PROJECT QUALITY MANAGEMENT PLAN

WP7DRP05001BPUB

TECHNOLOGY AND INNOVATION
MANAGEMENT MASTER
(2017-2020)

EULA GTEC
ERASMUS+

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EULA GTEC
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Technology and Innovation Management Master - EULA-GTEC

Project Quality Management Plan

(WP7DRP05001BPUB)

Confidentiality level	Consortium only
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Checked by WP7 leader	Pedro Sebastião (IUL) Date: 29/01/2019
Verified by the appointed Reviewer	Hernan Bacarini
Approved by Project Coordinator	Hernan Bacarini (Luján) Date: 2019/01/06

Issue Record

Planned delivery date	14/12/2018
Actual date of delivery	13/12/2018
Status and version	FINAL

Version	Date	Author(s)	Notes
1.0	6/11/2018	Pedro Sebastião (IUL) + Adolfo Onaine (UNMdP)	First draft
1.1	10/12/2018	Workshop Lisbon	Comments to first draft
1.2	12/12/2018	Pedro Sebastião (IUL) + Adolfo Onaine (UNMdP)	Comments integrated, second draft
Final	14/12/2018	Consortium	Approved version

Introducing EULA-GTEC

In order to strengthen scientific cooperation and increase the knowledge and technology transfer between EU and LA, the EULA-GTEC project will allow sharing the experience developed in both areas (good practices) and using renewed blended learning tools (methodology and approaches) in particular in the field of technology and innovation management (TIM). The project has the following three main aims:

• To develop, test, and implement an international pilot experience, run by LA and EU HEIs, based on a master degree for promoting TIM in SMEs, using blended learning instruments.
• To increase the relevance of LA and EU HEIs in the connection process between research and innovation, within a Circular Economy approach.
• To build a collaborative international network with HEIs, SMEs, technology brokers, R&D centers, local and national authorities, and different actors involved into the innovation process, for designing and implementing the pilot experience.

These aims are convergent into one main unique target of the project, which is:
• To promote the creation of new academic profiles that allow the generation of creative links between the research centers/universities and the socio-productive sector and impel innovative sustainable solutions for both regions based on new and/or innovative technologies or solutions.

Specific Objectives:
• To increase the quality and quantity of human capital – particularly in SMEs - devoted to knowledge management, technology transfer, financing innovative start-ups, solving sustainability problems.
• To train/educate new professionals with new competences and behaviors, capable of: discovering new opportunities, harmonizing technology transfer, developing research projects, managing financing schemes, introducing sustainability solutions and circular economy (concepts, business models, instruments), fostering society and market interactions and innovation in varied fields.
• To develop an IT platform with on-line tools, which will allow the launching and implementation of a Master Programme for the education and training of innovation managers.
• To create an Antenna system, connecting closely the master degree to the industry, by identifying firm innovative needs to promote the ir training and graduate's employability, within a blended learning approach.

Broadly speaking, the main objective of this proposal is to build an e-learning system – based on a participatory and cooperative innovation model associated with a training/education programme at academic level - on how to identify product, process and service opportunities emerging in different fields with a sustainable approach. The programme will create competences for transforming knowledge into added value for society, will provide entrepreneurship training to participants, will present innovative forms of financing (such as crowd-sourcing). An important focus will be on the solution of environmental problems with new tools within the approach of circular economy.

In brief, this project has the aim to create capacities on TIM in social and productive applications in order to build a bridge to overcome the gap between research and industry, increasing the competitiveness of SMEs and in general social wealth in the target areas.

Effective actions of this kind are still missing in LA countries, so this project intends to give a significant contribution to fill this gap, helping to overcome the "European paradox".

Consortium and Partners

	Participant No	Participant organization name	Country
	1 (General Coordinator)	Universidad Nacional de Luján – UNLu	Argentina
	2 (Sub-coordinador)	Universidad Autónoma de Barcelona – UAB	España
	3	Università Di Bologna – UNIBO	Italia
	4	Aix-Marseille Université – AMU	France
	5	ISCTE – Instituto Universitário de Lisboa – IUL	Portugal
	6	Pontificia Universidad Católica de Perú – PUCP	Peru
	7	Universidad Peruana Cayetano Heredia – UPCH	Peru
	8	Universidade de São Paulo – USP	Brasil
	9	Universidad Nacional de Mar del Plata – UNMdP	Argentina
	10	Universidade Federal do Rio Grande do Norte – UFRN	Brasil
	Partner	Ministerio de Ciencia, Tecnología e Innovación Productiva – MINCyT	Argentina
	Partner	Serviço Nacional de Aprendizagem Industrial – SENAI	Brasil
	Partner	Instituto Nacional de Tecnología Agropecuaria – INTA	Argentina
	Partner	Mis Ladrillos S.R.L.	Argentina

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List of Abbreviations and Acronyms

Abbreviation/Acronym	Meaning
AR	Activity Report (Deliverable)
CA	Consortium Agreement
DoA	Description of Action
EC	European Commission
ECom	Executive Committee
GC	General Council
GD	General Documents (Deliverable)
JD	Joint Declaration Document (Deliverable)
KoM	Kick off Meeting
KPI	Key Performance Indicator
MR	Virtual Meeting Report (Deliverable)
QMP	Quality Management Plan
TR	Travel Report Document
TS	Timesheet Document
WP	Work Package
WR	Workshop Report (Deliverable)

Executive Summary

The Project's Quality Management Plan (QMP) intends to offer a standard to consortium members in order to facilitate execution and articulation in line with the project's aims and based on the terms and conditions established in the Grant Agreement.

This document provides information about the project organization, which comprehend the established responsibilities of each member, and which procedures guarantee quality control and continuous assurance across the entire length of the project. Risks as well as corrective procedures are defined to establish efficient means of problem solving via contingency planning.

QMP comprehends transversal guidelines to all phases of the project taken as ongoing processes that require continuous monitoring and streamlined design. Processes are punctuated by deliverables and intermediate outputs (each WP final deliverable) which should follow the commonly agreed parameters of schedule, costs and performance.

1 Introduction

The QMP translates WP7 goal of providing a standard to offer a practical guidance to the coordinator, WP leaders, coordinating bodies and project partners for checking the progress of the project and assuring the quality of its outputs.

