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(MENTOR)**

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“Blue Careers in Europe”

D1.2 QUALITY ASSESSMENT PLAN

T1.2 Quality Assurance (Start: M1, End: M24)

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Abstract	The Quality Assessment Plan described in this report defines the general approach to quality assurance and the procedures to be followed for the production of outcomes such as deliverables or reports. It documents the co-ordination and follow-up procedures for monitoring progress and responding to changes.
Keywords	Quality Assessment Plan, Monitoring, Reporting, Deliverables, Publications



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EXECUTIVE SUMMARY

This document represents the Quality Assurance Plan for the project MENTOR. The aim of this deliverable is to describe the mechanisms that will be used throughout the project in order to ensure the quality level of the project deliverables and the project outcomes.

This document will also serve as a guide for the project coordinator, in order to ensure that quality reviews will occur at appropriate points in the project, and as a reference for all project partners, in order to understand their responsibilities, regarding the project deliverables and outcomes.

In this context, quality control mechanisms are defined in order to be easy to identify important tasks and dependencies that are critical for the success of the project. This document will also serve as a detailed guide to the MENTOR consortium in order to establish effective cooperation within the consortium and ensure the highest level of quality of project documentation. Moreover, the document outlines the success criteria for each deliverable, defines the structure of each deliverable, describes the quality review techniques and also defines configuration management procedures and change control.

This document should be used as a reference by the project coordinator and all project partners.



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1 INTRODUCTION

1.1 Purpose and Scope

This deliverable facilitates partner cooperation in the project, by defining a set of rules and guidelines for the organisation and delivery of the project outputs.

The plan summarises what has to be achieved by the project regarding procedures related to management and quality control. It is a fundamental working tool that every partner is invited to refer to, when a deliverable or other publication is to be prepared, or progress is to be reported.

1.2 Audience

This deliverable has been created specifically for the MENTOR partners, describing the quality procedures to be followed for the duration of the project.

1.3 Deliverable Structure

Some content within this Quality Assurance Plan is derived from the grant agreement and its annexes, while other sections have been defined and written specifically for this document.

The document is structured in the following manner:

Chapter 2: Quality Management. The second chapter outlines the overall progress monitoring and reporting procedures to ensure the project achieves its objectives on schedule and within budget. It presents the control methods that will be applied in order to ensure the high-quality outcome of the project as well as the responsibilities of project partners and bodies related to this topic.

Chapter 3: Quality Control for Deliverables. The third chapter presents the control methods that will be applied in order to ensure the high-quality outcome of the project as well as the responsibilities of project partners in this area. It describes the deliverable development approach.

Chapter 4: Quality Control for Publications and Dissemination Activities. The fourth chapter presents the general principles and guidelines of creating publications from the project: it describes the main procedures for checking that no confidentiality is breached and the configuration management and change control to be used in the MENTOR project.

Chapter 5: Quality Control for e-Courses. The fifth chapter presents the general principles and guidelines of creating and up-loading e-courses.

2 QUALITY MANAGEMENT

Quality Management is about defining the outputs required by the project, with their respective quality criteria, quality assessment methods and the responsibilities of the involved partners. Quality Assurance provides control to the project direction, ensures that the outputs are of a high quality with respect to the nature of the project and that the project complies with relevant corporate or programme management standards and policies.

The purpose of Quality Management is to provide a secure basis for:

- Project Management Board (PMB) agreements on the overall quality expectations, the products required with their associated quality criteria, the means by which quality will be achieved and assessed, and ultimately, the acceptance criteria by which the project's products will be judged.
- Communicating these agreements unambiguously so all project partners have a common understanding of what the project is setting out to achieve.
- Control i.e. establishing an effective baseline for the project's quality controls and a secure means of achieving deliverables that are fit for purpose.

This plan forms:

- A guide for the Project Coordinator (PC) to follow in order to ensure that the quality reviews occur at appropriate points in the project, and
- A reference for all project partners in order to understand their responsibilities, thus delivering high quality deliverables and outcomes to help MENTOR achieve its goals.

