Certification of linguistic, entrepreneurial and digital skills in the Algerian higher education system (LEADS)

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Quality Assurance Plan

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1. INTRODUCTION

Algeria's higher education system is characterized by its large size, registering more than 400,000 graduates each year. However, the integration rate of graduates into the socio-economic world is still very low. The Minister for Higher Education indicated during a visit on 3 November 2021 that graduate recruitment is at the top of the sector's list of priorities [1].

Various reforms in this area have always been towards the goal of "full making de-employment". Initially, to fill the shortage of qualified personnel in the public sector, followed by liberalization to create wealth generating businesses. The LMD system was established in 2014 to strengthen this training-employment relationship, but it is clear that although it has contributed to the diversification of training opportunities, the latter system is still academic in nature and not very professional. Only 10% of training at Bachelor's level and 6% at Master's level Master's level is vocational[2],[3].

In a long-regulated economy with little room for private initiative, Algerian students seek employment in the public sector and rarely create their own jobs. Public sector saturation has led to alarming unemployment rates. Algeria's Global Entrepreneurship Index of 24.7[4] remains low compared to neighboring countries (Morocco: 29.2, Tunisia:42.4) and developed countries (France:68.5). Work is also affected by the digital revolution. Manufacturers are substituting technology to replace human intervention whenever possible. Technological innovation in the economy means that certain occupations are disappearing, while others are rising. Algeria's economic environment is again not very favorable for this digital transformation. According to the "Network Readiness Index[5]", Algeria has fallen to the 98th place (Morocco is 87th, Tunisia 84th and France 18th). On the other hand, Algerian students also do not want to integrate internationally. Lack of English is a big handicap.

The business world is becoming increasingly digital, networked and delocalized. Students must be equipped with new skills to better fit into this new world of business. Therefore, the LEADS project aims to foster a spirit of initiative and entrepreneurship. According to Euromonitor International, a study on the benefits of English for individuals and society found that only 10 Algerians speak English in urban areas, and this proportion drops to 2% in rural areas (12% and 2% in Morocco; 25% and 5% in Tunisia)[6].

The Ministry of Higher Education and Scientific Research (MESRS) has initiated several measures to promote entrepreneurship. Intensive Language Education Center (CEIL) to facilitate foreign language learning. However, these structures remain little frequented. Therefore, acquiring the skills that will help students integrate into the socio-economic world should be part of their learning, not just an extracurricular activity.

The LEADS project aims to improve the quality of the Algeria's higher education system by enhancing the potential of students, academic, administrative staff and any others involved in lifelong learning in order to increase access to the labor market and society in general. It will work on three fronts: digital, linguistic and entrepreneurial skills.

The LEADS project proposes to create three competencies repositories standardized and endorsed by MESRS and a certification system for these competencies. This project trains academic advisors in each of the three competency areas. MESRS gives them permanent administrative and legal status. These advisors, with the help of European partners, are developing training resources and question banks to create language, entrepreneurship and digital skills frameworks and certification exams.

MESRS adopts formally the competency framework and publishes legal texts governing authentication methods. Courses produced by projects in this region are offered in English and Arabic. Digital Skills courses are introduced at the bachelor first year level, Language Skills courses are introduced at the

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[1] https://www.aps.dz/sante-science-technologie/129842-enseignement-superieur-le-recrutement-desdiplomes-universitaires-en-tete-des-priorites

[2] GOUATI Ahmed, 2019, Réformes universitaires et relation formation-emploi en Algérie. Carrefours de l'éducation/ N°47, JUIN 2019, 211-224

[3] Soraya Sedkaoui, « An Empirical Analysis of the Algerian Entrepreneurship Ecosystem: Entrepreneurship Ecosystem in Algeria", 2019 DOI: 10.4018/978-1-5225-5837-8.ch022

[4] https://thegedi.org/global-entrepreneurship-and-development-index/

[5] https://networkreadinessindex.org

[6] https://www.teachingenglish.org.uk/article/benefits-english-language-individuals-societiesquantitative-indicators-algeria-egypt-iraq

second-year level, and Entrepreneurship Skills courses are introduced at the third-year level. Students who pass a certification exam will receive the Diploma Supplement corresponding to each certified exam. Failure or partial verification of one or more tests may still result in credit through compensation in accordance with the regulations in force, but no additional certification.

Academic advisors train other teachers with a diversity of abilities and paths to cover all areas of training. This project will provide state-of-the-art studio courses to partner's institutions in Algeria and create a multimedia training resource and certification center of high educational value. The project also trains engineers who maintain, manage and customize tools and manage the certification centers. Prior Master and PhD level promotion students who have not benefited from these in-service training courses in their courses, university scientific, administrative and technical staff, and all persons engaged in lifelong learning are eligible for in-service access training resources and register for certification sessions.

As a member of the Steering Committee, MESRS will be actively involved in the project and ensure that it is disseminated to all universities. It supports results by introducing courses created by official training courses and giving legal status to members of the National Accreditation Board.

By testing and adapting good practices to the local context, the LEADS project will contribute to improving the quality of the Algerian higher education system through several aspects:

- Teacher training and improve their skills;
- Stimulating continuous career development and lifelong learning;
- Strengthening the ICT capacity of higher education institutions.
- Will promote international integration by expanding cooperation networks among organizations and exchanging good practices;
- Enhance the digital and language skills levels of students and staff;
- Enhance students' initiative and entrepreneurial spirit;
- Improve the foreign language skills of staff and students for better international integration.

The LEADS project is part of the European Union's initiatives and policies, such as the European Digital Decade, to promote the development of the technical education ecosystem, digital literacy, digital empowerment and digital transformation perspective. It is also inspired by frames of reference developed in Europe: EntreComp for entrepreneurship[7], DigiComp 2.2 for digital[8] or the known Common European Framework of Reference for Languages[9].

