Erasmus+ Project

Mobilising university-community resources through SL(M) for the inclusion of migrants/refugees

[2022-1-ES01-KA220-HED-000087650]

Quality Management Plan 2022-2025

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DOCUMENT CONTROL INFORMATION

Document title	**Quality Management Plan**
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DOCUMENT REVIEW AND APPROVAL

The quality plan must be approved by the Project Committee[1].

Name	Role/Institution	Action (Approve/Revise)	Date
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Mar Lorenzo Moledo	USC (Spain)		
Xabier Rodríguez Orosa	ACCEM (Spain)		
Lorraine Tansey	UGalway (Ireland)		

[1] *Note*. All of the approvals are required. Records must be maintained of each approval. All reviewers in the list are required unless explicitly marked "Optional".

Alessia Maria Aurora Bevilacqua	Universitá di Verona (Italy)
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DOCUMENT HISTORY

The document authors are authorized to make the following types of changes to the document without additional approval:

- Editing, format and spelling correction.
- Clarifications.

To request a change to this document, contact the authors or the project coordinator.

The changes to this document are summarized chronologically in the table below:

Version	Date	Created by	Brief description of changes
0.1	18/01/2023	Quality Group	Draft of initial ideas and organization of information
0.2	01/02/2023	Quality Group	Definition of structure
0.3	17/02/2023	Quality Group	Initial version
0.4	22/02/2023	Quality Group	Clarification of procedure
0.5	28/02/2023	Mar Lorenzo Moledo	Revision and clarification of operational mechanics
0.6	05/03/2023	Miguel A. Santos Rego	Minor modifications

1. INTRODUCTION

This Quality Management Plan is part of the Erasmus+ Project *Mobilising university-community resources through SL(M) for the inclusion of migrants/refugees.* The project is based on migrants/refugees, university teachers, and university students in Europe working together to identify needs, plan actions, and become involved in a process of reciprocal social and educational innovation using service-learning methodology (SL). The project will take place in Spain, Ireland, and Italy, and aims to reinforce the social aspect of the university, and strengthen communication networks with civil society, seeking to improve the process of social inclusion for migrants/refugees.

The Plan defines the project quality management approach, explains the quality requirements, and the processes to follow during the project to ensure and control its quality, as well as the distribution of responsibility between the members of the project team. In short, this document aims to be a guide to ensure that all the activities, products, and results meet quality criteria and fit with the project objectives.

This Quality Management Plan uses *The PM^2 Project Management Methodology Guide 3.0.1* as a reference, because collaborative projects such as *Mobilising university-community resources through SL(M) for the inclusion of migrants/refugees* need to follow systematic processes, from project design through to evaluation and dissemination.

Hence, in order to be able to comprehensively follow the work done by all project members (USC, ACCEM, *University of Galway*, *Universià di Verona*, and Glocal Factory) in such a way that will help make decision making, a document is needed that defines the mechanisms, criteria, evidence, and qualitative and quantitative indicators to be monitored which will help ensure high levels of quality. This will comply with the commitments to the Spanish Service for Internationalization of Education (SEPIE) and the European Commission. The Plan may also help boost the confidence of its potential audience in light of the guarantees it offers for control of the project processes and products.

The objectives of the current document are to:

- Describe the project quality management system, considering the commitments to SEIPIE and the European Commission.
- Establish the quality strategy, approach, and processes for the project.
- Define the methodologies, tools, and techniques to support quality management.
- Describe and plan the activities for assuring and controlling quality during the project.
- Identify the roles and responsibilities linked to the project's quality management.
- Give team members a guide for ensuring compliance with defined quality standards.

2. QUALITY MANAGEMENT OBJECTIVES

The main objective of the project's quality management is to ensure that the expected results

are achieved efficiently and that the deliverables are accepted by the interested parties.

This plan will follow the PM^2 quality management process, covering planning, execution, monitoring and control of the activities associated with the quality of the project.

