Promoting Youth Employment in Remote Areas in Jordan / Job-Jo
Project Number: 598428-EPP-1-2018-1-JO-EPPKA2-CBHE-JP

Quality Plan

WP4

Authors	Date	Document version	Approval/ Status
ISLA	03-05-2019	V1	Draft
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Jobjo

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Executive Summary

This document serves as the Quality Plan for the **Job-Jo** Erasmus+ project. All the activities of the project are designed, implemented and monitored in strict accordance with established quality-assurance processes. This document lists the specific quality assurance elements that are to be implemented during the project. The quality management of the project will be continuously ensured by following and maintaining this document.

List of Abbreviations

EE	External Evaluator
MC	Monitoring Committee
PM	Project Manager
QC	Quality Committee
QM	Quality Manager
QP	Quality Plan
WP	Work Package

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1. The Job-Jo Project

1.1. Introduction

The Job-Jo Project - "Promoting youth employment in remote areas in Jordan" - number 598428-EPP-1-2018-1-JO-EPPKA2-CBHE-JP, has an Erasmus + grant and will be developed in the course of three years, with terminus in 2021.

The central objective that guides the activities to be developed focuses on combating poverty, through the promotion of employment in remote areas of Jordan. The Job-Jo project aims to qualify and promote employability skills for young people from the most disadvantaged regions, with a privileged focus on women. To achieve this objective, during the project, training will occupy a central place, after a work of diagnosis of the skills to be promoted.

The Job-Jo project is organized in six Work Packages - Preparation, Development, Quality, Dissemination and Exploitation and Management – and has 11 partners, with different roles. The Project Coordinator is Muthah University.

Generally, the activities to be implemented within the scope of the 6 WP are:

1. Promote and deepen the relationship between Jordanian institutions, namely Universities, and European partners.
2. Establish in the Universities of the provinces of Karak, Tafila, Maan, Aqaba and Irbid five regional Business Service Network Bureau (BSNB), with the central objective of promoting qualification and employment. In these offices will be installed all the equipment necessary for its full operation, provided within the framework of this project.
3. Conduct training for students at EU partner institutions. Training will focus on employability skills, namely job-hunting skills and interview skills, among others. Trainees who receive training in Europe will subsequently share the knowledge acquired with the rest of the stakeholders, specifically students, graduate students from the Jordanian institutions and the unemployed people of the local communities.

4. Conduct training for the BSNB staff at European partner institutions, with the objective of equipping them with BSNB management skills, such as the creation of databases of trainees and trainers, selection processes of trainees and trainers, administrative organization of BSNB, pedagogical organization of training courses and administrative organization of training courses.

5. Provide training in teaching methods, in EU partners, to trainers who will develop activity in BSNB.

6. Develop training at BSNB, based on the experiences of European partners, which contributes to the reinforcement of the trainees' skills that facilitates their active job search and, consequently, their employability.

7. Produce quality training material that supports the learning process and the acquisition of practical knowledge and skills.

8. Facilitate entrepreneurship and the acquisition of business management skills, to promote self-employment and job creation.

9. Establish networks and partnerships between the Universities, Industries, and Public and Private Sectors.

10. Create a website to publicize the Job-Jo project activities.

1.2. **The Project Work Packages**

As mentioned, to achieve the objective of reducing poverty in remote areas and promoting employability, the project is organized in 6 work packages, as follows:

WP	Title	Leader
WP1	Networking and startup activities	JUST
WP2	Establishing Business Network Bureau (BSNB)	KHWT
WP3	Organization the Activity of the (BSNB)	UCY
WP4	Quality Assurance	ISLA
WP5	Dissemination & Exploitation	UJ
WP6	Management	MU

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Briefly, the activities of each WP are:

1.2.1. **WP1: Networking and start up activities**

WP1 has the responsibility to develop networking and identify potential project stakeholders. As part of this work package, a questionnaire will be carried out to study the training needs of the communities. After application, the data processing will support the training to be carried out during the Job-Jo project.

The project's sustainability plan is also developed in the domain of WP1.

1.2.2. **WP2: Development - Establishing Business Network Bureau.**

In the course of the project, 5 BSNB will be created at the Jordanian Universities. These structures will be equipped with modern technology that allows to respond to the work to be developed. As a way of organizing the work of the BSNB, training will be made available in Europe to allow the subsequent transfer of knowledge and skills. In training, the syllabus to be developed will allow Jordanian trainees to know how to organize the work of the Business Network Bureau (BSNB); how to elaborate a catalogue of courses; how to attract potential trainees and other activities inherent to the day-to-day management of the bureau.

1.2.3. **WP3: Development - Organization the Activity of the Bureau**

Within the scope of this WP, training will be organized in Europe, in partner entities, which will allow Jordanian trainees to acquire pedagogical skills that they will later apply as trainers. Among them are teaching methods and the development of pedagogical materials to support training.

