Improving *Governance* Practices at Palestinian Higher Education Institutions

Project Quality Assurance and Monitoring Plan

Project Coordinator:

An-Najah National University

Project Summary:

Based on the communications: "Increasing the impact of EU development strategy: an agenda for change" and " European higher education in the work", this project seeks to support the modernisation, accessibility, and internationalization of HEIs in Palestine, through addressing five cross-cutting aspects of governance. More specifically, this project seeks to:

1. Create a enabling environment to adopt decent governance, management and accountability practices
2. Establish a clear governance framework, including well-defined and clear mission and goals.
3. Establish an effective governance and management structures
4. Stimulate autonomy and accountability,
5. Strengthen links with different stakeholders (i.e. improve participation) in strategic planning and development activities (this will reduce the gap between recent graduates and the industry).

UniGOV project will initially seek to address weaknesses in the existing governance systems across HEIs in Palestine. By establishing a comparative study with European benchmark universities, we seek to establish a governance framework and then adopt innovative practicies to improve existing structures. The partnerships between European universities and Palestinian universities is expected to continue effectively over 36 months. EU parnters will asses and analyze the existing situation, recommand necessary changes, and transfer necessary experience to implement effective governance structure (through training, workshops and site visits). The European partners will be responsible for establishing action plans to address the challenges in the existing governance structures in Palestinian Universities.

Project Members:

Partner No	Partner Name	Abbreviation	Country	Leading WP
P1	An-Najah National University	ANNU	Palestine	WP 6
P2	Birzeit University	BZU	Palestine	WP 4
P3	The Islamic University of Gaza	IUG	Palestine	
P4	Arab American University Jenin	AAUJ	Palestine	
P5	Palestine Polytechnic University	PPU	Palestine	
P6	Universita' Di Siena	UNISI	Italy	WP 1
P7	University of Ljubljana	UL	Slovenia	WP 3
P8	University College Cork	UCC	Ireland	WP 2
P9	Miditerranean Universities Union	UNIMED	Italy	WP 5
P10	University of Évora	UE	Portugal	

Document Information:

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Work Package	WP4 – Project Quality and Evaluation
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Author (Partner Institution)	Birzeit University (BZU)
Author (Persons)	Dr. Mirvat Bulbul Ahmad Abed
Contributor(s)	Noor Faradneh
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Last Updated	November 18, 2017

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Contents

1. INTRODUCTION

1.1 Document Details

The Quality Plan sets out the quality assurance standards for the UniGOV project. It is organized around quality assurance and monitoring of the processes and outputs of the project Work Packages. It shows the management structure of the project, its governing bodies, committees, and people, their inter-relations and obligations, the decision processes, and meetings' courses of action. In addition, it exhibits the set of procedures and templates to internally evaluate the project progress and its deliverables.

1.2 Purpose

The aim of this Quality Plan is to assure that the results and deliverables of the project are of high quality and meet the specifications set in the project application. It becomes an official project document once approved by the project **"Management Board of Partners"** and should be used to govern all project actions.

1.3 Scope

This Quality Plan is to be used by:

1. The project management team and quality assurance work package leader.
2. All project partners, responsible for preparing and amending deliverables.
3. Project Quality assurance committee.
4. Any person of the consortium responsible for approving works to be done by third parties, in order to complete deliverables.

1.4 Procedure Description

Quality planning is an integral part of management planning. As a pre-requisite to its preparation, the Quality assurance WP leader has reviewed all requirements in order to determine the necessary activities that need to be planned. Although, the Quality Plan has been prepared at a late stage of the project lifetime, it demonstrates and provide the Consortium with the assurance that:

1. the requirements and conditions have been reviewed,
2. effective quality planning has taken place,
3. the quality system is appropriate.

To ensure relevance of the quality plan, the Quality Team will conduct quality reviews, throughout the duration of the project, and when changes occur. The Quality WP leader shall ensure that the quality plan is available to all concerned and that its requirements are met.