The project consortium consists of 11 institutions, ensuring a wide coverage in the main target country, namely, Algeria. The project is coordinated by University of Mostaganem (Algeria), which built the consortium. The partner institutions of the project are as follows:

- Université Abdelhamid Ibn Badis de Mostaganem (Project Coordinator) – Algeria
- Université Djilali Liabed de Sidi Bel Abbes – Algeria
- Université 8 Mai 45 de Guelma – Algeria
- Université Badji Mokhtar de Annaba – Algeria
- Ecole Polytechnique D'Architecture et d'Urbanisme – Algeria
- Université Lounici Ali de Blida 2 – Algeria
- Ministère de l'Enseignement Supérieur et de la Recherche Scientifique – Algeria
- Riga Technical University – Latvia
- University for Foreigners of Siena – Italy
- Kirikkale University – Turkey
- Norwegian University of Science and Technology – Norway

To successfully carry out the specific activities and produce planned deliverables and milestones, as well as to effectively manage the LEADS project as whole, continuous internal and external quality monitoring

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[7] https://ec.europa.eu/jrc/en/entrecomp

[8] https://ec.europa.eu/jrc/en/digcomp

[9] https://www.coe.int/en/web/common-european-framework-reference-languages/table-1-cefr-3.3-common-reference-levels-global-scale

and control will be essential.

The objectives of this document are:
- To outline the quality strategy, approach and process to be used for the project;
- To identify the roles and responsibilities related to project quality assurance;
- To identify the major project management artefacts and deliverables;
- To define the quality assurance and control activities and to plan them throughout the project;
- To support the agreement on project quality requirements and metrics, and the method to evaluate them;
- To specify the methodology, standards, tools, and techniques used to support quality assurance.

2. QUALITY ASSURANCE OBJECTIVES

This Quality Assurance Plan (QAP) represents the quality assurance policy and quality actions (internal and external) planned to be undertaken during the LEADS project. The QAP serves the purpose to raise the project partners' awareness of the importance of high-quality work and enable partners to agree upon criteria for what defines quality in the project across all planned Work Packages (WPs), tasks, and activities.

Project quality assurance aims to ensure that the current project will meet the expected results in the most efficient way and that deliverables will be accepted by the relevant stakeholders. It involves overseeing all activities needed to maintain a desired level of excellence. This includes creating and implementing quality planning and assurance, as well as quality control and quality improvement.

This project will follow the PM2 quality assurance process that comprises the activities related to the identification, planning, execution, and monitoring and control of project quality related activities.

The main project quality objectives are:

- The project's quality characteristics are defined, agreed and achieved throughout the project;
- Quality assurance activities are performed as planned;
- Any non-conformity (or opportunity for quality improvements) is identified and implemented;
- Deliverables are accepted by the relevant stakeholders based on the defined quality/acceptance criteria.

3.   QUALITY ASSURANCE PROCESS

The project quality assurance process comprises all activities (related both to processes and deliverables) that will increase the ability to meet the project expected results identified in the Project Proposal.

The aim of quality assurance in the project is to provide confidence that all requirements from EACEA, tasks and activities outlined in the project proposal, and effective management approaches will be fulfilled throughout the project. Success is going to be assessed against the goals set in the Proposal and activity plans within WPs. We understand quality as achieving the aims; the evidence for which are measurable outputs that we can produce. A thorough documentation of the work scaffolds and ensures this process. Quality assessment of the project includes evaluations of both project inputs and outputs, necessary to ensure the impact and sustainability of the project. The outcomes of every WP in the LEADS project should be seen in the light of the aims set for every WP. In addition, the project management, using such tools as task completion schedules, budget is key for ensuring quality control and assurance. Thus, the project evaluation relies on continual internal (self- and peer- conducted) and external evaluation approaches. The quality assurance aims to ensure that the whole project is manageable, and realized as planned, and that all needed corrections are made so that all project outcomes are successfully delivered.

Quality assurance in the project includes the internal and external evaluation perspectives. This QAP describes how these are implemented throughout the project.

The quality assurance process for this project is comprised of five key steps:

- Define (Project) Quality Characteristics;
- Perform Quality Assurance: setting up procedures to be adhered to in advance to ensure the quality of the outcomes;
- Perform Quality Control: assessment of the quality of outcomes and their adherence to the agreed upon time schedules and financial plans;
- Perform Deliverables Acceptance; and
- Perform Final (Project) Acceptance.

Step 1: Define Quality Characteristics

The purpose of this step is to identify the objectives, approach, requirements, activities and responsibilities of the project's quality assurance process and how it will be implemented throughout the project. These are documented in this plan based on the project objectives, approach, deliverables, expected benefits and resources available (as defined in the *Project Proposal*, and other relevant plans).

The *Quality Assurance Plan* includes the description of the:

- Quality objectives, approach and requirements;
- Quality standards, guidelines, tools, and techniques, e. g. the Quality Review Checklist, the Deliverables Acceptance Checklist, the Gantt Chart, and meeting evaluation forms (Appendix 2, 3 and 4);
- Quality assurance activities and related responsibilities, e. g. Project Review Meetings, regular activities report, self-evaluation forms (Appendix 2), and external evaluator contacting, among others;
- Quality control activities for continuous improvement, e. g. project management artefacts review and quality plans reviews;
- Configuration procedure related to project deliverables,
- Internal bodies formed for the project that are responsible for quality assurance implementation and review.

Any quality activities related to project management artefacts, quality assurance and control activitiesrelated to project deliverables are documented in the *Quality Assurance Plan*.

The *Quality Review Checklist,* the *Deliverables Acceptance Checklist* are the tools that will be used to validate compliance with this plan.

