



Erasmus+

DELIVERABLE D.4.2.

“Quality Management Plan”

Grant agreement n°: **2017-2096/001-001**

Project acronym: **APPSHOE**

Project title: **Apprenticeship in the jute footwear sector-AppShoe**

Funding scheme: **KA3-Support for Policy Reform**

Start date of project: **01/09/2017**

Duration: **24 months**

Due date of the Deliverable: **15/09/2017**

Deliverable issued: **31/08/2019**

Version: **1.0**

Descripción del Documento	
Nombre del documento	Quality Management Plan
Resumen	This document will contain in detail, the actions, activities and tasks and responsibilities, including the board of key-indicators and criteria to evaluate the quality of the project
Versión	1.0
Autores	CETEC
Fecha de creación	15-09-17
Fecha de modificación	31-08-19
Estado	Versión final
Destino	Grupo del proyecto
Documentos relacionados	D.4.1.2. Annex I: Evaluation IVET Anex II: Evaluation CVET

List of Milestones - Work Package 4

Milestone Number	Milestone Description	WP No.	Lead Beneficiary	Due Month	Type
3	Quality Plan	4	CETEC	24	Report

Document Control

Document Version	Change Made	Reason For Change	Date of Change	Change By
1.0	Final version	submit	31/08/19	CETEC

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IES GINÉS
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APPSHOE 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 AppShoe 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 **AppShoe** 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 24-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 **2017-2096/001-001**).

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 CETEC.

The consortium consists of the following partner organisations:

Partner Organisation	Country
Calzia	Spain
IES Ginés Pérez Chirinos	Spain
CETEC	Spain
SEF	Spain
Politecnico Calzatureiro	Italy

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 six Outputs or workpacket:

Work package No.	1
Title	Adaptation of the Italian model to the new apprenticeship in the Northwest of the Region of Murcia
Description	This work package is aimed to adapt the work-based learning methodology used in the vocational training programme: <i>Design and Manufacturing of Footwear</i> of Politecnico Calzaturiero in Region of Veneto-Italy to a new apprenticeship in the Northwest of Region of Murcia: <i>Footwear and Accessories Technician</i> , highly specialised in jute footwear design and manufacturing to cover the needs of the companies of this area.
Tasks	<p>T1.1. Description of the Italian model of the Politecnico Calzaturiero. Task Leader: Politecnico Calzaturiero (P3). Other participants: CALZIA (P1), CETEC (P2), IES Ginés Pérez Chirinos (P4), SEF (P5).</p> <p>T1.2. Requirements for the apprenticeship model in the Region of Murcia. Task Leader: CALZIA (P1) Other participants: CETEC (P2), Politecnico Calzaturiero (P3), IES Ginés Pérez Chirinos (P4), SEF (P5).</p> <p>T.1.3. Adaptation of the Italian methodology to the Region of Murcia. Task Leader: IES Ginés Pérez Chirinos (P4) Other participants: CALZIA (P1), CETEC (P2), Politecnico Calzaturiero (P3), SEF (P5).</p> <p>T1.4. Partnership Cooperation Plan. Task Leader: CALZIA (P1) Other participants: CETEC (P2), Politecnico Calzaturiero (P3), IES Ginés Pérez Chirinos (P4), SEF (P5).</p>
Estimated Start Date	Month 1
Estimated End Date	Month 6
Lead Organisation	Politecnico Calzaturiero (P3)
Work package No.	2
Title	Development of the new apprenticeship in “Footwear and Accessories Technician” specialised in jute footwear
Description	To create an apprenticeship in <i>Footwear and Accessories</i> adapted to the Jute Footwear industry requirements and based on a practical learning environment, which can qualify young people to enter into this labor market.
Tasks	<p>T2.1. Design of the curricula, courses and modules adapted to the Jute Footwear Industry requirements. Task Leader: IES Ginés Pérez Chirinos (P4). Other participants: CALZIA (P1), CETEC (P2), Politecnico Calzaturiero (P3), SEF (P5).</p>

