Strengthening innovative social entrepreneurship practices for disruptive business settings in Thailand and Myanmar (2020-2023)

Quality Plan

Handbook

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1. INTRODUCTION

The STEPup Project was approved for implementation which will run from 15 January 2020 to 14 January 2023. The implementation of the project is actually the "Execution Phase," as depicted in Figure 1, and is the duration that the project team produces outputs (deliverables) as outlined in the Project Work Plan that truly occupies the most of project lifetime. Embedded in the project work plan is the quality assurance to ensure the efficiency and effectiveness of the project implementation.
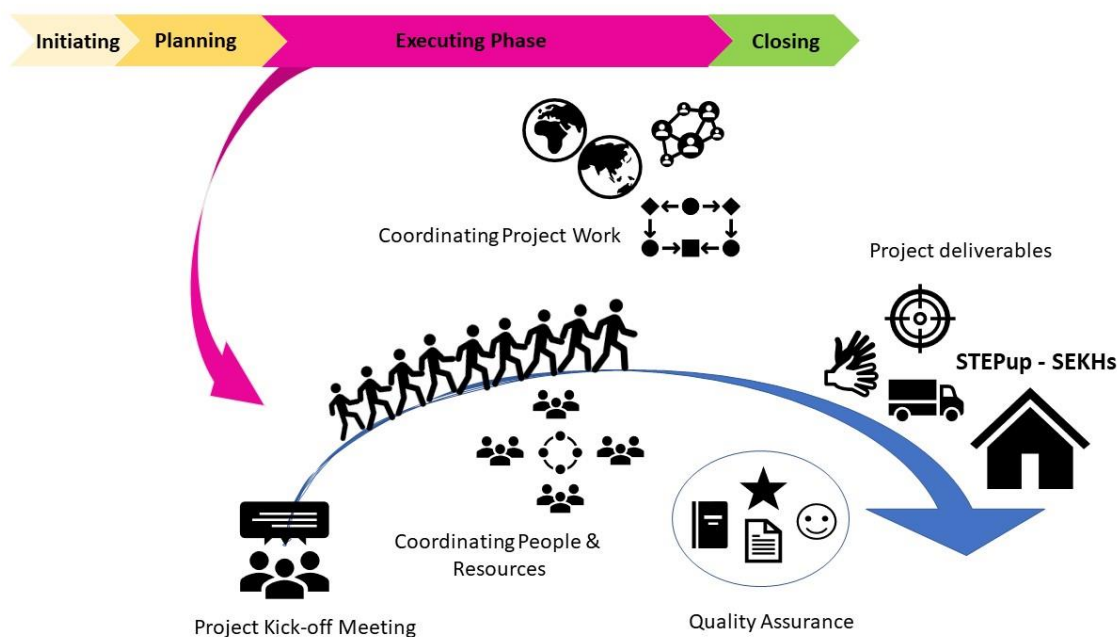

Figure 1. Overview of the Executing Phase (Adapted from PM[2] Project Management Methodology Guide 3.0 (Publication Office of the EU, 2018)

This handbook describes a Quality Assurance Management Plan of STEPup Project. The quality activities are of special importance for the success of project implementation.

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 management;
- To identify the major project activities 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 management.

2. DEFINITION

There are terms that are used in this handbook and the common understanding of these terms are important in order for the project members shall be familiar which are list below.

Project Owner (PO) is composed of partners as in the detailed description of the project.

P1	FH JOANNEUM Gesellschaft mbH	Project Coordinator
P2	Cracow University of Economics	
P3	Breda University of Applied Sciences	
P4	Payap University	
P5	Burapha University	
P6	Prince of Songkla University	
P7	Mahasarakham University	
P8	Mandalay University	
P9	National Management Degree College	
P10	Chiang Mai Social Enterprise Company Ltd.	

Project Manager (PM) is the Project Coordinator

QA and Ethics Board (QAB) is the project QA body composed of representatives of every partner or the internal QAB (IQAB) as listed below. The QAB is chaired by the External Expert.

Partner	Institute	Name-Surname	E-mail
P1	FH JOANNEUM Gesellschaft mbH	Dimitrios Doukas	dimitrios.doukas@fh-joanneum.at
P2	Cracow University of Economics	Justyna Tomala	tomalaj@uek.krakow.pl
P3	Breda University of Applied Sciences	Nicoline de Heus	heus.n@buas.nl
P4	Payap University	Mr. Michael Jack Meallem	meallem@gmail.com
P5	Burapha University	Dr. Karoon Sukwonghong	karoon@buu.ac.th
P6	Prince of Songkla University	Asst. Prof. Dr. Chutima Tantikitti	chutima.t@psu.ac.th
P7	Mahasarakham University	Dr. Sarinya Salangam	sarinya.sa@msu.ac.th
P8	Mandalay University	Prof. Dr. Kalaya Lu	kalayalu1967@gmail.com
		Moe Thida Lwin	thidareynolds@gmail.com
P9	National Management Degree College	Dr San San Myint	sansanmyint@nmdc.edu.mm
P10	Chiang Mai Social Enterprise Company Ltd	Mr.Pairuch Toewiwat	toewiwat@hotmail.com
External Expert and Chairman of QA Board		Dr. Petra Chaloupkova	chaloupkova@ftz.czu.cz

External QA Expert (QAE) is the external contract partner who will chair the QAB and review the quality of project implementation and activities as stated in the project description.