The process of Quality Management will run in parallel with the project. Its main objectives are to:

- Define and achieve the characteristics of quality throughout the project.
- Give transparency to the project processes, decisions, and milestones aimed at ensuring quality.
- Ensure traceability of actions and results, and the long-term sustainability of the project results.
- Help ensure that design and planning of project activities and actions considers quality guidelines.

3. QUALITY MANAGEMENT PROCESS

The project's quality management process centres on establishing appropriate procedures, instruments, and resources to ensure compliance with a set of predefined quality indicators for each work package and result/deliverable. To that end, there will be continual monitoring by project members in each of the work packages to ensure the results of the project conform to those pre-established norms and indicators.

As a consequence, this process will improve the ability to achieve the expected results identified in the project proposal and the working documents resulting from that: Work Plan, Project Schedule (Gantt chart), Dissemination and Sustainability Plan, and other important aspects of the project.

Building on this foundation, periodic reports will be produced containing recommendations for continual improvement in project execution and for dealing with any issues that arise.

The quality management process for this project has four basic steps:

Step 1: Define the quality characteristics (of the project)

In this section, it is necessary to identify the approach, objectives, requirements, activities, and responsibilities of the quality management process for the projects, along with the procedure to implement it.

More specifically, the Quality Management Plan covers the specification of the quality approach, objectives, and requirements; the criteria for quality, instruments, and techniques; the quality assurance activities and assigned responsibilities; quality control tasks for continual improvement; and the configuration procedure linking the instruments and the project deliverables.

Step 2: Quality assurance

The aim of this step is to verify the performance and compliance of project activities (and

management) according to set quality requirements. Quality assurance activities should be based on the general approach to quality management and should cover:

- Design of project controls, assessing implementation and operational efficacy (considering the project quality objectives and the risks).
- Compliance with institutional/participating entities' guidelines, along with applicable national and international legislation.
- Quality assurance activities will be both internal (Steering Committee) and external (auditors).

Quality Review Reports will include the results of quality assurance activities, which may involve suggestions for improvement.

Step 3: Quality control

The aim of this phase is to monitor and consolidate the results of quality assurance activities in order to evaluate compliance and performance, accurately recommend changes, and plan new quality assurance activities (or outline the current ones).

Evaluation of quality control activities and compliance with plans will consider aspects such as scope, cost, quality, project organization, communication, risk, and stakeholder satisfaction. The Steering Committee will be responsible for gathering the necessary information to document conclusions, impact, recommendations, and improvement actions, thus improving the Quality Management Plan. The committee will also be responsible for identifying non-conformances (and opportunities for improvement) that will involve producing/validating recommendations and establishing plans of action. This section also covers the review and validation of project work packages (see Table 1).

Step 4: Final approval

This last step is defined considering the management of final project approval, covering the deliverables accepted and how the project is closed administratively.

Before giving final approval to the project, the Steering Committee must report on its progress in the End of Project Review Meeting, and cooperate with project management to produce the Final Report, which must include the progress of the project, the possible risks, incidents, limitations, opportunities, and the levels of satisfaction from stakeholders and participants.

The administrative closure of the project involves updating, reviewing, organizing, and filing all the documentation and records, as well as freeing up resources, final approval of the project, and communicating the end of the project to all interested parties.

4. Quality control and monitoring

The principal instrument to ensure the quality of the project is skilful management. The quality of the results and the deliverables will largely depend on the overall effectiveness of how the project is managed. To that end, the project committee has established a set of points

to hit: distribution of tasks and responsibilities, scheduling, procedure for internal communication and coordination, procedure for monitoring tasks, and the plan for diffusion and sustainability.

