

LEARN2WORK Project



Quality Management Plan



Erasmus+

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|--------------------------|---|
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LEARN2WORK Quality Management Plan

Overview of Quality Plan

The purpose of this Quality Plan is:

- to shed light upon all decisions which need to be taken to assure the quality of partners' work;
- to allow activities teams to implement these decisions whilst realising their tasks and activities;
- to give each partner an in-dept and thorough understanding of the project's organisation, its processes and practices with respect to their compliance with quality standards and procedures.

This document is both a document and a tool. The present version covers the organisational, administrative and managerial aspects of the project.

Quality Management

Quality management is that aspect of the organisational function that determines and implements the quality policy. On a particular project this is achieved by means of the functions of quality assurance and quality control.

Within the **LEARN2WORK** project it is the responsibility of the **Project Manager** to ensure that quality management provisions are put into effect.

Quality Assurance

Quality assurance has to make sure that:

- the QMP is properly defined and reviewed and that it continues to support the organisation's activities;
- the Quality Control activities are properly applied.
- the common functions within the organisation are operating effectively for the purpose of supporting the **LEARN2WORK** project development.

Quality Control

It is the responsibility of the **Project Manager** to:

- define the relevant organisation, standards, methods and mechanisms for the project;
- consider other partners quality policies;
- document this as a Quality Management Plan within the framework of the QMP.

Quality Improvement

Quality improvement should be part of any QMP. A feedback mechanism will be established envisaging that the QMP, the standards and the quality operations of the project can evolve to respond to the demands stemming from the ongoing changing technologies.

The Environment

The project is a 30-month-project partially funded by the EU. In this light, the plan seeks to encapsulate all the commitments as agreed to under the contract provisions celebrated with the Commission.

Quality Approach

A major requirement for the Quality Management Plan will be to ensure the project partners comply with the objectives as outlined in the overall description provided in the project proposal bid. From a contractual point of view, these objectives are to be translated into a consistent set of deliverables as defined in the project Outputs. Ensuring the quality of each deliverable is milestone to ensure the quality of the whole project. The quality assurance approaches are meant to ensure that each deliverable complies with the corresponding objectives. In addition, it is of paramount importance to assure the quality of the whole processes which leads to the production of the deliverables. This quality assurance materialises into two levels:

Output level

- A work plan is provided for each Output. It describes in detail the list of activities which render possible the production of associated deliverables, the required effort and the schedule of production.

Project level

- A strong structure is rendered operational to maintain a consistent view of the project. The quality at the project level seeks to assure that this structure works in the most efficient and effective manner.

Aim of the Quality Management Plan

The Quality Management Plan aims at determining the level of communication between the **Project Manager** and the members while playing the various roles previously assigned within the project:

- define the procedures concerning communication with the National Agency;
- define the organisation of the project;
- define relevant project procedures and standards.

Quality Plan Management

This quality management plan will not be altered to reflect “real-time updating” of organisational information, except in cases where this is clearly required (e.g. if Output Leadership should exceptionally change from the originally designated member to another). This type of information will be sufficiently covered by project progress reports.

Nevertheless, the Project Manager must draft and develop updated versions of the Quality Management Plan whenever required. Afterwards, any new version approved by the Project Manager has to be ratified by the steering Group. The final version has to be disseminated among all the Consortium Members.

Applicable Documents

The Quality plan has been developed in the context of the following:

- The contract signed by the European Commission’s National Agency and the partners.
- The Description of the Work of the Project & the Outputs.

The Contract between the Beneficiary and the partner (Agreement for the project number **2015-1-PT01-KA202-013084**).

Organisation and Structures

This section unfolds the general structure of the project. This includes the work structure, which reflects how the work, performed by the project partners, materialises into tasks & activities; and the management structure, which specifies the project management entities, their roles and their mutual relationships.

Organisation

The Consortium

The co-ordinating (or prime) contractor is EDIT VALUE.

The consortium consists of the following partner organisations:

| Partner Organisation | Country |
|---|----------|
| EDIT VALUE Consultoria Empresarial Lda | Portugal |
| Centro Tecnológico do Calçado | Portugal |
| Produktionsskoleforeningen | Denmark |
| Instituto Tecnológico del Calzado y Conexas | Spain |
| Confederation Europeenne De L'industrie De La Chaussure | Belgium |
| ARS Sutoria School S.R.L. | Italy |
| ThinkYoung AIBSL | Belgium |

Management Structure

The general structure of the project is organised as follows:

The “**Technical Structure**” gathers together all activities leaders. They will be responsible for the implementation of the activities and they will submit the results to further analysis.

