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## Quality Plan

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## 1. INTRODUCTION

The following Quality Plan (QP) is 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 represents 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 is 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 are fully aware of the relevance of evaluation and monitoring activities to meet the objectives of the project. It is essential that partners receive 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 acknowledge 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 shall cooperate with the Leading partners to ensure full adherence and compliance of the QP. The QP expects that the general guidelines herein provided will support the swift and high-quality performance of all project partners during the life cycle of the project, i.e. 36 months.

The QP provides general guidelines and details, which may be amended during project implementation in order to adapt them to any potential change or unforeseen event.

LAPASSION Quality approach is inspired in the use of ISO 10006:2003 standards, divided in 4 phases: initiate; plan; manage; and close. Initiation is the first phase, where business cases are validated, formal sponsors identified, a project manager assigned, and stakeholders identified. Plan is the second phase and involves 2 steps: define the work; and build the schedule and budget. Manage is 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 is 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.

### 1.1 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 is 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 will be implemented through the creation of 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 foresees 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) are 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 is responsible for the implementation of A3.1 and UVigo is responsible for the implementation of A3.2. Therefore, the present document has been prepared by the University of Vigo and is a deliverable belonging to WP3 A3.2 (identified as OA3.2.1 in the project's Application Form).

This QP describes the general quality procedures and actions to be implemented and includes a set of annexes where all relevant quality forms and satisfaction surveys can be found. These forms and surveys will be used to collect data and assess the implementation of project activities and the satisfaction of LAPASSION partners.

## 1.2 Consortium

Project consortium is comprised of 15 project partners from 3 European and 3 Latin-American countries:

	Partner	Country	Acronym	Contact person for Quality
P1	Polytechnic of Porto	Portugal	IPP	
P2	Tampere University of Applied Sciences	Finland	TAMK	
P3	University of Vigo	Spain	UVIGO	Carlos Souto/Doris Fernandes cbhe-lapassion@uvigo.es
P4	University of Salamanca	Spain	USAL	
P5	Federal Institute Riograndense	Brazil	IFSUL	
P6	Federal Institute of Triângulo Mineiro	Brazil	IFTM	
P7	Federal Institute of Goiás	Brazil	IFG	
P8	Federal Institute of Maranhão	Brazil	IFMA	
P9	Federal Institute of Amazonas	Brazil	IFAM	
P10	University of the Republic of Uruguay	Uruguay	UDELAR	
P11	Technological University of Uruguay	Uruguay	UTEC	
P12	Foundation of Professional Institute	Chile	DUOC	
P13	Catholic University of Chile	Chile	PUC	
P14	Association of Enterprises of Portugal, Commerce and Industry	Portugal	AEP	



Chamber  
P15 Rectors' Council of Federal Institutes Brazil CONIF

### 1.3 Organisational structure

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

WP	Activities	Deadlines	Responsible Institutions
<b>WP1 (Preparation)</b>	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)
<b>WP2 (Development)</b>	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)
<b>WP3 (Quality Planning &amp; Control)</b>	A3.1 – QP&C for MP/Is	Jun/2018 May/2019 May/2020	UDELAR (Uruguay)
	A3.2 – QP&C for LAPASSION project	Nov/2018 Oct/2019 Oct/2020	UVIGO (Spain)
<b>WP4 (Communication Plan, Dissemination &amp;</b>	A4.1 – Communication Plan & Execution	Comm. Plan: Jan/2018  Plan Execution: All	AEP (Portugal) CONIF (Brazil)



<b>Exploitation Strategies)</b>		project life	
	A4.2 - Dissemination & Exploitation Plan & Execution	Dissemination & Exploitation Strategy: Jan/2018  Strategy Execution: All project life	AEP (Portugal) CONIF (Brazil)
<b>WP5 (Management)</b>	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)

### 1.4 Summary of activities

Project implementation foresees several activities and sub-activities that are already defined in the Application Form. Close quality monitoring should be performed for the following:



**MP/Is** (organised along 3 semesters):

- Santiago (Chile, 1st semester 2018);
- São Luis, Uberaba, and Montevideo (Brazil/Uruguay, 1st semester 2019);
- Santiago, Pelotas, Goiânia, and Manaus (Chile/Brazil, 1st semester 2020).

