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OA3.2.2 – Monitoring and Control of LAPASSION

Developed by UVIGO, UDELAR, and IPP
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1. INTRODUCTION

LAPASSION (Latin-America Practices and Soft Skills for an Innovation Oriented Network) is a project from the program Erasmus+ within the line KA2 – Cooperation for innovation and the exchange of good practices – Capacity Building in the field of Higher Education (reference 585687-EPP-1-2017-1-PT-EPPKA2-CBHE-JP). It involves partners from Portugal, Finland, Spain, Brazil, Uruguay and Chile. LAPASSION consortium has as motivation to create a unique solution to address different problems affecting youth in HEI, helping students to obtain a better training in terms of innovation, soft skills, and internationalization. This solution is obtained by LAPASSION MP/I (Multidisciplinary Projects/Internships) for students' teams to help them to co-create, and co-develop projects proposed by enterprises and other organizations, or to accelerate innovative ideas in an international context involving students from several countries.

The aim of LAPASSION is to increase the innovation culture of HEI and the connection with Enterprises/Organizations (E/O) with impact in Employability, and Internationalization. This aim is pursued by implementing multidisciplinary projects/internships(MP/I) for co-creation, co-development and acceleration of innovative ideas, integrated in the educative project of the involved institutions. MP/I will be implemented by means of students' teams involving students with different backgrounds, different graduation levels, and from different countries, and solving challenges posed by E/O.

1.1 Consortium of LAPASSION

LAPASSION is a consortium with 15 partners, including 13 Higher Education Institutions (4 from Europe and 9 from Latin America), 1 Association of Enterprises from Portugal, and 1 Council of the Federal Institutes from Brazil. The list of of the partners is the following:

Polytechnic of Porto (IPP, Portugal)
Tampere University of Applied Sciences (TAMK, Finland)
University of Vigo (UVIGO, Spain)
University of Salamanca (USAL, Spain)
Federal Institute Riograndense (IFSUL, Brazil)
Federal Institute of Triângulo Mineiro (IFTM, Brazil)
Federal Institute of Goiás (IFG, Brazil)
Federal Institute of Maranhão (IFMA, Brazil)
Federal Institute of Amazonas (IFAM, Brazil)

University of the Republic of Uruguay (UDELAR, Uruguay)

Technological University of Uruguay (UTEC, Uruguay)

Foundation of Professional Institute (DUOC, Chile)

Catholic University of Chile (PUC, Chile)

Association of Enterprises of Portugal, Commerce and Industry Chamber (AEP, Portugal)

Council of Federal Institutes of Brazil (CONIF, Brazil)

IPP is the coordinator institution of the project.



Figure 1 - LAPASSION partners in Latin America and Europe

1.2 Workpackages of LAPASSION

LAPASSION involves the following Workpackages:

WP1 – Preparation and Training for Multidisciplinary Projects/Internships (MP/I)

WP2 – Development of MP/I

WP3 –Quality Planning & Control (QP&C)

WP4 –Communication Plan, Dissemination and Exploitation Strategy

WP5 – Management

Communication, Dissemination and Exploitation are very important aspects for the project, and a specific Work package has been included for this purpose.

Work package WP3 is focused on the Quality Control of LAPASSION in two different aspects: the Quality of Students Teams'projects; and the Quality of the project LAPASSION. This report delas with this second part.

2. THE QUALITY PLAN OF LAPASSION

The Quality Plan (QP) of LAPASSION was produced in the framework of Workpackage 3 (WP3) on Quality Planning & Control (QP&C) of the Latin-America Practices and Soft Skills for an Innovation Oriented Network (LAPASSION) project.

This QP represented the commitment of all LAPASSION partners to the quality of the deliverables and overall management of the project. Hence, in order to achieve all the goals set out for the different project activities, it was of utmost importance that all participating organisations carry out the tasks foreseen in each Workpackage in an effective manner.

Given the great number of activities scheduled for the implementation of the project, LAPASSION partners were fully aware of the relevance of evaluation and monitoring activities to meet the objectives of the project. It was essential that partners received the relevant information with regard to their role within the project, with a view to ensuring full understanding of project goals.

All members of the LAPASSION Consortium acknowledged that they are jointly responsible of ensuring the quality of all project results and deliverables. The guidelines and principles set out in this QP are applicable to all project members and, hence, all project members cooperated with the Leading partners to ensure full adherence and compliance of the QP. The QP expected that the general guidelines provided supported the swift and high-quality performance of all project partners during the life cycle of the project, first for 36 months, but after extended to 48 months.

LAPASSION Quality approach was inspired in the use of ISO 10006:2003 standards, divided in 4 phases: initiate; plan; manage; and close. Initiation was the first phase, where business cases were validated, formal sponsors identified, a project manager assigned, and stakeholders identified. Plan was the second phase and involved 2 steps: define the work; and build the schedule and budget. Manage was the third step with 8 sub-steps: manage schedule and budget; manage issues; manage scope; manage communication; manage risk; manage human resources; manage quality and metrics; and manage procurement. The last phase was Close, where it is hold the project conclusion meeting, successes and failures are declared, provided the transition to

operation, turned over project files, conducted performance reviews, and reassigned team members.

2.1 Objectives and scope of action

The wider objective (WO) of the LAPASSION project is to increase the innovation culture of HEIs and their connection with Enterprises/Organizations (E/O) with impact in Employability and Internationalisation. This aim was pursued by implementing multidisciplinary projects/internships (MP/I) for the co-creation, co-development and acceleration of innovative ideas, integrated in the educational project of the involved institutions. MP/I were implemented with great success through the creation of 39 teams of students from different backgrounds, with different graduation levels and from different countries, in order to solve challenges posed by E/O.

