output
- Contents thoroughness
- Correspondence to project and programme objectives
- Remarks in format, spelling, etc.
- Relevance and response to user needs
- Methodological framework soundness
- Quality of presentation of achievements
- Quality of achievements

A detailed analysis of the above aspects, the related quality factors and criteria is given in the respective Annex. The reviewers are always members of the consortium who were not involved in the production of the deliverable. Each reviewer provides his/her comments to the QT using the Deliverable Review Form (see Annex I). 4 statuses are foreseen as a final review remark:

- Accept as is
- Accept with minor revision
- Accept with major revision
- Reject

The QT considers the reviewer's comments and in case of deviations (for example "Accept as is" vs "Accept with major revision") may assign a third reviewer or ask the deliverable responsible to produce a new version of the deliverable.

Special focus will be given to the STEPS outputs that are addressing the design and development procedures of STEPS MSc (**D2.4, D4.2, D7.2**), Since the review cycle of a master program cannot be implemented in the short time of two weeks, a proactive approach needs to be taken into consideration. The evaluation of the respective deliverables will be done from the starting day of the respective activities taking into consideration all related activities that led to the creation of the master program.

6 Quality Evaluation of Project's Results

The QA methodology consists of three major elements that are analysed in the following sections, while a specific section is devoted to risk identification and management.

- Definition of quality assurance factors and specific criteria
- Design of evaluation tools and mechanisms
- Process results, keep track of the quality assurance process, provide feedback and provide suggestions for improvements of /manage external quality control

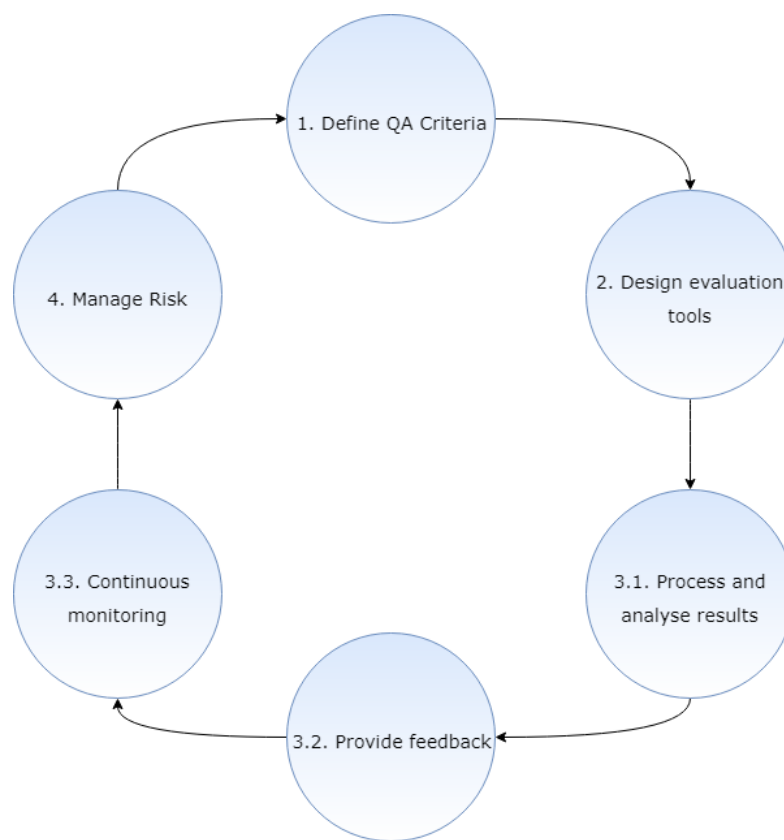


Figure 1 The Quality Evaluation Cycle

The initial steps include the definition of evaluation areas such as Project Results, Project Management Outputs and related activities, cooperation among the consortium and organization/impact of events (project meetings, special sessions, dissemination events). Then, specific criteria are defined to provide indicators for the quality management/evaluation of the project. For some areas, metrics are quite qualitative and thus subjective. On the other hand, quantitative metrics provide indications but not conclusive results. STEPS incorporates a mixed evaluation method so as to collect a wider range of opinions and ideas and pay less attention on formal metrics. However, the latter will be used to a point, in order to provide concrete measures useful for assessment.

Evaluation instruments are designed based on the type of output to be assessed and the design uses the criteria defined in the previous step. Popular evaluation instruments include closed and open question questionnaires and guided interviews. In this step, the appropriate timing for deploying each instrument is also defined to capture information on key project outputs and/or provide valuable feedback to project formation strategists. The evaluation tools are listed in the Annexes section of this document.

Reporting will take place mainly through the presentation of evaluation results in project meetings by ReadLab. It will be heavily based on the processing of the collected data coming from the utilization of the evaluation forms as they are described in Annex I-V. Documentation of project outputs, their delivery date, name of the reviewers and their status in relation to the quality assessment process are horizontal elements that are going to be present in every quality driven created document towards consistency and accuracy.

6.1 Quality Factors

Quality factors are user-perceived aspects of project components, which determine whether the project meets the requirements. The following table presents important factors, identifies each one and ranks the top factors that are considered critical for the success of the project.

