**Enhancing Quality of Technology-Enhanced Learning
at Jordanian Universities**

eQTeL

Quality and Monitoring Plan

Introduction

Evaluation of quality and monitoring is an important part of project management. The evaluation of the project's processes, activities and outcomes is usually developed by the application of empirical methods aiming at assessing and improving the results of the project's work packages.

The evaluation and quality assessment process will:

• Support the project development and provide continuous feedback on the extent the project objectives are accomplished;

• Allow the project results to be improved by comparing the identified objectives and the established processes/means;

• Support the project decision-making process by evaluating the results;

• Monitor the involvement of all project partners and other stakeholders;

• Monitor the means used and the level of efficiency with which the project components are being implemented;

• Identify any risks and potential issues/obstacles related to the project implementation, alert the coordinator and propose possible solutions.

This document details the quality and monitoring plan for the eQTeL project, including the purpose and scope, key quality indicators, internal evaluation procedures, evaluation of international events, external evaluation and communication and reporting procedures. This document's target audience is mainly the project partners so that they have a clear and concise understanding on the project's quality management aspects. In addition, this document will serve the European Commission officials to have an idea on the quality management approach adopted by the partnership.

1. Project Overview

1.1. Project Summary

The eQTeL project's overall aim is to promote the reform and modernisation of the higher education system in Jordan through the introduction of a national quality assurance system for technology-enhanced learning.

The specific objectives of the project include:

• Improving, developing and implementing accreditation standards, guidelines and procedures for quality assurance of distance learning study programmes according to EU practices;

• Establishing a framework for improving the quality of technology-enhanced learning (TeL) and e-learning methodology on higher education institutions in Jordan;

• Providing training for relevant public authorities staff responsible for accreditation and evaluation of distance learning programmes and build the capacity of trainers involved in distance education in Jordan;

• Disseminating good practices on quality assurance of TeL learning courses, degrees and programmes.

The eQTeL project aims to improve the quality and relevance of TeL at Jordanian higher education institutions and to enable the country's easier inclusion into the European Higher Education Area. The main project objective is to improve, develop and implement accreditation standards, guidelines and procedures for quality assurance of TeL courses and study programmes at a national level. The developed standards will assimilate the quality of TeL courses offered by higher education institutions in Jordan, and would consequently be incorporated into existing legal acts and regulatory documents

at both institutional and national levels. Implementation of the new standards will be ensured through establishing a capacity building programme that provides extensive training for all levels of staff involved in accreditation or delivery of TeL programs, from teaching staff, trainers, evaluators, official accreditation reviewers and higher education public authorities. This will result in improving staff competences in defining and applying a standardised quality assurance system; defining national standards for TeL taking into account quality references and guidelines commonly shared with Ministry of Higher Education and Scientific Research as well as the Higher Education Accreditation Commission. The project will also seek the possibility to develop a close connection with the Bologna 3-degree cycle structure to allow for better definition and positioning of the training programmes. The project may make a wide impact on the national accreditation system in Jordan, and thus synergy of universities, the ministry and HEAC is the best guarantee for the sustainability of project beyond its life time.

1.2. Project Consortium

The project consortium is composed of Jordanian universities and public authorities, and representatives of different European countries with experience in technology-enhanced learning. The consortium brings together partners from diverse backgrounds and complementary experiences.

Consortium members hold considerable experience and expertise in the field of higher education and e-learning, having appropriate competence in designing, implementing and assuring the quality of technology-enhanced teaching and learning. In addition, the consortium members have extensive experience in contributing and coordinating European projects.

All the partners will be involved in the project activities according to the planned work packages and responsibilities defined under these work packages. Furthermore, the partners are expected to participate actively in the project evaluation process, meetings, events and communication activities.