The **indicators of the WO** are the following:

- ✓ **IWO1: Multidisciplinary level** (average number of different backgrounds of students participating in the MP/Is);
- ✓ **IWO2: Internationalisation level** (average number of international students participating in MP/Is, and average number of international institutions involved);
- ✓ **IWO3: Level of Interaction between HEI and E/O** (number of E/O involved in the projects);
- ✓ **IWO4: Level of Training** (number of supervisors trained during LAPASSION);
- ✓ **IWO5: Impact on involved HEI** (number of Programs adopting LAPASSION MP/I principles);
- ✓ **IWO6: Impact on other HEI** (number of other HEI interested in LAPASSION).

The LAPASSION project also has **6 Specific Objectives (SOs)**, which are:

- ✓ **SO1 - Awareness-raising of Education Programmes' Directors & Institutional Administration;**
- ✓ **SO2 - Training of Supervisors;**
- ✓ **SO3 - Creation of MP/I in partner institutions to allow the assignment of credits;**
- ✓ **SO4 - Involvement of students from other institutions in MP/I;**
- ✓ **SO5 - Monitoring and quality control procedures of MP/I;**
- ✓ **SO6 - Dissemination to other HEI, and Exploitation of LAPASSION results.**

Based on the weight, nature and scheduling of the tasks, work has been divided into 5 Workpackages (WPs) and each partner institution is responsible for one or more WPs:

- ❖ **WP1 – Preparation and Training for Multidisciplinary Projects/Internships**

(MP/I) – All activities for preparing, analysing, and selecting MP/I. Identification of technologies and soft skills, selection of students and supervisors, ensuring excellent mobility processes are envisaged. Training of supervisors will be provided in WP1. DUOC and IPP will coordinate WP1. Resources for this WP will be used to cover the costs arising from the missions for training supervisors, some staff costs, and subcontracting of the creation of the Preparation Toolkit.

- ❖ **WP2 – Development of MP/I** – Latin American partners will receive students from other partners over a period of 10 weeks. Mobility of 84 students for all MP/I projects (24 to 28 projects are estimated) is foreseen. Some staff costs are considered here and subcontracting for the Development Toolkit. After all these MP/I, a distance development MP/I will be held to test sustainability.
- ❖ **WP3 –Quality Planning & Control (QP&C)** - It is important to perform the QP&C for the MP/I, and this will be guaranteed by people with experience in Quality Control and Project Development methods. Meetings will be organised with participants of other institutions to analyse the developed MP/I. Monitoring and Control, and Recovery Plans are important points for the success of LAPASSION. Costs for the missions of QP&C meetings and some staff costs are necessary. On the other hand, the QP&C of LAPASSION as a whole are also part of WP3.
- ❖ **WP4 –Communication Plan, Dissemination and Exploitation Strategy** –The creation of a website, presence in social nets and media, participation in meetings and events for different purposes, communications, and connection with stakeholders for dissemination, valorisation, mainstreaming, multiplication, and sustainability are some of the tasks of this WP. Costs are related with staff and subcontracting.
- ❖ **WP5 – Management** – Partners plan all the activities, handle all documents, analyse if WP are running well, deal with exceptions and unexpected situations, adopt recovery plans, produce the necessary documents, namely the reports of the project, verify milestones and deliverables, deal with all funding aspects, establish the necessary communication with Erasmus+ for the excellent development of the project, guarantee the ownership of the project innovation and methodology, providing the dissemination to other interested institutions, perform the Sustainability Plan and require the auditing of LAPASSION. The production of the e-Book "LAPASSION Experience" is foreseen in this WP. Costs are for missions, staff, and subcontracting.

The relevant WP for Quality Planning & Control is WP3. WP3 involved the development

of two 2 main tasks:

- A3.1 QP&C for Multidisciplinary Projects/Internships (MP/I)
- A3.2 QP&C for the whole of the LAPASSION project

UDELAR (Uruguay) and Uvigo (Spain) were the 2 leading organisations entrusted with the tasks foreseen under WP3. In accordance with the Description of WP3 in the project's Application Form, UDELAR was responsible for the implementation of A3.1 and UVigo was responsible for the implementation of A3.2.

1.2 Workpackage structure

Each WP had a Lead institution(s). Hereunder is an overview of the partners responsible for each WP:

WP	Activities	Deadlines	Responsible Institutions
WP1 (Preparation)	A1.1 – Preparation of MP/Is	Nov/2017 Jan/2018 Sep/2018 Jun/2019 Dec/2019	IPP (Portugal) DUOC (Chile)
	A1.2 – Training of Supervisors	Jan/2018 Feb/2018 Dec/2018 Sep/2019 Nov/2019	IPP (Portugal) DUOC (Chile)
	A1.3 - Preparation Toolkit	Jun/2020	IPP (Portugal) DUOC (Chile)
WP2 (Development)	A2.1 – Development of Multidisciplinary Projects/Internships (MP/Is)	Jun/2018 May/2019 May/2020	TAMK (Finland) IFTM (Brazil)
	A2.2 - Development of Distance MP/I	May/2020	TAMK (Finland) IFTM (Brazil)
	A2.3 - MP/I Development Toolkit	Jun/2020	TAMK (Finland) IFTM (Brazil)
WP3 (Quality Planning & Control)	A3.1 – QP&C for MP/Is	Jun/2018 May/2019 May/2020	UDELAR (Uruguay)
	A3.2 – QP&C for	Nov/2018 Oct/2019	UVIGO (Spain)



