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# QUALITY ASSURANCE AND MONITORING PLAN

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Work Package 1: Project Management

Deliverable 1.3: Quality Assurance and Monitoring Plan

Leader of WP1 – Vilnius university

Leader of deliverable 1.3 – Olemisen



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## INTRODUCTION

The Quality Assurance and Monitoring Plan (QAMP) for the Cyber Agent project is designed to ensure the quality and effectiveness of the project from its first step to its completion. The plan will serve as a guiding document for the project team to maintain the quality of deliverables, monitor progress, and evaluate the project's impact.

The main objective of this plan is to ensure a high-quality level of work, project results/products and a satisfactory achievement of the expected impact, while monitoring the progress of the project. In detail, the Quality Management Plan describes the quality-check procedures that will be implemented within the project to ensure the project achievements reach the required quality levels while protecting the consistency of the work performed.

This document aims to present the assessment strategy, tools and plan that will be followed and used by all partners, regarding the different activities and tasks of the project. The different instruments and tools that will be applied by Olemisen intend to provide a clear view of the efficiency, effectiveness, and quality of the project results and of the work among/between partners.

The purpose of this document is therefore to describe the procedures that will be implemented by the partners to ensure the quality and consistency of the project outputs. It describes the methodology and tools to use and actions to take to guarantee the quality level of the deliverables that will be produced throughout the project. It also outlines the systems and procedures put in place for ensuring efficient communication between partners and progress tracking on defined project work. The design of the methodology to be used was the responsibility of Olemisen, but all partners will be actively involved in assuring not only the correct understanding of the objectives of the quality monitoring and assessment of the results but its implementation as well.

The Quality Assurance and Monitoring Plan is an internal document of the partnership and will be available in electronic format, only. Towards the interim stage of the project (M12), it will be revised and, if required, updated with information more suitable as the project results start being tangible.

## 1. OBJECTIVES

Olemisen Balanssia Ry (Olemisen) is selected partner for quality assurance across lifecycle of CyberAgent project. Quality management is joint activity with coordination partner VU (Vilnius University) and with all other project partners. Purpose of this quality handbook and plan is to give key information around quality management activities and how and when quality management activities are planned within the project.

This plan covers all stages of the project lifecycle, from initiation to closure. It encompasses the processes, methodologies, and metrics to ensure quality and monitor progress.

- To establish guidelines and indicators for project monitoring and quality assurance.
- To define roles, duties, and deadlines for effective management.
- To ensure high-quality results across all project tasks and deliverables.

**Table 1. List of participating organisations**

	Participating Organisation Legal Name	Country	Role
1	Vilnius Universitetas (VU)	Lithuania	Coordinator
2	Liceul Tehnologic "Grigore C. Moisil" Buzau	Romania	Partner
3	Women4Cyber Mari Kert - Saint Aubyn Foundation (W4C)	Belgium	Partner
4	Ecosistemas Virtuales Y Modulares SL (EVM)	Spain	Partner
5	Prios Kompetanse AS	Norway	Partner
6	Teknopark Istanbul Mesleki Ve Teknik Anadolu Lisesi (TIMTAL)	Turkey	Partner
7	HackerU Polska Spolka Z Ograniczona Odpowiedzialnoscia	Poland	Partner
8	Olemisen Balanssia Ry	Finland	Partner

## 2. PROJECT ROADMAP

In the following table it is possible to see all the actions that are expected to be accomplished by the project during the two years of implementation. After each year, the table will be revisited to ensure all actions were properly accomplished.

**Deliverables (Dx.x)** are project outputs. They are submitted into the European Commission platform to show project progress. This content will be evaluated by the project officer and shared to the wider possible audience from our project website and any dissemination platform.

**Milestones (MSx)** are control points in the project that help to chart progress. They are key steps in the Work Package (WP) development phase.

**Table 2. Milestones**

Work Package N°	Milestone	Milestone Name	Lead Beneficiary	Delivery Date
WP2	MS1	National CyberAgent knowledge committee established	Olemisen	31 Dec 2023
WP5	MS5	Established the local and regional CyberAgent upskilling network	EVM	30 Jun 2024
WP4	MS4	SME Cyber security change agent platform live	Prios	31 Dec 2024
WP3	MS2	HEI Training modules approved	Olemisen	30 Jun 2025
WP3	MS3	VET Training modules approved	Olemisen	30 Jun 2025
WP6	MS6	Policy recommendations released and shared with relevant EU and national stakeholders	Women4Cyber	30 Jun 2026

