Quality Plan

WP7 (Deliverable 7.1)





Work Package:	WP7
Lead Beneficiary:	University of Genova - UNIGE
Other participating Beneficiaries:	HHUAS, CU, ATSU, TeSau, USPEE, MSU, KDU, MCI
Due date:	M3
Submission Date:	03.2024
Deliverable Type:	Document
Dissemination Level:	Public

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or EACEA. Neither the European Union nor the granting authority can be held responsible for them.





















INDEX

INDEX	2
Quality Plan Introduction	3
Risk management	4
Quality activities and processes	5
External evaluator	6
Activities and Timetable	7
Activity 0 - Monitoring and Evaluation	8
QUALITY BOARD SETTING UP	8
Activity 1 - Quality	9
INDICATORS SETTING UP	9
Activity 2 - Quality	10
DATA COLLECTION AND ANALYSIS	10
Activity 3 - Quality	11
RESULT EVALUATION AND FEEDBACK	11
Activity 4 - Monitoring and Evaluation	13
INTERMEDIATE AND FINAL REPORTS	13
Indicators	14
Annex 1: Quality Board composition	18
Annex 2: Evaluation short report	19
Annex 3: Online management meeting template	23
Annex 4: Face-to-face management meeting template	24



Quality Plan Introduction

In the frame of the project ENRICHER – Hubs, Designing Green Tourism Concepts Through Learning, the aim of the WP7 Quality and Risk Management is to ensure that the quality, structure, processes, and results of the project are monitored and achieved. University of Genova (UniGe) is responsible for the design of the quality plan, for monitoring, evaluation and learning, which has been validated by the partners at the first team meeting. UniGe will check the activities and outputs of the project using the plan-do-check-act model as a framework. All partners are supporting in this process through feedback, development inputs occurring in their countries, reporting systems etc. to ensure the project is progressing in the right direction.

To guarantee optimal quality management of the output from the actions, responsibilities are clearly defined with multi-layered control. The following mechanisms are used to ensure the monitoring and evaluation of the project, its deliverables and outcomes:

- Each Work Package Leader (WPL) is responsible of the quality of its activities and deliverables.
- An internal review process ensures that each deliverable is systematically validated by other consortium partners. WPLs will overview their related tasks and deliverables.
- The Project Coordinator (PC) will make a final check of the quality of the deliverables.
- Where necessary, the WPL and PC can request further work from partners on a deliverable, to ensure that it complies with the project's contractual requirements.
- Internal quality control is distributed and organised in several stages, the formal responsibility for the quality of deliverables resides within the PMB.
- An external auditor is sub-contracted to monitor the quality of the project (WP7).



Risk management

In addition to the quality management of the project, there are risks associated with any type of project running over several years. The approach to risk management is three-fold:

- First, risk monitoring and identification: the consortium will seek to identify potential issues early before they cause an actual problem, by encouraging an open working atmosphere and regular meetings.
- Second, the project will use the estimation of likelihood and impact against the key risks. It will detail the risk with their date, classification and impact assessment (features, cost, time), detailing effects of each risk element using flow charts. The quantification of project risks will be performed considering the most likely outcome scenario for all identified risks.
- Third, risk management: the consortium will deal with any potential or actual issues in a rapid and flexible manner. All the partners being collectively responsible for the project can bring any risk concern to the attention of the PC. Regular risk assessments are performed, following the process of identification, evaluation and response planning. Whenever a risk is identified, mitigation measures will be put in place to address the risk by following this process:
 - Any partner, who identifies a risk, informs the PC and the relevant WPL.
 - The PC decides how to deal with the risk, which may include requesting actions by the PMB.
 - The PC with the support of the PMB takes the action agreed as appropriate or arranges for it to be taken.
 - The PC with the support of the PMB monitors if the resolution was adequate (Figure 1).

