

ERASMUS + KA2 – Cooperation for innovation and the exchange of good practices – Strategic Partnerships



**PROJECT MANAGEMENT AND
IMPLEMENTATION ACTIVITY 3:
QUALITY ASSURANCE AND RISK MANAGEMENT**

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1. INTRODUCTION

1.1. **BACKGROUND**

ENSEC arises from a Strategic Partnership composed by higher education and business institutions that will actively cooperate among them and key stakeholders (enterprises, regional bodies and other HE/VET institutions) for the development of an International Master Degree for the Environmental Security Sector, which will offer an adapted curriculum to equip the young generation with the specific, basic and transversal competences currently required in the planning, climate change mitigation and vested industries. This international Master Degree Modules Programme is in line with the targets identified at the 2011 EU modernisation agenda. The developed curriculum attuned to current labour market needs to the modern society will provide opportunities for students to gain additional skills through study and training abroad and this will attract people into Higher Education. This Strategic Partnership has previous experience of collaborating together. It is formed of eight entities; four universities, three SMEs and one social partner-Chamber of Commerce. All partners in the consortium are located in regions which are highly influenced by the climate change and are actively involved in research and innovation initiatives, which will strengthen the links between education, research and business to promote excellence and regional development.

This initiative complies with one of the principal aims in the Erasmus+ program: Promoting synergies and cross fertilization throughout the different fields of education, training and youth, removing artificial boundaries between the various actions and projects formats, fostering new ideas, such as a sectoral multi campus, promoting cross border cooperation by attracting new actors from the world of work to collaborate with universities and VET, but above all, with the target of stimulating new forms of cooperation.

As a first approach, this Strategic Partnership has focused the Masters modules content in those relevant and high-level basic and transversal competences required in the sectors that environmental changes have a major impact. This includes planning (having strong emphasis on ecodesign), resources management and green materials as well as processes and technologies in the tourism and banking sector. The second approach to this Masters Degree will also address those basic and transversal competences needed in these sectors: Ecoinnovation, innovation, business continuity, technical surveillance, industrial property, competences in foreign languages and Information and Communication Technology (ICT) tools.

ENSEC's approach aims to recognise and validate the competences and skills acquired by making use of the ECTS instrument and National Qualification Frameworks of the participant countries.



These will equip future and current youth workers from these traditional sectors with all skills and competences currently needed to deliver high quality products and services to boost competitiveness of the EU security sector with main emphasis on environment.

The duration of the project is 30 months (November, 2017 – May, 2020) and is comprised of:

- Project Management and Implementation
- Transnational Project Meetings
- Multiplier Events
- Activities for the development of the defined “Intellectual Outputs”

The Quality Assurance and Risk Management - Activity 3 - develops a quality plan aiming at providing a common quality baseline for every activity for every partner in the consortium, involving a close monitoring of each activity, book recording and registration of ENSEC’s activities and responsibilities.

This Quality Plan is to be signed and adopted by each partner at the beginning of the project and starts with the adoption of the quality assurance mechanisms in line with both good EU practices and procedures. It will design the common criteria for educational contents between all consortium partners.

The activity objectives are:

- To monitor and evaluate the quality of project’s activities and results.
- To handle project risks and appropriate mitigation/contingency.

1.2. AIM AND SCOPE OF THE QUALITY PLAN

This document, for internal use by the ENSEC project team, will act as a guide for the internal quality management of the ENSEC Project and contains the general rules agreed upon in order to ensure its success. The plan shows how the project will be carried out, measured, and monitored.

This quality plan defines the organization structure and the relationships between the partners so that there is a clear distinction of roles for all participants, and a clear procedure for how the project will be managed and followed up. It also contains the project time plan, including a timeframe for milestones and major deliverables.

Quality standards, including criteria and indicators are defined, and an evaluation framework, involving both formative and summative evaluation, is used to ensure quality and continuous improvement. An important aspect of the quality plan is the capacity for flexibility, allowing for modification or re-aligning of the project processes and objectives based on feedback and evaluation findings. All partners will be involved as part of the assessment process while delivering this project.



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QP developed and approved at beginning of project to confirm major deliverables/milestone acceptance criteria and manage approved project processes.



2. SCOPE / ACTIVITY DESCRIPTION

ENSEC'S general project methodology is based on PRINCE2 (an acronym for PROjects IN Controlled Environments), a de facto process-based method for effective project management. This methodology follows a modular structure -each phase/module resulting to specific results that serve as the basis for the next one - and establish a systematic and structured system for verifying the progress of the Project activities against milestones and measurable indicators.

The PRINCE2 method is in the public domain, and offers best practice guidance on project management with the following key features:

- Defined organisation structure for the project management team
- Product-based (International Master Degree in our case) planning approach
- Emphasis on dividing the project into manageable and controllable stages
- Flexibility that can be applied at a level appropriate to the project.....

The project activities are grouped the following way:

PROJECT MANAGEMENT ACTIVITIES

A1 Project Management

A2 Information, promotion and dissemination

A3 Quality Assurance and Monitoring

MEETINGS:

M1 Kick off Meeting

M2 2nd Consortium Meeting

M3 3rd Consortium Meeting

M4 3rd Consortium Meeting

M5 FINAL MEETING

INTELLECTUAL OUTPUTS



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O1/A1 Partner's current practices for the environmental security sector.

O1/A2 Study of the current educational offer existing in the EU, taking especial attention to HE programmes.

O1/A3 Definition of competences in the environmental sector.

O2/A1 Training paths definition

O2/A2 Definition of learning content modules

O2/A3 Harmonisation and validation of learning modules and training path/s

O2/A4 Development of the guidelines for trainers

O3/A1 Elaboration of functional and non-functional specifications

O3/A2 Training content integration

O3/A3 Test release and platform improvement

O3/A4 Guidelines on how to use the elearning platform

O4/A1 Training for Trainers: Content Editors

O4/A2 Development of classroom training modules for the International Master Degree

O4/A3 Development of online modules for the International Master Degree

O4/A4 Evaluation

MULTIPLIER EVENTS

E1 Presentation of the ENSEC results and the International Master Degree in UK

E2 Presentation of the ENSEC results and the International Master Degree in PORTUGAL

E3 Presentation of the ENSEC results and the International Master Degree in SPAIN

E4 Presentation of the ENSEC results and the International Master Degree in ROMANIA



3. AIMS AND OBJECTIVES

3.1 AIMS

- The development of specific, basic and transversal competences and skills such as management, entrepreneurship, leadership, digital skills and language competence in the field of education and training, through pedagogical approaches developed in the different intellectual outputs.
- The intellectual outputs obtained will strengthen the education and training paths of youth workers, equipping them, in this case with all necessary competences and skill to attain a high quality job in the environmental related sectors.
- The online learning content will support teachers and educational staff and youth workers in acquiring or improving the use of ICT for learning and related digital competences.
- ENSEC will trigger modernisation and reinforce education aligned to the needs and opportunities offered by traditional industries. It will provide, assess, and look for the recognition of basic skills needed in planning., energy, etc sectors.
- ENSEC will also address transversal skills, such as entrepreneurship, foreign languages and digital competences.

3.2 OBJECTIVES

ENSEC see the CREATION OF AN INTERNATIONAL MASTER'S DEGREE MODULES ON ENVIRONMENTAL SECURITY developed by 4 universities, 3 SMES all of them currently supporting educational programmes dealing with the sector in different ways, the consortium is completed by a Social partner.

This initiative addresses the needs of each participant entity, their staff, students and community. From this main objective, several specific objectives are defined:

- SO1. Capacity Building in the sector: Promoting ACTIVE COOPERATION and partnership between actors from the knowledge triangle: HE institutions (BUCKS, UMA, UPM, TUB), industry (EVM, OEM, PA), Social Partners (CCIM) and local/Regional Bodies to obtain an impact on environmental responsibility, modernisation and internationalisation of HE.
- SO2. Create FLEXIBLE LEARNING PATHWAYS able to provide and recognize HE students the most important competences and skills, such as internationalisation and use of digital learning. This new pathway will include validation of prior learning and will aim to improve



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the level of both sector specific, high level basic and transversal competences and skills, with particular regard to those relevant for the labour market in the environmental related sector: management, entrepreneurship, languages and leadership as well as their contribution to a cohesive society, in particular through increased opportunities for both learning and labour mobility and through strengthened cooperation between HE, VET, and work.

- SO3. Promoting cooperation and MOBILITY ACTIVITIES, providing more opportunities for students to gain all the specific and transversal skills required and involving them along with partners staff and stakeholders in shaping the outcomes and ensuring their relevance.



4. PROJECT ORGANISATION AND RESPONSIBILITIES

4.1 ORGANISATION STRUCTURE

The project activities will be carried out by the following committees and working groups:

COMMITTEES

The Committees will take the major decisions regarding the project.

The management structure is conceived as functional to ensure a smooth project implementation and aiming at putting in place an efficient decision making mechanism and management procedures. The management structure includes two main bodies:

-Project Manager (PM): Appointed by BNU as ENSEC applicant, ensures quality project execution by providing the needed skills to manage international initiatives. The PM is ultimately responsible for the management of all aspects, including technical work, administration, control, planning, progress, revision, reporting and reviews. He/she is in charge of ensuring that the project progress is constantly monitored, assessed and maintained at high quality standards. He/she acts as the main interface between the ENSEC consortium and the EC.

-Steering Committee (SC): The SC will be made up by one representative from each partner in order to support the PM in the work-plan implementation and to take decisions pertaining to issues of relevance to all partners for the benefit of the ENSEC proposal. The SC will be able to decide about aspects such as the amendments of the Grant Agreement, the changes in budget allocation among project partners, the emerging decisions to be taken at given times in the project implementation and any other corrective measure. The SC is meant to maintain a coherent and constant strategic guidance of the project.

WORKING GROUPS

All the partners' activities will be monitored during the implementation. A Quality and Evaluation Working Group (QEWG), composed by BNU, EVM, and TUB, has been set up, responsible for performing the periodical assessment of the activities and evaluation of the outcomes. The key staff involved in the QEWG has wide experience in management, monitoring and quality assurance of European projects.

Key staff for QEWG is:

- Dr. Florin Ioras



- Mr. Ricardo Tavio

- Dr Bogdan Popa

Monitoring tools have been created to collect the information necessary for the final technical implementation report and financial statement.

4.2 ROLES

Project Manager

The Project Manager is accountable for Quality Management in the project and approves the Quality Plan.

Quality Manager

The role of Quality Manager reports to the Project Manager and aims to ensure that the deliverables of the project are fit for purpose, is consistent and meets both external and internal requirements. This includes regulatory compliance and customer expectations. The Quality Manager conducts quality assurance activities like audits and reviews to ensure that processes and procedures in the project are sufficient for their purpose and are applied and followed.

The role includes responsibility for:

- Devise and establish the project's quality procedures, standards and specifications.
- Review project requirements and makes sure they are met.
- Compile, assess and set standards for quality.
- Establish and maintain control and documentation procedures.
- Monitor performance by gathering relevant data and produce quality reports.
- Make suggestions for changes and improvements and how to implement them.
- Manage reported deviations from the Quality Plan, either by ensuring that the Quality Plan is followed, or through a Change Request adapting the Quality Plan to better reflect the reality of the project.

Intellectual Output Lead

The Activity Lead participates in the work to together with the Quality Manager compile and customize Quality Objectives and Standards for the Activity, ensure compliance with those standards, and to report deviations and needs for changes to the Quality Manager.

Project Member

Although the Quality Manager is responsible for Quality Management in the project, all project members are responsible to follow the Quality Plan and report directly to Activity Lead or the



Quality Manager when one considers that the quality plan deviates from reality, or that it is not followed.

4.3 DIVISION OF WORK

To achieve the objectives of ENSEC, work is divided into 3 Project Management Activities, 5 Meetings, 4 Intellectual Outputs, and 4 multiplier events, each one with a Leader:

PROJECT ACTIVITY*	LEADER
A1 Project Management	BUCKS
A2 Information, promotion and dissemination	UPM
A3 Quality Assurance and Monitoring	EVM
M1 Kick off Meeting	
O1/A1 Partner's current practices for the environmental security sector.	TUB
O1/A2 Study of the current educational offer existing in the EU, taking especial attention to HE programmes.	UMA
O1/A3 Definition of competences in the environmental sector.	TUB
M2 2nd Consortium Meeting	
O2/A1 Training paths definition	BUCKS
O2/A2 Definition of learning content modules	UPM
O2/A3 Harmonisation and validation of learning modules and training path/s	TUB
O2/A4 Development of the guidelines for trainers	UMA
M3 3rd Consortium Meeting	
O3/A1 Elaboration of functional and non-functional specifications	EVM
O3/A2 Training content integration	UPM
O3/A3 Test release and platform improvement	UMA
O3/A4 Guidelines on how to use the elearning platform	TUB
O4/A1 Training for Trainers: Content Editors	BUCKS



O4/A2 Development of classroom training modules for the International Master Degree	TUB
O4/A3 Development of online modules for the International Master Degree	UPM
O4/A4 Evaluation	UMA
M4 3rd Consortium Meeting	
M5 FINAL MEETING	
E1 Presentation of the ENSEC results and the International Master Degree in UK	PA/BUCKS
E2 Presentation of the ENSEC results and the International Master Degree in PORTUGAL	CCIM/UMA
E3 Presentation of the ENSEC results and the International Master Degree in SPAIN	EVM/UPM
E4 Presentation of the ENSEC results and the International Master Degree in ROMANIA	TUB/Rozorea/EMOU

Project "ownership" is ensured through a strong constant communication between all partners as well as through the effective inclusion of all partners in all Intellectual Outputs and in the benefits.

Quality assurance.

Besides the assessment of concrete project outcomes, it is crucial to realise a thorough quality assurance. The Quality plan includes an internal reviewing procedure to guarantee the quality of the results including specifically the educational contents.

Constant quality check, assessment and approval based on the four-eye-principle will assure high-quality results from the beginning. In this way, working with erroneous results can be avoided and quality assurance, as well as the entire working process, becomes more efficient.

Each activity leader will be responsible for the quality of the results generated within its activity, especially the deliverables, which will be subject to a peer review by the Quality and Evaluation Working Group (QEWG).



5. QUALITY CONTROL

The Quality Control in the project focuses on the deliverables of the project, and monitors them in order to verify they are complete, correct, and of acceptable quality.

The quality management approach is about to ensure that all personnel in the project "does the right things, right, the first time". Thus avoiding misunderstandings of what to produce and how, resulting in productivity losses, quality losses and schedule delays.