2.1 Management Bodies

Whilst everyone on the project has a responsibility to deliver high quality deliverables and project outcomes, the key project roles in this area are illustrated in Figure 1 and described below.

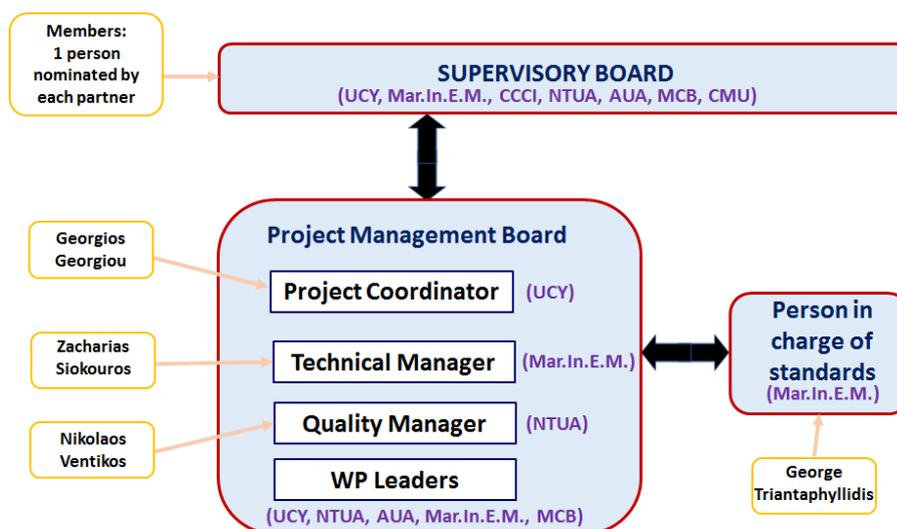


Figure 1. MENTOR governance structure.

2.1.1 Supervisory Board

The supervisory board shall consist of one representative of each Party and will be chaired by the Coordinator. It will ensure that the views of all partners within the Consortium are represented in decision making process.

The (initial) composition of the Supervisory Board is as follows:

1. **Georgios Georgiou (OC-UCY)**
2. **George Triantaphyllidis (Mar.In.E.M.)**
3. **Monica Andreou (CCCI)**
4. **Nikolaos Ventikos (NTUA)**
5. **Helen Miliou (AUA)**
6. **Ilze Atanasova (MCB)**
7. **Costel Stanca (CMU)**

The Supervisory Board (SB) decides on matters related to the overall Work Plan. The duties of the Supervisory Board include:

- Following up on the project progress.
- Managing problems that are escalated to the highest level, and
- Taking all decisions that relate to contractual matters.
- Adopting suggestions for modifications in the budget or in the implementation of the project which will then be forwarded by the PC to the EC for approval.

The Supervisory Board meets at least once per year.

2.1.2 Project Coordinator

Professor Georgios Georgiou (UCY) is the Project Coordinator (PC). The PC acts as the intermediary between the consortium and the European Commission. All administrative and financial issues will be translated to the EC in real time and, in the opposite direction, all suggestions and/or recommendations given by the EC will be transferred to the consortium. Thus, the PC will be in charge of the day-to-day coordination of MENTOR. The PC shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement and the Consortium Agreement:

- The management of the overall legal, contractual, ethical, financial and administrative issues of the project in close collaboration with the different boards specialized in each of the specific topics.
- The single point of contact between the consortium and the EC. The PC, thus, will be in charge of gathering the necessary and updated information from the partners in order to report the Project progress in a proper manner, ensuring that the quality standards have been reached or in case of any change or relevant conflict appearing. Each participant will nominate an Administrative Contact Person who will be the contact point of its entity for legal, financial and reporting matters.
- Monitoring project progress by collecting all periodic activities and evaluating key achievements, planned activities, progress towards deliverables and main concerns.
- Monitor compliance by the Parties with their obligations.

