



**A LEONARDO DA VINCI
TRANSFER OF INNOVATION PROJECT**

DE/13/LLP-LdV/TOI/147638

GET-GREEN

GREEN ETHICS TRAINING FOR CAREER DEVELOPMENT



QUALITY MANAGEMENT PLAN

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Note to the Partners

Quality is expected in every project. This plan defines what quality means for the project, how the project will achieve quality, and how the project will map to organisational procedures pertaining to quality.

This Quality Management Plan is the property of the consortium of partners involved in the GET-GREEN Project and issue to other parties is subject to approval by the Promoter Organisation.

The consortium reserves the right to amend the Quality Management Plan, and any related documentation, if and when it is necessary to accommodate changes in the quality system. All such changes will be properly authorised and approved by the promoter, SOKO Institut GmbH, Dr.Rainer Paslack.

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1. Introduction

In project management, there must be mechanisms in place to plan and implement quality throughout the project and not just as an afterthought. Project quality management is all about the project coordinator, the partnership, and the target group working together to ensure that the project performs as the project plan calls for so that the project deliverable is in alignment with the project scope statement. Quality in the GET-GREEN project is really all about creating a deliverable that satisfies the project requirements and is usable. It's about getting the project done and creating a deliverable that can actually be used by the project target groups. This document will describe the actual process, procedures and controls applied, to all activities concerned with the attainment of a quality assured contracting service. It will define the quality standards to be used, explain how quality requirements will be met, guide the implementation of the quality system and serve as a firm definition of our quality system.

This Quality Management Plan briefly describes the project managerial approach mainly reflected in the administrative procedures. It describes the organisational structure of the project, defines the responsibilities of the participants, and outlines the procedures with regard to monitoring, evaluation (external and internal) and reporting of the technical and financial progress of the project. It is based on the agreement drawn up between the Promoter and the EC, as well as on the Partnership Contracts between the partners and the Promoter.

2. Partnership

This project is a collaborative initiative between the organisations listed below:

- P0:** SOKO Institut GmbH, (SOKO) Germany: (Promoter-Applicant Partner)
- P1:** International Academy of Life Sciences, (IALS) Germany: (Core-Partner)
- P2:** R & D Center "Biointech" Ltd, Bulgaria: (Core-Partner)
- P3:** Gazi University, (GU) Turkey: (Core-Partner)
- P4:** ERBIL Project Consulting Engineering Co. Ltd., Turkey: (Core-Partner)
- P5:** National Forest Centre, (NLC) Slovakia: (Core-Partner)

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P6: Fondazione Lanza, Italy: (Core-Partner)

SOKO Institut GmbH, (SOKO) Germany represents the partnership as the signatory to the contract between the project partners and the EC. This contract is referred to as DE/13/LLP-LdV/TOI/147638 using the acronym “GET-GREEN”. The responsibilities of the various parts of the management structure are described below; further details can be found in the Partnership Contracts.

2.1. Promoter Organisation

The SOKO Institut GmbH, (SOKO), Germany constitutes the Promoter-Applicant Organisation.

The backgrounds and experiences are strong enough to fulfil the requirements of the proposal.

SOKO will play an active role in the methodology development, overall design of integrated module and training materials, evaluation and the valorisation of the project activities and results. The other tasks of SOKO are: for the specific tasks within this project, SOKO is responsible to provide the national contact database, will provide the country report and evaluation, provide the coordination for external and internal evaluation of the project results, prepare the in-service training guide for target groups with the common perspective of the modular programme and national exceptions.

2.2. Contact Person

One contact person has been appointed from each organisation, acting as project’s manager at the local level. All communications between the project coordinator and the organisations involved will be established through the contact persons who will represent the partner organisations at the partnership meetings.