The procedure for communication and internal coordination defines the normative framework for the project, establishing the decision-making process, essential to maintain a common line of action. It also establishes tools and procedures for communication that should be used to ensure smooth, regular communication, ensuring that all stakeholders are informed of the project's progress. The following measures have been established:

- The communication and coordination tools in the *Microsoft 365* package will be used to ensure the data protection and confidentiality covered by the agreement with USC.
- Create a specific project email address for each stakeholder, bringing together everyone involved.
- Schedule tasks and activities on a dynamic Gantt Chart so that all stakeholders are aware of the results to achieve. It will also give a clear reference to understand the work streams, show task progress, and monitor the various specific milestones and deadlines for all involved (see Appendix 1).
- Project coordination will monitor internal communication with all stakeholders (see Appendix II). A procedure will be produced for continual monitoring of all team members' tasks. All of the project team members, via those responsible for each work package and members of the Steering Committee, will give regular reports on tasks and activity, presenting a monitoring table with all necessary information (see Appendix III)
- Definition of a structure for document management and distribution though a online repository for the project (*OneDrive*) (See Appendix IV).
- Production and use of a set of templates for deliverables, reports, presentations, and other documents produced within the project. These templates will be in the shared repository (*OneDrive*) and all team members must use them.

In addition, various specialized management groups have been created in the initial project phases to support project activity through a distributed management system. The groups are as follows:

- Steering Committee.
- Quality Group.
- Administrative Management Group.
- Diffusion and Sustainability Group.
- Specific task groups.

Each group plays an essential role in managing quality, although the Steering Committee, made up of a representative from each associated institution and presided over by the Project

Coordinator, is the ultimate decision-making body. The members of the Quality Group will manage quality assurance and control in project execution, defining long term action strategies, making changes where necessary, and responding to incidents in execution of the work packages. The other groups are made up of specialists with competencies in the various functions the groups are assigned.

Table 1. Project work packages

WP	ACTIVITY	ACTION	SCHEDULE	RESPONSIBLE PERSON	DELIVERABLES
WP1	Project management	Steering Committee meetings	Each quarter	Coordinator USC	Web page, logo, printed templates for documentation and presentations.
		Project evaluation meetings	Before beginning each WP		
		Update indicators for each WP			
		Distribution of instrument (project evaluation)			
WP2	Design, implementation and evaluation of a course about SL and migrants-refugees for teachers and students (basic training)	Design a pilot basic training course in SL(M) for students and teachers.	03/10/2022 - 01/03/2023	USC (Coord.), University of Galway, ACCEM, Glocal Factory, Universita di Verona	Design a pilot course about SL(M), with content about: innovation and SL in higher education, and migration and refugees in Europe.
		Implement pilot basic training course in SL(M) for teachers (10h in-person)	01/03/2023 - 01/06/2023	USC (Coord.), ACCEM, University of Galway, Universita di Verona, Glocal Factory.	Training for teachers in SL and migration/refugees. Inclusion of the course in participating universities' training programs. Official certification for all participants..
		Implement pilot basic training course in SL(M) for students (6h in-person)	11/09/2023 - 30/09/2023	USC (Coord.), Universita de Verona, University of Galway, ACCEM, Glocal Factory	Training for students in SL and migration/refugees. Report on university students' awareness and attitudes towards immigrants/refugees in Europe. Official certification for all participants.
		Diagnostic seminar (online)	01/10/2023 - 31/10/2023		Report on inclusion needs of immigrants/ refugees in Europe.