In addition to these above checklists, the following tool will be used: the Gantt Chart, the self-evaluation forms (and reports) and meeting evaluation forms (and reports).

As a continuous quality assurance process is essential for the success of the LEADS project, the implementation of the present QAP started at the beginning of the project in M1 and will be finalized no sooner than at the end date of the project in M36. It is a very important component of a successful work and progress. Setting the QAP at the beginning with clear steps for monitoring and evaluating each WP and activity is time-effective and minimizes potential flaws and repeated work. The effectiveness of the chosen methods will be ensured by evaluating each task in each WP to guarantee the fluent workflow from one task to the next. Piloting the results achieved the project will provide direct feedback from the end users of the project.

Step 2: Perform Quality Assurance

The purpose of this step is to verify the performance and compliance of project (and project management) activities with the defined quality requirements. The quality assurance activities are defined based on the overall project management approach, as described in the *Project Proposal.*

Quality assurance will be performed by evaluating the design of project controls, by confirming that they are implemented, and by assessing their operational effectiveness. These activities will consider the project quality objectives along with the project risks. Quality assurance activities will be performed:

- Internally: by Local Project Teams (LPTs), a Project Management Team (PMT); and
- Externally: by a Quality Review Group (QRG), a Steering Group (SG), and an external quality assurance expert.

The results of the quality assurance activities will be documented in the relevant quality and status reports.

Quality assurance will be implemented in all parts of the project, based on a close monitoring of ongoing activities. The project coordinator and the WP 5 leader will follow all the activities and monitor the progress. Upon completion, the coordinator and the WP 5 leader will evaluate results against the specifications in the QAP. The quality assurance will be implemented on six levels: the institution, the specific WP, the project coordinator, PMT, the Project Steering Group, and the external quality assurance expert, who will evaluate the overall impact and effectiveness of the project outcomes.

Step 3: Perform Quality Control

The purpose of this step is to monitor and consolidate results from the quality assurance activities in order to assess compliance and performance, recommend necessary changes, and plan new or refine existing quality assurance activities. Quality monitoring and controlling is performed throughout the project by the WP5 Leader.

The *Quality Review Checklist, the Deliverables Acceptance Checklist,* and the Gantt Chart will be used by the WP5 Leader for evaluating the quality control activities and to validate compliance with the plans in terms of scope, time, cost, quality, project organization, communication, risks, contracts, and client satisfaction. Additionally, the WP5 Leader will summarize and document the *Quality Review Checklist* findings, their impact, recommendations along with any remediation/improvement actions.

When controlling and verifying the adequacy of project quality assurance, the WP5 Leader will consider all events that may influence adversely or favorably the achievement of project objectives and

refine the *Quality Assurance Plan* and the Gantt Chart accordingly. Moreover, the Project ManagementTeam (PMT) will determine the effectiveness of project processes, look for potential improvements in processes efficiencies, analyses measurement results and their effectiveness. Based on the above mentioned analyses and decision, the WP5 Leader will develop *Quality Review Reports* with the consolidation of the results and recommendations.

The results of the quality assurance activities will be used for improving the quality of project activities and so they may generate change requests for corrective or preventive actions, or updates in project documentation.

After the identification of all non-conformities or opportunities to improve, the Project Management Team (PMT) will elaborate/validate recommendations and establish action plans, consulting the relevant stakeholders.

Actions may result in change requests, identification of new risks and issues, re-scheduling activities or adding new activities to the Gantt Chart. It can also identify training and resources needs, additional quality assurance activities, among others. These actions will identify which project documentation should be updated. All these actions will be incorporated (at least the most effort/cost consuming ones) into the Gantt Chart, in order to have a consolidated view of all project related activities.

Furthermore, this step also comprises the review and validation of each project work package (defined in the *Project Proposal*). If results are compliant with project quality requirements, the Project Coordinator (PC) will obtain approval on the outputs produced in each phase-gate, based on the defined criteria. The Gantt Chart is used to support each WP completion review.

All changes to the *Quality Assurance Plan* and *Deliverables Acceptance Plan* will be agreed by the Quality Review Group (QRG) and approved by the Project Steering Committee (PSC).

### Step 4: Perform Deliverables Acceptance

The purpose of this step is to obtain formal approval from the Project Coordinator (PC) for each project deliverable. It comprises the verification if deliverables meet the predefined objectives and set of criteria defined in the Project Proposal and the Gantt Chart, so that the Project Coordinator (PC) can formally accept them, in the Deliverables Acceptance Note.

The *Deliverables Acceptance Checklist* supports the monitoring of the status of all activities that are pre-condition to the delivery of project outputs to the WP5 Leader and Project Coordinator (PC) and the formal acceptance from them. Project deliverables are accepted if the acceptance activities (as described in *the Deliverables Acceptance Plan*) are successfully performed and within the pre-specified tolerances. The Project deliverables may be conditionally accepted even with a set of known issues, provided that these are documented and that there is a plan for addressing them.

Step 5: Perform Final Acceptance

The purpose of this step is to manage the final acceptance of project deliverables and to perform the administrative closure of the project. The final acceptance is obtained from Project Coordinator (PC), through a formal Project Acceptance Note.