This is going to be achieved by

- Early identification and reviews of all quality-impacting documents.
- Reviews of all quality-impacting documents.
- Using the well-defined and anchored quality standards and procedures already in use for each activity.
- Using Customer Satisfaction as a Quality Control tool in case quality standards and procedures are missing and/or there are no documented processes/processes procedures do not exist in any form.

This section specifies the activities to be implemented, in order to ensure that the project and its deliverables conform to the project requirements. Those responsible for ensuring that the required activities are carried out are identified within the subsequent chapters of this document.

A list of such activities is given below:

- Responsibilities
- Quality system review:
 - Internal quality audits, reporting and monitoring
 - Non Conformities: Corrective and preventive actions
 - Control of quality records,
 - Document and data control
 - Deliverables
 - Customer Satisfaction



5.1 RESPONSIBILITIES

The current Quality Plan is applicable to all the activities, which are related to the project. Hence, compliance of its execution with the Quality Plan is mandatory for all involved.

The project quality policy is as follows:

- To implement and maintain a quality system based on ISO 9001,
- To identify for all involved their responsibilities regarding quality,
- To ensure that all deliverables comply with the grant agreement. The Quality and Evaluation Working Group is responsible for the administration of the Quality Plan, and has the authority to identify problems during internal audits. In such cases, the Project Coordinator and the Management Team are responsible for initiating actions, resulting in complete solutions to them. All problems are raised within the meetings, and the minutes should also record the agreed solution and the time bound action to be taken. There is a requirement to provide evidence that the problem has been solved.

The Quality Manager is the person who has the authority to manage and perform all quality work. This is documented in the present document and is meant to encompass the following aspects:

- Initiate action to prevent the occurrence of any non-conformity,
- Identify and record any relevant problem,
- Initiate, recommend and/or provide solutions through the reporting system,
- Verify the implementation of solutions,
- Monitor and control further processing, delivery or installation of any preferred solution to ensure that any reported non-conformance has been corrected

5.2 QUALITY SYSTEM REVIEW

The Quality system is to be reviewed within the Steering Committee meetings.

In subsequent reviews the following will be taken into account:

- Results from project audits,
- Results from internal audits,
- Official project Outputs,
- Corrective action requests from all the above,
- Preventive actions on all the above,
- Project participants staff training and adequacy for the tasks undertaken,
- Level of used resources per category and adequacy of spent resources for the particular task.



The outcomes from the above shall be discussed at Steering Committee meetings, and their results shall include:

- Satisfaction with the audits, corrective actions and the results of complaints,
- Dissatisfaction and requirements for further auditing or more corrective actions,
- Satisfaction with the corrective actions taken by the relevant partner(s).

An agenda of such a meeting may include some of the following topics:

1. Results of internal audits.
2. Corrective actions requests received.
3. Results of external audits.
4. Preventive actions.
5. Review of quality objectives.
6. Introduction of new quality targets.
7. Date of next meeting.

Records to be kept are minutes of the meeting which are to record those attending and the summary of the points raised/resolved. The records are to be produced and archived by the Project Manager. This Quality Plan is compiled and documented by the Quality and Evaluation Working Group and is authorised by the Steering Committee. The Project Coordinator after SC authorisation will distribute the final Quality Plan to the concerned parties. All subsequent changes / revisions should also be approved / authorised by the Project Steering Committee.

5.3 MONITORING AND PROGRESS REPORTING

Each partner and activity Leader will report project progress to the Project Coordinator on a six-monthly basis. This will cover technical progress, results, deliverables and compliance with the WP, as well as the monitoring and updating of the possible identified risks. Progress of the task will be reported in terms of percentage of completion and estimated time to completion, deviations from agreed timescales and corrective actions. Project reporting mechanisms will specifically include an internal six-monthly financial control report (detailing person-months expended) which will be submitted by each partner to the Coordinator. Asking the partners to report in advance their plans for the following period allows the Management boards of the project, and specifically the activity leaders to make corrections to the work plan in a preventive way and to ensure efficient use of resources.

5.4 PREVENTIVE ACTIONS - RISK MANAGEMENT

These are techniques to be used early in life-cycle of the project to minimize risks.



A risk assessment matrix (See Annex III) is under development for the various project activities related to work involved in the project activities. For each of the activities, the following are identified:

- Risks
- Their potential impact on the project
- Effect (level of impact)
- Probability of occurrence

The level of impact is assessed with a value of “negligible, marginal, critical or uncontrollable.” Probability is assessed with a value of “low, medium, or high risk.” Following the calculation of risk exposure, the proposed solution or mitigation strategies are presented.

Activity leaders are responsible for constantly monitoring and assessing risks related to their respective activities, paying special attention to the higher level risks. An interactive version of the matrix is posted separately on Dropbox and is accessible to all the project team members to allow for tracking of status and monitoring of the evolution of the mitigation strategies. Evaluation of the risks as well as strategies and updates will be included as part of the WP status reports and will be discussed with each team separately at partner meetings.

5.5 INTERNAL EVALUATION OF PROJECT DELIVERABLES

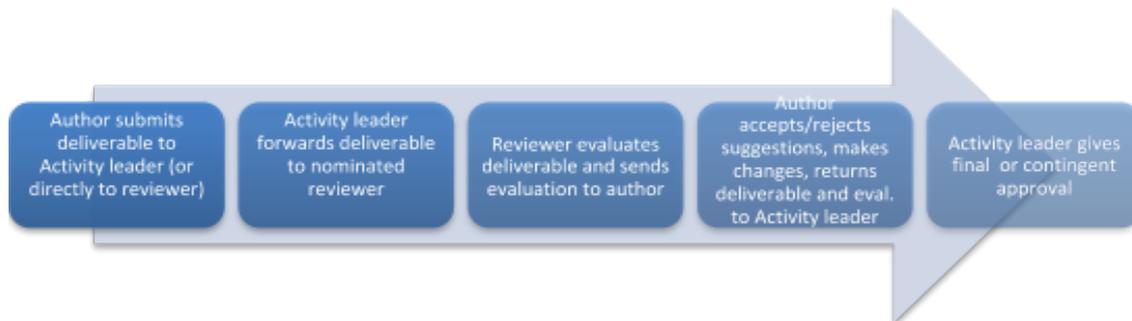
Deliverables are measured and approved using instruments that include meeting evaluation forms, event evaluation forms, a peer review process, and expert review process audits.

Meeting and event evaluations – to be done by all participants. Quantitative and qualitative data collected through questionnaires using a digital survey tool that allows respondents to remain anonymous. A 5-point Likert scale is used wherever possible. A summary of the data collected, including suggestions for changes and improvements will be compiled after each meeting or event. A standard questionnaire form is used for partner meetings, and specific questionnaires are developed for each event.

Peer review of deliverables – For deliverables to be evaluated using this instrument, each is reviewed by a partner, who is nominated by the Activity leader and not involved in the production of the deliverable. The deliverable is sent to the Activity leader at least 15 days before the expected delivery date. The Activity leader immediately forwards it to the reviewer for evaluation. The reviewer verifies whether the deliverable satisfies the requirements, description, or objective; identifies deviations from requirements or problems; and suggests improvements to author. The reviewer returns the evaluation to the author, whose responsibility it is to either accept or reject the suggestions and decide what actions are to be undertaken. The deliverable is then submitted to the Activity leader along with the reviewer’s evaluation for final approval or approval contingent on



further modification. For certain deliverables, the peer review process may be carried out by multiple reviewers to ensure quality.



Peer review evaluations should include the following information:

- General comments:
 - Thoroughness of contents
 - Correspondence to project objectives
- Specific comments:
 - Relevance
 - Format (layout, spelling, etc.)
- Suggested actions:
 - The following changes should be implemented
 - Missing information
 - Further improvements

A template to be used by reviewers for writing peer review evaluations can be found in Dropbox at the A3 Quality Assurance and Monitoring folder.

5.6 COMMUNICATION

E-MAILS:



A contact list with all the project participant's members mails is available in Dropbox in this path: ENSEC\PM&I\COMMUNICATION_PROTOCOL

Should a member of the team change the responsible partner must change the contact details.

Mail writing: The email "subject text" should always be: ENSEC - ACTIVITY X (x is the number of the Activity) + your subject matter

INSTANT MESSAGING - TELEGRAM:



Telegram is a cloud-based mobile and desktop messaging app with a focus on security and speed. A ENSEC Project TELEGRAM group have been created.

To participate on the group all partners should add to their messages the hashtag of the Activity they are working on. For example: "Deliverable N°4.1 in progress #IO4"

MEETINGS

Meetings are important to ensure the progress of ENSEC and to maintain the technical and social relationships among the partners in the project.

The Official Language of the project and therefore of ALL the meetings is English: every document related with the meetings (minutes, attendance records...) must be in English.

ENSEC meeting types and topics to be covered:

- **Partner meetings –**

All project meetings must be documented with minutes in English: See Annexes for Minutes Template. All relevant Partner Meetings on agenda (as agreed on Kick off meeting November 2017) are the following:



Location	Date
Kick off meeting: BNU, Buckinghamshire, UK	January, 2018
TUB, Brasov, Romania	July, 2018
UMA, Madeira, Portugal	February, 2019
BNU, Buckinghamshire, UK	September, 2019

National meetings - conducted by partners members to discuss and advise on content related issues.

Decisions in all international partner meetings will be made based on simple majority should consensus not be reached. If the distribution of votes is even, the project manager's vote decides. If the national meetings will not reach consensus, the matter should be taken to the international meetings (Skype or foreseen Management Meetings) for decision making.

- **Skype meetings** - held at three levels:

- 1) ENSEC management issues, with only management team participating
- 2) ENSEC content issues where e.g. activities are discussed and all the relevant members are attending
- 3) ENSEC Activities issues – one-on-one meetings between Activity leaders and the project coordinator



5.7 DOCUMENT AND DATA CONTROL

STORAGE AND ACCESSIBILITY: GOOGLE DRIVE FOR THE EXCHANGE OF DOCUMENTS

All documents and computer data files must be exchanged via the Dropbox workspace. Colleagues should post in the Telegram / Mail forum when a file has been added or changed.

All documents are to be stored in the Dropbox workspace for visibility and use for all partners when needed.



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Documents are to be stored in the following folders (folders may be added or updated as needed):

Nombre +	Última modificación -	Miembros -	☰ -
 Application	--	8 miembros	...
 ENSEC BUDGET	--	8 miembros	...
 Impact	--	8 miembros	...
 Intellectual Outputs	--	8 miembros	...
 Meetings	--	8 miembros	...
 Multiplier events	--	8 miembros	...
 PM&I	--	8 miembros	...
 Quality Assurance	--	8 miembros	...
 Sustainability	--	8 miembros	...
 Timelines	--	8 miembros	...
 Timesheets	--	8 miembros	...
 Website	--	8 miembros	...

Folder/Content

- Common Resources: Includes:
 - Introduction to ENSEC, project description, budget and Contacts, partnership agreements, timesheets templates...
 - Full proposal and support documents - the project application and official documents related to the application
 - Partner agreements and subcontracts - the official project award, evaluation feedback related to the application
 - Communication protocol: contact list and main agreements
 - Dissemination: Online and Offline Meetings information
 - Graphic design: Logos, presentations, templates...
 - Partner meetings 2017-2020 - Agendas, minutes, presentations, working papers for all partner meetings and Skype meetings
- Intellectual Outputs 1-4 - Details of the working documents and deliverables related to each activity
- Videos, Photos, etc.



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DELIVERABLES

Project deliverables will be stored separately in the relevant folder in the Dropbox workspace as they are developed.

DOCUMENT FORMAT

All documents will be saved in MS Word or MS Excel. A template (including font, built-in header, footer, page numbers, etc.) to be used for the creation of Word documents can be found as a separate document in Annex V.

Final versions of documents should be marked as final and uploaded to Dropbox in read-only format.

NOMENCLATURE OF DOCUMENTS

All documents must be listed giving for each the issue date, its name, version number (if necessary), status, the author's institution, and a sequential number to use as reference (R1,R2....Rn) in communication and correspondence.

Documents should be named as follows:

Date: yy.mm.dd

Document name: Chosen by author (the name should clearly identify the document by stating the purpose or information it contains)

Version number: (v01, v02....)

Status – (draft, final)

Author's institution: Authors should use the proper acronym for their institution (BNU, EVM...)

Reference number: R1, R2....Rn (*any* change to the document must be followed up with a new reference number)

Example: 2018-06-01-QualityPlan-v01-Draft-EVM-R1

Example: 2018-08-10-PressRelease-TUB-R6

In communication, the document can simply be referred to as *Quality Plan R1* or *Press Release R6*.



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ANNEXES



ANNEX I – MEASURES FOR MONITORING AND EVALUATION

The measures of monitoring and evaluation, adopted in order to ensure the quality of the project activities and results, will involve all the management partners staff and include:

Monitoring:

- Internal assessments of project progress performed via qualitative and quantitative indicators, to be defined in detail by each partner institution on a task-by-task basis, with monthly checks in order to monitor the degree of progress of each task. At the current stage, the partners have already identified a list of milestones that will be used to further define the qualitative and quantitative indicators:

- delivery of the assessment instruments
- report on environmental security state of art
- report on the training needs analysis
- definition of the didactic units' contents and Learning Outcomes
- definition of the qualification
- LO validation methods defined
- accumulation and transfer instruments released
- accumulation and transfer instruments validated
- interviews and showcases' format and collection procedures defined
- 25%, 50%, 75% and 100% of interviews and showcases' available on the project website
- didactic units' production completed
- open courses digitalized and available online
- beginning of the pilot phase
- end of the pilot phase
- project website first deployment (end of M2)
- dissemination and exploitation strategy delivered
- leaflets and brochures prepared
- Internal reports every three months by the activity leaders and Mid-term reports referring to progress on the tasks and activities conducted by each partner, to be reported to the members of the partnership and EU funding agency. The following tools will be used: Financial Reporting Templates, Dissemination Table, Minutes Meetings, Final Conference Results Report. Each partner



will contribute to the final report and will communicate any potential divergences from the project plan.

- Partners meetings, where all the issues related to the completion/accomplishments of the project will be discussed at “real” (in presence) and remote (via web-conference) meetings during the whole project duration. The 4 in presence meetings (approx. 1 every 10 months, see attached Gantt) will be interspersed with virtual meetings held via web-conferences tools (approx. 12, every 2 months), in order to increase the frequency of the quality controls.

Monitoring plan and tools will be implemented to provide monthly reports aimed at:

- verifying the results of the project management both for the applicant and for each partners;
- checking WP progress according to the scheduled results and outputs;
- managing unexpected difficulties and to ensure the planned results in time and according to the assigned budget.