**Table 3. Deliverables and Milestones**

WP N°	Del.	Deliverable Name	Lead Beneficiary	Due Date
WP6	D6.1	Dissemination & communication strategy (incl. Progress reports at M12, M24, and M36)	Women4Cyber	30 Sep 2023
	D1.1	Management handbook	VU	31 Oct 2023
WP1	D1.3	Quality Assurance and Monitoring Plan	Olemisen	31 Oct 2023
	D2.1	CyberAgent knowledge committee guidelines	Olemisen	31 Oct 2023
WP2	MS1	National CyberAgent knowledge committee established	Olemisen	31 Dec 2023
WP6	D6.2	Stakeholder engagement plan (incl. Progress reports at M12, M24, and M36)	Women4Cyber	31 Dec 2023
WP2	D2.2	The SME Cyber Security Change Agents Training needs mapping report.	Olemisen	30 Apr 2024
	D2.3	SME Cyber Security Change Agents learning pathway's structure	VU	30 Jun 2024
	D2.4	The SME Cyber Security Change Agents Training implementation requirement plan	Olemisen	30 Jun 2024
	D2.5	CyberAgent collaboration platform requirements report	Prios	30 Jun 2024
	D5.1	Documented local and regional CyberAgent upskilling network	EVM	30 Jun 2024
WP5	MS5	Established the local and regional CyberAgent upskilling network	EVM	30 Jun 2024
WP4	D4.1	Peer-reviewed and finalized UI/UX prototype	Prios	31 Oct 2024
	MS4	SME Cyber security change agent platform live	Prios	31 Dec 2024
WP3	D3.1	Training modules for HEI students	VU	30 Jun 2025
	D3.2	Training modules for VET students	Teknoparkmtal	30 Jun 2025
	D3.3	Training Materials Documents and Videos	Hackeru	30 Jun 2025
	MS2	HEI Training modules approved	Olemisen	30 Jun 2025

WP N°	Del.	Deliverable Name	Lead Beneficiary	Due Date
	MS3	VET Training modules approved	Olemisen	30 Jun 2025
<b>WP5</b>	D5.2	Boost camp in Poland for trainers	HackerU	31 Aug 2025
<b>WP4</b>	D4.2	Operational platform	Prios	31 Dec 2025
<b>WP1</b>	D1.2	Project Face-to-Face meetings reports	VU	31 Dec 2025
<b>WP5</b>	D5.3	CyberAgent upskilling Training Program Evaluation	Olemisen	30 Apr 2026
	D5.4	Teaching methodology for SMEs Cyber Security Change Agents	EVM	31 May 2026
<b>WP4</b>	D4.3	Platform fine-tuned and translated	Prios	30 Jun 2026
<b>WP6</b>	D6.3	Policy recommendations	Women4Cyber	30 Jun 2026
	MS6	Policy recommendations released and shared with relevant EU and national stakeholders	Women4Cyber	30 Jun 2026
	D6.4	Good Practice Guide for SMEs	VU	30 Jun 2026
<b>WP4</b>	D4.3	Platform fine-tuned and translated	Prios	30 Jun 2026
<b>WP6</b>	D6.5	Final Conference	Women4Cyber	30 Jun 2026
<b>WP1</b>	D1.4	6 reports for each WP	Olemisen	30 Jun 2026
	D1.5	Financial report	VU	30 Jun 2026

### 3. QUALITY MONITORING COMMITTEE (QMC)

The QMC composed of one representative (Project Manager) from each partner organisation, oversees the overall progress of the project and coordinate the execution of each task in terms of technical content and according to common quality guidelines. The QMC is the project's Quality decision-making body and plays a crucial role in investigating and resolving project issues while leveraging expert advice from partners.

The main activities of the QMC are:

- Define the technical roadmaps for the project.
- Approve project baseline (schedule, effort and budget allocation, milestones and reports).
- Prepare the program of activities and propose changes to the project if necessary.
- Solve cross-deliverable technical issues.

The QMC will facilitate mitigation and elimination of technical issues across tasks. QMC meetings (via conference calls) will take place monthly and every time it is deemed necessary by the consortium.

#### 3.1. ROLES AND RESPONSIBILITIES OF THE QUALITY LEADER (OLEMISEN)

- Coordinate the exchange of technical input among partners.
- Ensure timely production of tasks and activities and alignment of deliverables.
- Review documents and reports for completeness before submission to the Erasmus+ Grant Authority.
- Identify and troubleshoot technical issues by using "To Do list" tools embedded into the Project shared space on Microsoft Teams and set up by the coordinator VU or any relevant channel of communication.
- Suggest corrective actions for any deviations from the initial plan described in the application form and report periodically to the Steering Committee during monthly meetings.
- Production of 6 reports for each Work Packages (WP). These reports will be produced and updated throughout the project.

### 3.2. ROLES AND RESPONSIBILITIES OF THE MEMBER OF THE QUALITY MONITORING COMMITTEE (ALL PARTNERS)

An additional tool in cooperation will be the creation of a working group dedicated to the project quality, responsible for implementing an internal quality assessment tool/methodology that will assess the overall quality of the work performed, of the partnership and of the overall project. It will be represented by one representative to each partner:

Under the leadership of Olemisen, the QMC team evaluate quality using the following criteria:

- The state of the project.
- Partner satisfaction.
- Work Package and Deliverable Assurance.
- Financial Assurance ensuring project development stays inside the allocated budget.