The **Project Manager** is responsible for ensuring the adequate flow of information as well as the co-ordination between the distributed parts of the project to ensure timely delivery of results whilst complying with the project quality standards. The Project Manager shall provide technical guidance, overall control and evaluation of the work done within the project and ensure the final approval of deliverables. The Project Manager will also be responsible for:

- Organising and running the project events;
- Supervising the management of the project administration & budgets;
- Liaising with the National Agency, (all the communication to the Project Officer will be through the Project Manager);
- Establishing and running the project communication infrastructure;
- Co-ordinating & monitoring the work of the technicians and the project site managers.

Work Structure

The work planned is split into seven Outputs:

| Project Outputs/Activities | Partners |
|---|----------|
| O1 Production School Model Adapt and Transfer Report | PSF |
| O1 - A1 - Establish "Production Schools" common ground of understanding | |
| O1 - A2 - Presentation of "Production Schools model" | |
| O1 - A3 - Adapt "Production School" methodology and define the transfer model to partners countries | |
| O2 Footwear Careers Needs and Trends Report | CEC |

| | |
|--|-------------|
| O2 - A1 - Specification of the Users & Industry Needs | |
| O2 - A2 - State of Art Transnational survey on Sectorial Trends | |
| O2 - A3 - Assessment of needed careers in the Footwear Industry - Survey and Interviews | |
| | |
| O3 Educational Resources and Curricula | CTCP |
| O3 - A1 Definition of the educational curricula applied to Footwear Industry | |
| O3 - A2 Specification of the Educational Framework based on Production Schools Model | |
| O3 - A3 Adapt methods and materials | |
| O3 - A4 Definition of Technical and Practical Exercises | |
| | |
| O4 Tutorials for Career Advisors and Teachers | ARS Sutoria |
| O4 - A1 Tools and training for teachers & career advisors | |
| O4 - A2 Development of Career Advisors Tutorial | |
| O4 - A3 Development of Teachers Tutorial | |
| | |
| O5 Analysis Report with Results of the Pilot Sessions | INESCOP |
| O5 - A1 Preparation of the workshops | |
| O5 - A2 Involve end users | |
| O5 - A3 Pilot Test and Implementation in Portugal, Italy and Spain | |
| | |
| O6 Quality Management and Impact Assessment Report | Think Young |
| O6 - A1 Establish a Quality Management Plan | |
| O6 - A2 Ongoing Monitoring & Evaluation | |
| | |
| O7: Guidelines to scale-up LEARN2WORK methodology across regions (Exploitation Agreement) | EDIT VALUE |
| O7 - A1 Establish a Dissemination & Communication Plan for Future Cooperation | |
| O7 - A2 Interact with national authorities to promote and recognize PS model adoption | |
| O7 - A3 Definition of Exploitation Agreement | |

Management Operation

This section describes the principles and rules to render formal the management of the project. It includes the description of the responsibilities assigned to management positions, the rules to operate the management groups, the reporting cycles and the change control mechanism.

Management Positions Responsibilities

Project Manager

The Project Manager will manage the project on a day-to-day basis and his/her responsibilities are to:

- Define configuration management procedures;
- Provide guidelines for the project with respect to administrative issues;
- Liaise with Leaders and other Managers on administrative issues;

- Produce cost statement information and final reports to the National Agency;
- Prepare control reports on effort and progress cost status and revisions based upon input from the Output Leaders;
- Maintain contacts with the Project Officer of the National Agency;
- Report to the Steering Group on project progress, effort, costs, and on contractual and consortium issues;
- Control resource allocation in commercial, political national and partnership interests as defined by the Management & Strategic Board;
- Ensure consistent and coherent interpretation of the Description of Work, Contract and Exploitation or Consortium Agreement;
- Co-ordinate Quality Assurance standards, based upon the existing standards within partners to be followed throughout the production process;
- Supervise the administrative activities Office, e.g., maintain the overall project calendar, progress state and cost information, and maintain the configuration list of results based upon the input from the Output Leaders;
- Direct the project activities within the bounds as determined by the Description of Work;
- Establish and maintain the project momentum.

