QUALITY CONTROL MANUAL

Acronym: MTE-EUA

Name of project: An Industry Oriented MSc. Program
in Telecommunications Engineering
− Towards an EU Approach,

Number of project: 511074-TEMPUS-1-2010-1-JO-TEMPUS-JPCR

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Location: Dublin City University

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Revision Sheet

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Rev. 1	14/02/2011	First draft[1]	Noel Murphy
Rev. 1.1	19/2/2011	Inputs to first draft	Khaled Gharaibeh
Rev. 1.2	1/3/2011	Revised first draft	Noel Murphy
Rev. 1.3	3/3/2011	Inputs to second draft	Khaled Gharaibeh
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Rev. 1.5	10/7/2011	Description of the e-Database (Sec 2.9)	Haythem Bany Salameh
Rev. 1.6	13/7/11	Final drafts of sections 2.9 and 4.1, and insertion of additional inputs in 4.3 and 4.4	Noel Murphy and Hazem Kaylani
Rev. 2			
Rev. 3			

[1] The structure of this first draft is based on the Quality Control Manual of the Tempus WBC-VMnet project coordinated by the University of Kragujevac, Serbia. The assistance of Prof. dr Vesna Mandic is gratefully acknowledged.

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1. PROJECT MONITORING

1.1 Basic Principles of Monitoring

Information on project progress is of key importance in ensuring high quality project performance. Identifying problems early on, either with the project objectives or the manner of their achievement, can make solutions to these problems easier and can avoid the needless investment of resources.

Monitoring is carried out by assessing both the work completed to date, and the planned activity. Effectively this means through assessment against the Logical Framework, the Workplan and the Budget.

Ideally, monitoring

- should be as automatic as possible, avoiding duplication of data entry;
- should be inherent in the planning activities and in the outcome of the work activities so that it is not an additional chore;
- should be compatible with and support all compulsory project reporting requirements;
- should be accessible to the relevant people or entities.

The monitoring process itself should be evaluated against these requirements.

Four principle questions should be asked by the monitoring process:

- What activities have been completed to date?
- How does the completion of activities compare with the planned timeline?
- Have the activities completed to date had the required results?
- Have the results contributed sufficiently to the achievement of the specific objective?

1.2 Monitoring Techniques and Information Sources

Monitoring should take into account a variety of information from a variety of different sources gathered using the techniques of Internal and External monitoring and Technical and Financial reporting. Techniques and sources relevant to this project include the following:

- Internal monitoring (Partner Contact persons, QA Project Team, YU Monitoring Panel consisting of Dean, Vice-President and Project Coordinator)
    - Research e.g. questionnaires to staff, students, industry representatives or other stakeholders;
    - Observation of project activities
    - Analysis of the Logical Framework Matrix (LFM)
    - Analysis of technical reports and other documents
    - Analysis of financial documents
    - Comparison with EU standards and norms
- External monitoring (NTOs and experts from outside of Consortium)
    - Site visits
    - Interviews with staff or project personnel
    - Assessment and accreditation of programme by MOHE as per standard national processes
- Technical and Financial reporting (six-monthly, as precondition for next instalment; budget review and progress reports considered by Management Committee)
    - Narrative description of activities carried out in partner institution

- Statistical data for Technical report
- Financial report with cash flow tables for staff and mobility costs
- Supporting documents (copies) provided to Coordinator in time
- Project Support Team (PST) and Coordinator assess and accept partners' reports, applying several assessment criteria

The different mechanisms and information sources for project monitoring should be reflected in the Project Information System so that a single IT approach is used for information gathering, project reporting and quality assurance.

1.3 Internal Monitoring

Internal evaluation by the Project partners is the most important element of quality assurance. If the partners are not monitoring the project, then external monitoring is much more of a "hit-and-miss" affair and the likelihood of the project meeting its objectives is greatly reduced.

Internal evaluation by the Project partners should be a continuous process and not something that is done solely prior to the preparation of the six-monthly or final reports. This is an internal process, but should be carried out in consultation with a range of stakeholders. These may include clients, suppliers and partners.

It is also essential that the internal monitoring is carried out through consultation with the end users. The project should be getting feedback from all applicable end users regarding the quality of the services delivered and how they could be improved. If training is being provided, then before and after surveys may be conducted to determine how effective it is. The monitoring should always follow the results that are intended to be achieved.

The internal monitoring should be reflective of the external reporting needs of the project and its constituent workpackages and deliverables. These reporting elements (described in Annex I) should be reviewed before the commencement of work on a workpackage or deliverable so that reporting elements required can be build into the planning of the associated activities.

Using the LFM for self-evaluation and monitoring

Look at the LFM to assess the following:

- Have your activities led to the achievement (partial or total) of a result?
- To what extent are your results leading to the achievement of your specific objective?
- Are your assumptions fulfilled? If not, what are the implications?
- Are your indicators accurately reflecting your progress? If not why not?

To oversee the Internal Monitoring of the project, an *Internal Monitoring Committee* shall be formed from YU administration consisting of the following:

- The YU Vice President,
- The Dean of Hijjawi Faculty
- A representative from the University administration (e.g. Financial Manager) of YU
- A private Auditor.

This committee shall have the responsibility of conducting an annual budget review and audit, and reviewing the annual progress report to ensure that financial aspect of the project are

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compliant with the allocated budget and the level of achievement of project outcomes and outputs as specified in the Logical Framework Matrix (LFM) of the project.

A committee comprising representatives of the EU members of the management committee:

- Dr. Noel Murphy, DCU;
- Prof. Laurie Cuthbert, QMUL;
- Prof. Felipe Peñaranda Foix, UPV

shall be formed to monitor the academic quality of the developed Masters. This committee is referred to as an “External Monitoring committee” in the MOU, but in reality forms a component of internal monitoring within the project. The committee shall have the responsibility of determining that the new Masters programme in all aspects (curricula structure, number and contents of courses, ECTS, lab facilities and exercises) satisfies the quality level determined by EU standards. This is discussed further in Section 3 below.

1.4 External Monitoring[2]

External monitoring is a management instrument for assessing projects that might be encountering problems, as well as projects which are enjoying particular success. Its benefits are intended to extend beyond a given project to determine what lessons can be learnt to help other projects and to determine where best practice can be disseminated to other projects. The general objectives are to maximise the impact of the Tempus programme, to maximise the return on investment of EU funds, to ensure proper use of tax-payer money and to support, control and assess the beneficiaries' performances. There are three main mechanisms of external monitoring used: Desk Monitoring, Field Monitoring and Financial Auditing.

- *Desk Monitoring* is based on the written reports of the project provided by the coordinator, the minutes of meetings held by the beneficiaries for the purpose of managing or operating the project, the exchange of mail/emails between representatives of the Agency and the coordinators or beneficiaries, and publications of the project, including websites of the project or of the beneficiaries.
- *Field Monitoring* may involve EACEA staff, NTOs, EU Delegations or external consultants as is deemed to be necessary or useful in any case. It may involve visits to any of the beneficiary institutions/organisations or locations used by the project for its activities and would intend to involve as many of the partners and stakeholders of the project as possible.

The objectives of both Desk Monitoring and Field Monitoring include:

- To monitor the progress and achievements of the project in their real context
- To judge whether the project is progressing according to plan
- To assess whether the project is producing the expected benefits
- To scrutinise the context in which the programme is operating
- To highlight the added value for modernising Higher Education policy
- To assess the visibility and the potential for sustainability of the project
- To be informed about financial management / accounting system put in place

An outcome of these two external monitoring processes would be to provide support and guidance to individual site managers and project management teams. The personnel involved

[2] This section is based on a presentation given by Jacques Kemp at the Tempus Project Representatives' Meeting, Antwerp 6-7 December 2010.

in external monitoring will be able to offer an objective point of view and be a "fresh pair of eyes" in assessing progress to date.

The objectives of Field Monitoring in particular are achieved by way of three classes of processes or actions: preventative, advisory and control.

1. *Preventative actions* include providing information on the rules & procedures of Tempus projects, including clarification of any issues that are not fully clarified by the project contract; reviewing the objectives, priorities, methodology and activities planned in the project and any further recommendations that arise during the first half of the eligibility period. The results of these inputs or recommendations should appear in the Intermediate Report.
2. *Advisory Actions* are based primarily on the content of the interim report and proceed in parallel with the project implementation. They are based on relating content and financial aspects of the interim report to the situation on the ground and thus take place early in the second half of the eligibility period. They may give rise to recommendations related to the continuation of the project.
3. *Control Actions* take place after the completion of the project and thus after the end of the eligibility period. They involve checking and assessing the results of the project, including the impact, sustainability, tender procedures, financial management and accounts.

The target of the Field Monitoring process is to visit 2/3 of projects annually and that each project is visited on average twice during its lifetime or afterwards.

Financial Auditing takes place after completion of the project (within 5 years) and projects may be selected for auditing as a part of a random sample, or on the request of an EACEA project officer, an EU Delegation, the EACEA financial unit, or a DG of the EU Commission. Audits are carried out by EACEA Staff, by an Independent auditor, or by OLAF (the European Anti-Fraud Office) as deemed appropriate.

Assessment and accreditation of the programme by the Jordanian Ministry of Higher Education (MOHE) can be considered as a non-EACEA-centred and non-contractual type of external monitoring.