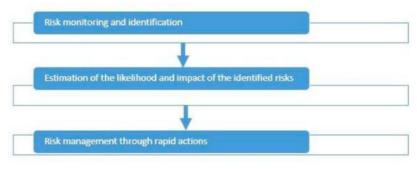


Figure 1: ENRICHER project's process of risk management.

Even if it is not possible to predict all possible risks, the PC and all the partners are committed to identifying and assessing potential risks related to the project as early as possible, so that the consortium is ready to quickly react and immediately perform corrective actions if required.



Indicators to measure the project implementation, to ensure good quality, monitoring, planning and control including evaluation of:

1. Implementation of project management framework and guide (M3).

2. Completion and implementation of the guidelines for monitoring the overall project (M3).

3. Each WP has specific key performance indicators to measure and monitor the quality and the completion of the tasks within the given timeline and allocated resources (WPI-WP6).

4. Completion and implementation of quality and ethics framework and quality assurance plan (M3).

5. Each WPL and in some work packages task leaders (TLs) will undertake continuous monitoring and evaluation of the tasks, deliverables and milestones within the given timeline and allocated resources. In case of any inconsistencies, the respective WPL and TL will inform the PC for undertaking necessary steps to mitigate them.

6. The project has listed numerous risks and risk mitigation strategies for successful project implementation and to ensure high quality outputs. These risks will be assessed and mitigated throughout the duration of the project (M1-M36).

Quality activities and processes

To achieve good results in monitoring the project and evaluating its outputs and outcomes, the following activities are planned:

- Activity 0 - working group setting up: the working group that will constitute the Quality Board is identified, choosing a representative for each partner; the meeting agenda and the methods for reporting the minutes are identified. During the first meeting members validate the Quality Plan, the related proposed documents and tools, the processes planning (Annex 1: Quality Board composition);

- Activity 1 - indicators setting up: analysis of the project general and specific objectives and definition of the indicators to measure trends on project management; cooperation and interaction among partners; project activity implementation; deliverables; impacts on target group; dissemination and exploitation activities. Indicators are collected in the document Quality Report that is discussed and validated during the KoM; internal quality is measured through online questionnaires proposed by the quality manager to the participants of the different boards (PM, QB, project meetings);

- Activity 2 – data collection and analysis: the indicators are measured through data collection. Every six months the quality manager will request the responsible WP partners to send the data relating to the reference period;

- Activity 3 – results evaluation and feedback: the quality manager prepares the reports and presents the results to the Quality Board where the progress of project activities is discussed, and corrective actions are proposed if required;



- Activity 4 – intermediate and final reports: in M18 e M35, the quality manager prepares intermediate and final reports and submits them to the Quality Board.

External evaluator

All the activities are implemented under the supervision and in cooperation with an external evaluation expert. The evaluation expert will be hired by UniGe in accordance with the organization internal procedures for hiring external staff and he/she will be tasked as follows:

- Takes part in 5 quality board meeting.
- Supports the WP leader and partners in the interim (M18) and final quality report (M36).
- Supports the WP leader and partners in the periodic reporting (1/year): M13-14, M25-26, M37-38.
- Supports the regular collection of feedback reporting (meeting on/offline, activities). The activities of the work package are: 4 trainings, 2 F2F project management meetings and the 2 seminars. These are monitored by the WP leader with support of the PC. The processes and the outputs are further evaluated by the leader of the quality WP and the external quality evaluator.
- Check the overall quality of the project (-M36).