Evaluation:

Basis for the evaluation plan will be the project work plan, the already defined milestones, impact indicators and the list of deliverables. In general the evaluation plan aims at verifying the correspondence between the project objectives and the results achieved by means of Applicant analysis and final reporting.

In detail the evaluation plan is conceived to check (list is not exhaustive):

- the level of the output achievement according to the methodology adopted;
- the quality level of the results achieved by the dissemination activities during all the project duration by using partners final reports and Applicant final analysis report;
- the cooperation and communication between partners by means of online questionnaires;
- the impact of the expected results on the participants, target groups and stakeholders by means of online survey, submitted by using mailing list previously created;
- the added value of the European dimension ensured by the consortium partnership by means of Applicant analysis and final reporting.



ANNEX II – OVERVIEW OF IMPACT INDICATORS

The list of the performance indicators will be refined and improved during the preparation of Project Management Handbook. For each quantitative performance indicator it is currently listed a numeric threshold, for which the activity is considered successfully completed.

Project management

- number of reports accepted by the NA (100%)
- number of documents passing the QA (> 90%)

Performance indicators:

- Number of interviews and surveys successfully completed (>30).
- Number of MA certificates designed (4 at least)
- Number of certifications produced (4 at least)
- Number of formats defined and agreed among the partnership (= 1 for interviews and 1 for showcases)
- Number of collected interviews (40 at least),
- Number of collected showcases (16 at least)

Educational Contents:

- Number of produced didactic units (6 at least)
- Number of available additional didactic materials (> 20 per course).
- Number of interested entities (> 150)
- Number of prospective students (> 40)
- Number of positive feedbacks (> 50 %)

Dissemination indicators:

- Number of contacts on the project website (> 3000)
- Number of distributed leaflets (> 1600) and brochures (> 240),
- Number of articles on media (> 5)



ANNEX III – RISK ANALYSIS TEMPLATE

PROJECT ACTIVITIES	PROBLEM/RISK	POTENTIAL IMPACT ON THE PROJECT	LEVEL OF IMPACT	PROBABILITY	ELIMINATION OF THE RISK
ACTIVITY 1 - PROJECT MANAGEMENT	R1.1 Risks stemming from multidisciplinary nature of partners	Failure to successfully transfer knowledge and experience from academia to the industry partners	Critical	Medium	Smart and continuing communication with all partners
	R1.2 Underestimation of time needed to produce deliverables	Tasks not completed / Deliverables not submitted on time	Critical	Medium	Ensure the successful completion of the activities and the validity of their results; Project management ensure timely submission of deliverables
	R1.3 Underestimation of effort needed to complete activities	Resource / Budget overrun / Timetable overrun	Critical	Low	Management structured so as to closely monitor resource/budget consumption – take corrective actions wherever necessary
	R1.4 Lack of experience and qualifications of staff involved	Results of low quality	Critical	Low	All partners commit sufficient knowledge and experience
	R1.5 Issues related to partners communication	Coordination problems / Disputes among partners	Critical / Marginal	Low	Communication plan as a part of Project implementation plan



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ANNEX IV – TEMPLATES



Co-funded by the
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**ERASMUS + KA2 – Cooperation for innovation and the exchange of
good practices – Strategic Partnerships**



**PROJECT MANAGEMENT AND
IMPLEMENTATION ACTIVITY 3:
QUALITY ASSURANCE AND RISK
MANAGEMENT**

**FINAL EVALUATION REPORT
September, 2020**



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1. INTRODUCTION

1.1. Background of the project

ENSEC arises from a Strategic Partnership composed by higher education and business institutions that will actively cooperate among them and key stakeholders (enterprises, regional bodies and other HE/VET institutions) for the development of an International Master Degree for the Environmental Security Sector, which offers an adapted curriculum to equip the young generation with the specific, basic and transversal competences currently required in the planning, climate change mitigation and vested industries. This international Master Degree Modules Programme is in line with the targets identified at the 2011 EU modernisation agenda. The developed curriculum attuned to current labour market needs to the modern society provides opportunities for students to gain additional skills through study and training abroad and this will attract people into Higher Education. This Strategic Partnership has previous experience of collaborating together. It is formed of eight entities; four universities, three SMEs and one social partner-Chamber of Commerce. All partners in the consortium are located in regions which are highly influenced by the climate change and are actively involved in research and innovation initiatives, which will strengthen the links between education, research and business to promote excellence and regional development.

ENSEC's approach aims to recognise and validate the competences and skills acquired by making use of the ECTS instrument and National Qualification Frameworks of the participant countries. These will equip future and current youth workers from these traditional sectors with all skills and competences currently needed to deliver high quality products and services to boost competitiveness of the EU security sector with main emphasis on environment.

The duration of the project was originally going to last for 30 months (November, 2017 – May, 2020). During the worldwide COVID-19 crisis, the National Agency extended the period of the project by four months (until 31/08/2020). The project includes:

- Project Management and Implementation
- Transnational Project Meetings
- Multiplier Events
- Activities for the development of the defined "Intellectual Outputs"

The Quality Assurance and Risk Management - Activity 3 - develops a quality plan aiming at providing a common quality baseline for every activity for every partner in the consortium, involving a close monitoring of each activity.

The activity objectives of the Quality Plan and Quality Evaluations are:

- To monitor and evaluate the quality of project's activities and results.
- To handle project risks and appropriate mitigation/contingency.

1.2. Aims of the quality evaluation

This document is the results of the internal quality management of the ENSEC Project and contains the results from the surveys carried out during the lifetime of the project to ensure its quality.

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The information about the clear procedure for how the project will be managed and followed up can be found in the Quality Plan. It also contains the project time plan, including a timeframe for milestones and major deliverables.

QP was developed and approved at beginning of project to confirm major deliverables/milestone acceptance criteria and manage approved project processes.



2. ACTIVITY DESCRIPTION

The project activities are grouped the following way:

PROJECT MANAGEMENT ACTIVITIES

A1 Project Management

A2 Information, promotion and dissemination

A3 Quality Assurance and Monitoring

MEETINGS:

M1 Kick off Meeting

M2 2nd Consortium Meeting

M3 3rd Consortium Meeting

M4 3rd Consortium Meeting

M5 FINAL MEETING

INTELLECTUAL OUTPUTS

O1/A1 Partner's current practices for the environmental security sector.

O1/A2 Study of the current educational offer existing in the EU, taking especial attention to HE programmes.

O1/A3 Definition of competences in the environmental sector.

O2/A1 Training paths definition

O2/A2 Definition of learning content modules

O2/A3 Harmonisation and validation of learning modules and training path/s

O2/A4 Development of the guidelines for trainers

O3/A1 Elaboration of functional and non-functional specifications

O3/A2 Training content integration

O3/A3 Test release and platform improvement

O3/A4 Guidelines on how to use the elearning platform



O4/A1 Training for Trainers: Content Editors

O4/A2 Development of classroom training modules for the International Master Degree

O4/A3 Development of online modules for the International Master Degree

O4/A4 Evaluation

MULTIPLIER EVENTS

E1 Presentation of the ENSEC results and the International Master Degree in UK

E2 Presentation of the ENSEC results and the International Master Degree in PORTUGAL

E3 Presentation of the ENSEC results and the International Master Degree in SPAIN

E4 Presentation of the ENSEC results and the International Master Degree in ROMANIA



4. AIMS AND OBJECTIVES

ENSEC see the CREATION OF AN INTERNATIONAL MASTER'S DEGREE MODULES ON ENVIRONMENTAL SECURITY developed by 4 universities, 3 SMES all of them currently supporting educational programmes dealing with the sector in different ways, the consortium is completed by a Social partner.

This initiative addresses the needs of each participant entity, their staff, students and community. From this main objective, several specific objectives are defined:

- SO1. Capacity Building in the sector: Promoting ACTIVE COOPERATION and partnership between actors from the knowledge triangle: HE institutions (BUCKS, UMA, UPM, TUB), industry (EVM, OEM, PA), Social Partners (CCIM) and local/Regional Bodies to obtain an impact on environmental responsibility, modernisation and internationalisation of HE.
- SO2. Create FLEXIBLE LEARNING PATHWAYS able to provide and recognize HE students the most important competences and skills, such as internationalisation and use of digital learning. This new pathway will include validation of prior learning and will aim to improve the level of both sector specific, high level basic and transversal competences and skills, with particular regard to those relevant for the labour market in the environmental related sector: management, entrepreneurship, languages and leadership as well as their contribution to a cohesive society, in particular through increased opportunities for both learning and labour mobility and through strengthened cooperation between HE, VET, and work.
- SO3. Promoting cooperation and MOBILITY ACTIVITIES, providing more opportunities for students to gain all the specific and transversal skills required and involving them along with partners staff and stakeholders in shaping the outcomes and ensuring their relevance.



5. QUALITY CONTROL OF MANAGEMENT AND IMPLEMENTATION

The Quality Control in the project focuses on the deliverables of the project, and monitors them in order to verify they are complete, correct, and of acceptable quality.

The quality management approach is to ensure that all personnel in the project "does the right things, right, the first time". Thus avoiding misunderstandings of what to produce and how, resulting in productivity losses, quality losses and schedule delays.

Other processes that have been implemented during the last three years to ensure the overall quality of the project are:

- Early identification and reviews of all quality-impacting documents.
- Reviews of all quality-impacting documents.
- Customer Satisfaction as a Quality Control tool through surveys
- Using the well-defined and anchored quality standards and procedures already in use for each activity.
- Peer review of modules and documents
- Online meeting as a monitoring tool

In this document we will analyse the result from three surveys that have been taken by the partners to evaluate the project management and implementation; and one survey taken by the students to evaluate the virtual learning platform.

5.1 Quality evaluation for partners

The aim of these questionnaires is to analyse the overall project management and implementation through the years.

The partners have answered during the project lifetime to three survey (one for each year: 2018, 2019 and 2020).

The questions in the surveys are the same for every year, so a comparative analysis can be done in this report. The online surveys were sent to the eight partners in the consortium:

BUCKINGHAMSHIRE NEW

UNIVERSITY

UMa- Universidade da Madeira

ASSOCIACAO COMERCIAL

INDUSTRIAL DO FUNCHAL

UTBV

UMIT

EVM PROJECT MANAGEMENT



Eesti Metsakeskus OÜ
UPM- UNIVERSIDAD POLITÉCNICA DE MADRID

The questions of the survey are divided into five different sections:

1. Project management

1.1. The general coordination of the project by the leader has been effective

If you rated the previous answer with less than 4, let us know why

1.2. The planning of the development of IO1 and IO2 of the project has been correct and coordinated with the proposal

1.4. Decisions have been taken in a consensus and coordinated manner among the partners.

1.5. The project leader has facilitated communication and coordination between the partners.

1.6. The project leader has promoted teamwork and the sharing of experiences and expertise

1.7. The leader has proposed and organized coordination and follow-up meetings on a regular basis

1.8. The means of communication (mails, platforms...) are adequate

1.9. The leader has followed up and properly controlled the budget issues.

1.10. All project partners were properly informed about management issues.

1.11. The management of the project has contributed to the achievement of the project's objectives

1.12. The project has been adequately run and supported by the coordinator's organisation

1.13. All relevant information are available in due time Comments of these themes (if any)

2. Task distribution

2.1. The work plan and the timeline table are clear

2.2. I am aware of the common project goals and the specific goals for my institution

2.3. The allocation of tasks from IO1 and IO2 and the assignment of responsibilities among the partnership have been appropriate and feasible, there is equity of participation

2.4. I am aware of my role and responsibilities as a partner

2.5. The partners respect the deadlines

3. Transnational project Meetings

3.1. The meetings have been planned sufficiently in advance.

3.2. The meetings have been adjusted to the objectives of the project and to the stages of implementation of the project

4. Quality of the partnership

Partners [Commitment to the project by each partner]

Partners [Agreement amongst partners]

Partners [Effective communication amongst partner]

Partners [Development of trust and positive attitudes]

5. Quality of the event arrangements

Event [Attention to practical details and catering]

Event [Suitability of the working venue]

Event [Quality of accommodation, if appropriate]

Event [Evidence of special requirements (dietary for example) being met]

Comments of these themes (if any)



6. QUALITY EVALUATION - 2018

6.1. Information from the survey

Number of participants: 6/8

BUCKINGHAMSHIRE NEW UNIVERSITY
UMa- Universidade da Madeira
UTBV- UNIVERSITATEA TRANSILVANIA
EVM PROJECT MANAGEMENT
Eesti Metsakeskus OÜ
UPM- UNIVERSIDAD POLITÉCNICA DE MADRID

Number of questions: 27

6.2. Results from the survey

Once the survey was completed, we analyzed the results to obtain the punctuation:

SECTION	SCORE / 5
1- Project management	4,75
2- Task distribution	4,60
3- Transnational project Meetings	4,83
4- Quality of the partnership	4,63
5- Quality of the event arrangements	4,92
TOTAL AVERAGE	4,75 / 5

These results represent a **high level of satisfaction** for the first year of project management and implementation.

There were no additional comments from any of the partners.

The aspect that obtained the lowest score was “2.5 The partners respect the deadlines” (4,16). Comments and suggestions for improvement at the end of this document, in the section of [“Final remarks”](#).