Quality Factor (project results)	Description	Rank
Timeliness	The extent to which project results are delivered in a timeframe, which meets the initial planning	1
Correctness	The extent to which main project outputs satisfy real world specifications and fulfils educational stakeholder needs.	1
Usability	The extent to which main project results are understandable and applicable by the end-users.	2
Accessibility	That ability of the target group to access project results whenever and wherever they need access.	3
Portability	The ease with which main project results (e.g. the Virtual Learning Platform) can be modified to add more functionality.	4
Expandability	The degree to which the results described in the outcome can be expanded within the target sector	5
Interoperability	The extent to which main project results can be applied to new, near-future user needs formed by the ever-changing economic and political environment.	6
Profitability	The ability of the project to exchange information with other systems/environments that effect and are affected (e.g. legislation, local or national economic environment, technology, etc.). To mutually use the information that has been exchanged.	7
Future Business Potential	The extent to which the initial target group is likely to provide a positive reference to other potential stakeholders.	8

Table 6 Project results quality factors

6.2 Quality Criteria

Each of the above-mentioned Quality Factors is mapped into one or more quality Criteria, which should be monitored throughout the project life cycle. These criteria may serve as strategic-level input to the process of monitoring results of the project. The following tables provide a detailed analysis of the criteria described in the previous paragraph.

Quality Factor	Criterion	Description
Correctness	a. Completeness	a. The degree to which main project results provide full implementation of the functions envisaged in the project plan.
	b. Consistency	b. The degree to which main project results provide uniform design and notation.
	c. Accuracy	c. The degree to which main project results provide the required precision with respect to real life sectorial requirements.
Usability	a. Simplicity	a. The degree to which the project implements project results in the most non-complex and understandable manner.
	b. Virtuality	b. The extent to which the target group does not require knowledge of the physical, logical, or topological characteristics of the project results.
	c. Learning Curve	c. The extent to which the project provides familiarization of functions and operations of project results to its target group.
Accessibility	a. Permeation	a. The extent to which project achievements are successfully disseminated to the intended target community.
	b. Virtuality	b. The extent to which end-users do not require any special knowledge (physical, logical, or topological characteristics) in order to make use of the project results.
Portability	a. Independence	a. The degree to which project results are non-dependent to fast changing factors (such as technology, geography, economy).
	b. Standardization	b. The extent to which project results conform to standards (or EU/national guidelines) that maximize portability
Expandability	a. Augmentability	a. The degree to which the results described in the outcome can be expanded within the target sector
	b. Modularity	b. The degree to which parts of the outcome can be used independently
Interoperability	a. Commonality	a. The extent to which project results utilize interface standards for data representations
	b. Contribution to standards	b. The extent to which the outcome can potentially contribute to existing or new standards
Profitability	a. Productivity	a. The extent to which project results demonstrate an improvement in the productivity of those who use it.

	b. Cost vs Benefit	b. The degree to which the benefits of using the project results out-weigh the costs (e.g. time spend for training).
Timeliness	Performance to time scheduled	The extent to which Project Activities are delivering results according the established schedule.
Future Business potential	a. Stakeholder satisfaction b. Sustainability c. Impact	a. The extent to which sectorial stakeholders are satisfied with project outputs. b. The likelihood of benefits produced by the project to continue to positively affect the stakeholders after project completion c. the effect of project results to wider sectorial objectives

Table 7 Mapping of Quality Factors to Quality Criteria

6.3 Quality Evaluation Tools

Quality assurance and evaluation mainly relies on the utilization of questionnaires and/or semi-structured interviews. The goal is to capture both qualitative and quantitative information at various stages of the STEPS project. Therefore the following plan and tools will be employed:

- Evaluation of **STEPS deliverables/outcomes** based on multiple quality criteria. This is achieved via the Deliverable Evaluation Form (ANNEX I).
- A partner **questionnaire survey upon project meeting/event** completion in order to capture partner expectations and goals vs actual results achieved during the meeting/event including study visits and training seminars. This is achieved by the project meetings/events Evaluation Form (ANNEX II).
- An **expert interview/questionnaire** that will capture the degree of satisfaction related to STEPS deliverable and development. It will take place at the middle of the project and near the end of the project.
- A stakeholder questionnaire survey after each project session where tangible project results are presented. This is focused on events or meetings where stakeholders are engaged such as info days that will take place in the Partner Countries.
- An Exploitation Evaluation Form that will be used for the assessment of the exploitation strategy of the project as well as for providing input for possible updates of the STEPS overall strategy.

<i>Evaluation timeline</i>	<i>Evaluation tool</i>	<i>Title of tool</i>	<i>Annex</i>	<i>Comment</i>
When a deliverable/output is submitted	Questionnaire	Deliverable Evaluation Form	I	
After each project meeting or even	Questionnaire	Meeting/ Evaluation Form	II	May vary slightly depending on type of event
M13, M25, M36	Questionnaire/ Interview	Expert Project Evaluation Form	III	

After Project events or near project ends	Questionnaires	Stakeholder Evaluation Form	IV	Stakeholders have participated in the event
Annually	Questionnaires	Internal Evaluation Form	V	

Table 8 Timeline and evaluation tools of STEPS Quality Assurance

For the STEPS project, it is critical to evaluate the quality of STEPS meetings and events. The Meeting/Event Evaluation Form (see

Annex II Meetings/Events Evaluation Form) will be used as a generic template and will be adjusted taking into account the specific nature of each event and national/institutional specific context. The following table summarizes the time plan of STEPS events and their respective type.