Activities and Timetable

ΑCTIVITY														Т	IME	TA	BLE																		
	1	2	3 4	5	6	7	8 9	10	2 1	1 12	2 1	13 1	4	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
0 WORKING GROUP SETTING UP																																			
1 INDICATORS SETTING UP																																			
2 DATA COLLECTION AND ANALYSIS																																			
RESULT EVALUATION AND FEEDBACK																																			
4 INTERIM AND FINAL REPORTS																																			



Activity 0 - Monitoring and Evaluation

QUALITY BOARD SETTING UP

ACTIVITY MANAGER - WP LEADER FROM UNIGE

QUALITY BOARD - CONSISTING OF ONE PROJECT TEAM MEMBER FROM EACH PARTNER UNIVERSITY

OBJECTIVES	OUTPUTS
Quality working group setting up	 List of the working group members and contact information
 Quality Plan validation and call for the first meeting 	 Working group meeting agenda First meeting minutes
 Working group meeting agenda planning 	
ACTIVITY	TIMETABLE
	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36
 Quality working group: experts from UniGe who will be joined by an additional person from each project partner. 	
2. First meeting (teams)	
3. Quality Plan definition	
4. Tool assessment	
5. Processes planning	



Activity 1 - Quality

INDICATORS SETTING UP

ACTIVITY MANAGER - WP LEADER FROM UNIGE QUALITY BOARD - CONSISTING OF ONE PROJECT TEAM MEMBER FROM EACH PARTNER UNIVERSITY

OBJECTIVES	OUTPUTS
 Analysis of the project general and specific objectives and definition of the quantitative indicators to measure trends on project management; cooperation and interaction among partners; project activity implementation; deliverables; impacts on target group; dissemination and exploitation activities Evaluation indicators setting up and validation Definition of the participants' satisfaction (internal and external) working plan 	 Data collection sheet for quantitative indicators of process and outputs Data collection agenda Meeting agenda
ACTIVITY	TIMETABLE
	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36
1. Project objectives analysis	
2. Draft of data collection sheet	
3. Validation of data collection sheet	



Activity 2 - Quality

DATA COLLECTION AND ANALYSIS

ACTIVITY MANAGER – WP LEADER FROM UNIGE QUALITY BOARD – CONSISTING OF ONE PROJECT TEAM MEMBER FROM EACH PARTNER UNIVERSITY

OBJECTIVES	OUTPUTS
Data collection	> Data collection sheet
Data analysis and review	Biannual short report
ACTIVITY	TIMETABLE
	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36
1. 1 st data collection and report	
2. 2 nd data collection and report	
3. 3 rd data collection and report	
4. 4 th data collection and report	
5. 5 th data collection and report	
6. 6 th data collection and report	



Activity 3 - Quality

RESULT EVALUATION AND FEEDBACK

ACTIVITY MANAGER - WP LEADER FROM UNIGE QUALITY BOARD - CONSISTING OF ONE PROJECT TEAM MEMBER FROM EACH PARTNER UNIVERSITY

ОВ	JECTIVES	00	ΤPI	UTS	5																																
•	Data review by the quality working group through periodic meetings (Teams) Data review and report analysis through meetings of the Quality Board and stakeholders in order to better understand the main trends of the project activities as well as to plan corrective actions (if requested) Definition and planning of corrective actions (if requested)		Pa		cipa	ants	s' sa	atis	fact	tion n (if				ectic d)	n p	lan																					
•	Definition of additional qualitative data collection																																				
AC	ΤΙVΙΤΥ																			ΓІΜ	ET/	٩BL	E														
		1 2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	5 17	7 18	8 1	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
1.	Biannual meetings (teams)																																				
2.	Online questionnaires																																				
3.	Corrective action plan																																				
4.	Participants' satisfaction data collection plan																																				

Quality Plan 11



5.	Questionnaires																	
6.	Questionnaire report																	
7.	Report review by the quality board																	



Activity 4 - Monitoring and Evaluation

INTERMEDIATE AND FINAL REPORTS

ACTIVITY MANAGER - WP LEADER FROM UNIGE

QUALITY BOARD - CONSISTING OF ONE PROJECT TEAM MEMBER FROM EACH PARTNER UNIVERSITY

OE	BJECTIVES	0	UTP	UT	s																															
•	All collected data summing up and review	٨	2	eva	alua	tior	n re	por	ts																											
•	Quality reports including data collection sheets; short reports comments and suggestions; qualitative reports; correction actions (if requested)																																			
•	Final report review and validation by the Quality Board																																			
•	Final report review and validation by the consortium																																			
AC	ТІVІТҮ																		тім	IET/	\BL	Ξ														
		1	2 3	3 4	4 5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
1.	Data collection and review																																			
2.	Intermediate report																																			
3.	Final report																												1							
4.	Report validation					1			1			1							†		1			1					1							