The main objectives of the present QMP are:

- To ensure the timely execution of the EULA-GTEC project

- To establish coordinating mechanisms between project members

- To set policies and criteria for the overall quality of the Project (Key Performance Indicators-KPIs)

- To ensure the coordination and implementation of the workshops

- To ensure the production of documents, within strict observation of the quality plan.

- To provide consortium with templates and guidance for project outputs

- Put in place risk management and quality control mechanisms

- Provide consortium with guidance on communication, exchange of data, publication and dissemination

The document summarizes the key information, based on the Grant Agreement and the Consortium Agreement, about project management governance, the role and responsibilities of the participating members and partners, the decision-making procedures as well as the communication within the consortium. It outlines the reporting requirements and standards for WP leaders and project partners, the overall project monitoring and risk management procedures.

Additionally, the document provides the project deliverables' template as both a technical internal report and a resource report. Finally, the document outlines the rules for the use of the project webpage, social media and document management within the platform and towards society at large.

2 Management Structure – roles and responsibilities

The Management Structure is set to establish a clear and functional line of responsibilities assigned to joint bodies. The picture below illustrates the components and its functional interrelations.
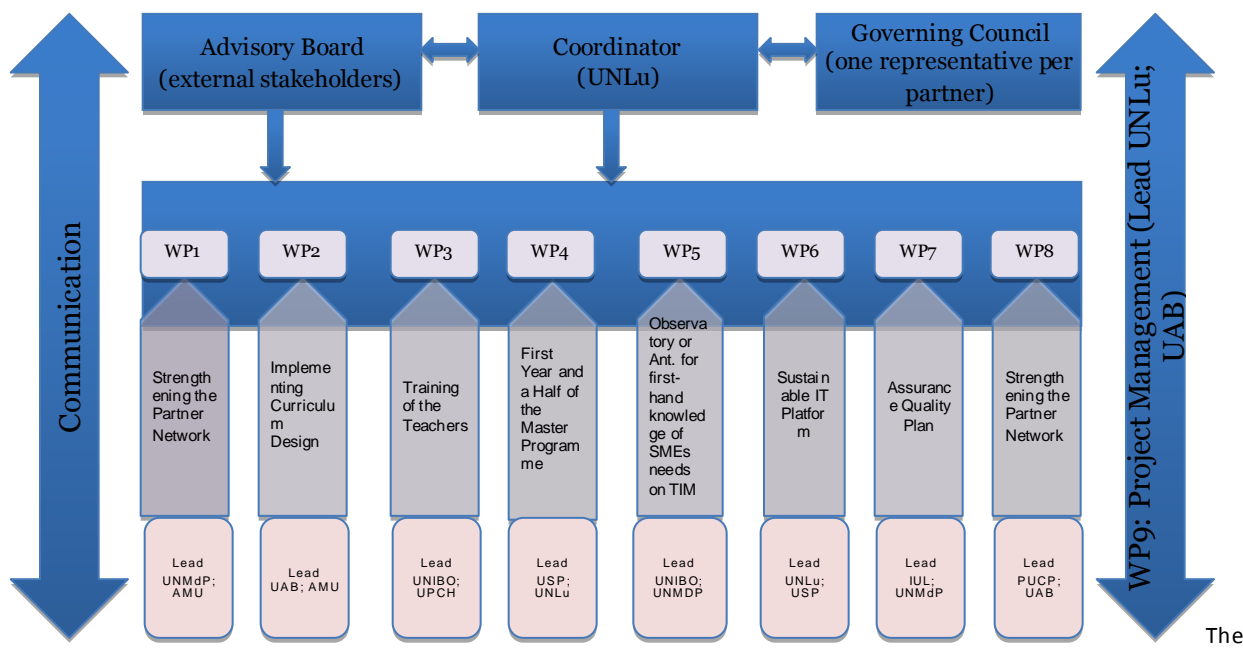
The associated partners and the external auditors are not represented but are considered in the following descriptions of players and stakeholders of the project.

The main general roles of the Consortium Bodies and their composition are as follows:

2.1 Governing Council

The **Governing Council** (GC) is presided by the Coordinator and it is constituted by one representative of each member of the consortium.

GC is the main managing and decision-making body of the consortium and decides upon all technical, and budgetary issues that may affect the contractual objectives of the Project. It is the responsible for setting priorities, allocating resources, approve policies and review progress against the deliverables, milestones and performance measures.

Decisions will be made by simple majority voting of the partners present and/or represented at a properly constituted meeting of the GC. In the event of a tie, the Coordinator shall have a casting vote. Minutes of each GC meeting shall be kept for each partner.

The GC meets at least three times during the course of the project and may meet at other times if there is a need. Namely either as part of another EULA-GTEC event, where most partner representatives are likely to be present, or in a virtual meeting using IT platform. Whenever an urgent matter arises whether from a conflict, major project deviation or change of partner etc, any partner will be able to ask the coordinator to convene an extraordinary meeting of the GC.

2.2   Executive Committee

The **Executive Committee** (ECom) is the supervisory body for the operational execution of the Project which shall report to and be accountable to the GC. It is composed by the Coordinator (UNLu), Co–coordinator (UAB) and the WP Main Leaders (PUCP, USP, UNIBO, UNMdP and IUL). The ECom will be the main body responsible for the daily operation of consortium, the overall achievement of the actions foreseen in the WPs, the implementation of the decisions of the GC and the reporting and financial control of the project.

The ECom will be assisted by the Task Leaders in each WP and by the permanent staff of the main coordinating partners, UNLu for Latin America and UAB for Europe.

The ECom will meet at six monthly intervals – mid way between the GC meetings to give an overall meeting cycle of one meeting approximately every six months. Wherever possible to minimize travel costs and increase time efficiency, meetings will be scheduled adjacent to other EULA-GTEC events (e.g. training and workshops).

2.3   The Coordinator

The **Coordinator** (UNLu) is the legal entity acting as the intermediary between the Parties and the Funding Authority. It is represented in the Consortium by the Coordinating Person (Hernan Bacarini).

Both Coordinator and Coordinating person were appointed by the Consortium at the presentation of the proposal.

2.4 Management Support Team

The Management Support Team assists the Consortium members in the daily management of the project. The Team comprises members from all partners as long as they have a work contract with the respective partner.

