

PROJECT NUMBER:
LLP-LdV-ToI-2013-RO-005/2013

**PROJECT TITLE: IMPROVED CURRICULA AND MODERN
LEARNING SYSTEM TO PROMOTE THE NEW DIRECTIONS
OF BUSINESS ENHANCEMENT
IN LIFE SCIENCES APPLICATIONS**

**QUALITY MANAGEMENT PLAN
FINAL FORM**

| | |
|-------------------------------|--|
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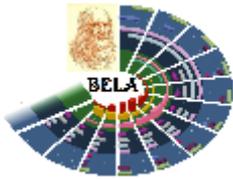
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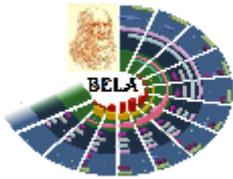
1. FOREWARD

BELA project– „Improved curricula and modern learning system to promote the new directions of Business Enhancement in Life sciences Applications” is a Leonardo da Vinci project for Transfer of Innovation. The project is put into operation by a consortium of 4 partners from 3 different European countries. All partners have technical expertise to achieve the project objectives and a wide experience of participating and management of national and European projects. The work plan is focused on the transfer of innovation of products from 2 previous projects and innovative development in a targeted economic domain and new European context. The project scheduled activities, together with the smooth cooperation and collaboration among partners reduces the chance of miscommunication and conflict.

| PARTNER | COUNTRY | ORGANIZATION |
|----------------|----------------|---|
| P0 | ROMANIA | National Institute for Research and Development in Chemistry and Petrochemistry ICECHIM Bucharest |
| P1 | France | Association pour la formation en milieu rural - Etcharry formation developpement AFMR Etchary France |
| P2 | Lithuania | Kauno regioninis inovaciju centras |
| P3 | ROMANIA | University of Agronomic Science and Veterinary Medicine, USAMV Bucharest |

Quality Management Plan (QMP) is focusing on followings issues:

- (i) Process and Project Management;
- (ii) Partnership
- (iii) Products.



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The main goal of this QMP is to facilitate the project management and to guide all partners on evaluation and quality issues. The BELA project covers a wide range of activities integrated within an implementation plan and a budget.

Even though these characteristics have an effect on the evaluation, the basic principle remains the same: to ensure an optimal relationship between the goal to be achieved, at reasonable cost, and the resources (human, technical and financial) that are used.

2. TARGET GROUPS

The profile of the different groups participating in the BELA project will be different depending on their roles, tasks and activities in the project, respectively:

- 1) Young entrepreneurs involved in life sciences business and interested in promoting sustainable development applications;
- 2) Young scientists preparing to pass from the research field to the business sector by developing start-up companies;
- 3) Young educators involved in teaching entrepreneurship and sustainable development applied to life sciences.

3. BELA PROJECT SUMMARY

The BELA project will develop learning curricula and contents to be delivered to target-group by blended learning in order to provide training in business enhancement in life sciences for sustainable development applications. The products and results will be ready to be implemented in the partnerships countries, but also in other European areas due to the increased European dimension.

The consortium consists of 4 partners from Romania (ICECHIM and USAMV Bucharest), France (Etcharry Formation Developpement) and Lithuania (Kaunas Regional Innovation Center) with complementary expertise and competences

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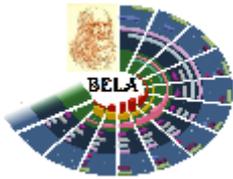


especially chosen to fulfill the project work program, meaning the two Romanian partners participate with specialists in life sciences research, high education and training, the French partner has experience in delivering training for organizing partnerships and networks for rural sustainable development, and the Lithuanian partner developed training to promote the growth of entrepreneurial spirit. Two products from these foreign partners will be transferred, by integrating them, but also by adapting to an economic sector of interest and by introducing modern blended learning systems, and by increasing the value with a new specific content dedicated to sustainable life sciences applications. The enterprise business in life sciences module will complementary treat the Intellectual Property issues.

The impact will be on 3 levels: (1) short term: acknowledge the key competences and skills needed to develop business in sustainable development applications of life sciences and develop blended learning by testing the training on a representative selection of persons from the target group; (2) medium term: formation in the involved countries and at EU level of a general vision about the training in the field of interest as products and methodologies; (3) long term: at EU level introduction into educational and vocational systems of advanced and coherent learning tools to enhance the needed competences.

4. QUALITY AND EVALUATION CONCEPTS

Evaluation is a process which (a) supports a project, by measuring the extent to which the objectives are met, (b) identifies achievements, (c) identifies areas for improvement, (d) encourages decisions to be taken, including changes to objectives and the project methodology. Quality assurance is defined in technical environments as: 'the operational techniques and activities that are used to fulfil the requirements for quality' (ISO 9000). Below is given an overview of terms and concepts concerning quality assessment of the BELA project.

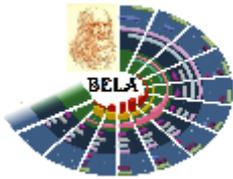


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| | | |
|-----------------|-------------------------------|--|
| CONCEPTS | Evaluation | Systematic collection and analysis of information on the actual performance of a project. Its aim is to analyze the relevance, progress, success and cost-effectiveness of the project. An evaluation compares planned results with the actual results of a project. It is a diagnostic tool. |
| | Monitoring | Continuing management exercise. Its aim is to supervise the accounting and administrative processes of a project. When implementing a project, monitoring deals almost exclusively with the conversion of inputs into outputs. This exercise will help evaluate if what was supposed to be done is really performed. Adjustments to the project are possible when monitoring is done throughout the project management life cycle. |
| | Performance measures | Indicators that provide information (either quantitative or qualitative) on the extent to which the results of a project have been achieved. Any activity which aims at interpreting results, or data obtained from measures, are part of an evaluation. To assure that the evaluation process leads to good decision-making, it must rest on correct and precise measures. |
| | Qualitative measuring | Aims at collecting data in order to describe and evaluate a situation |
| | Quantitative measuring | Aims at collecting data in order to measure (through numbers and statistics) the range or the scope or the achievement degree of an activity. |
| | Efficiency | Refers to producing planned outputs within budgetary limits and established deadlines. |
| | Effectiveness | Refers to achieving planned results and contributing to attain established goals and objectives. |
| | Impact | Refers to the intended or unintended, negative or positive, consequences of a project, some of which happen only some time after the end of the project. |

5. QUALITY MANAGEMENT PLAN

The Quality Management Plan is an integral part of any project management plan. The purpose of the Quality Management Plan is to describe how quality will be managed throughout the lifecycle of the project. It also includes the processes and procedures for ensuring quality planning, assurance, and control are all conducted. All stakeholders should be familiar with how quality will be planned, assured, and controlled.