Month nr.	City/Country	Host Organisation	Event
6	Bucharest/Romania	USAMVB	Study visit
9	Peja/Kosovo	UHZ	Seminars/lectures
12	Sarajevo/Bosnia-Herzegovina	UNSA	Seminars/lectures
15	Bihac/Bosnia-Herzegovina	UNBI	Seminars/lectures
18	Pristina/Kosovo	UC	Seminars/lectures/workshop/ demo
21	Tirana/Albania	AUT	Seminars/lectures/workshop/demo
34	Sarajevo/Bosnia-Herzegovina	UNSA	Workshop/ demo

Table 9 Time plan of STEPS study visits, seminars and workshops

6.4 Data Processing and Presentation of Results

Within the STEPS context the data collection for defined quality criteria will be heavily based on the utilisation of surveys/questionnaires filled in by the target group (see ANNEXes section). The data processing will rely on the utilisation of statistical techniques tailored to the nature of data collected. STEPS QT is going to employ a set of different data processing techniques and statistical analysis including through:

- Histogram for accurate representation of the distribution of numerical data.
- Calculate variance of responses and Completeness % (i.e. applicable in delivery dates of deliverables)
- Usage of pivot tables if applicable for processing combination of data/responses

QA reporting will take place through:

- The three annual internal evaluation reports
- The presentation of evaluation results in project meetings by ReadLab.

It will be heavily based on the processing of the collected data coming from the utilization of the evaluation forms as they are described in Annex I-V. Documentation of project outputs, their delivery date, name of the reviewers and their status in relation to the quality assessment process are horizontal elements that are going to be present in every quality driven created document towards consistency and accuracy. The most important quality evaluation results and related issues will be shared and discussed within the partnership during project meetings.

7 STEPS MSc programme Evaluation

As a part of the project, evaluation of the MSc programme will be performed based on the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), considering the design of courses (stakeholders involvement, learning outcomes, ECTS), student-centred approaches, goals, staff competences, students support, learning resources etc. (<http://www.ehea.info/cid105593/esg.html>).

ESG constitute a reasonably generic framework in order to ensure that different standards and procedures in institutional and national level are applicable with a view to create a common understanding of quality assurance. Therefore, the ESG are based on the following four principles:

- Higher Education Institutions have primary responsibility for the quality of their provision and its assurance
- Quality Assurance related issues are applied periodically and promote the sustainability and the continuous improvement of educational programmes
- Quality assurance responds to the diversity of higher education systems, institutions, programmes and students
- Quality assurance takes into account the needs and expectations of students, all other stakeholders and society
- Quality assurance supports the development of a quality culture;

The table below provides a structured view of evaluation areas within the STEPS MSc programme.

<i>Evaluation Area</i>	<i>STEPS MSc Quality Criteria</i>
Design and Approval of STEPS programme	<ul style="list-style-type: none"> - Overall program objectives are inline the institutional strategy - Design process involves students and other stakeholders in the work <ul style="list-style-type: none"> - Benefit from external expertise and reference points - Define the expected student workload e.g. in ECTS
Student centred learning and teaching	<ul style="list-style-type: none"> - Respects and attends to the diversity of students and their needs - Has appropriate procedures for dealing with students' complaints - Flexibly uses a variety of pedagogical methods – utilization of different modes of delivery
Assessment of students' progression	<ul style="list-style-type: none"> - Assessors are familiar with existing testing and examination methods and receive support in developing their own skills in the field - The criteria for and method of assessment are published in advance - Students' feedback if necessary is linked to review learning process
Teaching Staff	<ul style="list-style-type: none"> - clear and transparent processes for MSc staff recruiting - support and training of involved academic staff

	- encouragement of innovation in teaching methods and the use of new technologies
Information management (data collection related to the STEPS MSc)	<ul style="list-style-type: none"> - Profile of student population - Student progression, success and drop-out rates - Student satisfaction - Career paths of graduates

8 Measuring Impact and Sustainability

Continuous improvement and adaptability of the STEPS MSc programme in order to meet societal and market needs are the most critical aspects towards sustainability. Development of synergies between academic staff inside HEIs, with staff working for HEIs outside the consortium as well as with enterprises are critical regarding mainstreaming the MSc programme, beyond project lifetime. The establishment of the MSc programme as a paradigm shift, supported by the national authorities, the hierarchy of own and other institutions, academics and scientific staff, is, in addition, the key towards multiplication and up-scaling. Lessons learned are expected to equip partners with experience, knowledge and vision which can be transferred to existing and new educational programmes. HEIs representatives will demonstrate the quality of the programme, its relevance and perception outside the consortium and prompt academics, ministries and stakeholders for the development of similarly designed educational programmes in partner countries HEIs.

Sustainability and impact are quality characteristic that are often measured after project's completion. However, specific actions such as those described above are envisaged to boost sustainability and impact during the project lifetime. On the other hand, specific indicators and targets are considered to reflect the short and long term impact of the implementation of project's tasks, the exploitation of outputs/outcomes and their sustainability potentials.