- The resolution of doubts that may arise through direct communication or through the private area of the MENTOR website, that will include discussion fora in order to offer a common space for sharing queries and clarifications.
- Chairing the project meetings.
- Keep the contact list of the Parties and other contact persons updated and available.
- Dealing with any relevant matters not foreseen in the proposed management structure.

The PC has the support and assistance of the Oceanography Center and the Financial Services of the University of Cyprus, specifically dedicated to project management, consortium coordination, quality-assurance, intellectual property regulation, administrative reporting and financial monitoring. Additionally, in order to have a complete overview of the progress of an Action and the Project, the PC will work in close collaboration with the different boards shown in Figure 1.

2.1.3 Technical Manager

Mr. Zacharias Siokouros (Mar.In.E.M.) is the Technical Manager of the MENTOR project. The Technical Manager (TM) monitors the progress and excellence of the technical Work packages individually and as a whole, with the ultimate goal of ensuring that proper management of the innovative concepts and artefacts generated by MENTOR will become concrete opportunities to implement new technologies and solutions.

The Technical Manager reports to the Project Coordinator and:

- Supervises the management of innovative ideas in close collaboration with the Project Management Board, so as to identify and promote concrete business opportunities out of technical/technological innovation created by the project's work.
- Supervises the quarterly and annual progress reporting process and the collation of the reports for the Project Management Board's approval.
- Coordinates with the Project Coordinator and the Project Management Board in case any corrective action is required or a risk is identified.

2.1.4 Quality Manager

Associate Professor Nikolaos P. Ventikos (NTUA) is the Quality Manager of the MENTOR project. The Quality Manager is responsible for the Quality Assurance of the project. He reports to the Project Coordinator and:

- Assists the Work Package Leaders in defining the reporting structure and procedures;
- Monitors the proper production of quality reports by individual Work Package Leaders;
- Reports regularly to the Project Coordinator and to the Supervisory Board on the quality aspects of the project;
- Systematically reviews all the Project deliverables to make sure that they meet the quality standards required for the MENTOR project;

- When and where appropriate, reviews and requires by the partners to rewrite part of the deliverables in order to ensure consistency of style through the deliverables produced by the Project.
- Makes the pre-final quality check of deliverables for approval by the Project Management Board and submission by the Project Coordinator.

2.1.5 Work Package Leaders

The Work Package Leaders of the MENTOR project are the following:

- **UCY (Professor Georgios Georgiou) for WP1: Project Management**
- **NTUA (Associate Professor Nikolaos Ventikos) for WP2: Developing re-training schemes for blue professionals.**
- **AUA (Associate Professor Helen Miliou) for WP3: Promoting mobility and cooperation in East Med and Black Sea.**
- **Mar.In.E.M. (Mr. Zacharias Siokouros) for WP4: Establishment of Blue Career Centre (BCC) of East Med-Black Sea.**
- **MCB (Mrs. Ilze Atanasova) for WP5: Dissemination Activities.**

The Work Package Leaders are responsible for developing a detailed Work package implementation plan on the basis of the Work Plan, and for the efficient and effective implementation of it, taking into account the timeliness and quality of the deliverables. Therefore, the Work Package Leaders control and manage the progress achieved on the Work Package (WP) level.

The Work Package Leaders report to the Project Coordinator and:

- Coordinate the cooperation between partners within the WP.
- Evaluate progress against the agreed timetable and deliverables in conjunction with the Technical and the Quality Managers and the Project Coordinator.
- Resolve day-to-day administrative, technical and resource problems within their WP.
- Report to the project partners during the periodical plenary meetings (typically every four months).
- Inform the Project Coordinator about the progress of their work through the quarterly progress reports (or more frequently if required). This allows the Project Coordinator to control the project and implement corrections to the plan if needed in concertation with the Project Management Board.
- Provide WP contributions to the Project Periodic Reports and to the Technical Audit presentations.
- Assign tasks to individual members of the WP teams.
- Monitor the progress of milestones, deliverables and the expected outcomes of their WP.
- Organize interim meetings if necessary to ensure the proper execution of their WP.
- Disseminate information to the other WP leaders for ensuring a smooth coordination of WP activities.