In summary, the external monitoring is achieved specifically through:

1. the Technical and Financial reporting mechanisms described in the next section,
2. attendance at Management Committee meetings and possibly other workpackage meetings by the NTO, Project Officer or other Agency personnel,
3. visits to the project coordinator or project partners to review involvement in project activities.

The timing of the formal monitoring visits will be agreed with project partners. The frequency of the monitoring visits depends on the complexity and the degree of risk of each project.

After the completion of the visits, a Monitoring Report will be sent to the officially nominated representative(s) of the visited project partner(s). This will include any corrective measures recommended. The format of this report is attached as **Annex III**.

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2. TECHNICAL AND FINANCIAL REPORTING

2.1. Basic Principles of Reporting

There are two main purposes of reporting. The formal reporting, by YU, provides the necessary information to the Education, Audiovisual and Culture Executive Agency (EACEA) to assure them that the project is being implemented according to the contract and that payments should therefore be released. The six-monthly reports prepared for the Management Committee provide information for the Monitoring Committee at YU to ensure the successful implementation of the project, to assist with the formal reports to the Agency, and to allow it to guide project partners with implementation of the project.

The reporting also helps the project partners and external monitors to view the progress on the project objectively against the milestones and assessment criteria laid down in the planning stage.

The six-monthly (technical and financial) reports are linked to transfer of grant allocations to partners from YU, though note that the Final Report though must be approved by EACEA before the final payment to YU is released.

The reports should *accurately* reflect project partner progress on the various activities for which they have responsibility during the reporting period, highlighting any key issues and providing justification for any deviations from the description of the project as set out in the Grant Agreement.

It is significantly quicker and more efficient to prepare the technical reports if

1. the information necessary for completion of the reports is *previewed* at the planning stage of each activity,
2. information is added to the reports *at the time the activity takes place*. This can always be amended later but it makes sure that the recommendations for corrective action and for improving the programme are not lost.

Equally, the Work plan should be updated whenever necessary changes are identified and submitted along with the six-monthly report if there are any changes. All changes must be justified in writing.

2.2. Standards of All Reports

All reports should be typed and should be in English. A copy of each report and supporting documents should be provided to the Coordinator, as well as appropriate electronic versions, as detailed in the MOU or decisions of the Management Committee. Report forms on completion of deliverables or workpackages are provided in Annex 1 this document, along with advisory material on their completion.

2.3. Reporting Schedule

In this project, reporting is tied to workpackages and deliverables. The project partners are not required to individually produce six-monthly progress reports. Instead, biannual progress reports will be prepared for and published by the Management Committee of the project. These will describe the progress made in the project activities and the achievement of project objectives and will be based on the reporting of workpackages and deliverables. Hence it is important that Technical Reports meeting the requirements specified in Annex I to this document are submitted on time for every deliverable and workpackage. Every deliverable and every workpackage in the project is not considered to be finally submitted or concluded until a report in the format described in Annex I has been supplied to the coordinator and posted in the documentation repository by whatever means is agreed by the Management Committee.

The biannual Management Committee reports will be disseminated among project partners and also submitted to YU administration for consideration by the Internal Monitoring Committee.

An annual budget review report will be prepared, which provides data on the spending in relation to the implementation of project activities. This report will be prepared after various audit reviews by project partners and YU administration.

The MOU mandates that the Management Committee review the planned activities at every management meeting and can apply any modifications to the planned budget based on the accomplishment of the activities dedicated to each partner. This in turn will be based on the reports available to the Management Committee on all activities falling due up to the date of the biannual Management Committee meeting. The management committee may adjust the budget distribution at each management meeting depending on the activities that are planned for the following 6 month period. Thus the Technical reports due on all completed activities are directly linked to payment to the partners.

Payments will be made to partners after they have delivered all relevant progress and financial reports to the management committee and the coordinator. The second and final payments made to the coordinator by the EACEA are conditional on submission of the Intermediate Report and Final Report by the coordinator and the acceptance of these by the EACEA. The focus of the Final report is to assess the level of achievement of project's specific objective and to confirm how project activities will be sustained.

2.4. Structure of the Technical Report

The Technical report due on completion of each deliverable or workpackage has four separate elements:

- Report on Implementation of the Deliverable/Workpackage
- Statistics and indicators
- Table of achieved/planned outcomes
- Statement of costs incurred.

The "Report on Implementation of the Deliverable/Workpackage" is described in Annex I.1.

The material required under the heading of "Statistics and indicators" is described in Annex I.2.

The "Table of achieved/planned outcomes" is described in Section 2.4.2 below.

The "Statement of costs incurred" and the procedures for financial reporting are presented in Section 2.5 below.

2.4.1. Technical report - Report on Implementation of the Deliverable/Workpackage

The first part of the Technical Report comprises a narrative **report on the action's implementation**, describing local administrative and academic management, obstacles, mobility and other issues. The format of this report and instructions for its completion are described in Annex I.1. The material from the report for each relevant deliverable will be aggregated to form the Intermediate Report and the Final Report for the Project to the EACEA. This should be borne in mind when formulating the responses to the individual queries indicated.

2.4.2. Technical report - Table of achieved/planned outcomes

The Technical Report must contain a **table of achieved/planned outcomes (one table per outcome)**, with the following elements:

1. Activities carried out and indicators of achievement (in other words benchmarks for the implementation of activities),
2. Planned activities and indicators for progress,
3. Any proposed changes (people involved, budget, remaining activities…).

On page 22 below a diagram is given showing some of the main fields of the table of achieved/ planned outcomes and how they should be completed. An unfilled copy of this table appears on the following page.

2.5. Statement of Costs Incurred/Procedures for Financial Reporting

Claims for all costs incurred must be made using the forms or means approved by the Management Committee.

2.5.1 Staff Costs

Convention forms for staff costs (Annex II.6) must be signed by individuals at most two weeks after the deliverable is submitted and shall be submitted to the coordinator by each WG leader for inclusion in the project documentation. This is to ensure that accurate information is included and that project monitoring processes have access to up-to-date and accurate information at all times. The MOU requires that these would be accompanies by signed time sheets (Annex II.7) for the staff involved and any related documentation of the deliverable.

The maximum staff cost for each of the deliverables as shown in the budget tables agreed by the Management Committee shall be respected.

Staff cost payments shall go through the following process:

- Each workgroup leader sends a request for staff cost (Annex II.1) for the staff working under his/her work group to the coordinator, along with signed time sheets of the staff involved and any related documentation of the deliverable.
- The coordinator approves the payment and issues a request to the contact person of the partner institution to pay the cost of staff participation in the project at his institution from the project bank account as per their normal financial process.
- The contact person shall document the payments using the Electronic documentation system of the project
- At the conclusion of each deliverable or workpackage, the person responsible for that workpackage shall provide the coordinator with an electronic documentation of all the payments and also signed paper documentation of all the payments made during the period of the workpackage, to be included in the budget documentation at the coordinator institution.

These financial reports will be checked to ensure the following:

- conformity of the expenditures with the budget of the project;
- eligibility of the expenditures;
- correct use of the procurement procedures, whenever required;
- correctness and completeness of all supporting documents;
- correctness of the calculations and exchange rates;

- that any changes which occurred between budget lines and/or headings are eligible and justified.
- all copies of the financial reports must be signed in original by the appointed contact person;
- expenditures must be in conformity, including full eligibility, with the approved budget of the Grant Agreement.

If the *Internal Monitoring Committee* is not satisfied with the documents presented they may make recommendations for how this situation can be rectified prior to the submission of the final report.

The Partner financial reports should be drawn up in Euro. In the case where the project partner is from a state that has not adopted the Euro as their currency, see Article V, item h of the MOU. For further information, the following two documents should be consulted:

1. Guidelines for the Use of the Grant (Tempus IV third call for proposals n° EACEA/28/2009)
2. Frequently Asked Questions relating to Tempus IV Projects selected under the Third Call for Proposals in the 2010 Selection Round (Reference Number: EAC/28/2009)

2.5.2 Travel Costs

The maximum number of mobilities specified in the budget tables for each of the deliverables of the project shall be respected.

Tempus guidelines for the cost of travel and cost of stay shall be respected as shown in the MOU Annex II Table 7 for all project partners. For travel expenses, mobility reports for travel costs and costs of stay (Annex II.8) must be signed by individuals **at most one week after the travel takes place** and must be sent to the coordinator for inclusion in the project documentation.

The coordinator institution (YU) shall handle air ticket reservation for staff of all the partners except partner 5, QMUL. Electronic tickets shall be sent to individuals by email upon request for mobility by a work group leader and according to the following process:

- Each workgroup leader sends a request for mobility (Annex II.2) for the staff members working under his work group to the coordinator along with a document that states the reason for travel along and a letter from the direct manager of the staff member accepting his mobility.
- The coordinator approves the mobility and issues a request to the Project Administrative Assistant who documents the mobility in the Electronic documentation system of the project and also in the paper documentation system of the project.
- The Project Administrative Assistant approves the mobility and directs the request to the travel department at YU to make air ticket reservations.

For partner number 5 (QMUL), air tickets can be purchased through their own purchasing system and billed to the project budget at their institutions. (This is due to internal QMUL requirements that do not apply to the other partners). However, all invoices, tickets, boarding passes, mobility convention forms must be sent in the original by surface mail or handed in person to the coordinator to be kept in project financial documentation.