Project activities are those activities stated and described in each work package of the STEPup proposal.

Deliverables are outputs/results/items stated in the STEPup proposal **(detailed description of STEPup project)** for example, 6 SEKHs are established at Thai and Myanmar HEIs.

3. QUALITY ASSURANCE AND OBJECTIVES

Quality Assurance, as described in *PM² Project Management Methodology Guide 3.0* (Publication Office of the EU (2018), is the activity of gathering evidence that the project work is following high quality standards, methodologies and best practices. It also allows us to be confident that the project will satisfy the desired scope and quality requirements within the project constraints.

Quality assurance activities include determining whether appropriate project controls are in place, confirming that they are being implemented and assessing their effectiveness. The QA activities are performed by Quality Plan-Work Package (WP6) having PSU as the Leader and QA & Ethics Board members (QAB) and the external expert under consultation of the Project Coordinator (PM). Relationship of the QA Plan and responsibilities are as seen below and Figure 2.

Key Participants	Description
Project Coordinator (PM)	Accountable for carrying out all quality assurance activities
Quality Plan - WP Leader (PSU)	Establishes QA plan, process and review project outputs & deliverables
QA & Ethics Board Members (QAB)	Coordinates, supports and adheres to the project's QA plan and monitoring activities

Inputs:

- Quality Plan
- Project Work Plan

Guideline:

- The QA activities must be part of the Project Work Plan
- The QAB must provide evidence of adherence to the QA standards and procedures
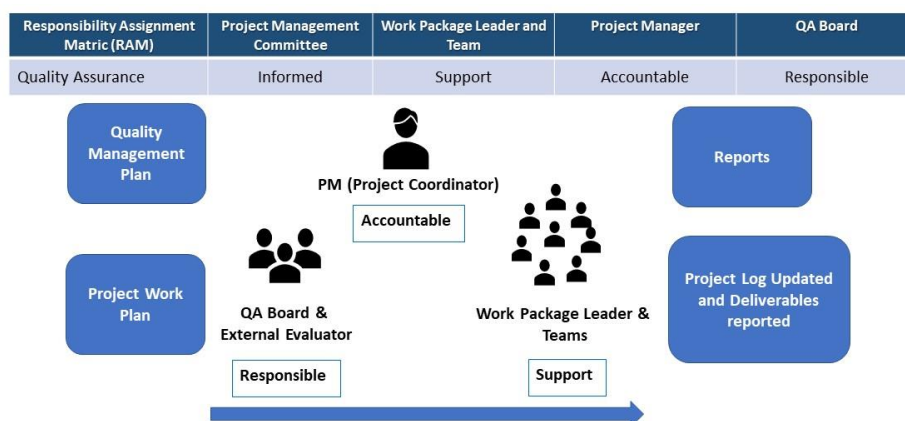

Responsibility Assignment Matric (RAM)	Project Management Committee	Work Package Leader and Team	Project Manager	QA Board
Quality Assurance	Informed	Support	Accountable	Responsible

Figure 2. Quality assurance inputs/outputs and main roles

	Initiating	Planning	Executing	Monitor & Control	Reporting
Quality Management	Project Commission/ Kick-off Meeting	Quality Plan	Quality Review Report Audit Report (External)	Quality Review Checklist (Log)	Report after year 1, 2, 3

Objectives:

Project quality assurance aims to ensure that the STEPup 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 PM^2 quality management process that comprises the activities related to the identification, planning, execution, and monitoring & control of project quality related activities.

The main project quality objectives are:

- To define the project's quality characteristics that will be achieved throughout the project;
- To perform Quality Assurance activities as planned;
- To identify any non-conformity and implement quality improvements;
- To ascertain that deliverables are accepted by the relevant stakeholders based on specific and wider objectives of STEPup's project.

4. QUALITY ASSURANCE PROCESS

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

The quality assurance process for STEPup project is comprised of four steps:

- Define (Project) Quality Characteristics;
- Perform Quality Assurance;
- Perform Quality Control;
- Perform Deliverables Acceptance

Step 1: Define Quality Characteristics

> In a project, quality characteristics are defined by the stakeholders. Some of the most common quality characteristics are **performance**, **functionality**, **suitability**, **reliability**, **consistency** and more. The levels of quality in these terms are measured as per project and organizational standards.
> (Six Important Characteristics Of A Successful Project. March 2016. https://techrish.com/six-important-characteristics-successful-project/)

The purpose of this step is to identify the objectives, approach, requirements and activities of the project based on the STEPup project objectives, approach and deliverables (requirements) and work package activities as defined in *Project's Logical Framework Matrix (LFM) and Work Plan*. The quality process will ensure that the project activities are performed according to the plan using suitable methods and tools, efficiently functioned by the responsible partners and team. Reliability and consistency will be embedded in project activities implemented throughout the project.

1) Project Objectives

In order for QA plan to be implemented successfully, project objectives shall be the centred and reflected in QA activities and control.

The STEPup project objectives are at wider and specific levels.