1.5 Quality within the Project

This section specifies the activities to be implemented, including their sequence, in order to ensure that the project and its deliverables conform to the project expected objectives and

outcomes. Those responsible for ensuring that the required activities are carried out are identified within the subsequent chapters of this document. The Quality Plan includes explanation, necessary to show how quality requirements for activities are met. A list of such activities is given below:

A. Quality Management:
1. Project Organization and Teams
2. Project Implementation
3. Quality Assurance Team

B. Quality Assurance Standards
1. Quality system review
2. Document and data control
3. Internal communication strategies
4. Meetings and Reporting
5. Deliverables and Output
6. Corrective and preventive actions
7. Internal quality audits

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2. QUALITY MANAGEMENT

2.1   Overview

The Project Quality Management is based on the planning phase of the project (project application). It represents the necessary information required to effectively manage project quality from project planning to delivery. It clearly articulates the quality strategy and processes for both quality assurance and quality control. Moreover, it defines a project's quality philosophy, strategy, relevant methodologies and standards to be applied to the management of the project processes, monitoring and reporting procedures, quality policies, procedures, criteria for and areas of application, and roles, responsibilities and authorities.

2.2   Project Management

The UniGOV project management methodology is a systematic project management approach, based on observing the project as a system of interconnected elements. In this context, it is essential for the management to put in place the structures, policies, goals and relationships that the project needs in order to result as successful.

Taking into consideration the project's international character, the project management process will be carried out by three organizational structures:
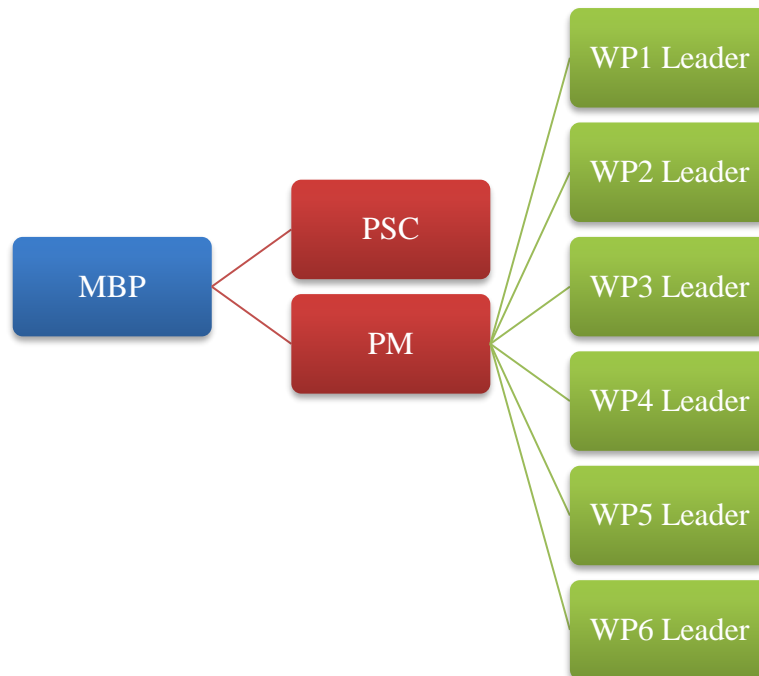
1. *MBP: Management Board of Partners*
    - Discuss the periodic progress and financial reports and to give recommendations to the PM and all project partners.

- Enforce strategic decisions to all the consortium partners, such as changing the budget allocation, amendments to the agreements, and other corrective actions, in order to ensure the achievement of the project's vision and specific objectives.

2. PSC: Project Steering Committee
- Maintain a coherent and smooth implementation of the project activities, coordination of the work across the different WPs.
- Evaluating the project results (outputs and outcomes), exchanging expertise to address corss-cultural issues, and providing feedback and input to the MBP to do necessary changes/amendments to achieve the expected impact and results of the project.

3. PM: Project Manager
Appointed by ANNU, will be responsible for the managmenet of project WPs and related activities, controlling and allocation of the budget across partners, organization of communication across partners and stakeholders, and leading the day-to-day techinical and administrative works, including reporting activities. The PM will dedicate tremendous time and efforts to ensure to follow up and monitor the execution of the specific activities/tasks in the different WPs.