**International training sessions:**

- Porto (Portugal, 1st semester 2018);
- Santiago (Chile, 1st semester 2018);
- São Luis, Uberaba, and Montevideo (Brazil/Uruguay, 2nd semester 2018);
- Salamanca (Spain, 2nd semester 2019);
- Santiago, Pelotas, Goiânia, and Manaus (Chile/Brazil, 2nd semester 2019).



Hereunder is the schedule for project activities during Year 1 as scheduled in the Application Form:

Activities		Total duration (no. of weeks)	M1 nov2017	M2 dec2017	M3 jan2018	M4 feb2018	M5 mar2018	M6 apr2018	M7 may2018	M8 jun2018	M9 jul2018	M10 aug2018	M11 sep2018	M12 oct2018
Ref.no. Sub-ref no.	Title													
A1.1	1st Preparation Meeting (João Pessoa/BR)	1	1X											
A5.1	1st Management Meeting (João Pessoa/BR)	1	1X											
A1.1	2nd Preparation Meeting (UVIGO, Vigo/SP)	1			1=									
A5.1	2nd Management Meeting (UVIGO, Vigo/SP)	1			1=									
A1.2	1st Training Session (IPP, Porto/PT)	1			1=									
A1.2	2nd Training Session (DUOC, Santiago/CHI)	1				1X								
A2.1	1st MP/I Development (DUOC+PUC, Santiago/CHI)	10						4X	5X	1X				
A3.1	1st MP/I QP&C Meeting (DUOC+PUC, Santiago/CHI)	1								1X				
A1.1	3rd Preparation Meeting (TAMK, Tampere/FIN)	1											1=	
A5.1	3rd Management Meeting (TAMK, Tampere/FIN)	1											1=	
A1.2	3rd Training Session (IFMA, São Luiz/BRA)	1												1X
A1.2	3rd Training Session (IFTM, Uberaba/BRA)	1												1X
A1.2	3rd Training Session (UDELAR+UTEC, Montevideo/URY)	1												1X
A3.2	LAPASSION QP&C work	8	1X	1=	1=			1X	1X	1X	1=		1=	
A4.1	Communication Plan & Execution	7	1X		1=	1X		1X		1X	1=		1=	



A4.2	Dissemination and Exploitation Strategy & Execution	7	1X		1=	1X		1X		1X	1=		1=	
A5.2	Organisation work EU	12	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=
A5.2	Organisation work LA	12	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=
A5.3	Auditing	2											1=	1=
A5.4	Sustainability Study	3			1=					1x				1=

## 1.5. Activities carried out during the 1<sup>st</sup> year of the LAPASSION project

### Executed activities during Year 1

Activities		Total duration (no. of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.no. Sub-ref no.	Title		nov201 7	dec201 7	jan2018	feb2018	mar2018	apr2018	may2018	jun2018	jul2018	aug2018	sep2018	oct2018
A1.1	1st Preparation Meeting (João Pessoa/BR)	1	1X											
A5.1	1st Management Meeting (João Pessoa/BR)	1	1X											
A1.1	2nd Preparation Meeting + Training Sessions (IPP+UVIGO, Porto/PT+Vigo/ES)	1			1=									
A5.1	1st Management Meeting (UVIGO+IPP, Porto/IPP+Vigo/ES)	1			1=									
A1.2	2nd Preparation Meeting + Training Sessions (DUOC, Santiago/CL)	1							1X	1X				
A2.1	1st MP/I Development (DUOC+PUC, Santiago/CL)	10						4X	5X	1X				
A3.1	1st MP/I QP&C Meeting (DUOC+PUC, Santiago/CL)	1								1X				



A5.1	3rd Management Meeting (TAMK, Tampere/FIN)	1											1=	
A3.2	LAPASSION QP&C work	8	1X	1=	1=			1X	1X	1X	1=		1=	
A4.1	Communication Plan & Execution	7	1X		1=	1X		1X		1X	1=		1=	
A4.2	Dissemination and Exploitation Strategy & Execution	7	1X		1=	1X		1X		1X	1=		1=	
A5.2	Organisation work EU	12	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=
A5.2	Organisation work LA	12	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=
A5.3	Preparation for Auditing	2											1=	1=
A5.4	Sustainability Study	3			1=					1x				1=

In the table Preparation Meetings and Training Sessions were aggregated. The Preparation Meetings and Training Sessions of São Luís, Uberaba, and Montevideo will be organized in November 2018, already in the second year of the Project.