Cost of Stay payments shall go through the following process:

- Cost of stay for EU partner institution staff travelling to Jordan:
    - o The Project Financial Liaison issues a certified check (that can be cashed at Cairo-Amman Bank on YU campus) for the total cost of stay to staff members involved in

the mobility upon their arrival to Jordan and document that payment in the project documentation system.

- Each EU staff member travelling to Jordan shall submit a signed Mobility Report For Travel Costs And Costs Of Stay along with boarding passes and any train/bus/taxi tickets to the Project Administrative Assistant upon arrival to Jordan.

- Cost of stay for EU partner institution staff travelling to EU partner institution countries:
  - The Project Financial Liaison issues certified checks (that can be cashed anywhere in EU) of the total cost of stay to staff members involved in the mobility upon their arrival to their target destination and documents that payment in the project documentation system.
  - Each EU staff member shall submit a signed Mobility Report For Travel Costs And Costs Of Stay along with boarding passes and any train/bus/taxi tickets to the contact person of his institution who sends the forms in the original by surface mail or in person to the coordinator at most 2 weeks after the mobility takes place.
- Cost of Stay for JO partner institution staff travelling to EU partner institution countries:
  - The cost of stay for Jordanian partners' staff shall be transferred to their institution bank accounts before the mobility takes place. A return receipt of cost of stay received by each staff member shall be sent by each partner institution to the coordinator.
  - Each partner institution staff member travelling to EU shall submit a signed Mobility Report For Travel Costs And Costs Of Stay along with boarding passes and any train/bus/taxi tickets to the contact person of his institution who sends the forms in the original by surface mail to the coordinator at most 2 weeks after the mobility takes place.

2.5.3 Equipment Costs

The maximum equipment costs specified in the budget tables for each of the deliverables of the project shall be respected.

Tempus guidelines for the purchase of equipment shall be respected. For further information, the following two documents should be consulted:

1. Guidelines for the Use of the Grant (Tempus IV third call for proposals n° EACEA/28/2009)
2. Frequently Asked Questions relating to Tempus IV Projects selected under the Third Call for Proposals in the 2010 Selection Round (Reference Number: EAC/28/2009)

All equipment purchases should be processed through or with the direct permission of the coordinator.

2.5.4 Statement of Costs Incurred

A key element of the Intermediate Report and the Final Report from the Project to the EACEA is the Statement of Costs Incurred. The format of this is shown in Annex II.9.

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2.6 Naming conventions for documents

All project documents, whether paper or electronic, shall be assigned a reference code of the following form:

AABB-CC-D

where

AA: is a two or three letter code represents the originating Institution Short Name (e.g. YU, GJU, HU, DCU, QMUL, UPV);

BB: is a two digit number (with a leading zero if necessary) giving the Workpackage Number

CC: is a two digit number (with a leading zero if necessary) giving the Deliverable Number

D: represents an alphabetic sequence giving the last name of the relevant or originating staff member.

The dashes should be included where indicated above.

The computer file used to store the electronic version of the same document should have a filename constructed with exactly the same format, except that the purpose of the document should be appended to the above code to allow easy determination of the purpose of the file. Thus a typical computer file might be named as follows:

DCU07-18-MURPHY Convention_Staff.doc

2.7 Scoring of Submitted Documents or Reports

The project support team (PST) and a representative of the coordinating partner accept (either by email, surface mail or by direct input to the e_Database) the partners' reports. These are then assessed using several assessment criteria depending on which type of report is involved. The table below describes the type of assessment for each type of report.

Report Type	*Assessment Criterion*	*Assessment Description*
Technical Report:	Technical report delivered in time?	Number of days late
	Technical report is well completed (1 - poor, 5 - excellent)? What are the weaknesses?	Subjective evaluation against report format expectations
	Do described activities correspond to previously defined deliverables, staff and travel costs?	Three YES/NO responses based on (i) subjective evaluation against deliverable description; (ii) comparison of actual costs with projected costs.
	Expected indicators are achieved (1 - insufficient, 5 - completely)?	Predetermined indicators for achievement of deliverable objectives.
Financial Report:	Financial report is completed and signed by legal representative?	YES/NO response
	Cash flow staff table present and fully completed?	YES/NO response
	Cash flow travel table present and fully completed?	YES/NO response
Supporting documents delivered as copies:	Convention form for staff costs, signed by legal representative, present and correct?	YES/NO response
	Convention forms for travel, signed by traveller present and correct?	YES/NO response
	Travel invoices – copies supplied?	YES/NO response
	Invoices of purchased equipment, copies supplied?	YES/NO response

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2.8 Other Reports

Additional formal templates to be used in the project are provided in Annex II below.

2.9 Relationship with the Electronic Document Handling System (e-Database) and Procedure for Submitting Reports

There are three main purposes of the projects' e-Database including: electronic reporting (technical and financial), archiving, and managing/monitoring the progress of project activities. Through the developed e-Database, workgroup leaders will be able to distribute, manage, and monitor the progress of ongoing tasks related to their workpackages. Workpackage members will submit their completed tasks to their workpackage leader through the e-Database. On the other hand, the project coordinator will be also able to communicate with workgroup leaders through the e-database, distribute tasks and monitor the progress of all ongoing activities. Workgroup members and leaders will be able to fill the time sheets and convention forms electronically through the developed e-database. Once the timesheets and convention forms are approved (by the workgroup leaders and the coordinator), the payments to workgroup members will be issued. Thus, the e-database is intended to *accurately* reflect project progress on the various activities, facilitate project management (technical and financial), and archive all the technical/financial reports associated with the various activities (e.g., minutes of meeting, timesheets, convention forms, final reports, etc.).

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3. QUALITY CONTROL OF THE NEW PROGRAMMES

3.1 Academic Quality Control of the New Academic Programmes

As indicated above, in this project an additional element of quality control is centred on the academic standard and quality of the academic programmes being developed within the project.

A. DEVELOPMENT

There are a number of generally recognised elements in the development of new academic programmes.

1. A **Business Case** needs to be made for the requirement, feasibility and viability of the proposed programme, and its consistency with the goals of the hosting institution(s). In this project, this step corresponds roughly to Workpackage 2 “Competition and Demand Analysis”. This work package consist of conducting a competition analysis to compare the proposed program with other existing programs and also a demand analysis of the proposed programs to determine the requirements of the labor market with regard to curriculum development and quality of graduates. On the other hand, a workshop will be held with participation from major telecommunication companies in Jordan in order to collect data on the needs of these companies with regard to telecommunications engineers and professionals. The result of this analysis will serve as an input to the curriculum development process. Jordanian partners will be responsible of data collection and analysis and the EU partners will provide consultation on the methodology of analyzing the market demand.

2. After the programme has been designed (equivalent to WP1, WP3 and WP4 in this project) the programme structure, content and proposed implementation is subject to a **Formal Academic Review** by a panel of experts usually drawn from within and outside the hosting institution, from industry, and sometimes from government bodies[3].

   In this project, there are two principal mechanisms comprising this phase: one internal to the project, and one external to the project involving the Jordanian Ministry of Higher Education.

   In the first case, a committee comprising representatives of the EU members of the management committee will be formed to confirm the academic quality of the developed Masters:

   - Dr. Noel Murphy, DCU;
   - Prof. Laurie Cuthbert, QMUL;
   - Prof. Felipe Peñaranda Foix, UPV

   This committee is referred to as an “External Monitoring committee” in the project MOU, meaning “external” to Yarmouk University and indeed “external” to Jordan, but in reality it forms a component of internal monitoring within the project. The committee shall have the responsibility of determining that the new Masters programme in all aspects (curricula structure, number and contents of courses, ECTS, lab facilities and exercises) satisfies the

[3]In DCU the term used for this step is “Accreditation” and DCU has the right to accredit its own programmes. In some countries this right is reserved as a function of an education ministry or delegated to a specialist body. For non-university 3rd-level institutions in Ireland the equivalent organisation is called HETAC (the Higher Education and Training Awards Council).

quality level determined by EU standards. The work of this committee takes place within Workpackage 6 *Quality Control of the Project*, and not the workpackages concerned with *Curriculum Development* (WP4) or *Implementation of Pilot MSc Programme* (WP5). It is the responsibility of this committee, drawing on its own experience in this area, to determine what tools it uses to evaluate the designed and subsequently implemented programme.

In the second case, it is planned that the programme(s) and their curricula would be put forward for assessment and approval by the YU board of deans. Accreditation and legalization of the proposed programs will be done by the Jordanian Ministry of Higher Education (MOHE). This again takes place within Workpackage 6 *Quality Control of the Project and* Workpackage *9 Sustainability*, but in this case will involve the Jordanian partners in the project led by YU.