	<p>T2.2. Adaptation of learning methods of the Italian model and training design Task Leader: Politecnico Calzaturiero (P3). Other participants: CALZIA (P1), CETEC (P2), IES Ginés Pérez Chirinos (P4), SEF (P5).</p> <p>T2.3. Competences for the teachers and the professional trainers. Task Leader: CETEC (P2) Other participants: CALZIA (P1), Politecnico Calzaturiero (P3), IES Ginés Pérez Chirinos (P4), SEF (P5).</p> <p>T2.4 Cooperation structure between VET teachers and in-company trainers. Task Leader: CALZIA (P1) Other participants: CETEC (P2), Politecnico Calzaturiero (P3), IES Ginés Pérez Chirinos (P4).</p> <p>T2.5. Tutorial for teachers and in-company trainers. Task Leader: SEF(P5) Other participants: CALZIA (P1), CETEC (P2), Politecnico Calzaturiero (P3), IES Ginés Pérez Chirinos (P4).</p> <p>T2.6. Competence Certificate for learners. . Task Leader: IES Ginés Pérez Chirinos (P4). Other participants: CALZIA (P1), CETEC (P2), Politecnico Calzaturiero (P3), SEF (P5).</p>
Estimated Start Date	Month 7
Estimated End Date	Month 14
Lead Organisation	IES Ginés Pérez Chirinos (P4)
Work package No.	3
Title	Evaluation of the system.
Description	To evaluate the new apprenticeship working through the implementation of a pilot programme and the continuous evaluation of it involving project partners and target groups (young learners and jute footwear SMEs).
Tasks	<p>T3.1. Pilot implementation of the system in collaboration with five local companies. Task Leader: CALZIA (P1) Other participants: CETEC (P2), Politecnico Calzaturiero (P3), IES Ginés Pérez Chirinos (P4), SEF (P5).</p> <p>T3.2. Evaluation of the pilot implementation. Task Leader: SEF (P5). Other participants: CALZIA (P1), CETEC (P2), Politecnico Calzaturiero (P3), IES Ginés Pérez Chirinos (P4).</p>
Estimated Start Date	Month 13
Estimated End Date	Month 24
Lead Organisation	SEF (P5)
Work package No.	4
Title	Quality Plan
Description	To design, develop and update a Quality Plan for the design and implementation of the new apprenticeship, including a continuous evaluation of the training model developed against the European instrument for quality EQAVET.
Tasks <i>(please indicate in brackets which Partner(s))</i>	<p>T4.1. European instruments compliance Task Leader: SEF (P5). Other participants: CALZIA (P1), CETEC (P2), Politecnico Calzaturiero (P3), IES Ginés Pérez Chirinos (P4).</p> <p>T4.2. Quality Plan development.</p>

will be involved in a specific task, e.g. Task 1 (P1))	Task Leader: CETEC (P2). Other participants: CALZIA (P1), Politecnico Calzaturiero (P3), IES Ginés Pérez Chirinos (P4), SEF (P5).
Estimated Start Date	Month 1
Estimated End Date	Month 24
Lead Organisation	CETEC (P2)
Work package No.	5
Title	Dissemination and Exploitation
Description	<ul style="list-style-type: none"> -To ensure a high dissemination of the project and the new apprenticeship “Footwear and Accessories Technician” specialised in Jute Footwear. - To assure a successful exploitation of the new apprenticeship “Footwear and Accessories Technician” specialised in jute footwear among main stakeholders of the sector.
Tasks	<p>T5.1. Dissemination Plan. Task Leader: CALZIA (P1). Other participants: CETEC (P2), Politecnico Calzaturiero (P3), IES Ginés Pérez Chirinos (P4), SEF (P5).</p> <p>T5.2. Dissemination activities. Task Leader: CALZIA (P2). Other participants: CETEC (P2), Politecnico Calzaturiero (P3), IES Ginés Pérez Chirinos (P4), SEF (P5).</p> <p>T5.3. Exploitation Strategy. Task Leader: CALZIA (P2). Other participants: CETEC (P2), Politecnico Calzaturiero (P3), IES Ginés Pérez Chirinos (P4), SEF (P5).</p>
Estimated Start Date	Month 1
Estimated End Date	Month 24
Lead Organisation	CALZIA (P1)
Work package No.	6
Title	Project Management
Description	To ensure objectives are met within time and budget constraints determined by planning. Organizing, monitoring and managing the integrated effort of the project staff.
Tasks	<p>T6.1. Administrative and financial coordination.</p> <p>T6.2. Project management and risk contingency</p>
Estimated Start Date	Month 1
Estimated End Date	Month 24
Lead Organisation	CALZIA (P1)

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.

It means risk in this project, event or condition that, if it occurs, has an effect on the project objectives. Manage risks are those that influence one or more objectives of the project such as:

- Delays or missed deadlines.
- Increased cost
- Decreased quality, understood as successfully meet project scope
- Others.

One crucial to ensure success and quality of tasks to achieve the expected goals of the project points is the development of a plan for risk management, ensuring the correct implementation of mitigation measures, including the forecasting of potential unknown risks requiring special attention for prevention or immediate resolution.

The risk management plan defined the protocol of action to prevent the occurrence of potential risks. Designated risk manager will carry out these tasks in Task 6.2. the chain of command, defining roles and responsibilities, communication protocols that must once risk and template declaration form risk is identified followed: Project management and risk contingency, where aspects such as detailed. The risk management plan will be communicated preparatory actions to ensure support for the plan among all partners and stakeholders and their implementation throughout the project life cycle.

For effective risk management it has proceeded to identify risks, classifying them according to types and categories of major risks. It shall identify clearly the specific cause of each risk and the objective or objectives of the project on each risk incident.

For risk analysis it has been carried out by a qualitative risk analysis process that evaluates the impact and the occurrence probability of risks identified in the above process using methods and tools of qualitative analysis. To measure likelihood and impact has been employed ranges: none, low, medium, and high.