Wider Objectives	Measures
1. STEPup aims to promote social entrepreneurship (SE) and disruptive business development strategies at HEIs in SEA to benefit from sustainable business development on a national, regional & local level 2. STEPup aims to enhance the university-business cooperation in the field of SE to foster the concept and idea of business development, increase teaching quality and in the long- run to increase the employability of graduates due to an up- to-date education. 3. Another benefit for all members of the STEPup consortium is the student case challenge which focuses on increasing university business cooperation and the employability of the students and further fills the current lack of international cooperation given the international network that will be developed in this frame	• Strategic **documents** including recommendations and **good practices on social entrepreneurship and disruptive business development**. • Development of **open educational resources** for awareness and capacity raising among the target groups • **Capacity building of experts** on social entrepreneurship to generate a multiplier effect on a national level. • **Regional student case challenges** that include the development of at least 30 cases of social entrepreneurship in Thailand and Myanmar. Mentoring process is going to increase the university-business cooperation and will involve businesses operating in SE, business development agencies and governmental authorities when it comes to the evaluation of the cases. Number of cases presented at the STEPup international conference to create visibility at an international level. • Number of **participants** of the capacity building training and the regional multiplier events as well as number of employments/placements offered to students/graduates of the social entrepreneurship knowledge hubs (SEKH) by the participants of the vocational trainings of the SEKHs • Number of **projects** on a national and also international basis initiated and conducted in cooperation with the main target groups of the project. • Number of staff and student exchange implemented and international cooperation agreements signed.

Specific Objectives	Measures
1. Analysis of the current status of the social entrepreneurship and identification of SE efforts in Thailand and Myanmar including a good practice catalogue on SE for EU.	• Publication and dissemination of the status-quo and GAP analysis including the good practice catalogue EU.
2. Capacity building of experts on social entrepreneurship and disruptive business development through training development and implementation and to show the different learning and teaching tools as well as methodologies to arrange trainings in a more attractive way.	• Implementation of 4 trainings with a total amount of 72 trainees on the topics of social entrepreneurship and disruptive business strategies. Further, to contribute to the national multiplier effect at least 12 regional multiplier events are going to be implemented reaching all different target groups of STEPup.
3. Multiplication of knowledge gained within capacity building trainings during the regional multiplier events.	• Technical needs identification, purchase procedure followed and completed, instalment by IT experts and successful roll- out at each of the 6 PC partners through technical staff.
4. Technical development of the SEHKs in each of the 6 HEIs in TH and MM to operate the hubs and apply the learned knowledge - technical innovations at the HEIs	• Official integration of the social entrepreneurship knowledge hubs in university structure (6 letters), 2 appointed academic staff and 5 students working in the knowledge hubs, 10 vocational trainings implemented with the external target groups (60 in total).
5. Implementation and operation of 6 social entrepreneurship knowledge hubs on social entrepreneurship with different foci. Here the main aims are the following: 1) offering vocational trainings to all target groups of the project to increase the awareness of social entrepreneurship and disruptive business development. 2) foster university-business cooperation through the vocational trainings offered. 3) to create international experience and knowledge exchange through mobilities.	• 1 student case challenge implemented at each PC HEI with a minimum of 5 cases developed on social entrepreneurship, mentoring for at least 5 cases organized and implemented, 1 final case challenge evaluation event organized
6. Development of a student case challenge on social entrepreneurship to increase the awareness of students, HEI academic staff and management to include an innovative topic which leads to sustainable business development into university teaching and to increase university-business cooperation due to the mentoring process planned by business representatives	• 1 international conference organized on innovative social entrepreneurship practices organized and implemented by the STEPup consortium
7. Development of collaboration network among EU and SEA HEIs and all members of the target group	• 1 joint publication developed and presented at the STEPup international conference
	• 6 participations at international conference

2) **Approach**

The quality assurance of the STEPUP project is through both internal and external quality monitoring and control. The contingency plan will support the quality assurance efforts.

- Internal quality assurance
  The internal QA is based on predetermined indicators, the quality plan and documentation. Quality assurance activities will be performed to monitor the outputs/deliverables against project's LFM and work plan. Feedback forms will be developed for evaluation of meetings, products and events until M36. The data will be shared and analysed by the Internal QA Board and summary of the results will be shared with all project participants.

  Internal QA includes

  1) Surveys & evaluation reports after each meeting
  2) Surveys & evaluation reports after training
  3) Surveys & evaluation reports after an event
  4) 1 comprehensive quality report after each project year (3 in total).

  WP6 leader will be in charge of compiling these reports with inputs from all partners. The outcomes of each report will be discussed among the consortium

  - To ensure that suggestions for improvements will be taken into account by each partner to have the most impact.
  - Important indicators to be met are efficiency of time & resources spent, completeness of outputs produced, outreach of each activity to the direct & indirect target groups as well as impact reached
  - The last indicator will be verified in the yearly QA reports

- External quality assurance:
  To achieve the set goals and impacts on wider communities/societies, reflection on the project outputs/outcome and supporting processes would be ascertained by an external expert, Dr. Petra Chaloupková throughout the project lifetime.

  As an impact needs time to develop & cannot always be measured immediately. Any deviations from the project plan will be analyzed and explained, if necessary, corrective actions will be taken. **Each WP leader** is responsible for the on-time, high-quality provision of all deliverables promised under the supervision of the **project coordinator**.