The quality team is also engaged where previously agreed project objectives may be impacted, or overall work plan contents and schedule may need updating.

Together with the QMC leading Olemisen the partners will closely monitor the project's activities in relation to the accomplishment of the results and milestones in order to produce excellent results. This will be supplemented by specialized monitoring, evaluation, and reflection sessions in the project's online and international partner meetings.

### 3.3. COMPOSITION OF THE QMC

**Table 4. Composition of the QMC**

Organisation	Country	QMC representative
VU	Lithuania	RD
Liceul Tehnologic "Grigore C. Moisil" Buzau	Romania	CT
Women4Cyber	Belgium	SB
EVM	Spain	JDL
Prios	Norway	PG
TIMTAL	Turkey	AG
HackerU Polska	Poland	MG
Olemisen	Finland	KB

The Quality Monitoring Committee is composed of one member per organisations under the lead of VU and Olemisen. The committee has been established during the Kick-Off meeting in Kaunas and the representatives of each organisation have been designated. The members can be changed during the project lifespan.

The QMC act as a unified body but in case there is no consensus regarding any topic or situation a vote can be called to take a decision. In the event of an equal number of votes, the final decision will be taken by the coordinator VU together with Olemisen. Expectation is that quality issues are handled within project in joint agreement with VU and other project participants. All participants are experienced in successfully delivering similar project and no high impact issues are foreseen or expected.

## 4. QUALITY ASSURANCE, MONITORING, AND EVALUATION

The definition of clear guidelines to monitor and assess the project, including tools for data collection and data analysis is considered as essential by the partnership, and therefore this methodology proposed by Olemisen assures the monitoring of the project results as well as the assessment of the most relevant deliverables/results of the project.

Regarding monitoring and evaluation, the CyberAgent project includes a set of mechanisms and methodologies that cover the components of project management, implementation of activities and quality of results produced. The main monitoring and evaluation tools to be used will be the following:

### 4.1. CONTINUOUS MONITORING AND EVALUATION

The continuous monitoring of the Cyber Agent project is essential to ensure that activities progress as planned, and potential issues are promptly addressed.

The quality assessment and monitoring of results will focus on an internal assessment led by Olemisen and with contributions from all partners during Work Package development. During activities development, Olemisen will review the outputs and provide a comprehensive interim report describing the tasks and activities, evaluating their quality, and providing recommendations for improvement. At the end of development phase and when a final draft of the English version will be shared, Olemisen will design quality questionnaire to be filled out by partners to assess the quality. If relevant, improvement recommendations will be given to the responsible partner.

An external assessment carried out by expert from outside the partnership when deemed necessary by the Quality Monitoring Committee will be organised. The external assessor, to be appointed by the quality leader Olemisen, will bring an outside point of view, offering an objective vision of the project results.

The Quality Management Strategy provides us with a framework to guide the project towards the achievement of targets, delivering the anticipated results for the project, improving performance and efficiency of the activities. Quality Management aims to support the overall project management, contributing to the efficiency and effectiveness of project activities and minimizing any communication problems and quality risks.

In order to ensure that all the quality priorities and indicators are met, an evaluation process will be carried out internally during the project duration. This process is detailed in this plan and will be evaluated and modified if required after the interim report.

More concretely, evaluation will focus on:

- Analysing the different aspects included in this quality plan to ensure all indicators of achievement are accomplished.
- Production of specific tools to assess the project development, including internal questionnaires and tools to assess events and pilots. Some questionnaires can be found on the Annexes.
- Drawing conclusions and making recommendations based on the indicators and on the feedback collected from the evaluation.
- Implement any changes if deemed necessary.

The following table summarises the main actions that will be evaluated during the project. By main action, it refers to the final evaluation. During all phases of the project, there will be regular Quality assurance operations (e.g., continuous document review, regular recommendations, progress review, calendar check etc...), not listed in this table, to be conducted as well to ensure the quality of the outputs.

**Table 5. Evaluation timeline**

Item to evaluate	Date	Method	Respondent
Online meetings	Each year	Online survey	Project partners
Transnational meeting 1 in Lithuania	October 2023	Online survey	Meeting participants
Transnational meeting 2 in Spain	June 2024	Online survey	Meeting participants
Transnational meeting 3 in Belgium	June 2026	Online survey	Meeting participants
1 <sup>st</sup> year evaluation	July 2024	Online survey	Project partners
2 <sup>nd</sup> year evaluation	July 2025	Online survey	Project partners
Final evaluation	July 2026	Online survey	Project partners
WP2 evaluation	June 2024	Online survey	Project partners and target groups
WP3 evaluation	June 2025	Online survey	Project partners and target groups
WP4 evaluation	April 2026	Online survey	Project partners and target groups
WP5 evaluation	May 2026	Online survey	Project partners and target groups
WP6 evaluation	May 2026	Online survey	Project partners and target groups
Project website	March 2024	Online survey	Project partners and target groups
Boost camp training	September 2025	Online survey	Project partners
Platform evaluation	April 2026	Online survey	Project partners and target groups
Training program evaluation	April 2026	Online survey	Project partners and target groups

## 4.2. ROLES AND RESPONSIBILITIES OF THE LEADING ORGANISATION

WP leading organisations will be responsible for monitoring within the scope of their tasks, and for proposing appropriate corrective action as required by the Quality Management Committee (QMC). The table below is listing each WP leader.