B. OPERATION

The following elements will be considered in the operation of new academic programmes where possible and where compliant with the regular processes at YU:

1. **Periodic Programme Review** is important to ensure that an established programme continues to meet the standards determined at the time of its foundation and that it continues to serve the needs for which it was established. Typical practice in this area is for light-touch internal programme review on an annual or biennial basis, coupled with a significant quality review involving external peer and industry participation on a usually 5-year cycle[4]. There is no obvious existing mechanism that might be adopted to meet this requirement.
2. **Periodic Faculty/School/Department Review** is important to ensure that the academic unit having direct responsibility for a programme has the resources, procedures and management structures in place to meet the needs of the programme. This should be considered as separate from the programme review and probably on a different periodic calendar. Essentially, the programme review process needs to be able to rely on the strength of the programme team to cope with the unknown problems that are likely to arise between programme review visits and maintain the standard of the programme through the cycle. Such quality assurance processes are commonplace in EU countries and are components of institutional quality reviews which are now coordinated and standardised at a European level by the European University Association (EUA) Institutional Evaluation Programme.
3. In order to monitor academic quality at the level of the individual student, to ensure that that the assessment methodology is fair and is applied equitably in the classification of candidates and to mediate a common sense of equivalent awards and grades, 3rd-level institutions in the UK and Ireland operate a system of programme and/or module **External Examiners**. These are senior members of staff from one institution who evaluate exam papers, the assessment process and the decision-making process surrounding the allocation of awards and grades in another institution. The appointment is usually for 3-5 years with extensions or renewals sometimes allowed for a limited period.
4. The primary agent for delivering a high quality learning experience is the individual responsible for each module or activity on the programme – the **Module Coordinator**. Structures and processes with the host Faculty/School/Department should encourage and facilitate high-levels of academic professionalism and ongoing quality improvement on each module.

[4] In Ireland and the UK, the function of this type of external periodic review is effectively implemented for undergraduate engineering programmes at least, by the process for renewal of professional engineering accreditation and the associated accreditation panel visits.

Thus, for example, each member of staff and their immediate line manager (head) should have access to **End-Of-Module Surveys** of the participants for each presentation of the module. It is preferred that the surveys would be on a per programme basis at the end of each term or semester (i) so that the students do not suffer "survey fatigue", (ii) so that the line manager has an overall picture of the programme delivery and (iii) so that the full operation of the survey does not depend on multiple individuals all operating the process exactly to specification.

Another useful tool is for each module coordinator to return to their line manager at the completion of the module assessment a brief **Exam Report** on the statistics of the results on their module accompanied by explanations of anomalously high or low marks, groups of marks, averages in continuous assessment, averages in exams, etc. A useful graphical representation in this respect is a scatter plot for each student registered for the module of the student's mark in that module against their average mark in all of the remaining modules taken in that term/semester/year.

The maintenance by each member of teaching staff of a **Teaching and Learning Portfolio** of the above elements, as well as descriptions of teaching and learning initiatives taken and the outcome of these, external examiner's comments on relevant modules or assessment, papers published on aspects of technical education, awards received in recognition of teaching and learning quality, etc, allows the staff member themselves to build up a body of experience and insight that reinforces a high-quality and professional approach to their teaching and learning activities.

5. A complimentary aspect of the onus of professionalism and high-quality expected of the individual member of academic staff is to verify this in some form of **Teaching Quality Evaluation**. Where annual student surveys of teaching might be considered a "light touch" approach to this, a comprehensive process of Teaching Quality Evaluation will be a more extensive and structured examination of the inputs and outcomes of the teaching process. A useful guideline in this respect is the ENQA report on Standards and Guidelines for Quality Assurance in the European Higher Education.

Most Teaching Quality Evaluation (TQE) Processes incorporate the following elements at least:

- Student Evaluation of Teaching (SET)
- External Examiner comments (on assessment and results)
- Peer or Mentor Observation
- Reflective Practice, for example self-assessment through portfolio

To be effective, TQE processes should be regular/periodic, but not so frequent that they become an unproductive burden on the stakeholders involved. An example would be where each lecturer engages in the consultative/review process once every 5 years, with a portfolio of output such as student evaluation of teaching, reflective diaries and external examiner comments collated in the intervening time. This would mean that, say, 20% of lecturers in each teaching unit (faculty/school/department) would engage in the process each year, producing a self-assessment report, which along with the portfolio of evidence would be the focus for a directed discussion with a line manager (e.g. Head of School). The output of this discussion would be the identification of any issues that need to be addressed and a determination on what action, if any, is needed, e.g. further subject area training, or training provided through HR Training & Development units, etc.

Key requirements for the implementation of TQE would include the formulation of

- A Policy on Teaching Quality
- Benchmarks/Evaluation Criteria/Codes of Practice
- Guidelines for Implementation
- Proformas/Templates for assisting stakeholders with key steps in the process.

The development and implementation of TQE would usually be at an institutional level and organised and led by a Quality Control/Quality Development unit.

3.2 Procedures for Data Collection

This section refers to consultation with the beneficiaries of the project (students, graduates, enterprises, teachers, service providers) and includes, for example, questionnaires, focus groups, one-to-one (telephone or personal) interviews and other feedback mechanisms to determine the success of the project at dissemination and training events, such as information days, seminars, thematic workshops, meetings with policy-makers and the success of modules and e-learning materials.

The major principles to be used in all forms of data collection for determination of quality are:

1. Some opportunity is presented for participant feedback at every project event involving participants who are not the project staff from the participating partners, at the conclusions of modules, etc.
2. Participants have the opportunity to provide feedback anonymously if so desired.
3. Participants have the opportunity to opt out of providing feedback if so desired.
4. The gathering of feedback shall be done in a way that is not intended to or likely to bias the data gathered in one way or another.
5. The gathering of feedback shall only discriminate between different participants only in so far as they play different roles in an event or activity.
6. The forms used for feedback are likely to vary significantly between activities. As a general principle, however, there should a responses solicited under the following headings:
   a. Items of good practice in the activity that could be usefully disseminated within the project;
   b. Elements of the activity that could be improved upon;
   c. A free-form section for any other comments.
7. Event/activity organisers and people responsible for their delivery should have access to the results of collated feedback and the right to have inputs appended to the collated results where they feel that this is necessary or useful.

3.3 Selection of Staff, Training Required

The organisation of staff training for specific purposes within the project, such as curriculum development, eLearning materials development, teaching & learning skills development, etc, is normally the role of the organisers of the specific workpackages involved. Reports on these workpackages should refer to how these staff were selected and what training has been provided. There is a specific section (called “Staff (re-)training”) to capture this aspect in the template given in *ANNEX I.1 Report on Implementation of the Deliverable/Workpackage* of this document. This item in the template requests a description of the activities carried out in order to train the staff of the partner country participating institutions, and an outline of the selection criteria for the different groups of people who have participated in the implementation of these activities. The element on selection criteria is flagged as important because of the need to be transparent about the fairness of the approach used.

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4. GUIDELINES FOR PROJECT OPERATION

4.1 Guidelines for E-Database Development

The workgroup involved in WP7, Deliverable No. 20, An Electronic Database for Project Management will report separately on the guiding principles and approaches used in developing the e_Database for the project. The Quality Control workgroup plans to use that report to develop this section for the future reference of other projects.

4.2 Selection Criteria for Staff and Student Mobility

The following deliverables will involve staff mobility: 1, 4, 5, 6, 7, 8, 9, 12, 14, 15, 19 and 22, while student mobility is included in deliverable No. 26. The specific selection criteria will vary from deliverable to deliverable, so it is not appropriate to codify them explicitly here. The guiding principles are

(i) that in all cases the selection criteria should be published within the workgroup responsible for the workpackage *before* the selection process takes place,

(ii) that the selection criteria are actually used in the selection process and

(iii) that the application of the selection criteria is documented in the workpackage papers available to the Management Committee and either internal or external quality control processes.

The objective of this is to ensure fairness in the selection of staff or students for mobility and the avoidance of discrimination on grounds unrelated to the objectives of the deliverable.

Each workgroup leader should prepare a draft of the criteria to be used for selection of staff or students for mobility and circulate it for consultation with all members of the workgroup. The agreed final version of the criteria should be copied to the Quality Control workgroup.

For deliverable No. 19: Management meetings, the selection of staff for mobility (other than management committee members) shall be based on the need for a specific staff member of any of the partner institutions to participate in the development of the biannual progress reports. The staff member is preferred to be a workgroup leader.

4.3 Benchmarks for the Accomplishment of Project Objectives

The Project proposal identifies specific objectives of the project as itemised below. After each item, the benchmark used to confirm accomplishment of the objectives is indicated.

O1. To reform and modernize the existing Yarmouk University Masters programme in Wireless Telecommunications including curricula, teaching methodologies, quality control, and to establish new up-to-date tracks in related areas.

Benchmark 1: A clear documentation of the academic structure and content of the reformed programme, including module descriptions that itemize the principal learning outcomes to be achieved and detail the associated assessment used to measure their achievement. (This corresponds to the output from Deliverable 8 and 10, supplemented by parts of the output generated by Deliverable 9. The description of these deliverables and their methodology include the aspects of modernisation and relevance).

Benchmark 2: The number of local academic staff who have undertaken the professional development associated with Deliverable 7 as a fraction of the total number of staff in the Department.

Benchmark3: Letters of acceptance of the new programmes by the MOHE and MICT (associated with the outcome of Deliverable 24).

Benchmark4: The number of upgraded teaching classroom places and the number of lab stations equipped with modern teaching technologies (associated with Deliverable 28).

O2. To enhance student learning outcomes and skills to meet local market needs and international best practices through the building of technical capacity at YU and local partner institutions.

Benchmark5: The number of academic staff from local partner universities who have undertaken visits under Deliverable 5 to EU partner universities.