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The Quality Management Plan for the project will establish the activities, processes, and procedures for ensuring deliverables and procedures quality upon the conclusion of the project. The purpose of this plan is to:

- Ensure quality is planned
- Define how quality will be managed
- Define quality assurance activities
- Define quality control activities
- Define acceptable quality standards.

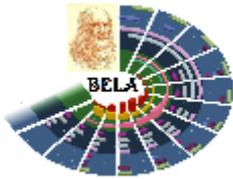
The quality management plan identifies these key components:

| Objects of quality review | Quality Measure | Quality Evaluation Methods |
|---------------------------|---|------------------------------|
| Project Deliverables | Deliverable Quality Standards Completeness and Correctness Criteria | Quality Control Activities |
| Project Processes | Process Quality Standards Stakeholder Expectations | Quality Assurance Activities |

5.1. Quality Management Approach

The following are the quality objectives of the project that reflect the overall intentions to be applied with regard to quality throughout the project.

- Deliverables support improved project management proficiency.
- Deliverables meet the requirements of Pj Steering Committee and project managers
- Deliverables align with best practices for project management
- Deliverables are easy to use
- Project practices conform to recommended project management standards.



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5.2. Quality Team Roles & Responsibilities

The following table identifies the quality-related responsibilities of the project team and lists specific quality responsibilities.

| Project Team Role | Quality Control and Quality Assurance Responsibilities |
|---|--|
| Project director | QA 1. Assure practice of quality control measures and communications in project plan QC1, QC2, QC3: Assure framework to realize deliverables, processes and methodologies control QC4: Communicate prioritized changes QC5. Assure deliverables meet broad set of project management requirements QC6: Assure training plan addresses all project management skill levels QC7. Assure project management gap resolution |
| Quality Management Group responsible Alina Ortan | Assures the whole Quality management Process putting into operation and reports to Pj Steering Committee and Pj director |



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| Project Team Role | Quality Control and Quality Assurance Responsibilities |
|--|--|
| <p>Management Group members</p> <p>Renata Steponaviciene – KAUNO REGIONINIS INOVACIJU CENTRAS- Lithuania</p> <p>Fantxo Hastaran- Association pour la Formation en Milieu Rural, Etcharry, France</p> <p>Txomin Larre- Association pour la Formation en Milieu Rural, Etcharry, France</p> <p>Melania Arsene-ICECHIM Bucuresti</p> | <p>QA1: Approach and approve each WP products and processes quality assurance per framework checkpoints</p> <p>QA2. Define all quality standards for product and activities, to evaluate schedule, resources, cost, and performance.</p> <p>QA3. Assess practice of project management framework activities</p> <p>QC 1 Assess satisfactory resolution of project management gaps</p> <p>QC 2. Prioritize changes imposed by QA controls</p> <p>QC3. Assure products pilot testing quality control</p> |

5.3. Project quality control

The focus of quality control is on the deliverables of the project. Quality control monitors project deliverables to verify that the deliverables are of acceptable quality and are complete and correct.

The following table identifies:

- The major deliverables of the project that will be tested for satisfactory quality level.
- The quality standards and the correctness and completeness criteria established for the project deliverables.
- The quality control activities that will be executed to monitor the quality of the deliverables.
- How often or when the quality control activity will be performed.



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| WP & Project Deliverable | Deliverable Quality Standards/ Completeness and Correctness Criteria | Quality Control Activity | Frequency/Interval |
|---|--|--|-----------------------------|
| WP 1 | | | |
| Quality Management plan (QMP), needed to coordinate the quality assurance activity and to improve it by corrective measures | <p>Aligned with good standards in elaboration and implementation of QMP</p> <p>External audit on product completeness and correctness</p> | Check and review the quality management plan elaboration and implementation against objectives, quality criteria, and measures to correct and improve the products and processes | After each WP fulfillment |
| Project implementation strategy (PIS) | <p>Aligned with good practices in elaboration and implementation of PIS</p> <p>External audit on product completeness and correctness</p> | Check and review the PIS elaboration and implementation against objectives, quality criteria, and measures to correct and improve the products and processes | After each WP fulfillment |
| Communication and internal reporting plan (CIRP) | <p>Aligned with good practices in elaboration and implementation of CIRP</p> <p>External audit on product completeness and correctness</p> | Check and review the CIRP elaboration and implementation against objectives, quality criteria, and measures to correct and improve the products and processes | After each WP fulfillment |
| Kick off meeting | Aligned with good practices in international and dissemination meetings organization | Check the meeting organization and the project objectives adequacy by targeted questionnaire | At the meeting organization |



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| WP & Project Deliverable | Deliverable Quality Standards/ Completeness and Correctness Criteria | Quality Control Activity | Frequency/Interval |
|---|--|--|--|
| Project web page (ENG, RO, FR, LT) | Aligned with good practices in the domain External audit on product completeness and correctness | The number of visitors of the project web site will be counted and questionnaire regarding the product quality can be filled | Monthly |
| Review of kick off meeting issues | Aligned with good practices in events reporting and future activity schedule | The same as for the kick off meeting | After the meeting organization |
| Partnership agreement regarding the intellectual property rights | Aligned with good practices in the field and adapted to the project products needs regarding IPR | Check and review the IPR agreement | N/A (analysis during elaboration and document signing) |
| External audits reports (for technical part) | Aligned with technical audits good practices for training and professional formation projects | Check and review the reports against specific quality criteria | Before the interim technical report and final technical report |
| WP 2 | | | |
| Basic template regarding the entrepreneurship key competence the life sciences sector | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis External audit on product completeness and correctness | Check and review the content | Weekly during scheduled period of elaboration |