Short term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
Acquire knowledge of the needs in terms of educated and skilled people needed to support the transition to sustainable food production systems	managers, academics and scientific staff	<ul style="list-style-type: none"> -320 organizations contacted -250 questionnaires delivered, acquired and processed -25 key stakeholders representatives interviewed -4 reports conducted 	<ul style="list-style-type: none"> -quality of research -quality of reports -quality of knowledge acquired
Acquire knowledge of the organizational structure, the content the effectiveness and the relevance of MSc programmes	managers, academics and scientific staff	<ul style="list-style-type: none"> -100 related MSc programmes analysed and reviewed during preparatory activities -4 reports conducted -25 best practices of MSc programmes analysed and support the design of the MSc programme 	<ul style="list-style-type: none"> -quality of research and level of knowledge acquired -quality of best practices identified and analyzed
Acquire own experience knowledge of the organizational structure, the content the effectiveness and the	managers, academics and scientific staff	<ul style="list-style-type: none"> -24 managers and faculty members participating in the study visit -6 MSc related MSc programmes (offered by USAMVB) analysed regarding support by the hierarchy, structure, content, 	<ul style="list-style-type: none"> -quality of analysis of MSc programmes, in terms of organizational

relevance of MSc programmes		level of knowledge and linking with the labour market and society at large	structure, level of education and relevance -quality of the study visit -level of contribution of research and analysis to the design of the MSc programme -quality of the design of the MSc programme
Professional development of scientific staff	scientific staff, HEIs	- 4 events organized (number of participants, seminars, lectures, scientific topics addressed) -level of expectations of teachers/learners participating in seminars/lectures	-quality of the seminars/lectures -relevance of scientific topics addressed
Improve the level of knowledge offered and the teaching/learning environment, develop laboratories and institutional capacities	scientific staff, HEIs (in terms of capacity building)	-scientific staff participate in seminars and lectures (about 150) -number of ICT tools demonstrated -20 courses designed and developed - number of STEM subjects in the content of courses -2 types of laboratories developed -8 laboratories developed -number of experimental devices/software licenses purchased (over 50)	
Delivery of knowledge and development of human capital	-students, HEIs (in terms of young) researchers, private companies, national organizations	-25 students joining the MSc programme per HEI -5 students working on research projects -10 students joining the local market (internships) -students' performance -level of expectations achieved	
Improve inter-institutional cooperation, cooperation with other institutions and enterprises, the capacity to innovate and HEIs perception	-students, scientific staff, HEIs, private companies, national organizations	- participation of stakeholders in demonstrations/workshops (at least 70 per workshop) -number of questionnaires delivered - level of response by stakeholders -level of stakeholders involvement in project development activities -number of opinions discussed and analysed -number of open discussions, face to face meetings, round tables -level of stakeholders expectations achieved -number of brochures, flyers, social media profiles, radio commercials, press releases, journal articles -volume of data collected and processed -number of research proposals and	

		projects -number (and level) of collaborations between faculty members -number of projects planned in cooperation with enterprises -number of internships for students -number of scholarships -number of agreements and contracts signed with enterprises and/or other institutions -number of funding mechanisms and co-funding schemes identified in order to support the financial sustainability of the programme -participation of consortium members in info-days and workshops organized by other	
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Table 10 Short term impact indicators and targets

Long term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
Modernization of education/Improve the quality and relevance of the educational system)	HEIs, agro-food sector and industry, national organizations and governments (in terms of capacity to implement national plans and policies) rural societies and stakeholders at large	-effectiveness of HE systems, i.e. completion rate, actual fee paid (if any) -perception of HEIs -efficiency of the combined HE and labour market systems -number of MSc programmes developed based on learning outcomes and ECTS -level of stakeholders involvement in the design of programmes	-skills mismatch reduction -increased perception of HEIs -enhancement of the role of education in social and economic development
Promote inter-university cooperation and cooperation between HEIs and the world of work	HEIs, agro-food sector and industry, national organizations and governments (in terms of capacity to implement national plans and policies)	-number of established mechanisms regarding internships, scholarships, common planning, transfer/exchange of knowledge, common planning and innovation enhancement -number of MSc graduates employed -number of students, engineers, managers, policy makers finding jobs according to their skills -number of funding schemes to support the financial sustainability of MSc programmes	-improvement of the quality of collaboration between HEIs and the labour market -development of a better environment for research and innovation based on specific needs and modern challenges
Improve HEIs capacity to innovate	HEIs, agro-food sector and industry, national organizations and governments (in terms of	-number of researchers -number of research projects -number of private sponsorships for university	-increase of the perception and the potentials of HEIs to participate/organize in

	capacity to implement national plans and policies) rural societies and stakeholders at large	research	research plans and projects
Improve engineering and management practices related to food production, processing, quality monitoring and sustainability of agro-food systems and processes in national/regional level	HEIs, agro-food sector and industry, national organizations and governments (in terms of capacity to implement national plans and policies) rural societies and stakeholders at large	-agriculture productivity and competitiveness -environmental footprint of processes -energy consumption of food production systems	-support the transition to sustainable food production systems
Contribute to the raising of investments and the socio-economic development at national/regional and EU level	HEIs, agro-food sector and industry, national organizations and governments (in terms of capacity to implement national plans and policies) rural societies and stakeholders at large, EU	-agriculture productivity and competitiveness -diversification of jobs in rural areas -unemployment in (particular) in youth -entrepreneurship related indicators -regional GDP	-support the implementation of plans/policies and integration with the EU

Table 11 Long term impact indicators and targets

Measuring the long-term effects of impact, exploitation and sustainability actions relies heavily on an internal review of the project having in mind more fundamental areas, such as those included in the table below (Table 13). For this purpose QT will contact and interview staff involved in the project in order to include information in periodic, annual reports.