2.3   Project Implementation

For efficient achievement of planned goals, the UniGOV project has defined a detailed plan of implementation and project management. This plan is presented in the Application form and is one of the main tools to monitor and evaluate the project activities' progress:
WP1: Preparation & Desk Research
WP2: Development: Capacity Building
WP3: Development: Diagnosis and Implementation of Remediation Plans
WP4: Project Quality and Evaluation
WP5: Dissemination and Exploitation
WP6: Management and Coordination

Both the workpackages and activities within each of them have to be completed as planned and before the deadline provided in this plan.

In addition to the project management structure and workpackage leaders, three unique teams will be responsible for the implementation of activities across the different WPs. The following working teams will be established:

1. Dissemination and Exploitation team (D&E)- the team will be responsible for the preparation and distribution of the dissemination and exploitation plan. In addition, the team will follow up the dissemination and exploitation activites (WP5) across all partners.

2. Development team- the team will consist of experts from EU partner universities. It will be responsible for the coordination of activities between the EU partners during the different development phases, since all EU partners will take a role in the development process, lead by the WP leader.

3. Quality Assurance team (QA)- this team will be responsible for the preparation and distribution of the Quality Assurance and Monitoring Plan, including the milestones and KPIs. The team will also monitor and follow up the internal and external evalutions (both progress and financial). Suggestions, recommendations, and corrective actions by the QA team (either based on their own observations or based on the feedback from external formative and financial evaluators) will be raised to the MBP to take a proper decision.

2.4   Quality Assurance Team

The project quality assurance team will be responsible for the project internal evaluation (Self-evaluation) processes to insure adequate and accurate monitoring for the project. The internal evaluation meant to assess the quality of the products and outcomes of each work package in the project; it will evaluate the achievements compared to the defined goals and the commitment to deadlines. It should check the usability of the online training platform and the effectiveness of the training contents and modules. The assessment will include the different participants' satisfaction and any correction recommendations resulted. In doing so, a team will be formed as:
- **Quality Assurance WP Leader (Chair)**
- **One Member from each partner**

The team main objective is to ensure that:
- All the outputs are consistent with the project requirements and stockholders expectations.
- All the project reports / documents do have the highest quality, regarding their overview / context.
- All project deliverables are submitted on their planned time.

Thus, the main tasks of this team are:
- Overview of the technical reports produced.
- Quality control of all deliverables submitted.
- Guidance (upon request) to the WP Leaders on the expected characteristics and contents of the relevant deliverables.
- Check the usability of the online training platform and the effectiveness of the training contents and modules.
- Develop recommendations for corrective actions.
- Prepare an annual evaluation report in coordination with WPs leaders

- Preparing the final quality assurance report, which includes the results of the final project assessment, the achieved outcomes, and the satisfaction of participants.
- Review the external evaluator reports and recommendations

The Quality Assurance WP Leader (BZU), as chairman of the Project Quality Team (PQT), has the authority to identify problems during internal evaluation. He/she will report to the Project Coordinator and will be responsible for:
- Form the quality assurance team
- Design a comprehensive quality assurance plan
- The administration of the quality assurance plan
- Develop the specs and terms of reference for the external evaluation expert
- Liaise with the external evaluator and submit recommendations based on the produced reports
- Issue and submit the final project report

3. QUALITY ASSURANCE STANDARDS

3.1   Quality System

The set of quality assurance standards describe the procedures of following-up and monitoring the progress of the project. It includes also the criteria of taking any correction actions in order to insure that the deliverables of the project meet the expectations and requirements of the project partners and stakeholders.

The UniGOV project will feature two levels quality system. The first one will contribute to the internal evaluation of the project and will be conducted by the project quality assurance team. The latter will provide an external evaluation for the project and will be responsible for:
- Review the deliverables to insure the realization of the intended impact
- Evaluate the quality of management for the project and the partnership performance.
- Assess the effectiveness and the impact of the dissemination activities.

This Quality system is to be reviewed within the Project Management meetings. In subsequent reviews the following will be taken into account:
1. The results from project evaluations (internal & external).
2. The official project outputs.
3. The corrective action requests from all of the above.
4. The preventive actions on all of the above.
5. Previous meeting evaluation and recommendations.
6. Project participants staff training and adequacy for the tasks undertaken.
7. Level of used resources per category and adequacy of spent resources for the particular task.