Partners are responsible for updating support team member list by informing the coordinator.

Partners upload a list of members in the website: **Project Members Registration**

First update is due until the 21 December 2018. First update includes the upload of a pdf stating full members list at this date.

Changes must be communicated via the same process up to 15 days after the decision took place.

Ensuing updates match the report dates established in section 3.5.

2.5 Advisory Board (External stakeholders)

The External Stakeholders' Advisory Board advises the GC to assure that the envisaged objectives and results of the Project address the needs of a broad range of stakeholders. It is constituted by representatives of the Stakeholders.

The Advisory Board members are appointed by the GC under suggestion of its members.

2.6 Work Package Leaders

Each WP has a designated leader entrusted with managing, coordinating with other consortium members and partners and executing the planned activities in the WP. Leaders are proposed by the project coordination as ratified by the GC.

The specific responsibilities of the Consortium Bodies are described in details in the CA (consortium activities) referred to.

WP leaders and co-leaders are expected to:

1. Coordinate work teams assigned to the respective WP.
2. Organize and conduct the assigned meetings and workshops
3. Represent the partner in each meeting or event
4. To participate as a voting member and be part of the quorum
5. To have veto rights in accordance with the consortium agreement
6. To elaborate and validate the meeting minutes
7. Guarantee the accomplishment and due delivery of the respective WP

2.7 Partners

Partners are those stated in the Consortium Agreement where each WP have allocated at least one responsible organization in charge of coordinating it as well as the staff entrusted with executing all WP tasks.

2.7.1 Partners information

National University of Luján – UNLu (Argentina) **Coordinator**

Autonomous University of Barcelona – UAB (España) **Sub-Coordinator**

Università di Bologna – UNIBO (Italia)

Aix-Marseille Université – AMU (France)

ISCTE – Instituto Universitário de Lisboa – IUL (Portugal)

Pontificia Universidad Católica de Perú – PUCP (Peru)

Universidad Peruana Cayetano Heredia – UPCH (Peru)

Universidade de São Paulo – USP (Brasil)

National University of Mar del Plata – UNMdP (Argentina)

Universidade Federal do Rio Grande do Norte – UFRN (Brasil)

2.7.2 Criteria for the integration of new partners

The GC, under proposal of the ECom, sets the criteria for the integration of new partners in case of need for substitution or reinforcement, as follows:

Substitution

- When a given partner requests dismissal from responsibilities or declines execution of commonly agreed allocated responsibilities in the execution of a WP and may be considered as defaulting.

- When integration does not negatively impact budgetary compromises with the remaining participating

partners.

- When integration guarantees the success of the missing task or responsibility.

   Reinforcement

- When the Coordinator concludes that an emergent need cannot be fulfilled by the existing pool of competencies within the CG members, he/she may require the CG to validate the cooption of a new organization. Under the discretionary vote, by majority, proposal can be accepted by the CG. In the event of a tie, the coordinator shall have casting vote. Minutes of such decision shall be kept for each member including the detailed description and bio of the proposed organizations at stake.

Under no circumstances, decision will incur into higher budget costs than the total sum allocated to the project's members as agreed originally for the consortium.

2.8 Associate Partners

Associate partners are all players from outside the consortium that enable or leverage its ability to reach objectives.

2.8.1. Associate Partners information

Refer to the Associate Partners description document following the link below.

- [Ministerio de Educación, Cultura, Ciencia y Tecnología – MECCyT](#) (Ex-MINCyT) (Argentina)

- [Serviço Nacional de Aprendizagem Industrial –SENAI / SC](#) (Brazil)

- [Instituto Nacional de Tecnología Agropecuaria – INTA](#) (Argentina)

- [Mis Ladrillos S.R.L.](#) (Argentina)

2.8.2. Criteria for the integration of associate partners

Whenever the Executive Committee or the Coordinator have reasons to propose a new associate partner in addition to those already included, they will submit to the GC a proposal stating the precise:

- data on the proposed associate partner,

- the motive,

- evidence that such partner gathers all conditions to act accordingly with the Consortium Agreement,

and

- capability to fulfill the responsibilities derived from the motive put forward.

2.9 External Auditors

An external independent entity with legal ability to audit all Consortium documentation and check the formal respect for the Consortium Agreement, the accuracy and eligibility of all accountancy and financially relevant documentation as well as quality auditing.

Auditing report is recommended to include the following:

"I, the undersigned auditor, declare that the information contained in this report gives a true and fair view. I state that I have reasonable assurance about the Quality Plan implementation which is based on my own judgement and on the information at my disposal [name all the documentation consulted]."

In case there is any reservation, it should be stated as follows:

"However, the following reservation should be noted:"

3 Deliverable production

The full project comprehends the production of 62 deliverables that will be submitted to the EC in the course of EULA-GTEC. This section establishes the guidelines to ensure smooth, standardized, and timely submission of deliverables.

The full list of deliverables (coded with the letter E) identifying the number of respective WP, and due date are in the appendix 12 – List of All Planned Activities.

3.1 Deliverable Types and Confidentiality Levels

Deliverables comprehends the following types:

AR - Activity Report

GD - General Documents

JD - Joint Declaration Document

MR - Meeting Report

TR - Travel Report Document (template)

TS - Timesheet Document (template)

WR - Workshop Report

Deliverables may be destined for the consortium view only (e.g. Activity Reports, Timesheet), for external reporting (e.g. to the EC) or for public at large (e.g. brochures, website, social network information, etc.).

The level of confidentiality is contingent upon the nature of the deliverable. Thus, all deliverables are coded as follows:

- **CO – Consortium only**: Confidential, only for members of the consortium (including the Commission Services).

- **PUB – Public disclosure**. No restrictions on access (in secured PDF format).

All documentation produced (e.g. reports, templates) shall include a field with a code (CO or PUB) to inform on the respective level of confidentiality.

3.2 Deliverable template and quality standards for deliverable preparation

All project templates are available in the WP7 folder at the project Intranet.

To ensure the control of deliverables, members and partners are required to identify each document with a version number. Each deliverable must be referenced by a unique document identifier to ensure effective version control. Codification for file naming follows the guidelines stated in Section 6.7.