		Evaluation of pilot training course in SL(M).	02/10/2023 - 31/12/2023	USC (Coord.), Universita di Verona, University of Galway	Evaluation report for the course. Validated instruments to evaluate the course. Official certification for all participants.
		Creation of basic SL(M) training course for university teachers and students (online)	02/01/2024 - 01/04/2024	USC (Coord.), ACCEM, Università di Verona, Glocal Factory	MOOC SL(M).
PT3	Design SL(M) projects University-Entity	Design SL(M) projects in various knowledge areas	05/06/2023 - 31/10/2023	University of Galway (Coord.), USC, ACCEM, Glocal Factory, Università di Verona	SL(M) project designs.
		Partnership Day	02/11/2023 - 03/11/2023	University of Galway (Coord.), USC, ACCEM, Universita di Verona, Glocal Factory	Partnership Day for evaluation of projects by experts.
		Open a file for each of the SL(M) projects	06/11/2023 - 27/11/2023	USC (Coord.), Universita di Verona, University of Galway.	Individual files for each of the SL(M) projects.
		Good practice guide	08/01/2024 - 01/04/2024	USC (Coord.), Universita di Verona, University of Galway	Good practice guide (online) in three languages.
WP4	Implementation of SL(M) projects in each community	Implement SL(M) projects	08/01/2024 - 31/12/2024	UNIVR (Coord.), USC, ACCEM, Glocal Factory, University of Galway	SL(M) projects.
		Video of each project being done	08/01/2024 - 31/12/2024	ACCEM (Coord), Glocal Factory	Videos of each SL(M) project.
		Evaluation of execution of each SL(M) project	08/01/2024 - 31/12/2024	UNIVR (Coord.), USC, ACCEM Glocal Factory, University Of Galway	Evaluation report about the implementation.
WP5	Final evaluation of the SL(M) projects	Analysis of university students' awareness and attitudes towards migrants/refugees	13/01/2025 - 30/04/2025	USC (Coord.), UNIVR, University of Galway	Report on awareness and attitudes.
		Evaluation of satisfaction with the project among teachers, students,	03/02/2025 - 07/04/2025	USC (Coord), UNIVR, University of Galway	Report.

		beneficiaries and organizations			
		Analysis of the impact of the SL(M) projects in organizations and migrants/refugees.	03/02/2025 - 07/04/2025	USC (Coord.), ACCEM, UNIVR, Glocal Factory, University of Galway	Report
		Analysis of the impact of the SL(M) projects in the university (students, teachers, management).	08/05/2025 - 09/05/2025	USC (Coord.), ACCEM, UNIVR, Glocal Factory, University of Galway	Report
		Analysis of the contribution of the SL(M) projects to achieving SDGs	03/02/2025 - 07/04/2025	USC (Coord.), ACCEM, UNIVR, Glocal Factory, University of Galway	Report
		Final report on results in each country	19/05/2025 - 02/07/2025	USC (Coord.), ACCEM, UNIVR, Glocal Factory, University of Galway	Final report on results in each country
		International SL(M) conference and final report	01/07/2025 - 31/07/2025	USC (Coord.), ACCEM, UNIVR, Glocal Factory, University of Galway	Hold the international conference and final report
		Rapid Response Volunteers Group	01/07/2025 - 31/07/2025	USC (Coord.), UNIVR, University of Galway	Rapid response volunteers