The graphics results can be found in the following pages:

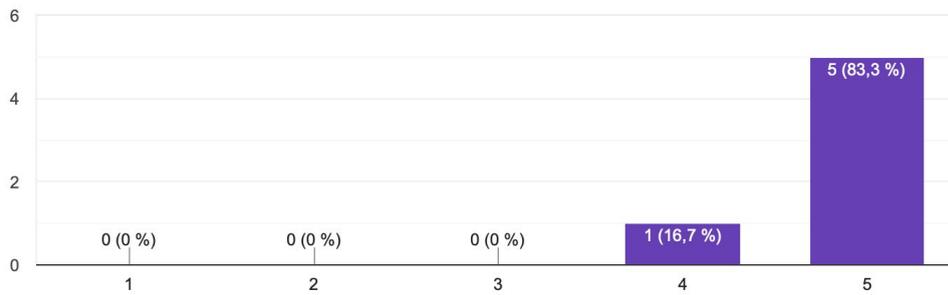


1. PROJECT MANAGEMENT

1.1. The general coordination of the project by the leader has been effective



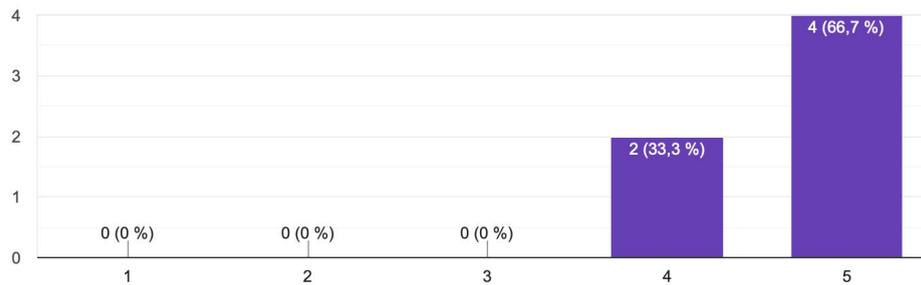
6 respuestas



1.2. The planning of the development of IO1 and IO2 of the project has been correct and coordinated with the proposal



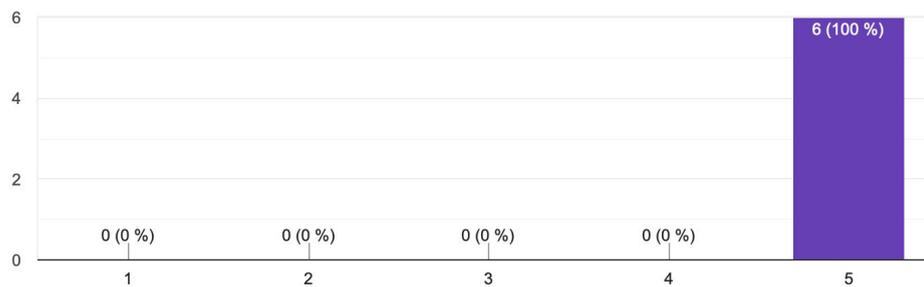
6 respuestas



1.4. Decisions have been taken in a consensus and coordinated manner among the partners.



6 respuestas

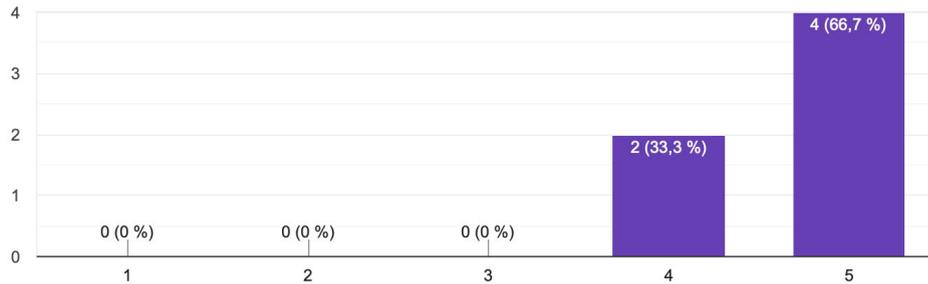




1.5. The project leader has facilitated communication and coordination between the partners.



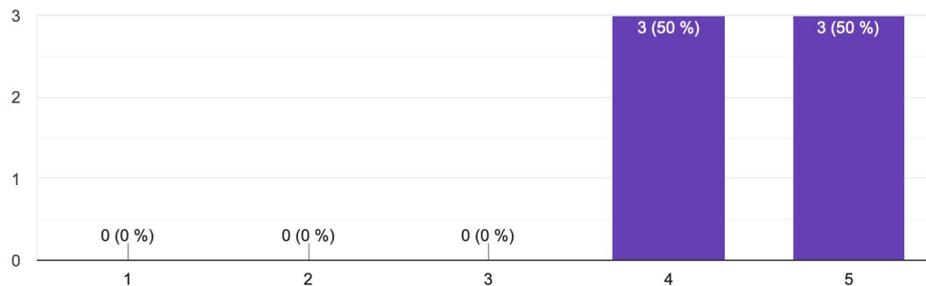
6 respuestas



1.6. The project leader has promoted teamwork and the sharing of experiences and expertise

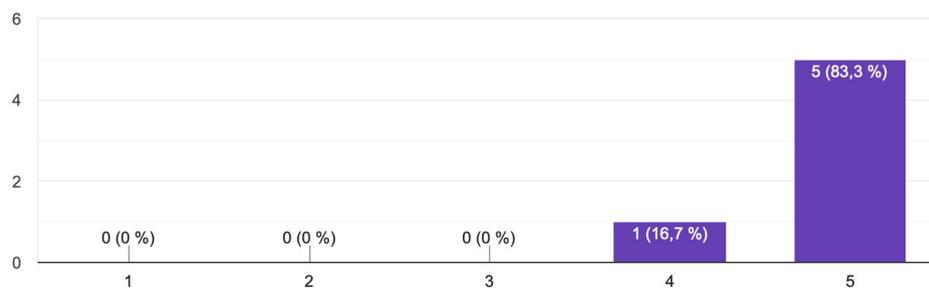


6 respuestas



1.7. The leader has proposed and organized coordination and follow-up meetings on a regular basis

6 respuestas

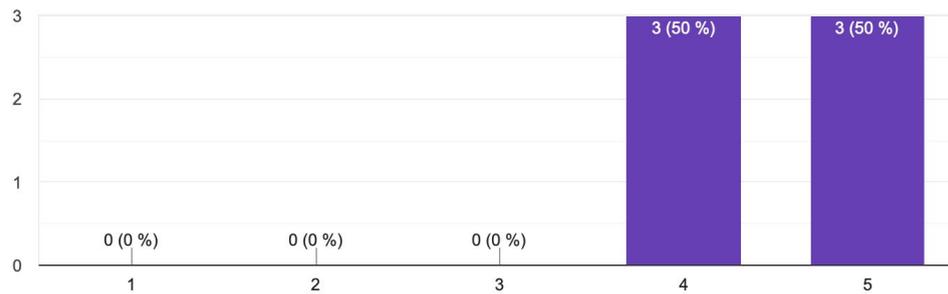




1.8. The means of communication (mails, platforms...) are adequate



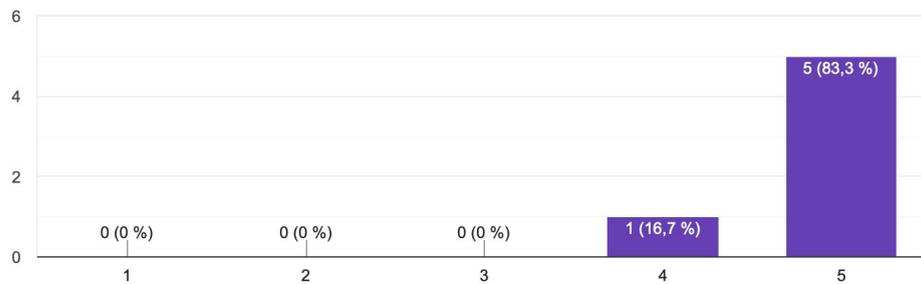
6 respuestas



1.9. The leader has followed up and properly controlled the budget issues.



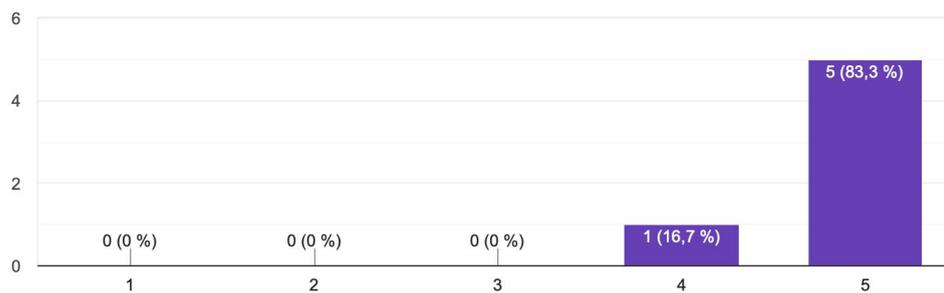
6 respuestas



1.10. All project partners were properly informed about management issues.



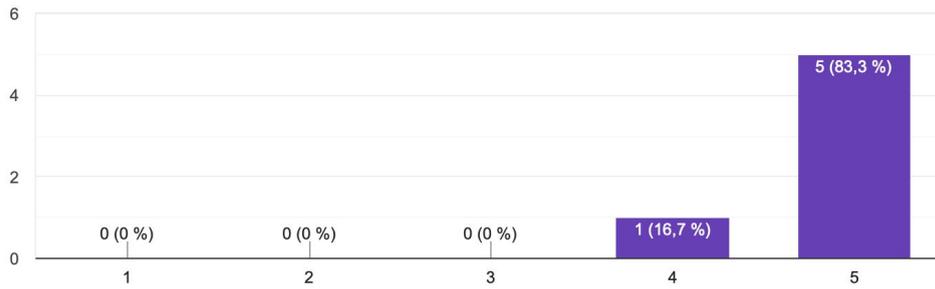
6 respuestas





1.11. The management of the project has contributed to the achievement of the project's objectives

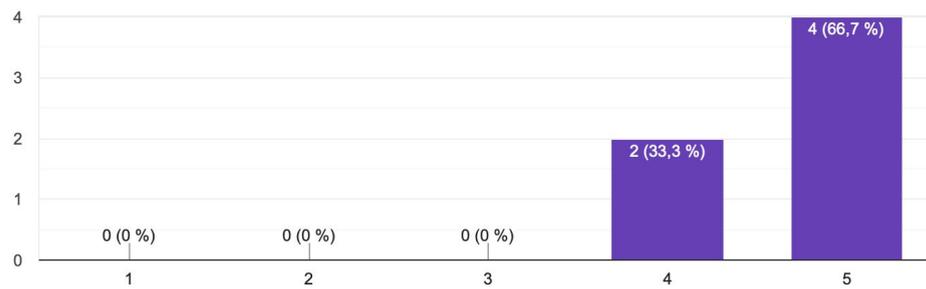
6 respuestas



1.12. The project has been adequately run and supported by the coordinator's organisation

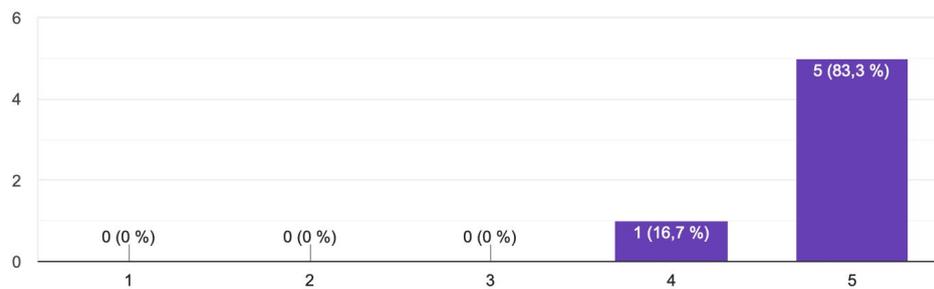


6 respuestas



1.13. All relevant information are available in due time

6 respuestas



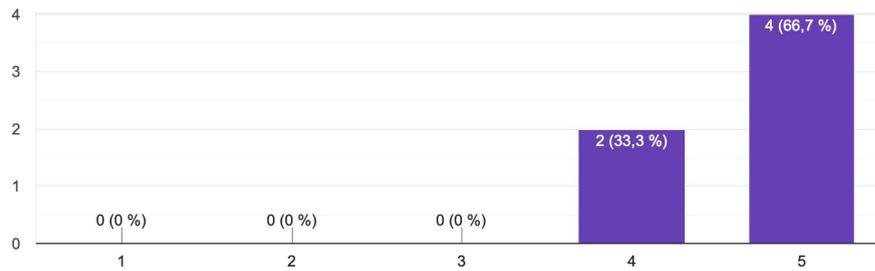
2. TASK DISTRIBUTION



2.1. The work plan and the timeline table are clear



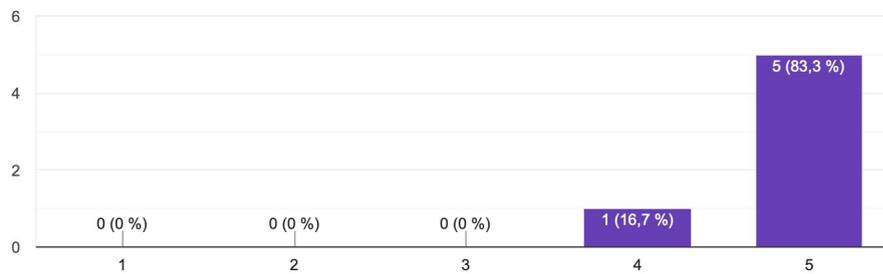
6 respuestas



2.2. I am aware of the common project goals and the specific goals for my institution



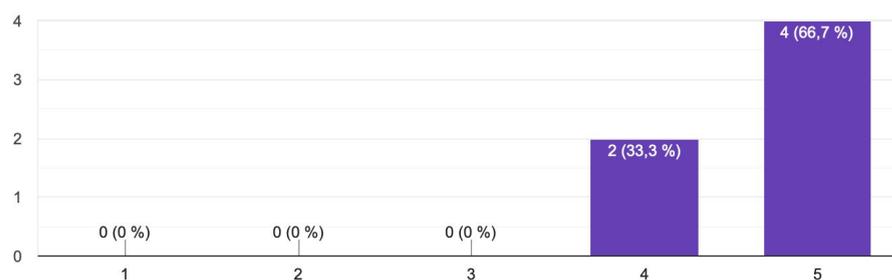
6 respuestas



2.3. The allocation of tasks from IO1 and IO2 and the assignment of responsibilities among the partnership have been appropriate and feasible, there is equity of participation