3.3 Deliverable production and acceptance

Deliverables are built and submitted for approval according with the following:

The acceptance, resubmission request or rejection of a deliverable follows a threefold phase for approval:
- (1) The responsible for the WP,
- (2) The project's coordinator.
- (3) The responsible for the successor (s) activity (ies), if any, and by initiative of the coordinator.

Acceptance, resubmission request or rejection of a deliverable is decided based on:

- i) Goal attainment:
  - (1) Degree of goal attainment (%)
  - (2) Time of execution
  - (3) Costs

- ii) Quality of the deliverable
  - (1) Consistency (observation of the standard format)
  - (2) Intelligibility (ease of understanding)
  - (3) Communication to all stakeholders

- iii) Validation of deliverable
  - (1) Clear communication of approval
  - (2) Clear communication of rejection, addressing non-compliances
  - (3) Signature of responsible for approval / rejection

These are guidelines. The WP and project coordinators do not have to explicitly refer to these criteria except in case of rejection / request of revision.

3.4 Requests and approval of changes

Whenever the responsible for the WP has motive to think the project benefits from changing original planning concerning the respective WP, a form for change approval must be submitted to project coordinator with documentation that proves the need for task change.

Accepted motives to submit change requests are, cumulatively, the following:

- That is does not negatively impact or jeopardize the quality, schedule, and goals of the project,

- That it increases process efficiency (e.g. fulfilling objectives at a lower cost) or that it increases project quality of the tasks or deliverables.

Changes are effective upon WP leader's form submission with the due date and signature, followed by the project coordinator's acceptance statement, dated and signed.

Changes are effective after unequivocal communication on its acceptance / rejection and diffusion of current status to all project's members on any accepted change.

3.5 Timeline for the preparation, approval and submission of deliverables

Deliverables must be submitted via the platform to the WP7 leader, which will check for completeness and send to the coordinator.

Dates of submission are the following:

1. **Intermediate report** – WP leaders send to WP7 by 15th February 2019

2. **WP7 sends to the coordinator** by 1st March.

3. **Coordinator send intermediate report** to the CE by 12th April 2019

4. **Final report – WP leaders send to WP7** up to 1st September 2020

5. **WP7 sends to the coordinator** by 15th September 2020

6. The **Coordinator sends the final report to the CE** up to one month after the final meeting (WP9a) set to 15th October 2020.

In case of prorogation all due dates are reset according with formal information provided by the coordinator to the WP leaders.

4. Project reporting

4.1 Reporting activity progress

WP leaders are requested to report to the Project Coordinator at the dates defined for intermediate and final reporting period. These dates may be subject to change according with contingencies mutually agreed in the consortium and that do not compromise the fulfillment of responsibilities.

For activity progress, WP leaders will report every 2 months, starting the 5th February 2019.

WP leaders will receive a memo from WP7 staff requesting activity reports and timesheets in the following dates:

- 29 March 2019
- 29 May 2019
- 29 July 2019
- 29 September 2019
- 29 November 2019
- 29 January 2020
- 29 March 2020
- 29 May 2020
- 29 July 2020

WP leaders will upload to WP7 specific folder the activity report and timesheet, pertaining the previous 2 months, in the following dates:

- 5 April 2019 (Folder name: Reporting_5April2019)
- 5 June 2019 (Folder name: Reporting_5June2019)
- 5 August 2019 (Folder name: Reporting_5August2019
- 5 October 2019 (Folder name: Reporting_5October2019)
- 5 December 2019 (Folder name: Reporting_5December2019)
- 5 February 2020 (Folder name: Reporting_5February2020)
- 5 April 2020 (Folder name: Reporting_5April2020)
- 5 June 2020 (Folder name: Reporting_5June2020)
- 5 August 2020 (Folder name: Reporting_5August2020)

WP7 staff will check for report compliance and aggregate all reports into a single folder and upload it to the Decision folder "Reports for approval" in WP9 for approval by the coordinator.

For the final report Consortium members will receive a memo by 25th August 2020, report deadline expected by 1st September 2020. WP7 staff will check for compliance and submit the final WP reports to the Decision Folder in WP9 for approval.

4.2 Reporting Joint Declaration and Timesheets

Each Beneficiary is requested to provide at the day of submission of intermediate and final reports to WP7, the joint declaration and timesheet as stated in the templates in appendix 4 and 5, respectively.

- Personnel allocation (staff costs and consultants), who have worked in the period in each WP and Task with respective costs.

- Travel costs

- Stay costs

- Subcontracts (whenever applicable)

4.3 Other Reports

Reporting documents will provide the information as stated in the templates in appendix.

Templates cover the following types of documents.

1. Authorization / copyright form
2. Bi-monthly progress report form
3. Change request form
4. Financial statement report form
5. Meeting report (see template in appendix 3)
6. Technical report (intermediate and final) form
7. Travel report form (see template in appendix 6)
8. Workshop report form (see template in appendix 2)

4.1. Progress reporting to the EC

The Coordinator will collect the contributions by all WP Leaders and associate Partners and will produce an intermediate and final report (technical and financial) according to the templates.

The structure of the overall report follows the official structure of the project periodic progress Reports to be submitted to the EC by the **Project Coordinator**.

The **Coordinator** will forward the integrated report to the **Executive Committee** for discussion, approval and agreement on the content.

In case of divergence among partners, the Coordinator will take the responsibility to finalize the report based on his/her own views.

The evaluation will be supported by KPI related to the overall, as well as to each WP implementation. KPIs comprise Development KPIs and Implementation KPIs (depending on the phase of the project). The former concern the phase of conception, elaboration, and organizational arrangements aimed at providing the necessary background to enable offering the Master program. The later concerns its execution and outcomes.

4.1.1. Development KPIs

The following KPIs can be adopted depending on their suitability to the specific tasks reported. Each KPI is identified by name and a brief explanation for its relevance explained between parentheses, as well as how it is graded.