3) **Activities, Process & Deliverables**

Overview of the project activities under eight work packages together with deliverables (tangible outputs) are summarised in Table 1. The quality assurance and control will be performed according to timeline and responsible groups/person/partners as listed. Deliverable acceptance checklist will be used for monitoring and control process. QA assessment will be reported periodically as in the table.

Table 1. List of Project Activities & Outputs/Deliverables for QA Activities and Control

Project Activities & Date	Task Process	Tangible Outputs (Deliverables)	Planned date for outputs	QA Action	Who	When
WP 1 Status-quo analysis on the national social entrepreneurship efforts and disruptive business development **Leader:** PU (Thailand) **Start date** 15-01-20 **Estimated end date**: 14-06-2020	Implementation of: - WP1.1 Status-quo analysis	• 1 Template for status-quo analysis • 1 Guideline for focus group • Selection of 5 experts/univ. from companies, business, gov. organization • 1 Focus group implemented/univ. (total of 6) • 2 National Reports on Status-quo Analysis • 1 Combined Report for TH and MM	14/5/20	Peer Review & Feedback Evaluation	Internal QA Board & Partners	M6 & 12 Year 1 (2020)
	- WP 1.2 Good practice catalogue by EU partners	• Good practice catalogue • 9 Identified good practice examples to share with partners from TH & MM • 1 Common catalogue of all EU partners	14/6/20	Peer Review & Feedback Evaluation	Internal QA Board & Partners	
	- WP 1.3 Study visit	• Implemented of study visit at FHJ in Graz/Austria	14/3/20	Feedback Evaluation	Partners	

WP 2 Training plans and material development, capacity building trainings, regional multiplier events **Leader:** Cracow University of Economics (CUE) **Start date** 15-06-20 **Estimated end date**: 14-04-2021	**WP 2.1** Training plans and materials development (due date **14/9/20**)	• 1 Training plan & guidelines • Training materials for all 4 trainings including syllabi • Translation of the training materials to overcome language barriers during the regional multiplier events	14/9/20	Peer Review	Internal QA Board & Partners	Month 12 Year 1 (2020) M6 & 12 Year 2
	WP 2.2 Capacity Building of trainers and students	• 4 Trainings conducted (each for 3 days) • 72 staff attended (4 trainings*3*6 HEIs) • Agenda, list of participants, activity reports, feedback is performed • Study visit planned	14/2/2021	Peer Review & Feedback Evaluation	Internal QA Board & Partners	
	WP 2.3 Development of OERs (open educational resources)	• Complete package of OERs in Eng., • Complete package of OERs in Eng., Thai & Burmese published on website and disseminated	14/4/21	Peer Review	Internal QA Board	
	WP 2.4 Regional multiplier events	• 2 Trainings/HEI x 15 participants x 6 univ. = 180 participants (total of 12 Internal workshops conducted with training materials) • Agenda, list of participants, activity reports, feedback is performed	14/3/21	Feedback Evaluation & Review	Internal QA Board	
WP3 Technical Instalment of the Social Entrepreneurship Hubs **Leader:** FH JOANNEUM	**WP 3.1** Technical needs identification	• 6 Detailed lists of equipment to be purchased	14/3/21	Review	FH JOANNEUM Project Coordinator & QAB	M 11 Year 2 (2021)
	WP 3.2 Purchase and instalment	• Acquired upgraded equipment at each of the partner univ. • Documentation of	14/7/21			

Estimated Start date 15-02-2021 **Estimated end date**: 14-08-2021	**WP 3.3** Roll-out test	tendering procedure & evaluation (6 in total) • Well-functioning equipment tailored to the needs of the 6 partner-univ.	14/8/21			
WP4: Operational integration of the SE knowledge hubs (SEKHs) **Leader and Supervision**: Payap University & Mandalay University as national coordinators Overall supervision by Cracow University of Economics **Estimated Start date** 15-10-2020 **Estimated end date**: 14-01-2023	**WP 4.1** official integration and prolongation of the hubs in the university structure, operation, business, marketing **WP 4.2** Operation, business, marketing and sustainability plan and definition of the liaisons **WP 4.3** Operation of the knowledge hubs	• 6 official confirmation letters on the integration of the STEPup's SEKHs in the univ. structure • 6 Prolongation statements • Appointment of the 12 faculty members (2/univ.) and 30 students (5/univ.) working in SEKHs, 10 vocational trainings organized (2/univ.) • 6 Individual operations • 6 Business & sustainability reports for the SEKHs • One common report that is going to be published on the STEPup's website	14/1/21 14/8/21 14/3/23	Review Review Review	Internal QA Board & External Expert Partners, Internal QA Board Internal QA Board	M 11 Year 2 (2021) And M 11 Year 3 (2022)
WP5: Innovative Social Enterprise Case Challenge **Leader**: Breda NHTV **Estimated Start date** 15-07-21 **Estimated end date**: 14-01-2023	**WP 5.1** Guidelines for the case challenge **(15/7/21-14/9/21)** **WP 5.2** Case development including social media presence and company mentoring **(15/9/21-14/3/22)**	• 1 General guideline for preparation, implementation, & evaluation of case challenge • Publishing the guideline to ensure transparency • 30 cases developed (5 students/HEI), mentoring process including social media/video presentation	**14/9/21** **14/3/22**	Peer Review	Partners, Internal QA Board	Month 11/21 Month 6/22