Benchmark6: Letters of support from local industry for the reformed programmes.

Benchmark7: The establishment of a quality promotions unit in YU.

Benchmark8: The number of new subjects (modules) introduced in YU and local partner institutions in the Wireless Technology area as a result of this project (in the YU case associated with Deliverable 13). The number of industry-supported projects undertaken by students on the reformed programme.

Benchmark 9 : Partnerships and MOUs with local industrial firms to facilitate mutual projects, provide training, and enhance employees' technical skills.

O3. To converge the YU study programs with the EU educational system with regard to the Bologna process and achieve academic and professional recognition of YU programmes within the EU (which will also contribute to intercultural interaction).

Benchmark 10: The number of mobilities of EU academic staff and trainers under Deliverable 6.

Benchmark 11: A formal declaration by the External Monitoring Committee, supplemented by external experts as required, that the new Masters programme in all aspects (curricula structure, number and contents of courses, ECTS, lab facilities and exercises) satisfies the quality level determined by EU standards. (One of the objectives of Work Package 6)

Benchmark 12: Participation in and successful outcome of an EU-based recognition or accreditation process. (This is a possible extension of Deliverable 24).

Benchmark 13: The number of graduates of the reformed Masters programme who go on to further study or employment within the EU.

O4. To help local project partners to establish and implement their MSc programs in telecommunications engineering at their institutions.

Benchmark 14: Jordanian partner institutions starting the legal process for establishing similar programmes.

Benchmark 15: An increase in the total number of students in the Wireless Technology area across all of the Jordanian partner universities.

Benchmark 16: The adoption of methodologies developed in this project by local partner universities and the number of joint course offered in collaborations between the local partners.

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O5: To help the EU partners to learn more about the needs, capacities and educational approaches of the partner institutions in Jordan, and, to better understand the needs of both local and international industry.

Benchmark 17: The number of academic staff from EU partner universities who have undertaken visits under any deliverable to the Jordanian partner universities.

Benchmark 18: The number of student mobilities to EU partners under Deliverable 26.

Benchmark 19: The number of joint courses(modules) offered in collaborations between the Jordanian partners and EU partners.

4.4. Guidelines/Requirements for Organisation of Project Activities and Workgroups

a. The project activities shall be divided into 3 main groups of activities where each group of activities consists of the activities of each single year of the project lifetime.

b. The assignment of workgroups (WG) for each of the deliverables of each year of the project shall be done at the first biannual meeting of the management committee.

c. In the nomination of staff members for joining workgroups, gender balance shall be respected as far as possible.

d. Each WG shall have a workgroup leader who is responsible for reporting on the activities conducted by the workgroup to the coordinator.

e. Each Workgroup leader should provide a timeline of major activities to be accomplished before the deliverable deadline. This timeline should be provided within two weeks of the deliverable start date (or kickoff meeting).

f. Each WG leader shall provide the coordinator with staff cost requests and mobility request needed for the staff working on his deliverable as described in Article III.

g. The WG leader shall provide the following to the coordinator:
- Signed Minutes of Meetings (MOM)
- The developed material
- Final report on the deliverable
- Signed time sheets for staff cost
- Signed convention forms for staff cost.

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EXAMPLE
USE ONE TABLE PER OUTCOME : ADD AS MANY TABLES AS

Insert the title and reference number as indicated in your project proposal

T... f the outcome:	
I... nd or/performance ... a... oposal	

Insert the indicators of achievement and/or performance as indicated in your project proposal

Insert specific indicators (qualitative and quantitative) which can help to measure the achievement of the activity result

Activities carried out to date for the achievement of this outcome

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement

Activity number as indicated in the application

Insert the activity title as indicated in the project proposal

State where and when the activity takes place

Provide a brief description of the activity

Activities to be carried out for the achievement of the outcome (entire project period: 2 or 3 years)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of progress

Insert specific indicators (qualitative and quantitative) which help measure progresses towards achieving the required result

Proposed changes from the original proposal for the outcome in reference

Describe any change which occurred, compared to the original activity plan in the project proposal

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Table of achieved / planned results

Title and reference number of the work package (WP)	

Indicators of achievement and or/performance as indicated in the project proposal	

Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement

Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress

Changes that have occurred in this result since the original proposal:

Please add as many tables as necessary.

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ANNEX I: Technical reports

ANNEX I.1 Report on Implementation of the Deliverable/Workpackage

Background to the Report

Every Deliverable and every Workpackage in the project is not considered to be finally submitted or concluded until a report in the format below has been supplied to the coordinator and posted in the documentation repository by whatever means is agreed by the Management Committee.

The text below should be considered as guidance material to assist with the completion of the individual sections of the report. The sections themselves are derived from the structure of the Intermediate Report. The material for each relevant deliverable will be aggregated (possibly automatically and with little or no further editing) to form the Intermediate Report and the Final Report for the Project. This should be borne in mind when formulating the responses. The box sizes are an indication of the limit on the amount of text expected in the response to each element. No fixed word or character limits are being imposed, but the boxes should only be enlarged to accommodate descriptions where this is indicated by the needs of the response description provided.

These reporting elements should be reviewed before the commencement of work on a Workpackage or Deliverable so that reporting elements required below can be build into the planning of the associated activities.

Instructions on completing the report

Please provide an overview on **implementation of the deliverable**, by following the instructions below. The material should be textual only, without diagrams.

Overall achievements (*a macrolevel description*)

Please provide a description of the activities carried out since the start of the deliverable and describe to what extent, the results achieved since the beginning of the deliverable, are contributing to the project objectives.

Coherence with the workplan and comments on deviations and modifications

Please write in this section the main changes which have occurred compared with the original project proposal. (More detailed information is requested in the relevant sections below).

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Obstacles and shortcomings

Please describe any obstacles and/or shortcomings experienced during the period covered by the report and the measures taken by the project team to address them.

Development of programmes and courses

Please provide a description of the teaching/training programme(s) (undergraduate/postgraduate programmes, intensive courses, training modules to academic or non-academic staff, etc.) that the beneficiaries are developing or of the introduction of the new programme(s) and the state-of-play of these developments at the time of submitting the report. If unforeseen changes in the original plans occurred, please describe the type of changes and the measures taken to address them. Please also indicate the activities you plan to carry out before the end of the project. (*Write something against every applicable item in the text*). *If this section is not relevant for your deliverable, please write 'Not Applicable'.*

Restructuring: university management and governance

Please provide information on the institutional changes that the project is introducing in the Partner Country beneficiaries (institutions), the state-of-play of project activities and any changes which occurred compared with the original plans. Please also indicate the activities you plan to carry out before the end of the project. Examples: establishment of new units/faculties, establishment/upgrading of libraries, establishment/restructuring of international relation offices, introduction of reforms to university governance (i.e. decision process, autonomy, accountability). *If this section is not relevant for your deliverable, please write 'Not Applicable'.*

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Staff (re-)training

Please provide a description of the activities carried out in order to train the staff of the partner country participating institutions. Please also provide an outline of the selection criteria for the different groups of people who have participated in the implementation of these activities. Please describe any change in comparison with the original proposal and indicate the activities that you plan to carry out before the end of the work on this deliverable (it it is not already completed). *If this section is not relevant for your deliverable, please write 'Not Applicable'. Note that the element on selection criteria is important because of the need to be transparent about the fairness of the approach used.*

Staff mobility

Please provide an outline of the staff mobility scheme and the selection criteria used for the different groups of people that participate in mobility. Please describe the activities carried out so far, how mobility activities have been organised by home institutions and how mobility helped and/or will help achieve the project's objectives. Information about how the home institutions recognise the mobility should also be provided. If unforeseen changes in your original plan occurred, indicate the type of changes and the measures taken to address them. Please also indicate the activities that you plan to carry out before the end of the work on this deliverable (it it is not already completed). *If this section is not relevant for your deliverable, please write 'Not Applicable'. Note that the element on selection criteria is important because of the need to be transparent about the fairness of the approach used.*

Student mobility

Please provide an outline of the student mobility scheme and the selection criteria for the different groups of students that participate in mobility. Please describe the activities carried out so far, how mobility activities have been organised by home institutions and how mobility helped and/or will help achieve the project's objectives. Information about **how the home institutions recognise the mobility** (credit transfer, double diploma, diploma supplement, etc.) should also be provided. If unforeseen changes in your original plan occurred, indicate the type of changes and the measures taken to address them. Please also indicate the activities that you plan to carry out before the end of the work on this deliverable (it it is not already completed). *If this section is not relevant for your deliverable, please write 'Not Applicable'. Note that the* *element on selection criteria is important because of the need to be transparent about the fairness of the approach used.*

Academic co-ordination and administrative management

Please describe how the **division** of labour is managed between the various beneficiaries, for both academic co-ordination and administrative management. Particular attention should be paid to the description of how this division of labour is managed in areas such as communication and the decision-making process used. Please also **describe (in outline) how day-to-day activities relating to this deliverable are managed**, indicating what kind of administrative support or other support you have received from the beneficiaries (institutions). If you encountered difficulties related to the management of the project (including, for example "sleeping partners") please indicate the type of problems and the solutions found to address them. *The FAQ and the Tempus Project Guidelines will both be useful here. If this section is not relevant for your deliverable, please write 'Not Applicable'.*

Equipment

Please outline the equipment purchased (including model number), explain where the equipment has been installed, who will benefit from it and have access to it and plans for future maintenance (specifying who is responsible for this). Please also describe the activities that you plan to carry out before the end of the work on this deliverable, in relation to the equipment purchased/installed. If unforeseen changes in your original plan occurred, indicate the type of changes and the measures taken to address them. If this entry is not relevant for your project, please write 'Not Applicable'.