Technical checklist (The coordinator will mark as compliant / non-compliant each of the following indicators):

- **In time due Deliverables** (the interdependencies of the project make due schedule a critical element)

- **Due interactions with other WPs** (the cumulative nature of activities should consider previous decisions and outputs)

- **Identification of risks, adequacy of countermeasures and contingency management** (Quality assurance requires a continuous attention and monitoring of risks, contingency plans and effective countermeasures)

Economic KPIs

- **Progress of costs against the forecasted ones** (budgetary compliance is key to enable the expected return on funding) (expressed as percentage of planned budget)

Organizational KPIs

- **Availability of the working documents** (collaborative work implies all the documents to be available to all involved parties) (expressed as compliant / non-compliant)

- **Participation in meetings** (wherever planned, meeting participation is critical when there are specific inputs) (expressed as compliant / non-compliant)

4.1.2. Implementation KPIs

The following guidelines and KPIs do not pertain the project itself but are registered as a support to judge on the operational execution (quantity and quality) of each Master as well as its outcomes. These should only be considered, at free choice, when reporting each Master's execution.

Guidelines for Master preparation (In the first report concerning the deployment of each Master - previewed to start March 2020 - WP4 leaders should state the following as guarantees):

- **Organizational readiness to deploy Master program as planned** (full administratively required documentation + full logistics and facility allocation)

- **Legal compliance** (students must have guarantee that all legal requirements are met in order to legitimate the course and diploma)

- **Identification of risks, adequacy of countermeasures and contingency management** (contingency plans should be established in case of urgent need to change schedule, place or lecturer)

Guidelines for Master execution (WP4 leaders should report activity on the following):

- **Publicly availability of information about master course** (all required information for a fully informed application by a potential student should be publicly made available)

- **Diffusion activities and attraction of students to apply** (courses attractiveness is mostly built at initial stages upon proactive attitude with local and national diffusion of open vacancies)

- **Execution of classes as planned** (efficient use of resources should follow a clear plan stating when classes will be held, at which place, and by whom)

- **Progress of costs against the forecasted ones** (course execution should be done within budgetary allocation)

Outcome KPIs (WP4 leaders should provide figures to be included in the final report by August 2020, as follows):

- **Number of master students registered against planned number** (each program should meet the planned number of registered students to attain enough relevance)

- **Number of students that complete the master against registered number** (each program should be

able to retain its students across the entire duration)

- **Ratio between number of applicants / vacant positions in master course** (strength of each program and quality of students are associated to the proportion of applicants per vacant position)

- **Feedback of students on course and teaching quality** (the fundamental experience should provide a sense of accomplishment and future recommendation to other potential applicants)

- **Financial sustainability of the Master** (a master program should be able to pay itself on the basis of tuition and other direct revenues allocated by the university)

- **Balance and planned improvements based evidence** (the master direction should make a balance and reinforce strengths and correct weaknesses)

- **Feedback provided by Advisory Board members** (the purpose of the project is to provide innovation leverage to society at large - business and institutions - therefore, the utility of the master program judged by external stakeholders about their interaction with the students and master thesis RD+I is critical to assess the relevance of the master)

4.2. Activity and Timesheet Reporting to coordinator

Every 2-month WP leaders are expected to report on the progress made about the respective WP. The report follows a standard comprehending the following information:

- Activities planned for the reporting period of reference.

- Activities conducted for the reporting period of reference.

- Identification of eventual gaps.

- Main results achieved.

- Activities planned for the next period of reference (updating planning whenever suitable) and contingency plans.

- Status of the risks and updating risk analysis of the respective WP.

- Critical assessment of the technical progress: deviations from the original plan and proposed measures (explanations for tasks not fully implemented, critical objectives not fully achieved and/or not being on schedule. Explanation of the impact on other tasks, available resources and the overall planning).

WP leaders are requested to provide the following information using the template in Appendix 1.

4.3. Risk management: Preventive and corrective actions

Risk management is a transversal responsibility of all project members and partners. For its due management the QMP incorporates the warning signs as well as the process by which risks are accounted for and managed. Each WP leader must be aware of risk warning signs throughout the project's lifetime.

The specific goals of risk management are the following:

- To identify risks and the corresponding actions in case of occurrence

- To define protocols of action the WP leaders and project coordinator may deploy

- To use protocols of communication and corrective actions in case of need

Risk management involves 4 steps: risk identification, risk assessment, risk planning, risk monitoring & control. **Risk identification** is a responsibility of the WP leaders that should report them to the project coordinator and overall consortium partners via the Activity Report. Risks originate from several sources: technical risks (data collection dependencies, technology, quality), external risks (subcontractors and suppliers), organizational risks (WP interdependencies, resources, and funding) and project management risks (estimating, controlling, communicating, and planning).

Risk assessment concerns the magnitude of its impact in case of occurrence. WP leaders are expected to assess the level of risk by using a standard. This standard is operationally defined using criteria set as follows.

Deviation in cost: Risk is considered low if it has an estimated cost increase lower than 5% in costs and is considered moderate if it varies between 5% and 10% and it is considered high if it predictably increases cost by more than 10%. The costs change assume the overall project budget is kept (so any negative deviation concerning a task or WP must be compensated by the correspondent positive deviation).

Deviation in schedule: Risk is considered low if it has an estimated time delay lower than 5% of allocated time period for the WP or task. Moderated if it varies between 5% and 10% and high if it expectably postpones a deadline by more than 10%.

Deviation in performance: Risk is low if the coordinator considers any performance deviation as negligible, moderated if it concerns a major deviation and high if it compromises any objective achievement that could translate into rejection or penalty by the EC.

Risk planning is realized by means of anticipating risks associated with each task and associating each risk to the respective WP task.

Risk monitoring & control concerns the detection, remedies or countermeasures deployed to mitigate risk impact and correct deviations from planned schedule, costs, and performance.

4.4. Activity Adjustment Management

The Project Coordinator will have a final decision concerning how risks have been addressed by each WP leader and whenever there is a strong deviation (high in any of the previous criteria: cost, schedule, or performance), The Project Coordinator should made it explicit to the respectively WP leader.

For efficiency sake, all issues pertaining deviations and activity adjustments should me made explicit in the GC meeting so to aligns all interested parties.

A formal reply by the WP leader should be made up to 7 calendar days with the respective corrections as requested.

The types of adjustment include scheduling, budget, human resources allocation, and quality:

- Scheduling Adjustment: Any adjustment concerning scheduled activities that may require fast tracking (speeding up activities execution) and crashing (set activities in parallel). All adjustments have to be previously screened by the Coordinator and then approved GC.
- Budget Adjustment: Any adjustment concerning allocated budget. As stated, no extra budget is allowed on top of the full project budget, and therefore this concerns only budget reallocation. Any adjustment, as stated must be screened by the Coordinator and then approved GC.
- Human Resources Adjustment: Reallocation of effort by members. It requires WP leaders keep the Coordinator informed only.
- Quality adjustment: Concern shifting level of quality of a deliverable. Such changes must be approved by the Coordinator and subsequently by the GC and should not significantly lower the quality or change the scope of the project to the point of requiring a contract amendment.