## 2. MANAGEMENT OF QUALITY

### 2.1 Quality Committee (QC)

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

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

### 2.2 Internal Quality Control and Monitoring stages

Activities included in WP3 (Quality Planning & Control - QP&C) and WP5 (Management), and their articulation, are 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) will monitor that MP/Is are actually planned, monitored, and controlled. For example, how the team of students will organise the activities (who will be developing each part of the project; who is reporting what; schedule of the project; etc). It is important that the specific MP/I development is monitored continuously. Meetings with participants of other institutions of LAPASSION will be organised shortly after the end of MP/Is, in order to analyse the development of each MP/I.

On the other hand, A3.2 (UVIGO) will monitor that 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 is also important to control whether if the other activities are running well and according to what is expected. Special attention should be given to monitoring and control of the planned activities. The main tasks developed under A3.2 will be:

- Production, dissemination and processing of Quality questionnaires
- Collection and processing of documental evidence
- Production of an Annual Project Evolution Quality Report
- Production of a Quality report after each Consortium meeting

Additionally, UVIGO will also analyse Consortium Meeting Minutes, to assess possible problems in project evolution.

## 2.3 Meetings of the QC

The QP&C meetings will be organised in the following places: Santiago (Chile, 1<sup>st</sup> semester 2018); São Luis/Uberaba/Montevideo (Brazil/Uruguay, 1<sup>st</sup> semester 2019); Santiago/Pelotas/Goiânia/Manaus (Chile/Brazil, 1<sup>st</sup> semester 2020). Costs for the corresponding missions are necessary.

Meeting	Date	Partners involved
Santiago	4-8 June 2018	all

## 3. MEASURES FOR QUALITY CONTROL

LAPASSION foresees several quality control measures to ensure smooth and efficient project running. Partners are expected to cooperate and respect these measures at all times.

### 3.1 Progress Indicators

The following Progress indicators, which were set out in Project Application, are to be monitored by the Quality Committee. Some of them are part of general project implementation, and others are specific to the MPis.

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	Number of people that received training	Mentoring



	Teaching Staff Technical Staff Students		
Internationalization of Students	HEI, International Relations Office, Study Programs Students, Teaching Staff	Number of Students with International Mobility for MP/I	Internationalization of HEI Globalization of E/O Multiculturalism 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	Number of MP/I students employed in	Employability of MP/I students in E/O



	Students Graduates	E/O after graduation	
Globalization	E/O HEI, International Relations Offices Students	Number of MP/I students thinking globally after MP/I	Globalization of HEI and E/O
	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 LFM:

<b>LOGICAL FRAMEWORK MATRIX – LFM</b>			
<p><b>Wider Objective (WO)</b>  <b>WO</b> - 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</p>	<p><b>Indicators of progress:</b>  <b>WO1:</b> Multidisciplinary level  <b>WO2:</b> Internationalisation level  <b>WO3:</b> Level of interaction between HEI and E/O  <b>WO4:</b> Level of Training  <b>WO5:</b> Impact of Involved HEI  <b>WO6:</b> Impact on other HEI</p>	<p><b>How indicators will be measured:</b>  <b>WO1</b> is the average number of students from different backgrounds in MP/Is.  <b>WO2</b> is measured by the average number of international students in MP/Is, and by the average number of international institutions involved.  <b>WO3</b> is measured by the number of E/O involved in the projects.  <b>WO4</b> is measured by the number of supervisors trained during LAPASSION.  <b>WO5</b> is measured by the number of Programs adopting LAPASSION MP/I.  <b>WO6</b> measured by interest shown from other HEI.</p>	
<p><b>Specific Project Objective/s:</b>  <b>SO1</b> - Awareness-raising of Education Programmes'</p>	<p><b>Indicators of progress:</b>            All indicators will be measured with regard to</p>	<p><b>How indicators will be measured:</b></p>	<p><b>Assumptions &amp; risks:</b>            The main risk is the</p>