Courses will also be organized with the support of European partners, which provide BSNB trainees with skills in active job search, communication in interview situations and civil behavior.

1.2.4. **WP4: Quality - Quality assurance.**

WP 4 is responsible for defining the quality plan and identifying the indicators to be used.

The effectiveness of the project requires regular monitoring of the activity. Thus, it is up to WP 4 to define a quality plan that allows monitoring and evaluating the implementation of project activities and the results achieved. This supervision allows the adoption of corrective measures in due time.

The monitoring work requires the preparation of periodic quality reports, which express the progress achieved over a period of time, as well as a final global assessment report.

1.2.5. WP5: Dissemination and Exploration

The dissemination of activities must be done throughout the life of the project and using different means, such as the publication of news on the project website or other means of communication and the presence at fairs, seminars, conferences and workshops.

Info-days will be organized at the Universities and advertised on the Universities' radios and in the local media.

In all these initiatives, public institutions, local administration, professional associations, research centers and companies will be involved.

1.2.6. WP6: Management

WP6 is responsible for the overall management of the project, both in the administrative and financial aspects.

To coordinate all activity, management meetings will be held every six months, to allow partners to clarify their role and intervention and speed up the implementation of activities.

1.3. The Role of the Partners

The role of the different partners in the Job-Jo project is as follows:

1.3.1. P1_Mutah University (MU):

Mutah University is the project coordinator.

The University of Mutah is responsible for coordinating and managing project activities. So, MU should coordinate the project`s financial and administrative aspects and organize and manage the project meetings. MU should also participate in the monitoring of the project and in surveying and benchmarking activities.

1.3.2. P2_Tafila Technical University (TTU):

The Tafila Technical University participates in all the project activities, contributing to the expansion of the network, the dissemination of activities on the specific website, the organization of seminars and workshops, as well in surveying and benchmarking activities. The TTU should improve connections between the higher education and the society in Tafila, and establish one Business Service Network Bureau (BSNB) in the University.

1.3.3. P3_Al Hussein Bin Talal University (AHU):

The Al Hussein Bin Talal University participates in all the project activities, contributing to the expansion of the network, the dissemination of activities on the specific website, the organization of seminars and workshops, as well in surveying and benchmarking activities. The TTU should improve connections between the higher education and the society in Maan, and establish one Business Service Network Bureau (BSNB) in the University.

1.3.4. P4_ The Ministry of Public Works and Housing (MPWH):

The Ministry will take an active role in the project by participating, among other activities, in the definition of the networking system and attracting stakeholders, to participate in surveying and benchmarking activities and to help the disseminating of the Job-Jo project.

1.3.5. P5_Grator Alkarak Manicipality (GKM):

The GKM will participate, among other activities, in supporting the establishing of BSNB, in surveying and benchmarking activities, in the dissemination of the project and participating in the final conference.

1.3.6. P6_Leipzig University of Applied Sciences (HTWK):

The Leipzig University of Applied Sciences is responsible for organizing the training to be provided in Leipzig, based on the diagnosis of training needs made within the project. The main objective of HTWK's participation is related to the qualification of those involved in the project.

HTWK will organize and implement training in the areas of startups and business skill competences and job preparation skill competences.

1.3.7. P7_University of Cyprus (UCY):

The University of Cyprus is responsible for drawing up the Capacity Building plan, that defines the objectives, roles, responsibilities and processes required to implement the Job-Jo project, and is a co-leader in quality assurance

UCY will organize and implement training for trainers, students, and unemployed individuals in the areas of digital and technical skill competences and job preparation skill competences.

1.3.8. P8_Instituto Superior de Leiria (ISLA):

ISLA is responsible for the Job-Jo´s Quality Assurance, which implies defining the regularity and control process of the project's activities. In the role of Quality Manager, ISLA should lead the Quality Committee and contribute to the definition of the selection process for the external evaluation entity.

1.3.9. P9_ Int@E UG

Int@E UG is responsible for providing vocational training and preparing training materials. The main objective of Int@E UG participation concerns the dissemination of European training practices among Jordanian participants.

Int@E UG will organize and implement training in the areas of communication skill competences and job preparation skill competences.

1.3.10.   P10_ Jordan University of Science and Technology (JUST):

The Jordan University of Science and Technology participates in all the project activities, contributing to the expansion of the network, the dissemination of activities on the specific website, the organization of seminars and workshops, as well in surveying and benchmarking activities. JUST should improve connections between the higher education and the local society and establish one Business Service Network Bureau (BSNB) in the University.

The Jordan University of Science and Technology has the responsibility to study the needs of local communities, a study that will determine many of the activities to be carried out under the Job-Jo project.