Output-Activities Leaders

The Output Leaders are responsible for the proper local organisation and control of the performance of their Output-Activities. The Leaders responsibilities are to:

- Direct the Output-activities in all aspects;
- Report to the Project Manager on organization, control and planning;
- Report to the Project Manager on technical affairs;
- Participate in the project management meetings;
- Identify a deputy, in order to have a stable and continuous interface between the Project Management Group and the Outputs;
- Develop and control a local project organisation, in the bounds as defined by the Description of Work and set by the project boards;
- Provide reports, plans, results, configuration lists according to the reporting cycle;
- Submit Output deliverables to other related Output leaders and to the *Project Manager* for final delivery to the National Agency.

In case of an important impact on the project, the proposal for implementing any further change is submitted to the Steering Group for final approval.

Risk Management

During the implementation of the project, the Project Management Group will define methods and procedures to identify, assess, monitor and control areas of issues, risk, and lessons learned.

Conflict Resolution

The **coordinator (EDIT VALUE)** will have a quality vote in case of equal deliberation and will be responsible to establish resolutions on important matters like budget changes, partners' tasks adjustments or even changes in the partnership.

Project Planning and Control

Meetings

Meetings include:

- Project Internal: Project Management & Steering Group and *ad-hoc* “technical” meetings.
- Progress Review and Auditing: Co-ordination and Review meetings.
- External (including *inter alia* conferences, seminars, relations with other research projects and organism, commercial and marketing contacts and negotiations).

Project Internal meetings require agenda and minutes.

All meetings require the drafting of minutes, which must be sent out onto to all partners.

General Rules

Meetings should have an agenda and it should be sent out long enough prior to their realisation with a view to consult the partnership members and ask them to any suggestion they deem important and useful for further and lengthy discussion.

Minutes should be written according to the following sections:

1. Participants: List of participants invited to attend.
2. Agenda: Meeting agenda.
3. Next Meeting: Next meeting purpose and definition of venue and date.
4. Attendees list: For each member of each partner indicate name and email.
5. Deliverable list: Deliverable for the next reporting period. For each one indicate deliverable number, title, Output responsible, type, due and status.
6. Action list: For each action it must identify the action description, who is the responsible for and when does the action end (action completion).
7. Decision list: Each decision should be identified according to the Output.

Annex A presents a template to be used for progress meetings.

Project Management structure

Membership

The membership is composed of one representative of each partner, the Project Manager (Chair), the Leader of Dissemination of project results Output (Deputy Chair).

Decisions

The Chairman seeks consensus between the members to make decisions. Under exceptional circumstances, votes may be used as a means for reaching decisions. If no consensus is reached, the Chairman is entitled to make a decision.

Voting

A member is designated by each one of the Partners as its voting member. Each voting member holds one single vote. The Chairman holds the quality vote.

In case of conflict (delay, criteria of control or good management, consortium rules, and quality), the Project Manager makes the final decision.

Responsibilities

| | |
|---------------------------|--|
| <i>Chairman</i> | The Project Manager. |
| <i>Attendance</i> | Composed of the members. |
| <i>Call Initiative</i> | by the Project Manager. |
| <i>Agenda Preparation</i> | by the Project Manager. |
| <i>Minutes Writing</i> | by the Chairperson |
| <i>Frequency</i> | at least every six months. |
| <i>Logistics</i> | To be taken care of by the host institution. Generally, the members, according to choices made in preceding meetings, host meetings in turn. |

Project Management Group

Membership

The Project Management Group membership is composed of one representative of each of the partners (Site Managers), the Technical Manager, Output-activities Leaders and the Project Manager.

Decisions

The Chairperson seeks consensus between the members to make decisions. In exceptional circumstances, votes may be called in order to reach the decision. Dissenting members have the option of taking any disputes to the Steering Group.

Voting

Each partner has one vote. In the event of a tie the final decision will be taken by the Project Manger.

