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ACKNOWLEDGMENTS

As an integral part of management planning, the Project Quality Plan should provide the solid ground for successful, timely and quality implementation of the project activities. It forms a common standard to be applied and followed throughout the entire project life. This document constitutes the Quality Plan of the MED-HEALTH project and is a deliverable of the project (WP4)



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ACRONYMS AND ABBREVIATIONS

<i>Term/Abbreviation</i>	<i>Description</i>
<i>PCU</i>	<i>Partner Country University</i>
<i>Project Audit</i>	<i>A Project Audit aims to verify if the project is being managed properly according to the organization's standards and guidelines, and that the project plan is being followed. The main purpose of the Project Audit is to identify any project management errors that may have occurred during the execution of the project.</i>
<i>Project Review</i>	<i>A Project Review is a "health check" of the project. The main purpose of the Project Review is to make sure that the project is on time, on schedule, on scope, and on budget, as well as highlighting key issues the project is facing.</i>
<i>QB</i>	<i>Project Quality Board</i>
<i>QA</i>	<i>Quality Assurance</i>
<i>QM</i>	<i>Quality Manager</i>
<i>Quality Assurance</i>	<i>A part of quality management focused on providing confidence that quality requirements will be fulfilled (ISO9000).</i>
<i>Quality Control</i>	<i>A part of quality management focused on fulfilling quality requirements (ISO9000).</i>
<i>Quality Management</i>	<i>Quality management includes all the activities that organizations use to direct, control, and coordinate quality. These activities include formulating a quality policy and setting quality objectives. They also include quality planning, quality control, quality assurance, and quality improvement. (ISO9000)</i>
<i>Quality Objective</i>	<i>A Quality Objective is a quality result that you intend to achieve. Quality objectives are based on or derived from an organization's quality policy and must be consistent with it. They are usually formulated at all relevant levels within the organization and for all relevant functions. (ISO9000)</i>
<i>Quality standard</i>	<i>A Quality standard is the measure used to determine;</i> <ul style="list-style-type: none"> • <i>if the project work processes are being followed,</i> • <i>a successful outcome for a project deliverable.</i>
<i>Review</i>	<i>Review of a specific process or activity in order to verify that the process or activity is sufficient for its purpose and is applied and followed.</i>



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<i>Term/Abbreviation</i>	<i>Description</i>
<i>Solution Validation</i>	<i>A Solution Validation aims to ensure a solution is of sufficient level of originality.</i>
<i>Stakeholder Expectations</i>	<i>Stakeholder expectations describe when a project process is effective as defined by the project stakeholders. An example is the review and approval of all high impact changes to the project.</i>

Introduction

As an integral part of management planning, the Project Quality Plan should provide the solid ground for successful, timely and quality implementation of the project activities. It forms a common standard to be applied and followed throughout the entire project life. This document constitutes the Quality Plan of the MED-HEALTH project and is a deliverable of the project WP4.

Purpose and objectives

Quality Management of a project aims to insure the good implementation of project's activities, and the realization of its stated objectives and outcomes. It aims to implement the quality techniques to review, assess and refine the project deliverables and the quality of the processes and procedures used to manage and develop these deliverables.

The purpose of this document is to describe the necessary information required to effectively manage project quality, from project planning to delivery, comprising quality objectives in the project, roles and responsibilities, and the Quality Management approach to ensure that the quality objectives are achieved.

The intended audience is the project team and any senior leaders whose support is needed to carry out the plan.

Reviews and approval

This Quality Plan is to be continuously reviewed, and any changes to the plan will be handled by the project's procedure for Change Management.

The plan is approved by the Project Quality Board (QB). The QB will comprise 1 top level official from each PCU, 1 representative of the PMRS, HDL , EMPHNET and the 4 EU partners. The QB staff will differ from that involved in the Project Management Board (PMB) (WP7).

The Project Quality Board (QB) consists of the following members:

Name	Partner institute	Quality Responsibility
Fadia Hashaika	ANNU	WP7,WP1 Deliverables Quality
Mohammad Sobo	MU	WP5 Deliverables Quality
Nadia cheriha	UMA	WP6 Deliverables Quality
Francisco Grima	UPNA	WP3 Deliverables Quality
Aimi Maccormac	ARU	WP2,WP4 Deliverables Quality



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Quality Objectives

The Quality Objectives for Quality Management in the MED-HEALTH project are to assure that:

- Project deliverables meet their stated requirements.
- Project Management processes are appropriately followed.