1.3.11.   P11_University of Jordan (UJ):

University of Jordan participates in all the project activities, contributing to the expansion of the network, the dissemination of activities on the specific website, the organization of seminars and workshops, as well in surveying and benchmarking activities. UJ should improve connections between the higher education and the local society and establish one Business Service Network Bureau (BSNB) in the University, at Aqaba.

The University of Jordan has also the responsibility for the project's dissemination plan and process. This dissemination has as main objective to multiply the results of the project. This can be achieved by spreading the information about the project to groups of people or institutions directly and not directly involved, in order to share the results, best practices and lessons learned.

2. The Quality Plan

2.1. Introduction

The Quality Assurance is led by ISLA and co-led by the University of Cyprus.

The purpose of the Quality Plan (QP) is to define and clarify the administrative procedures within which the Job-JO project will operate, in order to ensure, monitor and control the quality of all processes and deliverables produced during the Job-Jo project lifecycle. These procedures extend to management reporting structures, document standards, collaborative specification, and development, reviewing, documents configuration, control change and quality assurance.

The objectives of this Quality Plan are:

- To define the quality requirements that must be obtained throughout the

  project lifecycle.

- To define the responsibilities of the project partners.

- To assure that the quality standards in the performance of tasks are fulfilled.

- To identify all the different tools and means of control to be applied.

It was defined in the project application for the Erasmus + program that the quality assurance of the Job-Jo project must be ensured in four ways:

- Through the creation of a Quality Committee, managed by ISLA and with the participation of the Jordan University of Science and Technology (JUST), the University of Jordan (UJ), The Mutah University (MU) and the Tafila Technical University (TTU). Also Int@E UG, from Germany, will be an effective member. The Quality Committee's main tasks are to monitor and evaluate the progress of the project; to ensure that all its activities are carried out properly according to European Standards and Guidelines for Quality Assurance; to ensure the

correct execution of the project and the fulfillment of its purposes; to provide the project manager and all partners with information on the execution of activities, as well as on the quality of that execution. Thus, it should give particular emphasis to the quality of the training provided, the compliance with the calendar, the quality of the teaching materials and the dissemination activities of the project.

- The identification and selection of an entity, external to the project and with recognized experience in the scope of this work, to carry out an external evaluation for the entire project.

- The definition of an activity evaluation and monitoring plan presented in this document.

- The preparation of quality reports carried out throughout the project and described in this document.

Thus, all the activities of the project will be designed, implemented and monitored in strict accordance with established quality-assurance processes. Specific quality assurance elements will be implemented in the project.

As part of the quality assurance, a Quality Committee will be created to problems that might appear within the framework of the activities of Job-Jo. Table 1 depicts the members of QC.

Table 1: Partners in the Quality Committee

Partner	Representative
Instituto Superior de Leiria (ISLA): **Leader**	Dra. Lurdes Castanheira
University of Cyprus: **Co-Leader**	Dr. Alexandros Yeratziotis
Mutah University (MU)	Prof. Omer Maaitah

Partner	Representative
Leipzig University of Applied Sciences (HTWK)	Prof. Yaarob Al Ghanem
University of Jordan (UJ)	Prof. Ahmed S.A. Al- Salaymeh
Hussein Bin Talal University (AHU)	Prof. Suleiman Al khattab
Tafila Technical University (TTU)	Prof. Mohammad AL-mahasneh

ISLA, who is the Quality Manager (QM), will report to MU who is the PM (i.e. contractor) and is controlled and directed by the QC. Overall, the QM is responsible for the establishment and control of the project quality procedures, as they are described in this document, hence in charge for implementing and monitoring in-house quality procedures based on the QP. More specifically, a set of indicators are offered and will be approved by the QC. Once approved, these indicators are the basis for control and any significant deviation to the QP should be reported to the PM.

The indicators will be monitored continuously and reported to the QC on a 6-month basis. In case an indicator does not reach its expected threshold, it will need to be discussed during a live or virtual consortium meeting and proper corrective actions will need to be taken. Both quantitative and qualitative impact indicators with short-/long-term perspectives have been set in this regard.

Several levels of quality monitoring and evaluation are defined in this QP: Quality of Coordination and Management; Quality of Dissemination; Quality of Training Materials, Training Workshops, and overall Reporting; and External Evaluation. For a smoother integration with the project proposal, the Work Package structure of the Project is the basis for each area of quality control.

The control of internal quality is assured through a set of templates, designed to meet the necessary evaluation standards:

- Meeting Evaluation Questionnaire (ANNEX I).