	LAPASSION project	Oct/2020	
WP4 (Communication Plan, Dissemination & Exploitation Strategies)	A4.1 – Communication Plan & Execution	Comm. Plan: Jan/2018 Plan Execution: All project life	AEP (Portugal) CONIF (Brazil)
	A4.2 – Dissemination & Exploitation Plan & Execution	Dissemination & Exploitation Strategy: Jan/2018 Strategy Execution: All project life	AEP (Portugal) CONIF (Brazil)
WP5 (Management)	A5.1 - Management Meetings & Plan	Nov/2017 Jan/2018 Sep/2018 Jun/2019 Dec/2019 Jun/2020 Sep/2020	IPP (Portugal) IFG (Brazil)
	A5.2 Organization Work EU + LA	Reports: continuous, every month	IPP (Portugal) IFG (Brazil) And all partners
	A5.3 – Auditing	Oct/2018 Oct/2019 Oct/2020	IPP (Portugal) IFG (Brazil)
	A5.4 Sustainability Study	Nov/2017 Jan/2018 Sep/2018 Jun/2019 Dec/2019 Jun/2020 Sep/2020	IPP (Portugal) IFG (Brazil)
	A5.5 e-Book LAPASSION Experience	Jun/2020 (EN & PT) Sept/2020 (ES)	IPP (Portugal) IFG (Brazil) TAMK (Finland) DUOC (Chile)

3. MANAGEMENT OF QUALITY

3.1 Quality Committee (QC)

The Quality Committee (QC) of the LAPASSION project was comprised of the following members:

- IPP (LAPASSION Coordinator, WP5)
- UDELAR (WP3, A3.1)
- UVIGO (WP3, A3.2)

3.2 Internal Quality Control and Monitoring stages

Activities included in WP3 (Quality Planning & Control - QP&C) and WP5 (Management), and their articulation, were essential for the assessment of project quality of the project. Within WP3, it is important to distinguish activity A3.1 (QP&C of MP/I) and A3.2 (QP&C of LAPASSION project).

On the one hand, A3.1 (UDELAR) deals with if MP/Is were planned, monitored, and controlled.

On the other hand, A3.2 (UVIGO) monitored if the LAPASSION project runs as expected, but it will not supervise the development of each specific MP/I. However, in A3.2 it will be important to know if MP/Is organised in partner countries were successful, or if this success was not achieved completely. It was also important to control whether if the other activities are running well and according to what is expected. Special attention was given to monitoring and control of the planned activities. The main 3 tasks developed under A3.2 were:

- Production of an Annual Project Evolution Quality Report
- Production of a Quality report after each Consortium Management meeting
- Production of a Quality report to be attached to the Interim report for the EACEA

Additionally, UVIGO also analysed the Consortium Meeting Minutes, to assess possible problems in project evolution.