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| WP & Project Deliverable | Deliverable Quality Standards/ Completeness and Correctness Criteria | Quality Control Activity | Frequency/Interval |
|--|--|------------------------------|---|
| Questionnaire regarding the need of the key competences in the field of interest | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis and connected to the previous product content External audit on product completeness and correctness | Check and review the content | Weekly during scheduled period of elaboration |
| E-letter presenting the project main objectives | External audit on product completeness and correctness | Check and review the content | During elaboration and during WP 1 first phase dissemination |
| BELA Matrix of key competences needs | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis and connected to the questionnaire findings External audit on product completeness and correctness | Check and review the content | Weekly after the survey results analysis until the WP 2 end |
| E-letter presenting BELA matrix of competences | External audit on product completeness and correctness | Check and review the content | During elaboration and during WP 1 second phase dissemination |



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| WP 3 | | | |
|---|--|--|---------------------------------------|
| Curriculum 'Entreprise bussines and intellectual property in Life Sciences" first variant | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis and connected to the questionnaire findings | Check and review the content | Weekly during the product elaboration |
| Training content "Entreprise bussines and intellectual property in Life Sciences" (first version) | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis and connected to the questionnaire findings | Check and review the content | Weekly during the product elaboration |
| Curriculum " Sustainable life sciences application", first version | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis and connected to the questionnaire findings | Check and review the content | Weekly during the product elaboration |
| Training content "Sustainable life sciences application"first version | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis and connected to the questionnaire findings | Check and review the content | Weekly during the product elaboration |
| Second partnership meeting in LT | Aligned with good practices in international and dissemination meetings organization | Check the meeting organization and the project objectives adequacy by targeted questionnaire | At the meeting organization |
| Review on second partnership meeting | The same as for the kick off meeting | After the meeting organization | The same as for the kick off meeting |



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| WP 4 | | | |
|--|--|---|--|
| Curriculum “Enterprise business and Intellectual property in Life Sciences” (second version, adaptation to the blended learning) | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis and connected to the questionnaire findings | Check and review the content | Weekly during the product adaptation to new training context |
| Training content “Enterprise business and Intellectual property in Life Sciences” (second version, adaptation to the blended learning) | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis and connected to the questionnaire findings | Check and review the content | Weekly during the product adaptation to new training context |
| Curriculum “Sustainable Life sciences applications” (second version, adaptation to the blended learning) | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis and connected to the questionnaire findings | Check and review the content | Weekly during the product adaptation to new training context |
| Training content “Sustainable Life sciences applications” (second version, adaptation to the blended learning) | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis and connected to the questionnaire findings | Check and review the content | Weekly during the product adaptation to new training context |
| E-learning package for BELA project (first variant) | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis and connected to the questionnaire findings | Check and review the model of organization, easy to use characteristics, and the content adaptation | Weekly during the product elaboration |



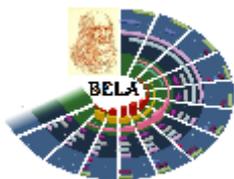
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| | | | |
|---|---|------------------------------|---------------------------------------|
| Questionnaire to test inborn entrepreneurship abilities | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis and connected to the questionnaire findings | Check and review the content | Weekly during the product elaboration |
| Technical and pedagogical evaluation of the blended learning system (synthesis of the received feedbacks) | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis External audit on product completeness and correctness | Check and review the content | Weekly during the product elaboration |
| WP 5 | | | |
| Methodology of testing BELA blended learning | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis External audit on product completeness and correctness | Check and review the content | Weekly during the product elaboration |
| Questionnaire on BELA blended learning system testing characterization and recommendations | A specific quality management product and deliverable | Check and review the content | Weekly during the product elaboration |
| Pilot testing results evaluation report | Beside the technical content a specific quality management product and deliverable | Check and review the content | Weekly during the product elaboration |



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| WP 6 | | | |
|---|---|------------------------------|---|
| Curriculum “Enterprise business and Intellectual property in Life Sciences” (final version) | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis External audit on product completeness and correctness | Check and review the content | Weekly during the product final version elaboration |
| Training content “Enterprise business and Intellectual property in Life Sciences” (final version) | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis External audit on product completeness and correctness | Check and review the content | Weekly during the product final version elaboration |
| Curriculum “Sustainable Life sciences applications” (final version) | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis External audit on product completeness and correctness | Check and review the content | Weekly during the product final version elaboration |
| Training content “Sustainable Life sciences applications” (final version). | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis External audit on product completeness and correctness | Check and review the content | Weekly during the product final version elaboration |



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| | | | |
|---|---|--|---|
| E-learning package for BELA project (final variant). | Aligned with good practices in the domain obtained by dedicated literature documentation or similar projects products analysis External audit on product completeness and correctness | Check and review the content and specific characteristics | Weekly during the product final version elaboration |
| Methodology for blended learning system application (final version) | Aligned with good practices and specific methods | Check and review the content and the procedure | Weekly during the product final version elaboration |
| Certification of BELA matrix of competences | Aligned with good practices and specific methodology External audit on product completeness and correctness | Check and review the procedure | Weekly during the process of certification |
| Third partnership meeting in FR | Aligned with good practices in international and dissemination meetings organization | Check the meeting organization and the project objectives adequacy by targeted questionnaire | At the meeting organization |
| Review on third partnership meeting issues | The same as for the kick off meeting | After the meeting organization | The same as for the kick off meeting |
| WP 7 | | | |
| Dissemination and valorization strategy | Aligned with good standards in elaboration and implementation of dissemination-valorization strategy External audit on product completeness and correctness | Check and review the product elaboration and implementation against objectives, quality criteria, and measures to correct and improve the products and processes | After each WP fulfillment |
| Project flyer | External audit on product completeness and correctness | Check and review the content | During elaboration and during WP 7 process of dissemination |
| Project poster | External audit on product completeness and correctness | Check and review the content | During elaboration and during WP 7 process of dissemination |