Responsibilities

| | |
|----------------------------|---|
| <i>Chairperson</i> | Project Manager. |
| <i>Attendance</i> | composed of the PMG members. |
| <i>Call Initiative</i> | by the Project Manager. |
| <i>Agenda Preparation</i> | by the Project Manager. |
| <i>Minutes Writing</i> | by a nominee selected by the Project Manager. |
| <i>Minutes Circulation</i> | to the members. |
| <i>Frequency</i> | at least every three months in person and monthly via conference calls, webconference or virtual conference |
| <i>Logistics</i> | taken care of by the host. In principle, the members, according to choices made in preceding meetings, host meetings in turn. |

Attendance At External Conferences

In cases where the conference is not specifically envisaged in the 'Description of Work' of the project, or it is not included in the Contract Preparation Forms of the specific partner, or the conference takes place outside Europe and Associated States, the consortium must seek written approval from the NA for attending the conference and claiming reimbursement of the related costs.

Project Reporting and Management Tool

In order to reflect the status and the progress of the project, a number of reports should be produced on a regular basis by individuals assigned to various project management positions. Reporting streams are organised according to a four-month-cycle. Annual reports are also supposed to be realised. Exact reporting delivery deadlines are duly specified in the project calendar which is managed and kept by the Project Manager. Moreover a system named SharePoint is used to manage tasks, links and shared documents, *et cetera*.

Management Tool (SharePoint)

Partners have to update the *task* status on the SharePoint following the day-by-day work within the **LEARN2WORK** allowing to Project Manager and the Quality Manager to follow-up and supervise closely the real status of the activities of the project.

Moreover all the documents have to be uploaded on SharePoint folders. It is worth highlighting that documents should be sent to partners for the purpose of being approved. **All partners are expected to respond in ten days for approval.** Should there be no response and the documents are considered as approved. The approved version will thus be uploaded on the SharePoint.

The reporting stream is composed of the following phases:

Output-Activity Reports

Produced by the Output-Activity leader. It describes progress in the Output at the task level. This report will be delivered every four months on the 2nd week of the next reporting period.

Annex F presents a template to use for the Output-Activity report and instructions on how to complete it.

Periodic Progress Reports

Management Reports are the means for the consortium to inform the NA about work program progress and changes as well as effort expenditure in LEARN2WORK. The consortium will ensure clear visibility of the project progress by providing periodic reports and organising reviews at the major milestones of the project.

Each partner completes an activity Report providing a brief description of the work done, resources spent, etc against Tasks assigned in SharePoint. This information will be completed on an ongoing basis. These will be reviewed by the Project Manager.

The Project Manager will prepare consolidated reports with technical achievements and spent resources, which will be sent to the NA as required (copies of these will also be held on SharePoint). Periodic Progress Reports will be produced every 4 months within one month of the end of the period.

The Final Report will describe the final results, problems and solutions applied during the project life; this report will be public and will disseminate practical experiences.

Project Outputs: Delivery and Control

Deliverables and Associated Documents

Deliverables are documentation items explicitly listed in the project work plan.

Insofar the documents are related, draft editions (0.1) and final editions (1.0) are identified in the document code. A document is delivered when it has been approved by the Output Leader (*final review*) and received and acknowledged by the Project Manager for its reproduction and delivery to the National Agency. The associated quality process should be completed within the next 15 days before the deadline scheduled for the releasing of the deliverable.

Disseminated Products

Disseminated products are items that are developed in the course of the project, which may be of external use. However, some of those items are not required by any of the contract provision. Examples of disseminated products are:

- Papers for publication, brochures, press releases, newsletters;
- Project website;
- Project brochure;
- The dissemination and use plan;
- Items associated with the deliverables but which the project is not commissioned to supply to the CEC (e.g. software listings, intermediate results);
- Technical/research reports, technical notes;
- *Pro forma* for documents;
- Non-deliverable software;
- Presentations and demonstrations.

In the case of **publications**, there will be no associated quality procedure. The author should notify the Valorisation Output Leader of his/her intention to publish the paper. Explicit mention of the consortium members, when referring to **LEARN2WORK**, is mandatory in such publication.

Other Products

The following are miscellaneous documents and related standards:

Project products and progress information:

- Project meetings minutes: Annex B presents a template for the Project Progress Meetings.

Communications:

- Letters, faxes and emails: no standards apply.
- Each partner has access to the shared working site of **LEARN2WORK** in the project server for storing and updating the project documents.

Contractual and financial information:

- **LEARN2WORK** contract: this material is updated only when the National Agency contract is amended. Any changes affecting the project information has to be summarised in the Management Reports.
- Commercialisation and Exploitation Agreement: these documents will assume the model of a contract and no standards apply.
- Complete cost statements.