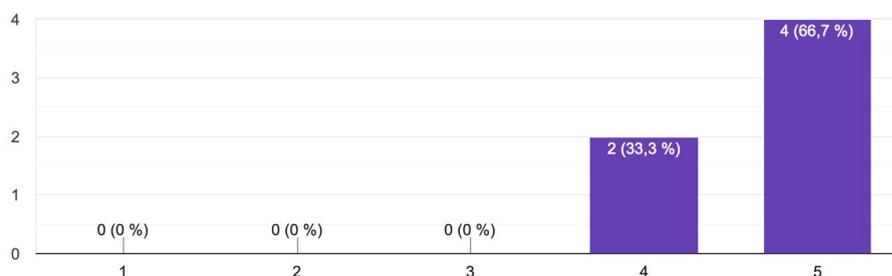
6 respuestas



2.4. I am aware of my role and responsibilities as a partner



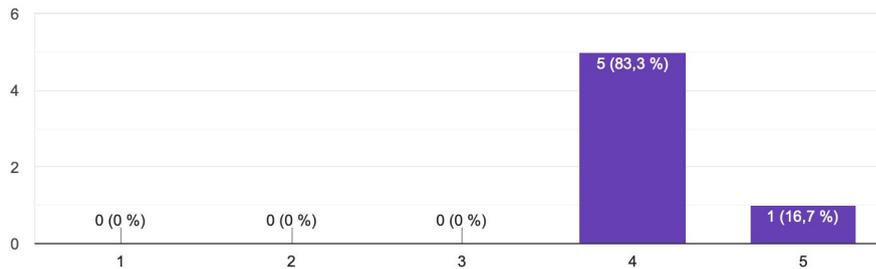
6 respuestas





2.5. The partners respect the deadlines

6 respuestas



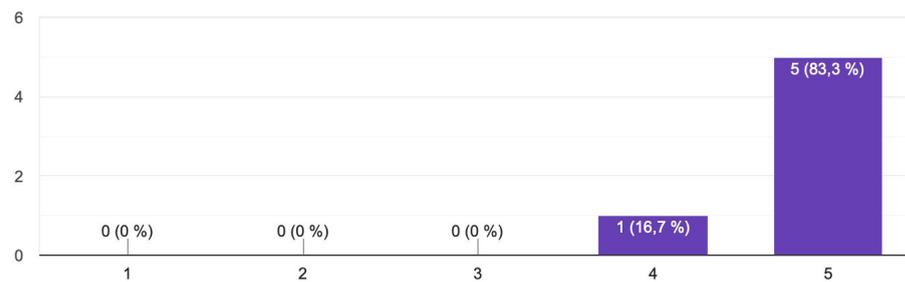
*This is the section that obtained the lowest score: 4,16

3. TRANSNATIONAL PROJECT MEETINGS (M1-M2)

3.1. The meetings have been planned sufficiently in advance.

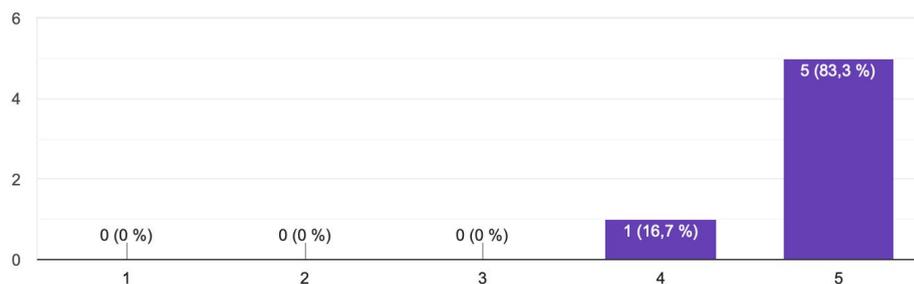


6 respuestas



3.2. The meetings have been adjusted to the objectives of the project and to the stages of implementation of the project

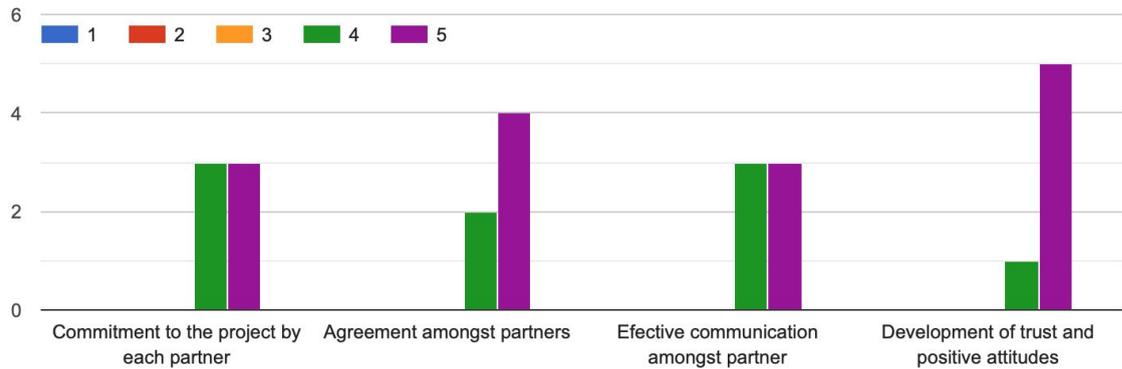
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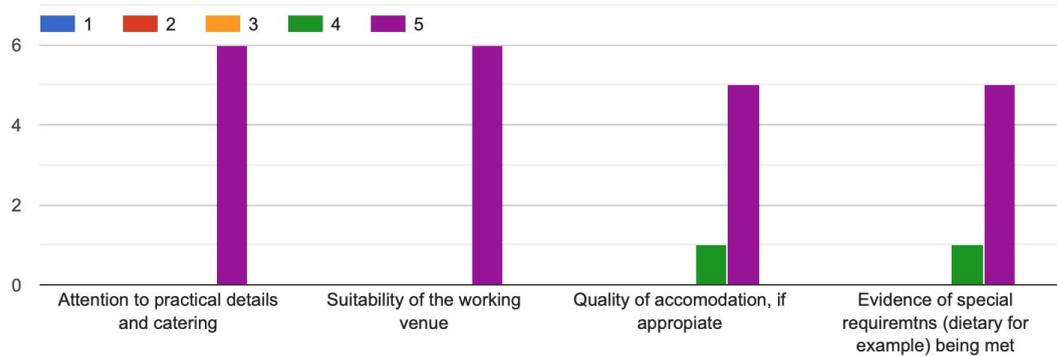
4. QUALITY OF THE PARTNERSHIP

Partners



5. QUALITY OF THE EVENTS ARRANGEMENTS

Event



6.3. General comments of the evaluation

- Improving the communication with the partners so everyone knows their responsibilities, tasks and deadlines through Agile methodology, collaborative documents or minutes of the meetings (see [Final Remarks](#) section)



7. QUALITY EVALUATION - 2019

7.1. Information from the survey

Number of participants: 6/8

BUCKINGHAMSHIRE NEW UNIVERSITY

UMa- Universidade da Madeira

UTBV- UNIVERSITATEA TRANSILVANIA

EVM PROJECT MANAGEMENT

Eesti Metsakeskus OÜ

UPM- UNIVERSIDAD POLITECNICA DE MADRID

Number of questions: 27

7.2. Results from the survey

Once the survey was completed, we analyzed the results to obtain the punctuation:

SECTION	SCORE / 5
1- Project management	4,80
2- Task distribution	4,63
3- Transnational project Meetings	4,91
4- Quality of the partnership	4,79
5- Quality of the event arrangements	4,87
TOTAL AVERAGE	4,80 / 5

These results represent a **higher level of satisfaction** compared to the 2018 survey.

There were no additional comments from any of the partners.

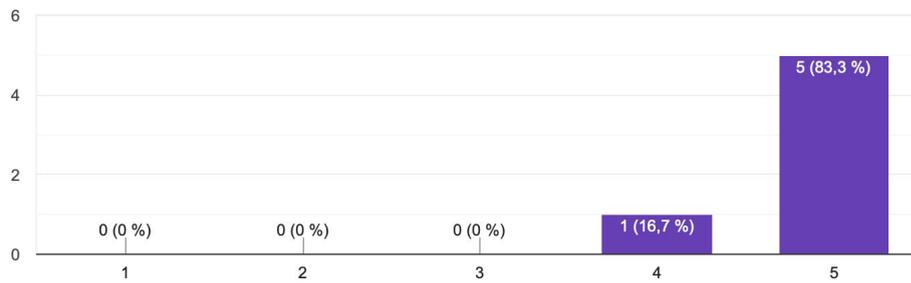
The aspect that obtained the lowest score was “2.5 The partners respect the deadlines” (4,33). Comments and suggestions for improvement can be found at the end of this document, in the section of “Final remarks”.

The graphics results can be found in the following pages:



1.1. The general coordination of the project by the leader has been effective

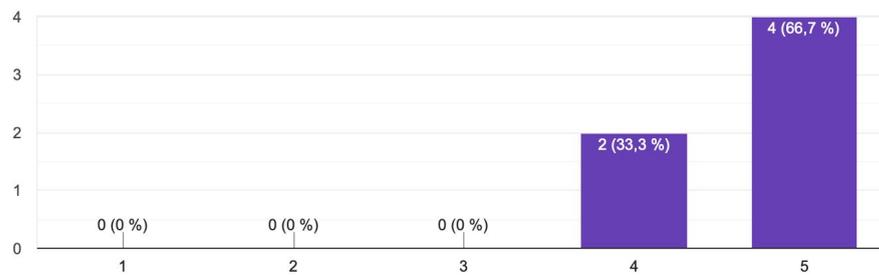
6 respuestas



1.2. The planning of the development of IO3 and IO4 of the project has been correct and coordinated with the proposal



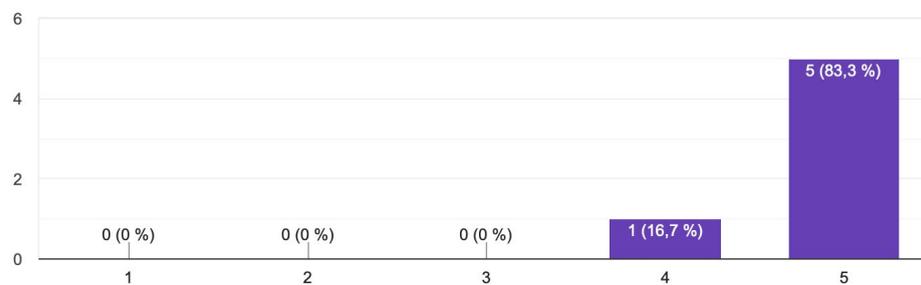
6 respuestas



1.3. Decisions have been taken in a consensus and coordinated manner among the partners.



6 respuestas

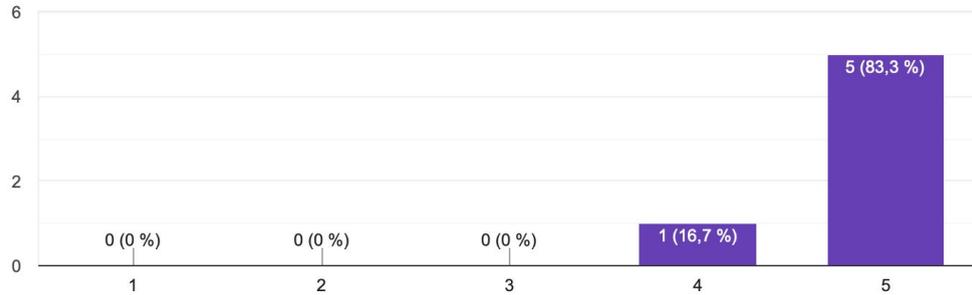




1.4. The project leader has facilitated communication and coordination between the partners.



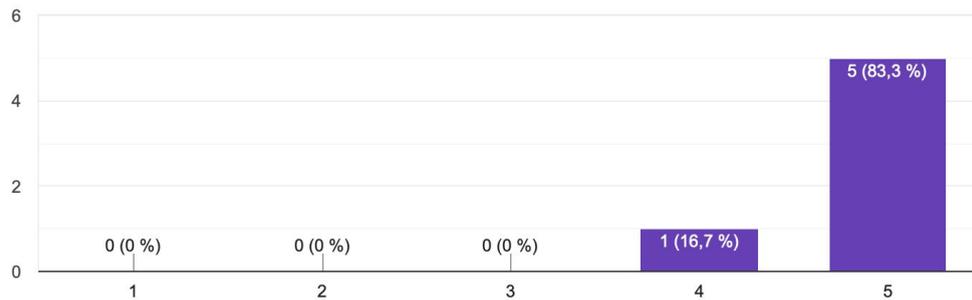
6 respuestas



1.5. The project leader has promoted teamwork and the sharing of experiences and expertise



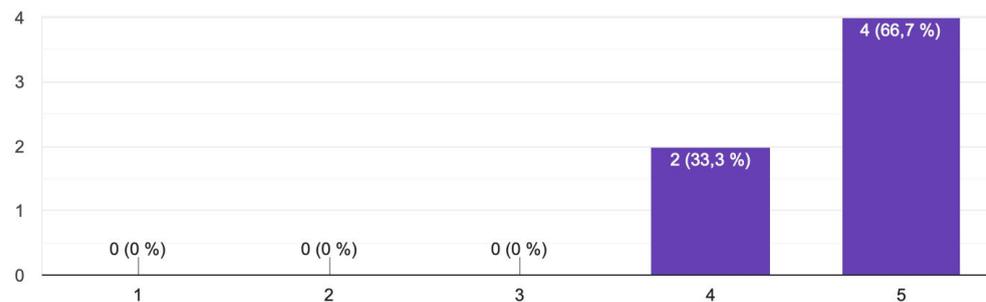
6 respuestas



1.6. The leader has proposed and organized coordination and follow-up meetings on a regular basis



6 respuestas

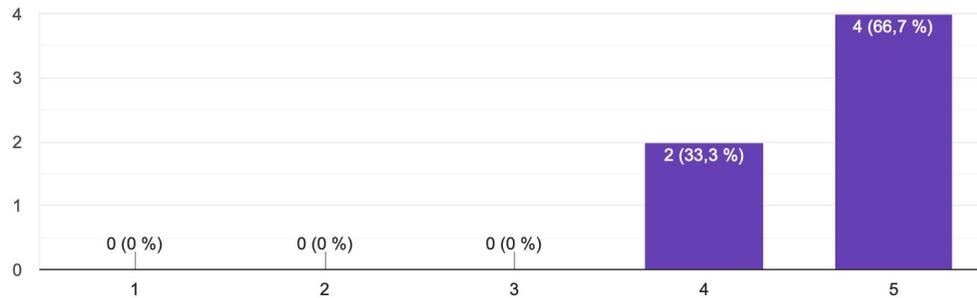




1.7. The means of communication (mails, platforms...) are adequate

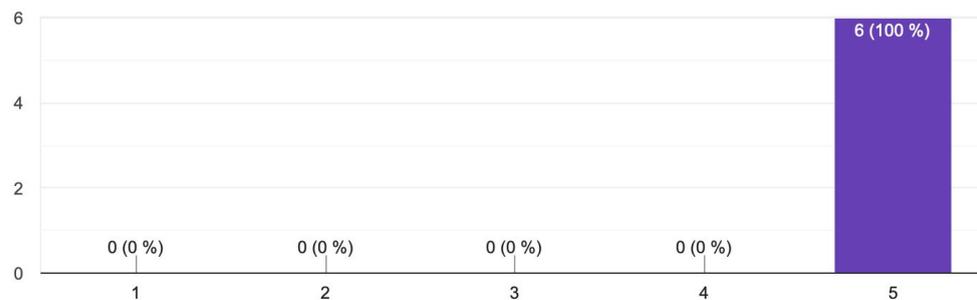


6 respuestas



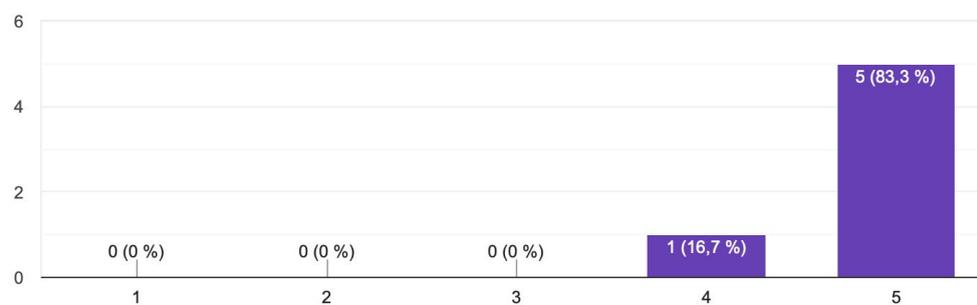
1.8. The leader has followed up and properly controlled the budget issues.