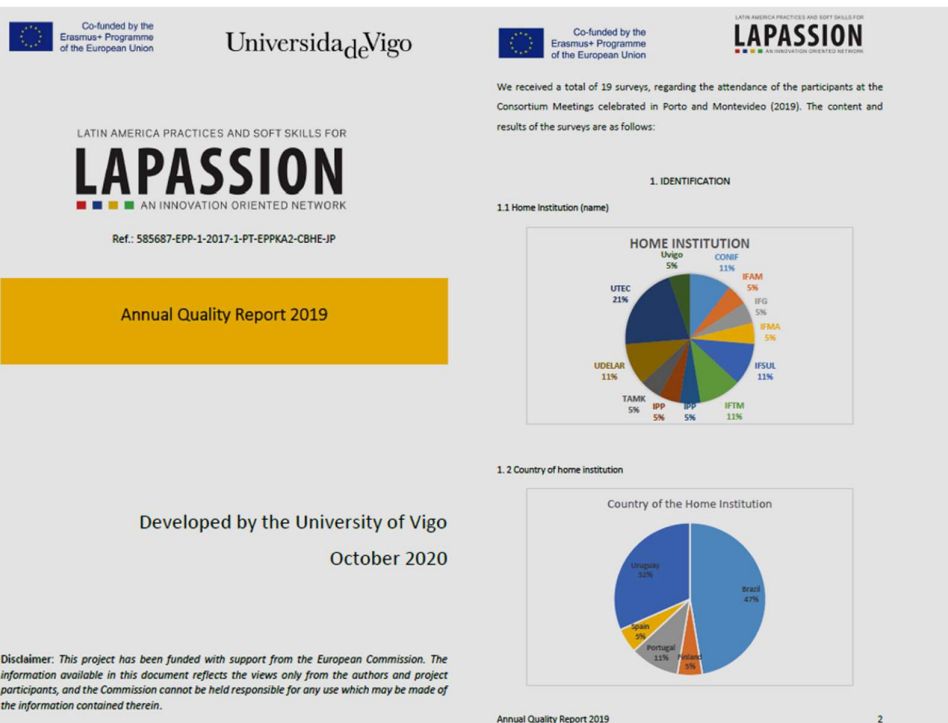


Figure 2 – The cover and first page of the Annual Quality Report 2019

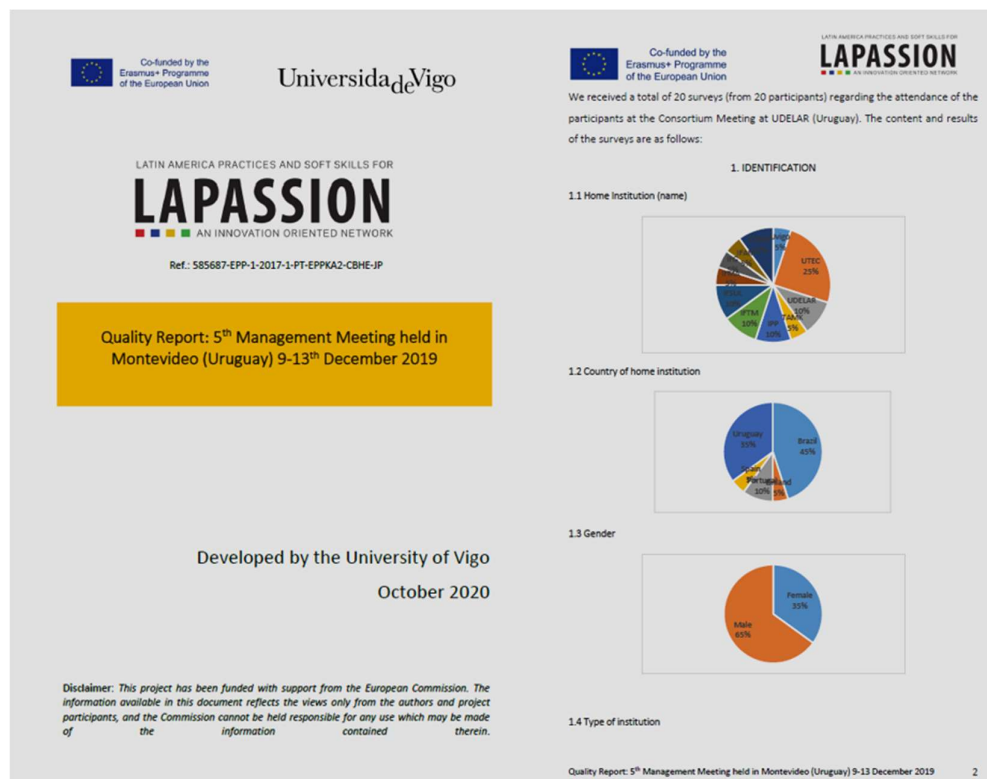


Figure 3 – The cover and first page of the Management Meeting of Montevideo in 2019

3.3 Meetings of the QC

The QP&C meetings were organised in the following places: Santiago (Chile, 1st semester 2018); São Luis/Uberaba/Montevidéo (Brazil/Uruguay, 1st semester 2019). Unfortunately due to the coronavirus pandemic the presential meetings expected for Santiago/Pelotas/Goiânia/Manaus (Chile/Brazil, 1st semester 2020) were cancelled, but work continued in online mode.

4. MEASURES FOR QUALITY CONTROL

LAPASSION involved several quality control measures to ensure smooth and efficient project running. Partners cooperated and respected these measures at all times.

4.1 Progress Indicators

The following Progress indicators were monitored by the Quality Committee. Some of them are part of general project implementation, and others are specific to the MP/Is. Some have been controlled during LAPASSION project time, others will be controlled after the end of the project, for example the indicators referring the employability of the students.

Short term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
Attraction of challenges from Enterprises and Organizations (E/O) for Multidisciplinary Projects/Internships (MP/I)	Associations of Enterprises E/O HEI Supervisors R&D groups Study Programs Students Graduates	Number of attracted MP/I from E/O Number of Involved Enterprises Number of MP/I teams with challenges from E/O Number of students involved	Connection between E/O and HEI Technology Transfer Employability of Graduates Attraction of Talents (national and international)
Training of Supervisors	HEI E/O Teaching Staff Technical Staff Students	Number of people that received training	Mentoring
Internationalization of Students	HEI, International Relations Office, Study Programs Students, Teaching	Number of Students with International Mobility for MP/I	Internationalization of HEI Globalization of E/O Multiculturalism



	Staff		Languages
Soft Skills Training	HEI, Teaching Staff, Study Programs Students Teaching Staff	Number of Soft Skills items improved by MP/I	Adaptability to work in teams in E/O
Change in procedures for final projects and internships in HEI	Study Programs Courses Students Teaching Staff	Number of curricular units that changed something due to the experience of MP/I	Restructuring of Learning processes in HEI
Co-creation and Co- development of New Ideas	E/O HEI Students Teaching Staff Technical Staff Researchers	Number of new ideas developed	Training Innovation and Entrepreneurship
Monitoring of Projects	E/O HEI Students Teaching Staff Quality Control Staff	Percentage of success in developing projects	Project Development Good Practices
Impact on Media and Social Networks	HEI E/O Media (TV, radio, newspapers, magazines) Social Networks	Number of news Number of "likes"	Impact on general public on the importance of Internationalization and Innovation
Impact on other HEI and E/O resulting from Dissemination & Exploitation	HEI E/O	Number of new HEI and E/O interested in the project	Dissemination of LAPASSION Exploitation of results
Network of HEI between EU and LA	HEI	Number of participants of the Network Number of new agreements Number of new projects	HEI Internationalization

Long term impact	Target groups/potential beneficiaries	Quantitative indicators	Qualitative indicators
Young Employability	E/O HEI Students Graduates	Number of MP/I students employed in E/O after graduation	Employability of MP/I students in E/O
Globalization	E/O HEI, International Relations Offices	Number of MP/I students thinking globally after MP/I	Globalization of HEI and E/O



	Students		
	Teaching and non-teaching staff	Number of E/O envisaging new markets after MP/I	
Better integration on the Jobs	E/O New Employees	Number of employed MP/I participants with good Soft Skills	Productivity on the Job Ability for Team Working
Restructuring of HEI Programs due to MP/I	Study Programs Students Teaching Staff and Non-teaching staff	Number of Reformulated Study Plans	Improved HE in Latin-America Better connection of LA and EU in HE
Innovation	E/O HEI Students Teaching Staff Technical Staff Researchers	Number of new Products/Services launched Number of new patents	Profits for creating innovative products & services
Quality Planning & Control	E/O HEI Students Teaching Staff Quality Control Staff	Percentage of success in developed projects	Continuous Improvement Culture
Increasing of LAPASSION Network	E/O HEI	Number of additional partners for the Network	Success and Dissemination of LAPASSION
New projects EU-LA	Ministries, Governments HEI E/O	Number of new collaborative projects between EU-LA involving some partners of LAPASSION	Cooperation EU-LA
Agreements with Policy Makers	Ministries, Governments HEI E/O	Number of new Programs created	Creation of New Programmes for cooperation EU-LA