Dissemination

Please describe what has been done to disseminate the results of the activities carried out to date, both within the framework of the work on this deliverable, the framework of the project as a whole and outside the project. In particular, you should refer to the key stakeholders and how

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they have been reached, the definition of tasks and the dissemination channels used to make the project results available to larger beneficiary groups. If a web site for this element of the project work has been created or the main website has been added to, please provide the address. If there have been any unexpected positive secondary effects from project activities, please describe them in this section. Please indicate any change which occurred in comparison with the original plans for dissemination and the activities you plan to carry out before the end of the work on this deliverable, to disseminate the project results. *Note that there are EU guidelines on usability and data protection that need to be taken into account for radio programmes, YouTube material, Web Pages, etc. In order to include photographs of individual participants, it is necessary to have written permission or clearly visible warnings. Likewise with names and personal data. The approaches used should be documented here, as well as the channels available for people affected to request changes in their personal data including, its removal from dissemination material. A Dissemination Plan should be drawn up at the beginning of the project and this section may refer to that.*

<u>Sustainability</u>

A project is 'sustainable' when it continues to deliver benefits to the project beneficiaries and/or other target groups for an extended period after the EU's financial assistance has ended. Sustainability may not be relevant for all aspects of a project; in each project some activities or results may be continued, while it may not be necessary to continue others. Sustainability is relevant for issues such as: academic/socio-economic/institutional support (describe the measures undertaken to formalise or institutionalise any links with local non-university partners, to obtain official accreditation of new curricula, etc.), involvement of members from the beneficiaries (institutions)(ownership/motivation), effective management and leadership, active participation of the target group, forecast of needs, availability of resources to continue, making the most of results achieved and a measurable medium/long term impact (long-lasting effects of project cooperation, as well as impact on the beneficiaries (institutions) and target groups). Please explain which of your planned activities and results must be maintained to make your project sustainable. Describe which measures have been taken so far to realistically ensure the continuity of those activities and results beyond the original life- cycle of the project (even when the project is no longer financed by Tempus). Please indicate any changes which occurred in comparison with the original plans and the activities you plan to carry out before the end of the project in order to ensure sustainability.

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Quality control and monitoring

Please describe what monitoring activities the beneficiaries have carried out, in order to assess whether the work on the deliverable proceeds according to the workplan. Please describe the strategy for internal and external evaluation of deliverable results and include measurable quality indicators for progress on this deliverable. In addition to the project results (courses, publications, new institutional structures, etc), you should also pay attention to the project management strategy. In particular, explain what instruments you use to ensure effective quality control (i.e. the Logframe approach, feedback questionnaires for evaluations or surveys, swot analysis, etc.) and who is involved in evaluation (i.e. committee(s), validation commission(s), accreditation board(s), etc.). For external evaluation, please mention the role of independent experts or peer reviewers providing a summary of their evaluation plan and report(s). Please indicate the activities carried out to date, any change which occurred in comparison with the original plans and the activities you plan to carry out before the end of the project.

Gender balance

Please explain to what extent the principle of equal opportunities has been taken into account in the project implementation (i.e. gender analysis carried out, presence of women in decision-making bodies, balanced percentage share of women among the teachers or the enrolled students, etc.). Describe how the project helped to promote gender balance and to identify and address factors influencing gender discrimination. *Note that the requirements in this area apply to stakeholders as well as representatives of partner institutions and participants.*

Any other comment

Please provide in this entry, any relevant information you think might be useful for the assessment of your project's implementation (i.e. synergies with other projects, any support from external environment, networking with professional bodies, etc.).

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ANNEX I.2 Statistics and Indicators

This section aims to gather statistical data and indicators of performance for the deliverable

Main targets

	YES	NO	N/A
Teacher training Please indicate whether your deliverable has links, targets or objectives related to teacher training			
VET Please indicate whether your project has links, targets or objectives related to Vocational Education and Training			

Qualification levels addressed by the project
Please indicate whether your project has links, targets or objectives related to programmes at :

	YES	NO	N/A
- Bachelor level			
- Master level			
- Doctorate level			

Training and mobilities

Enter the code of the partner country concerned
in the first lines and figures in the second and third:
Training of partner country staff and students

Number of academic staff from the partner country's Higher Education Institutions trained/retrained
Please indicate the number of teaching staff (professors, assistants with teaching tasks, etc.) trained and/or retrained to the date of the report submission:

(Country of origin)

	Country Code:	*Country Code:*	*Country Code:*	*Country Code:*	*Country Code:*
Number Male					
Number Female					

Number of non-academic staff from the partner country's Higher Education Institutions trained/retrained
Please indicate the number University administrative staff (librarians, staff from the International Office, IT specialists, etc.) trained to the date of report submission:

	Country Code:	*Country Code:*	*Country Code:*	*Country Code:*	*Country Code:*
Number Male					
Number Female					

Number of staff from the partner country's non Higher Education Institutions trained/retrained
Please indicate the number of staff of non HEI (enterprises, NGOs, Chambers of Commerce, Government, local administration, etc.) trained to the date of report submission:

	Country Code:	*Country Code:*	*Country Code:*	*Country Code:*	*Country Code:*
Number Male					
Number Female					

Number of students from the partner countries who have

	Country Code:	*Country Code:*	*Country Code:*	*Country Code:*	*Country Code:*

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attended programmes/courses developed in the framework of the project

Please indicate the number of students from the partner countries that have been trained and/or retrained in the programmes/courses developed by the project to the date of report submission:

Number Male					
Number Female					

Staff mobility

Number of partner country - EU mobility flows of more than 2 weeks

Please indicate the number of partner country staff mobility flows from the partner country to the European Union to the date of report submission:

(Country of origin)

	Country Code:	Country Code:	Country Code:	Country Code:	Country Code:
Number Male					
Number Female					

Number of EU - partner country mobility flows of more than 2 weeks

Please indicate the number of European staff mobility flows from the European Union to the partner country to the date of report submission:

(Host country)

	Country Code:	Country Code:	Country Code:	Country Code:	Country Code:
Number Male					
Number Female					

Number of partner country – partner country mobility flows of more than 2 weeks

Please indicate the number of partner country staff mobility flows within the same co-beneficiary partner country or between two partner countries to the date of report submission:

(Country of origin)

	Country Code:	Country Code:	Country Code:	Country Code:	Country Code:
Number Male					
Number Female					

Student mobility

Number of partner country - EU mobility flows of more than 2 weeks

Please indicate the number of partner country student mobility flows from the partner country to the European Union to the date of report submission:

(Country of origin)

	Country Code:	Country Code:	Country Code:	Country Code:	Country Code:
Number Male					
Number Female					

Number of EU - partner country mobility flows of more than 2 weeks

Please indicate the number of European student mobility flows from the European Union to the partner country to the date of report submission:

(Host country)

	Country Code:	Country Code:	Country Code:	Country Code:	Country Code:
Number Male					
Number Female					

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Number of partner country – partner country mobility flows

Please indicate the number of partner country student mobility flows within the same co-beneficiary partner country or between two partner countries to the date of report submission:

(Country of origin)

	Country Code:	*Country Code:*	*Country Code:*	*Country Code:*	*Country Code:*
Number Male					
Number Female					

Links to European Higher Education policies

	YES	***NO***	***N/A***

Diploma supplement
Please indicate whether the project contributes to the introduction of diploma supplements in the Partner Country university/ies. For information on the diploma supplement please see: http://europa.eu./comm/education/policies/rec_qual/recognition/diploma_en.html

Adoption of a system based on three main cycles, undergraduate (Bachelor), postgraduate (Master) and Doctorate
Please indicate whether your project contributes to the achievement of the adoption of a system based on three main cycles.

Introduction of double/multiple or joint degrees
Please indicate whether in the framework of your project the institutions involved plan to develop/issue double/multiple or joint degrees.

Establishment of an ECTS system
Please indicate whether your project contributes to the introduction and/or development of the European Credit Transfer System at the co-beneficiary partner university(ies). For information on ECTS: http://europa.eu/comm/education/programmes/socrates/ects/index_en.html

Promotion of quality assurance procedures at institutional or national level
Please indicate whether the project contributes to the enhancement of the Partner Country university/ies' quality assurance strategies. For information on the 'Standards and guidelines for quality assurance in the European higher education area' : http://www.bologna-bergen2005.no/Docs/00-Main_doc/050221_ENQA_report.pdf

Qualification frameworks
Please indicate whether the project contributes to developing of national qualifications frameworks and implementation at university level. For information on the European Qualification Framework, please see: http://ec.europa.eu/education/lifelong-learning-policy/doc44_en.htm

Lifelong learning policies and approaches
Please indicate whether your project contributes to developing lifelong learning approaches
For information on Life Long Learning European policy: http://ec.europa.eu/education/lifelong-

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learning-policy/doc28_en.htm

Modular curriculum structure
Please indicate whether your project contributes to the promotion of modular curriculum structure.