6 respuestas



1.9. All project partners were properly informed about management issues.

6 respuestas

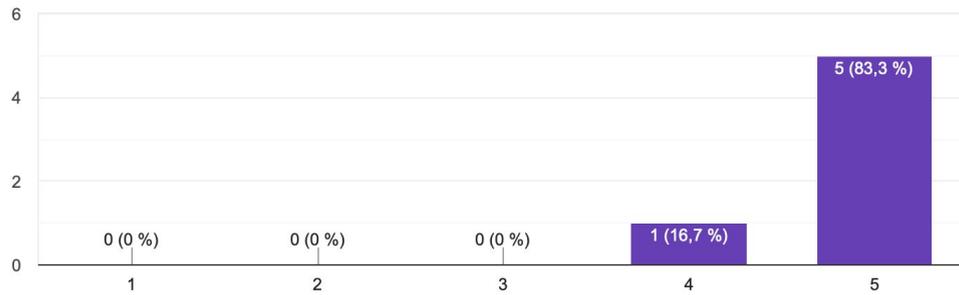




1.10. The management of the project has contributed to the achievement of the project's objectives



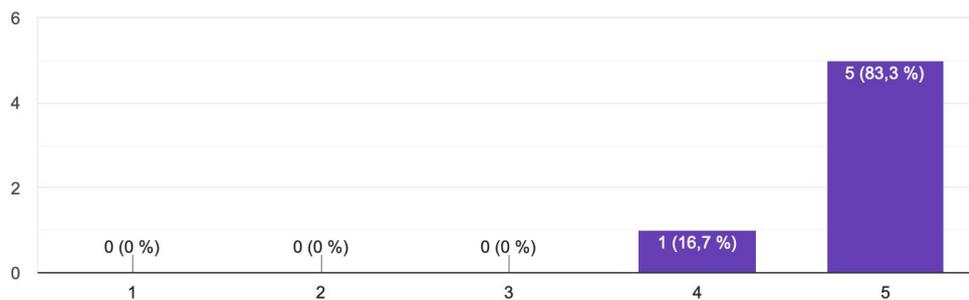
6 respuestas



1.11. The project has been adequately run and supported by the coordinator's organisation



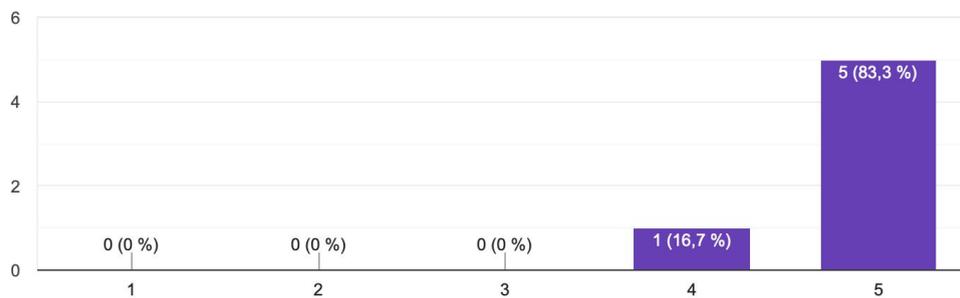
6 respuestas



1.12. All relevant information are available in due time



6 respuestas



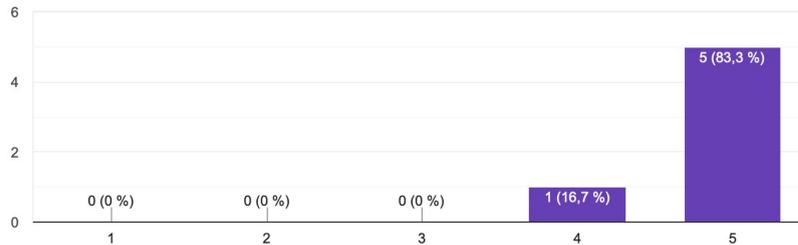


2. TASK DISTRIBUTION

2.1. The work plan and the timeline table are clear



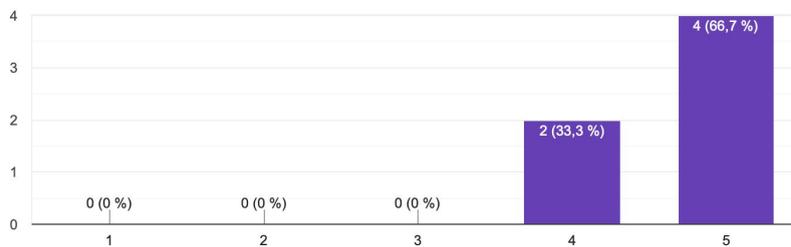
6 respuestas



2.2. I am aware of the common project goals and the specific goals for my institution



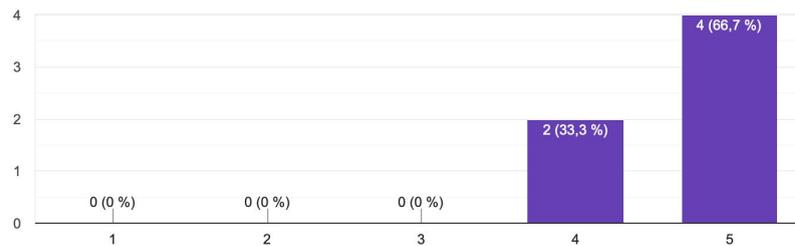
6 respuestas



2.3. The allocation of tasks from IO3 and IO4 and the assignment of responsibilities among the partnership have been appropriate and feasible, there is equity of participation



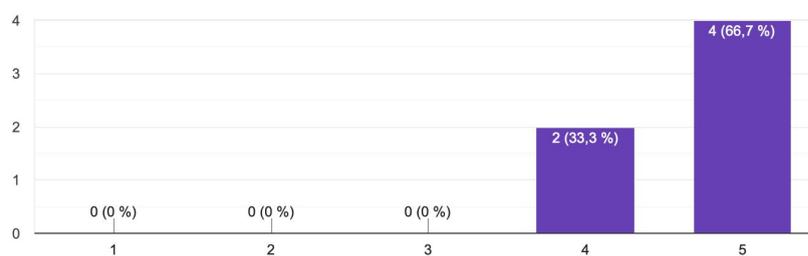
6 respuestas



2.4. I am aware of my role and responsibilities as a partner



6 respuestas

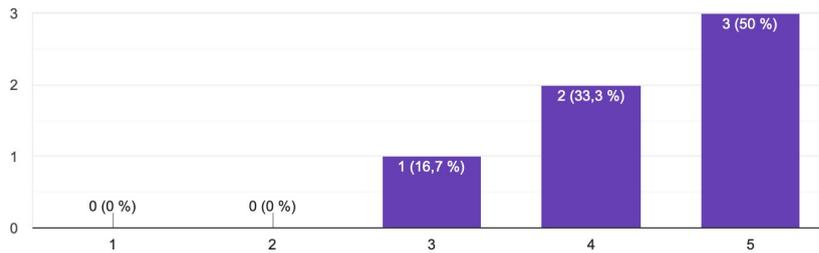




2.5. The partners respect the deadlines



6 respuestas

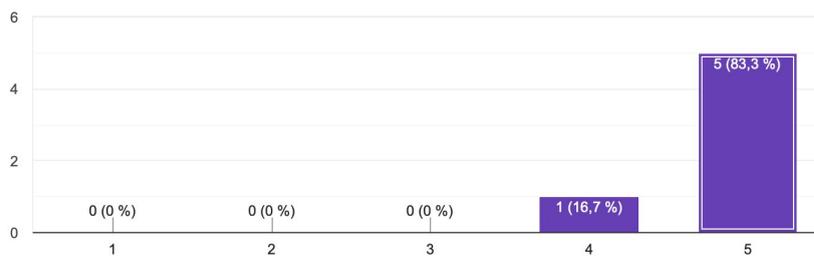


3. TRANSNATIONAL PROJECT MEETING

3.1. The meetings have been planned sufficiently in advance.



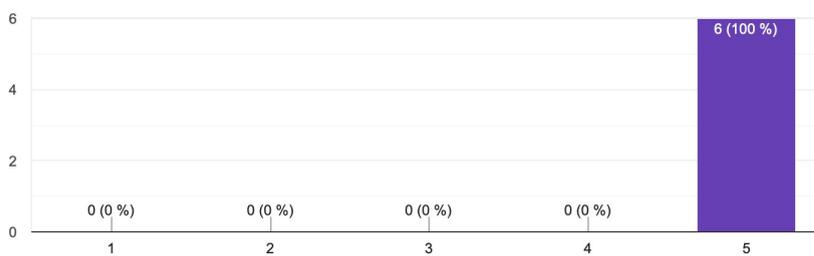
6 respuestas



3.2. The meetings have been adjusted to the objectives of the project and to the stages of implementation of the project

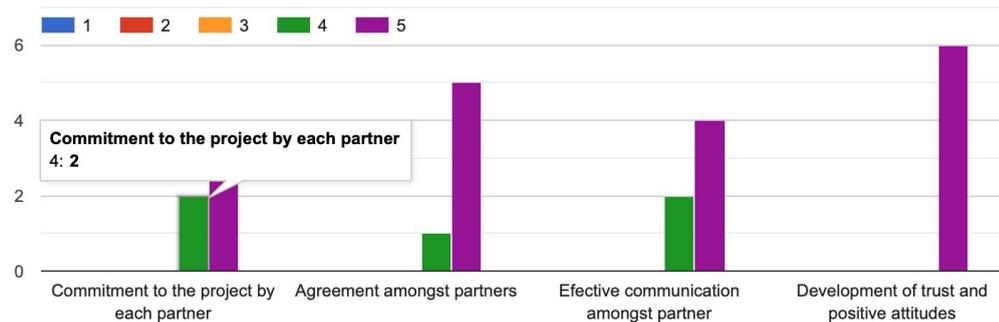


6 respuestas

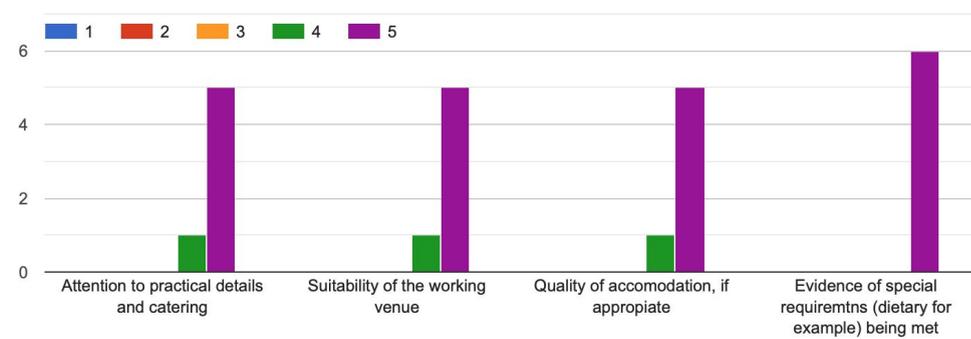




4. QUALITY OF THE PARTNERSHIP



5. QUALITY OF THE EVENTS ARRANGEMENT



7.3. General comments of the evaluation

- The scores of every section have improved compared to the 2018 evaluation survey.
- There was an improvement in the management of the partnership after the first year of management.



8. QUALITY EVALUATION - 2020

8.1. Information from the survey

Number of participants: 6/8

BUCKINGHAMSHIRE NEW UNIVERSITY
UMa- Universidade da Madeira
UTBV- UNIVERSITATEA TRANSILVANIA
EVM PROJECT MANAGEMENT
Eesti Metsakeskus OÜ
UPM- UNIVERSIDAD POLITECNICA DE MADRID

Number of questions: 27

8.2. Results from the survey

Once the survey was completed, we analyzed the results to obtain the punctuation:

SECTION	SCORE / 5
1- Project management	4,86
2- Task distribution	4,73
3- Transnational project Meetings	4,83
4- Quality of the partnership	4,87
5- Quality of the event arrangements	4,80
TOTAL AVERAGE	4, 82 / 5

These results represent a **higher level of satisfaction** compared to the 2019 survey.

There are specific questions to evaluate the impact of the COVID-19 pandemic at project management level.

The aspect that obtained the lowest score was “2.5 The partners respect the deadlines” (4,33).

Comments and suggestions for improvement can be found at the end of this document, in the section of [“Final remarks”](#).