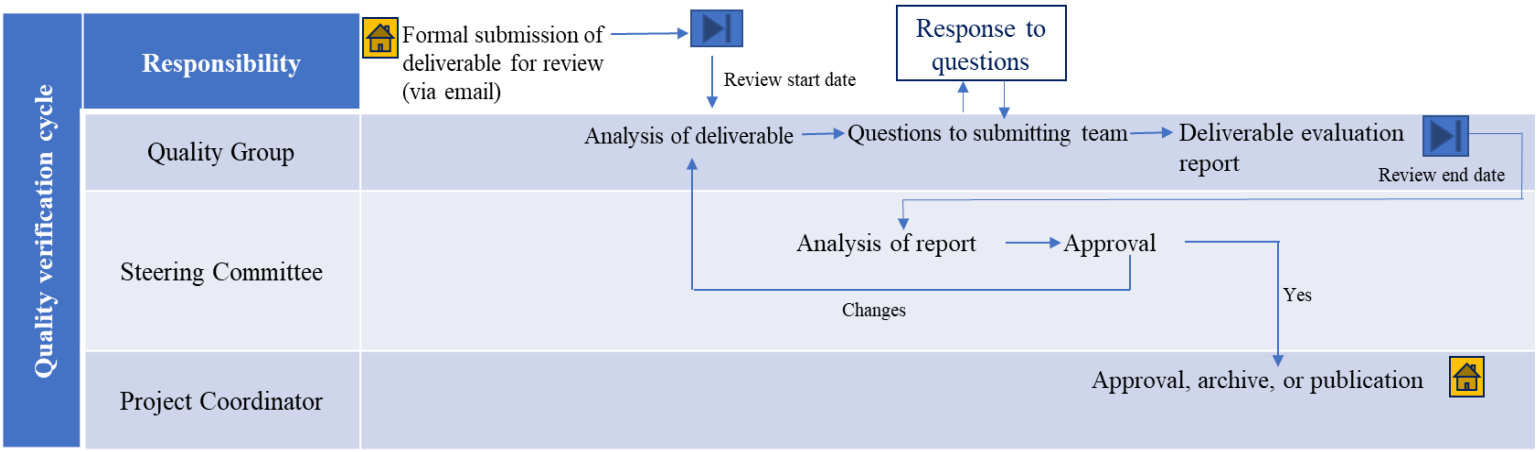
5. QUALITY CONTROL METHODS AND TOOLS

Quality control and monitoring

The flowchart below indicates the responsibilities of those involved in managing the quality of this project.

The Quality Group assesses each of the deliverables, which should be sent by those responsible via email. The group produces a report that is sent for review to the Steering Committee, who may return it with suggested changes or approve it as is. Once the Committee approves the report, it is sent to the project coordinator, who ultimately gives approval and then files it or publishes it on the project website.

Figure 1. Quality verification cycle



In addition, the Steering Committee agrees the quality approach and criteria for the project proposed by the Quality Group, which is responsible for programming the activities for ensuring and approving that the plan is followed. This group is responsible for quality control throughout the project. The Project Coordinator is responsible for approving the deliverables, ensuring availability of resources, and the guidelines for approval.

Quality assurance activities

The Quality Group is ultimately responsible for the activities to ensure project quality, and is also responsible for planning and initiating audits or formal reviews of the project. QA activities include:

- Verification of compliance with government rules and legislation, and project rules.
- Review and evaluation of deliverables, producing evaluation reports.
- Project audits.
- Satisfaction surveys of interested parties.
- Quality Group meetings.
- Attending project monitoring meetings.
- Analysis of quality indicators.

The following techniques and tools will be used to manage the quality of the project:

- Audits.
- Satisfaction surveys.
- Project review meetings.
- Gannt Chart and instruments from the Quality Management Plan.
- Guide to Good practice in inclusion.

- Videos of SL(M) about inclusion projects.
- Final report of project results.
- Evaluation report for each deliverable.
- Formats and templates for the project deliverables and reports.

6. INDICATORS OF IMPACT AND QUALITY

Quantitative indicators

- People involved in the design: students, teachers, professionals from involved organizations, and migrants/refugees.
- Direct beneficiaries of the service: children, young people, adults, older people,…
- Number of participants in the Partnership Day.
- Follow-up of expanding the Guide with new SL(M) experiences.
- Number of teachers and students trained.
- Number of SL(M) projects presented.
- Number of students and migrants/refugees who participate in the projects.
- Number of teachers making requests.
- Number of participating teachers.
- Number of professionals making requests.
- Number of invited professionals who participate.
- Number of students targeted by training.
- Number of certificates issued.
- Attendance level.
- Level of participation in planned activities.
- Level of participation in the course forum.
- Level of satisfaction.
- Number of project team meetings.
- Visibility on social media: specialist web pages, blogs, press, number of downloads/clicks on reports, videos, MOOC, descriptive records and guide, visits to the website, followers on social media.

Qualitative indicators

- Collaboration agreements between universities and social organizations.
- Needs analysis report.
- SWOT analysis.
- Activity on the management platform on the cloud.

Minutes of transnational project meetings and other meetings.