The eQTeL project consortium is composed of the following:

1. Princess Sumaya University of Technology (JO) – co-ordinator
2. Fundacio per a l'Universitat Oberta de Catalunya (ES)
3. European Association for Quality Assurance in Higher Education (BE)
4. Università degli Studi Guglielmo Marconi (IT)
5. University of Turku (FI)
6. Agència per la Qualitat del Sistema Universitari de Catalunya (ES)
7. Ministry of Higher Education and Scientific Research (JO)
8. Higher Education Accreditation Commission (JO)
9. University of Jordan (JO)
10. Yarmouk University (JO)
11. Hashemite University (JO)
12. Al-Hussein Bin Talal University (JO)
13. Association of Arab Universities (JO)

2. Purpose and Scope

The overall aim of this eQTeL Quality and Monitoring Plan is to provide clarification and guidance regarding procedures and criteria used to evaluate the project as a whole. This includes an overview of the project, goals and objectives, the key quality indicators for different types of work packages, internal evaluation tools, event evaluation tools, external evaluation and, communication and reporting of the quality assessment results.

This plan is intended to be considered as a reference material for the project partners. The main aims are as follows:

1. Ensure that the overall project management and the project deliverables are of quality through measuring, evaluating and monitoring.
2. Support the project development by measuring the level of achievement of the settled objectives.
3. Define the roles and responsibilities of each with emphasis on the required skill sets to address the complexities and risks of the project.

4. Track areas for improvement and make recommendations / suggestions accordingly.

5. Clearly define the key quality indicators that will be used to measure the quality of each work package.

6. Clearly define the role of the external evaluator of the project.

7. Clearly state the partners involved, the procedures rules and methodology to be applied for the quality and monitoring of the project.

To sum up, this Quality and Monitoring Plan provides an overview of the project, including goals and objectives, key quality indicators, internal and external evaluation processes and, communication and reporting procedures. This plan provides a framework and criteria against which the project's quality will be assessed.

3. Key Quality Indicators

This section of the plan will focus primarily on the key indicators to assess the quality/performance of the project. The establishment of quality indicators for different types of work packages is necessary to support the evaluator to perform its evaluation role for each work package and to suggest improvements.

eQTeL Project: Key Quality Indicators

Workpackage Type and Title	Management	Development	Development	Development	Development	Sustainability	Dissemination	Quality
	Development of Management System	Analysis for Jordanian TEL Quality Assurance Framework	Piloting TEL courses	Degree Equivalence and Programme Recognition on Distance Education	Capacity and improved Synergies of Quality-Based TEL and Distance Learning Programmes	Sustainability Plan for Jordanian TEL Centre	Dissemination Plan	Quality and Evaluation Plan
Workpackage Number	1	2	3	4	5	6	7	8
Key Quality Indicators	Clear division of tasks among partners Partnership agreements signed with each partner Clear work plan with all activities and timelines made available to all partners Agreed decision-making process and financial guidelines among	Adequate analysis and understanding of the data Agreed specifications and timelines are respected and any changes are agreed and openly communicated Involvement and contribution of all relevant partners	Agreed specifications and timelines are respected and any changes are agreed and openly communicated Adequate and necessary technological requirements are met Involvement and	To be completed	To be completed	To be completed	Dissemination Plan agreed and followed Outputs and deliverables are produced in line with the plan and the project proposal Outputs are disseminated effectively Updating takes place through the lifetime of	Quality Plan agreed and followed

	partners.	Agreement on quality objectives and key indicators	contribution of all relevant partners				project	
		Developed recommendations are fit for purpose and agreed by all partners	Agreement on quality objectives and key indicators				Copyright agreements and IPR obtained and respected	

4. Project Internal Evaluation

This section aims to provide the partnership with internal evaluation tools for its activities and outcomes to support and facilitate the partners in controlling and monitoring each step of the project.

4.1. Project Committees

In order to ensure the continuity and quality of the project activities and outcomes, the partners have agreed to set up three distinct committees:

1) Steering Committee

The Steering Committee (SC) will act as the main body for decision-making, resolving disputes and assist the project coordinator in the overall management of the project. Decisions taken by the SC will be asked to be validated by the partners as some partners will not be represented in this committee. The SC will be composed of UOC, UTU, MoHE, and HU and led by PSUT.

2) Dissemination Committee

The Dissemination Committee (DC) will review the dissemination plan designed by the partner responsible for the dissemination work package, approve and adopt it as the main document for dissemination activities of the project. In addition, the DC will support the coordinator in maximising the impact and outreach of the project to the Jordanian audience and the Middle East at large. The DC will be composed of PSUT, UoJ, AHU, and AArU and led by USGM.