2.1.6 Project Management Board

The Project Management Board comprises the Project Coordinator, the Quality Manager, the Technical Manager and the Work package Leaders. It is responsible for the successful implementation of the project throughout its lifecycle. This includes ensuring a clear and coherent technical view across the project, evaluating progress against the milestones according to the project plan, revising the project plan, and taking final responsibility for approving deliverables. It is chaired by the Project Coordinator.

The Project Management Board:

- Monitors the overall technical progress and quality of the project, including soundness of the outcomes in close collaboration with the technical Work package leaders.
- Approves deliverables.
- Approves the progress reports.
- Oversees the alignment between the project output and the stated objectives.

2.1.7 Person in charge of Standards

Dr. George Triantaphyllidis (Mar.In.E.M.) is the Person in charge of Standards of the MENTOR project. The Person in charge of Standards provides a further layer of quality control and meeting the standards set by EASME for reporting and implementing the project. He will assist the Project Coordinator in specific issues that might arise in the course of the MENTOR project and will provide assistance to the smooth project implementation. He will provide continuously support to the Project Coordinator for the EASME requirements for implementing the MENTOR project (<https://ec.europa.eu/easme/en/emff-managing-grant>).

2.1.8 Users Representatives

The Users Representatives (UR) provide a further layer of quality control; their opinion on the direction in which the project is going is an important input to the project. The role of the UR is to periodically review the progress and results of the project from a variety of angles and provide advice on ongoing and future work. The Users Representatives will be invited approximately once per year to attend one of the regular project meetings. They are expected to inform the consortium about research, technology, market or regulatory trends (among others) that are of relevance to the project work, increase the impact of the project by creating visibility of MENTOR in other geographic regions and provide an external view of the project, in order to allow the project leadership to better position and articulate the public profile of the project. Users Representatives members may also participate in some of the planned dissemination activities of the project, such as training activities, thematic academic workshops, etc.

The MENTOR Users Representatives are selected experts in the field, from a diverse set of backgrounds (academia, industry, chambers, etc.) and geographies, who have technical expertise in a subset of the topics that the project is researching and developing. The initial members of the MENTOR Users Representatives are:



- **Mrs. Monica Andreou** (Officer, Dept. of Education & European Programs, Cyprus Chamber of Commerce and Industry).
- **Dr. Costel Stanca** (Constanta Maritime University).
- **Captain Ahmed Youssef** (Director of International Forum for Maritime Transport, Arab Academy for Science, Technology and Maritime Transport, Alexandria, Egypt).

2.2 Reporting Procedures

The overall project Quality Management is facilitated through Biannual Project Reports by all partners. These will be produced and sent to the Project Officer, presenting the state of play and the progress achieved in the period of interest. The contents are (per partner):

- Person-Months (PMs) spent
- Accurate Costs for Personnel, travel, equipment expenditures/depreciations, etc.
- Changes regarding the personnel and the implementation of the project
- Achievements and Dissemination Activities

The Biannual Project Reports must be produced within 7 days after the end of the corresponding reporting period, or 2 weeks before the subsequent project review (whichever is sooner).

3 QUALITY CONTROL FOR DELIVERABLES

The Project Coordinator is ultimately responsible for the quality control of the deliverables to the Commission, coordinating closely on technical quality checks with the Quality Manager, the Technical Manager, and the Project Management Board.

Every contractual deliverable, prior to its submission to the Commission, will be the subject to a review within the respective Work package and a peer review by persons not directly involved in either the subject matter or the creation of that deliverable. Both types of Quality Assurance Indicators will be used to that end:

- **Output indicators** – these tend to be quantitative measures, and are based on project's key targets and objectives (such as numbers of beneficiaries, number of output/products).
- **Result indicators** – these can be quantitative or qualitative; they aim to discover how or why targets were achieved or not achieved with reference to a project's overall objectives, principles, philosophy and standards.