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| EU & National relevant end users and stakeholder contact database | External audit on product completeness and correctness | Check and review the content | During elaboration and during WP 7 process of dissemination |
| 10 Dissemination seminars | Aligned with good practices in dissemination meetings organization | Check the meeting organization and the project objectives adequacy by targeted questionnaire | During the period of seminars organization as scheduled in the valorization strategy |
| Report regarding dissemination seminars issues | Aligned with good practices in events reporting and future activity schedule External audit on product completeness and correctness | Check and review the content | After the period of seminars organization as scheduled in the valorization strategy |
| 2 E-letters addressed to the project target-groups, end users and stakeholders | External audit on product completeness and correctness | Check and review the content of each e-letter | During elaboration and during WP 7 second phase dissemination |
| 3 Press releases about project objectives, consortium, results, products, methodologies | External audit on product completeness and correctness | Check and review the content of each press release | During elaboration and during WP 7 second phase dissemination |
| 11 participations to national/international workshops and symposia to disseminate project results and products | External audit on product completeness and correctness | Check and review the content of papers needed to disseminate the project | During elaboration and during WP 7 dissemination |



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5.4. Project quality assurance

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 deliverables.

The following table identifies:

- The project processes subject to quality assurance.
- The quality standards and stakeholder expectations for that process.
- The quality assurance activity – such as a quality audit or reviews - that will be executed to monitor that project processes are properly followed.
- How often or when the quality assurance activity will be performed.

| Project Process | Process Quality Standards/ Stakeholder Expectations | Quality Assurance Activity | Frequency/Interval |
|---|---|--|---------------------------|
| QA1. Develop/refine project Gantt diagram | 100% compliance with framework | Audit Gantt diagram updates by WP and activities | Once per project WP |
| QA2. Develop/refine project implementation plan | Applying the analysis tools from the Good Practices of project management 100% compliance with framework | Audit plan content and updates, project priorities, and task estimation | Once per project WP |
| QA3. Execute and control project per project communication plan | Applying the analysis tools from the Good Practices of project management 100% compliance with framework | Audit the following project activities: Quality Communications Project progress | Monthly |
| QA4. Develop and approve each project WP function of | Applying the analysis tools from the Good Practices of project management | Audit WP checkpoints | Once per project WP |

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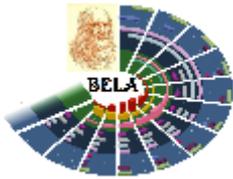


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|--|--|--|--|
| implementation plan | 100% compliance with framework | | |
| QA5. Execute and control project per project valorization strategy | Applying the analysis tools from the Good Practices of project management 100% compliance with framework | Audit plan content and updates, project priorities, and task estimation | Monthly |
| QA6. Measurement of project impact on short/long term. | 100% compliance with framework | The project meetings will include activities to collect the target-group people, end users points of view and to measure the appreciation on products and procedures | During the project meetings |
| QA7. Evaluation of the quality of training products and blended learning methodology | Development of specific instruments of target people satisfaction measurement presented in the table above 100% compliance with framework | Comparison with similar products and by measuring the target-group and stakeholder satisfaction. | Once for each training product / training system stage of development Specific pilot training |
| QA8. Close project with post project review | 100% compliance with framework | Audit project reviews by WP | Once per project WP |

Annexes.

- 1. Questionnaires to measure quality assurance**
- 2. Quality Management Interim Report**



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QUALITY MANAGEMENT INTERIM REPORT

Quality Management includes the processes required to ensure that the project will satisfy the needs for which it was undertaken. Construction of a route leading to quality assurance should include the establishment of procedures and reference standards, and criteria definition.

In this project, quality control focused on deliverables, aiming to them to be of acceptable quality, complete and correct. The main criteria were:

- Deliverables meet the standards of best practices
- Deliverables meet the requirements of Pj Steering Committee and project managers and are internally validated by the consortium members
- Deliverables comply with the terms of execution
- Deliverables are easy to use
- Deliverables are externally validated through community information using e-letters, questionnaires and project web page.

WP1 (Stage I).

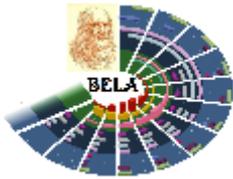
Deliverables:

- Quality Management plan (QMP)
- Project implementation strategy (PIS)
- Kick off meeting
- Project web page
- Review of kick off meeting

In this phase, by checking and discussing it by all consortium partners, quality management plan was implemented. A revision was made in relation to the implementation of the objectives of quality criteria, being taken corrective and improvement measures of products and processes. This activity takes place after the activities in each work package, the deadline for completion being 11.01.2015.

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It has also been elaborated the Project implementation strategy, by verification and discussion with all consortium partners. A revision was made in relation to the implementation of the objectives of quality criteria, being taken corrective and improvement measures of products and processes. This activity takes place after the activities in each work package, the deadline for completion being 11.01.2015.

Regarding the kick-off meeting of the project, it was held according to the schedule in Bucharest, 17 to 18 February 2014 and was aimed at launching the project, acquaintance with the partners and planning of the future activities.

Review of the meeting was based on discussions and conclusions of the meeting; the project's Director developed a document, given to all partners for consultation that described in detail all changes made in terms of activities and deadlines. In addition, a questionnaire was applied to all meeting participants on the quality of the organization of this meeting. From the responses received and interpreted, a 100% satisfaction rate resulted.

The project website was designed according to the schedule, for the variants RO, ENG, FR, LT, which it will be regularly updated with the completed results. The number of visitors to the page is monitored.

WP2

DELIVERABLES:

- Basic template regarding the entrepreneurship key competence in life sciences sector
- Questionnaire regarding the need of the key competences in the field of interest
- E-letter presenting the project main objectives
- BELA Matrix of key competences needs
- E-letter presenting BELA matrix of competences.