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The contact person is responsible for planning, directing and monitoring the work programme carried out at that organisation. For the GET-GREEN consortium the contact persons are as follows:

P#	Partners	Contact Persons
P0	SOKO Institut GmbH, (SOKO)	Dr. Rainer Paslack
P1	International Academy of Life Sciences, (IALS)	Prof. Dr. Jürgen Simon
P2	R & D Center "Biointech" Ltd	Prof. Dr. Anna Kujumdzieva
P3	Gazi University, (GU)	Asst. Prof. Dr. Gamze Yücel Isildar
P4	ERBIL Project Consulting Engineering Co., Ltd.	Civil Eng. Altan Dizdar
P5	National Forest Centre, (NLC)	Ing. Michal Vančo
P6	Fondazione Lanza	Dr. Matteo Mascia

The main responsibilities of the contact persons are stated as follows:

- Ensuring that the required deliverables are realized as per the approved timetable
- Ensuring that information necessary for the project implementation is available to the other contact persons in the partnership
- Producing regular reports and sending it to the project coordinator and an internal evaluation upon requested
- Reporting immediately to the project coordinator any instances of objectives or targets not achievable or unable to be reached within the given timetable

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3. Management Structure

The coordinator and the team will do their best for fulfilling the requirements and completing the results, promised in the project proposal to deliver, document, measure and complete the project work. The products of the project will be created during these execution processes.

The coordinator and the team will work together to orchestrate the timing and integration of all the project's particles. A flaw in one area in execution can have side effects and reflections in cost and can also create additional risk, thus resulting in additional flaws in other areas of the project.

As the project partners work to carry out the project aims, the coordinator will refer to the project plan to ensure that the work will meet the documented expectations, requirements, quality demands, target dates, etc. The completed work will be measured and then compared against the cost, schedule, and scope baselines as documented in the project plan.

The project implementation may include many activities such as:

- Doing the work in order to reach the project objectives and to achieve the desired results
- Spending the project budget in order to reach the project objectives and to achieve the outcomes
- Getting quotes, bids and proposals before any expenditure
- Purchasing, managing and using the resources, materials, equipment and other facilities in line with the project needs in order to reach project objectives as well as to achieve the project products and results
- Managing, coordinating and verifying the project outputs
- Completing risk evaluation, monitoring, and feedback reports
- Adapting the project to the approved changes and innovations
- Communicating with the project's target groups and sector representatives

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- Gathering project data: costs, schedule, quality, and status

Coordination and management of the project will require that partnership provide feedback regarding the conditions of the project. In the case of an unexpected urgent risk that could arise would demand an immediate response; a new condition warrants that the project management team will plan and then directly deal with the problem.

These are some additional activities that may need to be implemented as part of the project:

- Taking corrective actions to bring future project performance back into an alignment with the project plan
- Taking preventive actions in order to avoid and to eliminate possible risks within the project
- Applying effective repairs to fix the flaws and problems identified through the quality control phase

Project management and coordination relies on general business skills, organisational skills and general communication with an aim to get all the aspects of the project working harmoniously, to that end:

- Developing the Work Packages (WPs): The project WPs defines the project. It names the project coordinator and allows the project to commence. While the WP defines the project, it also describes the requirements for the project purpose, the project assumptions and its constraints.

With regard to the management structure of the project, the total work programme is divided into six different work packages. Herein follows an explicit and detailed analysis of each one of them:

WP1: Management and Coordination

WP2: Technical Framework

WP3: Implementation Concept

WP4: Testing and Validation

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WP5: Valorisation

WP6: Quality Assurance

Each work package has a leader and co-leader. Each work package leader is in charge of performing the tasks of the work package he/she has assumed the responsibility for, producing the activity plan and fulfilling the aims of the work package content.

The coordinator of the project shall provide the necessary tools for the management of the project and will be supervising the overall performance and progress of the coordinator appointed for each work package.

- **Developing the Project Plan:** Development of the project plan is a on-going process that requires input from the project coordinator, the project team, and the key target groups. It details how the project work will accomplish the project's goals and targets.
- **Coordinating and Managing the Project Implementation:** Once the project management plan has been created, the project coordinator and the project team will follow the plan. Coordinating and managing the project plan will support the completion of the project outputs. Preventive and corrective actions as well as applying any required fixes occur throughout this phase.
- **Monitoring and Control:** This process group starts with the project's conception, ends with the project completion. Its goal is to ensure that the project stays on track and is completed in line with the project plan. Measurements for project performance, time, cost and quality are implemented. If there are variances, responses to these will be done via preventive, corrective or repair actions.
- **Managing Integrated Change Control:** All change and amendment requests must be documented. This process occurs across the entire project life-time. Amendment requests will be evaluated and considered for impacts on risk, cost, schedule and scope.
- **Closure of the Project:** Administrative closure confirms that all of the needed actions for each process group have been completed. Administrative closure also gathers and keeps all the project records for archival purposes, including documentation of the project's success or failure. Contracts must also be closed after inspection of the

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contract outputs. They are always closed and kept according to the agreed-upon terms.