Will assess each management meeting quality evaluated from the perspective of participants in terms of meeting agenda, discuss opportunity, level of agreement and context conditions;

- Training Action Plan (ANNEX II).
  Will detail the content, targets, trainee specific selection criteria, assessment system and pedagogical materials;

- Deliverable template (ANNEX III).
  Will support the submission of training materials for further peer review;

- Peer Review Report Template (ANNEX IV).
  Will support the peer review process of all training materials;

- Trainees Evaluation Questionnaire (ANNEX V).
  Will assess each participant from the trainer perspective regarding the level of learning, immediate application of training concepts and participation;

- EU Training Evaluation Questionnaire (ANEXX VI).
  Will assess each participant perception regarding the course content and the trainer ability;

- Evaluation Report Template (ANEXX VII).
  Will report the data collected through the questionnaires, Meeeting Evaluation, Trainees Evaluation and Training Evaluation, and will be presented to the PM and QC.

2.2. Quality of Coordination and Management

Quality of Coordination and Management refers to establishing the quality of the coordination and management activities within the project. It includes the overall

project quality as perceived by the project partners and EE. Its indicators are defined in Table 2.

The responsible organization for the supervision of the QP is ISLA - Instituto Superior de Leiria, with the co-coordination of University of Cyprus (UCY) while all partners will contribute in its execution. Quality reports will be prepared at set intervals throughout the project lifetime to assess the various levels of quality control.

The Monitoring Committee (MC) will have an incremental contribution towards the successful achievement of all project objectives since it must: Check the quality and conformity of the teaching material to market requirements; Verify the compliance of training sessions to its scheduled time and the quality of teaching; and Confirm that the dissemination activities are developed in accordance to the project. The MC will be composed of 8 persons (one from each University Partner).

The evaluation of Job-Jo Project can be of two kinds: an internal or an external evaluation. The internal evaluation means that it is the project members, as previously described, that define the timings, forms and indicators to be evaluated. The external evaluation means that other people, than the partners of the project, evaluate the result. This evaluation will be made by an external evaluator, as described below.

2.2.1. External Evaluation

An EE with scientific expertise in the fields as well as Erasmus projects will be selected by the Project Manager. The EE will verify the quality of the project, the achievement of milestones and objectives, and evaluate the results of each WP based on the mid-term and final report as well as on audits with the project partners at one project meeting in beginning of 2020 and 2021.

An external independent evaluator will be hired for evaluating the project and to elaborate a mid-term report based on project documents, analysis of outputs and achieved results, stakeholder interviews and context analysis. The report will take into consideration the following 5 aspects: a) relevance; b) efficiency; c) effectiveness; d)

first impact; e) sustainability. Importantly, the report will consider cross-cutting issues such as gender and minorities' rights.

To summarize, the EE will:

- Conduct constructive evaluation by working according to the terms of reference and 'rules of engagement' set by the PM.
- Advise and train partner universities to use suitable tools of evaluation for the sustainability of the program quality.
- Write intermediate reports, one each 6 months, to re-address the project in case of going off from indicated objectives and methodologies.
- Conduct the evaluation in the beginning of 2020.
- Write mid-term reports, based on project documents, analysis of outputs and achieved results, stakeholders' interviews, and context analysis.

Table 2: Coordination and Management Indicators (Quality Committee, Monitoring Committee, External Evaluator)

Activity	Responsibility			Objective	Indicators Products	Target	Schedule / Due date	Progress
	Leader	**Co-leader**	**Implementation**					
Systematization of Quality Committee operationality	ISLA	UCY	ISLA, UCY	Design of Quality Plan	Quality Plan	All partners	31-05-2019	A
Quality Control	ISLA	UCY	Quality Committee	Recollection and analysis of the implementation and dissemination Job JO data and elaboration of reports	Reports	All partners	Each semester	B
Management meetings evaluation	ISLA	UCY	Quality Manager	Design and distribution of meetings evaluation instrument, analysis of the data and elaboration of reports	Meetings Quality Report	All partners	Two weeks after each management meeting	B
Monitoring and Evaluation Plan	ISLA	UCY	MU, TTU, AHU, JUST, UJ	Control of work done in BSNB	Electronic reports	MU, TTU, AHU, JUST, UJ	Each trimester	C
Reports (of Monitoring Committee)	ISLA	UCY	All University partners	Monitoring Committee will verify the timely implementation of the BSNB's work	3 meetings during the project	BSNB	14-11-2021	C
External Evaluation	MU		External Evaluator	Constructively evaluate the Job JO project to, eventually, identify areas for improvement	Midterm reports taking in consideration the (a) relevance, (b) efficiency, (c) effectiveness, (d) first impact and (c) sustainability	All partners	End of 2019 End of 2020 14-11-2021	C

Legend of Progress: A = Achieved; B = In Progress; C = To be initiated; D = No data available

2.3. Quality of Training Materials, Training Workshops and Reports

All activities and products related to training are subjected to quality standards specified in Table 3.