3) Quality Committee

The Quality Committee (QC) will monitor the project's progress and control the quality of its activities and outcomes. In addition, the QC will discuss the Key Quality Indicators for the project and work closely with the external evaluator to ensure that the quality of the project's activities and outcomes comply with the Tempus regulations, rules and mission. The QC will be composed of AQU, HEAC, and YU and led by ENQA.

No additional budget is foreseen for the committees but they will ensure communication on virtual platform and meet physically back-to-back with other project activities.

4.2. Project Internal Meeting Evaluation

In order to ensure that the internal meetings of the project consortium are conducted in a satisfactory way and the objectives are met, a feedback form will be sent to the participants after each internal meeting. The results will be analysed by ENQA and the Quality Committee and based on these results, a list of recommendations will be set up to further improve future meetings. Here below is a list of quality indicators and the template of the form to be used:

Indicators of Quality

- Sufficient and adequate information was sent to partners prior to the meeting
- Effective communication prior to the meeting
- Partners were given time for introductions (or re-introductions) and had time to update each other on their backgrounds and what they can bring to the project
- The agenda was respected and any changes were negotiated and agreed upon with the partners
- Partners have all contributed to the meeting
- The goals of the meeting were clear from the beginning and were met in the end
- The working environment was adequate for the meeting
- The planned activities have taken place
- The partners have a clear idea of their role in the project and the next steps to be taken
- The accommodation, food and social element were satisfactory

Feedback Form

Prior to the Meeting	YES	NO	Comments
Was sufficient and adequate information provided prior to the meeting?	☐	☐	
Was the communication prior to the meeting effective enough?	☐	☐	
Were the meetings goals clear?	☐	☐	
Was the workload prior to the meeting acceptable?	☐	☐	
Were you able to accomplish the tasks you were supposed to deliver prior to the meeting?	☐	☐	
The Meeting	**YES**	**NO**	**Comments**
Was the set agenda respected? If any changes occurred, were they discussed and agreed upon?	☐	☐	
Were all the goals of the meeting met? If not, please specify which goals were not met?	☐	☐	
Did the meeting provide sufficient time for introductions (or re-introductions) and sharing of the background of the partners?	☐	☐	
Are you satisfied with your level of contribution to the discussions and the decision-making?	☐	☐	
Follow-up of the Meeting	**YES**	**NO**	**Comments**
Do you consider that there is a clear and reasonable timeline for the future activities to be undertaken?	☐	☐	
Do you consider that the necessary decisions were taken?	☐	☐	
Are the decisions taken clear and realistic to you?	☐	☐	
Do you have a clear understanding of your overall and specific role in the project?	☐	☐	
Was the follow-up of the meeting done in an effective and timely manner?	☐	☐	
Additional Elements	**YES**	**NO**	**Comments**
Were you satisfied with the working environment (venue, facilities, noise, light etc.)?	☐	☐	
Were you satisfied with the accommodation, food (lunch and/or dinner) and the social activity (if any)?	☐	☐	

4.3. Valorisation Activity Form

This section provides the partnership with the template of a valorisation activity form which will be used to report on the partners' valorisation activities e.g. presentation, conference, publication, website, events and other. This form will provide an overview of the activities performed by the partners to exploit and valorise the results of the project.

Partner organisation	

Contact person	
Date	
Valorisation activity type	
Short description of the activity	
Activity organised by	
Date and location	
Target groups (number of participants if applicable)	
Promotional material used (number of copies if applicable)	
Outcomes of the activity	
Expected impact on the target groups	
Additional comments (e.g. follow-up actions to be taken etc.)	
Supporting documents attached to this form	

4.4. Partner Progress Report

This section provides the partnership with the template of the progress report which will be submitted by the partners every six months (using letter-headed paper) and enumerates the activities carried out by each partner. These reports will be used by the Quality Committee to closely monitor the progress of the project activities and help identify any potential or current issues and take necessary actions.