4. Scope Management

Scope management of the project is the ability to complete all of the project's required work. The project scope is the focus of the project; it is the work necessary to complete the project goals. Scope management is a management tool that the project coordinator uses to determine what work is in the project and what work is extraneous. The project scope management plan will help the project management team determine how the scope will be controlled throughout the remainder of the project, and how the scope will be verified by the project target groups, both at the end of the project and at the end of each work package. The project scope management plan will make the project team consider all of the knowledge areas and how they may be affected by changes to the project scope. The project coordinator and the project team must have a clear vision of the project, the requirements, and the target group expectations from the project. The final result of the scope planning is the project's scope statement.

5. Transnational Consortium Meetings

The transnational consortium meetings shall be presented by at least one representative from each partner organisation, each having equal representation. The representatives are primarily the contact persons appointed by each of the partner organisation. The partnership will organise five meetings during the GET-GREEN project life cycle:

1st Project Meeting: Germany—November 2013

2nd Project Meeting: Italy—April 2014

3rd Project Meeting: Bulgaria—September 2014

4th Project Meeting: Slovakia—March 2015

5th Project Meeting: Turkey—October 2015

The main objectives of the consortium meetings are categorised as follows:

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- Monitoring the WP objectives, activity schedules, time scales, project outputs and finance
- Defining any necessary actions to keep the project on course
- Defining the information to be disseminated
- Reach solutions for any current issues or problems that may arise

The project coordinator shall chair the partnership meetings. It is desirable that the contact person attends the meetings, since the representative must be in a position to make both technical and managerial decisions.

All meeting results shall include as a minimum:

- Meeting minutes: Summary of the discussions
- Summary of actions with associated personnel and timetables for each work package
- List of attendees and apologies for potential absence
- Review of minutes of previous meeting and associated actions
- Date and venue of next meeting

6. Reporting

Reports covering technical progress and the financial status of the project are required by the project promoter and the national agency. They are described below.

6.1. Financial Report of Each Partner

Each contact person is required to complete detailed financial statements in accordance with the progress made in each work package. These should be submitted to the project coordinator within 2 weeks prior to the end of the 1st and 2nd periods. This financial report summarises the activities (manpower and expenditures) at that site for that reporting period.

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These annual statements should be signed by the legal representative of the organisation. They will be used by the project coordinator for the Interim and Final Reports.

6.2. Partner Time Sheet

Financial reports shall be accompanied by a technical progress report. Every twelve months, each contact person is required to complete short statements of the progress made in each work package in the form of time sheets. Within this period the same timesheet shall be used for all staff categories (manager, researcher, technician, administrative). These 12-month time sheets should be signed by the staff declared to have worked for the project as well as by the legal representative of the partner organisation.

6.3. Interim and Final Reports

There are formal progress reports required by the National Agencies and the EC.

The technical implementation reports and financial statements and other documents referred as Interim and Final Reports must be submitted to the NA of the Promoter State in the name of the consortium. They should be produced in three copies in one of the official languages of the EU. They should be produced at the 12th and the 24th month by the promoter and the coordinator.

Interim reports should be submitted at 12th month of the Project. Final report covering the entire Project period of the action should be submitted within the 2 months of the closure of the Project.

The dates of this project is between 01/10/2013 to 30/09/2015.

6.4. Outputs

In addition to the above mentioned reports, the partners are committed to produce the final products, stated in the application form approved by the EC.

6.5. Publications/Presentations/Products

All papers and products produced during the project which are intended for publication in the public domain must be approved by the project coordinator prior to release, in order to avoid Intellectual Property Rights issues. This does not apply to routine dissemination activity namely press releases, interviews or related dissemination material.

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Unless stipulated otherwise in this agreement, ownership of the results of the action, including industrial and intellectual property rights, and of the reports and other documents relating to it shall be vested in the beneficiary.

Unless the NA requests otherwise, any communication or publication by the beneficiary about the action, including at a conference or seminar, shall indicate that the action has received funding from the EU.

The following acknowledgement and disclaimer should appear in all publications:

“This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein”.

All the products and publications related to the project, including dissemination materials, must include the compulsory identification element (logos and names of the European Union, of the Leonardo da Vinci Programme as well as of the project itself).