The graphics results can be found in the following pages:

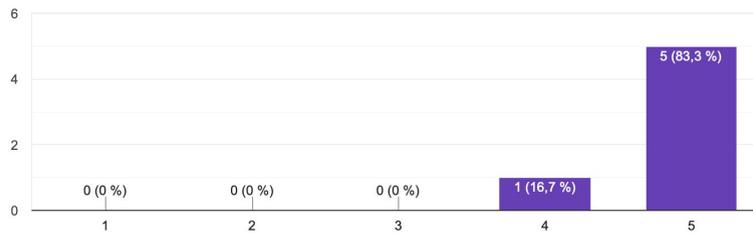


1. PROJECT MANAGEMENT

1.1. The general coordination of the project by the leader has been effective



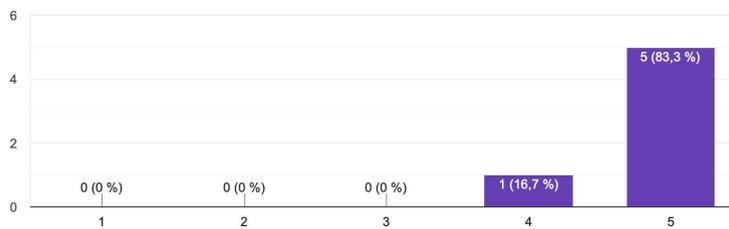
6 respuestas



1.2. The planning of the development of IO4 of the project has been correct and coordinated with the proposal



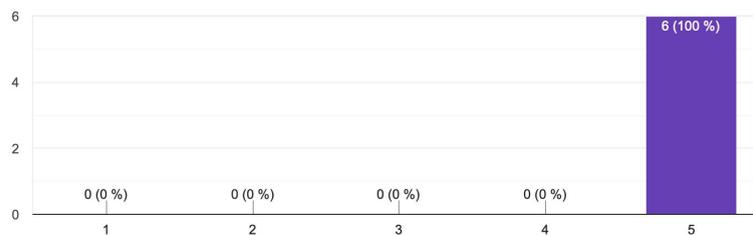
6 respuestas



1.4. Decisions have been taken in a consensus and coordinated manner among the partners.

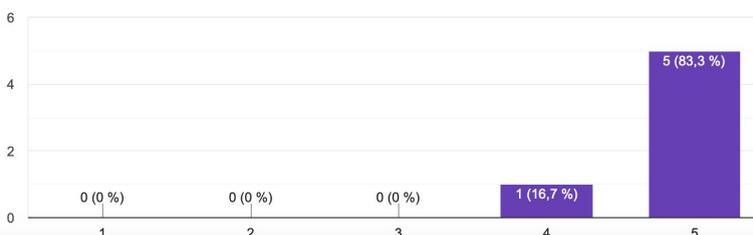


6 respuestas



1.5. The project leader has facilitated communication and coordination between the partners.

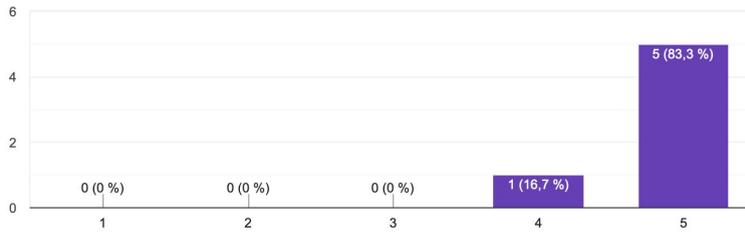
6 respuestas





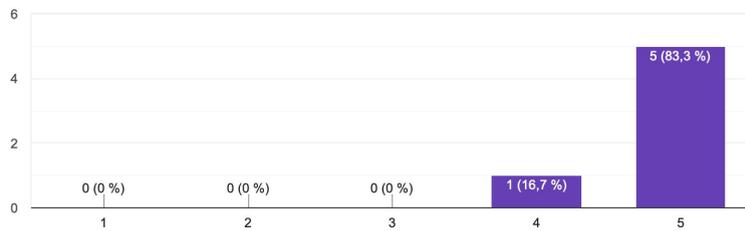
1.6. The project leader has promoted teamwork and the sharing of experiences and expertise 

6 respuestas



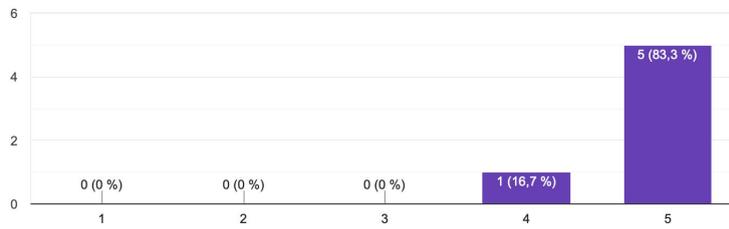
1.7. The leader has proposed and organized coordination and follow-up meetings on a regular basis 

6 respuestas



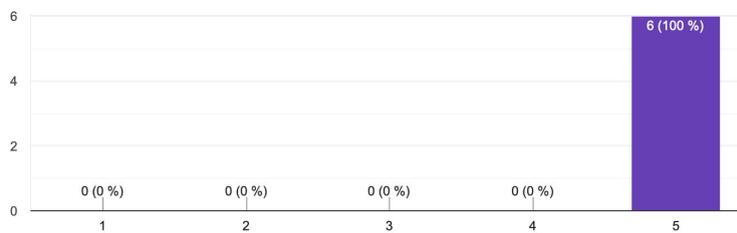
1.8. The means of communication (mails, platforms...) are adequate 

6 respuestas



1.9. The leader has followed up and properly controlled the budget issues. 

6 respuestas

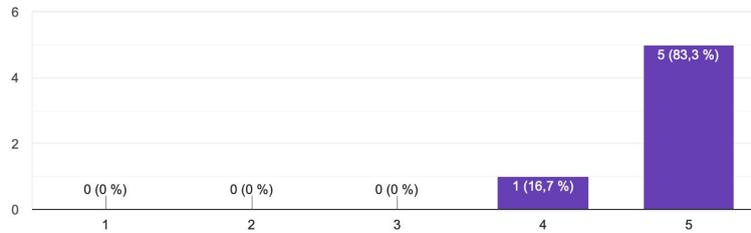




1.10. All project partners were properly informed about management issues.



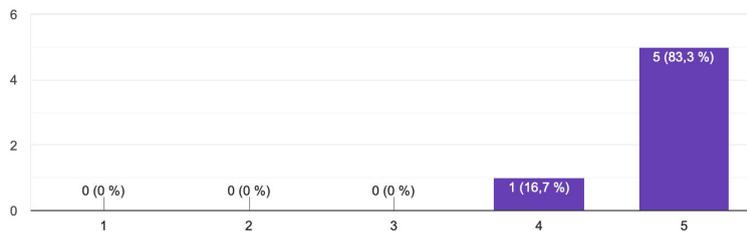
6 respuestas



1.11. The management of the project has contributed to the achievement of the project's objectives

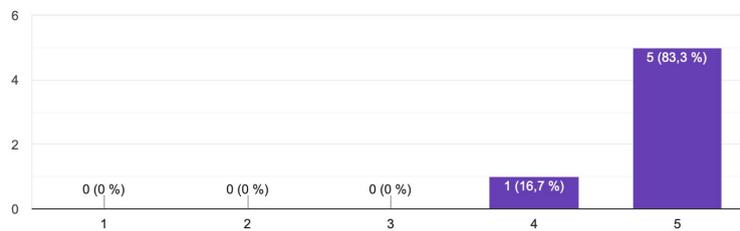


6 respuestas



1.12. The project has been adequately run and supported by the coordinator's organisation

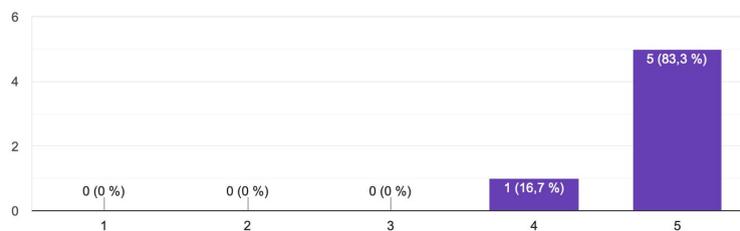
6 respuestas



1.13. All relevant information are available in due time



6 respuestas



1.14 Has the COVID situation affected to the success and quality of the project? Please, explain

6 respuestas

A four month extension was requested to be able to do all the multiplier events

The COVID situation made more complex to execute the dissemination activities and to be able to have more person's in contact with the developed contents.

No

I think that overall results are not affected by the COVID situation.

Not overall.

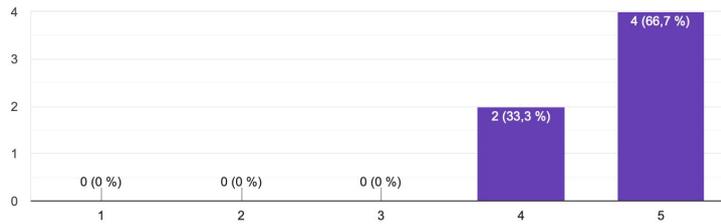
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2. TASK DISTRIBUTION

2.1. The work plan and the timeline table are clear

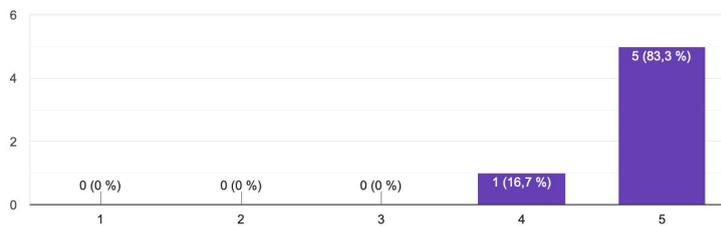
6 respuestas



2.2. I am aware of the common project goals and the specific goals for my institution



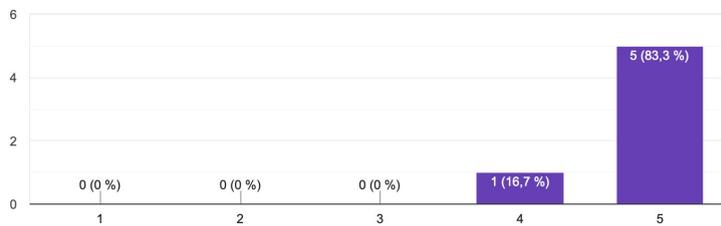
6 respuestas



2.3. The allocation of tasks from IO4 and the assignment of responsibilities among the partnership have been appropriate and feasible, there is equity of participation



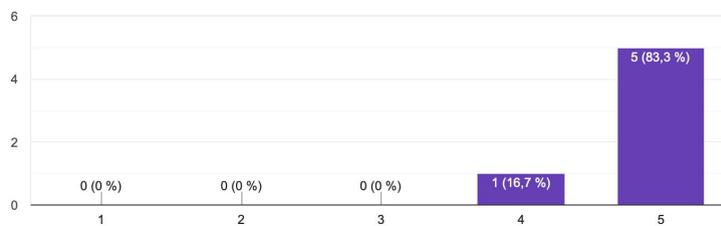
6 respuestas



2.4. I am aware of my role and responsibilities as a partner



6 respuestas

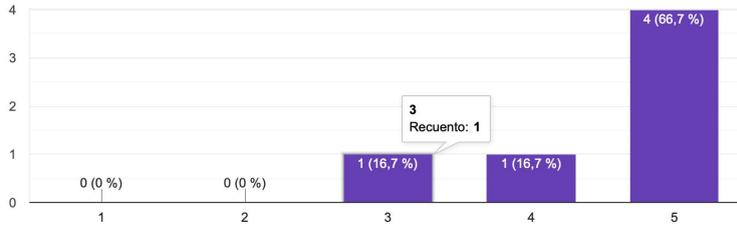




2.5. The partners respect the deadlines



6 respuestas



2.6. Has the COVID situation affected the workload? Please, explain

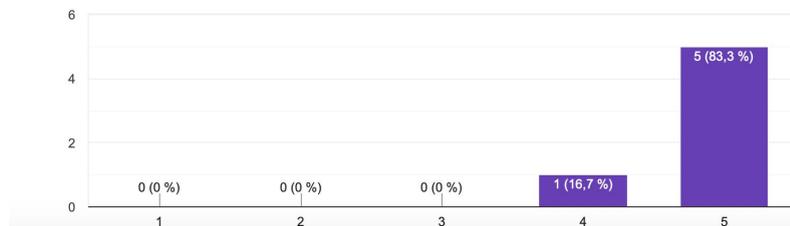
6 respuestas

- No
- No. With the new end date of the project we had more time to complete the tasks and it was possible to distribute the workload in a feasible manner.
- Probably not.
- No, we had more time to finish the multiplier events

3. TRANSNATIONAL PROJECT MEETING

3.1. The meetings have been planned sufficiently in advance.

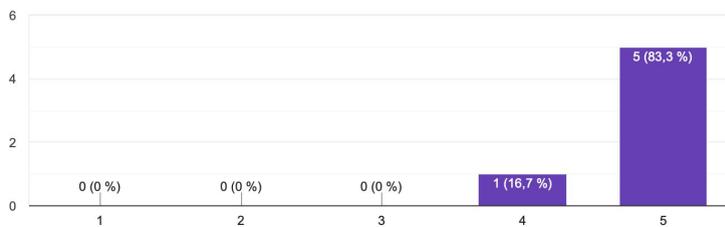
6 respuestas



3.2. The meetings have been adjusted to the objectives of the project and to the stages of implementation of the project

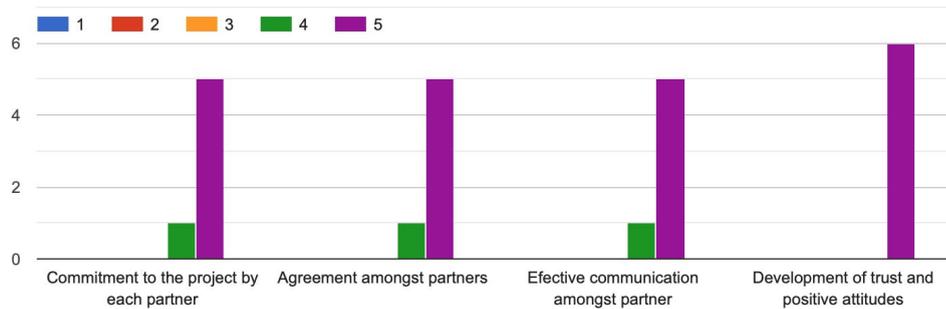


6 respuestas

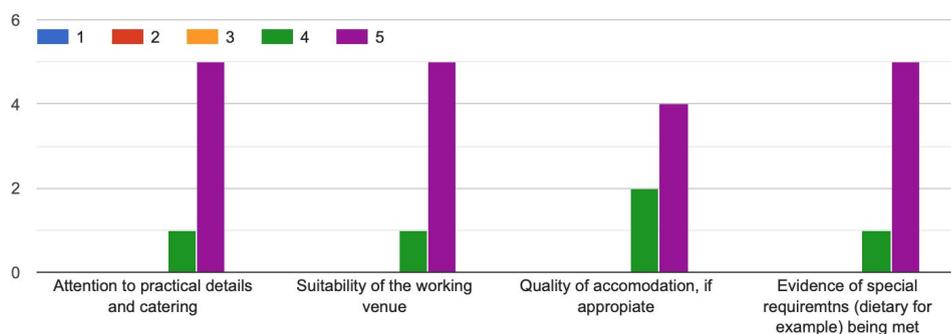




4. QUALITY OF THE PARTNERSHIP



5. QUALITY OF EVENT MANAGEMENT



8.3. General comments of the evaluation

- Regarding the COVID questions:

1.14 Has the COVID situation affected the success and quality of the project? Please, explain

- I think that overall results are not affected by the COVID situation.
- The COVID situation made more complex to execute the dissemination activities and to be able to have more person's in contact with the developed contents.
- A four month extension was requested to be able to do all the multiplier events
- No
- Not overall.