<p><i>Directors &amp; Institutional Administration, 2018</i></p> <p><b>SO2</b> - Training of Supervisors, 2019</p> <p><b>SO3</b> - Creation of MP/I in partner institutions to allow the assignment of credits, 2019</p> <p><b>SO4</b> – Involvement of students from other institutions in MP/I, 2019</p> <p><b>SO5</b> – Monitoring and quality control procedures of MP/I, 2019</p> <p><b>SO6</b> – Dissemination and Exploitation of LAPASSION results, 2020</p>	<p><i>the number of:</i></p> <ul style="list-style-type: none"> <li>- <b>SO1</b>: organised sessions; attendees; impact on attendees (through Satisfaction Surveys)</li> <li>- <b>SO2</b>: training sessions; trainees</li> <li>- <b>SO3</b>: MP/I; international students with credits</li> <li>- <b>SO4</b>: incoming and outgoing students</li> <li>- <b>SO5</b>: monitored projects; MP/I with at least good level</li> <li>- <b>SO6</b>: other HEI adopting LAPASSION principles</li> </ul>	<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). 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><b>Outputs (tangible) and Outcomes (intangible):</b></p>	<p><b>Indicators of progress:</b> Indicators for Wider</p>	<p><b>How indicators will be measured:</b></p>	<p><b>Assumptions &amp; risks:</b></p>



<p><b>WP1:</b> Selection of MP/I proposed by E/O; constraints; mobility kit; training material and evaluation of supervisors; preparation Toolkit</p> <p><b>WP2:</b> Teams' planning, reports, demonstrations; prototypes, products/services; distance development; development Toolkit</p> <p><b>WP3:</b> Quality Plan, Monitoring &amp; Control; Recovery Plans</p> <p><b>WP4:</b> Communication Plan, Site, Social Networks; Dissemination &amp; Exploitation Strategy and Execution</p> <p><b>WP5:</b> Management Meetings &amp; Plan; Execution &amp; Finances Dossiers; Auditing; Sustainability Plan; publication of e-Book</p>	<p><i>Objective (IWO1 to IWO6) and Specific Objectives (ISO1 to ISO5). Additional indicators for:</i></p> <p><b>WP1:</b> number of MP/I proposed by E/O; number of candidates for students &amp; supervisors</p> <p><b>WP2:</b> number of team reports &amp; demonstration sessions</p> <p><b>WP3:</b> number of QP&amp;C steps covered in the QP&amp;C reports</p> <p><b>WP4:</b> number of: views&amp; likes; news in media, publications; events organized; meetings; communications</p> <p><b>WP5:</b> Number of: approved reports of each type; milestones &amp; deliverables achieved; Q&amp;A in logbooks</p>	<p><i>All indicators will use the 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.)</i></p> <ul style="list-style-type: none"> <li>• <i>Impact on Dissemination &amp; Exploitation will be ensured with the support of the Communication services of each institution (impact will appear in several countries)</i></li> </ul>	<p><i>As already stated in 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</i></p>
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			<p><i>MP/I proposals, availability of resources, selection of supervisors and students is crucial. Backup MP/I proposals should exist.</i></p>
<p><b>Activities:</b>  <b>WP1:</b> Preparation of MP/I; Training Supervisors; Preparation Toolkit  <b>WP2:</b> MP/I development; distance development; Development Toolkit  <b>WP3:</b> QP&amp;C for MP/I and LAPASSION  <b>WP4:</b> Communication Plan, Dissemination and Exploitation Strategy &amp; Execution  <b>WP5:</b> Management Meetings &amp; Plan; Organization; Auditing; Sustainability Study; e-Book LAPASSION Experience</p>	<p><b>Inputs:</b>  <b>WP1:</b> 85 flows staff*7 days; 4956 hours staff  <b>WP2:</b> 84 flows students*10 week; 3759 hours staff  <b>WP3:</b> 52 flows staff*7 days; 2527 hours staff  <b>WP4:</b> 1841 hours staff  <b>WP5:</b> 91 flows staff*7 days; 4032 hours staff</p>		<p><b>Assumptions, risks and pre-conditions:</b>  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.</p>



### 3.2 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 will be carried out by the Quality Committee.

7 Management meetings are scheduled along project's 3-year life cycle, during which the main decisions concerning project management will be taken: João Pessoa (Brazil, end 2017); Vigo (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 already stated in section 2.2 *Internal Quality Control and Monitoring stages*, UVIGO (A3.2) will analyse Consortium Meeting Minutes to assess possible problems in project evolution and will produce a Quality report after each Consortium meeting.