The Project Management Board and the Person in Charge of Standards will make a final check of the deliverable for consistency and readability before sending to the project Coordinator for submission to the EC. Where necessary, the Project Coordinator could request further work of the partners on a deliverable, to ensure that it complies with the project's contractual requirements.

To ensure that this process can be followed through, the following time plan has been agreed:

- A complete Table of Contents (ToC) will be provided by the editor 6 weeks before the deadline.
- A relatively complete draft of the deliverable should be made available by the allocated editor at least 4 weeks before the due date.
- The draft version should be reviewed within the Work Package at least 3 weeks before the due date.
- At least 2 weeks before the due date, a pre-final version should be available for peer review by nominated persons preferably outside the Work Package.
- Comments should be integrated and the final version be made available to the Project Management Board and the Person in charge of Standards in the week before the deliverable is due, for a final check.
- It is up to the partner responsible for the deliverable to ensure that this schedule is maintained.

4 QUALITY CONTROL FOR PUBLICATIONS AND DISSEMINATION ACTIVITIES

Due to the significance of the dissemination and exploitation activities in achieving the ultimate goal of the project – delivering a regional platform (the Blue Career Centre in the EM & BS region) for dialogue between business stakeholders, education & training institutions, research organizations, regulators, the civic society as well as the EU and the Union for the Mediterranean allowing them to jointly develop and carry out measures to close the skill gap, tackle unemployment and make “blue careers” more attractive to young people in the four selected Marine and Maritime Economic Activities (MEAs) (1. Maritime Transport, 2. Cruise Tourism, 3. Marine Aquaculture and 4. Offshore oil and gas) – MENTOR manages and coordinates its diverse dissemination activities through a dedicated Work package (WP5). A coordinated dissemination and exploitation of the project results is a key objective for all partners during all phases of the MENTOR project. In order to maximize the impact of its results, MENTOR will engage in a diverse set of dissemination and exploitation activities throughout and after the duration of the project. These activities encompass open source contributions, standardization of events, knowledge transfer and training activities as well as publications.

Dissemination quality control focuses on the operational techniques and activities used by those involved in the project to:

- Establish publication rules for the duration of the project.
- Fulfil the requirements for quality.
- Fulfil the rules for acknowledging the EC funding.
- Fulfil the rules for Open Access.

For those disseminations where (part of) the costs for the preparation and presentation are claimed under MENTOR, the following rules apply during the duration of the project and 12 months afterwards. Disseminations comprise of making any project material available to others outside the project, e.g., in the form of presentations or paper submissions.

4.1 Rules for Publication and Presentation

The following rules have been established for ensuring that publications are of a high quality and do not infringe the IPR held by another partner:

1. The authors must send sufficient information at least 14 days in advance of a publication submission or presentation to the Supervisory Board by email to the Project Coordinator and cc to the WP5 Leader. For a publication, submitting the paper into a review process counts as a dissemination. Submit as much information as is available, but at least:

- planned authors
- title
- abstract
- planned dissemination venue.

2. The WP5 Leader tracks the progress of each such dissemination request and records it as an issue/milestone under the dissemination repository and assigns it to the main author of the dissemination.
3. The main author is responsible to keep this issue updated as the dissemination is worked on, e.g., by updating the information in the issue, by uploading draft versions for the Supervisory Board to review, etc.
4. The Supervisory Board reviews the material circulated among the partners and/or uploaded on the MENTOR website (www.bluecareers.org) during their evaluation time. Any objections must be raised within 7 days based on the grounds described in the CA by email to the Project Coordinator and cc to the WP5 Leader. The Project Coordinator will monitor whether any objections are raised and update the respective issue accordingly.
5. The main author is responsible to keep this issue updated after a dissemination is submitted for peer review, especially if it happens to get rejected, changed and resubmitted, etc. For resubmission, the authors should create a new MENTOR issue that references the issues of any earlier submission(s).
6. The authors must include the acknowledgement and disclaimer texts in their dissemination exactly as below.
7. For peer-reviewed scientific publications, the authors must comply with the EU's open access policy.
8. After a dissemination has happened, the authors must add their publication to the project bibliography (under MENTOR/management/dissemination). This has the canonical list of project output.