The outcomes from the above shall be discussed at management meetings, and their results shall include:
- Satisfaction with the evaluations, corrective actions and the results of complaints.
- Dissatisfaction and requirements for further evaluation or more corrective actions.
- Satisfaction with the corrective actions taken by the relevant partner(s).

An agenda of such a meeting may include some of the following topics:
1. Results of internal evaluation.
2. Corrective actions requests received.
3. Results of external evaluation.
4. Preventive actions.
5. Review of quality objectives.
6. Introduction of new quality targets.
7. Date and hosting of next meeting.

This Quality Plan is compiled and documented by the Project Quality and Evaluation WP leader and is authorized by the MBP. The Project Coordinator after MBP authorization will distribute the final Quality Plan to the concerned parties. All subsequent changes / revisions should also be approved / authorized by the MBP.

3.2   Document Control and Storage

All documents and reports produced within the UniGOV project are expected to satisfy the following quality criteria:

- To respond qualitatively to objectives set in the Application Form;
- To be delivered within the time frame set in the Action Plan;
- To be approved by the relevant management structure as defined in this Project Quality Plan
- To satisfy the visual identity requirements, i.e. to be presented in corresponding templates provided in this Project Quality Plan.

Official Project Deliverables should have a first page template as in **Annex 1**. They should also use the page layout (headers / footers) suggested in the same Annex. Other project documents should conform and use the specified template if there are any.

Official documents related directly to the communication with the project authorities shall be archived by the project manager, whilst the reporting and supporting documents of any WP should be kept with the WP leader. Once a document is approved for dissemination it should be published to the project website and classified according to its dissemination level

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3.3   Internal communication strategies

Communication between partners will be established in a (matrix) communication model, where individuals, teams, and WP leaders can communicate (horizontally and vertically). All means of communications will be utilized in order to provide sufficient, effective and reliable collaboration between partners (e.g. ICT).

In addition, an online portal will be established to store and share necessary documents (e.g. reports, MoM, actions plans, etc.). Virtual meetings will be utilized between face-to-face meeting to ensure effective and efficent coordination of WPs and activities.

3.4   Meetings

Meetings to be managed and coordinated based on the following cycle:

1. During the first meeting of the partners, the next meetings and meeting hosts are planned and agreed.

2. At least 1 month before each scheduled meeting, the project manager prepares a draft agenda (using the format of **Annex 2**) and sends it to expected participants.
3. Recipients should send comments on the agenda within 10 working days.
4. The project manager updates the agenda and sends final version at least 10 working days before the meeting.
5. During the meeting, the Project Manager is responsible for keeping minutes, which are then written in the template of **Annex 3**.
6. The Project Manager sends the meeting minutes to the expected participants within 10 working days after the meeting end.
7. Recipients should send comments on the minutes within 10 working days.
8. The Project Manager sends the final revised meeting minutes to the whole Consortium within another 2 working days.
9. The Quality Assurance WP Leader sends the meeting effectiveness evaluation form specified in **Annex 4** to all meeting participants within 2 working days after receiving the final meeting minutes.
10. Recipients should return the filled forms within 3 working days.

3.5 Corrective and Preventive Actions

1. All problems and corrective actions should be raised within the meetings, and the minutes should also record the agreed solution and the time bound action to be taken. There is a requirement to provide evidence that the problem has been cured.
2. Partners request corrective actions to the project coordinator.
3. Project coordinator discusses the issue with the relevant WP leader and comes up with the proposed solution. The relevant request is documented on the appropriate form of **Annex 5**.
4. The solution is forwarded added to the next management meeting for discussion.
5. The PMB decides on the matter. The decision shall be documented in the meeting minutes using the template in **Annex 6**.

3.6 Decision - Making

1. Strategic decisions will be taken by consensus, utilizing a voting process based on the majority of votes. In case of the equal voting, the vote of the PM will be considered.
2. When a decision is reached, the decision will be distributed to all partners and become effective within 5 working days of the meeting date.
3. Decisions should be documented and archived by the project coordinator in a log using the template found in **Annex 7**.

