Terms of Reference
for External Experts Members of the
E A B
External Advisory Board
Contents

Summary Card .................................................................................................................. 2
Terms of Reference (ToR) for external advisors ......................................................... 3
Background information ............................................................................................... 3
Aims of the project. General and Specific objectives ................................................ 4
Main duties of the EAB ................................................................................................. 4
WP.5 (extract of the DoA - Description of the Action) ................................................ 5
Objectives of external advice ...................................................................................... 8
General responsibilities of an external advisor. Expected outputs ....................... 8
Expertise needed and additional criteria .................................................................... 9

Summary Card

<table>
<thead>
<tr>
<th>Project title</th>
<th>Supporting the Energy Transition of the Building Stock</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project acronym</td>
<td>SHERLOCK</td>
</tr>
<tr>
<td>Project reference no.</td>
<td>101105629-2022</td>
</tr>
<tr>
<td>Call</td>
<td>ERASMUS-EDU-2022-PI-ALL-INNO</td>
</tr>
<tr>
<td>Type of action</td>
<td>ERASMUS Lump Sum Grants</td>
</tr>
<tr>
<td>Granting Authority</td>
<td>EACEA, European Education and Culture Executive Agency</td>
</tr>
<tr>
<td>Coordinating Institution</td>
<td>UNIVERSITÀ DEGLI STUDI DI GENOVA, UniGe</td>
</tr>
<tr>
<td>Project start date</td>
<td>1st September 2023</td>
</tr>
<tr>
<td>End date</td>
<td>31st August 2026</td>
</tr>
<tr>
<td>Work Package ref.</td>
<td>WP.5 Quality assurance and monitoring</td>
</tr>
<tr>
<td>WP leading Institution</td>
<td>NATIONAL UNIVERSITY OF IRELAND MAYNOOTH, NUIM</td>
</tr>
<tr>
<td>Document status</td>
<td>Version 1.0, October 2023</td>
</tr>
<tr>
<td>Dissemination level</td>
<td>Public. An open public call to recruit the experts will be published on the website of UniGe’s international cooperation Office <a href="https://unige.it/internationalstrategies">https://unige.it/internationalstrategies</a>, in order to ensure publicity and transparency to the recruitment. See also at section 4.4 “Subcontracting” of the DoA - Description of Action, page 66.</td>
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</table>
Terms of Reference (ToR) for external advisor

Subcontracting Institution: UNIVERSITÀ DEGLI STUDI DI GENOVA, UniGe
Framework: Erasmus+ ALL-INNO project SHERLOCK
Duration of assignment: Until 31st August 2026
Expert fees: Defined by the project budget
Documents: CV (Europass format or similar)
Language: Application form and CV must be provided in English
Expected deadline: Friday November 2023
Procedure: The recruitment application must be sent by email to <intstrat@unige.it>. The email subject has to quote “SHERLOCK EAB”.

Background information

Funding: Erasmus+ EACEA Key Action: KA2 Alliance for Innovation
Coordinating Institution: University of Genova, UniGe - IT

The ALL-INNO (Alliances for Innovation) projects within the Erasmus+ Programme, Key Action 2, foresee as mandatory the carrying out of quality control and monitoring reviews aimed at checking the implementation of the project activities and the related deliverables, from the chronological - administrative - academic - point of view. Such activities are planned in the framework of a specific work-package (WP).

The set of SHERLOCK quality assurance and monitoring actions envisages:

i. an internal quality control board (IQCB), composed by representatives of the project partnership, mainly appointed on the collection of info - questionnaires - material - data - outputs of the project;

ii. an external board (External Quality Control Board, EQCB) composed by 3 experts external to the partnership - and then having no employment-juridical relationship - to appoint after the KOM to monitor and evaluate SHERLOCK activities on the basis of the info collected by the IQCB;

iii. a second external board (External Advisory Board, EAB) that will provide specific advice / feedback to the scientific contents of the project (e.g., case studies, learning outcomes, topical issues, etc.). The members of the EAB will be appointed according to the guidelines contained in the present ToR.
Aims of the project. General and Specific objectives:

The SHERLOCK project aims to boost innovation at EU level by designing and implementing an original and advanced educational framework based on micro-credentials for upskilling the workforce and lifelong learning. It will integrate and combine a multidisciplinary green and digital skills portfolio towards the cooperation and knowledge exchange flow across different teaching and learning excellence in Ukraine by establishing innovative Master Courses (MCs) on Energy Sustainability in Buildings (ESB) in line with the Bologna Process principles.