The beneficiary authorises the NA and the Commission to publish the following information in any form and medium, including via the Internet:

- the beneficiary's name and the address
- the subject and purpose of the grant
- the amount granted and the proportion of the action's total cost covered by the funding

Upon a reasoned and duly substantiated request by the beneficiary, the NA and the Commission may agree to forgo such publicity if disclosure of the information indicated above would risk compromising the beneficiary's security or prejudicing its commercial interests.

7. Communications

Managing project communications is all about the creation, collection, distribution, storage, and handy retrieval of project information. It's what the project coordinator will do on a daily basis. The project coordinator is at the hub of communications and will work with the project team, the project target groups to send and to receive communications about the project. The

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key, of course, is to plan how to communicate and then share that plan and expectations at the launch of the project.

The communication management plan organises and documents the communication processes, acceptable modalities for types of communication, and the target group expectations for communication. The plan should detail how information is gathered, organized, accessed, and dispersed. The plan should also provide a schedule of expected communication based on a calendar schedule, such as project meetings. Some communications are prompted by conditions within the project, such as cost variances, schedule variances, or other performance-related issues.

7.1. Consortium Communication

An established private web area of the project will act as a communication tool between the consortium partners. They shall use the communication folder and the general e-mail account for exchanging information of general interest.

The contact persons must avoid sending personal messages to the group in order not to disorientate and consume attention of the other consortium partners.

Electronic mail should be used wherever possible for brief written communications.

Contact persons shall also use Skype as a means of telephone communication for virtual meetings.

7.2. Communication of Documents

Files and working documents should be uploaded by all partners to the project's web private area (www.GET-GREEN.eu , login to the private area).

For uploading big files, project partners may use a DROPBOX server or a private place on the web-site.

7.3. Naming of Files and e-mail Communication

E-mail Communication:

The subject zone of all your e-mails concerning GET-GREEN project should start with **GET-GREEN_**

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Examples:

- 1) GET-GREEN_Web Page_Comments
- 2) GET-GREEN_Dissemination_News
- 3) GET-GREEN _Technical Report_Suggestions

File naming

GET-GREEN_Partner acronym_ File Name_ YYYYMMDD.doc

Examples:

- 1) GETGREEN _ERBIL_Financial Budget_20140630.doc
- 2) GET-GREEN_ERBIL_Quality and Management Plan_20150103_rev1.doc

Reports should be formatted using the following convention for the footer:

Title of document: naming documents

Name of file: GET-GREEN_ERBIL_ Questionnaire for the Kick-off Meeting_20131220.doc

All reports should contain the following:

- Cover sheet giving project title, contract number, document title, author, internal project reference, copyright statement
- Table of contents
- Main body
- Acknowledgement (if required)
- Bibliographic references (if required)
- Glossary (if required)

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8. Cost Management – Payment Arrangements

Once the project moves from planning into execution, it also moves into monitoring and control. The project coordinator and the project team work together to control the project costs and monitor the performance of the project work. The most accessible method to monitor the project cost is through earned value management. Earned value management demonstrates the performance of the project and allows the project manager to forecast where the project is likely going financially.

The NA will make an advance payment to the promoter organisation, according to the main contract. The promoter organisation is responsible for subsequently making the appropriate payments to the other participants, according to the partnership contracts and the prior instalment from the NA. The NA will make further payments upon the approval of the interim report and the final report.

Every request for payment of a further pre-financing instalment must be accompanied by the documents regarding the interim and financial report and the technical implementation of the action.

Accordingly, interim report should be submitted at the latest by 30.11.2014.

Final report covering the entire period (01.10.2013-30.09.2015) of action: should be submitted within 2 months following the closing date of the action. (that is on 30.11.2015 at the latest)

All amounts in the final report shall be declared in euro. For that purpose, the beneficiary shall convert any actual costs into euro at the conversion rate applied by the bank at the date of the transfer of the related pre-financing payment from the NA to the promoter organisation. This rate shall be applied for all costs incurred in the period from the date of transfer of the related pre-financing payment until the date of transfer of the next pre-financing payment.

All costs must be supported according to the Leonardo da Vinci Financial and Administrative Handbook, version 2014. All expenditures must be eligible, since the EC has the right to audit the project financially. Full details of EC requirements and recommendations can be found in the Administrative and Financial Handbook for Promoters and Contractors, version 2010.