In case the requested changes may result in an amendment of the contract, the Coordinator will contact the Funding Authority activating Erasmus+ procedures. The Project Coordinator must also ensure that all changes are communicated to the consortium partners.

5. External Communication, Publications and Presentations

Communication to the external audience is primarily managed within WP8 Dissemination & Exploitation.

5.1. EULA-GTEC Project Logo

The project logo will be found on the project Intranet in the WP8 folder. The logo version are as follows:

5.2. Templates to be used

The power point template (see appendix 8) to be used for all official project presentations can be found on the project Intranet in WP7 folder.

Project deliverable templates are described in this manual and included in the appendices.

5.3. ERASMUS rules for dissemination

5.3.1. Acknowledging EU funding

All partners should indicate at all times that the project received funding from the European Union by including the following statement together with a high resolution EU flag, which should be given appropriate prominence when displayed with the project logo or any other logos.

The following sentences may be used:

"This project has received funding from the European Union's Erasmus+ Programme with Agreement number 2017-2898 / 001-001"

Example:

Results:

"The research leading to these results/this publication has received funding from the European Union's Erasmus+ Programme with Agreement number 2017-2898 / 001-001"

Disclaimer excluding responsibility:

Any dissemination of results must indicate that it reflects only the author's view and that Erasmus+ programme is not responsible for any use that may be made of the information it contains by including the following disclaimer:

"This paper/ presentation/ article/ publication reflects only the author's view and the Erasmus+ programme is not responsible for any use that may be made of the information it contains."

5.4. Procedures for communication, publication and dissemination of project results

Communication Activities:

Each Partner wishing to undertake any formal project-relevant communication activities and initiative related to the project should inform both the Coordinator and WP8 Leader. The content and the overall message of the communication activities should be agreed with the Coordinator while the visual identity of the project should follow the standard agreed (logo, communication style).

All communication activities should be reported at latest at the time of the periodic report.

Dissemination and publication of project results:

Before the dissemination and publication of the project results, the Partner should give the Coordinator and the other project Partners at least 30-calendar-day-notice.

The other parties then have 30 calendar days to object the dissemination/publication and request necessary modifications.

If no Partner objects within the period above, the dissemination/publication of results is allowed. For efficiency sake, all intended publications and dissemination activities should be previously shared with Partners during the earliest GC meeting.

5.5. Use of social media

The project uses the following social media:

LinkedIn https://www.linkedin.com/company/EULA-GTEC-project/

Twitter https://twitter.com/gteceula

Any content to be shared using social media should be sent to the WP8 Leader using the following email address: info@EULA-GTEC-project.eu

When mentioning EULA-GTEC on Twitter, Partners are asked to use @EULA-GTECProject.

https://twitter.com/gteceula

6. Workshops, Meetings and Web Conferences management

6.1. Communication channels

Day-to-day communication of all project related issues will be done via email / phone or any digital group means. Important communications should be traced via mail.

6.2. Types of meetings and relevant procedures

All meetings of the project management bodies should follow the procedures listed in the Consortium Agreement.

All other project meetings follow more flexible and ad hoc procedures agreed by the participants involved.

However, an official agenda (where relevant) and meeting minutes should be produced for all meetings.

6.2.1. Virtual meetings

The organizer of a virtual meeting is free to propose or use a provider to set up a virtual meeting or conference.

The **Coordinator** should be invited in advance to all virtual meetings that are not officially scheduled. In case the virtual meeting is organized by a **Task Leader**, the **WP leader** should be invited as well, so to favor alignment between parties.

The organizer of the virtual meeting is responsible for preparing the project agenda and taking meeting minutes and sharing them with the relevant participants / project bodies. The meeting minutes should include the list of participants as well.

6.2.2. Face-to-Face Meetings

Face-to-face meetings will be organized for the regular meetings of the:

Executive Committee – every 6 months

General Council – every year (minimum three times along the project duration)

The face-to-face meetings have been scheduled (months counting from 2017 October 17 as day one) as follows:

M6 – 23-28 March2018 - Mar del Plata- Argentina (KoM)

M8 – 11-13 June 2018 – São Paulo - Brasil & Barcelona – Spain – LA & EU members, respectively

M9 – 25-26 June 2018 – Luján – Argentina

M9 – 28-29 June 2018 – São Paulo – Brasil

M13 – 5-7 November 2018 – Luján – Argentina

M14 – 10-14 December 2018 – Lisbon – Portugal

M16 – 5-8 February 2019 – Bologna – Italy

M18 – 18-26 March 2019 – São Paulo Brasil & Luján Argentina

M18 – 21-22 March 2019 – Lima – Peru

M18 – 26-27 March 2019 – São Paulo – Brasil

M18 – 2-5 April 2019 – São Paulo – Brasil

M19 – 7-10 May 2019 – Lima – Peru

M23 – 3-6 September 2019 – Mar del Plata – Argentina

The organizer consortium member of the face-to-face meeting is responsible for the logistical organization of the meeting and preparation of the meeting agenda together with the **Coordinator**. The organizer consortium member of the face-to-face meeting is responsible for taking the meeting minutes and sharing them with all the relevant participants and project bodies.

6.2.3. Meeting minutes template

The template for the meeting minutes is available on the project Intranet.

The physical meeting minutes should include a list of participants for every day of the meeting with the signatures of all those present at the meeting. The list of participants and the signatures are the responsibility of the organizer of the face-to-face meeting. A copy of the list of participants should be sent to the Coordinator after the meeting.

The meeting minutes should also include a list of Meeting Action Points listing the: a) action; b) concerned WPs; c) partner/person in charge and d) deadlines.

Informal minutes are mandatory also for web meetings.

6.3. Web Page

6.3.1. Structure

The project webpage has a public area open to everybody and a restricted area that can be accessed by project partners only.

6.3.2. Public area

The public area of the project webpage will be maintained and updated by the WP8 leader. Requests for updates or changes in the structure of the project webpage should be proposed through the Coordinator.