2.3.1. Peer Review Process

Training materials will be subject to a peer review process; hence peer reviewers will be assigned. All partners will need to provide team members to act as peer reviewers in a specific area of training. A peer reviewer's job is to focus on the quality and coherence of the content and to indicate the main corrections using a standard template (e.g. Annex II: "Peer Review Report Template"). Following, the MC reviews the output for consistency with the project description and adherence to templates. In case of disagreement between the reviewer(s) and the partner in charge of the deliverable, the QM will need to inform the PM, who will mediate (if no agreement is reached, a 3rd reviewer from the consortium will be called in). Formal approval of the deliverable will need to be documented in a following consortium meeting.

As soon as each training areas are defined, the correspondent reviewer /reviewers will be identified.

Table 3: Training Indicators (Skill Needs assessment, European Training Practices, Training Activity)

Activity	Responsibility			Objective	Indicators Products	Target	Schedule / Due date	Progress
	Leader	Co-leader	Implementation					
Questionnaire study including local community	JUST		AHU	Design and distribution of questionnaires to diagnose poverty in remote areas	100 questionnaires	Jordanian community	30-04-2019	A
			UJ	Design and distribution of questionnaires to study unemployment in remote areas	100 questionnaires	Unemployed persons		A
			TTU	Design and distribution of questionnaires to diagnose women key skills for employment	100 questionnaires	Unemployed women		A
Analysis the study	JUST		JUST	Analysis of questionnaire data and identification of the most relevant training needs.	Report(s) of the questionnaires.	All partners	15-06-2019	A
Study of European training practices	HTWK	Int@E UG, MU, AHU	HTWK, UCY, ISLA	Qualify Jordanian trainers/staff in European methodologies and practices	5 from each Jordanian university 30 staff members of BSNB	Trainers/staff receiving training in Europe	15-11-2020	B
Training of Trainers and staff of the BSNBs	UCY		HTWK, Int@E UG, ISLA	Trainers, qualified in European methodologies and practices, train local trainers/staff	According to the Capacity Building Plan	Trainers/staff receiving training in Jordanian Universities	15-12-2020	B

Table 3: Training Indicators (Skill Needs assessment, European Training Practices, Training Activity)

Activity	Responsibility			Objective	Indicators Products	Target	Schedule / Due date	Progress
	Leader	Co-leader	Implementation					
Development of methodical base for training	UCY		All partners	Elaboration of training materials for each training area	At least one Manual for each training area	Trainers Trainees	In accordance with the training plan	B
Training activity	UCY	TTU, AHU, MU	AHU, TTU, UJ, JUST	Give the unemployed, the basic tools to search for, apply and retain a job	Training sessions	Unemployed With or without high education, with a focus on women	15-05-2021	C

Legend of Progress: A = Achieved; B = In Progress; C = To be initiated; D = No data available

2.4. Quality of Dissemination

The evaluation of the quality of the dissemination activities will take place both at internal (see the corresponding indicators in Table 4) and external level (see the corresponding indicators in Table 5) and it will also include networking and cooperation (inside the consortium and with the relevant stakeholders).

The *external evaluation* focuses on activities with direct interaction with the target public (e.g. workshops, events); the indicators will be set to evaluate the quality of:

- Organization
- Effectiveness (of content and appropriate range and balance of activities; of the delivery by speakers, trainers, workshop leaders; of shared ownership)
- Logistics (arrangements; comfort factor; special needs)

The *internal evaluation* uses the following indicators:

- Level of completion of dissemination and exploitation activities
- Participation level for dissemination activities (e.g. expected vs. actual participants/users)
- Perceived quality of the on-line dissemination activities and tools, including project website (unique visitors, repeat visits etc).

A set of thresholds are established for each indicator (internal & external). As to the internal indicators, in case of a result under threshold, the QM will inform the PM who will decide, in consensus with the rest of the consortium, the type of correcting action to be taken.

Table 4: External Dissemination Indicators (Network, Site External Operationality)

Activity	Responsibility			Objective	Indicators Products	Target	Schedule / Due date	Progress
	Leader	Co-leader	Implemen tation					
Networking and list of Stakeholder Members	JUST		AHU, GKM, MPWH, TTU, UJ, MU	Establish a significant network from companies and public sectors.	Each JO partner should add at least 20 stakeholders	Potential Jordanian employers of the public and/or private sectors	15-06-2019	B
Kick off meeting	JUST	MU	All partners	Publicize the Job-Jo project to the Jordanian community and give all partners representatives the opportunity to meet and set some ground rules	Meetings in Al Karak and Dead Sea Meeting minutes.	Jordanian community All partners	24-26 of Feb-2019, the meetings March-2019, the minutes	A
Creation and updating JOB-JO Web site and database	UCY	MU	All partners	Visibility of Job-Jo project. In the public area, the job vacancies and list of potential employers should be visible	Availability of the site (number of days the site is unavailable); Unique visitors, repeated visits	Jordanian community, with an emphasis in the unemployed	14-11-2021	B
Creation of network model	UCY	HTWK	JUST, MU, UJ, TTU, AHU, GKM, MPWH	Identification of potential Jordanian employers	20 Network members from each Jordanian partner	Potential employers	30-06-2019	A
	UCY	HTWK		Development of a cooperation model regarding roles, functions, and responsibilities of each partner	Model operationality	BSNB	14-11-2021	B