	WP 5.3 Local case challenge events **(15/3/22-14/5/22)**	• Panel members identified • Events implemented • At least 5 cases/HEI & evaluated	**14/5/22**			Month 12/22
	WP 5.4 Joint publication on the case challenge results for disruptive social business management **(15/5/22-14/9/22)**	• Content & structure of publication designed • Joint publication created with good practices & lesson learnt throughout the project • Publication on the project website	**14/9/22**			Month 12/22
	WP 5.5 International conference on innovative social entrepreneurship practices **(15/9/22-14/11/22)**	• Conference on SE organized • Proceedings, agenda, participant list (> 50), media coverage, minutes & report	**14/11/22**			Month 12/22
WP6: Quality Plan **Leader**: PSU **Estimated end dat** 15-01-20 **Estimated end date**: 14-01-2023	**WP 6.1** Quality and ethics boards set up	• Internal & External Quality and ethics board established • Communication strategy set up • 1 Report with recommendation from the external expert/year	14/4/20	Peer Review	Internal QA Board & External Expert In consultation with Project coordinator	15/1/20-14/12/22
	WP 6.2 Develop quality plan, feedback mechanism & contingency plan development	• A quality plan, process description for quality measurement, questionnaires and feedback forms until M36 • 1 Report per year for project evaluation	14/5/20	Peer Review		
	WP 6.3 Contingency plan development	• 1 Contingency plan to identify risks with alternative measures & continuous adaptation according to external environment and conditions	14/5/20	Peer Review		
WP7: Dissemination & Exploitation						

Leader: BU **Estimated Start date** 15-01-20 **Estimated end date**: 14-01-2023	**WP 7.1** Dissemination strategic plan and adaption **(14/5/20-14/3/23)**	• A comprehensive plan & guideline for dissemination & report template • Min. 300 contacts by M36 • 6 Dissemination report combined to one common output (6 monthly basis)	6 monthly reports	Peer Review	Internal QA Board & External Expert	Month 12/20 Month 12/21 Month 12/22
	WP 7.2 Project identity development	• Project website, logo, leaflet, posters, promotional video, template for presentation, social media profile development and hosting	**14/4/20 and updated until 14/3/23**	Peer Review		
	WP 7.3 Sustainability and exploitation plan **(M13-M16, adaptation M25-M27 and M35-M36)**	• Individual sustainability & exploitation plans created and combined to one one common report • Publication of the report on website	**14/3/21**	Peer Review		
	WP 7.4 Enhance the project and its network through conference participation	• Development of a conference selection guide • Participation in 6 int. conferences • Establish contacts for future collaboration & exchange of good practices	**14/1/23**	Peer Review		
WP8: Project Management **Leader**: FH JOANNEUM (Project Manager/Coordinator) **Estimated end date** 15-01-20 **Estimated end date**: 14-01-2023	**WP 8.1** Project management, meetings and MGMT board	• A management board established • 1 KO and 5 consortium meetings and the final meeting • 2 Virtual meetings & on-line management tools introduced and applied • Project management handbook distributed on-line	14/1/23	Review & Interview	Internal QA Board & External Expert	Month 12/20 Month 12/21 Month 12/22
	WP 8.2 Regular reporting, partner	• Reporting template (financial, technical &	14/1/23	Review	Internal QA Board	

	contract development	activity) • 6 internal report from each partner • Introductory presentation & reporting • Reports to EACEA • Financial & technical reporting twice within the project duration to EACEA			& External Expert	
	WP 8.3 Partner contract development	• Develop a draft partner contract including all annexes • Partner contract signed by the whole project consortium	14/4/20	Review	Internal QA Board & External Expert	

The following **Sections 5, 6, 7 and 8** in this *Quality Plan include* description of the:

- Tools and techniques for QA within STEPup project e.g. the Deliverables Acceptance Checklist
- Quality assurance activities and related responsibilities, e.g. Project Review Meetings, periodical activities report
- Quality control activities for continuous improvement, e.g. project results review
- Configuration procedure related to project activities, results and deliverables.

The *Quality Review Checklist* and the *Deliverables Acceptance Checklist* are the tools that will be used to validate compliance with this plan. The above checklists should be defined and created during the planning phase *<Customise the PM² templates>*.

Step 2: Perform Quality Assurance

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

Quality assurance will be performed by evaluating:

- the design of the 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.
- compliance with the rules and regulations, as well as with relevant governmental regulations and legislation.

Quality assurance activities are performed and carried out by:

- Internally: by a Project Quality Assurance (PQA), work package 6, and by the project organization (IQAB, WP Leaders & Involved Partners)
- Externally: e.g. outsourcing audits to external entities/auditors when necessary.

The results of the quality assurance activities will be documented in the quality reports. Recommendations for improvements may result from quality assurance and are processed by quality control in the form of improvement requests.

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 & controlling is performed throughout the project by the IAQB in consultancy with Project Manager (PM).