SHERLOCK aims to create a MOOC-based MicroMaster programme and a VET oriented short training course based on micro-credentials and case study education, targeting students and professionals from both the building energy retrofitting and financial sectors. The project will help overcome the skills mismatch between financial operators and project developers.

The programme will be codesigned with VET providers and stakeholders through the setup and deployment of the SHERLOCK Knowledge Centres, which will act as a reference point for exchanging ideas and as a lasting alliance between universities, businesses, VET providers and public institutions. SHERLOCK will define the learning objectives, design the programme content & materials, implement and monitor the acquisition of the green and digital skills required in the building energy renovation sector. Finally, it will develop guidelines for educators in HE institutions and VET providers on how to co-design and implement innovative MicroMaster programmes to support lifelong learning and upskilling of the labour market.

Main duties of the EAB

- To give advice and feedback to the “Quality Plan” and the “Ethics and gender balance plan and Data Management Plan”, produced under the coordination of NUIM as competent WP leader;
- to participate, together with the EQCB, to two annual coordination meetings and the final dissemination conference, planned as follows: November 2024 in Bratislava, September 2025 in Sevilla, and June 2026 in Lisbon as Final Dissemination Conference;
- to check the info / data / questionnaires collected by the IQCT; then, to elaborate three evaluation reports, one per each project year;
- to organize an external review of the deliverables, as detailed in the section “Expected outcomes”. 
You find in the next section an extract of “Description of Action” DoA, whereas the EAB
tasks are detailed, as well as the budget tables quoting the fees for the three EAB
participants.
The costs of the mobility flows for the aforesaid meetings, together with the annual fees,
will be managed and reimbursed by UniGe directly to the three EAB members, by means
of to the bank references they indicate.

As regards the appointment of the 3 EAB members, these are the requirements asked to
the applicants, according to the project DoA - Description of Action:

- highly qualified experts with international experience in project management /
  implementation and energy efficiency respectively, selected at the onset of the
  project with a public procedure.

WP5 – Extract of the Application

Project management, quality assurance and monitoring and evaluation strategy

<table>
<thead>
<tr>
<th>Description of: i) measures foreseen to ensure that the project implementation is of high quality and completed in time; ii) methods to ensure good quality, monitoring, planning and control; iii) evaluation methods and indicators (quantitative and qualitative) to monitor and verify the outreach and coverage of the activities and results (including unit of measurement, baseline and target values). The indicators proposed to measure progress should be relevant, realistic and measurable.</th>
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<tr>
<td>..... omissis .....</td>
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<tr>
<td>External Advisory Board (EAB). Shortly after the start of the project, an EAB will be established. The management and contact with the EAB will be an integral part of WP1. EAB will provide specific advice/feedback related to the scientific contents of the project (e.g., case studies, learning outcomes, topical issues, etc.).</td>
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<td>..... omissis .....</td>
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<tr>
<td>Quality Assurance and Monitoring. All the necessary monitoring tools (e.g., Gantt, document control, peer review, etc.) will be applied to support the development of SHERLOCK. An efficient internal communication platform (i.e., a reserved area of the website, a shared in-cloud folder or similar) will complement them. This platform will offer independent access to important documents, code, meeting agendas, supporting materials, individual to-do lists and other miscellaneous project information. The coaction of the monitoring instruments and the communication platform will create an early warning system to identify quality deviations from the work plan and far before all the evaluation phases. This allows to set up contingency or recovery plans at an early stage. The IQCB is responsible for implementing quality assurance and monitoring procedures according to the QCP. Quality Assurance includes the following tasks: (i) Collecting expected outcomes and deliverables from project activities; (ii) Checking the timetable and resources for each milestone leading to the outcomes; (iii) Creating the indicators for different milestones; (iv) Collecting the information for the final quality report; (v) Collecting the participants’ feedback in piloting the courses, aligned with ESG 2015 and EQAVET; (vi) Producing a final quality report. Questionnaires and surveys for gathering feedback will be drafted according to the needs of the project. This gives the basis to present a synthesis of results and an analysis based both on feedback of the strengths and weaknesses of the process and associated final materials. From this analysis, improvements to the process or tools can be identified.</td>
</tr>
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If the deliverables are compliant with the QCP procedures, they will be submitted to the European Commission. The assessment of the deliverables will be done based on the following criteria: (i) Timeliness of delivery; (ii) Balanced structure, fitting to the content and resources; (iii) Appropriate usage of templates, pictures, graphs, and tables. All project deliverables will be subject to acceptance by the following parties, in the order indicated: (i) TL; (ii) WPL; (iii) PMT; (iv) MB. All deliverables will be internally peer reviewed before their final submission. Depending on the deliverable’s scope and objectives the most appropriate experts coming from the consortium partners will be chosen. The IQCB will propose these experts. If necessary, the support of EAB will be sought. The deliverables’ production process will go through the subsequent phases in an iterative manner where needed: new deliverable document (TL/deliverable responsible) → initial draft (all WP/task partners involved) → consolidation (TL/deliverable responsible) → peer review (selected internal or external peers) → final editing (TL/deliverable responsible) → final approval (MB) → submission to EC (PC). A Quality Control Process Model (QCPM), reported in the QCP, will be developed for the implementation of SHERLOCK project.