The quality procedure will look in depth into the content and indicators included in the Logical Framework Matrix (LFM):

LOGICAL FRAMEWORK MATRIX – LFM			
Wider Objective (WO) WO - Increasing the innovation culture of HEI and the connection with Enterprises/Organizations (E/O) with impact in Employability by implementing multidisciplinary projects/internships (MP/I) for the co-creation, co-development and acceleration of innovative ideas, integrated in the educative project of the involved institutions, by means of teams involving students with different backgrounds, different graduation levels, and from different countries, and solving challenges posed by E/O	Indicators of progress: WO1: Multidisciplinary level WO2: Internationalisation level WO3: Level of interaction between HEI and E/O WO4: Level of Training WO5: Impact of Involved HEI WO6: Impact on other HEI	How indicators will be measured: WO1 is the average number of students from different backgrounds in MP/Is. WO2 is measured by the average number of international students in MP/Is, and by the average number of international institutions involved. WO3 is measured by the number of E/O involved in the projects. WO4 is measured by the number of supervisors trained during LAPASSION. WO5 is measured by the number of Programs adopting LAPASSION MP/I. WO6 measured by interest shown from other HEI.	
Specific Project Objective/s: SO1 - Awareness-raising of Education Programmes'	Indicators of progress: All indicators will be measured with regard to the	How indicators will be measured:	Assumptions & risks: The main risk is the



<p><i>Directors & Institutional Administration, 2018</i></p> <p>SO2 - Training of Supervisors, 2019</p> <p>SO3 - Creation of MP/I in partner institutions to allow the assignment of credits, 2019</p> <p>SO4 – Involvement of students from other institutions in MP/I, 2019</p> <p>SO5 – Monitoring and quality control procedures of MP/I, 2019</p> <p>SO6 – Dissemination and Exploitation of LAPASSION results, 2020</p>	<p>number of:</p> <ul style="list-style-type: none"> - SO1: organised sessions; attendees; impact on attendees (through Satisfaction Surveys) - SO2: training sessions; trainees - SO3: MP/I; international students with credits - SO4: incoming and outgoing students - SO5: monitored projects; MP/I with at least good level - SO6: other HEI adopting LAPASSION principles 	<p><i>All indicators will use the accounting and surveys to involved participants</i></p>	<p><i>failure in the complete involvement of partners for the added value of LAPASSION. This implies the organisation of motivation sessions in each HEI involved, oriented to different publics (managers, teachers, staff, students).</i></p> <p><i>Motivation of E/O is also necessary to avoid failure in proposals of MP/I. Delays in project must be avoided. Recovery Plans for MP/I and LAPASSION as a whole will be put in place to handle delays.</i></p>
<p>Outputs (tangible) and Outcomes (intangible):</p> <p>WP1: Selection of MP/I</p>	<p>Indicators of progress:</p> <p>Indicators for Wider Objective (IWO1 to IWO6)</p>	<p>How indicators will be measured:</p> <p>All indicators will use the</p>	<p>Assumptions & risks:</p> <p>As already stated in</p>



<p>proposed by E/O; constraints; mobility kit; training material and evaluation of supervisors; preparation Toolkit</p> <p>WP2: Teams' planning, reports, demonstrations; prototypes, products/services; distance development; development Toolkit</p> <p>WP3: Quality Plan, Monitoring & Control; Recovery Plans</p> <p>WP4: Communication Plan, Site, Social Networks; Dissemination & Exploitation Strategy and Execution</p> <p>WP5: Management Meetings & Plan; Execution & Finances Dossiers; Auditing; Sustainability Plan; publication of e-Book</p>	<p>and Specific Objectives (ISO1 to ISO5). Additional indicators for:</p> <p>WP1: number of MP/I proposed by E/O; number of candidates for students & supervisors</p> <p>WP2: number of team reports & demonstration sessions</p> <p>WP3: number of QP&C steps covered in the QP&C reports</p> <p>WP4: number of: views& likes; news in media, publications; events organized; meetings; communications</p> <p>WP5: Number of: approved reports of each type; milestones & deliverables achieved; Q&A in logbooks</p>	<p>accounting and surveys to involved participants (E/O, managers of the project, coordinators of WP and partners leaders, supervisors, students, International Relations Office, Program Directors, Managers of institutions, Erasmus+ officers involved for indicators related with reporting to Erasmus+, etc.)</p> <ul style="list-style-type: none"> • Impact on Dissemination & Exploitation will be ensured with the support of the Communication services of each institution (impact will appear in several countries) 	<p>relation to the SOs, the main risk is failure in full partners' involvement. Motivation sessions are necessary, but the Risk Analysis and the Recovery Plan must foresee corrective measures, such as changing the date of an MP/I from one semester to a later moment in time to allow the non-preparation of some partner. Delays in project must be avoided. Failure to attend meetings can be prevented by using teleconferencing. Some MP/I might fail, but to avoid this, selection of MP/I proposals,</p>
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			<i>availability of resources, selection of supervisors and students is crucial. Backup MP/I proposals should exist.</i>
Activities: WP1: Preparation of MP/I; Training Supervisors; Preparation Toolkit WP2: MP/I development; distance development; Development Toolkit WP3: QP&C for MP/I and LAPASSION WP4: Communication Plan, Dissemination and Exploitation Strategy & Execution WP5: Management Meetings & Plan; Organization; Auditing; Sustainability Study; e-Book LAPASSION Experience	Inputs: WP1: 85 flows staff*7 days; 4956 hours staff WP2: 84 flows students*10 week; 3759 hours staff WP3: 52 flows staff*7 days; 2527 hours staff WP4: 1841 hours staff WP5: 91 flows staff*7 days; 4032 hours staff		Assumptions, risks and pre-conditions: Bureaucratic problems in Partner countries need to be considered. For this reason we did not propose equipment, a critical issue. Partner countries institutions assumed the availability of space and resources for the MP/I projects.