APPENDIX I. Scheduling (Gantt Chart)

Mobilising university-community resources through SL(M) for the inclusion of migrants/refugees

[2022-1-ES01-KA220-HED-000087650]

TIMELINE: 8 — Project Activities — Started activities — % On time — % Delayed — % Complete

WORK PACKAGES (WP)	START DATE	DUE DATE	SCHEDULED START MONTH	TOTAL MONTHS	% PROGRESS	DELIVERABLES
WP 1: Project management	01/09/2022	31/08/2025	1	36	5%	D1.1: Minutes/reports of partners' and with university authorities' meetings D1.2: Appointment of the Monitoring Committee (meeting reports) D1.3: Qualitative and quantitative indicators (evidence of the quality and scope of the project): number of SL projects and students involved, MOOC viewings, photographs, videos downloads, social media followers D1.4: Institutional presentation of the project to the media (press releases and reports) D1.5: Project website and social networks D1.6: Dissemination and Sustainability Plan D1.7: Quality Management Plan
WP 2: Design, implementation and evaluation of a course on SL and migration/refuge for university teachers and students (basic training)	03/10/2022	01/04/2024	2	18	0%	D2.1: Design of a pilot SL(M) training course, including content on: innovation and SL in higher education, and migration and refugees in Europe D2.2: Teacher training in SL and migration/refuge. Inclusion of the course in the training programmes of the participating universities. Official certification for all participants D2.3: Student training in SL and migration/refuge. Report on the knowledge and attitudes of university students towards migrants/refugees in Europe. Official certification for all participants D2.4: Report on the inclusion needs of migrants/refugees in Europe. D2.5: Course evaluation report. Validated instruments to evaluate the course. Official certification for all participants. D2.6: MOOC SL(M)
Activity 2.1: Design of the SL(M) basic training pilot course for students and teachers	03/10/2022	01/03/2023	2	5	0%	
Activity 2.2: Implementation of the pilot basic SL(M) training course for teachers (10h face-to-face).	01/03/2023	01/06/2023	7	3	0%	
Activity 2.3: Implementation of the pilot basic training course SL(M) for students (6h face-to-face)	11/09/2023	30/09/2023	12	8	0%	
Activity 2.4: Diagnostic seminar (online)	01/10/2023	31/10/2023	13	1	0%	
Activity 2.5: Evaluation of the SL(M) basic training pilot course.	02/10/2023	31/12/2023	13	3	0%	
Activity 2.6: Edition of the SL(M) basic training course for teachers and university students (Virtual)	02/01/2024	01/04/2024	17	3	0%	
WP 3: Design of SL(M) university-entity projects	05/06/2023	01/04/2024	10	10	0%	D3.1: Project Design SL(M) D3.2: Partnership Event D3.3: Individual project data sheets for each of the SL(M) projects D3.4: Good Practice Guide (online) in three languages
Activity 3.1: Design of SL(M) projects in different areas of knowledge	05/06/2023	31/10/2023	10	5	0%	
Activity 3.2: Partnership Event	02/11/2023	03/11/2023	15	1	0%	
Activity 3.3: Data sheet for each of the SL(M) projects	06/11/2022	27/11/2023	3	13	0%	
Activity 3.4: Good Practice Guide	08/01/2024	01/04/2024	17	3	0%	
WP 4: Implementation of SL(M) projects in each community	08/01/2024	31/12/2024	17	12	0%	D4.1: SL(M) Projects D4.2: Videos for each SL(M) Project D4.3: Implementation evaluation report
Activity 4.1: Implementation of SL(M) projects	08/01/2024	31/12/2024	17	12	0%	
Activity 4.2: Video of each project development	08/01/2024	31/12/2024	17	12	0%	
Activity 4.3: Implementation evaluation of each project SL(M)	08/01/2024	31/12/2024	17	12	0%	
WP 5: Final evaluation of SL(M) projects	13/01/2025	31/07/2025	29	7	0%	D5.1: Knowledge and attitude report D5.2: Report of the satisfation with the project D5.3: Report of the impact of SL(M) projects on migrant/refugee individuals and entities D5.4: Report of the impact of SL(M) projects on the University D5.5: Report of SL(M) projects to the SDGs D5.6: Final Country Results Report D5.7: International conference and final report. D5.8: Formation of a Rapid Response Volunteers
Activity 5.1: Analysis of knowledge and attitudes of university students towards migrants/refugees	13/01/2025	30/04/2025	29	4	0%	
Activity 5.2: Evaluation of the satisfaction with the project of teachers, students, beneficiaries and entities	03/02/2025	07/04/2025	30	2	0%	
Activity 5.3: Analysis of the impact of SL(M) projects on migrant/refugee individuals and entities	03/02/2025	07/04/2025	30	2	0%	
Activity 5.4: Analysis of the impact of SL(M) projects on the University (students, faculty, institutional management)	08/05/2025	09/05/2025	33	1	0%	
Activity 5.5: Analyse the contribution of SL(M) projects to the achievement of the SDGs	03/02/2025	07/04/2025	30	2	0%	
Activity 5.6: Final Country Results Report	19/05/2025	02/07/2025	33	35	0%	
Activity 5.7: SL(M) International Conference and Final Report	01/07/2025	31/07/2025	35	1	0%	
Activity 5.8: Rapid Response Volunteers Group	01/07/2025	31/07/2025	35	1	0%	