Table 4: External Dissemination Indicators (Network, Site External Operationality)

Activity	Responsibility			Objective	Indicators Products	Target	Schedule / Due date	Progress
	Leader	Co-leader	Implementation					
Dissemination of project activity and its results	UJ	Int@E UG	JUST, GKM, MPWH, TTU, AHU, MU	Dissemination of JOB-JO to gather employers and unemployed	Presentations, Workshops, Events. Conference and info days	Jordanian community	Middle 2021	B

Legend of Progress: A = Achieved; B = In Progress; C = To be initiated; D = No data available

Table 5: Internal Dissemination Indicators (Market Analysis, Site Internal Operationality and BSNBs)

Activity	Responsibility			Objective	Indicators Products	Target	Schedule / Due date	Progress
	Leader	Co-leader	Implementation					
Scoping and Market Needs Analysis	HTWK		UCY	Providing a scoping and needs analysis exercise to investigate the status in the field of unemployment and poverty issues, actual market demands, trends and needs as well as government policies and regulations.	Scoping and market needs report	Jordanian community	15-09-2019	D
Creation and updating JOB-JO Web site and database	UCY	MU	UCY	Control of Job-Jo project. Creation of a private area accessible only to partners	Availability of the private area	All partners	15-12-2020	B
Uploading of partners reports	UCY	MU	All partners	Control of Job-Jo project. In the private area, partners reports should be uploaded and accessible to the QM	Timely upload of reports	All partners	Each semester (at least three weeks before each coordination meeting)	D
Purchasing equipment, Installation and preparation the Bureaus	HTWK	MU	AHU, TTU, UJ, JUST	Provide the BSNB with the adequate furniture and equipment to efficiently support the Job-Jo project	5 BSNB rooms in proper functioning	MU, AHU, TTU, UJ, JUST	15-10-2019	B

Legend of Progress: A = Achieved; B = In Progress; C = To be initiated; D = No data available

2.5. Risk Management Plan

The risk management plan aims identifying possible events and conditions that, in case they occur, may have a negative effect on the project's objectives (e.g. failure to reach the target group, low quality of intermediate projects results, etc.). The risk management plan is part of the overall quality management plan. Major risks related to project management and their corresponding solutions are identified in Table 6.

2.5.1. List of Recommendations – Conflict Avoidance

- Take decisions by majority, strive for consensus
- Deal with arising conflicts immediately, avoid the temptation to ignore it
- Clarify decision-making, escalation and time management
- Be a team player
- Do not let any conflict get personal
- Promote openness, express any issues immediately
- Habitually identify assumptions, ask yourself "why" on a regular basis
- Apply active listening, paraphrase, clarify, question
- Focus on actionable solutions, do not elaborate on things that can't be changed
- Practice clear communication
- Encourage different points of view
- Avoid looking for blame, encourage ownership of the problem and provide a solution
- Demonstrate respect, if the situation escalates, take a break and wait for emotions to subside

Table 6: Risks and Solutions

Risk	Proposed Measures
Insufficient communication, cooperation, and synchronization among partners.	• Well-defined management • Strong coordination • Active involvement of partners in the management structure • Frequent communication
Delays and/or mismatches in developing the project deliverables.	• Strong control on deadlines by the PM • Spare capacity in staff to support delayed partners.
Shortage of human/financial/technical resources.	Early warning systems and binding agreements indicating available resources.
Conflict among project partners on not clearly agreed project goals and priorities.	The PM will clarify the project goals and priorities well in advance (from the kick-off meeting).
Conflict among project partners on delays in work schedules	The PM has created the project collaboration platform which specifically states the work schedule, responsibilities of partners and deadlines.
Persistent conflict among partners	The partnership will seek to avoid any conflicts by means described above. In case there is a rising conflict, the PM (or another partner in case the PM is involved) will attempt to mediate the conflict by: 1. Preparing the parties for resolution: • Acknowledging the conflict • Discussing the impact • Agreeing to communicate in a cooperative process 2. Understanding the situation • Clarifying positions • Listing facts, assumptions and beliefs underlying each position and analysing them 3. Reaching agreement with all facts and assumptions being considered The decisions will be taken in accordance with the best benefit for the project's results.

2.6. Monitoring Working Time

Working time will be monitored by means of time sheets that need to be completed by each partner's team members. Time sheets need to be submitted to the PM as part of each partner's financial report. The PM will be supervising each partner's time

management including the working time allocated for the timely completion of deliverables in accordance with the working plan for each Work Package.

