Report on Implementation of The Deliverable

Deliverable No.	18
Deliverable Title	Memorandum of Understanding
Type of deliverable	Report
Deadline	15/1/2011
Delivery Date	30/1/2011
Dissemination level	International
Target group(s)	• Teachers • Administrative and other non-teaching staff
Language(s)	English
Description	A memorandum of understanding between all project partners will be prepared and signed at the kick-off meeting. It includes: • Specification of the roles of each of the partners in the project activities. • Formation of the various committees for curriculum development. • Budget allocation. • Setup of the quality control mechanism of the project implementation. • Decide on communication among partners. • Decide on documentation of project activities (Electronic database).
Workgroup leader	Khaled Gharaibeh

Workgroup	**Name**	**Institution**
	Khaled Gharaibeh	YU
	Bassam Harb	YU
	Haytham Bani Slameh	YU
	Noel Murphy	DCU
	Yasir Alfadhl	QMUL
	Feliepe Penarenda	UPV
	Mahamoud Smadi	HU
	Hazim Kaylani	GJU

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REPORT ON IMPLEMENTATION OF THE DELIVERABLE

Please provide an overview on **implementation of the deliverable**, by following the instructions below.

Overall achievements

Please provide a description of the <u>activities carried out</u> since the start of the deliverable and describe to what extent, the <u>results</u> achieved since the beginning of the deliverable, are contributing to the project objectives.

The MOU is a document that describes the process of management of the project and specifies the role of partners in conducting and managing the project activities.

A draft was prepared the workgroup leader of the deliverable and was sent to all project partners (workgroup members) for review. The document was revised six times till a final draft was reached. The document was sent to all project partners for signatures by the legal persons.

The document is an agreement that enables project activities to be conducted efficiently and in a timely manner.

Contribution to project objectives:

O1: The document specifies the role of partners in each of the project activities including the curriculum development processes and also defines how spending and mobility will be conducted to conduct the activities of the project.

O4: The document states that JO partners HU and GJU shall start the process of establishing similar programs at their institutions throughout the project lifetime.

O5: The document provides the EU partners with information about the educational and administrative processes in Jordan through defining the process of spending and mobility .

Coherence with the workplan and comments on deviations and modifications

Please write in this section the main changes which have occurred compared with the original deliverable proposal. (More detailed information is requested in the relevant sections below).

- Specification of the roles of each of the partners in the project activities.

This has been done through the formation of workgroups for all the deliverables and the assignment of workgroup leaders who will be responsible for reporting on the progress made on their deliverables.

- Formation of the various committees for curriculum development.

This has been included in the workgroup assignement for all the deliverables. However, this assignement is a agreed to be done on a yearly basis. For curriculum development, part of the deliverables relating to the curriculum development are assigned in the first year and another part will be assigned in the second year of the project lifetime.

- Budget allocation.

A tentative budget was allocated to each of the deliverables, however, the document states that budget allocation will be done on a six month basis where the share of each partner will be estimated after each management meeting. The share of each partner in the staff cost will be transferred to it after each management meeting and after discussing the progress made on the project activities by each partner.

- Setup of the quality control mechanism of the project implementation.

The document states aspects of QC of the project and the programs. However, it states that all aspects of QC will be defined by the QC workgroup who will prepare a QC manual (plan) for the project by 1/4/2011

which will be used by all workgroups.

- Decide on communication among partners.

The document states that management meetings will be held twice annually to discuss progress made on project activities and also states that urgent meetings can be held using video /audio conferencing or using email correspondences.

- Decide on documentation of project activities (Electronic database).

The document states that all project documentation will be accessible through the project E data base which will be developed by the E database workgroup. It also specifies the type of documents that will be stored and the process by which these documents will be posted on the E data base.

Obstacles and shortcomings

Please describe any obstacles and/or shortcomings experienced during the period covered by the report and the measures taken by the deliverable team to address them.

- One of the partners (QMUL) did not agree on the process of managing mobilities of their staff due to some restrictions at their institution. This was resolved at the kick off meeting by adding a term in the MOU that makes an exception for that partner in order to provide compliance with the travel measures at their institutions.
- Initially, the plan was that the MOU shall be signed by the contact persons of each partner, however, some of them were not comfortable with that given that the document contains some legal terms or obligations. After gathering these comments by the coordinator and after discussions about that in the kickoff meeting, it was agreed that document shall be signed by the legal person of each of the partner institutions in order to give the MOU more power.
- There were some delays from the partner institutions in providing the information needed by their side to complete the work on the document. This was discussed at the kick-off meeting and firm deadlines were given to each partner to provide the required information (30/1/2011).