Indicators

The quality indicators refer to different moments of the evaluation chain, have different objectives and target groups. In this work we will follow the indications of the "Glossary of Key Terms in Evaluation and Results Based Management" published by the OECD in 2002. The results indicators, which measure the conformity of project actions and processes with respect to planned quality standards, are divided into:

- *output* indicators: products and services which result from an intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes. Activities produce specific outputs, e.g., training of trainers results in training material and green tourism business case challenge into a manual that can be used for similar student activities in the future and so on;

- outcome indicators: likely or achieved short-term and medium-term effects of an intervention's outputs. Outputs produce outcomes, i.e., teachers are then able to apply insights from the trainings in teaching in partner HEIs and when coaching local business (WP4) and the students participating in the green tourism business case challenge will gain new insights into service concept development and green tourism that make use of after graduation;

- *impact* indicators: positive and negative, primary and secondary long-term effects produced by an intervention, directly or indirectly, intended or unintended. Outcomes contribute to impact, e.g., students, teachers and businesses being trained and coached will by the tools acquired related to developing new service concepts in green tourism be able to enhance the competitiveness of the tourism industry in Georgia and Moldova.

The quality board will examine quantitative indicators of output and outcomes. Impact indicators are not taken into consideration in this document as they can only be measured in the long-term period, long time after the conclusion of the project. However, the literature agrees on the fact that the conformity of the values referring to the output and outcome indicators with respect to the planned standards tends to lead to positive impacts of the project actions.



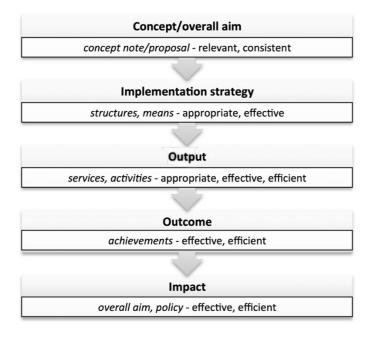


Figure 2: Evaluation process indicators. Source: Balthasar, 2007.

Output indicators will be measured through the collection of quantitative data. The Quality manager will ask each WP leader to indicate the state of the art every six months and will fill in the Evaluation short report (Annex 2).

Outcome indicators will be measured through the collection of qualitative and quantitative data: 1) *qualitative* - through the submission of questionnaires (to be developed according to the information that will be collected during the first project period), aimed at bringing out offered activity quality perceived by the users. Different questionnaires will be prepared according to different activities (management and training) and different target groups: students, trainers, staff (Annexes 3 and 4: online and face-to-face management questionnaire templates). Questionnaires will be submitted online and will be composed of multiple-choice questions and open questions; 2) *quantitative* - through the submission of final tests (to be developed by trainers) aimed at measuring the skills acquired by the participants. Results will be discussed among WP leader in order to take corrective actions if requested.

Indicators have been selected as follows:

OUTPUT INDICATORS	Indicator
WP1 Project Management	
Project management manual	Yes/no
Instructions for financial reporting	Yes/no
Digital platform supporting the activities of the project	Yes/no
Project management meetings	At least 12