APPENDIX II. Procedure for monitoring internal communication

INTERNAL COMMUNICATION											
WORK PACKAGE	TASK	RESPONSIBLE	DATE SENT	PROJECTED FINISH DATE	RESPONSE FROM PROJECT MEMBERTS					DATE TASK COMPLETED	OBSERVATIONS
					USC	ACCEM	UGalway	UNIVR	Glocal Factory		

APPENDIX III. Procedure for monitoring tasks

	PROGRESS MONITORING TASKS				
WORK PACKAGE	**ACTIVITIES**	**RESPONSIBLE**	**INVOLVING**	**TASKS**	**DEADLINES**

APPENDIX IV. Structure and organization of document management

1. Project Proposal
2. Project Execution
   2.1 Work Packages
      2.1.1 WP1
      2.1.1.1 Meetings
      2.1.1.2 Creation and management of the official website and social networks
      2.1.1.3 Creation and development of the plan for dissemination and sustainability
      2.1.1.4 Management and development of the quality management plan
      2.1.1.5 Steering Committee
      2.1.1.6. Public presentation of the project (press,…)
      2.1.1.7. Deliverables
      2.1.2. WP2
      2.1.2.1 D2.1 Design of the pilot SL(M) course
      2.1.2.2 D2.2 Teacher training course in SL(M) and migrants/refugees
      2.1.2.3 D2.3 Student training course in SL(M) and migrants/refugees
      2.1.2.4 D2.4 Report on the inclusion needs of migrants/refugees in Europe
      2.1.2.5 D2.5 Course evaluation report
      2.1.2.6 D2.6 SL(M) MOOC
      2.1.3. WP3
      2.1.3.1 D3.1 Design of SL(M) projects
      2.1.3.2 D3.2 Partnership Day
      2.1.3.3 D3.3 Records for each SL(M) project
      2.1.3.4 D3.4 Good practice guide
      2.1.4. WP4
      2.1.4.1 D4.1 SL(M) projects
      2.1.4.2 D4.2 Videos for each SL(M) project
      2.1.4.3 D4.3 Implementation evaluation report
      2.1.5 WP5
      2.1.5.1 D5.1 Report on students' awareness and attitudes about migrants/refugees
      2.1.5.2 D5.2 Report on satisfaction with the project
      2.1.5.3 D5.3 Report on impact of SL(M) projects
      2.1.5.4 D5.4 Report on impact of SL(M) projects in the university
      2.1.5.5 D5.5 Report on SL(M) projects' contributions to SDGs

2.1.5.6 D5.6 Report on results per country
2.1.5.7 D5.7 International Congress and final report
2.1.5.8 D5.8 Formation of the Volunteer Rapid Response Group

2.2 Budget control

2.3 Finalized deliverables (publications)

2.4 Timeline

2.5 Monitoring report on Work Packages

2.6 Repository of templates and logo

2.7 Incidents

2.8 Photo gallery

Service-Learning
Migrants/Refugees

Cofinanciado por la Unión Europea

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