Decisions are expected to be taken by unanimity. Whenever unanimity is not possible, decisions will be taken by the majority. Special attention should be given to avoid, whenever possible, decisions made by small majorities; creation of blocks of partners voting in a coordinated way; and same partner voting always against the majority.

Priority will be given to face-to-face meetings, however, on-line meetings via teleconferencing tools may be used when necessary.

If conflicts were to arise, Annex II (see description under 3.3. Follow-up and Evaluation tools) may be used to contact project's quality management team. Annex II completed forms reporting a conflict, claim or complaint shall initiate a conflict resolution procedure .

### 3.3 Follow-up and Evaluation tools

- **Meetings of the QC**

See description under section 2.3 Meetings of the QC of the present Quality Plan.

- **Attendance control lists**

An attendance control list should be distributed during all project meetings (see Annex I). Attendance control lists serve 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.



- **Satisfaction surveys**

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

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

Templates can be adapted for each event, as appropriate. Survey forms should be 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 will be carried out by the UVIGO team. Results will be sent to the Project Coordinator (IPP), since all feedback received shall be included in project's final report. Corrective measures should be timely put in place by the Consortium, if needed.

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

UVIGO has also drafted a form for claims, complaints and feedback (Annex II). This form should be made available for project partners. The goal of this form is 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 will analyse Consortium Meeting Minutes. Minutes are a valuable management tool that allow for smooth project running and contribute to project monitoring. Minutes should be taken at all project meetings, namely in Preparation meetings, Management meetings and MP/I QP&C Meetings. Host institutions should designate the person in charge of taking the minutes. Minutes should be edited and sent to all attending partners shortly after meetings, and partners are expected to read and reply if they consider they should be amended. Final minutes should be sent to UVIGO for assessment.

In short, these are the Annexes that may be used during each event:

MEETING	DOCUMENTS
1st Preparation Meeting (João Pessoa/BR)	Annex I, Annex III, Minutes, (Annex II)
1st Preparation Meeting + Training Sessions (IPP+UVIGO, Porto/PT+Vigo/ES)	Annex I, Annex III, Minutes, (Annex II)
2nd Management Meeting (UVIGO+IPP, Vigo/ES+Porto/PT)	Annex I, Annex III, Minutes, (Annex II)



2nd Preparation Meeting + Training Session (DUOC, Santiago/CL)	Annex I, (Annex II)
1st MP/I Development (DUOC+PUC, Santiago/CL)	Annex I, (Annex II)
1st MP/I QP&C Meeting (DUOC+PUC, Santiago/CL)	Annex I, Annex III, Minutes, (Annex II)
3rd Management Meeting (TAMK, Tampere/FIN)	Annex I, Annex III, Annex IV, Minutes, (Annex II)
3rd Preparation Meeting + Training Sessions (IFMA, São Luiz/BR)	Annex I, (Annex II)
3rd Preparation Meeting + Training Sessions (IFTM, Uberaba/BR)	Annex I, (Annex II)
3rd Preparation Meeting + Training Sessions (UDELAR+UTEC, Montevideo/UY)	Annex I, (Annex II)
2nd MP/I Development (IFMA, São Luis/BR)	Annex I, (Annex II)
2nd MP/I Development (IFTM, Uberaba/BR)	Annex I, (Annex II)
2nd MP/I Development (UDELAR+UTEC, Montevideo/UY)	Annex I, (Annex II)
2nd MP/I QP&C Meeting (IFMA, São Luis/BR)	Annex I, Annex III, Minutes, (Annex II)
2nd MP/I QP&C Meeting (IFTM, Uberaba/BR)	Annex I, Annex III, Minutes, (Annex II)
2nd MP/I QP&C Meeting (UDELAR+UTEC, Montevideo/UY)	Annex I, Annex III, Minutes, (Annex II)
4th Management Meeting (IPP+AEP, Porto/PT)	Annex I, Annex III, Annex IV, Minutes, (Annex II)
4th Preparation Meeting + Training Sessions (USAL, Salamanca/ES)	Annex I, (Annex II)
5th Preparation Meeting + Training Sessions (DUOC+PUC, Santiago/CL)	Annex I, (Annex II)
5th Preparation Meeting + Training Sessions (IFSul, Pelotas/BR)	Annex I, (Annex II)
5th Preparation Meeting + Training Sessions (IFG, Goiania/BR)	Annex I, (Annex II)