4.2 Quality Control in Management

IPP is the coordinator of LAPASSION and Project Management is foreseen in WP5 (Management), of which IPP (Portugal) and IFG (Brazil) are responsible for. As for quality control in project management, it is carried out by the Quality Committee.

7 Management meetings were scheduled along project's 3-year life cycle, during which the main decisions concerning project management will be taken: João Pessoa (Brazil, end 2017); Pontevedra/porto (Spain, 1st semester 2018); Tampere (Finland, 2nd semester 2018); Porto (Portugal, 1st semester 2019); Montevideo (Uruguay, 2nd semester 2019), Brasília (Brazil, 1st semester 2020); and Porto (Portugal, 2nd semester 2020). As result of the covid pandemic the last two meetings were first cancelled, being substituted by three management meetings, two of them in online mode (2nd semester 2020 and 1st semester 2021), and another in Salamanca (2nd semester 2021). As already stated in section 2.2 *Internal Quality Control and Monitoring stages*, UVIGO (A3.2) analysed the Consortium Meeting Minutes to assess possible problems in project evolution and will produce a Quality report after each Consortium meeting.

Fortunately, during the project all decisions were taken by unanimity after negotiations among partners. Thus conflicts did not appear, and the conflict resolution procedure was not necessary at all. This was very important for all success of the project. Priority will be given to face-to-face meetings, however, on-line meetings via teleconferencing tools were used, namely since march 2020 in consequence to the covid pandemic.

4.3 Follow-up and Evaluation tools

- **Meetings of the QC**

See description under section 3.3 Meetings of the QC of the present Quality Plan.

- **Attendance control lists**

An attendance control list was always distributed during all project meetings (see Annex I). Attendance control lists served a double purpose: 1) verifying the presence of all participating partners and 2) serving as supporting evidence for the drafting of the final report(s). The host institution is responsible for distributing, collecting, and keeping the list(s), and of sending a copy to Lead institutions of WP5 for record. Likewise, partners attending meetings are expected to sign the attendance control list as proof of attendance.




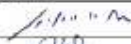



















LATIN AMERICA PRACTICES AND SOFT SKILLS FOR	
LAPASSION	
AN INNOVATION ORIENTED NETWORK	
 Co-funded by the Erasmus+ Programme of the European Union	
LIST OF PRESENCES Reference: 585687-EPP-1-2017-1-PT-EPPKAZ-CBHE-IP Agreement: 2017-3074/001-001 3rd Management Meeting of LAPASSION - List of presences Place: Tampere - Finland Date: 24-September-2018	
Name (Institution)	Signature
Carlos Ramos (IPP)	
Zita Vale (IPP)	
Carita Prokki (TAMK)	
Tilina Koskiranata (TAMK)	
Virpi Heinonen (TAMK)	
Carlos Souto Otero (UVIGO)	
M ^a Dolores Fernández del Pozo (UVIGO)	
Fernando de la Prieta (USAL)	
Vinicius Martins (IFSUL)	
Juliana Alves (IFTM)	
Ruberley Sousa (IFG)	
Oneida Irigoin (IFG)	
Natliene Brito (IFMA)	
José Pinheiro (IFAM)	
Rosita de Lisi (UDELAR)	
Alvaro Pena (UTEC)	
Rodrigo Alvarez (Duoc-UC)	
Constanza Miranda (PUC)	
Sónia Ferraz (AEP)	
Roberto Gil Almeida (CONIF)	

Figure 4 – An example of a Management Meeting list of presences



LATIN AMERICA PRACTICES AND SOFT SKILLS FOR LAPASSION AN INNOVATION ORIENTED NETWORK	
Co-funded by the Erasmus+ Programme of the European Union	
LIST OF PRESENCES Reference: 585687-EPP-1-2017-1-PT-EPPKAZ-CBHE-JP Agreement: 2017-3074/001-001 1st Quality Control Meeting of LAPASSION - List of presences Place: Santiago - Chile Date: 04-June-2018	
Name (Institution)	Signature
Zita Vale (IPP)	<i>Zita Vale</i>
Mika Boedeker (TAMK)	<i>Mika Boedeker</i>
Antonia Blanco Pesqueira (UVIGO)	<i>Antonia Blanco Pesqueira</i>
Fernando de la Prieta (USAL)	<i>Fernando de la Prieta</i>
Pedro Carlos Hernandez Junior (IFSUL)	<i>Pedro Carlos Hernandez Junior</i>
Juliana Vilela Alves Pacheco (IFTM)	<i>Juliana Vilela Alves Pacheco</i>
Adelino Candido Pimenta (IFG)	<i>Adelino Candido Pimenta</i>
Daniel Lima Gomes Junior (IFMA)	<i>Daniel Lima Gomes Junior</i>
Natliene Mesquita Brito (IFMA)	<i>Natliene Mesquita Brito</i>
Ana Celia Said (IFAM)	<i>Ana Celia Said</i>
Daniel Araújo de Souza (IFAM)	<i>Daniel Araújo de Souza</i>
Rosita de Lisi (UDELAR)	<i>Rosita de Lisi</i>
Rossana Mantaras (UTEC)	<i>Rossana Mantaras</i>
Rodrigo Alvarez (DUOC)	<i>Rodrigo Alvarez</i>
Roberto Gil Almeida (CONIF)	<i>Roberto Gil Almeida</i>
CATALINA CONTRERAS (UDC)	<i>Catalina Contreras</i>

Figure 5 – An example of a Quality Control Meeting list of presences

• Satisfaction surveys

UVIGO has prepared a set of satisfaction survey templates (see Annexes III and IV) aimed at:

- recording, assessing and improving attendees' satisfaction with regard to meetings of the Consortium (as well as with Partner institutions and/or with Participating institutions);
- recording, assessing and improving annual general partner satisfaction on global project management;
- monitoring achievement of project goals and introducing potential corrective measures, if necessary.