Development of programmes and courses

Please provide a description of the teaching/training programme(s) (undergraduate/postgraduate programmes, intensive courses, training modules to academic or non-academic staff, etc.) that the beneficiaries are developing or of the introduction of the new programme(s) and the state-of-play of these developments at the time of submitting the report. If unforeseen changes in the original plans occurred, please describe the type of changes and the measures taken to address them. Please also indicate the activities you plan to carry out before the end of the deliverable. If this section is not relevant for your deliverable, please write 'Not Applicable'.

The MOU specifies the role of partners in the curriculum development process, however, it does not constitutes a description of the programs or course to be developed since this is the task of the curriculum development workgroup.
The MOU also touches on the objective of establishing similar programs at the JO partner institutions.

Restructuring: university management and governance

Please provide information on the institutional changes that the deliverable is introducing in the Partner Country beneficiaries (institutions), the state-of-play of project activities and any changes which occurred compared with the original plans. Please also indicate the activities you plan to carry out before the end

of the project. Examples: establishment of new units/faculties, establishment/upgrading of libraries, establishment/restructuring of international relation offices, introduction of reforms to university governance (i.e. decision process, autonomy, accountability). If this section is not relevant for your deliverable, please write 'Not Applicable'.

The MOU defines the process of spending for various budget headings through YU financial system. The design of the process was made after consultation with the YU external funding unit and YU financial department. Since this the first time YU is a grant holder of a Tempus project, all the guidelines presented in the MOU were new to the financial system at YU. The process of spending on staff cost, equipment and mobility which is defined by the MOU was adopted by YU administration given the approval made by YU vice president (see project documentation). The MOU states that travel shall be handled by YU travel department where all mobilities are managed and paid for directly through YU which is an experience that YU administrative system will gain for the first time. For that, the coordinator contact person carried out a training for YU staff involved in the finance and management of the project spending based on the process defined in the MOU.

Staff (re-)training
Please provide a description of the activities carried out in order to train the staff of the partner country participating institutions. Please also provide an outline of the selection criteria for the different groups of people who have participated in the implementation of these activities. Please describe any change in comparison with the original proposal and indicate the activities that you plan to carry out before the end of the work on this deliverable (it it is not already completed). If this section is not relevant for your deliverable, please write 'Not Applicable'.

Not Applicable

Staff mobility
Please provide an outline of the staff mobility scheme and the selection criteria used for the different groups of people that participate in mobility. Please describe the activities carried out so far, how mobility activities have been organised by home institutions and how mobility helped and/or will help achieve the project's objectives. Information about how the home institutions recognize the mobility should also be provided. If unforeseen changes in your original plan occurred, indicate the type of changes and the measures taken to address them. Please also indicate the activities that you plan to carry out before the end of the work on this deliverable (it it is not already completed). If this section is not relevant for your deliverable, please write 'Not Applicable'.

Not Applicable

Student mobility
Please provide an outline of the student mobility scheme and the selection criteria for the different groups of students that participate in mobility. Please describe the activities carried out so far, how mobility activities have been organised by home institutions and how mobility helped and/or will help achieve the project's objectives. Information about how the home institutions recognise the mobility (credit transfer, double diploma, diploma supplement, etc.) should also be provided. If unforeseen changes in your

original plan occurred, indicate the type of changes and the measures taken to address them. Please also indicate the activities that you plan to carry out before the end of the work on this deliverable (it it is not already completed). If this section is not relevant for your deliverable, please write 'Not Applicable'.

Not Applicable

Academic co-ordination and administrative management

Please describe how the division of labour is managed between the various beneficiaries, for both academic co-ordination and administrative management. Particular attention should be paid to the description of how this division of labour is managed in areas such as communication and the decision-making process used. Please also describe how day-to-day activities relating to this deliverable are managed, indicating what kind of administrative support or other support you have received from the beneficiaries (institutions). If you encountered difficulties related to the management of the deliverable, please indicate the type of problems and the solutions found to address them. If this section is not relevant for your deliverable, please write 'Not Applicable'.