The WP8 leader will also be responsible for monitoring accesses and preparing reports to the GC for each project meeting. The WP8 leader will also pledge to put in place non-paying procedures for promoting the visibility of the web page to Google and other important search engines.

All project partners will be able to upload files in the restricted area through use of the owncloud.

6.3.3. Procedures for publishing on the public area and to manage mailbox

Any news related to the project should be communicated to **WP8 leader** using the email address: info@EULA-GTEC-project.eu

WP8 Leader will prepare the content to be published on the webpage and will submit it to the **Coordinator** for approval.

6.4. Restricted area

The restricted area will be used for storing and sharing of project documents (official documents, templates, deliverables and documents related to each of the WPs). It is also a working area for all the project related documents. Multiple sharing is guaranteed by means of links with the Google Docs platform.

The restricted area is built upon owncloud and features the following items:
- One folder at root level for each WP and an additional one for "other documents"
- **A Google Calendar widget** for programming the internal events of the EULA-GTEC consortium (web conferences, physical meetings, dissemination events, etc). To ensure visibility from external public, the calendar located in the public web area has to be used instead.

6.5. Access protection

Access to the Restricted Area will be available only to registered members and partners of the project consortium.

The password policy for the restricted area will be disclosed to members only and shall not be shared nor publicly made available.

Policies and security measures are in place to protect against unauthorized access to the private area or the administrative area of the website.

6.6. Data protection

Owncloud has a built-in backup routine, protecting against permanent removal or destruction of data. Users will be able to delete files, but this is a 'soft delete' with a copy of all files stored in an area. The WP8 Leader will be able to restore deleted files if alerted.

6.7. Documentation management (file naming, saving, document repository)

All authorized representatives of partners can access and download all project documents.

6.7.1. Type of documents

The types of documents (as depicted in appendix) are the following:

- Deliverable Report (DR)

- Activity Report (AR)

- Workshop Report (WR)

- Meeting Report (MR)

- Joint Declaration Document (JD)

- Timesheet Document (TS)

- Travel Report Document (TR)

- General Documents (GD)

- Presentation Template (TP)

- Rollup Template (RL)

- Folder Template (PT)

Partners number:

P01 – UNLu	P02 – UAB	P03 – UNIBO	P04 – AMU	P05 – IUL
P06 – PUCP	P07 – UPCH	P08 – USP	P09 – UNMdP	P10 – UFRN
P11 – MinCyT	P12 – SENAI	P13 – INTA	P14 – Mis Ladrillos	

6.7.2. File naming

File naming should allow for a quick identification of the document nature, authors, version, and traced back its development. Therefore, based on the previous codification as stated in section 6.7, the naming is as follows:

[WP#] + [doc type] + [Partner] + [order no XXX] + [version] + [CO/PUB]

No of characters: **[3] + [2] + [3] + [3] + [1] + [CO/PUB]**

Example of the partner IUL for the document Workshop Report Lisbon Workshop: WP7WRP05001ACO

Note: The order number is a consecutive numbering in a chronological order (a unique identifier of

documents within each WP)

6.8. Events calendar

Every new event (e.g. a meeting) has to be properly inserted in the calendar reasonably in advance before the event.

6.9. Mailing Lists

There is an internal mailing list available to all members to share information. The mailing list will be maintained by the WP8 Leader and the Coordinator.

6.10. Copyright

All outputs from the project, to the exception of those that can be taken as shared property or of public domain, shall be subjected to a specific copyright contract with partners or any external entity that provides information used in the Master or that structures its service or product based on the Consortium outputs.

Shared property is attributed to outputs that were co-developed with associate partners.

Public domain outputs are those that the GC decides so.

All documentation coded as CO (Consortium only) will keep that level of confidentiality after conclusion of the project. It may not be shared, transmitted or disclosed in any form without written consent from all CG members.

The template for the copyright statement is provided in the appendix 13.

7 Appendices

The Templates can be downloaded from the dedicated area of the owncloud.

Appendix 1 – Activity Report Template

EULA-GTEC - Technology and Innovation Management Master
585739-EPP-1-2017-1-AR-EPPKA2-CBHE-JP

[WP#] + [AR] + [Partner] + [order no XXX] + [version] + [CO/PUB]

Concerned WP:

Participants:

Period of report: __ / __ / _____ to __ / __ / _____

Planned Activities	**Realized activities**

Main Results (the WP Leader describes the outcomes resulting from the activity)

Deviations (if any)	Corrective actions:

| Risk Identification
(concerning planned activities)

Risk #1:

Risk #2:

... | Risk assessment:

Cost deviation risk? Y / N
□ Low (<5%)
□ Moderate (5%-10%)
□ High (>10%)

Schedule deviation risk? Y / N
□ Low (<5%)
□ Moderate (5%-10%)
□ High (>10%)

Performance deviation risk? Y / N
If Yes, state here: | Risk monitoring:
(how risks will be checked) |

Contingency planning:

For each risk, state countermeasures or preventive actions:

WP leader	Successor WP leader	Coordinator
□ **Approved** □ **Rejected** __ / __ / ____ _____ **Signature**	□ **Approved** □ **Rejected** __ / __ / ____ _____ **Signature**	□ **Approved** □ **Rejected** __ / __ / ____ _____ **Signature**

Appendix 2 –Workshop Report Template

EULA-GTEC - Technology and Innovation Management Master
585739-EPP-1-2017-1-AR-EPPKA2-CBHE-JP

[WP#] + [WR] + [Partner] + [order no XXX] + [version] + [CO/PUB]

Place (City): _____   Date: __ / __ / _____

List of participants:

Name	Signature
…	…

Agenda

Meeting Action Points:

Action point	Concerned WPs	Partner / member in charge	deadline
			__ / __ / ____
			__ / __ / ____
…	…	…	…

Sent to coordinator by _____ (NAME) at __ / __ / _____ (DATE)

Seen by coordinator __ / __ / _____

Appendix 3 – Meeting Report Template

EULA-GTEC - Technology and Innovation Management Master
585739-EPP-1-2017-1-AR-EPPKA2-CBHE-JP

[WP#] + [MR] + [Partner] + [order no XXX] + [version] + [CO/PUB]

Meeting date: __ / __ / _____
□ **Virtual**
□ **Face to face (includes List of participants with signatures)**

List of participants:

Name
…

Agenda

Meeting Action Points:

Action point	Concerned WPs	Partner / member in charge	deadline
			__ / __ / ____
			__ / __ / ____
…	…	…	…

Sent to coordinator by _____ (NAME) at __ / __ / _____ (DATE)

Seen by coordinator __ / __ / _____

Appendix 4 – Joint Declaration Document Template

[WP#] + [JD] + [Partner] + [order no XXX] + [version] + [CO/PUB]

JOINT DECLARATION

Ref. No............................   **Project No. ....**

The reference number must correspond to the progressive numbering indicated in the financial statements of the final report

---

FROM   ....