Before to the formal project sign-off, the Project Coordinator (PC) should report on project performance in the Project-End Review Meeting and develop the *Project-End Report*. This report should summarize project performance throughout project lifecycle and describe the main risks, issues, constraints, opportunities and lessons learned identified along the project. It can also identify stakeholders' satisfaction level based on questionnaires or other type of feedback. The pitfalls, best practices and solutions implemented should be maintained in a project repository, accessible for future projects.
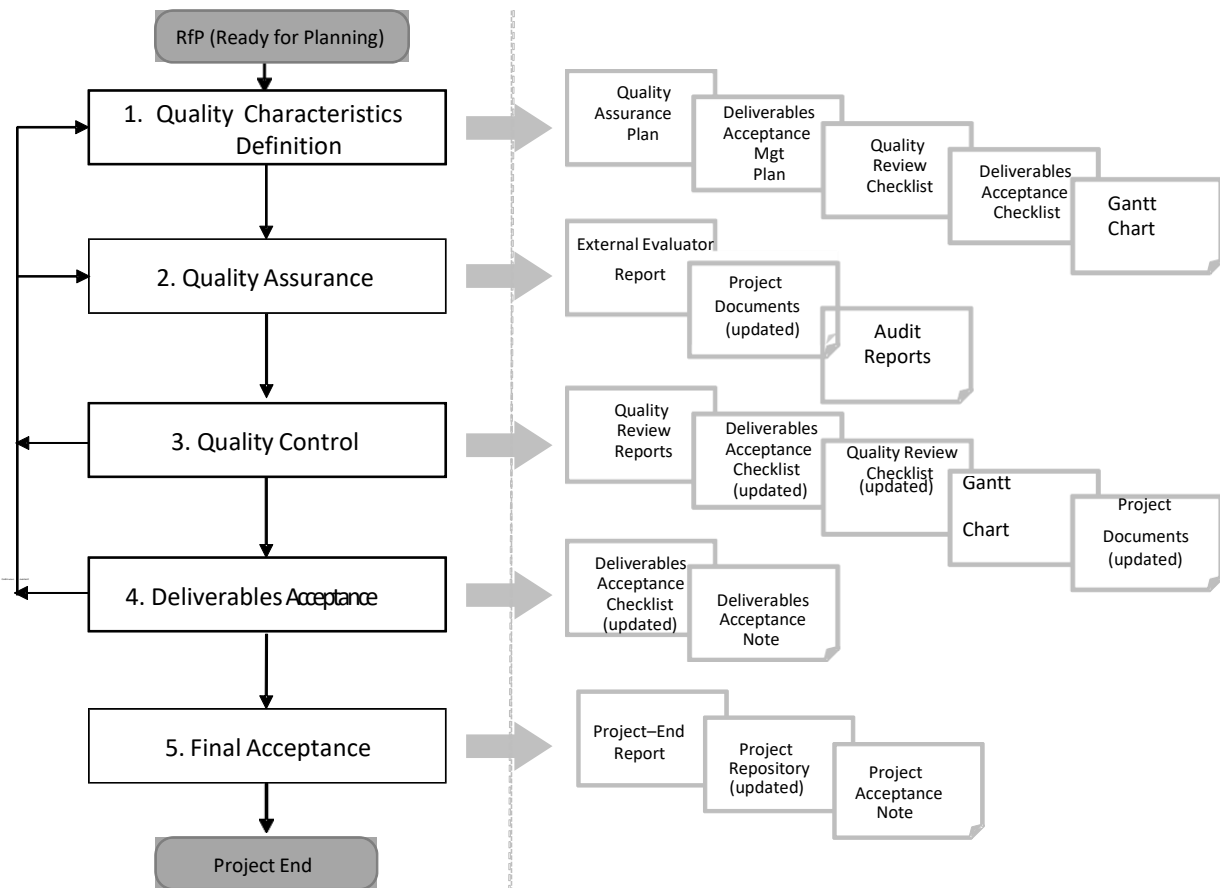
The administrative closure of the project includes updating, reviewing, organizing and archiving all project documentation and records, with the help of the Project Coordinator institution (University of Mostaganem). It also comprises the release of project resources, the final project acceptance and the communication of project end to the relevant stakeholders. The Gantt Chart will be used to validate the completion of project activities.

3.1. Quality Assurance Roles and Responsibilities

The following RASCI table defines the responsibilities of those involved in quality assurance:

RAM (RASCI)	WP5 leader	PMT	QRG	SG	PC
Quality Assurance Plan	YES	YES	NO	NO	YES
Deliverables Acceptance Mgt Plan	YES	YES	NO	NO	YES
Perform Quality Assurance	YES	YES	YES	YES	YES
Perform Quality Control	YES	YES	YES	YES	YES
Perform Deliverables Acceptance	YES	YES	YES	YES	YES
Perform Final Acceptance	YES	YES	YES	YES	YES

The consortium has agreed on methods ensuring the quality of the project management and the progress of the project throughout the project's lifetime.

The Project Coordinator (PC) is ultimately answerable for the correct and full completion of the quality assurance activities. Moreover, the Project Coordinator (PC), supported by the WP 5 Leader (WP5_L), is accountable for scheduling the acceptance activities and ensuring that they are performed according to the plan.

The WP 5 Leader (WP5_L) is also responsible for performing quality control throughout the project under the supervision of the Project Coordinator (PC).

At the start of the project, three types of internal project organizations will be formed:

1.   Local Project Teams (LPTs) that include a local coordinator and key persons. It is responsible for carrying out the tasks assigned to a specific partner organization.

2.   A Project Management Team (PMT) that consists of a project coordinator and all local coordinators. PMT is an executive body of the project and will plan, coordinate, monitor, and evaluate all project activities. PMT prepares a quality plan, writes up and follows a detailed GANTT chart, chooses the project quality evaluation tools and procedures, monitors and reports the quality of major milestones of the project, conducts monitoring visits and contacts.

3.   A Quality Review Group (QRG) that is a governing body consisting of representatives from all countries (1 person per institution), representing different types of external actors (senior level: university administrations, stakeholders, etc.). It will monitor the project progress, assess activity outcomes, and advise on decisions – to sum up, it will overview the project's quality.