Templates could be adapted for each event, as appropriate. Survey forms were ready at least 20 days prior to each event. The organiser/coordinator of each event shall send back to UVIGO (as responsible for A3.2) the completed forms upon termination of the event. Processing of Survey results was carried out by the UVIGO team. Results were sent to the Project Coordinator (IPP), since all feedback received shall be included in project's final report. Corrective measures were timely put in place by the Consortium, if needed.

- **Form for claims, complaints and feedback**

UVIGO has also defined a form for claims, complaints and feedback (Annex II). This form were made available for project partners. The goal of this form was to provide a direct channel of communication with the QC to address any potential issue arising from project implementation and/or to receive positive feedback.

- **Meeting minutes**

UVIGO analysed Consortium Meeting Minutes. Minutes are a valuable management tool that allow for smooth project running and contribute to project monitoring. Minutes were taken at all project meetings, namely in Preparation meetings, Management meetings and MP/I QP&C Meetings. Host institutions designated the person in charge of taking the minutes. Minutes were edited and sent to all attending partners, and partners are expected to read and reply if they consider they should be amended. Final minutes were sent to UVIGO for assessment.



Minutes of the LAPASSION 3rd Preparation Meeting – c – Montevideo/Uruguay

5th to 9th November, 2018

1 – Welcome to UDELAR and UTEC (EI - Espacio Interdisciplinario / Interdisciplinary Space; EUCD – Escuela Universitaria Centro de Diseño /University School Design Center; and FING – Facultad de Ingeniera / Engineering Faculty)

In the first point of the Preparation Meeting the following participants were presented:

Constantino Martins (IPP)
 Silvia García González (UVIGO)
 Giani Mariza Barwald Bohm (IFSUL)
 Vinicius Kruger da Costa (IFSUL)
 Rosita De Lisi (UDELAR)
 Federico Davoine (UDELAR)
 Ana M. Corbacho (UDELAR)
 Paula Cruz (UDELAR)
 Andrea Lorigio (UDELAR)
 Lorena Repetto (UDELAR)
 Verónica Fernández (UDELAR)
 Lucía González (UDELAR)
 Alvaro Pena (UTEC)
 Ezequiel Alemán (UTEC)
 Elianne Elbaum (UTEC)
 Fabián Capdevielle (UTEC)
 Rossana Mántaras (UTEC)
 Constanza Miranda (PUC)
 Catalina Cortázar (PUC)

It was made a brief presentation about the following infrastructures of UDELAR and UTEC:

- EI - Espacio Interdisciplinario / Interdisciplinary Space
- EUCD – Escuela Universitaria Centro de Diseño /University School Design Center
- FING – Facultad de Ingeniera / Engineering Faculty
- ITR SO – Instituto Tecnológico Regional Suroeste UTEC / Southwest Regional Technological Institute

Figure 6 – Page of Preparation Meeting Minutes of Montevideo

3.4 Monitoring of deliverables

The ultimate responsible for overall academic quality monitoring of the LAPASSION project is the IPP, as project's Coordinator, with the support of UDELAR. This is particularly relevant in the case of project deliverables, which UVIGO has also considered for overall quality assessment. Each partner produced top-quality deliverables, as stated in the Application form, and the QC will be responsible of supervising the final results and of requiring any necessary changes to comply with project quality


requirements. Special attention was given to the quality monitoring of the deliverables mentioned in the description of each WP in the Application Form. This part is better described in the output report OA3.1.2 – Monitoring and Control of MP/I of the project.

5. DISSEMINATION PLAN: DISSEMINATION TOOLS

UVIGO has also assessed the implementation and success of the Dissemination plan, as well as of providing feedback on the different tools used for dissemination: website, social media, traditional media and others. Output reports OA4.1.3 – Communication Plan Execution and OA4.2.3 – Dissemination and Exploitation Strategy Execution describe this part of the developed work.

6. ANNEXES

6.1 Annex I: Attendance control list

LATIN AMERICA PRACTICES AND SOFT SKILLS FOR LAPASSION AN INNOVATION ORIENTED NETWORK		LIST OF PRESENCES
 Co-funded by the Erasmus+ Programme of the European Union		Reference: 585687-EPP-1-2017-1-PT-EPPKA2-CBHE-JP Agreement: 2017-3074/001-001 <N. and Type of Meeting> of LAPASSION - List of presences Place: <City> - <Country> Date: <DD>-<Month>-<YYYY>
Name (Institution)	Signature	
<Name> (<Institution>)		
<Name> (<Institution>)		
<Name> (<Institution>)		

6.2 Annex II: Form for claims, complaints and feedback

Latin-America Practices and Soft Skills for an Innovation Oriented Network (LAPASSION) 585687-EPP-1-2017-1-PT-EPPKA2-CBHE-JP Form for claims, complaints and feedback Date: Fields with * are necessary