Internal financial reports delivered and approved by project coordinator	3
Interim report to EACEA	1
Final report to EACEA	1
WP2 Status Quo Analysis	
Interviews (tourism companies and other tourism stakeholders such as NGOs and public organizations)	At least 50
Status quo report summarized from findings from Georgia and Moldova	Yes/no
Best practice report from EU countries	Yes/no
WP3 Training of Trainers	
Completion of the training plan	Yes/no
Participants (HEI staff) participating in each training	18
Trainings have been implemented with good feedback	4
Manuals/instructions for green tourism and designing new service concepts translated into national languages	3
Training guidelines	Yes/no
Training materials	Yes/no
WP4 Green Tourism Hubs	
Hubs have been established	6
Staff members hired for each hub	3
Basic course on sustainable tourism and how to design service concepts for green tourism (5 classes) in the national language	5 (1 for each class)
Training courses to external stakeholders implemented and documented in the electronic platform of the project	10 for each hub
Students at each university trained with the material prepared	240 (40 for each University)
WP5 Green Tourism Business Challenge	
Students discussing current and future green tourism concepts in an online kick-off workshop	50
	1
Real business challenge from industry	Yes/no
Real business challenge from industry Plan for the challenge	Yes/no Yes/no



WP6 Dissemination	
Number of visitors to the project website	At least 1000
Number of followers in the project social media channels	At least 300
Participation of partners and stakeholders in the different seminars	50 academics and external stakeholders at each seminar
Project identity kit (project logo, website and templates in English)	Yes/no
Dissemination plan	Yes/no
Interim dissemination report	Yes/no
Final dissemination report	Yes/no
WP7 Quality and Risk Management	
Quality plan	Yes/no
Quality and ethics board meetings	At least 6
Quality external evaluator identified	Yes/no
Quality report of the 4 trainings, 2 F2F project management meetings and the 2 seminars	Yes/no
Interim quality report	Yes/no
Final quality report	Yes/no

OUTCOME INDICATORS

Level of awareness of new experiential learning methods and contents related to designing new green tourism service concepts enhancing sustainable tourism by HEI staff

Level of acquired competences in team working skills and creative problem solving by HEI students

Level of acquired competences in the most up-to-date knowledge related to service design, green tourism and sustainable tourism in general by HEI students

Level of acquired competences in new know-how related to greed tourism service concepts, design thinking and innovative ideas by tourism business

Level of acquired competences new forms of teaching and learning by teachers and trainers

Level of increased awareness for partners' needs by involved stakeholders

Level of increased cooperation, networking, dialogues and possibilities for business cooperation by involved stakeholders

Level of cooperation and capability of working together by project partners

Level of meeting management and general management coordination by project partners



Annex 1: Quality Board composition

Country and Organization	Members	Contact list in (MS) Teams
Finland		
HAAGA-HELIA (HHUAS)	1 selected person	
Georgia		
CAUCASUS UNIVERSITY		
LTD (CU)	1 selected person	
Georgia		
AKAKI TSERETELI STATE		
UNIVERSITY (ATSU)	1 selected person	
Georgia		
IAKOB GOGEBASHVILI		
TELAVI STATE UNIVERSITY		
(TESAU)	1 selected person	
Moldova		
UNIVERSITY OF		
EUROPEAN POLITICAL		
AND ECONOMIC STUDIES		
CONSTANTIN STERE (USPEE)	l coloctod porcop	
(USPEE) Moldova	1 selected person	
MOLDOVA STATE		
UNIVERSITY (MSU)	1 selected person	
Moldova	r selected person	
COMRAT STATE		
UNIVERSITY (KDU)	1 selected person	
Austria		
MCI MANAGEMENT		
CENTER INNSBRUCK		
INTERNATIONALE		
HOCHSCHULE (MCI)	1 selected person	
Italy	·	
UNIVERSITÀ DEGLI STUDI		
DI GENOVA (UNIGE)	1 selected person	

Annex 2: Evaluation short report

Date: Period:

OUTPUT INDICATORS

KPI	Indicator	l⁵ ^t survey	2 nd survey	3 rd survey	4 th survey	5 th survey	6 th survey
WP1 Project Management							
Project management manual	Yes/no						
Instructions for financial reporting	Yes/no						
Digital platform supporting the activities of the project	Yes/no						
Project management meetings	At least 12						
Internal financial reports delivered and approved by project coordinator	3						
Interim report to EACEA	1						
Final report to EACEA	1						
WP2 Status Quo Analysis							
Interviews (tourism companies and other tourism stakeholders such as NGOs and public organizations)	At least 50						