5th Preparation Meeting + Training Sessions (IFAM, Manaus/BR)	Annex I, (Annex II)
5th Management Meeting (UDELAR+UTEC, Montevideo/UY)	Annex I, Annex III, Minutes, (Annex II)
3rd MP/I Development (DUOC+PUC, Santiago/CHI)	Annex I, (Annex II)
3rd MP/I Development (IFSul, Pelotas/BR)	Annex I, (Annex II)
3rd MP/I Development (IFG, Goiania/BR)	Annex I, (Annex II)
3rd MP/I Development (IFAM, Manaus/BR)	Annex I, (Annex II)
3rd MP/I QP&C Meeting (DUOC+PUC, Santiago/CL)	Annex I, Annex III, Minutes, (Annex II)
3rd MP/I QP&C Meeting (IFSul, Pelotas/BR)	Annex I, Annex III, Minutes, (Annex II)
3rd MP/I QP&C Meeting (IFG, Goiania/BR)	Annex I, Annex III, Minutes, (Annex II)
3rd MP/I QP&C Meeting (IFAM, Manaus/BR)	Annex I, Annex III, Minutes, (Annex II)
6th Management Meeting (CONIF, Brasilia/BR)	Annex I, Annex III, Minutes, (Annex II)
7th Management Meeting (IPP+AEP, Porto/PT)	Annex I, Annex III, Annex IV, Minutes, (Annex II)

### 3.4 Monitoring of deliverables

The ultimate responsible for overall academic quality monitoring of the LAPASSION project will be the IPP, as project's Coordinator, with the support of UDELAR. This is particularly relevant in the case of project deliverables, which UVIGO will also take into account for overall quality assessment. Each partner is expected to produce 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 should be given to the quality monitoring of the deliverables mentioned in the description of each WP in the Application Form.

## 4. DISSEMINATION PLAN: DISSEMINATION TOOLS


UVIGO will also be in charge of assessing 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.





## 5. ANNEXES

### 5.1 Annex I: Attendance control list

LATIN AMERICA PRACTICES AND SOFT SKILLS FOR <b>LAPASSION</b> AN INNOVATION ORIENTED NETWORK  Co-funded by the Erasmus+ Programme of the European Union		<b>LIST OF PRESENCES</b>  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>)		

### 5.2 Annex II: Form for claims, complaints and feedback

<p><b>Latin-America Practices and Soft Skills for an Innovation Oriented Network (LAPASSION)</b>                      585687-EPP-1-2017-1-PT-EPPKA2-CBHE-JP</p> <p><b>Form for claims, complaints and feedback</b>                      Date: .....                      Fields with * are necessary</p> <p>Please send back the completed form to: <a href="mailto:cbhe-lapassion@uvigo.es">cbhe-lapassion@uvigo.es</a></p>
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): .....

### 5.3 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):	1 2 3 4 5
Dates chosen by the Coordinators to hold this meeting	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
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)?

- 

## 5.4 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):					
Prompt response from Coordinators	1	2	3	4	5
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 <b>SUGGESTIONS</b> 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):					
Clarity of the working plan and Workpackages allocated to each partner	1	2	3	4	5
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?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kindly share any <b>SUGGESTIONS</b> 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?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	
- Are payments to partners executed according to the foreseen amounts?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	
- Are payments to partners executed according to the foreseen schedule?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	
Kindly share any <b>SUGGESTIONS</b> 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
Clarity of roles and responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clarity of planning and management of guidelines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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:

•