**Table 6. Work Packages leaders**

Work Package N°	Work Package Name	Leading Partner	Duration
<b>WP1</b>	Project management	VU	M1 – M36
<b>WP2</b>	CyberAgent approach and structure design	Olemisen	M4 – M12
<b>WP3</b>	CyberAgent Learning resource development	TIMTAL	M12 – M24
<b>WP4</b>	CyberAgent Collaboration Digital Platform	Prios	M13 – M36
<b>WP5</b>	Boost CyberAgent Upskilling at local and regional level	EVM	M4 – M35
<b>WP6</b>	Dissemination & Exploitation	Women4Cyber	M1 – M36

Work package description together with tasks and deliverables descriptions are main documents against which quality is measured. Work packages are project management documents which should cover following quality assurance relevant topics:

- Work Package Definition
- Approach for raising issues and risks
- Timeline
- Reporting arrangements (e.g., Checkpoint Report)

The WP leading organisation will be responsible to ensure that the deliverables are produced as planned. It is worth also mentioning that prior to the start of activities such as research, development of training material, pilot training, workshops, conference, etc., the task leading partner (and not the WP leading partner who will at this stage carefully follow the work progress) will develop all the guidelines and necessary documents and templates to structure and guide an efficient and collaborative work between partners.

The QMC members will use tasks' progress as a basis for evaluating the status of a deliverable and its level of success. An assessment report of the work progress will be continuously maintained by the coordinator.

We list here general quality guidelines to be followed by all partners:

- Monitoring progress and effectiveness towards forecasted results and ensuring any variances are identified and addressed.
- Recognising the needs of target groups, stakeholders and the project partners and providing quality activities.
- Continuous process adaptation and improvement - focusing on explicit targets and milestones.
- A consultative approach to partnership working that involves and develops all partners.
- Compliance – ensuring that project procedures and activities meet contractual terms.
- Universal responsibility - recognising that quality is the responsibility of all partners and should be totally pervasive in all aspects of the project, with all partners seeking ways to improve the quality of their own activities within the project and together in the combined activities of the partnership.

WP leading organizations will monitor the tasks and propose corrective actions when required. The deliverable represents the work and the expected results. Deliverables are expected to mirror the efforts invested in their respective tasks, providing a clear description of the achieved activities and results.

The designated beneficiary for each deliverable is already established in the application form and in the table 6. The partner(s) responsible for a deliverable, particularly in terms of quality considerations, are expected to:

- Establish the document's structure.
- Gather information from all collaborating partners.
- Create a master document that adheres to proper structure and maintains a natural flow and consistency. Deliverables should not be a mere compilation of contributions but a unified, coherent document offering substantial evidence for all claims presented.
- Keep the master file up to date and manage information organization.
- Keep the Work Package (WP) leader informed about activity progress.
- Ensure timely submission of the deliverable to facilitate the internal quality assurance process.

Each version of the deliverables should be uploaded to the Microsoft Teams shared working space and appropriately named as outlined in paragraph 4.4 “Document naming”. All changes in the document different versions should be clearly marked using track-changes mode also described in the same paragraph.

The final version of the deliverable, available in both Word and PDF formats, must be stored in the relevant WP folder and communication should be conducted with the Project Coordinator (VU) to initiate submission to the European Commission platform in a timely manner. An example of an activity timeframe is described in part 4.4.

Ultimately, **the partner responsible for the activity**, which includes the Work Package (WP) Leader and Task Leader, **bears the ultimate responsibility for the deliverable's quality**.

The Quality Management Committee (QMC) will intervene when project objectives may be impacted.

### 4.3. TOOLS FOR MONITORING AND EVALUATION

**GANTT Charts:** For monitoring the implementation of all project tasks and ensuring objectives are achieved within the expected timeframe.

**Milestones:** To evaluate the progress of tasks and the overall project evolution

**Microsoft To Do:** It will be used to assign and track tasks related to Quality (among any other project tasks). Olemisen quality leader with VU, will create the relevant tasks and assignment to the partner in charge. This tool will enable a clear view over the steps to achieve and the deadlines set.

The organisation and implementation of the evaluation process will involve different tools and instruments, which will be applied according to the specific quality indicators to be achieved. Most data will be gathered from some form of survey techniques such as questionnaires, online meetings and face-to-face meetings.