4.2 Acknowledgement

Acknowledgement to the EC for its funding must be clearly indicated on every publication and presentation for which project funding will be claimed.

Typical text is as follows:

This [paper/presentation/work/...] has received partial funding from the European Union, under the EASME project MENTOR, Grant Agreement—EASME/EMFF/2016/1.2.1.2/06/SI2.749365-MENTOR.



Co-funded by the European Union, under the EASME project MENTOR, Grant Agreement EASME/EMFF/2016/1.2.1.2/06/SI2.749365-MENTOR.

4.3 Disclaimer

It is recommended to include a disclaimer on every publication and presentation.

Typical text is as follows:

The sole responsibility for the content of this [webpage/publication/presentation/...] lies with the authors. Neither the EASME nor the European Commission are responsible for any use that may be made of the information contained therein.

4.4 Open Access

The EU recommends open access publications and the project has committed to follow an open access policy in its Description of Action. Open access to scientific information is expected to bring benefits in terms of:

- Acceleration of the research and discovery process, leading to increased returns on R&D investment.
- Avoidance of the duplication of research efforts, leading to savings in R&D expenditure.
- Enhanced opportunities for multi-disciplinary research, as well as inter-institutional and inter- sectorial collaborations.
- Broader and faster opportunities for the adoption and commercialization of research findings, generating increased returns on public investment in R&D and the potential for the emergence of new industries based on scientific information.

Open access can also increase openness and transparency, thereby contributing to better policymaking, and ultimately benefit society and citizens.

MENTOR understands open access as being the practice of providing on-line access to scientific information that is free of charge to the end-user. In the context of R&D, this scientific information refers to peer-reviewed scientific research articles (published in academic journals) and to scientific research data (data underlying publications, curated data and/or raw data).

The first decision to be taken by the project on whether to publish open access documents will come after the more general decision on whether to go for a publication directly or to seek first protection using Intellectual Property Rights. If the scientific research will not be the subject of IPR, but will rather be published directly, then the project is aware that open access must be granted to all scientific publications resulting from EASME actions.

To the extent that this is feasible, given the constraints applied by the publisher of journal articles and conference proceedings, MENTOR will use the “gold” open access approach to peer-reviewed scientific research articles. This means that an article is immediately provided in open access mode by the scientific publisher. The associated costs are shifted away from readers, and instead to (e.g.) the university or research institute to which the researcher is affiliated, or to the funding agency supporting the research.

To the extent allowed by the publisher, these and other scientific publications will also be made available on the project Website (“green” open access approach). This process may be delayed (“embargo” period), as some scientific publishers may wish to recoup their investment by selling subscriptions and charging pay- per-download/view fees during an exclusivity period. In addition, partners themselves may want to delay this open access until they have exploited the findings through conference papers and journal articles. Most universities provide their own repositories, and require their use, so university or research institute partners will first check their own library services. There is also useful information on open access publishing at <http://libguides.aalto.fi/oa>.

5 QUALITY CONTROL FOR E-COURSES

The purpose of this document is to optimize the impact of the e-learning module, to serve as a reference point for all partners of MENTOR project but also to provide evidence of quality assurance for the e-learning module –and hence accountability- to all stakeholders. This is to be achieved by establishing the operational framework of the module and by defining the desired quality benchmarks.