<i>Sustainability area</i>	<i>Measurement method</i>
Ownership	What is the evidence that all target groups support (or are involved in) the project? How many and how actively are they involved? Are they encouraged to take initiatives? Does the project build on their demands?
Policy support	Is there a sectorial policy that supports the project? Are there any plans to encourage local policy reforms?
Methods used	Is there enough evidence that the methods used for producing project results is up- to – date and realistic?
Socio-cultural issues	Does the project take into account local or national socio-cultural norms and attitudes that may affect the use of project results?
Capacity building	How many and effectively target groups have been trained? Are they motivated to use/expand project results? Have the STEPS labs the required personnel to operate long after project completion?
Management and organization	Are there any activities that integrate with or add to existing sectorial structures?
Technology	Is the technology required by users to use project results affordable and non-

	complex?
Financial	Are there any plans to establish links with private sector stakeholders? Are there any plans for charging of use project results or encouraging policy reforms?

Table 12 Long-term sustainability aspects and related questions to be answered

9 Risk Management

Risk management identifies potential risk that may become a hazard for the project. Common risks include low quality of STEPs results, non-conformance to project objectives, failure to include stakeholders into the project processes, low usefulness of project outcomes, etc. These risks must be recognized at an early stage and necessary prevention measures need to be taken to avoid them. If it is deemed not possible to avoid them, then the necessary steps to reduce their impact must be designed in advance. Risk management, as a prevention method, is essential to QA. Based on the quality criteria identified in step 1 and the results of step 3, risks to the STEPS project will be identified, assessed and measures will be formulated to prevent them or minimize their impact. Risk management is a continuous process. The method used for risk management shall conform with the Project Management Institute's PMBOK guide (standardized as IEEE 1490-2011).

It is widely accepted that a major risk in Erasmus+ projects is the low exploitability of project outcomes. Step 4 will be used for mainly pinpointing the characteristics (present or desired) of exploitable results (based on general quality criteria), which will provide data for the analysis of risks. The goal of step 4 is therefore:

- identify, categorize and analyze the basic characteristics of the project's exploitable results as envisaged by the project partners. Comparison with stakeholder expectations,
- gather critical information on the necessary steps that need to be taken in an early stage so as partners may later be able to better exploit the results,
- identify potential risks in the critical area of project exploitation and communicate the results especially to the leader of the Exploitation WP.

Information gathered at a relatively early stage (although not as such from a risk management point of view) will help partners express their vision on the future form of project results, identify gaps and inconsistencies that may lead to high risks.

STEPS risk management procedure includes an initial definition of risks along with their respective impact level and probability to occur. The detailed procedure planned to be implemented in the STEPS project is analyzed in the following.

9.1 Basics

A Risk is a measure of the likelihood and consequences of not achieving one or more project objectives. Risk includes uncertainty. It is associated with probabilities (the risk to become a problem) and impact (e.g. on project activities). These two parameters should be treated jointly rather than separately.

In general, risk comprises three parameters:

- An event (which is usually an undesirable change)
- A possibility for the specific event to occur
- Consequences on one or more project objectives.

Risk Management usually includes the following processes:

- **Risk Management Planning:** deciding on how to design and implement the risk management procedures. Proper design ensures the proper functioning of the remaining five activities for Risk Management. It focuses on the way in which risk management procedures are enacted.
- **Risk identification:** identification of risks that may affect the work and recording of their characteristics. Risk identification is performed by project members such as the project manager, the development team, etc. or by external experts. This process is continuous since new risks may arise during the project life-cycle. The tools that are used to identify risks include meetings between key actors of the project (brain storming), the application of techniques such as the Delphi method, SWOT analysis and diagrammatic techniques (cause and effect diagram, flow charts, etc.).
- **Qualitative Risk Analysis:** Ranking of risks based on the probability of occurrence and the impact.
- **Quantitative Risk Analysis:** Quantitative analysis on the impact of identified risks to project goals.
- **Risk Response Planning:** design of actions for the mitigation of risks that have a great probability to become problems for the project. This process defines the actions that should be followed to reduce the possibility of these risks becoming a problem. The most common tactic used is to draw a Contingency Plan. This plan records all the actions to be taken when a risk becomes a problem:
 - the strategy to be followed if the risk becomes a problem
 - the time frame in which the plan is to be active
 - who is responsible for the activation of the plan
 - a list of people (internal or external to the project) which will be notified that the plan is active.
- **Monitoring and controlling risks:** tracking identified risks, identifying new application response plans and on-going evaluation of risk management processes.

In order to provide a STEPs risk identification, first we need to define the impact and probability levels that should characterize each identified risk. The methodology for defining Risk Impact level and Risk Probability level is:

The impact of a risk has three statuses: High, Medium, Low. Based on this 3-state classification the impact of each risk can be further identified through the following Risk impact Matrix:

<i>Impact level</i>	<i>Impact on scheduling</i>	<i>Impact on project quality</i>	<i>Impact on the costs</i>
High	Significant deviation of over than 30%. Milestones need to be reset.	Significant effects. Major project objectives not reached	Const increase >20%
Medium	Medium deviation between 10% and 30%. Some milestones need to be readjusted.	Some effects	5% < Cost increase < 20%
Low	Small deviation of about 10%. No need for adjustments.	Minimum effects	Const increase <20%

Table 13 Risk Impact matrix

The probability of a risk to occur is defined as:

- Risk Probability = High (Probability to occur > 30%)
- Risk Probability = Medium (10% <Probability to occur < 30%)
- Risk Probability = Low (Probability to occur < 10%)