2.7. Long Term Impact Indicators

The expected impact of the project is to make south Jordanian Universities an essential asset in its local community through the promotion of employment in the region. Particularly, the project targets students, unemployed youth, with a special focus on women, and teachers. Thus, in support of the Quality Assurance strategy of the project, a set of long-term impact indicators are defined. MU and the external evaluator will ensure that the objectives and results of the project will be achieved and that they will also be of the required quality.

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3. ANNEXES

3.1. ANNEX I Meeting Evaluation Questionnaire

Meeting Identification (date and place)

Job Jo Xrd Management Meeting - place and date

We ask your kind collaboration to evaluate the Job Jo Xrd Management Meeting. This evaluation survey has three parts. The first two are to all participants; the last part is addressed to partners with a leading role in any of the Work Packages.

Identification of the participant partner organization

1. Please identify your University/ Organization

□ Mutah University

□ Jordan University of Science and Technology

□ Greater Karak Municipality

□ Al-Hussein Bin Talal University

□ University of Jordan

□ Tafila Technical University

□ Ministry of Public Works and Housing

□ Hochschule fur Technik Wirtschaft und Kultur Leipzig

□ INT@EUG

□ Instituto Superior de Leiria - ISLA Leiria

□ University of Cyprus

Part I: Organization of the meeting

Agenda preparation

	Totally disagree	Partially agree	Agree	Totally agree
1. The purpose of the Xrd management meeting was clear				
2. All relevant issues were contemplated in the meeting agenda				
3. The agenda was timely distributed				

	Totally disagree	Partially agree	Agree	Totally agree
4. The presentations sequence was adequate				
5. The time attribution to each presentation was adequate				

Meeting development

	Totally disagree	Partially agree	Agree	Totally agree
6. The discussion opportunities were adequate				
7. The amount of discussion time was adequate				
8. The meeting room and the equipment were adequate				

9. Do you have any suggestion to further improve the functioning of the next meeting, in terms of its organization? If so, please share them with us

Part II: Results

	Totally disagree	Partially agree	Agree	Totally agree
11. Each partner's role in the project is clear				
12. The role of my organization in the project is clear				

	Totally disagree	Partially agree	Agree	Totally agree
13. Short term tasks (until the next meeting) are clear				
14. Short term objectives (until the next meeting) are clear				
15. Long and medium-term tasks are clear				
16. Long and medium-term objectives are clear				

17. Do you have any suggestion to further improve the functioning of the next meeting, in terms of the results? If so, please share them with us.

Part III: Leading Partners

This area is reserved to partners with a leading role in any of the Work Packages.

We invite you to share your opinion on the tasks, deadlines, and possible constraints associated with your organization's role until the next meeting. Please focus only on the main tasks (three at most).

18. What tasks are under your organization responsibility until the next meeting? Please identify the FIRST task, the associated deadline (if applicable) and the main constraints (if applicable).

19. What tasks are under your organization responsibility until the next meeting? Please identify the SECOND task, the associated deadline (if applicable) and the main constraints (if applicable).

20. What tasks are under your organization responsibility until the next meeting? Please identify the THIRD task, the associated deadline (if applicable) and the main constraints (if applicable).

Thank you very much for your participation

3.2. ANNEX II Training Action Plan

Training/ Workshop Action Plan

Which Job-Jo training need will this course fulfill? (select all that apply)

□ Personal skills development □ Communication skills □ Job-hunting skills □ Interview skills □ Critical thinking □ Civil behaviour □ Global citizenship

□ Other. Specify: BSNB management

Delivery method:

□ Presential □ Remote

Course name:

Duration (in hours):

Course methodology (select all that apply):

□ Expositive □ Demonstrative □ Interrogative □ Active

Specify (optional

Target participants (select all that apply)

□ Students □ Jordanian Trainers □ Young unemployed □ BSNB support staff

Participants selection criteria (in addition to the ones stipulated in the CBP):

Course goals and competences to be acquired:

Program content:

Assessment method:

Pedagogical Material (to distribute to the trainees. Select all that apply):

□ Powerpoint acetates □ Support manual □ Other pedagogical materials

Equipment/ material needed in the room:

3.3. ANNEX III Deliverable Template

Course / Training identification

Document History

Authors	Date	Reviewers	Approval/ Status

Executive Summary

List of Abbreviations

Abbreviation	Definition

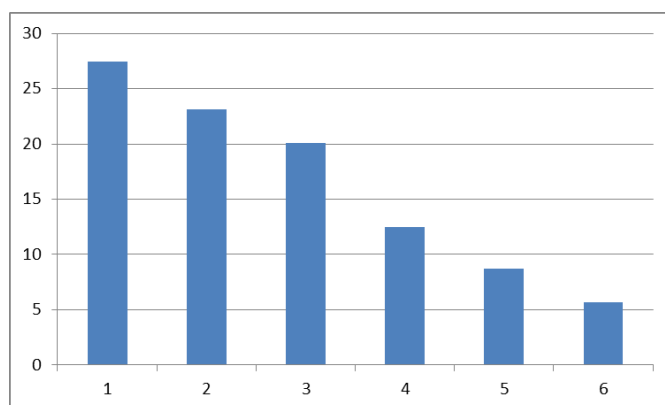# List of Tables

List of Figures

1. Introduction

1.1. Heading 1

1.1.1. Heading 2

Graph 1:

2. Conclusions

3. References

3.4. ANNEX IV Peer Review Report Template

Course / Training identification

Peer Review Report

Report No.		
Report Title		
Authors		
Reviewer Name and Organization		
Date of Review		

1. Overall Peer Review Result:

☐ Fully accepted	☐ Accepted with revisions	☐ Rejected unless modified as suggested	☐ Fully rejected

Overall rating (scale from 1: very poor to 5: very good): _____

2. Suggested Actions:

2.1. Changes that should be implemented:

2.2. Missing sections/information:

2.3. Further improvements:

3. Comments of Peer Reviewers:

3.1. Relevance

Reviewer comment

Author response

3.2. Accordance to Requirements

Reviewer comment

Author response

3.3. Soundness of Methodology

Reviewer comment

Author response

3.4. Quality of Results

Reviewer comment

Author response

3.5. Quality of Presentation of Results

Reviewer comment

Author response

3.6. Deliverable Layout/Language

Reviewer comment

Author response

![Jobjo logo]

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of the European Union

3.5.   ANNEX V Trainees Evaluation Questionnaire

Course / Training identification

Level 1 Trainee Assessment

Teacher/ Trainer identification

Date of training:

Trainee Identification:

Name:

1. How do you rate this trainee?

	Excellent	Very good	Good	Fair	Poor
In relation to his/her basic skills needed to successfully complete this training					
In relation to the commitment and participation showed during this training					
In relation to his/her ability to understand the subject of training					
In relation to his/her ability to use what was presented/ taught					
In relation to his/her punctuality to each session					

2. This trainee evaluation was done through (select all that apply):

_____ written test

_____ practical exercise

_____ simulation

_____ case study

Other. Specify: _____

3. Globally, he/she had a score of

_____ Excellent

_____ Very good

_____ Good

_____ Fair

_____ Poor

4. Is there anything you wish to include in this assessment?

_____

3.6. ANNEX III Evaluation of training in EU partners Questionnaire

Training Evaluation – (Place / Date)

The University of XX is tutoring, from the == date ==, a set of lectures/workshops on == topic ==. Please answer some questions about the training sessions you assisted.

At the end of each training day, you will be invited to evaluate each presentation. Please read each question carefully and select the answer you believe is the most appropriate. There are no right or wrong answers and your true opinion is what matters.

Last day of training

This is the last training evaluation questionnaire.

Please share with us your overall assessment and your ideas on how to further improve whatever you may find needs improvement. We are very grateful for your collaboration.

1. Please identify your University/ Organization

□ Mutah University

□ Jordan University of Science and Technology

□ Greater Karak Municipality

□ Al-Hussein Bin Talal University

□ University of Jordan

□ Tafila Technical University

□ Ministry of Public Works and Housing

Each training session under evaluation is clearly identified as to when it occurred (date) who was the trainer/teacher and what was the topic.

Please indicate how do you evaluate the presentation/training session and its speaker/trainer

	Totally disagree	Partially agree	Agree	Totally agree
2. The presentation/training subject is relevant to the Job Jo Project				

	Totally disagree	Partially agree	Agree	Totally agree
3. The documents/training material provided are useful				
4. The audio-visual materials were effective				
5. The presentation/training timing and duration are adequate				

Evaluation of the speaker/trainer

	Totally disagree	Partially agree	Agree	Totally agree
6. The objectives of the presentation/training were clearly stated by the speaker/trainer				
7. The speaker/trainer made a fluent and interesting presentation				
8. The theory/practical connections were clearly stated and illustrated by the speaker/trainer				
9. There was enough opportunity to interact between the speaker/trainer and the trainees				

10. All considered, how satisfied are you with this training session (Date)?

8	7	6	5	4	3	2	1	0
Totally satisfied				Satisfied				Not at all satisfied

11. Do you have any suggestion to further improve the functioning of the next training session? If so, please share them with us.

3.7. ANNEX V Evaluation Report Template

Evaluation Report of the
Management Meeting / Training identification

Executive Summary

List of Abbreviations

Abbreviation	Definition

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2.2. Survey distribution and data analysis

2.3. Results

3. Conclusion

3. Annexes

3.1. Raw data

3.2. Attendance sheets

3.3. Survey