5.1 Technical characteristics of e-learning modules

According to the grant agreement the objective of Task 2.3 is to design and develop the necessary educational tools for the implementation of the personalized training roadmap for blue professionals. Over the past years e-learning has found its place as a significant training tool among educational institutes and organizations worldwide. The extensive propagation of e-learning is a result of the number of advantages it presents, in combination with major advancements in digital technology, notwithstanding its inherent limitations. E-learning courses provide fast, 24/7 accessibility of the materials not limited to a specific geographic location, providing instant access to students worldwide. Additionally, the development of the e-learning courses will facilitate the compilation of flexible training schemes tailored to the needs of the industry by using the best possible educational and training resources available. This Task will create four different e-learning courses that will focus on the specific needs of the selected Maritime Economic Activities, i.e. maritime sector, cruise tourism, aquaculture, fish tourism and offshore oil & gas. For each of the course packages the following tasks/approaches have to be considered:

1. Definition of learning objectives and outcomes;
2. Determination of teaching/training methods;
3. Development of a course framework;
4. Identification of suitable assessment methods to demonstrate the necessary competence;
5. Development of training material based on the steps outlined above.

The developed framework for the e-learning courses will incorporate innovative teaching methods, with the aim to maximize the efficiency for the delivery of the training material. The development of the e-learning courses will take full advantage of the experience and expertise (i.e. already established e-learning platforms and educational and training background) of the Project Partners. The e-learning courses will address both teenagers and adults and a certificate of attendance to those trainees who completed the training/mentoring will be given. As personal interaction cannot be totally displaced, e-learning courses are meant to operate in combination with other activities of the project such as the organization of Blue Career Fairs and the facilitation of mentees' mobility between participating countries.

5.2 Conceptual basis of the e-learning module evaluation

The evaluation methodology is perceived through widely adopted concepts (after the appropriate adaptation to the needs of MENTOR) by evaluation models found in literature, as summarized below.

Context evaluation aims at identifying the target population and assessing their needs. As intended by the project (grant agreement), e-learning is addressed to teenagers (15-18 years old) who aspire to pursue a career in a blue sector and adults who either work in sectors among shipping (including ship repair and ports development), cruise tourism, fish tourism, aquaculture and offshore oil and gas, or would like to enter a career path in these sectors. Moreover, people shifting from a related field to another blue economy sector (e.g. fishermen could shift to fish tourism or aquaculture etc.) are also targeted. Furthermore, context evaluation aims at recognizing barriers to meeting the needs, identifying resources for addressing the needs, judging whether goals and priorities sufficiently reflect the assessed needs, and providing needs-based criteria for judging outcomes.

Input evaluation aims at identifying and assessing system capabilities, alternative strategies and the procedural design for implementing the chosen strategy. The specialists of each blue sector should prepare the training material taking into account the diversity of the trainees' profiles in terms of age, educational background, professional background, level of experience etc., in order to achieve better matches between the trainees and the selected course and assess the chosen strategy. The assessment could be made by compiling a draft input evaluation questionnaire and sending it to trainees.

Process evaluation aims at identifying or predicting defects in the work plan or its implementation, providing feedback for managing the process and recording and judging the actual work effort. These objectives can be achieved with the contribution of participant observers, independent observers, with the use of interviews and periodic exchange of information between the quality manager and work package leaders, in order to monitor and provide feedback on the process and record the actual process.

Product evaluation aims at collecting descriptions and judgments of outcomes, relating them to goals and to context, input and process information and interpreting their worth. The means to these objectives are the measurement of intended and unintended outcomes by collecting judgments of outcomes from stakeholders, the performance of both qualitative and quantitative analyses, the comparison between outcomes and assessed needs and the synthesis of findings to reach bottom line conclusions.

5.3 Specific aspects to be considered

The key elements have been identified and special provisions will be made to ensure the following points:

- i. availability (e.g. as the technological platform or the administrative staff when it is needed and whether it delivers the defined services to the agreed service level),



- ii. usability (e.g. whether mentors and administrative staff (whether is needed) & trainees are able to carry out specific tasks effectively, efficiently and with satisfaction),
- iii. learning effectiveness (e.g. appropriateness of the learning material to learning styles, state-of-the art content, aesthetics, clarity of objectives, etc),
- iv. performance (e.g. institution's ability to perform tasks within certain constraints in time and resources),
- v. security (e.g. ability to respond to a threat, protection of intellectual property right and personal details),
- vi. potential for change (e.g. institution's ability to retain or increase its values to an enterprise).