The main assessment tools used will be:

- **Questionnaires:** they will be shared to evaluate consortium meetings, deliverables and all projects' outputs, all the feedback and insights collection phases during content development and pilot testing, conferences/seminars, and for any other project products and processes that may require an assessment.
- **Meetings:** quality management will be part of all agendas in the different meetings planned during the project implementation. If necessary, additional virtual meetings will be planned to discuss if the objectives of the project are being met or if the contingency plan needs to be initiated. For each meeting, a detailed minute will be produced and will highlight the main conclusions and action points.
- **Documentary Review:** in order to ensure the quality of all deliverables included in the project, a system of peer-reviewing will be implemented by the partnership.
- **Quality Control of Deliverable Production:** quality control of deliverables will be carried out at three levels as presented below. The process for quality control of deliverables will include the following steps:
  - o Step 1: Sending a draft to the partners
  - o Step 2: Allowing partners two weeks for comments
  - o Step 3: The deliverable leader has one week to revise it
  - o Step 4: The final version is sent to the coordinator and quality leader
- **Production of Quality Reports:** every year Partnership Quality Reports will be produced by the leader of the quality management process. These Partnerships Quality Reports will present and summarize the conclusions and results taken from the quality assessment tools.

#### 4.4. PRACTICAL RECOMMENDATIONS FOR QUALITY ALIGNMENT

##### Documents naming:

Following application form, all documents will be name following this structure:

[TaskNumber\_TaskDescription] or [DeliverableNumber\_DeliverableDescription]

- D1.3\_Quality\_Assurance\_and\_Monitoring\_Plan.pdf
- T2.2\_ Mapping\_the\_training\_needs\_for\_SME\_Cyber\_Security\_Change\_Agents.pdf

Pay attention whether it is a Deliverable or a Task document. Usually, Task documents exists when there are no deliverables to be created and the specific task led to the creation of a work document needed for some of the Work Package activities (e.g., preliminary research or an assessment to be included in a specific deliverable in combination with other tasks). Deliverables are the final product meant to be uploaded and published.

We recommend to label work documents with the version numbered x.1, x.2 to distinguish them from released versions, where "x" stands for released version.

To distinguish between work versions and the final version to be published, the final version will be named according to the name structure described above:

[DeliverableNumber\_DeliverableDescription]. Exactly as the same as the application form name.

The WP leader is responsible for maintaining a clean and orderly folder environment!

When the final version is approved or when it is deemed necessary, intermediate versions are stored in a folder named "Old documents". We should find in the main WP folder only the active work document to avoid confusion in establishing which is the active working file. After the finalisation of the work, only the final version is left in the main WP folder

##### Synchronous work on documents:

When a partner sends a version for corrections, track changes must be enabled in the document. Long additional changes and suggestions can be highlighted in yellow. Comments are made using comments rather than commenting in the document itself. To allow an effective review of the documents and a timely consideration of the comments, corrections and comments are given in a fixed timeframe for partners to strictly follow. It will be crucial that all partners follow this fixed timeframe! In case of delays, the partner in charge of the activity shall contact those who are late to reply. **It is expected that all partners, without any exceptions, participate in this review and commenting phase.**

## **TIMEFRAME:**

**Step 1:** When the document is uploaded on the Teams folder. The leading organisation informs all the partners by email with a direct link or the path of the document (e.g. General>WP2-CyberAgent approach and structure design>T2.2 - Mapping the training needs for SME Cyber Security Change Agents). He also specifies the schedule of the different tasks (comments, review, feedback etc...)

**Step 2:** For the comment/revision phase, the task leader must make the modifications maximum 3 days after the comments/recommendations have been written in the document. For seamless process, it would be good after reviewing the document to send an email to the task leader to let him know that comments have been given but it is expected from the task leader to regularly check the document and update it swiftly. A fast response is a must as it could hinder the progress of the task when many organisations are involved.

**Step 3:** After each phase defined in step 1, the task leader informs partner when a step is finished and that the work process moves to a next phase.

## **EXAMPLE OF A WORK PROCESS TIMEFRAME:**

**Information phase:** Leading partner post the template of the work document. An email with link to the file and the expected work timeline is sent to the consortium to inform them.

**Revision/comments phase:** 10 days (5 days for partners to comment and 5 days for task leader to implement them). Comments are made directly through the shared document on Teams. Partners can send email to task leader to inform him about them.

**Final version of the work template is available:** Leading partner sends an email to inform that the updated version is available and provide details for the next phase.

**Work phase:** All partners conduct the work according to the guidelines and templates provided by the task leader

**Delivery phase:** Task leader provide a final deliverable open for comments

**Revision/comments phase of the final deliverable:** 10 days (5 days for partners to comment and 5 days for task leader to implement them). Comments are made directly through the shared document on Teams. Partners can send email to task leader to inform him about them.