3.7 Tasks Performance

1. Project manager request WP leaders to initiate tasks.
2. WP leaders return working document/detailed plans to all partners for comments and feedback.

3. Reminders to be sent by the QA leader to the relevant partner/s of their due deliverables 1 month before their deadline.
4. Partners send comments, if any, on the deliverable within 5 working days.
5. The author revises the results and submits the final one to the QA team.
6. QA team evaluates the deliverable using the template in **Annex 8** within 3 working days.
7. The deliverable main author submits the final revised deliverable to the coordinator.
8. As soon as all deliverables in a WP are submitted to the European Commission through the Coordinator, the WP is completed.

3.8   Reporting

1. QA Leader sets the deadline for the reporting period and call for submitting partners annual/periodic reports 1 month before the deadline.
2. Partners should submit their reports 2 weeks before the indicated period deadline using the template in **Annex 9** to the QA Leader. *WP leaders should submit the full report, other partners may provide relevant information were applicable.*
3. In addition to all formal work and cost reports, mentioned in their work plans, WP leaders should submit a brief progress and cost report to the Project Manager.
4. Inside the reporting period, partner may raise at anytime warning alarm if any of deviations found in the project activities or deliverables.
5. Project Manager is responsible for collecting and analyzing required data to provide KPIs' measurements for the project overall budget and impact indicators specified in the *Milestones and KPIs Document.*
6. QA team will be responsible to combine and analyze the results of partners reports and issue the annual indicated report.
7. The final QA report will be prepared following the same cycle and will be based on the template specified n **Annex 10**.

3.9   Deliverables and Output

1. The official project outputs and deliverables are listed in (**Annex 11**). This list will be updated based on the project management plan/manual and considering the progress of the consortium.
2. After each output is internally reviewed by the WP leader and the Quality Team as specified in section 3.5 above, the Project Coordinator will submit the deliverable to be reviewed by the external reviewer.
3. By the end of the project all outputs will be reviewed by an external reviewer. The external reviewer after having studied the outputs, must evaluate it with respect to the following matters, as stated below and must conclude whether the deliverable is acceptable or not:

General comments
- Deliverable contents thoroughness.
- Correspondence to project objectives.

Specific comments

- Relevance.
- Quality of achievements.
- Quality of presentation of achievements.
- Deliverable layout, format, spelling, etc

The final rating of the Deliverable will be marked as:

• Fully acceptable
• Acceptable with some improvements suggestions.
• Unacceptable unless substantially modified.
• Unacceptable.

ANNEXES

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of the European Union

Improving *Governance* Practices at Palestinian Higher Education Institutions

Deliverable Title

Due date of deliverable: **Month, Year**

Actual achievement date: **Month, Year**

Project Coordinator:

An-Najah University

Project Summary:

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P6	Universita' Di Siena	UNISI	Italy	WP 1
P7	University of Ljubljana	UL	Slovenia	WP 3
P8	University College Cork	UCC	Ireland	WP 2
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Annex 2: Standards for Meeting Agenda

MEETING AGENDA		
Project Name:		
Purpose, Objectives and Elements of the Meeting:		

| **Expected Attendees:** A, B (Chair) | **Date and Time:** | |
| | **Place:** | |

Agenda Item	Person Responsible	Time
1. Gathering & Welcome		15 mins
2. Introduction		
3. First Presentation		
4. Discussion	All	1 Hr
List of Attachments:		

Annex 3: Standards for Meeting Minutes

MEETING MINUTES		
Project Name:		
Purpose, Objectives and Elements of the Meeting:		
Present: A, B (Chair)	**Date and Time:**	
Absent: X, Y	**Place:**	

Summary of Significant Results (by Agenda Item)		**Ref to Action Item**
1. Gathering & Welcome		None
2. Introduction		
3. First Presentation		1,2
4. Discussion		

Action Item	**Person Responsible**	**Due By**	**Date Closed**
1. Create report X	A, B		
2. Action 2	A		
List of Attachments:			
Approvals			
Name: A, B	**Date:**		

Annex 4: Standards for Meeting Effectiveness

CHECKLIST FOR MEETING EFFECTIVENESS
Project Name:
Meeting Summary:
Please rate the effectiveness of the meeting by assigning a value from 0 (worst) to 5 (best) to each item. Return the completed form to the Quality Assurance Leader.