New teaching and learning methods
Please indicate whether the project contributes to the development of new teaching/learning methods at the Partner Country university/ies.

E-Learning
Please indicate whether the project contributes to the development of an e-learning strategy at the Partner Country university/ies.

University/Enterprise cooperation
Please indicate whether the project plans to encourage co-operation between the Partner Country university/ies and the private sector.

Links between the labour market and degree programmes
Please indicate whether the new/restructured curriculum/curricula responds directly to the needs of the local and national labour market through internships, intensive training in the field, etc.

Links with other EU education programmes
Please indicate whether your project is directly linked to other EU education Programmes (other than Tempus) such as Erasmus Mundus or the Life Long Learning Programme. For information on the EU educational programmes, please see: http://ec.europa.eu/education/index_en.htm
If yes, please indicate with which EU educational programme your project is linked:

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ANNEX II: Financial Reporting and Meeting Reports

This annex presents the various forms that are required in the financial operation and reporting process of the project. These include the following:

1. **Staff Cost Request Form**
2. **Mobility Request Form**
3. **Equipment Request Form**
4. **Cash Flow – Staff Table**
5. **Cash Flow – Travel Table**
6. **Convention for Staff Costs**
7. **Staff Timesheet Template**
8. **Mobility Report for travel costs and costs of stay**
9. **Statement Of The Costs Incurred**
10. **Template For Minutes Of All Project Meetings**

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ANNEX II.1 STAFF COST REQUEST FORM

Date:
Deliverable No.:
Workgroup Leader Name:

Del. N°	Partner N°	Country code	Institution	Staff Name	Conv. Ref No	Cat.1		Cat. 2		Cat.3		Cat.4		Total Staff costs (€)
						No. of days	Rate (per day) (€)	No. of days	Rate (per day) (€)	No. of days	Rate (per day) (€)	No. of days	Rate (per day) (€)	

- Please add rows as required

Signature Date

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Partner Ref. N°	Short name of the organisation	Country code
1	YU	JO
2	GJU	JO
3	HU	JO
4	DCU	IE
5	QMUL	UK
6	UPV	ES

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ANNEX II.2 MOBILITY REQUEST FORM

Date:
Deliverable No.:
Workgroup Leader Name:

Deliverable Ref. N°	Origin		Destination		Reason of Travel	Staff Name	Conv. Ref. No.	Travel Date	
	Country Code	Institution	Country Code	Short name				From	To

- Please add rows as required

Signature Date

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ANNEX II.3 EQUIPMENT REQUEST FORM

Date:
Deliverable No.:
Workgroup Leader Name:

Deliverable Ref. N°	Nature, type and specifications of the item	Beneficiary Institution (Short name)	Country Code	VAT and Taxes * (€)	Equipment purchase costs (€)	Transport and installation costs (€)	Maintenance and insurance costs (€)	Equipment Costs Total (€)
					(excluding VAT and taxes)			
1								
2								

- Please add rows as required

Signature Date

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ANNEX II.4 Cash Flow – Staff Table [THIS IS A PLACEHOLDER FROM ANOTHER PROJECT]

Project Partner staff costs						Exchange rate*							I reporting period April - September 2009	
	Results/activities	Person	No hours	hourly rate	Total staff costs	Amount spent up to this repo-rting period	Amount spent this reporting period						Total amount spent to date	Balance remaining
							April 2009	May 2009	Jun 2009	July 2009	August 2009	September 2009		
1.	**Four Collaborative Training Centres (CTC) are established**				**2620**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**2620,00**
1.2	Re-training for staff	Act.1.2, ac.staff, Re-training of WBC staff, 80 hours x262/8 EUR	80	32,75	2620	0,00							0,00	2620,00
3.	**Model for university-enterprise cooperation developed …**				**6108**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**6107,50**
3.1	Analyze the EU models for cooperation in the knowledge triangle	Act.3.1, ac.staff, Analyze EU model, 15hours x 4months x349/8 EUR	60	43,625	2617,5	0,00							0,00	2617,50
3.2	Develop, assess and adopt the new regional model of cooperation	Act.3.2, ac.staff, Dev.Ass.Ad. model, 20hours x 4months x349/8 EUR	80	43,625	3490	0,00							0,00	3490,00
4.	**Training/service needs identified and trainers/service providers…**				**3055**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**3055,00**
4.1	Training/service needs analysis (TSNA)	Act.4.1, ac.staff, TSNA methodology, 20hours x 4months x349/8 EUR	40	43,625	1745	0,00							0,00	1745,00
4.2	Selection and re-training of trainers and service providers	Act.4.2,ac.staff, Re-training of trainers and ser.prov., 80 hours x262/8 EUR	40	32,75	1310	0,00							0,00	1310,00
5.	**Programme of vocational training, industrial fellowship and student practical placement**				**4146**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**4146,25**
5.3	Develop and conduct Industrial Fellowship Progr.(IFP) for graduates	Act.5.3, ac.staff, Develop IFP, 60 x262/8 EUR	60	32,75	1965	0,00							0,00	1965,00
5.4	Develop, adopt and carry out Practical Placement Programme for students	Act.5.4, ac.staff, Develop and cond PPP, 50 hours x349/8 EUR	50	43,625	2181	0,00							0,00	2181,25
6.	**Dissemination**				**2014**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**2013,75**
6.4	Organize three motivational seminars	Act.6.4, EU expert-trainer x 3sem x 30 hours x 179/8 EUR	90	22,375	2014	0,00							0,00	2013,75
9.	**Management of the project**				**6048**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**6048,00**
9.2	Local management on the level of EU partners	Act. 9.2, manager, 3 hours x 36months x 448/8 EUR	108	56	6048	0,00							0,00	6048,00
		TOTAL person costs			**23991**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**23990,50**

* Put in fields I3, J3, K3, L3, M3, N3 applied exchange rate for conversion into Euro the amounts of expenditure in the list of invoices incurred in national currency. The expenditures shall be converted into Euro using the monthly accounting exchange rate of the Commission in force in the last month of the reporting period. (http://ec.europa.eu/budget/inforeuro/index.cfm?Language=en).

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European Commission
TEMPUS

ANNEX II.5 Cash Flow – Travel Table [THIS IS A PLACEHOLDER FROM ANOTHER PROJECT]

Project partner travel costs											Exchange rate*							I reporting period April - September 2009	
	Results/activities	Person	Type travel	No flows	Duration days	Cost stay	Stay costs	Trav.cost/ flow	Travel costs	Total trav. Costs	Amount spent up to this repo-rting period	Amount spent this reporting period						Total amount spent to date	Balance remaining
												April 2009	May 2009	Jun 2009	July 2009	August 2009	September 2009		
6.	**Dissemination**									**4880**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**4880,00**
6.4	Organize three motivational seminars	1 EU expert trainer	EU-PC	3	4	576	**1728**	400	**1200**	2928	0,00							0,00	2928,00
6.6	Organize three brockerage events	1 EU academic staff	EU-PC	2	4	576	**1152**	400	**800**	1952	0,00							0,00	1952,00
9.	**Management of the project**									**5746**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**5746,00**
9.1	Overall project management	1 EU project staff	EU-PC	4	4	576	**2304**	400	**1600**	3904	0,00							0,00	3904,00
		1 EU project staff	EU-EU	2	4	576	**1152**	345	**690**	1842	0,00							0,00	1842,00
TOTAL travel costs										**10626**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**0,00**	**10626,00**

* Put in fields N3, O3, Q3, P3, R3, S3 applied exchange rate for conversion into Euro the amounts of expenditure in the list of invoices incurred in national currency. The expenditures shall be converted into Euro using the monthly accounting exchange rate of the Commission http://ec.europa.eu/budget/inforeuro/index.cfm?Language=en.

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ANNEX II.6 Convention For Staff Costs

CONVENTION for Staff Costs **Annex 1**

Ref. No… AABB-CC-D ………. **Tempus Project No. ...511074……**

The reference number must correspond to the progressive numbering indicated in the financial statements of the final report

BETWEEN ....
....
Hereinafter "the Institution*"

AND Name: ... .
Address: ....
....
Hereinafter "the Service Provider"

THE FOLLOWING HAS BEEN AGREED:

1. The Institution is a member of the partnership for the above-mentioned project
2. The Institution and Service Provider agree that the Service Provider shall work on this project and perform the following duties during the project's eligibility period

	dd/mm/yy		*dd/mm/yy*		*(No of days)*
FROM		**TO**		**Duration in days:**	

Duties (see Annex 3):	
	Manager
	Researcher, Teacher, Trainer
	Technical staff
	Administrative staff

Please describe the specific duties:
………
………
……………………………………………………………………………………

3. Under no circumstances may salaries and fees exceed local rates of the home country. Fees and salaries should be calculated on the basis of the task performed and not on the status of the person.
4. The cost to be borne by the Tempus grant and/or co-financed is calculated as follows:

Number of days devoted to the project	No of days	
Gross salary/fee per day in EUR (see rates in Annex 3)	EUR	
Total cost (Tempus grant and co-financing) Please indicate in the corresponding financial statement the amount paid by Tempus and the amount that was co-financed.	**EUR**	

5. This agreement does not alter in any way the employment conditions already existing between the Institution and the Service Provider and has been established solely for the purpose of justifying the Staff costs that the Institution will pay from the Tempus grant or will co-finance.