**Translation phase:** Task leader informs partners that the final deliverable is ready for translations. Providing the link of the English version.

**Uploading phase:** Task leader informs the coordinator that the final deliverable(s) are ready for upload to the EACEA platform and provide a direct link to access to the file.

It is under Deliverable leader responsibility to manage all tasks related to the product, from its conception, storage, version tracking etc... to its final delivery to the coordinator for upload on the European Commission platform or to the partner in charge of the project website for its publication into it.

#### 4.5. INDICATORS FOR QUALITY ASSURANCE

In order to properly analyse and ensure the quality expectations of the project are met, it is necessary to set concrete objectives that the project should reach. As a method to evaluate the achievement of said objectives, the partnership has set up a series of indicators to accomplish during the project period.

##### 4.5.1. QUANTITATIVE INDICATORS

Quantitative indicators are those measurable inputs that will allow the partnership to analyse the quality of the project. These indicators will be reached during the whole duration of the project implementation.

**Table 7. Quantitative indicators**

Quantitative indicators	Target
<b>Number of interviews conducted for the market analysis country reports</b>	Minimum 15.
<b>Number of students offered the new cybersecurity curriculum</b>	80 students as future SME employees for each the partner HEIs: 80 students in total.
<b>Number of SME employees participating in the cybersecurity training programme as trainees</b>	80 attendees, with minimum 30 women, from 8 countries, with attendance rate of at least 75%.
<b>Number of VET providers' staff participating in the cybersecurity training programme as trainers</b>	5 staff members for each 2 partner VETs: 10 staff in total.
<b>Number of training hours</b>	Minimum 30 per country: 240 hours.
<b>Number of self-evaluation sheets of the cybersecurity training programme by the participants</b>	10 per country: 80 in total.
<b>Number of participants to the International Bootcamps</b>	2 trainers from each partner: 16 trainers/HEI-VET teachers in total.
<b>Number of SME employees trained</b>	80 attendees from the target groups, with minimum 30 women, from 8 countries.
<b>Number of HEI teachers improving their cybersecurity teaching towards SMEs competences</b>	10 HEI teachers recruited

Quantitative indicators	Target
<b>Number of HEI entrepreneurship students trained</b>	80 students who will pilot test the curriculum from 8 countries by the end of the project and 240 within 3 years after.
<b>Number of VET teachers trained</b>	24 trainers recruited.
<b>Number of VET students trained</b>	80 students from 8 countries by the end of the project. By 3 years after project the numbers will be 3 times as high.
<b>Reaching EU policymakers to better understand SMEs' cybersecurity needs and how they can be met in a practical way.</b>	<ul style="list-style-type: none"> <li>- 32 of target group members outreached by the ecosystems, in 8 countries by the end of the project.</li> <li>- 1 workshop with EU policy makers in Brussels, organised by Women4Cyber.</li> <li>- 8 project knowledge committee established in 8 countries. To bring expertise and professional experience within the represented sector to the evaluation of project outputs and consultation on project implementation and procedures.</li> <li>- Organise a roundtable discussion with representatives of the National Digital Coalitions, presenting the results of the project and suggesting the inclusion of training in national initiatives and national projects.</li> </ul>
<b>Reaching labour market actors and other cybersecurity practitioners to assess the potential of training programs on cybersecurity for SMEs and their impact in specific countries.</b>	<ul style="list-style-type: none"> <li>- 160 of target group members registered on the platform, 48 matches made on the platform, 1200 of visits/downloads etc in 8 countries by the end of the project.</li> <li>- 30 women from 8 countries will have participated in at least one SME Cybersecurity Change Agent training.</li> </ul>

#### 4.5.2. QUALITATIVE INDICATORS

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Then, and beside the numbers, qualitative indicators will enable us to measure viewpoints, judgements and perceptions towards each given situation and activity developed, and thus the impact that the project has on target groups and stakeholders. This impact is expected to include changes in sensitivity, satisfaction, influence, awareness, understanding, attitudes, quality, perception, dialogue or sense of well-being toward.

Achievement of the qualitative indicators will be measured by questionnaires. They will be completed by the partners, target groups and other stakeholders involved in the implementation of the different project activities. Questionnaires with qualitative questions will facilitate the measurement level of quality, skills and knowledge development, and satisfaction of end users (learning materials, website, framework analysis, pilot testing, partners activities).

They will be able to share their opinion about the project outcomes, so to assess their accuracy, reliability, usefulness and their readiness to use and also, how they can be incorporated in their existing training offer, allowing this way the quality board to measure/analyse correctly the project indicators of achievement.

Olemisen propose to have as a reference a minimum of 80% of satisfaction of end users in different categories. The survey will contain open ended questions to allow participants to share feedback and improvements recommendation. If the reference is not reached, partners will discuss on the best strategy and define the relevant measures to improve the deliverable in the light of those recommendations to reach the target.