The work on the MOU was done by the MOU workgroup which consists of 3 staff members at YU (including the coordinator) and the contact persons of each project partner. The coordinator drafted the document and sent it to other contact persons by email for review and comments. The coordinator modified the document according to the comments he received. After 6 rounds of review, and after discussion at the kickoff meeting, a final draft was reached and it was sent to all partners for signature by their legal persons.
The work on the MOU started on 1/11/2010 and was finished on 1/2/2011.

Equipment

Please outline the equipment purchased, explain where the equipment has been installed, who will benefit from it and have access to it and plans for future maintenance. Please also describe the activities that you plan to carry out before the end of the work on this deliverable, in relation to the equipment purchased/installed. If unforeseen changes in your original plan occurred, indicate the type of changes and the measures taken to address them. If this entry is not relevant for your deliverable, please write 'Not Applicable'.

Not Applicable

Dissemination

Please describe what has been done to disseminate the results of the activities carried out to date, both within the framework of the work on this deliverable, the framework of the project as a whole and outside the project. In particular, you should refer to the definition of tasks and the dissemination channels used to make the project results available to larger beneficiary groups. If a web site for this

element of the project work has been created or the main website has been added to, please provide the address. If there have been any unexpected positive secondary effects from project activities, please describe them in this section. Please indicate any change which occurred in comparison with the original plans for dissemination and the activities you plan to carry out before the end of the work on this deliverable, to disseminate the project results.

Not Applicable

Sustainability

A project is 'sustainable' when it continues to deliver benefits to the project beneficiaries and/or other target groups for an extended period after the EU's financial assistance has ended. Sustainability may not be relevant for all aspects of a project; in each project some activities or results may be continued, while it may not be necessary to continue others. Sustainability is relevant for issues such as: academic/socio-economic/institutional support (describe the measures undertaken to formalise or institutionalise any links with local non-university partners, to obtain official accreditation of new curricula, etc.), involvement of members from the beneficiaries (institutions)(ownership/motivation), effective management and leadership, active participation of the target group, forecast of needs, availability of resources to continue, making the most of results achieved and a measurable medium/long term impact (long-lasting effects of project cooperation, as well as impact on the beneficiaries (institutions) and target groups). Please explain which of your planned activities and results must be maintained to make your project sustainable. Describe which measures have been taken so far to realistically ensure the continuity of those activities and results beyond the original life- cycle of the project (even when the project is no longer financed by Tempus). Please indicate any changes which occurred in comparison with the original plans and the activities you plan to carry out before the end of the deliverable in order to ensure sustainability.

Not Applicable

Quality control and monitoring

Please describe what monitoring activities the beneficiaries have carried out, in order to assess whether the work on the deliverable proceeds according to the workplan. Please describe the strategy for internal and external evaluation of deliverable results and include measurable quality indicators for progress on

this deliverable. In addition to the project results (courses, publications, new institutional structures, etc), you should also pay attention to the project management strategy. In particular, explain what instruments you use to ensure effective quality control (i.e. the Logframe approach, feedback questionnaires for evaluations or surveys, swot analysis, etc.) and who is involved in evaluation (i.e. committee(s), validation commission(s), accreditation board(s), etc.). For external evaluation, please mention the role of independent experts or peer reviewers providing a summary of their evaluation plan and report(s). Please indicate the activities carried out to date, any change which occurred in comparison with the original plans and the activities you plan to carry out before the end of the project.

The MOU provides an outline of the QC of the project and the programs, however, it states that QC will be carried out by the QC workgroup who will prepare a QC plan for the project and the programs.
The MOU defines the process of management of the project through defining the workgroups of each of the deliverables and also the process of reporting on the project activities.
The MOU also defines the budget management process and how spending will be carried out by each partner.

Gender balance
Please explain to what extent the principle of equal opportunities has been taken into account in the project implementation (i.e. gender analysis carried out, presence of women in decision-making bodies, balanced percentage share of women among the teachers or the enrolled students, etc.). Describe how the project helped to promote gender balance and to identify and address factors influencing gender discrimination.

Not Applicable

Any other comment
Please provide in this entry, any relevant information you think might be useful for the assessment of your project's implementation (i.e. synergies with other projects, any support from external environment, networking with professional bodies, etc.).