The highest decision -making body in the project will be PMT, consisting of the Project Coordinator and Controller from RTU and Team Leaders from each partner organization. At the beginning of the project, they will decide upon a detailed schedule for their meetings, following the principle of annual meetings. There will be 5 general meetings organized. PMT will work on the revision of the project plan, including work breakdown structure, schedule, budget, communication plan, and risk management, when necessary. The content of the project plan content will be discussed and adjusted according to the needs at the project meetings. In addition to face-to-face meetings, online remote meetings will take place at least 2 per month. At the start of the project, a project management and quality plan will be developed. PMT prepares a quality plan, writes up and follows a detailed GANTT chart, chooses the project quality evaluation tools and procedures, monitors, and reports the quality of major milestones of the project, conducts monitoring visits and contacts. For each WP and deliverable, the plan should specify the activity to be taken, objective, expected outcome, responsible and participating partners, task period, deadlines for completion, and deadlines for reporting.

The main responsibility for the quality control and monitoring to ensure the overall quality of the project's major milestones, described in detail within the WP5 – "Quality Assurance", lays within the responsible institution – the Riga Technical University (Latvia) - and with each separate WP/activity leaders. As a leader of the quality assurance process, RTU collects regular feedback from all partners, organizes QRG, writes up the evaluation summaries, conducts the final evaluation of the project, and writes up the final quality report. QRG will overview the project's quality by monitoring the project progress, assess activity outcomes, and advise on decisions. RTU visualizes the realization of the different tasks with a detailed Gantt chart – including WPs, deliverables, milestones, and main actions (see supplement A). The new visual version of progress will be released 2-3 times a year.

The Project Steering Group (SG), comprising administration officials, senior experts in project management, and other representatives not directly involved in daily project activities, will function as a governing and quality control body. It will ensure that all WPs are proceeding as planned and monitor that the project team ensures the high quality of the project outcomes. SG will meet every 6 months, cooperate closely with PMT, and check if the quality plan is effective and applied through the project's lifetime.

There are some modifications as to the responsibilities of STG, PMT, and QRG as compared with the Project Proposal, as there were some errors in the Project Proposal due to writing errors.

4. TOOLS AND TECHNIQUES

Standard quality monitoring tools will be used for both formative and summative assessment (for a future bureaucratic control purposes). The selected platform is MS Teams, which allows for file upload, announcement posting, and remote meeting organization. A dedicated section for Quality Assurance will be created under relevant sections where all partners can find evaluation results for international and national meetings. All documentation and reporting will be uploaded in the shared LEADS project workspace to ensure high quality work and transparency throughout the duration of the project.

The following techniques will be used for project quality assurance:

- Self-evaluation forms;
- Meeting evaluation forms;
- Project Review Meetings;

The following tools will be used for project quality assurance:

- PM^2 Quality Assurance Plan;
- PM^2 Quality Review Checklist;
- PM^2 Deliverables Acceptance Checklist;
- PM^2 Quality Review Report;
- PM^2 Project-End Report;
- Deliverables Acceptance Note;
- Project Acceptance Note;
- Gantt Chart;
- WP Leader's reports;
- Common workplace created by the project coordinator where all the project materials have been available for the use of partners;
- MS Excel,
- Google Forms.

5. QUALITY ASSURANCE ACTIVITIES

While the quality control within the LEADS project refers to assessing the quality of the outcomes and if they meet the previously agreed upon time and financial plans, quality assurance writes procedures to follow in advance to ensure the quality of the outcomes.

Internal quality assurance includes two parts: a) Quality of the project itself (assessed via a questionnaire completed by project partners, associated partners, and Steering Group committee members who will provide both qualitative and quantitative feedback) and, b) Quality of the deliverables (self-assessment of the project actors, feedback from associate partners, and feedback from lecturers and students participating in the activities).

External evaluation supplements internal evaluation. The aim of the external evaluation is to gaininformation about achieving the original aims of the project, related to its impact on the capacity buildingprocess of higher education in Algeria. The tendering procedure will be used to appoint an external evaluator. Independent project evaluation guarantees an objective evaluation process.

The WP5 Leader (WP5_L) is the overall responsible of the quality assurance activities within the project. The Project Coordinator (PC) is also responsible for scheduling and initiating all formal reviews.

The quality assurance activities will be performed by the WP5 Leader (WP5_L), the Project Coordinator (PC), the Project Management Team (PMT).

Riga Technical University (Latvia), as the institution responsible for quality assurance, shall act as a moderator by activating partners to take part in the self- and peer-evaluation of the project, including workshops and meetings, which in turn will be used for ensuring a continual evaluation. RTU will examine the quality of the project every six months (Appendix. 2 Self-evaluation form), provide quality reviews, and write up evaluation reports. In case of expected problems, identified through evaluation procedures, RTU will ensure that necessary actions are taken to maintain a high quality of the LEADS project.

The quality assurance measures will follow the mechanisms that were laid out in the project proposal.

The quality assurance activities include the following:

- Artefact reviews and approvals;
- Monthly activities report;
- Project Follow-up Meetings;
- Project Review Meetings;
- Project Steering Committee meetings;
- Milestone reviews;
- WP completion reviews;
- Project acceptance review;
- Financial audits;
- Financial reports;
- Deliverables acceptance;
- Self-evaluation forms;
- Meeting evaluation forms;
- Stakeholders' satisfaction questionnaires.

The project quality assurance activities are detailed and scheduled in the Gantt Chart.

The means and timelines for reporting have bene defined and the required templates for reporting have been shared with all partners;

During the kick-off meeting, the project coordinator devoted an entire session to present and explain the financial regulations and reporting requirements, procedures for approvals, and supporting documents. The project timeline plan and work plan were presented and explained as well.

Any changes made during the project realization will be communicated to the coordinator. If the changes will affect the timeline or the work plan, the coordinator will communicate with the European Commission regarding the requests for changes.