**Table 8. General qualitative indicators**

Qualitative indicators	Target
Assessment of training tools accuracy and usefulness.	Minimum level of satisfaction: <b>80%</b>
Flexibility in the training approach.	
Students' and SME employee's usage barriers.	
Adaptability of students and SME employees to different learning contexts.	
Trainers' instructions clarity.	
Additional knowledge created.	
Training accessibility, reliability and usefulness.	
Replicability of cybersecurity training programmes and cybersecurity curriculum to other countries.	
Key success factors and pitfalls.	
Students' and SME employees' acceptance and adoption.	

**Table 9. Specific target groups indicators**

Qualitative indicators	Target
Upgrade of soft (self-confidence, motivation) and hard (cybersecurity strategies) skills.	Minimum level of satisfaction: <b>80%</b>
Increase of cybersecurity skills and competences, taking ownership of developing activities with real impact on SMEs.	
Increased possibilities to futureproof a new SME.	
Participation of more students in HEIs entrepreneurship education.	
Increased peers' interaction among users (both trainees and trainers).	
Increased interaction with external stakeholders (i.e., public and private agencies working in the field of cybersecurity, business support agencies, business mentors and coaches).	

More indicators will be drawn and approved by the partners to better identify strengths and weaknesses when a full evaluation and quality plan will be produced at month 3.

#### 4.6. PROJECT DECISION-MAKING AND TIMELY EXECUTION

Project decisions that require a quick response are usually made during monthly or face-to-face meetings but can also be made by email.

All members of the quality management committee must provide feedback on the results and activities of the project and also evaluate the products produced. To ensure the involvement of all partners, at the beginning of each project document there will be a table with the name and organisation, the date and a comment field where the partner will write a short description, e.g. a comment on the suggested corrections, a comment on the fact that the detailed comments are provided inside the document, or I have no comments etc.

If any partner fails to complete this table, the partner is considered not to have reviewed the document. When the deliverable leader notices this, he/she should send a reminder to the partner by email, if there is no reply by email, contact a direct messaging application such as WhatsApp. If the partner still does not respond, then the deliverable leader must immediately inform the coordinator and raise the issue with the quality management committee.

This table would only be used for internal purposes and would not appear in the final published version. However, the version with the partner table would be kept for archival purposes and for the purpose of project audits.

Partners must ensure that project activities are carried out in a timely manner and cannot be affected by partner's staff turnover, holidays, sickness etc. Partners must have a back-up plan in place to ensure that project queries are dealt with another staff member of staff who has an understanding of the project's activities. In the event of redundancy, leave of absence, the staff must arrange for other substitute or replacement staff to be available and to hand over the project activities to them. It is the responsibility of each partner to ensure that the internal procedures are regulated smoothly.

#### 4.7. DATA PROTECTION

During the project, partners must comply with laws, regulations such as GDPR, and partners must ensure that sensitive information is not leaked to third parties. The security of the project website and platform is the responsibility of Prios, who lead its development and maintenance. During the project, they will update the content and undertake the work to maintain both the website and the platform for as long as required by the project Grant Agreement. Prios is responsible for the integrity, confidentiality, and availability of the data on the platform and the project website. Prios is responsible for the integration of cookies, creation of a privacy policy on data collection, storage, etc. into both the project website and the platform

#### 4.8. PROJECT DISSEMINATION REQUIREMENTS AND MONITORING

Project partners must ensure that project dissemination (documents, presentations, reports, publications, events, etc.) use attributes consistent with project dissemination:

- CyberAgent logo
- EU flag logo
- Project name with acronym
- Project number
- Following disclaimer: *"Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them."*

The text could be found in all EU official languages here - [https://www.eacea.ec.europa.eu/about-eacea/visual-identity/visual-identity-programming-period-2021-2027/european-flag-emblem-and-multilingual-disclaimer\\_en](https://www.eacea.ec.europa.eu/about-eacea/visual-identity/visual-identity-programming-period-2021-2027/european-flag-emblem-and-multilingual-disclaimer_en)

The height of the project logo must be the same as the height of the EU flag logo. More about the requirements here:

- [https://commission.europa.eu/funding-tenders/managing-your-project/communicating-and-raising-eu-visibility\\_en](https://commission.europa.eu/funding-tenders/managing-your-project/communicating-and-raising-eu-visibility_en)
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Women4Cyber is responsible for the dissemination of the project on WP. They will continuously collect information about the partners' dissemination and, together with Olemisen and the VU, will check whether the partners are disseminating the project properly and with high quality. The quality assessment of the project dissemination will be carried out on a quarterly basis, when the partners will report on the project dissemination they have completed. Failure to comply with the above requirements will result in the dissemination not being credited and may result in sanctions for the partners.