A basic template regarding the entrepreneurship key competence in life sciences sector was elaborated based on the following activities:

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- Comprehensive documentation from all sources
- Achievements of the previous relevant projects
- Experience of the consortium members
- Discussions both in the consortium, as well as with specialists in education area and independent professionals with expertise in the area of entrepreneurship
- Questionnaire regarding the need of the key competences in the field of interest, which is on the project website and can be online completed.

Considering that, these competence matrix concord with the criteria considered standard in the field and were well received by the experts who were consulted, we believe that this product meets the quality criteria.

A questionnaire was conducted following which will be designed the content to be developed for the target groups of the project, based on the skills template developed.

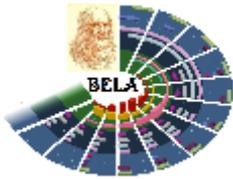
Key competencies were validated by the questionnaire responses that correlate knowledge of management and business skills with the perception on the needs of education in the field. The questionnaire was applied to individuals of target groups, in EN, FR, and LT.

Thus, this survey received 204 validated responses (25% response rate received) from individuals who work or have done studies in life sciences. 84% of people with valid responses (valid GT) were (24-44) yearage.

Questionnaires were completed by 3 categories of representatives of target groups (GT), distribution of responses being as follows:

a) Young entrepreneurs involved in life sciences and interested in promoting sustainable development applications: 49%

b) Young researchers preparing to move from the research to the business through the development of start-up companies: 28%



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c) Young academics involved in the teaching of entrepreneurship and sustainable development with applications in life sciences: 23%.

In terms of TG gender, 54% are women and 46% are men.

Interpretation of responses led to the following conclusions:

- Regarding **technical skills, respectively knowledge and understanding** the results show a big interest to develop the specific knowledge.
- **In terms of knowledge in business and management, judgment and approach**, the majority of respondents totally agree that they need the adequate knowledge.
- Regarding again **business and management competences**, but oriented towards *skills and abilities development*, the survey showed that most of the respondents are in need and interested to develop all these important skills and abilities for entrepreneurship in life sciences SME's.

First E-letter of presentation of the project was developed (E-Letter 1), which was sent along with the questionnaire to the target groups and end users. Background of the project, the selection of target groups, objectives, expertise of the consortium members, WP, and major products and expected results were submitted to evaluation to community specialists with interest in the field, thus being validated. Also, the completion of the product was within the time limit of the project.

A second letter of project presentation was drafted (E-Letter 2) comprising a summary of the achievements until the interim report. The letter also includes presentation of the BELA matrix developed based on the responses to the questionnaire. This matrix is the basis for the elaboration of curricula and content for the two training programs. By e-letters and posting on the site, BELA matrix of competences was subjected to validation by specialists interested in the project field.

Quality criteria were met because:

- deadlines of development and implementing were met
- obtained products were consistent in terms of good practices in the



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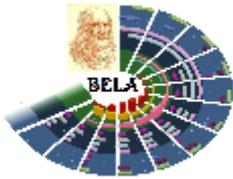
WP3

DELIVERABLES:

- Curriculum “Entreprise bussines and intellectual property in Life Sciences” – variant I ENG
- Training content “Entreprise bussines and intellectual property in Life Sciences” –variant I ENG
- Curriculum” Sustainable life sciences application”variant I ENG
- Training content ” Sustainable life sciences application”variant I ENG
- Second partnership meeting
- Review on second partnership meeting

In preparing the first drafts of the two curricula and training contents, activities were conducted which consisted in choosing what content to be adapted from the French training module, based on key competencies from BELA matrix and analysis of e-learning module developed by the Lithuanian partner, as well as revise of the specialty literature. Based on these studies first versions of the curriculum and training content of the two modules were developed. They were aligned with best practices in the field and improved based on discussions with experts in the field of education and entrepreneurship, which are presently active in this area or in related fields.

Second meeting of the partners, organized by the Lithuanian partner, was held from 24 to 26 September 2014, in Kaunas, Lithuania, with the participation of target groups, end users and stakeholders. It was discussed the project progress, the planned activities achievements as scheduled, quality criteria, project audience involvement (valorization issue), planes the elaboration of the first Interim report (management issue). Also were defined and planned future activities. A questionnaire was applied to all meeting participants on the quality of the



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organization of this meeting. From the responses received and interpreted resulted a 100% satisfaction rate.

Review of the meeting was based on discussions and conclusions of the meeting; the project's Director elaborated a document, given to all partners for consultation that described in detail all changes made in terms of activities and deadlines, resulted from the discussions.

Quality criteria were met because:

- deadlines, development activities and procedures were met
- were discussed in the consortium
- have been modified according to the conclusions of the discussions in the project Steering Committee
- questionnaire was developed and applied to the participants of the meeting in Lithuania
- products obtained were consistent in terms of good practices in the field

WP4

DELIVERABLES:

- Curriculum "Enterprise business and Intellectual property in Life Sciences" (second version, adaptation to the blended learning)
- Training content "Enterprise business and Intellectual property in Life Sciences" (second version, adaptation to the blended learning)
- Curriculum "Sustainable Life sciences applications" (second version, adaptation to the blended learning)
- Training content "Sustainable Life sciences applications" (second version, adaptation to the blended learning)
- E-learning package for BELA project (first variant)



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For the development of the two curricula and training contents adapted to blended learning system, activities that were carried out were: preparation of the methodological framework for the blended learning system to be implemented for the project, elaboration of the innovative blended learning system as a complete procedure and learning resource with alternative solutions and comprising the following steps, adaptation to the blended learning of the 2 curricula and contents (second versions of these training products), analysis of the e-learning methodology developed by the LT partner for the vocational training project REMARK to put in evidence the characteristics to be adapted and transferred for BELA project, preparation of the methodological framework for the e-learning platform to be developed for the project based of the mentioned methodological transfer, educational Best Practices, and expertise in the field gained inside the partnership, realization and implementation of the e-learning platform linked to the project web site in conjunction as capability with the face-to-face training.

Based on these activities adapted versions of the curriculum and content of the two modules have been developed. They were aligned with best practices in the field and have been improved based on discussions with experts in the field of education and entrepreneurship, which are presently working in this field or in related fields, both versions being made in English and in Romanian.