6. METRICS

This section includes the quality criteria to be collected and reported during the project, for project artefacts (i.e. project management outputs). Note that the criteria related to project deliverables acceptance are detailed in the Project Proposal, the Gantt Chart, and the Quality Assurance Plan.

During the whole project period, face-to-face (TPM – 3-7 days in duration) or online meetings (up to 1 day), with all participants present, should be held. During every meeting, all the participants have an opportunity to communicate their own ideas to other participants and share information regarding the current phase, contents, andoutcomes of their own WP. All the WP members give constructive feedback and comments. Additional online partner meetings can be always organized if needed.

Criterion Name	Responsible Party	Frequency	Tolerance
Artefacts review (per WP completion)	PC	At WP completion (see Gantt Chart)	No tolerance.
Financial reports from WP Leaders to PC collected, reviewed, and approved	WP Leaders and PC	Every six months	No tolerance.
WP Progress reports to the institution's implementation team	The contact person at each institution, LPT	Monthly	No tolerance.
WP Progress reports to the WP participating institutions	WP Leaders, LPT	Monthly (during each WP duration), and every three months during the lifetime of the project	No tolerance.
WP Progress reports to PC	WP Leaders	Every three months	No tolerance.
WP Progress Meetings performed	HEI Leaders	Monthly	No tolerance.
WP Progress Meetings performed	HEI Leaders and associated partners	Every two months	No tolerance.
WP Progress Meetings performed	PC and WP Leaders	Every three months	No tolerance.
WP Progress All-Partner Meetings performed	LPT	Every six months (5 in total)	No tolerance.
Project Review Meetings performed	PMT	Every two months	No tolerance.
Project Steering Committee meetings performed	SC and PMT	Evert six months	No tolerance.
Milestone reviews executed	WP5_L and PC	Per milestone	No tolerance.
Deliverables reviews executed and approved	WP5_L and PC	Per deliverable	No tolerance.
WP completion reviews executed	WP5_L and PC	Per WP completion	No tolerance.
WP Progress self-evaluation reports collected, reviewed,	WP Leaders, WP5_L and PC	Every six months	No tolerance.

and approved			
Meeting evaluation completed	Meeting participants, WP5_L	After each meeting	No tolerance.
Gantt Chart update	WP5_L	Every six months	No tolerance.
Quality Review Report prepared	WP5_L	Every six months	No tolerance.
Progress report to the project QRG	PMT	Yearly	No tolerance.
External quality assurance expert selected and sub-contracted	WP5_L	Once during the project	No tolerance.
Financial audit	financial department of PC	Yearly	No tolerance.
Stakeholders' satisfaction questionnaires sent, received, and analyzed	WP 6 Leader	Once during the project	No tolerance.

Meeting minutes will be prepared to monitor the progress of the project.

All expenditure supporting documents shall be retained at the Local Teams' institutions during the project and for at least 5 years following the end of the project. Financial departments shall enforce compliance with the ERASMUS+ KA2 regulations and shall prevent any noncompliant expenditure.

The meetings frequency was slightly modified as compared to the Project Proposal, to better reflect the project and participants' needs, based on discussions during the preparations of the OMP, and the meetings during the first 4 months of the project realization.

An external quality assurance expert will be selected and sub-contracted towards the end of the project, and the person responsible will be the WP5 Leader. This is corrected; as it was depicted erroneously in the Project Proposal.

7. QUALITY CONTROL

All partners have mutually agreed upon the objectives of the LEADS (by signing a partnership mandate that is attached to the full project description). The division of WPs was tentatively planned and agreed upon by all the partners during the application process.

During the project remote kick-off meeting in March 2024, the LEADS consortium discussed the roles and responsibilities of 1) partners, 2) WP leaders, and 3) project coordinator. These discussions were a

crucial prerequisite for all phases of the project and facilitated group cohesion as project partners were able to clarify mutual expectations, tasks, and roles.

7.1. Quality Reviews

Project quality reviews will be performed every six months in order to verify that all project plans and processes defined in the Gantt Chart have been created and are executed as planned.

A *Quality Review Checklist* will be used to assess the project's compliance with the planned activities (and related outputs) in domains such as scope, time, quality, project organization, communications, risks, and contracts.

Note that some of the approved (by the Project Coordinator (PC)), remediation or/and improvement actions may also generate *Change Requests* and updates in project documents and plans.

The findings, recommendations and remediation/improvement actions will be consolidated in the *Quality Review Report*.

Every time the Quality Control step is executed, the effectiveness of previous cycle recommendations and remediation/improvement actions should be assessed.

7.2. Deliverables Reviews

The deliverables reviews will be performed per deliverable completion deadline, based on the *Gantt Chart* and *Deliverables Acceptance Checklist*.

The findings, recommendations and remediation/improvement actions will be consolidated in the *Quality Review Report* and reported to PMT and QRG.

The evaluation of the goals and outcomes of the LEADS project is carried out within each WPs. The outcomes are regularly assessed internally and externally.

Table 1. Evaluation of the project based on the goals of the project and the proposal:

Work Package	Lead Partner	Timeline
WP1 – Project Management	Université de Mostaganem (Algeria)	01/12/2023 – 30/11/2026
WP2 – Selection of best practice certification systems	UDL (Algeria)	01/12/2023 - 31/5/2024
WP3 – Training	UNISTRASI (Italy)	01/05/2024 - 31/12/2025

WP4 – Deployment – Exploitation	Kirikkale University (Turkey)	01/05/2024 – 30/5/2026
WP5 – Quality Assurance	Riga Technical University (Latvia)	01/02/2024 – 30/11/2026
WP6 – Dissemination – Sustainability	Norwegian University of Science and Technology (Norway)	01/02/2024 – 30/11/2026

The Deliverables for this activity are quality control reports, including reports of the results at the completion of each WP and follow up on performed activities, conducted on different levels to assure compliance with the timeline and the work plan, meeting the agreed upon outcome standards, and achievement of the project specific objectives and overall goals. Thus, the following are planned:

In WP1 (Management)
1. Management procedures: 29-02-2024
2. Midterm progress report: 31-05-2025

In WP2 (Selection of best practices certification systems)
1. Selection Guide to Certification Systems for Digital, Entrepreneurial. And Language Skills: 31-05-2024
2. Dissemination materials: 31-05-2024

In WP3 (Training of trainers)
1. Competencies frameworks: 31-05-2025
2. Training courses/MOOCs completed: 30-11-2025
3. Questions banks completed: 30-11-2025
4. Regulation texts adopted by MESRS: 31-07-2025
5. Certifying teachers trained: 31-06-2026

In WP4 (Deployment and exploitation)
1. Video-recording studios set up: 31-05-2025
2. Certification centers set up: 31-05-2025
3. Certification sessions running: 31-07-2026

In WP5 (Quality assurance)
1. Quality assurance plan: 31-05-2024
2. Midterm quality report: 31-02-2025
3. Final quality report: 31-07-2026

In WP6 (Dissemination)
1. Public website and social networks pages: 31-05-2024
2. First and second biannual newsletter: 31-12-2024
3. Third and fourth newsletters: 31-12-2025
4. Regional dissemination workshops: 30-06-2026

7.3 Milestones for the project

The following dates apply to each milestone:

MS1: (WP1) : Consortium agreement: 31-02-2024
MS2: (WP2) : Certification best practices guide drafted: 31-05-2024
MS3: (WP2) : Trained reference teachers: 31-01-2025
MS4: (WP4) : Equipment for studio-courses and certifying center acquired: 31-03-2025
MS5: (WP4) : Platform ready to use: 30-11-2025
MS6: (WP5) : Selection criteria for the external expert: 31-08-2024
MS7: (WP5) : External expert recruited: 30-11-2024
MS8: (WP6) : Communication strategy adopted: 30-04-2024
MS9: (WP6) : Material for dissemination workshops ready: 31-07-2024

7.4. Other Quality Control Activities

The quality control measures will follow the mechanisms that were laid out in the project proposal:

● For each institution, the institution's contact person will create a plan for monitoring the activities among the institution's team. The monitoring will involve checking if the team carries out the activities and performs task as outlined in the prepared technical and financial workplan on time. The contact person will also report the progress to the top management along with any anticipated or already existing problems to eliminate them;

● The institution's contact person will communicate with WP leaders the progress of the specific WP. This follow-up will take place every three months;

● Each WP leader will formulate a detailed implementation plan for their specific WP. This plan will be set in accordance with the project GANTT chart, and the plans proposed during all-partner meetings. To follow up on the WP progress, the WP leader will communicate with the contact persons of the institutions participating in the WP for updates. A meeting of all institutions participating in the WP should be held whenever it is needed for the smooth implementation of the activities, requested by the partners or in parallel or regarding the results of the progress reports. Any delays in the implementation of an activity by a participating institution will be promptly reported to the WP leader; the WP leader will support LPT by suggesting a solution, adjust the internal time schedule, and communicate the change, if any, with the other leaders of WP and the project coordinator. This applies to all activities in the project;

● The project coordinator will meet with all partners every six months to coordinate the work plan and execution time. The in-person kick-off meeting will be organized in University of Mostaganem (Algeria), in March 2024. During all-partner meetings, the progress and follow up on the deliverables since the last meeting will be presented and discussed and the action plan will be defined for the coming months. The project coordinator will also meet with WP leaders at least every six months, if the coordinator didn't have the opportunity to meet the WP leaders during other organized meeting. They will receive the financial reports from WP leaders every six months.

● The PMT will meet once a year to review all completed quality control activities.

The consortium of the project will collect documentation and produce reports about different stages of the project. The reporting of the project activities has started with the beginning of the project to gather information from all actors. An experienced team of administrative staff will be responsible for all financial issues, which will enable project partners to concentrate on the implementation of the project activities and creating the planned substantial content.

The plan the partners have agreed upon lists all future activities and deadlines and is available for reference to all actors throughout the course of the project. Enabling an open dialogue and creating an atmosphere of trust among the partners are key elements for achieving high quality outcomes.

To monitor the quality of planning, the coordinator will organize meetings according to a fixed timetable. Individual online-meetings are also possible whenever partners will see them as useful. During the remote meetings, the project progress will be evaluated, and potential problems will be identified.

The project coordinator assures that the work that needs to be done by WP lead partners is done and at the same time offers instructions for partners, organizes the partner meetings, and follows up on the general progress of the project. Through these functions, the coordinator assures that the project proceeds and achieves its objectives on schedule.

Misunderstandings in communication are to be prevented by the means of open communication, and if this fails, problems should be identified at an early stage. Minutes and recordings of the online meetings contain the different viewpoints and final decisions, so partners can check if these align with their own understanding. The coordinator is willing to receive partners' feedback and encourages them to express

their feelings concerning the project actions and communication.

Quality Control Committee:

Partner	First name	Last name
UMAB	Dynamic appointment	
UDL	Dynamic appointment	
U8M45	Dynamic appointment	
UBMA	Cherif	Tolba
EPAU	Dynamic appointment	
ULA	Sabrina	Khelil
MESRS	Sabrina	Chader
RTU	Kārlis	Valtiņš
UNISTRASI	Dynamic appointment	
NTNU	Dynamic appointment	
KU	Dynamic appointment	

8. QUALITY RECORDS

The quality records (evidence that quality assurance activities have been performed) are archived in the project repository, under the WP5 folder. The different versions of the project artefacts(created at each artefact update) will provide evidence of the performance of these activities.