Evaluation Strategy. To ensure the effective progress towards SHERLOCK’s goals and assess its final success, partners agreed on and defined some indicators at WP level to measure performance and assess the activities to be carried out. The set of indicators and Quality Management Tools (QMTs) are defined as shown in Table 2.

<table>
<thead>
<tr>
<th>WP</th>
<th>Indicators</th>
<th>QMTs</th>
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<tbody>
<tr>
<td>WP1</td>
<td>1 KoM (min. 30 participants), min. 3 international mgt. meetings (at least 20 participant each), min. 4 online meetings (at least 20 participant each), 2 deliverables submitted</td>
<td>Satisfaction surveys for meetings, EACEA feedback, fulfilment of the quantitative KPIs</td>
</tr>
<tr>
<td>WP2</td>
<td>1 KC (min. 100 institutions engaged), 1 report on ER in EU (D2.3)</td>
<td>Satisfaction surveys institutions, EAB feedback, QCPM and Gannt for report</td>
</tr>
<tr>
<td>WP3</td>
<td>Min. 10 case studies, PLOs identifications, 15 micro-credentials definition, number of downloads of material (&gt;1000)</td>
<td>Stakeholders’ and EAB feedback, fulfilment of the quantitative KPIs</td>
</tr>
<tr>
<td>WP4</td>
<td>1 MicroMaster (&gt;300 participants) and 1 short course (&gt;200 participants) and 1 information course piloting (&gt;1000 participants)</td>
<td>Learners’ satisfaction, EAB and EQCB feedback, fulfilment of the quantitative KPIs</td>
</tr>
<tr>
<td>WP5</td>
<td>1 QP (D5.1), 1 QCPM</td>
<td>EQCB and EAB Feedback</td>
</tr>
<tr>
<td>WP6</td>
<td>1 Diss. Plan (D6.1), 1 website (&gt;10k views), 1 social media channel (&gt;200 followers), 4+ newsletters, 1 intermediate event (&gt;100 participants), 1 final conference (&gt;100 participants), overall number of people informed about project activities via social media and newsletters (&gt;10k), professionals involved in multiplier events (&gt;500 in total)</td>
<td>Participants’ satisfaction questionnaires, QCPM (for reports), Gannt, fulfilment of the quantitative KPIs</td>
</tr>
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</table>
Workplan – WP.5

WP5 overview

<table>
<thead>
<tr>
<th>Work Package name: Quality assurance testing and monitoring</th>
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<tbody>
<tr>
<td>Duration: M1 - M36</td>
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<tr>
<td>Lead Beneficiary: NUIM</td>
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</table>

**Objectives**

- Ensure quality of learning in the SHERLOCK’s programmes and verify the successfully acquisition of the learning objectives by the students enrolled. This will include informative and summative evaluation from both students and educators. We will be especially interested in evaluations that support the improvement of the programme in the aspect of entrepreneurial skills and mindset.
- Ensure the quality of events and outputs by bringing domain expertise to verify that content is relevant and builds on current knowledge in an entrepreneurial approach. This will include establishing prerequisite knowledge and experience for participants.
- Assure that the learning outcomes feed into the design of learning and educational resources and those outputs achieve the overarching project aims and to secure a sustainable use of the results beyond the project period.