2.6. Has the COVID situation affected the workload? Please, explain

- Probably not.
- No. With the new end date of the project we had more time to complete the tasks and it was possible to distribute the workload in a feasible manner.
- No
- No
- No, we had more time to finish the multiplier events

Thanks to the extensive experience of the project leader, the COVID-19 situation didn't affect the compliance of the project. The NA allowed the extension of the project to execute dissemination activities; and meetings and multiplier events were held online .



9. COMPARATIVE ANALYSIS OF THE QUALITY EVALUATION SURVEYS

SECTION	2018: SCORE / 5	2019: SCORE / 5	2020: SCORE / 5
1- Project management	4,75	4,80	4,86
2- Task distribution	4,60	4,63	4,73
3- Transnational project Meetings	4,83	4,91	4,83
4- Quality of the partnership	4,63	4,79	4,87
5- Quality of the event arrangements	4,92	4,87	4,80
TOTAL AVERAGE	4,75 / 5	4,80 / 5	4,82 / 5

As seen in the results of each evaluation, the partners' satisfaction of project management has slightly improved over the years.

Due to:

- Good communication and regular online meetings of the partnership
- Considering the partners suggestions when it comes to management and implementation
- Annual evaluation surveys and their analysis
- Sharing of good practices
- Proper communication with the National Agency
- Adaptation of the meetings to the online environment during the COVID-19 lockdown situation



10. ENSEC VIRTUAL LEARNING PLATFORM (VLP) - OPINION SURVEY BY THE STUDENTS

10.1. Information from the survey

This survey was carried out after the launching of the ENSEC project website (<https://ensec-project.eu>) in order to gather feedback from visitors about their experience of the website and find ways to improve it.

The survey has several sections:

GENERAL INFORMATION

PLATFORM'S PRESENTATION. DESIGN - IS THE WEBSITE WELL DESIGNED?

CONTENT OF THE PLATFORM

ACCESSIBILITY- IS THE PLATFORM ACCESSIBLE?

10.2. Results from the survey

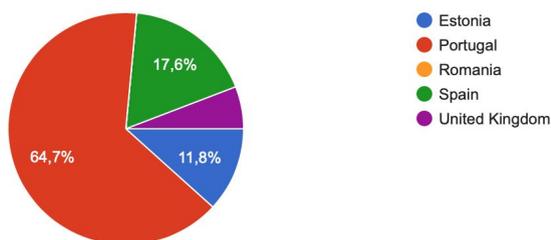
Once the survey was completed, we analyzed the results.

This survey is based on YES/NO answers.

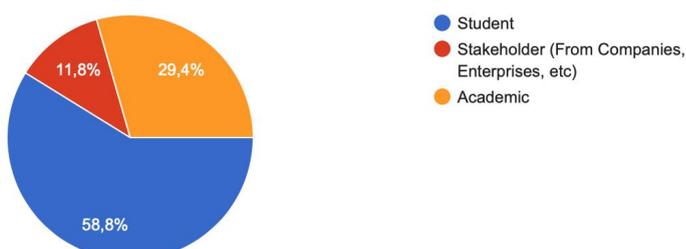
Overall, the **results are positive** and there are a few comments about how to improve the platform.

GENERAL INFORMATION

Number of participants: 17



Respondent group:



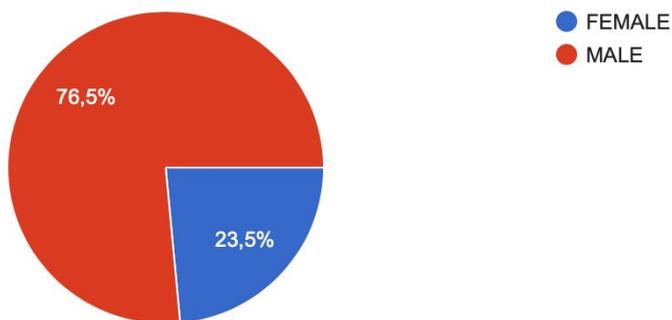
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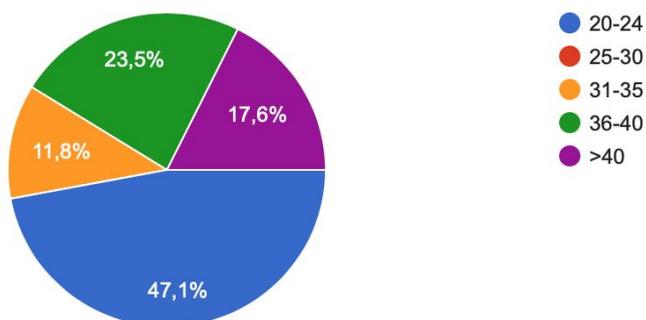
Respondent company/institution or university

Casa Fininha- 1
Estonian University of Life Sciences- 1
Favor AS- 1
UMA- 2
UPM- 3
Madeira University- 8
R- 1

Respondent's gender



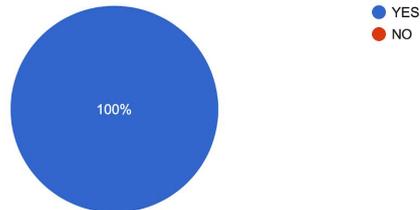
Respondent's age group



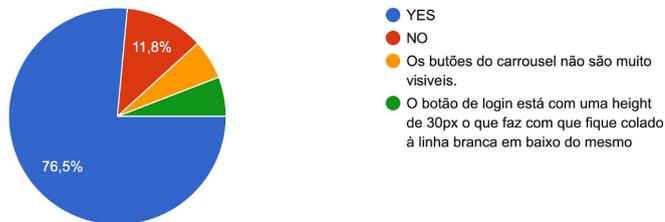


PLATFORM'S PRESENTATION. DESIGN - IS THE WEBSITE WELL DESIGNED?

Does the platform load quickly?
17 respuestas

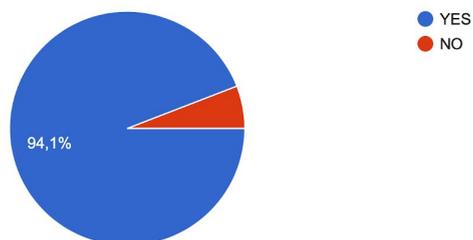


Are the buttons and links clearly visible and easily accessible?
17 respuestas



- Comments: The buttons are not very visible /The login button has a height of 30px which makes it stick to the white line below it

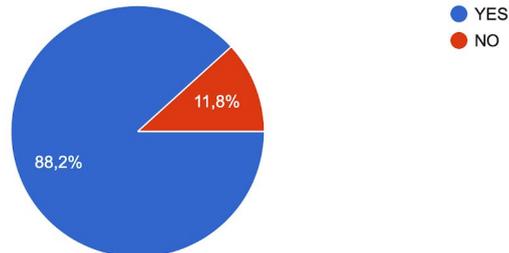
Do these buttons and links allow you to find the information you need quickly?
17 respuestas





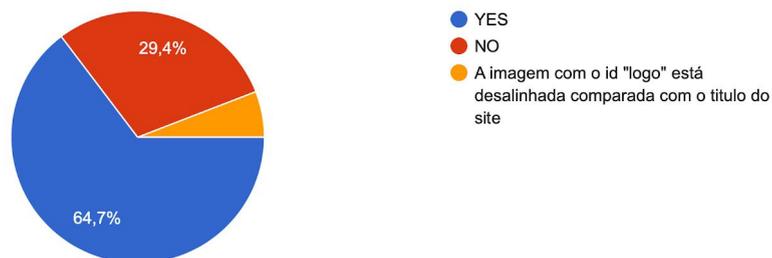
Is it easy to navigate through the platform?

17 respuestas



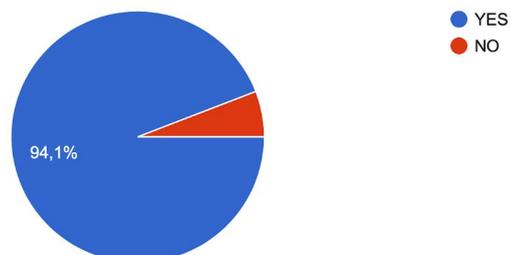
Are the links clearly marked and self-explanatory making navigation intuitive?

17 respuestas



Does the platform present text in easy-to read fonts, maintaining text and background contrast?

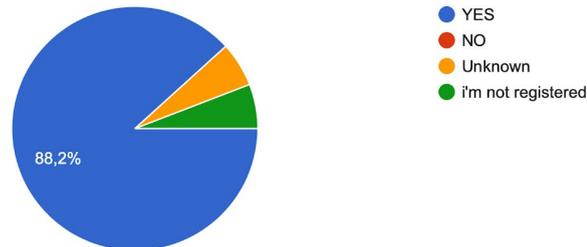
17 respuestas





Does the platform promote active communication and interaction between teachers and students, through the use of technological tools: forum, email, chat, video, blog, wiki...?

17 respuestas



If you have further comments on the design of the website, please share your views here.

- Too intrusive "Navigation" which means that the text is too far to the left. Link in disconfigured mobile mode. Thanks.

- Well the website need some improvement because need some animation going on... on the main page need icons identifying the form... in the area of partnerships they should be more presentable or in gallery format instead of static... could remove an edge of the shadow in the course gallery and that gallery could have a scroll bar... i think its better scrolling inside of the gallery instead of the page

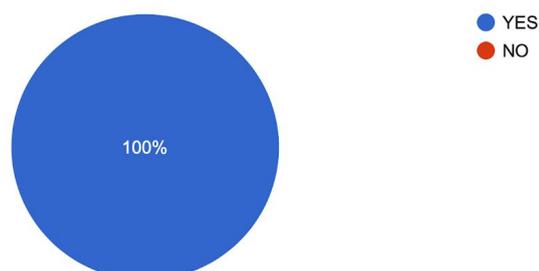
- The footer h3 is misaligned when compared to the links below.

- Excellent design

CONTENT OF THE PLATFORM

Does the platform provide high quality information?

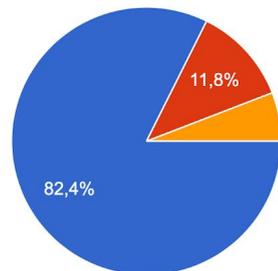
17 respuestas





Does the information appear to be error-free? (No errors in spelling, sentence structure, content, etc.)

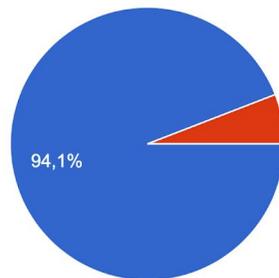
17 respuestas



- YES
- NO
- In general yes, but sometimes there's some vocabulary which could be upgraded

Does the information appear to be up-to-date?

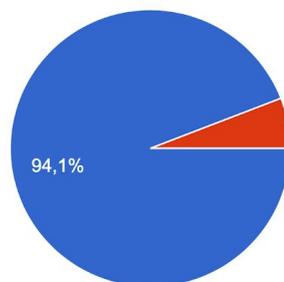
17 respuestas



- YES
- NO

Does the platform provide a user-friendly interface?

17 respuestas

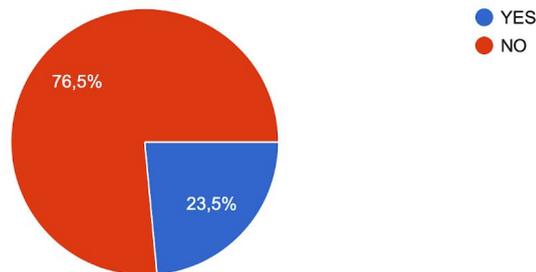


- YES
- NO



Is there any information on the platform that you do not understand?

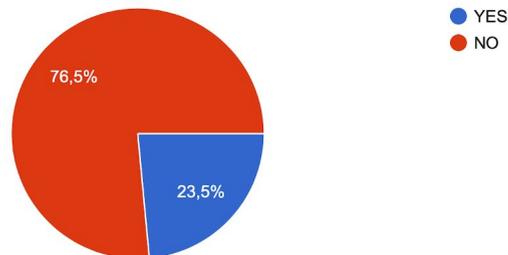
17 respuestas



ACCESSIBILITY- IS THE PLATFORM ACCESSIBLE?

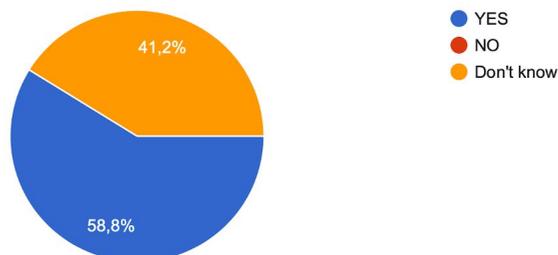
Does the platform require specific "plug-ins" or other types of special viewing helpers?

17 respuestas



Can you access the platform from any navigator: Internet Explorer, Chrome, Firefox?

17 respuestas





Further Comments:

- I use Chrome
- The browser complains of unsafe navigation, use https

10.3. General comments of the evaluation

- Too intrusive "Navigation" which means that the text is too far to the left. Link in disconfigured mobile mode. Thanks.
- Well the website need some improvement because need some animation going on... on the main page need icons identifying the form... in the area of partnerships they should be more presentable or in gallery format instead of static... could remove an edge of the shadow in the course gallery and that gallery could have a scroll bar... i think its better scrolling inside of the gallery instead of the page
- The footer h3 is misaligned when compared to the links below.
- Excellent design
- The browser complains of unsafe navigation, use https

11. FINAL REMARKS

- In general terms, the satisfaction of the partnership regarding the project management is **very high**.
- How to improve the communication with the partners so everyone knows their responsibilities, tasks and deadlines:
 - Using Agile project management methodologies: Agile tools enable the division of a whole task into multiple smaller tasks and attach them with the short & incremental phases of work known as sprints. This methodology gives a full picture of the project and breaks the bigger milestones to be accomplished into smaller tasks. Some software that could be used: Jira, Trello, monday.com...
 - Using follow up collaborative documents: Google Docs, shared Excel sheets...
 - Writing minutes and including the deadlines in that document so the partners can consult the documents if needed
 - Sending reminders when needed
- In general terms, the collective that evaluated the web page had some improvement suggestions. Suggested improvements for the web page:
 - Improve the accessibility for smartphone devices
 - Include animation
 - Icons to identify the sections of the webpage
 - Improve the partnership section, so it is more dynamic (like a gallery)
 - Using http for the web page