9. RELATED PM² PLANS

Project Proposal

The *Project Proposal* establishes the high-level approach for implementing the project goals, which includes required documentation, standards to be considered and the high-level summary of the quality and configuration management approach. The location of this artefact is referred in the Appendix 1. The Gantt Chart includes a detailed list of milestones, deliverables, tasks, expected output, deadlines for completion and deadline for reporting.

Appendix 1: References and Related Documents

ID	Reference or Related Document	Source or Link/Location
1	Full project proposal document	EC SIGMA platform
2	PM², Project management methodology guide	https://op.europa.eu/en/publication-detail/-/publication/0e3b4e84-b6cc-11e6-9e3c-01aa75ed71a1
3	LEADS project online site	http://leads.univ-mosta.dz/
4	EC Erasmus+ Programme Guide	https://erasmus-plus.ec.europa.eu/erasmus-programme-guide

APPENDIX 2: SELF-EVALUATION FORM

Date:	
Country:	
Name of the partner:	
Name of the evaluator:	

1. Evaluation of your own work

What tasks have you been working on in the past 6 months?

	Description of the task
1	
2	
3	

2. Evaluation of communication

What is your opinion about the quality of communication in the project?

	Excellent	Good	Fair	Poor	N/A
Overall impression of the collaborative communication					
Communication in remote meetings					
E-mail communication					
Communication about tasks (content-related)					
Communication about the realization of work tasks					

What is your opinion about the frequency of communication in the project?

	Excellent	Good	Fair	Poor	N/A
Satisfaction with the frequency of the communication in the project					

3. Potential risks

What are the present and potential risks for the project from the point of view of your own organization?

4.   Administrative and financial issues

Have you experienced any problems in the administrative and the financial management of the project?

5.   Collaboration and results

	Excellent	Good	Fair	Poor	N/A
How do you assess the collaboration experience with the project coordinator?					
How do you assess the collaboration experience with the other partners from Algeria?					
How do you assess the collaboration experience with the other partners from Europe?					
How do you evaluate the outcomes of the project so far?					

Comments (general remarks, suggestions)

APPENDIX 3: KICK-OFF MEETING EVALUATION FORM

Evaluation of the meeting (Kick-off meeting example)

Home Institution: _____

1.	All the information prior to the meeting was delivered in a timely manner	[1] – [2] – [3] – [4] – [5] *Disagree* *Agree*
2.	The issues on the agenda were consistent with the meeting objectives	[1] – [2] – [3] – [4] – [5] *Disagree* *Agree*
3.	The objectives of the meeting were clear and explained well	[1] – [2] – [3] – [4] – [5] *Disagree* *Agree*
4.	The meeting helped me to understand the overall idea and methodology of the project	[1] – [2] – [3] – [4] – [5] *Disagree* *Agree*
5.	Information presented during the meeting was closely related to the project content and its outcomes	[1] – [2] – [3] – [4] – [5] *Disagree* *Agree*
6.	The length of the meeting was appropriate considering the issues discussed	[1] – [2] – [3] – [4] – [5] *Disagree* *Agree*
7.	I got to know all project partners and I can identify their home universities	[1] – [2] – [3] – [4] – [5] *Disagree* *Agree*
8.	All the partners contributed to the success of the meeting	[1] – [2] – [3] – [4] – [5] *Disagree* *Agree*
9.	I had the possibility to express my opinion during the meeting.	[1] – [2] – [3] – [4] – [5] *Disagree* *Agree*
10.	My suggestions were considered.	[1] – [2] – [3] – [4] – [5] *Disagree* *Agree*
11.	I would be able to explain the general concept behind project to colleagues at my home university	[1] – [2] – [3] – [4] – [5] *Disagree* *Agree*
12.	My participation in the meeting allowed me to gain a clear understanding of my university's role in the project	[1] – [2] – [3] – [4] – [5] *Disagree* *Agree*
13.	After the meeting, I have a good understanding about the next steps of the project implementation	[1] – [2] – [3] – [4] – [5] *Disagree* *Agree*
14.	The dissemination plan is clear, and I know what my role in it is	[1] – [2] – [3] – [4] – [5] *Disagree* *Agree*

LEADS logo

APPENDIX 4: MEETING EVALUATION FORM

Evaluation of the meeting

Home Institution: _____

1.	All the information prior to the meeting was delivered in a timely manner	[1] – [2] – [3] – [4] – [5] *Disagree Agree*
2.	The issues on the agenda were consistent with the meeting objectives	[1] – [2] – [3] – [4] – [5] *Disagree Agree*
3.	The objectives of the meeting were clear and explained well	[1] – [2] – [3] – [4] – [5] *Disagree Agree*
4.	The meeting helped me to understand the overall idea and methodology of the project	[1] – [2] – [3] – [4] – [5] *Disagree Agree*
5.	Information presented during the meeting was closely related to the project content and its outcomes	[1] – [2] – [3] – [4] – [5] *Disagree Agree*
6.	The length of the meeting was appropriate considering the issues discussed	[1] – [2] – [3] – [4] – [5] *Disagree Agree*
7.	All the partners contributed to the success of the meeting	[1] – [2] – [3] – [4] – [5] *Disagree Agree*
8.	I had the possibility to express my opinion during the meeting.	[1] – [2] – [3] – [4] – [5] *Disagree Agree*
9.	My suggestions were considered.	[1] – [2] – [3] – [4] – [5] *Disagree Agree*
10.	I would be able to explain the general concept behind project to colleagues at my home university	[1] – [2] – [3] – [4] – [5] *Disagree Agree*
12.	My participation in the meeting allowed me to gain a clear understanding of my university's role in the project	[1] – [2] – [3] – [4] – [5] *Disagree Agree*
13.	After the meeting, I have a good understanding about the next steps of the project implementation	[1] – [2] – [3] – [4] – [5] *Disagree Agree*