They answer the questions:

- What is it the project shall achieve, that is, what is the expected result?
- How can we judge if the project is carried out in a good way, so that the expected result is achieved?

In the MED-HEALTH project the overall Quality Objectives are:

- Evaluation and approval of the quality of the Master contents, training delivered, strategic documents;
- Assessment of internal evaluation surveys and peer reviews prepared by PCUs to assess the quality of delivered outputs;
- Assessment of quarterly activities and financial reports, prepared by the Project Coordinator on the basis of reports from local project managers and their joint approval by the PMB;
- Monitoring implementation of project results based on the set of indicators concerning the timely and quantitative completion of project results, based on reports from the Project Coordinator, potential adjustment of indicators and deadlines for the achievement of results;
- With a view to effective management of the project, meetings of the QB will be combined with those of the PMB.

Quality Management Approach

The quality management approach is about to ensure that all personnel in the project "does the right things, right, the first time". Thus avoiding misunderstandings of what to produce and how, resulting in productivity losses, quality losses and schedule delays.

This is going to be achieved by:

- Early identification and reviews of all quality-impacting documents.
- Reviews of all quality-impacting documents.
- Using the well-defined and anchored quality standards and procedures already in use for each work package.
- Identify projects key performance indicators, and their intended quality measures.
- Using Customer Satisfaction as a Quality Control tool in case quality standards and procedures are missing and/or there are no documented processes/processes procedures do not exist in any form.

Quality Control

The Quality Control in the project focuses on the deliverables of the project, and monitors them in order to verify they are complete, correct, and of acceptable quality.

The quality of deliverables is identified based on the specifications and standards which were identified within the project plan itself. In order to identify these standards, and their relevant quality measures, a list of project deliverables should be prepared and integrated with quality specification for each of them. The following will explain this list:

Project deliverables list

A list of project deliverables (as in the project plan) is maintained by the project management, covering:

- ID
- Name
- Type
- Description
- Responsible
- Planned delivery date
- Applied Quality Standards/Customer satisfaction
- Quality Control
- Acceptance Criteria covering criteria for completeness and correctness
- Approved by
- Approval date
- Status
- Comments

Quality affecting documents such as this Quality Plan, project plans, work-plans, etc. shall be prepared and controlled in accordance with this quality plan and approved processes. These documents shall receive the required reviews and approvals; be uniquely identified, and their distribution must be formally established. Other essential policies, plans, procedures, decision, data and transactions produced by each work package are documented to an appropriate level of detail. Document reviews by subject matter experts; management and Quality Assurance are performed as appropriate and as specified in the referred Quality Standard.

Deliverable Quality Standards

Document Management

Documents should have a consistent style and appearance. Documents of the same type should have a consistent structure. It is mandatory to use the templates of the project and the procedures for document reviews.

Document Management offers the set of document [templates](#) to be used for project reporting and monitoring, such as working meetings proceedings and registration forms, personnel timesheet; check lists for financial reporting, organization of public events, etc. It also provide a description and the structure of the common documentation repository.

The process of producing documents is an iterative process involving drafting, checking, and revising the document. It should continue until a document of acceptable quality is produced. The acceptable quality level depends on the document type and the potential readers of the document.

Every time a document is edited, the first page of it should include a table of previous versions and the dates of updates, as below:

Version Number	Implemented By	Revision Date	Approved By	Approval Date	Description of Change
1.0	<Author name>	<mm/dd/yy>	<name>	<mm/dd/yy>	<description of change>

Quality Control Activities

As listed in the project deliverables' list, quality control activities are specified for each deliverable. The main quality control activity to determine whether the results conform to requirements is Inspection, which is to be carried out in different forms;

Examining

Methodically go through the document to be examined, to verify the quality of the document, validate the content, identify faults and shortcomings, and to disseminate knowledge of its content.

Quality Expectations for this project:

Quality of the project implementation

The main goal of the MED-HEALTH project is building up South Mediterranean HEIs' competences in the field of Public Health to improve public health performance, employment & development perspectives in the region. For efficient achievement of planned goals, the MED-HEALTH 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. MED – Health is organized in 7 different work packages:

- WP1- Analysis & Skills Enhancement
- WP2- Implementation of Master Programme in Public Health Management
- WP3- Set-up of Mediterranean e-Portal on Public Health
- WP4- Quality Control & Monitoring
- WP5- Dissemination & Networking
- WP6- Sustainability
- WP7- Project Management

The main objectives of the project were identified and the following table suggests specific indicators to insure the realization of these objectives:

Project Aims	Indicators:
Introducing a Master Degree Programme in Public Health Management	<ul style="list-style-type: none"> - Approval of Program Accreditation from relevant accreditation bodies/ authorities to establish the newly introduced program - Number of admission applications for the first

	batch of students (new students)
Establishing an e-Portal on Public Health Management in the Mediterranean partner HEIs	<ul style="list-style-type: none"> - Establishment of the E-Portal - Number of Users/Visitors on regular periods of time (monthly statistics) - Reliability of service of the e-portal (99.99% uptime should be guaranteed)
Creating a Regional Health Management Network	<ul style="list-style-type: none"> - Number of network members, - Number of network collaborations - Number of activities resulted by this network

Quality of project deliverables

The targets and goals set by MED-HEALTH project leads to big variety of the project deliverables. They can be generally categorized as documents and reports (Project Organizational Chart, Action Plan, Quality Plan, Monitoring and Evaluation Plan, Communication Plan, Requirements Specification document, etc.), events (kick off meeting, local/national/international events, conferences, and other dissemination activities, visibility actions, and other services, etc.).

Quality of the resulted Master Degree Programme in Public Health Management

To insure that this program is well designed and developed according to all standards and requirements of the national accreditation agencies at each of PCUs countries'. Later on, the program shall have its dedicated quality assurance tools to insure its quality at the long running phase. This entails having periodical evaluation and assessment tools that insure the quality of curriculum, courses, academic staff, resources and infrastructure, approaches to meet labor market needs, and the selection of best students to attend this program. Universities that already have their own QA systems can adopt their own techniques as long these techniques fulfill the ability of insuring the quality of the academic program.

Quality of documents and reports

All documents and reports produced within the MED-HEALTH 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.

Quality of meetings, conferences and other events

All events planned within the project need to be professionally organized. The organizer/host institution will be responsible for providing the smooth realization of the event, which includes all necessary arrangements and coordination, preparation of invitation packages (invitation letters, agendas, etc), details on location, available accommodation and travel arrangements, etc.

The deadline for completing necessary preparation activities depends on the event itself, but it must provide enough time for participants' registration and travel preparations. Additionally, the host institution will be responsible for provision of all materials required for the event (promotional or informative material, supporting documents, printed agendas, etc), as well as for the elaboration of reports/minutes on the held event upon its completion.

Every event planned within the MED-HEALTH project must also meet the requirements regarding the structure and the number of target audience.

Quality of promotion and dissemination tools

A series of events, press conferences, cross-border conferences will be realized throughout the project life time. The most importance here is that the MED-HEALTH project is well presented to aim the carefully selected target groups and that all attended events are of high relevance for the area covered by the project. The project dissemination team should select the best dissemination tools that target the largest number of relevant audience (i.e. website, blogs, email groups, Facebook, etc.)

Quality of e-portal services

The intended e-portal which will be developed to support the Master programme, providing resources of interest for the target groups, must be reliable, safe for use, secured, built with the latest technology, assigned with coding manual and to be guaranteed that there is a backup system to insure the continuity of the e-portal and safety of content as well as the sustainability of the e-portal after the project end. The e-portal should also include a clear privacy policy statement. The names, logos and links of all project partners should be also seen at the bottom of all pages.

Quality of Project Management

The project management structure was planned during the preparation of the project proposal and was adopted at the kick-off meeting. The structure is composed in such a manner to ensure efficient and quality project realization. MED-HEALTH management is structured at three levels:

- **Project Management Board (PMB)** responsible for the achievement of the project objectives,
- **Project Coordinator (PC)** responsible for the activity plan management and project daily operations,
- **Quality control body (QB)** responsible for the proper implementation of project and insuring the structured approach to the quality control.

The project management structures are expected to be well-organized, professionally coordinated and fully committed to the efficient realization of assigned activities, financial management and reporting.

Quality Assurance

The focus of the Quality Assurance is on the processes used in the project. The Quality Assurance aims to ensure that the processes in the project and the work packages are used effectively to develop quality project deliverables.

The focus of quality assurance is on the processes used in the project. Quality assurance ensures that project processes are used effectively to produce quality project outputs and results. It involves following and meeting standards, continuously improving project work, and correcting project defects.

Some of the issues to be in consideration are as follow:

- The project processes subject to quality assurance.
- The quality standards and stakeholder expectations for that process.
- The quality assurance activity – e.g., quality audit or reviews, code review – that will be executed to monitor that project processes are properly followed.
- How often or when the quality assurance activity will be performed.
- The name of the person responsible for carrying out and reporting on the quality assurance activity.