Rule	Rating
The meeting objective was clear.	
There was a published agenda with specific objectives for each item (for information, for discussion, for action), and allotted time.	
I was notified in advance of the topic, my role in the meeting, and what I may be asked.	
All of the staff and resources required were available.	
There was a facilitator (chairperson) appointed to keep the meeting on track.	
The meeting started on time.	
There was a process (ground rules) defined for how the meeting was to run.	
The meeting kept to the agenda and the allotted time for each item, and the ground rules were followed.	
There was consensus achieved.	
Action items were assigned where appropriate.	
There was a person assigned to document minutes.	
Minutes were provided within a reasonable period and adequately documented the meeting.	
Suggestions:	
Completed By (optional)**:**	
Name: **Date:**	

Annex 5: Non-Conformance Request (Request for Corrective Action)

NON-CONFORMANCE REQUEST				
Originator(s):	**Date:**		**Request Number:** *(Obtain From QA Leader or leave blank)*	
Summary:				
No.	**Issue**	**Reasoning**	**Proposed Remedy**	**Implementation Deadline**

Annex 6: Decision for Corrective Action

CORRECTIVE ACTION DECISION
Title: **Request Number:**   **Date:**
SECTION 1 Description of Issue: *Relevant WP: ………………………*
SECTION 2 Reasoning / Cause:
SECTION 3 Action to be taken: *To be implemented by …………………………………… Date ……………………*
SECTION 4 Follow Up Action *List Changes to be made:* *1.* *2.* *3.* *4.* *5.* *6.* *7.* *8.* *9.* *The Corrective/Preventive Action has been completed and has/has not effectively cured the problem. Further action has been requested on Corrective Action Request No..........................*

Annex 7: Decisions Log

ID	Decision	Description of decision and impact	Source
Unique identifier	Brief 3-5 word description of decision needed	Description of the decision and the impact of making or not making the decision	Meeting/Corrective Decision

Annex 8: Quality Assurance of Deliverables

Work Package:	
Deliverable:	
Author:	
WP Leader:	
Contributors:	
Quality Team Review:	

Assurance Point	Issues to be addressed	Assessment	Comments	Recommendations
Compliance with the objectives of UniGOV	Does the deliverable comply with the overall objectives of the project?	☐ Yes ☐ No ☐ Partially		
Compliance with the specific objectives of the workpackage	Does the deliverable comply with the WP Objectives as specified in the WP description?	☐ Yes ☐ No ☐ Partially		
Correspondence with the description of work of the relevant activity	Does the deliverable correspond with the activity description as specified in the Application Form?	☐ Yes ☐ No ☐ Partially		
Compliance with the deliverables format	Is the deliverable presented using the Project's deliverable format – Appendix 1	☐ Yes ☐ No		
Adequacy of written language	Level of written English	☐ Excellent ☐ Adequate ☐ Poor		
Dissemination	Is the deliverable distributed to the intended audience using the proper channels?	☐ Yes ☐ No		
Overall assessment and suggestions for improvement:				
Date of Quality Assurance performed by Quality Team reviewers:				
Deadline for submission of amended version of the Deliverable:				

Annex 9: Annual/Periodic Report

Reporting period:
Deadline:

To be completed by each Project partner and sent back to the Quality Assurance WP Leader filled in all its parts at least **three weeks** before the deadline set above

Name and number of the Project Partner: _____

1. General organization

Main activities implemented during the current period:

A. Description of activities implemented during the period. Mention any change in dates, deviations from original plan, problems encountered during the current period, the impact of these problems and the solutions proposed:

WP 1:	
WP 2:	
WP 3:	
WP 4:	
WP 5:	
WP 6:	

B. Concerning finances please report any problems encountered during the current period, explain the reasons and the proposed solutions, in particular in relation to under-spending. Please mention all the expenditures incurred and/or engaged for the project purposes in the last implementation period but not yet reported and indicate the related amount in €.