Please send back the completed form to: cbhe-lapassion@uvigo.es	
You wish to file a/provide*: <input type="checkbox"/> CLAIM <input type="checkbox"/> COMPLAINT <input type="checkbox"/> FEEDBACK	
Kindly indicate what is your relationship with the University in the framework of the LAPASSION project*: Student <input type="checkbox"/> Academic Staff <input type="checkbox"/> Administrative Staff <input type="checkbox"/> Expert <input type="checkbox"/>	
Kindly indicate what is the service, unit, office, building or website you wish to report about*: When necessary, please specify the office, centre or building:	
Kindly explain the reason for your claim, complaint or feedback:	
If you wish to be contacted, please indicate which channel of communication you would like us to use: <input type="checkbox"/> E-mail <input type="checkbox"/> Postal mail	
Postal address:	
Personal data (required if you make a request): Full name (Surname/s and name):	
Address (Area, street, no., floor):	
Postcode and city: Telephone No.:	
Date:	Record No. (to be filled by the service in charge of processing this form):

6.3 Annex III: Satisfaction survey for consortium meetings

Project Meeting Satisfaction Survey for members of the Consortium / Partner institutions / Participating institutions

Latin-America Practices and Soft Skills for an Innovation Oriented Network (LAPASSION)
 585687-EPP-1-2017-1-PT-EPPKA2-CBHE-JP

cbhe-lapassion@uvigo.es

Place of the meeting:

Date:

1. IDENTIFICATION					
Home University: Country: Gender:					
Type of institution: Member of the Consortium <input type="checkbox"/> Associate Partner <input type="checkbox"/> Other <input type="checkbox"/> (Please, specify):					
2. MEETING ORGANISATION AND RESULTS					
-Do you consider that the duration of this meeting/videoconference was: too short <input type="checkbox"/> too long <input type="checkbox"/> reasonable <input type="checkbox"/>					
-Kindly classify the following aspects (1 weak / 5 strong):					
Dates chosen by the Coordinators to hold this meeting	1	2	3	4	5
Information provided prior to the meeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information provided by the Coordinators during the meeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Everyone was equally able to contribute	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

All the relevant subjects were addressed during the meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The language skills of all representatives were considered	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The meeting contributed to clarify/answer doubts and questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coordinators' organisation effort / cooperation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall assessment of the organisation of this event	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessment of the sessions w.r.t. your expectations (include a list of sessions)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Were gender-related elements taken into account when organising the activities?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. PERSONAL SATISFACTION					
- Assessment of the benefits arising from the meeting (1 weak / 5 strong):	1	2	3	4	5
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Did you experience any serious problem/difficulty before/during/after the meeting?	<input type="checkbox"/> Yes <input type="checkbox"/> No				
If you wish to provide us with feedback to improve our future actions, please do so:					
.....					
Where relevant, kindly assess the following aspects from the meeting (1 weak / 5 strong):	1	2	3	4	5
Overall satisfaction of your visit to the Coordinating University	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal assessment of your visit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessment of the logistics (trip, accommodation, food, accessibility, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• What were the most positive aspects of your visit?					
• What were the most negative aspects of your visit?					
Do you have any suggestions with regard to the organisation and contents of our following meeting(s)?					
•					

6.4 Annex IV: Annual general satisfaction survey on global project management for project partners

Latin-America Practices and Soft Skills for an Innovation Oriented Network (LAPASSION)
 585687-EPP-1-2017-1-PT-EPPKA2-CBHE-JP
 cbhe-lapassion@uvigo.es

1. IDENTIFICATION					
Home University: Country: Gender:					
Type of institution: Member of the Consortium <input type="checkbox"/> Associate Partner <input type="checkbox"/> Other <input type="checkbox"/> (Please, specify):					
2. EFFECTIVENESS OF THE COMMUNICATION PROCESS WITH THE COORDINATORS					
- Please classify the following aspects (1 weak / 5 strong):	1	2	3	4	5
Prompt response from Coordinators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The technical levels of communications of all partners are considered	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectiveness of Coordinators' replies when asked questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectiveness of Coordinators' response when a complaint is filed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectiveness of Coordinators' response when dealing with improvement suggestions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall satisfaction concerning communication with Coordinators (e-mail, Tel., social networks)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kindly share any SUGGESTIONS you may have concerning the improvement of the communication process with Coordinators:					
•					
3. DECISION-MAKING AND TASK ORGANISATION					
- Please classify the following aspects (1 weak / 5 strong):	1	2	3	4	5
Clarity of the working plan and Workpackages allocated to each partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Deadline compliance by Coordinators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there a good frequency of communication between partners and for the exchange of materials?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is every partner heard when making important decisions that affect project implementation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are the representatives of the different partner institutions authorised to make decisions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are partners aware of the common project objectives and of the objectives specific to each partner?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



Have all representatives been informed of their responsibilities?

☐ ☐ ☐ ☐ ☐

Kindly share any **SUGGESTIONS** you may have concerning the improvement of the decision-making process and the organisation of tasks:

•

4. FINANCIAL MANAGEMENT OF THE PROJECT

- Do payment amounts and planning comply with the terms signed?

☐ Yes ☐ No

- Are payments to partners executed according to the foreseen amounts?

☐ Yes ☐ No

- Are payments to partners executed according to the foreseen schedule?

☐ Yes ☐ No

Kindly share any **SUGGESTIONS** you may have concerning the improvement of the financial management of the project:

•

5. OVERALL MANAGEMENT OF THE PROJECT

- Please classify the following aspects (1 weak / 5 strong):

Promotion of team work, sharing of practices and expertise

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Clarity of roles and responsibilities

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Clarity of planning and management of guidelines

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Overall project management

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

Kindly share any **SUGGESTIONS** you may have concerning the improvement of the overall management of the project:

•