The activities comprehend the set-up of a Quality Plan, the ongoing evaluation and adaptation of the project’s work in events and in the production of learning materials, and the assessment of impact and sustainability. The IQCB will be appointed within this WP and EAB closely cooperate within this WP.

Subcontracting

**Details on subcontracted project tasks (as opposed to direct implementation by the Beneficiaries/Affiliated Entities).**

**Note:** Subcontracting concerns the outsourcing of a part of the project to a party outside the consortium. It is not simply about purchasing goods or services. We normally expect that the participants to have sufficient operational capacity to implement the project activities themselves. Subcontracting should therefore be exceptional. Include only subcontracts that comply with the rules (i.e. best value for money and no conflict of interest; no subcontracting of project coordination tasks).

<table>
<thead>
<tr>
<th>Subcontract no.</th>
<th>Subcontract name</th>
<th>Description (incl. task number and BEN to which it is linked)</th>
<th>Estimated Costs in € (net amount)</th>
<th>Justification (why is subcontracting necessary?)</th>
<th>Best-Value-for-Money (how do you intend to ensure it?)</th>
</tr>
</thead>
<tbody>
<tr>
<td>S1.2</td>
<td>EAB</td>
<td>External Advisory Board contributing to T2.3, T3.1-T3.4</td>
<td>17.910</td>
<td>External consultation on the core issues of the project.</td>
<td>Open public call to recruit high level experts at market rates. Cost estimation: - Participation in three meetings: 1.020 €ca./mobility = 3.060 €. - Daily person cost of 300/€ca. for 15-18 working days: 4.950ca. per three experts = 14.850 €.</td>
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</table>

**Objectives of external advisory**

The primary task of the external advisors is to supervise the implementation of project activities and to provide the assessment of various project aspects such as relevance (Is the project still relevant in terms of its goals and achievements?), efficiency (Are the
activities within the work-packages done on time and within planned budget?), effectiveness (How well are the project specific objectives met?), impact (at the different levels) and sustainability (What would stay after the project is finished?).

**General responsibilities of an external evaluator**

**Expected outputs**

- Evaluate the quality of project activities and outputs,
- Present preliminary conclusions based on desk research,
- Write monitoring report based on the initial evaluation,
- Submit 3 annual reports by September 2026 (1 report every project year),
- Give advice on effectiveness and efficiency of the budget spending,
- To carry out an external review of the following deliverables:
  - D1.2 Ethics and gender balance plan and Data Management Plan
  - D2.2 Knowledge centres’ activity report
  - D2.3 Building energy renovation roadmap
  - D3.1 SHERLOCK’s case studies and best practices for innovative education and training
  - D4.1 SHERLOCK’s programmes contents, teaching aids, and guidelines
  - D4.2 Student engagement strategy and analytics
  - D4.3 Course Monitoring
  - D6.3 Report on CED activities
- Evaluate the project as a whole.

Therefore, the main responsibilities of the EAB will be related to check the preliminary control made by the IQCB and the documentation assessment of the quality of the project results. The assessment will be mainly carried out, in addition to the documents from the IQCB, on the basis of the check of the indicators for progress and relative sources of info listed in the LFM. The EAB will act based on both own actions and the Quality Plan. Main principles of the EAB, to be confirmed by the QP, will be related to the setting out the quality and management matters for the project. The QP can be integrated by the EAB roadmap.

In order to achieve envisaged outputs, an external evaluator can schedule independent monitoring visits. However, it is highly suggested to attend at least one project management meeting.
Expertise needed:
- Highly qualified experience in international project management / implementation and energy efficiency, selected at the onset of the project with a public procedure.

Additional criteria
- Language: Good communication skills in English (written and oral) and experience in reporting and publications.
- Readiness to work in cooperation with experts coming from other Member States and chosen as an additional external expert.

Call published on:  https://unige.it/internationalstrategies

Applications for participation, written in English language and accompanied by a professional CV and a copy of an identification document, must be sent only by email to UniGe International Cooperation Office at the email address intstrat@unige.it indicating “SHERLOCK EAB” in the subject of the email. The application must be received within 3rd November 2023 according to the forms published on the website https://unige.it/internationalstrategies.