WP 1:	
WP 2:	
WP 3:	
WP 4:	
WP 5:	
WP 6:	

2. **Next steps to be taken in relation to the project activities (Please refers to the UniGOV Application Form – Management Manual once Submitted)**

WP 1:	
WP 2:	
WP 3:	
WP 4:	
WP 5:	
WP 6:	

3. **A description of the information, communication, publicity activities that took place during the reporting period**

WP 1:	
WP 2:	
WP 3:	
WP 4:	
WP 5:	
WP 6:	

4. **Delivering of project outputs, publishable material and eventual copyright (Please refers to the UniGOV Application Form – Management Manual once Submitted)**

WP 1:	
WP 2:	
WP 3:	
WP 4:	
WP 5:	
WP 6:	

5. **Please update the following set of project indicators**
   Update the following table with the relevant KPIs using the "Project Milestones and KPIs Document".

KPI	Baseline	Current period	Comment and further description *(not compulsory)*

6. Deviations and Alarms

This include but not limited to budget deviations and deviations found in the project activities or deliverables.

7. Additional Information

Any relevant information not mentioned above.

1. Key Project Features

1. Project Name	
2. Project No.	
3. Start date	a. Planned: b. Actual date:
4. End date	a. Planned: b. Actual date:
5. Project Partners	

2. Summary of Results

3. Detailed Review of Achievements and Implementation

3.1 Review of Performance Indicators

Expected Accomplishment	Indicator of achievement (Pre)	Indicator of achievement (Post)	Comments

3.2 Review of Activities

Activities implemented *Please provide the complete list of activities implemented under the framework of the project*	**Comments** *Please specify whether the activity represents a variation of the project's design. Significant variations that took place should be explained under paragraph 4 (Challenges/problems encountered).*
Activity 1:	

4. Challenges/problems encountered

Description of challenges	**Action(s) taken to solve the issue, if any**

5. Good practices and key lessons learned

6. Additional information

Annex 11: Official Project Outputs and Deliverables

#	Output	Due Date
Year 1 Outputs		
D1.1	Key Stakeholders Map	15-04-2017
D1.2	Final Diagnostic Tool	30-07-2017
D1.3	Training Needs Assessment Report	15-09-2017
D1.4	Final preparation Report (WP1 Report)	30-11-2017
D4.1	Project Quality Assurance and Monitoring Plan	30-01-2017
D4.2	Project Milestones and KPIs Document	30-01-2017
D4.3	First annual evaluation report	30-11-2017
D5.1	Dissemination and results exploitation plan	28-02-2017
D5.2	Project Website	30-01-2017
D5.3	Miscellaneous Project presentations and training content	30-11-2017
D6.1	Project coordination and management manual	30-01-2017
D6.2	Risk Mitigation Plan	30-01-2017
D6.3	Project kick-off meeting	30-01-2017
D6.4	First project management meeting	30-06-2017
Year 2 Outputs		
D2.1	Customized training modules	30-01-2018
D2.2	Online training platform	30-01-2018
D2.3	Online training evaluation report	15-04-2018
D2.4	Report on study visits results	15-09-2018
D2.5	Field capacity building activity results report	30-11-2018
D3.1	Evaluation gap analysis report per each partner university	30-11-2018
D3.2	Governance development action plan per each partner university	30-11-2018
D4.3	Second annual evaluation report	30-11-2018
D5.3	Miscellaneous Project presentations and training content (update)	30-11-2018
D6.5	Second project management meeting	30-01-2018
D6.6	Third Project management meeting	30-09-2018
Year 3 Outputs		
D3.3	Good Governance Guideline Handbook	30-01-2019
D3.4	development results and impact assessment report (WP3+4)	30-11-2019
D4.3	Third annual Evaluation reports	30-11-2019
D4.4	Final quality assurance report	30-11-2019
D5.3	Miscellaneous Project presentations and training content (update)	30-11-2019
D5.4	Final Workshop to decision makers and key stakeholders	30-11-2019
D5.5	Final Dissemination and project exploitation report	30-11-2019
D6.7	Forth project management meeting	30-06-2019
D6.8	Project Closing Conference	30-11-2019