Hereinafter "the Institution"*

AND   Name: ....

Address: ....

Hereinafter "the Staff member"*

THE INSTITUTION AND THE STAFF MEMBER HEREBY CERTIFY THAT:

1. The Institution is a member of the partnership for the above-mentioned project.
2. The Staff member is either:
   - employed by the Institution and is part of its payroll system   YES/NO
      or
   - a natural person ** assigned to the project on the basis of a contract against payment   YES/NO
3. The Institution and Staff member agree that the Staff member has worked on this project and performed the following duties during the project's eligibility period.

	dd/mm/yy		*dd/mm/yy*
FROM		**TO**	

Please describe the outputs produced (short overall indication since detailed information has to be given in the accompanying time-sheet):

....
....

4. Please complete the following information.

Staff category (Manager / Researcher, Teacher, Trainer / Technician / Administrative staff)	
Country of the Institution	
Number of days worked and charged to the project (according to time-sheet)	

5. This declaration does not alter in any way the employment conditions/assignment already existing between the Institution and the Staff member and is established solely for the purpose of justifying the Staff costs that the Institution will charge to the *Erasmus+ Capacity Building in Higher Education* grant.

Done in ....   Date ....

Name...

Function...

Institution ....   Staff member name...

Signature and Stamp of the Institution   Signature of the Staff member

The declaration must be signed by the person concerned, then signed and stamped by the person responsible in the Institution where this person worked for the project. The Institution must be a member of the partnership.

*** A natural person (individual) can be assigned to the action also on the basis of e.g. a civil contract, a free-lance contract, an expert contract, a service contract with self-employed person ("in house consultant) or a secondment to the Institution against payment. The costs of such natural persons working under the action may be assimilated to the costs of personnel, if:*
(i) the person works under conditions similar to those of an employee (in particular regarding the way the work is organised, the tasks that are performed and the premises where they are performed);and
(ii) the result of the work belongs to the Institution (unless exceptionally agreed otherwise); and
(iii) the costs are not significantly different from the costs of staff performing similar tasks under an employment contract within the institution

Appendix 5 – Timesheet Document Template

[WP#] + [TS] + [Partner] + [order no XXX] + [version] + [CO/PUB]

Row	PROJECT TIMESHEET							Description of tasks performed and outputs produced																
								Work Package																
								Number of Days																0

.1 (Staff costs) of the Guidelines for the Use of the Grant. Time-sheets have to be attached to each Joint Declaration.

Appendix 6 – Travel Report Document Template

[WP#] + TR + [Partner] + [order no XXX] + [version] + [CO/PUB]

INDIVIDUAL TRAVEL REPORT for travel costs and costs of stay
To be filled in by each participant
In case of circular/multiple travels, please fill in separate Individual Travel Reports.

Ref. No………………………………….Project No. …………………………….
The reference number must correspond to the progressive numbering indicated in the financial statements in the final report

(1) PERSONAL DATA
Surname: .... Forename: ....
Nationality: ....
Home institution: ....
Staff position/student year of study at home institution: ....

(2) TYPE OF ACTIVITY *(Tick as appropriate)*

STAFF	STUDENTS
☐ Teaching/training assignment	☐ Study period
☐ Training and retraining purposes	☐ Participation in intensive courses
☐ Updating programmes and courses	☐ Practical placements, internships in companies, industries or institutions
☐ Practical placements in companies, industries and institutions	☐ Participation in short term activities linked to the management of the project
☐ Project management related meetings	
☐ Workshops and visits for result dissemination purposes	

(3) DETAILS OF THE TRAVEL

PERIOD*	From (Depart date) (dd/mm/yy)	To (Return date) (dd/mm/yy)
PLACE OF DEPARTURE**	HOME INSTITUTION .... COUNTRY.. CITY..	
PLACE OF DESTINATION/ LOCATION OF ACTIVITY	HOST INSTITUTION .... COUNTRY.. CITY..	
TRAVEL DISTANCE***	Km	

*Please indicate period of travel from departure to return to place of origin
** If different from Home institution please enclose authorisation from the Agency
***Travel distance in Km (One-way travel using distance calculator: http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm) from place of departure to location of activities

(4) DETAILS OF THE ACTIVITY

DATES (excluding travel)	**From (date):............................ To (date): ....**

DESCRIPTION OF ACTIVITY(IES) PERFORMED (brief description of the activities performed)
....
....
....
....

SIGNATURE OF THE PARTICIPANT

I hereby declare that I have been carrying out the above-mentioned activities.

Date:...   Signature: ....

Appendix 7 – General Documents Template

EULA-GTEC - Technology and Innovation Management Master
585739-EPP-1-2017-1-AR-EPPKA2-CBHE-JP

[WP#] + GD + [Partner] + [order no XXX] + [version] + [CO/PUB]

Subject:

Contents:

Appendix 8 – Presentation Template

Appendix 10 – Folder Template

Appendix 11 – Deliverable Report General Template

EULA-GTEC - Technology and Innovation Management Master
585739-EPP-1-2017-1-AR-EPPKA2-CBHE-JP

Deliverable Report
[WP#] + [DR] + [Partner] + [order no XXX] + [version] + [CO/PUB]

DESCRIPTION

RESPONSIBLE

PARTICIPANTS

| START DATE / / | END DATE / / |

APPROVED ☐
REJECTED ☐
DATE / / SIGN WP MANAGER

APPROVED ☐
REJECTED ☐
DATE / / SIGN RESPONSIBLE FOR THE SUCCESSOR WP

APPROVED ☐
REJECTED ☐
DATE / / SIGN PROJECT MANAGER

REPORT