9.2 Initial Risk Identification

Initial risk identification in the STEPS project stems from the general objectives of the project as they are stated in the detailed description of the action. Since the project sought to actively involve external stakeholders not only as end-users but as co-designers of main project policies, special attention is given to user enactment, sustainability, relevance and impact of results. Risks are directly mapped to quality factors and criteria of section 4. Common risks to project management (time and economic scheduling) are ignored since they are continuously monitored by the Management Team. The following table depicts the initial risk identification:

<i>Risk</i>	<i>Description</i>	<i>Probability to occur</i>	<i>Impact</i>
Stakeholders become disengaged	- Key stakeholders are not identified - No efficient communication - Stakeholders are not contributing to STEPS objectives (provide internships and scholarships)	Medium	High
STEPS Master Courses do not get accreditation	- Complex and time consuming procedures for getting the Accreditation (bureaucracy, national legislations)	Low	High
STEPS labs not been established	- Purchase of equipment not on time - Equipment not in-line with the STAPS MSc courses	Low	High
STEPS results poorly communicated	Not efficiently communicated to STEPs stakeholders	Medium	High
STEPS results difficult to be used	STEPS results are difficult to be used by end-users and stakeholders	Medium	High

Table 14 STEPS risks identification

9.3 Initial Risk Assessment Analysis

The next step is to define the priority of each identified risk. In STEPS, each risk may have a priority of HIGH, MEDIUM or LOW. To this end QT will utilize the Risk Priority Matrix (Table 16).

<i>Impact vs probability</i>	<i>High probability</i>	<i>Medium Probability</i>	<i>Low Probability</i>
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High Impact	HIGH (1)	HIGH (1)	MEDIUM
Medium Impact	MEDIUM (2)	MEDIUM (2)	LOW (3)
Low Impact	LOW (3)	LOW (3)	LOW (3)

Table 15 Risk Priority Matrix

9.4 Risk Response

Risk Response is the final process of determining actions that reduce risks before they become threats (risk mitigation) or reduce their impact when they do become threats (contingency planning). STEPS utilizes a proactive approach based more on risk mitigation than contingency. That is, risk probability/impact is reduced by taking early actions such as conducting multi-level assessments of project outputs (engaging stakeholders at an early stage, consulting experts with different areas of specialization, beta testing early versions of tangible outputs before scaling up). On the other hand, contingency is difficult to implement since most risks become threats near or right after project-end where the consortium momentum (at least in most funded projects) is somewhat lower.

Risk response planning includes the identification of risk owners, that is, the persons or committees responsible for monitoring risks. In STEPS risks span the whole range of project's deliverables and results. Thus, every project partner which is responsible for a deliverable/output is the owner of the risks associated with it. It is, however, most probable that a risk that becomes a hazard creates a domino effect increasing the probability/impact of risks in other outputs. The interlinked nature of risks is a matter to be monitored by the Management Team. Corrective action may be decided during risk audit sessions, if appropriate. The possible mitigation actions per identified risk are depicted in the following table:

Risk	Indicative mitigation action
Stakeholders become disengaged	<ul style="list-style-type: none"> - use appropriate stakeholder management techniques (stakeholder identification, recurring analysis, communication plan, attitude identification for risk planning) - Draft stakeholder engagement plan -Form a stakeholders' planning forum
STEPS Master Courses do not get accreditation	<ul style="list-style-type: none"> - Identify specific risk areas early in the Project
STEPS labs not been established	<ul style="list-style-type: none"> - Define the appropriate equipment early enough (during kick-off Meeting in Tirana)
STEPS results poorly communicated	<ul style="list-style-type: none"> - benchmarking (identify and use best practices in communication with stakeholders) - design and continuously test communication plan - tailor the information to the different affected stakeholders
STEPS results difficult to be used	<ul style="list-style-type: none"> - beta testing

Table 16 STEPS initial risk mitigation actions

10 External Evaluation

External quality control is treated separately due to its importance to STEPS quality assurance process. It is important to take full advantage of the contribution of external experts and other stakeholders. It is not recommended to engage them in a more horizontal strategy since this would mean that they should be fully aware of project activities and be present in almost every project meeting/event.

The External Quality Team (EQT) is a team of experts who will be used for identifying non-conformities of STEPs outputs in respect to project objectives and emerging target group needs. The role of the EQT is to:

- Contribute objectively to the evaluation process, offering a “second pair of eyes”
- Bring additional expertise and a wide range of evaluation methodologies

The EQT members should be recognized experts in the subject area and be acceptable to the MT and the partnership at large. The EQT consists of a pool of around 20 members and it will be employed in a flexible way for pre-emptive actions. Each partner will propose at least two experts who will volunteer to provide the feedback.

External evaluation is always following internal evaluation of STEPs deliverables/outcomes. According to the detailed description of the action, external evaluation should rely on analyzing:

- **Relevance:** the extent to which the objectives and the implementation of project’s tasks are consistent with the needs of the HEIs but also those of the labor market, the national organizations and the external stakeholders
- **Effectiveness:** the achievement of the specific objectives of the tasks
- **Efficiency:** the achievement of the objectives by monitoring the available budget and resources in comparison to the results produced
- **Impact:** the contribution of the project to specific issues related to the needs and the expectations of the target groups
- **Sustainability:** the measures and the actions that ensure the permanence of the impact and the further development of the project outputs/outcomes after the project lifetime.