Documentation and Project Standards

The purpose of this section is to draft and make available procedures for:

1. Document formatting and style;

2. Document standards;
3. Standard tools for document production;
4. Standard tools for inter-project communication;

Document Standard Format and Style

All the aforementioned types of documents should comply with the following statements.

Document Lay-out

1. The **first and second pages** have to display the project and document title. They should also include information useful to track the progress of the document. This document information will include the following topics:
 - **Document name:** as it appears in the “Description of work” and in the first page.
 - **Abstract:** A short explanation of the content of the document. It should not exceed 8 fully-justified lines.
 - **Version:** refers to the document version and release (n.m).
 - **Authors:** a complete list of authors (complete name and author's initials) headed by the main author whose initials are part of the document identifier.
 - **Creation Date:** the date of the initial preparation of the document.
 - **Version Date:** the date of the updated document version.
 - **Destination:** list of entities for which the document has been produced. Possible entries are:
 - **LEARN2WORK** Consortium;
 - A particular partner;
 - Output O Leader;
 - National Agency Project Officer;
 - Peer-reviewers (they have to be specified in the document).
 - **Output number:** where the document belongs to.
 - **Related Documents:** (Title, Author, Date, and Code, if available).
2. A table of contents listing all section numbers and headings, including annexes or appendices of the document (if available).
3. A glossary section containing all the acronyms used in the document and definitions referred but not provided in the context of the document (if available).
4. The document body should contain:
 - **Header:** the project code (**LEARN2WORK** Project code) in the left and the Document Title in the right.
 - **Footer:** Document identifier in the left, and page number in the right.

This document body must start for an **introduction** with:

- **Document identifier:** shows the document identifier code as explained in the previous section.
 - **Purpose and scope** (document's objectives, what is and what is not included)
 - **Structure** (Chapters breakdown)
5. Any annexes or appendixes (Annex A, B, *et cetera*, each should continuing the page numbering)

Document Style

- Microsoft documentation generation tools are the preferred for writing and exchanging documentation. That is, Word, Excel and PowerPoint, either the Office for Windows.

Document Life-Cycle

The production of a document must follow different phases at the end of which they reach the corresponding status:

- **Draft:** The author(s) incremental development of the document,
- **Pending:** completed and awaiting Quality check and approval
- **Final:** The document is delivered for dissemination and general distribution

Document Review Processes and Quality Tests

Review Levels

Document Review Process takes place at two levels:

- **Output level**, it is the so-called internal Quality Assurance. Generally speaking, it will apply only to deliverables. The technical and operational work is organised by the authors. Output leaders are Quality Assurance Managers at their level.
- **Project level**, it is the so-called external Quality Assurance. It will apply only to deliverables. In the case of Key Deliverables it is called Peer Review, that is, the peer reviewer makes an external QA and produces a Peer Review Report. The tracking of the work progress and the External Quality Assurance is to be realised by the Quality Manager.

Quality Procedure

The quality procedure whenever a document is delivered follows the procedures enunciated below:

Draft review: The author(s) submits a complete document draft (0.m) to an internal review. It is afterwards distributed to each partner within the WP. It should take no more than 5 days to obtain the expected feedback from the leader who should request, collect and collate comments and remarks if he/she considers it necessary. This review must verify if the document complies with the approved objectives and proposed outline.

The author(s) will then obtain the output leader approval. The draft review will be embodied and a final version (1.0) of the document produced. This process should be completed before the deadline of the deliverable.

Final: This phase is a quality assurance phase. The document is submitted to a formal review to be realised by the Project Manager and "affected" to output leaders until it reaches an acceptance status.

Procedures

Quality Procedures

Improving quality (reducing bad quality and improving work processes) in a project requires reflection by

both the management agents and by all the partners in order to define the feasible goals in terms of quality standards.

A "**quality policy**" encapsulates the general directives and goals in terms of quality that are laid out by the project management and rendered formal in a written document (Quality Plan). The quality policy defines the directives and stakes pursued in terms of satisfaction patterns.

The term "**quality procedure**" refers to the approach and operational organisation used to achieve the goals set by the quality policy.

An inventory of the project must be rendered operational. That document should be used to outline its organisation and unveil the project general goals and the general organisation and responsibilities as well.