Quality Assurance Process

The project quality assurance process should be executed according to approved project plan. The quality assurance process includes internal and external quality audit and will utilize several tools to insure the good implementation of project activities, such as:

- **Project Audits:** will be conducted in order to measure the application of the approved Project Plan and discover deviations that can be negative for the project.
- **Project Reviews:** will be conducted in order to discover any deviations from and/or risks related to time, schedule, scope, and budget which can threaten the project and/or the outcome of the project.
- **Quality Audits:** will be conducted in order to measure the application of the approved Quality Plan and discover deviations that can be negative for the project and/or the outcome of the project.
- **A Review:** may be called for by anyone in the project in order to verify that a process or activity is sufficient for its purpose and is applied and followed.

Process Quality standards & Indicators

Indicators:

The indicator targets set by MED-HEALTH in the Application Form define its level of ambition, help to monitor progress throughout implementation and allow saying at the end of the project whether the objectives have been achieved.

All indicators under MED-HEALTH will be expressed in quantity (such as ‘the number of’, ‘percentage of’) in order to be able to measure results and outputs objectively, but they need to be completed by qualitative aspects (such as addressed target groups, in which place the change is produced).

To set a good indicator system at a project level, the indicators should also be S.M.A.R.T, which means (Specific, Measurable, Achievable, Relevant, and Time bounded).



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Approach

The intent is to ensure that every member of the team "does the right things, right, the first time". Without standards and procedures, the risk is that team members will complete their work with different understandings of the procedures they are required to follow and the results they are intended to produce, resulting in productivity losses, quality losses and schedule delays.

The development of standards and procedures is an iterative process. Thus the standards and procedures are never complete but can expect to evolve and be enhanced as the project proceeds. As the procedures are put in place and implemented, improvements will be identified and introduced under the control of the Quality Assurance Manager.

The standards and procedures are based on the following principles:

1. Standards and procedures will be agreed-upon in advance for all project activities.
2. The team will be involved in their development or adoption to make sure that the standards are owned by the team.
3. Every effort will be made to ensure that the quality of the standards and procedures is evident and to not impose unnecessary standards or overly elaborate procedures.
4. Once adopted, the standards will be formally documented, easily accessible and easily understandable.
5. We will be flexible in evolving the standard if someone has an improvement.

Roles and responsibilities

Project Manager

The Project Manager is accountable for Quality Management in the project and approves the Quality Plan.

Quality Manager

The role of Quality Manager reports to the Project Manager and aims to ensure that the deliverables of the project are fit for purpose, is consistent and meets both external and internal requirements. This includes regulatory compliance and customer expectations. The Quality Manager conducts quality assurance activities like audits and reviews to ensure that processes and procedures in the project are sufficient for their purpose and are applied and followed.

The role includes responsibility for:

- Devise and establish the project's quality procedures, standards and specifications.
- Review project requirements and makes sure they are met.
- Compile, assess and set standards for quality.
- Establish and maintain control and documentation procedures.
- Monitor performance by gathering relevant data and produce quality reports.
- Make suggestions for changes and improvements and how to implement them.
- Manage reported deviations from the Quality Plan, either by ensuring that the Quality Plan is followed, or through a Change Request adapting the Quality Plan to better reflect the reality of the project.

Work Package Lead

The Work Package Lead participates in the work to together with the Quality Manager compile and customize Quality Objectives and Standards for the Work Package, ensure compliance with those standards, and to report deviations and needs for changes to the Quality Manager.

Project Member

Although the Quality Manager is responsible for Quality Management in the project, all project members are responsible to follow the Quality Plan and report directly to Work Package Lead or the Quality Manager when one considers that the quality plan deviates from reality, or that it is not followed.



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Tools

The list below list and describe the tools that the project will utilize to help manage and control quality on the project.

- Confluence
- Standard spreadsheets
- Templates
- Software tools
- Development packages
- Online Tools (google drive, doodle, online registration forms. etc.)
- E-portal statistical reports on regular basis
- Surveys



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Reporting

As stated and agreed in the project plan, quality reports will be produced as a result for quality auditing activities, which will take place semi-annually during the project implementation. The reports should be committed to documents standards and should be discussed by the Quality body (QB) and when approved to be circulated to other project partners and finally to be approved by the project management board.

The reports are expected to highlight any activities that are inconsistent with project objectives. The reports should respond to these activities with a set of actions that should take place in order to re-align these activities with the project activities.

Reports should include the results of all tools utilized for quality assurance including statistical reports, surveys results, and dissemination audiences.