Quality criteria were met because:

- deadlines, development activities and procedures were met
- have been discussed in the consortium
- have been modified according to the conclusions of the discussions
- products obtained were consistent in terms of good practices in the field
- the translation conditions have been met

WP7 (stage I)

DELIVERABLES:

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- Elaboration of project flyer
- Organization of dissemination seminars
- 2 E-letters addressed to the project target-groups, end users and stakeholders (ENG, RO, LT, FR)
- participations to national/international workshops and symposia to disseminate project results and products

At this stage, the project flyer was designed; its translation in EN, ENG, FR, and LT was made. Also 3 dissemination meetings were organized: one in Romania and two in Lithuania, with representatives of GT, end users and stakeholders. Questionnaires were elaborated and applied to participants at these meetings. These questionnaires were completed after disclosure of the consortium, objectives and products that have been / will be obtained. The respondents had access to more information and in addition had the opportunity to clarify by questions most misunderstood aspects.

As is clear from the analysis of the questionnaires, the conclusion is that the subject has aroused great interest due to the large number of participants. It is interesting to note that 75% of respondents would be interested to pursue a career as an entrepreneur in life sciences applications oriented towards sustainable development. This percentage is due to the selection of participants, i.e. occupational groups in the project area or related areas (close to the target groups) or people interested in finding information related to entrepreneurship in LS. 25% of respondents were interested in entrepreneurship in LS, but do not express their willingness to start a business in the near future in this area. Previous interpretation correlates with the percentage of 95% of respondents who considered the information presented useful for developing bio entrepreneur competences. In other words, even if a person does not intend to start a business in this area in the near future, it is interesting to obtain information on LS / entrepreneurship / sustainable applications.



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When asked "Do you plan to attend or recommend participation to other colleagues in your institution to the bio entrepreneur competences training pilot courses? 97.5% responded positively, which shows a good correlation with the previous question. Most respondents expressed their intention to participate in the pilot courses or considered courses interesting enough to recommend it to friends / colleagues.

Following the presentation made by the project Director, to the question "Do you consider relevant the objectives, quality of partnership, work plan and training system and methodology envisaged?" 90% of respondents considered appropriate expertise linking project objectives with consortium members, embodied in the proposed work plan and methodology.

When asked "Do you consider that the organization of partnership and dissemination meeting in which you participated was appropriate?" 87.5% of respondents responded positively. We find it useful to consider in future surveys a field related suggestions for improving the organization of future dissemination events.

In conclusion, given that all questions had positive responses in proportion of over 87%, we are entitled to say that dissemination meetings have achieved all objectives.

Also during this stage, two e-letters were elaborated addressed to TG of the project, end users and stakeholders, which represents an external validation tool by informing the community about the project objectives and BELA matrix of competences.

Regarding participation in national / international workshops and symposia for the dissemination of the results and products of the project, 5 participations were reported to the following scientific manifestations:



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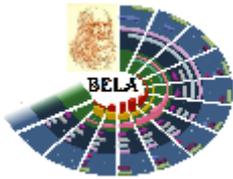
- 15-th European Conference e-learning / “e-activities” / e-health/ e-business /e-work/ e-government/ tele-working / e- mediary / e-inclusion / on-line services / e-banking / adapt-netics / e-industry, and their influences on the economic/ social environment. Contributions to ERA
- The Fourth International Conference on Adult Education Adult Education in Universities. Local and Regional Perspectives
- The International Conference “Agriculture for Life, Life for Agriculture”
- International Symposium Priorities Of Chemistry For A Sustainable Development, *Edition 10, 2014*
- International Symposium Priorities Of Chemistry For A Sustainable Development, *Edition 9, 2013*

Given the above, we believe that quality criteria were met because:

- Deliverables meet the standards of best practices
- Deliverables meet the requirements of Pj Steering Committee and project managers and are internally validated by the consortium members
- Deliverables comply with the terms of execution
- Deliverables are easy to use
- Deliverables are externally validated through community information using e-letters, questionnaires and project web page.

For the Quality Management Committee

Assoc. Prof. Alina Ortan, PhD



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LLP-LdV-ToI-2013-RO-005/2013**



**The National Institute for Research
& Development in Chemistry and
Petrochemistry Bucharest,
ROMANIA**



Ref.: PROJECT NUMBER: LLP-LdV- ToI-2013-RO-005/2013

***IMPROVED CURRICULA AND MODERN LEARNING SYSTEM TO PROMOTE
THE NEW DIRECTIONS OF BUSINESS ENHANCEMENT IN LIFE SCIENCES
APPLICATIONS. Acronym: BELA***

Lifelong Learning Program Leonardo da Vinci - Transfer of Innovation

Questionnaire

**For the representatives of the project partners attending the
meeting**

I. Identification

1. Name and surname.....
2. Institution
3. Phone number and e-mail address

II. How appropriate was the meeting agenda for an effective reunion?

- Excellent Very good Fair Poor

III. How useful and accurate was the follow-up for the kick-off meeting?

- Excellent Very good Fair Poor

IV. How relevant did you find the documentation provided prior to the meeting?

- Excellent Very good Fair Poor

V. How will you appreciate the first dissemination meeting of the project?

- Excellent Very good Fair Poor

VI. Did you identify any specific problems regarding the project?

- Yes No

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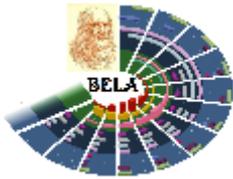
Comment (if any):
.....
.....
.....

VII. Do you have any suggestions for improving our next meetings?

Comment (if any):
.....
.....
.....

VIII. How will you overall evaluate the meeting in Bucharest?

- Excellent Very good Fair Poor



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**The National Institute for Research
& Development in Chemistry and
Petrochemistry Bucharest,
ROMANIA**



Ref.: PROJECT NUMBER: LLP-LdV- ToI-2013-RO-005/2013

**IMPROVED CURRICULA AND MODERN LEARNING SYSTEM TO PROMOTE
THE NEW DIRECTIONS OF BUSINESS ENHANCEMENT IN LIFE SCIENCES
APPLICATIONS. Acronym: BELA**

Lifelong Learning Program Leonardo da Vinci - Transfer of Innovation

Questionnaire

Representatives of the target group and potential beneficiaries

Dissemination meeting

II. Identification

4. Full name.....
5. Institution
6. Phoe and e-mail.....

II. Are you interested / carry out an entrepreneur career in life sciences oriented towards applications of sustainable development?