#### 4.9. USE OF ARTIFICIAL INTELLIGENCE TOOLS WITHIN THE PROJECT

In our quality management plan, we also need to address the use of artificial intelligence tools in this project. Given that this project is funded by the European Commission, the coordinator Vilnius University believes it is important to inform our partners that they cannot copy texts generated by artificial intelligence tools in project reports when creating educational materials, as this is considered as plagiarism.

The results generated during the project must be prepared based on ethical and fairness principles since improper use of artificial intelligence can have a negative impact on the project's quality. In this section, we present rules and restrictions related to the use of artificial intelligence tools in the frame of CyberAgent project:

- Partners can use AI tools to generate ideas, structure work or activities, search for information, etc. However, partners must evaluate the output critically, make sure that the information, conclusions, and generalisations are correct, check sources and rewrite the text in a way that does not identify it as AI-generated text. Partners must ensure that the content generated by the project does not infringe copyright, contain incorrect information, etc.
- Partners must observe the principles of ethics and fairness refrain from copying AI-generated texts into project outputs, such as reports, training materials, as direct copying from AI tools is considered plagiarism.
- If partners use AI tools in their analysis to produce reports, training materials, etc., and copy summaries, tables, or other material into reports, they must cite the source, as they do for other citations. Partners must produce original content and therefore must take a responsible approach to what use of citation sources is reasonable and does not violate the principles of fairness.
- Partners may use AI tools to generate images and may use the generated content responsibly in accordance with the terms of use of the AI tool. When using AI tools to generate images, partners must be familiar with the terms of use of such tools and be aware of the need to attribute sources to images created using AI tools.
- If a case of plagiarism is detected, partners will be required to redraft the texts in a way that complies with the principles of fairness, i.e., rewriting of the text, use of citations.

## 5. MONITORING ACTIVITIES AND REPORTING

In order to ensure that all the quality priorities and indicators are met, an evaluation process will be carried out internally during the project duration. This process is detailed in this plan and will be evaluated and modified if required after the interim report.

More concretely, evaluation will focus on:

- Analysing the different aspects included in this quality plan to ensure all indicators of achievement are accomplished.
- Production of specific tools to assess the project development, including internal questionnaires and tools to assess events and pilots. The questionnaires can be found on the Annexes.
- Drawing conclusions and making recommendations based on the indicators and on the feedback collected from the evaluation.
- Implement any changes if deemed necessary.
- The following table summarises the main actions that will be evaluated during the project.

**Table 10. Monitoring activities**

Aspect to evaluate	Date	Result	Leading
<b>WP Quality review</b>	During each WP work development	Quality report	Olemisen
<b>Face to face meeting report</b>	After each physical meeting	Report	VU
<b>Train the trainer boost camp</b>	August 2025	Evaluation report	HackerU Polska
<b>Training program evaluation</b>	May 2026	Evaluation report	Olemisen

Olemisen, leading the QMC, in collaboration with the VU, will produce 6 reports for each WP. The frequency of these reports will be:

**Quarterly Reports:** Detailing progress, challenges, solutions and offering comprehensive review of the project's status and any adjustments made.

**Semi-annual Reports:** A holistic view of the project's progress, challenges, achievements, and future plans.

## 6. REVISION OF INDICATORS

The project partners will periodically review the indicators outlined in the Quality Assurance and Monitoring Plan (QAMP), especially in response to external factors (e.g., Covid implications like remote working). This comprehensive and iterative review process is vital to maintaining the relevance and effectiveness of the QAMP as a guiding framework for the Cyber Agent project. The aim is to ensure that the chosen indicators continue to align with the goals and objectives of the project, adapting to the changing landscape of cybersecurity, educational demands, and any unforeseen challenges that may impact project implementation.

## CONCLUSION

The QAMP serves as a foundational document for the Cyber Agent project, ensuring that all stakeholders work cohesively towards achieving quality results. By adhering to this plan, the project is set to achieve its goals efficiently and effectively.

The approach that combines continuous evaluation combined with meticulous monitoring of the project, ensuring that all quality priorities and indicators are not only met but also reassessed in light of experts' feedback or testing and evaluation reports. The knowledge committee plays a pivotal role in this, guiding the assessment processes, validating the findings, and recommending actionable insights.

Olemisen, leading the QMC in collaboration with VU, is tasked with producing a series of reports that provide comprehensive insights into the project's progression. These reports, ranging from monthly updates to semi-annual overviews, are important for ensuring that the project remains aligned with its goals and can make timely adjustments.

The QMC is the core body of the project quality strategy. Its mandate is to oversee the overall trajectory, ensuring that each task aligns with its technical specifications and adheres to the highest quality standards. With representatives from each partner organization, the QMC stands as a unified body, pooling expertise and ensuring that the progress and the results of the WPs are aligned with the quality expectations.

Furthermore, each partner plays an active role. All partners are closely involved, ensuring a mutual understanding of the objectives of quality monitoring and making certain that the outcomes align with the project goals.



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