External evaluation is always following the internal evaluation. ReadLab along with the PC will assign two experts to perform external evaluation from the initial EQT pool taking into consideration relevant expertise and availability. The instrument to be used is the Expert Project Evaluation Form (see ANNEX III Expert Project Evaluation Form). 3 annual external evaluation reports are expected during STEPS implementation. To this end, the initial selection of STEPS major deliverables to be externally evaluated is already defined in the table below (Table 18).

<i>Deliverable nr.</i>	<i>Description</i>
D1.3	Best practices of MSc programmes

D2.1	Design of the MSc program
D2.4	Design of STEPS courses
D3.1	Assessment of training needs
D5.1	Teaching/Learning environment
D6.1	STEPS application for accreditation
D7.2	STEPS MSC programme

Table 17 List of major STEPS deliverables/outcomes to be externally evaluated

LIST OF ANNEXES

- ANNEX I Deliverable Evaluation Form
- Annex II Meetings/Events Evaluation Form
- ANNEX III Expert Project Evaluation Form
- Annex IV Stakeholder Project Evaluation Form
- Annex V Internal Project Evaluation Form

ANNEX I Deliverable Evaluation Form

Number					
Title					
Version					
Type	<input type="checkbox"/> Report/Survey <input type="checkbox"/> Dissemination Material <input type="checkbox"/> Software <input type="checkbox"/> Event/Action <input type="checkbox"/> Other (please specify)				
Deliverable submitted by:	<i>(Organisation)</i>				
Due Date according to project plan					
Actual date of submission					
Evaluation Form submitted by	<i>(Reviewer Name & Organisation)</i>				
Date					
Overall Assessment	<input type="checkbox"/> Accept as is <input type="checkbox"/> Accept with minor revisions <input type="checkbox"/> Accept with major revisions <input type="checkbox"/> Reject				
General Quality Criteria					
Please rate the following (1 Poor, 5 Excellent)	1	2	3	4	5
Understandability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>is clear and concise language used?</i>					
Structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<p><i>is the deliverable well structured? Does it contain all necessary sections?</i></p>					
<p>Grammar and Syntax</p> <p><i>are there many typos or spelling mistakes that make it hard to read?</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Formatting</p> <p><i>is the formatting of the document appropriate?</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Completeness</p> <p><i>does it contain all necessary information according to STEPS technical application?</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Soundness of methods used</p> <p><i>is the research/study/development/evaluation etc. method appropriate?</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Quality of results</p> <p><i>do the results correspond to the stated objectives of the activity?</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments <i>(In case a criterion gets less than 3, please provide written explanation)</i></p>					

Specific Quality Criteria					
<i>(Please rate ONLY those of the following criteria that apply to the deliverable)</i>					
Please rate the following (1 Poor, 5 Excellent)	1	2	3	4	5
Correctness					
Completeness <i>The degree to which the outcome implements fully the requirements/functions envisaged in the project plan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistency <i>The degree to which the outcome uses uniform design and notation</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accuracy <i>The degree to which the outcome provides the required precision with respect to real life sectorial requirements</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Usability					
Simplicity <i>The degree to which the outcome is structured in a non-complex and understandable manner</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Learning Curve <i>The pace in which the project target group will be able to use the outcome (after training if necessary)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accessibility					
Permeation <i>The extent to which the outcome has been / can be successfully disseminated to the target community</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Virtuality <i>The extent to which usage of the outcome does not require knowledge of the physical, logical, or topological characteristics of the project</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Profitability					
Productivity <i>The extent to which the outcome leads to an improvement</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<i>in the productivity of those who use</i>					
Cost vs Benefit <i>The degree to which the benefits of using the outcome outweigh the costs</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expandability					
Augmentability <i>The degree to which the results described in the outcome can be expanded within the target sector</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Modularity <i>The degree to which parts of the outcome can be used independently</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Portability					
Independence <i>The degree to which the results described in the outcome do not depend on fast changing factors</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Standardisation <i>The extent to which the contents of the outcome use or conform to standards</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interoperability					
Commonality <i>The extent to which the outcome uses commonly accepted metaphors (for access, usage, data representation etc)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contribution to standards <i>The extent to which the outcome can potentially contribute to existing or new standards</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments <i>(In case a criterion gets less than 3, please provide written explanation)</i>					

Specific Quality for Process					
<i>(Please rate ONLY those of the following criteria that apply to the deliverable)</i>					
Please rate the following (1 Poor, 5 Excellent)	1	2	3	4	5
Timeliness <i>Refers to timelines of activities and results</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stakeholder satisfaction <i>Refers to the extent to which stakeholders are or will be satisfied with the content and quality of deliverable</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustainability <i>The like hood that any benefits produced by the outcome will continue to positively affect the stakeholders after project end</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact <i>Estimated effect of the specific outcome to the broader sector, taking into account the corresponding impact indicators listed in the STEPS Technical Application</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments <i>(In case a criterion gets less than 3, please provide written explanation)</i>					

ANNEX II Meetings/Events Evaluation Form

Meeting Name					
Date					
Place					
Hosting Organisation					
Evaluation Form submitted by	<i>(Reviewer Name & Organisation)</i>				
Date of submission					
Project Meeting/Event Quality Criteria					
How satisfied are you:	Completely satisfied	Satisfied	Neutral	Dissatisfied	Completely dissatisfied
with the preparations made to organize the meeting?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
with venue arrangements and accommodation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
with support (meeting rooms, equipment) provided during the meeting?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
with the participation of project partners in discussions and decision making?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
with the structure of the agenda (subjects/issues covered)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
with the time assigned to the discussion of important issues?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
with the scope of information presented?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
with the meeting's overall value in helping you achieve project goals?					
with the quality of the overall meeting					

What were the strengths of this meeting?