Yes No

IX. Do you consider the project useful for the improvement of your skills for bio entrepreneur?

Yes No

X. Do you plan to attend or recommend participation to other colleagues in your institution to the bio entrepreneur competences training pilotcourses?

Yes No

XI. Do you consider relevant the objectives, quality of partnership, work plan and training system and methodology envisaged?

Yes No

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XII. Do you consider that the organization of partnership and dissemination meeting in which you participated was appropriate?

Yes

No



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**IMPROVED CURRICULA AND MODERN LEARNING SYSTEM TO
PROMOTE THE NEW DIRECTIONS OF BUSINESS ENHANCEMENT IN
LIFE SCIENCES APPLICATIONS, Acronym: BELA**

Lifelong Learning Program Leonardo da Vinci, Transfer of Innovation

Chestionar

**Către Grupul țintă și reprezentanți ai potențialilor beneficiari
Reuniune de diseminare în cadrul întâlnirii de la București (18-02-2014)**

I. Identificare

1. Nume și prenume.....
2. Instituția.....
3. Telefon și adresa de e-mail:.....

II. Sînteți interesat / desfășurați o carieră de antreprenor în științele vieții cu orientare către aplicații de dezvoltare durabilă?

Da Nu

III. Considerați util proiectul pentru dezvoltarea competențelor dvs de bio antreprenor?

Da Nu

IV. Intenționați să participați dvs sau să recomandați participarea unor colegi din instituția dvs la cursurile pilot de formare a competențelor de bio antreprenor?

Da Nu

V. Punctul dvs de vedere asupra obiectivelor, calității parteneriatului, Planului de lucru, sistemului de formare profesională și metodologiilor avute în vedere

Da Nu

VI. Punctul dvs de vedere asupra organizării reuniunii în parteneriat și de diseminare la care ați participat.

Da Nu



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QUALITY MANAGEMENT – FINAL PHASE

Quality Management includes the processes required to ensure that the project will satisfy the needs for which it was undertaken. Construction of a route leading to quality assurance should include the establishment of procedures and reference standards, and criteria definition.

In this project, quality control focused on deliverables, aiming to them to be of acceptable quality, complete and correct. The main criteria were:

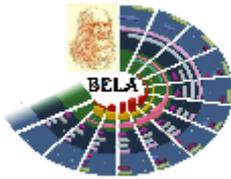
- Deliverables meet the standards of best practices
- Deliverables meet the requirements of Pj Steering Committee and project managers and are internally validated by the consortium members
- Deliverables comply with the terms of execution
- Deliverables are easy to use
- Deliverables are externally validated through community information using e-letters, questionnaires and project web page.

WP1 (Stage II).

Deliverables:

- Quality Management plan (QMP)
- Project implementation strategy (PIS)
- Partnership Agreement regarding the Intellectual property rights on the products and blended learning methodology (ENG)
- Project web page

Quality management plan needs to coordinate the quality assurance activity and to improve it by corrective measures. This activity takes place after the activities in each work package; the deadline for completion was 01.11.2015. According to this, a revision of the last version was made, in relation to the implementation of the



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objectives of quality criteria, being taken corrective and improvement measures of products and processes.

Project implementation strategy needs to realize the project implementation in accordance with objectives, time schedule, quality assurance, expenditures planning, and contract requirements. In this stage of the project, based on the observation of the consortium members, a revision was made in relation to the implementation of the objectives of quality criteria, being taken corrective and improvement measures of products and processes. This activity took place after the activities in each work package, the deadline for completion being 11.01.2015.

During this stage the elaboration and signing of the IPR agreement on the realized products and methodologies took place in accordance with the dead-line established in Project Implementation Strategy.

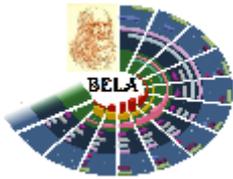
The project website was permanently updated in all the project languages RO, ENG, FR, LT, and the number of visitors to the page was monitored for each version in the web page.

WP5

DELIVERABLES:

- Methodology of testing BELA blended learning
- Questionnaire on BELA blended learning system testing characterization and recommendations
- Pilot testing results evaluation report

In this stage the comprehensive testing methodology of testing BELA blended learning was designed, including objectives, learning routes, procedures and expected outcomes (associated with quantitative and quality criteria). The selection of the trainees was done in order to involve the three target groups to whom the project is addressed. In this context, team members developed a questionnaire that aims to test the entrepreneurial abilities of prospective students, as a system for



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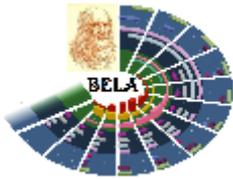
predicting entrepreneurial success. In order to participate in the courses 70 people have enrolled (21 GT1, GT2 25, 24 GT3), which were tested in terms of inborn abilities as future entrepreneur in LS field. The interpretation of the questionnaire conducted to the conclusion that all applicants have met at least minimum condition to be selected for the pilot session of the blended learning system, an average of 93% showing good and very good entrepreneur abilities.

The selection of a representative group of trainers, 2 for each target subgroup, was performed based on defined criteria linked to the pedagogical activity to be conducted and in accordance to the developed methodology of testing BELA blended learning.

To measure students' satisfaction after completion of both courses in order to improve curriculum and content tailored to the blended learning, e-learning platform, the face-to-face training, and test mode, team members developed a questionnaire which was applied to students from 3 target groups. The questionnaire tested issues regarding the presented content, methodology, course structure, mode of transmission of information and verification of the degree of acquiring it. The testing evaluation report was elaborated including the results of the interpretation and recommendations to improve learning content and methodology.