The results of the quality assurance activities will be used for improving the quality of project activities and for generate improvement/change requests for corrective or preventive actions, or updates in project documentation, e.g. in *Project Work Plan by Project coordinator*.

After the identification of all non-conformities or opportunities to improve, the Project coordinator will elaborate/validate recommendations and establish action plans, consulting the relevant partners.

Actions may result in identification of new risks and issues, re-scheduling activities or adding new activities to the *Project Work Plan*. It can also identify training and resources needs. These actions will identify which project documentation should be updated and the action from the related documents (*Project Work Plan*). All these actions will be incorporated (at least the most effort/cost consuming ones) into the *Project Work Plan*, 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 Work Plan*). If results are compliant with project quality requirements, approval on the outputs produced in each work package will be accepted by Project coordinator. The *Checklist* is used to support review of work package outputs/results and responsible by project partners (Project Owner, PO).

All changes to the *Quality Management Plan* and *Deliverables Acceptance Plan* will be agreed by all partners and approved by the Project Management Committee.

Step 4: Perform Deliverables Acceptance

The purpose of this step is to obtain formal approval from the Project Owner (PO) for each project deliverable. It comprises the verification if deliverables meet the predefined objectives and set of criteria defined in the *Deliverables Acceptance Plan*, so that the Project Owner (PO) 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 Project Owner (PO) and the formal acceptance from him/her. Project deliverables are accepted if the acceptance activities 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.

4.1. Quality Management Roles and Responsibilities

The following Responsible Assignment Matrix (Responsible, Accountable, Supported, Consulted, Informed) table defines the responsibilities of those involved in quality assurance management:

RAM (RASCI)	PMC (Project Management Committee)	PO (Project partners & members)	Work package leader	UR	PM (Project coordinator)	PCT (IQAB)
Quality Assurance Plan	A	C	C	C	R	C
Perform Quality Assurance	I	I	S	C	A	R
Perform Quality Control	I	A	C	C	R	C
Perform Deliverables Acceptance	I	A	S	C	R	C

A = Accountable, Consulted, R = Responsible, I = Informed, PCT = project core team, UR = User representative

The definitions of each of the **above teams** are listed in the *Project Stakeholder in Section 2.*

Project quality approach and criteria are agreed by the **Project Management Committee**.

The **Project Manager (PM)** is ultimately accountable for the correct and full completion of the **quality assurance activities**. **Responsible** is the person in the role of **project QA or reviewer** that maybe **internal** to the team or **external to the organisation**.

The **Project Manager (PM),** supported by the Work package Leaders, is **accountable for scheduling the acceptance activities** and **ensuring that they are performed according to the plan**.

The **Project Owner (PO)** is accountable for deliverables and project acceptance and for ensuring the availability of resources (including people) and guidelines for acceptance testing.

5. TOOLS AND TECHNIQUES FOR QA WITHIN THE STEP-UP PROJECT

The following techniques/feedback mechanisms will be used for quality assurance of the STEPup project.

- Questionnaires for Training/Meeting evaluation
- Peer reviews
- Interview
- Project Review Meetings
- External Evaluation/Audits

The following tools will be used for project quality management:

- Quality Assurance Plan (modified from PM^2)
- Progress report templates (modified from PM^2)
- Deliverables Acceptance Checklist (modified from PM^2)
- Quality Review Checklist (modified from PM^2)
- Quality Review Report

Techniques/Feedback mechanisms for identified project activities are list in **Table 2.**

Table 2   List of Project Activities & Events for Feedback/Evaluation

Project Activities	Feedback Mechanism	Evaluators	When
WP 1 - WP 1.1 Status-quo analysis & GAP - WP 1.3 Study visit	**Review** Questionnaire & report (The study visit was organized at Kick-off meeting)	Partners and participants	After completing the activity
WP 2 Training plans and material development, capacity building trainings, regional multiplier events **WP 2.2** Capacity Building of trainers and students **Training 1** – Introduction to social entrepreneurship & identifying social entrepreneurship opportunities **Training 2** – Social business model and planning for social innovation **Training 3** – Social impact assessment and sustainability for social entrepreneurs **Training 4** - How to implement a training centre (social entrepreneurship knowledge hubs)	 Questionnaire & report Questionnaire & report Questionnaire & report Questionnaire & report Having issues on systematic and detailed training preparation, create consciousness for the topics and the needs to increase knowledge (theoretical and practical) & Involvement of company, supporting partners and increase cooperation	Participants	After completing each training
WP 2.3 Development of OERs	**Review**	Nominated representatives from partners	???
WP 2.4 Regional multiplier events (2/ univ.)	Questionnaire & report	Participants	After completing each event
WP 3 Technical Instalment of the Social Entrepreneurship Hubs WP 3.3 Roll-out test - Organization of mini event for roll-out test **(14-08-2021)**	Questionnaire & report	Participants - SEA HEIs higher management - Professionals from the field of SE and business development	After completing the event at each HEI of STEPup