Done in .... on ....

Institution.............................. Service Provider................................

Signature and Stamp of the Institution

* The conventions must be signed by the person concerned, then signed and stamped by the person responsible in the institution where this person is normally employed.

Signature:

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ANNEX II.7 Staff Timesheet Template

Name:	
Deliverable No.:	
Ref. No.: AABB-CC-D	

Date	Start Time	End Time	Total	Task
15-Oct-2010				
16-Oct-2010				
17-Oct-2010				
18-Oct-2010				
19-Oct-2010				
20-Oct-2010				
21-Oct-2010				
22-Oct-2010				
23-Oct-2010				
24-Oct-2010				
25-Oct-2010				
26-Oct-2010				
27-Oct-2010				
28-Oct-2010				
29-Oct-2010				
30-Oct-2010				
31-Oct-2010				
1-Nov-2010				
2-Nov-2010				
3-Nov-2010				
4-Nov-2010				
5-Nov-2010				
6-Nov-2010				
7-Nov-2010				
8-Nov-2010				
9-Nov-2010				
10-Nov-2010				
11-Nov-2010				
12-Nov-2010				
13-Nov-2010				
14-Nov-2010				
15-Nov-2010				
16-Nov-2010				
17-Nov-2010				
18-Nov-2010				
19-Nov-2010				
20-Nov-2010				
21-Nov-2010				
22-Nov-2010				
23-Nov-2010				
24-Nov-2010				
25-Nov-2010				
29-Nov-2010				

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ANNEX II.8 Mobility Report For Travel Costs And Costs Of Stay

INDIVIDUAL MOBILITY REPORT for travel costs and costs of stay **Annex 2**
Ref. No……AABB-CC-D-E……..……Tempus Project No. …………511074.…………………..……
The reference number must correspond to the progressive numbering indicated in the financial statements in the final report

To be completed by each recipient of a mobility grant (Tempus grant and co-financing).
To be returned to the co-ordinator ***together with*** *readable copies of all travel tickets, boarding passes and other supporting documents.*

PERSONAL DATA

Surname:.. Forename: ....
Gender: .... Nationality: ....
Home institution: ....
Staff position/student year of study at home institution: ....
Host institution(s): ....

TYPE OF ACTIVITY FOR WHICH GRANT WAS RECEIVED

Tick as appropriate. If activities were combined, please list them in order of priority

	STAFF		STUDENTS
	Teaching/training assignment of staff		Study period
	Retraining/update activity for staff		Practical placement
	Practical placement		Short intensive course
	Development of academic activities		Student representation
	Short visit for coordination, planning and quality control		
	Short intensive course		
	Dissemination visit		

TRAVEL COSTS AND COSTS OF STAY (Tempus grant and co-financing)	Amount in EUR
▪ Costs of Stay (amount received by the recipient of the mobility grant)	
▪ Travel Costs	
▪ **TOTAL TRAVEL AND COSTS OF STAY (Tempus grant and co-financing)** Please specify in the financial tables in the Final Report the amount declared paid by Tempus and/or co-financed.	

PERIOD SPENT ABROAD:

	(dd/mm/yy)		(dd/mm/yy)		(no. of days)
From:		**To:**		**Duration in days:**	

DESCRIPTION OF ACTIVITY PERFORMED

Please give a brief description of the activities performed during the mobility.

SIGNATURE OF THE RECIPIENT
(date and sign here as proof of receipt)

I hereby declare that I have been reimbursed for the above-mentioned mobility.

Date: Signature:

Ref. No: AABB-CC-D
AA: Institution Short Name (e.g. YU, GJU, HU, DCU, QMUL, UPV)
BB: Workpackage Number
CC: Deliverable Number
D: Last name of staff member
E: Mobility number of staff

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ANNEX II.9 Statement Of The Costs Incurred

Tempus Project: 511074-TEMPUS-1-2010-1-JO-TEMPUS-JPCR

- Column "1. Project Costs" and Column "3. Project Finance": please input the estimated budget of the project as indicated in the Partner Budget table, within Partnership Agreement obtained during Kick off meeting.
- Columns under "2. Project Expenditure to date": please indicate the expenditure made to date (paid directly from the Tempus grant and/or co-financed). The declared amounts must represent AMOUNTS ACTUALLY PAID (meaning that a disbursement has been made) and NOT committed amounts.
- "Bank interest" is to be declared if it represents a significant amount, and must be included in the Final Report (Re. Article II.16.4 of the Grant Agreement).

		1. PROJECT COSTS € Partner budget table	**2. PROJECT EXPENDITURE TO DATE €**		
			Declared Paid from Tempus	**Declared Co-financed**	**TOTAL Declared**
I	Staff costs (incl. replacement costs)				
II	Travel costs, costs of stay and institutional costs				
III	Equipment				
IV	Printing and publishing				
V	Other costs				
VI	Indirect costs[5]				
			Total:	Total:	TOTAL:
TOTAL ELIGIBLE COSTS[6] (A.4)					

		3. PROJECT FINANCE €
A	Co-financing	
B+C	Total from the Tempus	
TOTAL PROJECT FINANCE (A.4)		

Bank interest	

Date and signature of the **legal representative** of the beneficiary institution:

Date: **Signature:**

[5] Indirect costs may not be co-financed (Art. 8.2 Annex IV, Guidelines for the use of the grant).
[6] As indicated in point A.4, first page of the Grant Agreement.

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ANNEX II.10 Template For Minutes Of All Project Meetings

MEETING MINUTES: WPxx-yy-zz

xx: Workpackage number
yy: Deliverable number
zz: meeting number

Date of Meeting: ***(MM/DD/YYYY)***

1. Purpose of Meeting

2. Attendance at Meeting (*add rows as necessary)*

Name	Department / Institution

3. Meeting Agenda

4. Meeting Notes, Decisions, Issues

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Date of Meeting: ***(MM/DD/YYYY)***

5. Action Items (add rows as necessary)

Action	***Assigned to***	***Due Date (MM/DD/YYYY)***

6. Next Meeting

Date: (MM/DD/YYYY)	*11-21-2010*	*Time:*	**11 AM**	*Location:*	
Agenda:					

7. Documents Archived with the Minutes

Document Name	***Description***

ANNEX III: Monitoring Report

<table>
<tr><td colspan="2">Number of project</td><td colspan="2">144684-TEMPUS-2008-RS-JPHES</td></tr>
<tr><td>Visit completed by</td><td></td><td>Signature</td><td></td></tr>
<tr><td colspan="4">1.Project partner information</td></tr>
<tr><td>1.1. Name</td><td colspan="3"></td></tr>
<tr><td colspan="4">2. Visit information</td></tr>
<tr><td>2.1. Location of visit (country, street, number)</td><td colspan="3"></td></tr>
<tr><td>2.2. Date of visit</td><td colspan="3"></td></tr>
<tr><td>2.3. Contact person</td><td colspan="2">Name</td><td>Position</td></tr>
<tr><td colspan="4">3. Summary of progress to date</td></tr>
<tr><td colspan="4">3.1. Summarize progress of activities against the implementation schedule</td></tr>
<tr><td colspan="4">3.2. Summarize progress against specific objective indicators from the logical framework matrix</td></tr>
<tr><td colspan="4">3.3. Is there a risk that the project will fail to meet its key indicators? (if yes, please describe what corrective actions can be taken)</td></tr>
<tr><td colspan="4">3.4. Is there a risk that the Project partner will not be able to spent the all the money according to the Partner budget table?</td></tr>
</table>

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4. Description and status of the activities within project workplan

Generally, is the project proceeding in accordance with the workplan?
Specifically, which activities have not taken place which should have according to the workplan?
What is the level of risk of the project not being completed on time or to the intended standard?

5. Progress against indicators

Outputs	*Indicator*	*Achieved to date*	*Plan to achieve indicator*
Output / Outcome 1	1.		
	2.		
	3.		
Output / Outcome 2	1.		
	2.		
	3.		
Output / Outcome 3	1.		
	2.		
	3.		
Output / Outcome 4	1.		
	2.		
	3.		
Output / Outcome 5	1.		
	2.		
	3.		
Output / Outcome	1.		
	2.		

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6	3.		
Output / Outcome 7	1.		
	2.		
	3.		
Output / Outcome 8	1.		
	2.		
	3.		
Output / Outcome 9	1.		
	2.		
	3.		

6. Finance

6.1. Is the Project partner obtaining all necessary supporting documentation and storing this properly? If not, what action will the Project partner take to rectify the solution?

6.2. Is the Project partner experiencing any problems in terms of cash flow? This includes any problems caused by delays with payment from the UKG?

6.3. Are any underspends or overspends anticipated? For overspends, what is the solution to keep within Partner budget table? For underspends, are there proposals for how this can be used?

6.4. Other

7. Main problems encountered and recommendations

Related to	***Description of problem***	***Project partner Solution/s and/or recommendation/s***

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Procurement/installation		
Development of VMnet network		
Practical placement programme		
Industrial fellowship programme		
Delivery of trainings and services		
Marketing/public relations		
Technical and financial reporting		
Relations with Project coordinator and PST team		
Other		

Report received by the Project partner			
I confirm that I have received and read the monitoring report			
Name		Date	
Scheduled date of next visit			
Personnel to be present from the Project partner			
1.			
2.			
3.			