The purpose of these Quality Procedures is:

- to highlight all the procedures and measures taken with a view to assure the quality of their work and the quality of the relationship amongst partners and the relationship between partners and coordinators;
- to allow work teams to implement decisions whilst realising n their tasks and activities;
- to emphasise each partner the quality standards and procedures.

This document is both a document and a tool considering that documents are meant to encapsulate and embody all procedures developed during the project till its completion.

Quality Procedures Tool

Quality management is that aspect of the organisational function that determines and implements the quality policy. On a particular project this is achieved through the functions of quality assurance and quality control.

The main steps for obtaining quality are:

- **quality assurance**
- **quality control**
- **quality improvement**

In this light, these goals are fulfilled provided one relies upon the Quality Log tool. The Quality Log, as shown in the following table, is based on:

- **ID:** progressive number.
- **Product:** description of the quality lack to be controlled.
- **Method of Quality Checking:** ex: control on SharePoint, etc.
- **Responsible Person:** person responsible for this quality lack.
- **Planned Date:** date planned to be solved.
- **Actual Date**
- **Result:** ex: resolved, on progress, etc.
- **Target Sign-off Date:** date of resolution of this quality lack.
- **Actual Sign-off Date**

| ID | Product | Quality Checking Method | Responsible Person | Planned Date | Actual Date | Result | Target Sign-off Date | Actual Sign-off Date |
|----|---------|-------------------------|--------------------|--------------|-------------|--------|----------------------|----------------------|
|----|---------|-------------------------|--------------------|--------------|-------------|--------|----------------------|----------------------|

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Annex A - Template for Meetings Minutes

| Meeting Title: Meeting N.º | | | |
|--------------------------------|--|--------------------------|----------|
| Date: | | Meeting Timetable: | |
| | | Meeting Place: | |
| Organiser | | | |
| Participants | | | |
| Treated Issues and Conclusions | | | |
| | | | |
| | | | |
| Actions Items | | Responsible Organization | Deadline |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
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| | | | |
| | | | |

| Next Meeting | | |
|--------------|--------------------|----------------|
| Date: | Meeting Timetable: | Meeting Place: |
| | | |

Annex B - Layout (1st and 2nd page)

LEARN2WORK Project

“Logo do LEARN2WORK”

Name of the Document (D_)

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.

| Document Description | |
|----------------------|--|
| Document name | |
| Abstract | |
| Version | |
| Authors | |
| Creation Date | |
| Version Date | |
| Status | |
| Destination | |
| Output number | |
| Related Documents | |

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Annex C - Template for Quality-Issue-Risk Log

| LEARN2WORK PROJECT - QUALITY-ISSUE-RISK LOG | | | | | | | | | | |
|---|------|---------|--------------------|-------------|--------------------|--------------|------------------|-------------|------------------------|--------------------|
| ID | Type | Product | Method of Checking | Actual Date | Responsible Person | Planned Date | Result of impact | Solved Date | Number of Action Items | Action description |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |
| | | | | | | | | | | |

Annex F - Template for Output-Activity Progress Reports

Identification

Output-activity Number:

Title:

Output-activity Leader:

1. Aims & Objectives of activities undertaken during the Quarter

| | |
|---------------------|--|
| 1-4 months | |
| 5-8 months | |
| 9-12 months | |
| 13-16 months | |
| 17-20 months | |
| 21-24 months | |

Please describe activities compared to the initial planning.

2. Activities undertaken & partners involved during the reporting period

| | |
|---------------------|--|
| 1-4 months | |
| 5-8 months | |
| 9-12 months | |
| 13-16 months | |
| 17-20 months | |
| 21-24 months | |

Please describe next quarter's proposed activities

3. Activities to be undertaken & partners involved during the next reporting period

| | |
|-------------------|--|
| 1-4 months | |
| 5-8 months | |

| | |
|---------------------|--|
| 9-12 months | |
| 13-16 months | |
| 17-20 months | |
| 21-24 months | |

Indicate changes in past project activities

4. Changes or alterations from Project activities and reasons why

| | |
|---------------------|--|
| 1-4 months | |
| 5-8 months | |
| 9-12 months | |
| 13-16 months | |
| 17-20 months | |
| 21-24 months | |