Eligible costs of the action shall generally meet the following criteria:

- They are incurred during the duration of the action;(01.10.2013-30.09.2015)

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- They must be connected with the subject of the overall budget heading of the action
- They must be necessary for the implementation of the action
- They must be identifiable and verifiable, in particular being recorded in the accounting records of the promoter organisation and determined according to the applicable accounting standards of the country of the promoter
- They must comply with the requirements of applicable tax and social legislation
- They must be reasonable, in particular regarding economy and efficiency

The following costs shall not be considered eligible:

- Return on capital
- Debt and debt service charges
- Provisions for losses or potential future liabilities
- Interest owed
- Doubtful debts
- Exchange losses
- VAT, unless the beneficiary can show that s/he is unable to recover it according to the national applicable legislation
- Costs declared by the beneficiary and covered by another action or work programme receiving a EU grant
- Excessive or reckless expenditure

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If the currency in the invoice is not in EUR (*for non-EU partners*) the partner should convert the amount into EUR as taking the exchange rate on that day from European Central Bank website. (<http://ec.europa.eu/budget/inforeuro/index.cfm?Language=en>)

9. Quality Assurance

Quality assurance of project products and outputs is the primary the responsibility of the partner's contact person responsible for its production. It is assumed that all partners will ensure that any safety or quality guidelines issued during the course of the project are adhered to. Adequate user information must be provided with all deliverables.

10. Risk Management

All projects have some level of risks. The first step is all about risk identification. The project team, the project coordinator, target groups, and even end users can participate in risk identification if it's necessary. Any project-relevant risks are accepted. It's good to have a variety of participants, as their point of view can help identify risks that may have been overlooked otherwise. As risks are identified, the project coordinator can build a consensus on which risks have the greatest impact on the project. This anonymous approach allows partners to speak freely about the risks, unhindered by the opinions of other parties. The comments on the identified risks are distributed to all of the participants, allowing participants to comment, concur or dismiss opinions on the identified risks. Through rounds of discussion, a consensus on the risks is reached.

11. Monitoring and Evaluation

As soon as the project begins, the project management, monitoring and control processes also begin. These processes monitor all the other processes within the project to ensure that things are being done according to plan, according to the performing organization's practices, and to ensure that a limited amount of risks affect the project. The monitoring process group has several key activities:

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- Collecting project statistics
- Measuring project performance
- Distributing project information
- Analyzing project trends and measurements to improve the project

Monitoring and controlling the project is not a one-time or random event. It's important for the project management team to continue to monitor the project and not assume that all's well simply because the project work is being completed. A constant monitoring of the project confirms that the related project work is being done properly and if the work is flawed then a solution can be created. Monitoring and controlling is also concerned with its results. For example, a repair review follows each repair to ensure that it is accurate and that the project work may continue.

Monitoring and controlling the project work has seven activities:

- Comparing actual performance to what was promised in the project management plan,
- Determining if corrective and preventive actions should be applied to the project,
- Performing ongoing risk assessment, risk tracking, and analyzing the risk responses and their effectiveness on the identified risks,
- Maintaining a project information base on the project's product throughout the project's life cycle,
- Providing information for status updates, progress measurement, and project forecasting,
- Forecasting cost and schedule information,
- Monitoring the approved change requests as they are implemented into the project and tracking the rejected change requests and their associated documentation.

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11.1. Monitoring and Internal Evaluation

Monitoring and internal evaluation of the project process will be exercised throughout the period of project implementation. It will be carried out according to the initially agreed activities in the approved application form of the project and the activity plan presented in the beginning of the project implementation period.

More specifically the internal evaluation seeks to:

- To monitor project development and evaluate training modules and the tools,
- Supervision of the progress of individual work packages,
- Setting-up evaluation methods,
- Setting up specific guidelines for the examination of the project,
- Preparation of evaluation reports,
- Evaluation report on the intermediate results (Interim Evaluation Report),
- Evaluation report on the final results (Final Evaluation Report),
- Internal evaluation will take place by the WP-coordinators.

Project developments are monitored and tools are evaluated continuously all during the project life cycle; setting up specific guidelines and instructions for the smooth implementation of the project.

11.2. External Evaluation

The quality of the project products mentioned below might be evaluated by an external evaluator who possesses specialised knowledge in the subject matter of the project. The external evaluator assesses the project products according to a set of criteria proposed by the internal evaluator and according to the requirements approved by EC in the application form and agreed by the partnership. On the basis of the assessment he presents reports to the partnership that will help them raise the products' quality.