WP4: Operational integration of the social entrepreneurship knowledge hubs (SEKHs) **WP 4.3** Operation of the knowledge hubs - One piloting vocational training	Questionnaire & report	Participants	After completing each activity
WP5: Innovative Social Enterprise Case Challenge - Local case challenge events - International conference on innovative social entrepreneurship practices	Questionnaire & report	Participants	After completing each activity
WP6: Quality plan - Developed quality plan - Developed contingency plan - Report	**Review** **Review** **Review**	QAB Coordinator & Partners	5/21, 12/21 5/21, 12/21 6/22, 12/22
WP7: Dissemination & Exploitation - Project identity development - Dissemination strategic plan - Conference	**Review** **Review** Questionnaire & report	Coordinator & Partners Participants	Month 2-3/2020 2020 2022
WP8: Project Management - Kick-off meeting - Meetings and MGMT - Partner contract development	Questionnaire & report **Review** **Review**	Partners Partners Partners	15/1/20 – 14/1/23

6. QUALITY ASSURANCE ACTIVITIES AND METRICS

Quality Assurance Activities

The quality assurance activities will be performed by the Internal Quality Assurance Board (IQAB) and external contracted evaluator. The quality assurance activities are detailed and scheduled in the Project Work Plan that include the following:

- Reviews and approvals of deliverables (outputs and results)
- **Periodical progress reports of activities by each Work Package– Every 6 months** (*summarising the major tasks undertaken, during the previous calendar months).*
- IQAB Meetings;
- Project Consortium Meetings and Reviews
- Project Review Meetings
- Milestone (work plan) reviews
- Contractors' project quality activities
- Stakeholders' satisfaction questionnaires

Acceptance Criterion Metrics

This section includes the **quality criteria** to be collected and reported during the project for project outputs (deliverables) and acceptance.

Acceptance Criteria Definition

Deliverables acceptance criteria *are defined as a formal statement of needs, rules, tests, requirements and standards that must be used in reviewing project outcome and coming to agreement with the customer (partners) on the point the project has produced the deliverables that meet the initial expectation.*

The ultimate goal of **deliverables acceptance management** is to ensure successful delivery of expected project results in a specified time period, within budget and within scope. For achieving this goal, key tasks that the project must accomplish are:
- Set up the criteria for accepting project deliverables, coming to agreement with the customer (partners and stakeholders).
- Determine and assign a person (IAQB for the STEPup project) who will review the deliverables and assure their adherence to the criteria listed in the project.
- Set up any time considerations that may be required for managing the acceptance of project deliverables and adherence to project description.
- Make a deliverables acceptance document report that represents all the deliverables actually accepted and approved i.e. Acceptance check list.

Acceptance Approver and Reviewer

The project manager usually takes responsibilities for managing the process. This person can play the *role of approver* who evaluates the deliverables at the project's end, communicates with the customer on this point, and make the final decision on accepting and approving the deliverables.

In the STEPup project, a delegate of the quality control & assurance team (IAQB) takes the role of approver and, in collaboration with the project manager, develops the criteria for accepting project deliverables. Since the representatives of the project partners are in the IAQB, they directly involved in setting deliverables acceptance criteria and reviewing project results.

Besides the role of approver there can be the **role of reviewer** that is independent on the approving procedure. Both internal board and external reviewer will carry out the reviewing of project outcome, analyzes compliance with requirements, and makes suggestions regarding improvements or modifications.

Criterion Name	Frequency	Tolerance
Kick-off Meeting performed	At the initiating phase	No tolerance
Project Meetings performed	Monthly	One week. Holiday's period
Project Consortium/ Committee meetings performed	Every Six Months	One moth (i.e. every seven months).
Final Meeting performed	At the end of project	No tolerance.
Deliverables review (per project description and work plan)	According to timeline in work plan	No tolerance.
Status reports together with the project meeting	Monthly	One moth (i.e. every two months).
Progress report	Every 6 months	One moth (i.e. every five months).
External evaluations (to contractors') of project quality activities performed	Yearly during the project lifetime	No tolerance.
Feedback/ satisfaction evaluation (questionnaires and review report)	For the listed activities during the project lifetime	No tolerance.

7. QUALITY CONTROL AND RECORDS

7.1. Quality Reviews

Quality review is the process of *checking whether the deliverables/outputs/results meets the requirements.*

Project quality reviews will be performed every **_six months_** in order to verify that all project plans and processes defined in project description have been created and are executed as planned.

A *Quality Assurance Checklist* as defined and listed in **Section 4** 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 partner/participant satisfaction.

The findings, recommendations and remediation/improvement actions will be consolidated in the *Quality Review Report*, registered as issues in the *Issue Log*.

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 by the IQAB and External Expert will be performed **_every six months_** based on the project objectives, LFM and workplan (as listed in Table 1) and _Deliverables Acceptance Checklist (in Appendix 2)_. The link to project work plan is _https://drive.google.com/drive/folders/1VoUVZFOMKbSTFoNjt-VHJNJr8FjxQ98J._

The acceptance activities for work project deliverables are:

- Listing the deliverables according to project plan / LFM

- Compare implemented activities and deliverables progress

- IAQB Meeting to accept the project deliverables

- Summarise issues that need solution

The findings, recommendations and remediation/improvement actions will be consolidated in the _Quality Review Report_ and reported to partners and coordinator at the project meetings and uploaded onto project Google Drive.

7.3. Quality Records

The quality records (evidence that quality management activities have been performed) are archived in the project repository (Project Google drive), under the "WP 6 – Quality Records" folder. The different versions of the project deliverables (created at each update) will provide evidence of the performance of these activities.