5. Please outline any adjustments or corrective actions required

| | |
|---------------------|--|
| 1-4 months | |
| 5-8 months | |
| 9-12 months | |
| 13-16 months | |
| 17-20 months | |
| 21-24 months | |

Likely expected future variations to planned activities

6. Variations planned and reason why

| | |
|-------------------|--|
| 1-4 months | |
|-------------------|--|

| | |
|---------------------|--|
| | |
| 5-8 months | |
| 9-12 months | |
| 13-16 months | |
| 17-20 months | |
| 21-24 months | |

7. Likely divergences / adjustments to initial activities and reasons why
- i. Please note that adjustments and corrective actions imply amendments to the initial contract.
 - ii. Please note that changes cannot be accepted without an amendment request and subsequent approval
 - iii. you should complete this section for the next quarter

| | |
|---------------------|--|
| 1-4 months | |
| 5-8 months | |
| 9-12 months | |
| 13-16 months | |
| 17-20 months | |
| 21-24 months | |

8. Project Deliverables

| Output/Activitie | Description | % completed |
|-------------------------|--------------------|--------------------|
| | | |
| | | |
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| | | |

21-24 months period only

9. Please describe briefly any difficulties encountered in undertaking the project and what solutions were found to overcome the difficulties

10. Please describe any innovative organisational processes developed during the project

Project achievements

11. Did the project meet its targets in terms of outcomes (as given in the application form, particularly in your work programme). Please comment on any under or over achievements of targets?

12. What was the overall contribution of the transnational work? Please comment on the value of transnational activities to the achievements of your output-activity objectives at national and transnational level. Include any unanticipated benefits.

13. How do you consider the project partnership and project activities/results to be sustainable beyond the Erasmus + project?

Annex G - Dissemination & Communication Report

Short description of the actions in Semester:

| Type of the dissemination activity (for example event/ press release/ mention in newsletter/ distribution of marketing materials/ networking etc.) | Date of the dissemination activity | Number of attendees (if applicable) / number of newsletters distributed | Type of attendees / Organizations / Target Groups (BIOs, SMEs etc), Identify the sectors they are in and explain why have these institutions been chosen and what is their relevance towards the project objectives | Other comments (do you have any supporting documents, i. e. scanned posters, newspaper articles, photos from the event? If yes, please name the files) |
|--|------------------------------------|---|---|--|
| | | | | |
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Short description of the actions, mentioned above in Semester:

Summary of the Semester in numbers:

| CATEGORY | TYPE | NR. OF EVENTS | TOTAL Nr. OF ATTENDEES | TOTAL FLYERS DISTRIBUTED |
|----------|--|---------------|------------------------|--------------------------|
| EVENTS | Events organized by the partner (seminars, forums, meetings, conferences, exhibitions) | | | |



| | | | |
|-----------------------|--|--|--|
| | Events organized by others where the partner participated | | |
| NON EVENTS | No. of articles in online newsletters, magazines | | |
| | No. of articles in paper copy | | |
| | No. and type of promotional materials distributed | | |
| | Mention on the partner website | | |
| | Networking – work contacts (local, regional/national, European) – no. of people contacted and type of organization | | |
| | No. of social network announcements (FB, Twitter ...) | | |

Annex H - Timesheet

Project Acronym: LEARN2WORK

Project Number: 2015-1-PT01-KA202-013084

Monthly Timesheet

| | | | |
|-----------------|----------------------|--------------|----------------------|
| Partner Name: | <input type="text"/> | Partner Num: | <input type="text"/> |
| Employee Name: | <input type="text"/> | Month: | <input type="text"/> |
| Staff Category: | <input type="text"/> | Year: | <input type="text"/> |

1: Manager / 2: Trainers, Researcher or Teacher / 3: Technician / 4: Administrative staff

| Annual Salary Rate (ASR) | Daily Salary Rate (DSR) ¹ | Exchange Rate | DSR (€) | Method of Calculation |
|--------------------------|--------------------------------------|---------------|---------------|---|
| | 0,00 | 1 | 0,00 € | DSR (€) = ASR / N° of working days per year |

Hours per day: N° of working days per year

| Date | Hours worked | No. Days worked | Staff Categ. | Output Ref No. | Place of Activity | Tasks Description |
|------|--------------|-----------------|--------------|----------------|-------------------|-------------------|
| | | 0,000 | | | | |
| | | 0,000 | | | | |
| | | 0,000 | | | | |