Partner organisation	
Reporting period	
Date	
Contact person	

1. Main Activities Undertaken in the Reporting Period
Please summarise the main activities carried out by your organisation during the reporting period.
Please indicate the level of achievement of the project tasks that your organisation is responsible for and the resources allocated to these activities in the table here below.

WP No	Activity	End date	% of achievement	Resources allocated (number of staff days)

2. Results/Outcomes and Work Plan
Please list the results/outcomes of the activities that took place during the progress period.
Please indicate if any updates have been made to the project work plan. In case of deviation from the work plan, please indicate the activities/results concerned the amount of delay and the corrective actions taken to improve the situation.

3. Dissemination and Valorisation
Please list the type of dissemination/valorisation activities that have been carried out by the partner during the progress period.

4. Additional Comments and Suggestions

5. Evaluation of Events

This section provides the partnership with the suggested content for the assessment of transnational events. The participants will be sent the feedback survey after each transnational project event to evaluate the level of satisfaction concerning the overall organisation and content of the event. The results will be used to improve further events.

5.1. Feedback Questionnaire Content

Themes	Performance Indicators	5	4	3	2	1
Organisation of the Event	• registration process handled professionally • evidence of good planning • realistic timescales • appropriate selection of contributors/speakers • appropriate event venue and facilities					
Provision and Suitability of Materials, Resources and Equipment	• sufficient information about the event provided beforehand • Relevance and quality of materials issued during the event • Extent to which technology and other resources are used effectively and with innovation • Sufficiency, range and suitability of other resources, including, where appropriate, ICT					
Content and Appropriate Range of Sessions/Activities	• appropriate content, clearly related to the aims and objectives of the event • relevant sessions/activities e.g. icebreaking activities, didactic sessions, social activities, breaks etc. • appropriate social programme					

What did you find positive about the event?	
What did you find negative or that could be improved about the event?	
Do you have any other comments or suggestions?	

6. Project External Evaluation
6.1. External Evaluator
Role of the External Evaluator
The role of the external evaluator is to perform the external technical evaluation process of the project by monitoring the project progress to ensure that the quality of the project activities and outcomes are in accordance with Tempus regulations, rules and mission. The external evaluator will also assess the appropriateness of the methodology/approach adopted by the project consortium to attain project objectives and the impact the project will have.

Activities
The external evaluator will conduct formative evaluation of the project through monitoring of deliverables and results according to the work packages and progress reports of partners.
The external evaluator will submit a summative report at the end of the project (before the submission of the final report) comparing the project's initial goals with the results achieved in terms of scope, budget and timeline of activities. In addition, the external evaluator will submit an interim evaluation report (before submission of mid-term report) evaluating the process input and outcomes in terms of meeting the original aims of the project up to that date. In order to be able to assess the project's progress adequately, the external evaluator will take part in project meetings and events in consultation with the project coordinator and the project partners as required.
The external evaluator will liaise with the project coordinator and the Quality Committee to ensure that there is synergy between evaluation activities and those of quality assurance as laid out in this Quality and Monitoring Plan. The consortium members will nominate an external evaluator with the appropriate experience and knowledge with experience in European projects.
The project consortium agreed to nominate Professor Michael J. Blakemore from Durham University (UK).

7. Communication and Reporting
7.1. Communication of Results
As the leader of the work package on Quality and Monitoring, ENQA will collect and analyse the responses in surveys and reports and ensure regular communication with the Quality Committee and the other partners. Project meetings and virtual means will be used for this purpose.

7.2. Final Report
An Evaluation and Monitoring Final Report including the findings of the internal evaluation of the project will be submitted along with the project Final Report.

ANNEX I
Proposed Timeline
The proposed timeline can be subject to modifications according to the needs and issues that might arise during the implementation of the project.

Task	Responsible Partner(s)	Time of Delivery
Project internal meeting feedback survey	All partners (led by ENQA)	TBC
Project valorization activity form	All partners	TBC
Partners' progress report	All partners	TBC
External evaluation progress report	External evaluator	TBC
External evaluation final report	External evaluator	TBC
Evaluation and monitoring	ENQA	TBC