Due to the need to deepen the pilot testing function of the target groups results and points of view the duration of this WP was extended with 1 month, and the next WP started consequently 1 month later. This was done after notification and approval of the LdV Agency from Bucharest.

In conclusion, the pilot testing was done in accordance with Methodology and ended with Technical and pedagogical evaluation of the blended learning system, meaning the synthesis of the received feedbacks from the participants. Conforming to the *Synthesis of the conclusions from the Pilot testing results evaluation report*, the learners appreciated the proposed blended learning, but formulated some



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recommendations to be applied in the next period to improve the whole learning package.

WP6

DELIVERABLES

- Curriculum “Enterprise business and Intellectual property in Life Sciences” - final version
- Training content with learning modules “Enterprise business and Intellectual property in Life Sciences” - final version
- Curriculum “Sustainable Life sciences applications” – final version
- Training content with learning modules “Sustainable Life sciences applications” - final version
- E-learning package for BELA project (final variant, in ENG, RO, FR, LT).
- Methodology for blended learning system application - final version
- Third partnership meeting in FR
- Review on third partnership meeting issues comprising the final tasks and associated schedule needed for the project finalization

In this stage the final version of the curriculum “Enterprise business and Intellectual property in Life Sciences” was elaborated, according to the pilot testing findings and curriculum printing, 100 copies, 50 copies for each language ENG, RO.

The final version of the training content for “Enterprise business and Intellectual property in Life Sciences” module was also elaborated conforming to pilot testing findings. The translation of the content into LT and FR was performed and the content was printed in ENG, RO, FR, LT, 400 copies, 100 copies for each language.

The final version of the curriculum “Sustainable Life sciences applications” according to the pilot testing findings and curriculum printing, 100 copies, 50 copies for each language ENG, RO.

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The final version of the training content for “Sustainable Life sciences applications” module was also elaborated conforming to pilot testing findings. The translation of the content into LT and FR was performed and the content was printed in ENG, RO, FR, LT, 400 copies, 100 copies for each language.

Improving and uploading the final version of the e-learning package, component of the blended learning system, based on testing results, as well as adding new learning information based on the recommendations from the satisfaction testing were performed according to the deadline from Project Implementation strategy.

In this stage the final version of the blended learning system was completed, in accordance to pilot testing evaluation recommendations; also the Methodology for blended learning system application (ENG) was upgraded and improved.

The third meeting of the project partnership was organized on September 3- 4, 2015 in Ustaritz, France. Over two days, the achievements of the project over 21 month of implementation of the project have been discussed and also procedures and working methodology of partnership, a detailed analysis of the work package 5 for products developed for mixed learning system was made and analysis of the activity of piloting the Blended Learning System, developed by USAMV partner, presenting learning and assessment methodology and the conclusions of the debate questionnaires of targeted groups. In conclusion, the meeting of all partners in France planned last project activities and developed strategies regarding the elaboration of the final report.

Review of the meeting was based on discussions and conclusions of the meeting; the project’s Director developed a document, given to all partners for consultation that described in detail all changes made in terms of activities and deadlines. In addition, a questionnaire was applied to all meeting participants on the quality of the organization of this meeting. From the responses received and interpreted, a 100% satisfaction rate resulted.



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WP7 (stagell)

DELIVERABLES:

- Dissemination and valorization strategy
- Elaboration of project flyer
- Project poster (RO, ENG, LT, FR)
- EU & National relevant end users and stakeholder contact list (ENG)
- Organization of dissemination seminars
- last E-letters addressed to the project target-groups, end users and stakeholders (ENG, RO, LT, FR)
- Press releases about project objectives, consortium, results, products, methodologies (RO, LT, FR)
- 11 participations to national/international workshops and symposia to disseminate project results and products
- 3 pages on social media networks

At this stage, the final upgrading of a valorization strategy comprising the planned specific activities was done. Also, the project flyer was designed and disseminated, including translation in EN, ENG, FR, LT, and printing of 800 copies. Project poster (RO, ENG, LT, FR) was design, improved, printed in 80 copies and disseminated.

Completion of a contact list was done, in order to assure the project sustainability with TG's and stakeholders, persons and institutions from the 3 countries involved in the project, but also from other EU countries or EU directorates involved in training activities (300 persons TG's and 100 key persons from stakeholders and end-users institutions).

Regarding the dissemination meetings, according to the Project Implementation Strategy, a number of 10 was supposed to be held. After discussions of the consortium members, it was agreed that P1 seminars to be replaced by 3



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conferences ARC (including the certified list of participations). Another dissemination meeting was held in Bucharest, organized by P3 partner, with representatives of GT, end users and stakeholders. During this meeting the graduation certificates were handed to students in the pilot phase of the project. The final dissemination meeting held by P0 partner was also held in Bucharest. The agenda of the meeting included the presentation of the outcomes and results of the project, as well as distribution of curricula and training contents elaborated during the project's implementation. The conclusion of the dissemination meetings was that the subject has aroused great interest due to the large number of participants and their intention in pursuing a career in this area, so we are entitled to say that dissemination meetings have achieved all objectives.

Also during this stage, the final two e-letters addressed to TG of the project, end users and stakeholders were elaborated, which represents an external validation tool by informing the community about the project objectives and Bela matrix of competences. The e-letters were translated and disseminated.

Regarding participation in national / international workshops and symposia for the dissemination of the results and products of the project, the number of participations met the prediction from the Project implementation strategy. The reported participations to the scientific manifestations are already presented on the site of the project.

Also, there were 3 Press releases about project objectives, consortium, results, products, methodologies (RO, LT, FR), and 3 specific pages on social media platforms were designed and kept up-to-date.

Given all stated above, we believe that quality criteria were met because:

- Deliverables and procedures meet the standards of best practices



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- Deliverables and procedures meet the requirements of Pj Steering Committee and project managers and are internally validated by the consortium members
- Deliverables and procedures comply with the terms of execution
- Deliverables are easy to use
- Deliverables and procedures were externally validated through community information using e-letters, questionnaires and project web page.

14.11.2015

Done by

Alina Ortan (USAMV Bucharest)

Quality Management Team Leader