What were the weaknesses of this meeting?

Ideas for improving project meetings

Other comments

ANNEX III Expert Project Evaluation Form

Expert Name					
Expert Status (position or title)					
Deliverable Number					
Deliverable Title					
Date of submission					
Overall Assessment	<input type="checkbox"/> Accept as is <input type="checkbox"/> Accept with minor revisions <input type="checkbox"/> Accept with major revisions <input type="checkbox"/> Reject				
Quality Criteria					
Please rate the following (1 Poor, 5 Excellent)	1	2	3	4	5
Understandability <i>is clear and concise language used?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Structure <i>is the deliverable well structured? Does it contain all necessary sections?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Completeness <i>does it contain all necessary information according to STEPS technical application?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Soundness of methods used <i>is the research/study/development/evaluation etc. method appropriate?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Correctness					
Completeness <i>The degree to which the outcome implements fully the requirements/functions envisaged in the project plan</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Consistency <i>The degree to which the outcome uses uniform design and</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<i>notation</i>					
Accuracy <i>The degree to which the outcome provides the required precision with respect to real life sectorial requirements</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Usability					
Simplicity <i>The degree to which the outcome is structured in a non-complex and understandable manner</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Learning Curve <i>The pace in which the project target group will be able to use the outcome (after training if necessary)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Accessibility					
Permeation <i>The extent to which the outcome has been / can be successfully disseminated to the target community</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Virtuality <i>The extent to which usage of the outcome does not require knowledge of the physical, logical, or topological characteristics of the project</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Profitability					
Productivity <i>The extent to which the outcome leads to an improvement in the productivity of those who use</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost vs Benefit <i>The degree to which the benefits of using the outcome outweigh the costs</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Expandability					
Augmentability <i>The degree to which the results described in the outcome can be expanded within the target sector</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Modularity <i>The degree to which parts of the outcome can be used independently</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Portability					

<p>Independence</p> <p><i>The degree to which the results described in the outcome do not depend on fast changing factors</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Standardisation</p> <p><i>The extent to which the contents of the outcome use or conform to standards</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Interoperability</p>					
<p>Commonality</p> <p><i>The extent to which the outcome uses commonly accepted metaphors (for access, usage, data representation etc)</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Contribution to standards</p> <p><i>The extent to which the outcome can potentially contribute to existing or new standards</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Timeliness</p> <p><i>Refers to timelines of activities and results</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Stakeholder satisfaction</p> <p><i>Refers to the extent to which stakeholders are or will be satisfied with the content and quality of deliverable</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Sustainability</p> <p><i>The like hood that any benefits produced by the outcome will continue to positively affect the stakeholders after project end</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Impact</p> <p><i>Estimated effect of the specific outcome to the broader sector, considering the corresponding impact indicators listed in the STEPS Technical Application</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<p>Comments (In case a criterion gets less than 3, please provide written explanation)</p>					

Detailed comments on the content*Please provide detailed revision if applicable*

No	Page	Section/Paragraph	Suggestion

How this deliverable/outcome could be improved?**How could this outcome become more exploitable at a later stage of the project?**

ANNEX IV Stakeholder Project Evaluation Form

Stakeholder name	<i>Name of Person</i>				
Stakeholder organisation	<i>Name of organisation</i>				
Position within organisation or title					
Type and sector of organisation	<i>e.g. Public/Private, Education, Information technology, etc</i>				
Date of submission:					
What is your primary interest in STEPS?					
Is there a way that you could contribute to STEPS' goals?					
Are there any other objectives that should be pursued during the project or in a future endeavour?					
Do you find STEPS results useful/beneficial for your organization (rate from 1 to 5)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rating ≥ 3 : In what way? Rating < 3 : Why not?					

Project results are easy to use:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rating < 3: Why not? How can this be improved?					
Project results are expandable:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rating < 3: Why not? How can this be improved?					
Are you satisfied with the way the project results/achievements were communicated to you?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>If not (rating <=3), in what ways could this communication be improved?</i>					
Which of the STEPS results are of interest to your organisation and why?					
How can they be improved and make them more interesting and applicable?					

<p>Do you have any proposal on how to reach more stakeholders and/or increase the impact of STEPS' results?</p>	

ANNEX V Internal Project Evaluation Form

Submitted by	<i>Partner Name</i>				
Date of submission					
Internal Project Quality Criteria					
How satisfied are you:	Completely satisfied	Satisfied	Neutral	Dissatisfied	Completely dissatisfied
with the work plan and the organisation of the activities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
with the way the project proceeds to meet the planned objectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
With the cooperation among team member?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please provide ideas and feedback for improving organisation and efficiency					
with the way the activities and tasks are distributed among partners?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
With the communication and information flow within the consortium?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
With the use of resources for achieving project objectives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
With the procedures used for reaching decisions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ideas for improving cooperation and communication between partners					
With the number of stakeholders involved in the project?					
With the way project results are communicated to target groups?					

With the way stakeholders provide input to the project?					
With networking and dissemination activities					
Ideas for improving dissemination/sustainability and impact					