	1	1	 	1	1
Status quo report summarized from findings from Georgia and Moldova	Yes/no		 		
Best practice report from EU countries	Yes/no				
WP3 Training of Trainers					
Completion of the training plan	Yes/no				
Participants (HEI staff) participating in each training	18				
Trainings have been implemented with good feedback	4				
Manuals/instructions for green tourism and designing new service concepts translated into national languages	3				
Training guidelines	Yes/no				
Training materials	Yes/no				
WP4 Green Tourism Hubs					
Hubs have been established	6				
Staff members hired for each hub	3				
Basic course on sustainable tourism and how to design service concepts for green tourism (5 classes) in the national language	5 (1 for each class)				
Training courses to external stakeholders implemented and documented in the electronic platform of the project	10 for each hub				



						I
240 (40 for each University)						
50						
Yes/no						
Yes/no						
126 (21 for each University)						
Yes/no						
At least 1000						
At least 300						
50 academics and external stakeholders at each seminar						
Yes/no						
Yes/no						
	each University) 50 50 Yes/no Yes/no 126 (21 for each University) Yes/no Xes/no At least 1000 At least 1000 At least 300 50 academics and external stakeholders at each seminar	each University) 50 50 Yes/no Yes/no 126 (21 for each University) Yes/no At least 1000 At least 1000 At least 300 50 academics and external stakeholders at each seminar	each University)Image: Constraint of the seminar of	each University)Image: Constraint of the section of	each University)Image: Constraint of the second of the se	each University)Image: sease of the sease



Interim dissemination report	Yes/no			
Final dissemination report	Yes/no			
WP7 Quality and Risk Management				
Quality plan	Yes/no			
Quality and ethics board meetings	At least 6			
Quality external evaluator identified	Yes/no			
Quality report of the 4 trainings, 2 F2F project management meetings and the 2 seminars	Yes/no			
Interim quality report	Yes/no			
Final quality report	Yes/no			



Annex 3: Online management meeting template

	ality of the following items				
se choose the appropriate response for each item:					
	1	2	3	4	5
neral organization	0	0	0	0	0
hnical organization	0	0	0	0	0
ernet connection	0	0	0	0	0
vious information shared among the group	0	0	0	0	0
cuments shared among the group	0	0	0	0	0
cussion	0	0	0	0	0
cision and findings	0	0	0	0	0
netable	0	0	0	0	0
sentations	0	0	0	0	0
bles	0	0	0	0	0
erall meeting	0	0	0	0	0
iments and suggestions for further meetings					
interior and baggeotorio for farcher meetings					



Annex 4: Face-to-face management meeting template

Meeting quality

Please rate the meeting from 1 to 5 (1= poor and 5=great) according to	the quality of the following items				
Please choose the appropriate response for each item:	the quality of the following items				
	1	2	2	4	5
General organization		2	•	•	•
	0	0	0	0	0
Technical organization	0	0	0	0	0
Facilities	0	0	0	0	0
Internet connection	0	0	0	0	0
Previous information shared among the group	0	0	0	0	0
Documents shared among the group	0	0	0	0	0
Discussion	0	0	0	0	0
Decision and findings	0	0	0	0	0
Timetable	0	0	0	0	0
Presentations	0	0	0	0	0
Topics	0	0	0	0	0
Overall meeting	0	0	0	0	0

What worked well?

Please write your answer here:

Quality Plan 24



What could be improved for next events?

Please write your answer here:

What was the most inspiring for you?

Please write your answer here:

How did you find the field visit in XXX

Please write your answer here:

Quality Plan 25



Comments and suggestions for further meetings

Please write your answer here:

Submit your survey. Thank you for completing this survey.