APPENDIX 1: REFERENCES AND RELATED DOCUMENTS

	Related Document	Source or Link/Location
1	*Project's Google Drive*	*https://drive.google.com/drive/folders/1zeOq-81aPt6GoJ4jwYKJdXIo4s2eor51*
2	*detailed_project_description_en_2019_v2_cbhe-jp_STEPup*	https://drive.google.com/drive/folders/1VoUVZFOMKbSTFoNjt-VHJNJr8FjxQ98J
3	STEPup's *Logical Framework Matrix*	*In STEPup details description of project, page #23-33*
4	STEPup's Work Plan	*In STEPup details description of project, page #34-41*
5	Progress Report Template	*Annex 2*
6	Deliverables Acceptance Checklist	*Annex 2*
7	Issue log	*Annex 2*

	Reference	Source or Link/Location
1	OPM2-15.P.TPL.v3.0.1).Quality_Management_Plan.(ProjectName).(dd-mm-yyyy).(vx.x)	*https://drive.google.com/drive/folders/17UkUuv2Ndks-Y2WTH-INNKGy07Lqwl4K*
2	OPM2-22.E.TPL.v3.0.1).Project_Progress_Report.(ProjectName).(dd-mm-yyyy).(vx.x)	*https://drive.google.com/drive/folders/17UkUuv2Ndks-Y2WTH-INNKGy07Lqwl4K*
3	OPM2-28.MC.CHL.v3.0.1).Quality_Review_Checklist.(ProjectName).(dd-mm-yyyy).(vx.x)	*https://drive.google.com/drive/folders/17UkUuv2Ndks-Y2WTH-INNKGy07Lqwl4K*
4	OPM2-29.MC.CHL.v3.0.1).Deliverables_Acceptance_Checklist.(ProjectName).(dd-mm-yyyy).(vx.x)	*https://drive.google.com/drive/folders/17UkUuv2Ndks-Y2WTH-INNKGy07Lqwl4K* *<Insert project artefact location.>*
5	PM TIPS & IDEAS.	HTTPS://MYMANAGEMENTGUIDE.COM/DELIVERABLES-ACCEPTANCE-MANAGEMENT-SETTING-CRITERIA-FOR-ACCEPTING-PROJECT-DELIVERABLES/

ANNEX 2: QA Documents and Report Templates

- Deliverables Acceptance Checklist

- Progress Report Template

Deliverables Acceptance Checklist				
#	**Description**	**Compliance**		
Planning		**Answer**	**0%**	**Comments**
1	Has a Deliverables Acceptance Plan (project description) been documented and communicated to project partners?	Yes/NO		
2	Were the deliverables acceptance criteria, activities and metrics defined and approved by the Project Owner (PO)?	Yes/NO		
3	Have the acceptance activities been scheduled and agreed with the Project partners (Project Owner), Implementation Groups and with other relevant stakeholders and affected organisations?	Yes/NO		
4	Are test cases and data covering all the possible scenarios?	Yes/NO		
Executing				
5	Were the quality assurance and control activities performed as planned, such as selection of trainee, number of training performed and other activities in each work package activity?	Yes/NO		
6	Is the assessment of the results documented in a report?	Yes/NO		
7	Are issues documented and their resolution scheduled?	Yes/NO		
8	Were the provisional deliverables performed with a limited number of minor issues?	Yes/NO		
9	Are deliverables reviewed and approved after correction of identified issues?	Yes/NO		
10	Are all deliverables (including supporting deliverables such as documentation) ready to be finally approved by the WP leaders, partners (Project Owner (PO)) and internal QAB?	Yes/NO	0	
Coordination				
11	Have the acceptance activities been coordinated with the WP leaders, partners (Project Owner, PO) and with other relevant stakeholders?	Yes/NO		
Quality of deliverables				
13	Do deliverables meet the requirements (outputs specification/process)?	Yes/NO		
14	Has a provisional acceptance of deliverables been performed (eg. case challenge and participation of stake holders)?	Yes/NO		
15	Did the Project Owner (PO) formally approve deliverables (final deliverables approval)?	Yes/NO		
16	Were deliverables reviews and approvals performed by the assigned person? Are they documented?	Yes/NO		
17	Were deliverables related metrics assessed and reported eg. Evaluation matric for purchase of equipment?	Yes/NO		
Communication				
18	Have all deliverables (and related artefacts) been placed in the project repository eg. STEPup Google drive?	Yes/NO	0	
19	Was the deliverables final approval announced to the partners?	Yes/NO	0	

Adopted from PM² Template (EU project management guideline) *<This checklist should be reviewed and customised (if needed), in a first stage, when planning deliverables acceptance. It should be based on the information presented in the Deliverables Acceptance Plan, but It can also help the Project Manager (PM) to define the deliverables acceptance activities by identifying key controls. Despite this, the main purpose of the Deliverables Acceptance Checklist is to support the Project Manager (PM) when verifying if the acceptance activities were performed as planned.>*

Progress Report Template

(Please see the attached file "OPM2-22.E.TPL.v3.0.1_.Project_Progress_Report.(STEPup).(1-05-2021).(v1.1)"