Once analyzed and prioritized risks of the project will proceed to treatment, selected for each risk that response strategy that has greater chances of success, including developing a contingency plan to be implemented if the risk occurs.

For supervision and control risks effectively monitor the risks made by project reviews. In each of the meetings and / or revisions project has established a point on the treatment of risks, where all the above points will be reviewed.

The risks identified and their implications for the project and mitigation measures established, listed below divided into two main categories: A) Implementation Risks and B) Risk Management. Risks are displayed in descending order according to the seriousness of the consequences of risks.

Risk	Category	Rank	Mitigation measure

Conflict Resolution

The **coordinator (CALZIA)** 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.

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 Manager.

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 is used to manage tasks, links and shared documents, *etc.*.

Management Tool

Partners have to update the *task* status following the day-by-day work within the **AppShoe** 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:

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 AppShoe 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. 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.

DELIVERABLES ASSOCIATED TO WP1:

Expected Deliverable	Number	D1.1.
	Title	Politecnico Calzaturiero learning model
	Type	Report
	Description	Description of the work-based learning method used in Politecnico Calzaturiero, including methodologies, materials, programmes, curriculum design and implementation of new courses.
	Due date	Month 2
	Language(s)	English
	Media(s)	Paper
Expected Deliverable	Number	D1.2.
	Title	Requirements for the new apprenticeship
	Type	Report
	Description	D1.2. includes a description of the requirements for the new apprenticeship, including jute footwear companies' needs, theoretical subjects, competences for learners and legal and administrative requirements.
	Due date	Month 4
	Language(s)	English
	Media(s)	Paper
Expected Deliverable	Number	D1.3.
	Title	Adaption Plan of the Italian model to the new apprenticeship in the Region of Murcia.
	Type	Report
	Description	Summary of the adaptation plan of the learning model of Politecnico Calzaturiero in Veneto-Italy to the new apprenticeship in the Northwest Region of Murcia-Spain, establishing a common basis and Italian model possibilities for the Spanish one.
	Due date	Month 6
	Language(s)	English
	Media(s)	Paper

Expected Deliverable	Number	D1.4.
	Title	AppShoe Cooperation Plan
	Type	Report
	Description	Description of the role of each partner in the project according to the inter-regional cooperation strategy, VET provider-companies synergies, and adaptation plan.
	Due date	Month 6
	Language(s)	English
	Media(s)	Paper

DELIVERABLES ASSOCIATED TO WP2:

Expected Deliverable	Number	D2.1.
	Title	Curriculo, courses and modules
	Type	Report
	Description	Summary of the curriculo, courses and modules designed, including basic aspects for the new apprenticeship.
	Due date	Month 14
	Language(s)	English
	Media(s)	Paper
Expected Deliverable	Number	D2.2.
	Title	Learning method, training materials and resources
	Type	Report
	Description	Report including the training material, the workshop activities and the experiences in footwear companies for the new apprenticeship based on Politecnico Calzaturiero experience and Jute Footwear SMEs´needs in the Northwest area of the Region of Murcia.
	Due date	Month 11
	Language(s)	English
	Media(s)	Paper
Expected Deliverable	Number	D2.3.
	Title	Teachers and in-company trainers structure.
	Type	Report
	Description	Description of the cooperation structure between VET teachers and in-company trainers, including communication tools. Besides, D2.3. will include a description of the tutorial for teachers and in-company trainers aimed to guide to the the teachers and in- company trainers in the way of learning.
	Due date	Month 13
	Language(s)	English
	Media(s)	Paper
Expected Deliverable	Number	D2.4.
	Title	Competence Certificate for learners.
	Type	Draft Certificate
	Description	Document which illustrates the learner´s achieved professional competences within the specific areas of the apprenticeship.
	Due date	Month 14
	Language(s)	English
	Media(s)	Paper



DELIVERABLES ASSOCIATED TO WP3:

Expected Deliverable	Number	D3.1.
	Title	Feed-back report on pilot system
	Type	Report
	Description	Report about pilot activities, with all information gathered during this phase including evaluation of the system.
	Due date	Month 24
	Language(s)	English
	Media(s)	Paper

DELIVERABLES ASSOCIATED TO WP4:

Expected Deliverable	Number	D4.1.
	Title	Quality Plan
	Type	Report
	Description	Quality Plan. This document will contain in detail, the actions, activities and tasks and responsibilities, including the board of key-indicators and criteria to evaluate the quality of the project outcomes and activities according to EQAVET instrument.
	Due date	Month 24
	Language(s)	English
	Media(s)	Paper

DELIVERABLES ASSOCIATED TO WP5:

Expected Deliverable	Number	D5.1.
	Title	Dissemination Plan
	Type	Report
	Description	D5.1. defines specific activities to disseminate the new apprenticeship and the project.
	Due date	Month 2
	Language(s)	English
	Media(s)	Paper
Expected Deliverable	Number	D5.2.
	Title	Project Website and Social Media accounts
	Type	Public Website
	Description	Project website and AppShoe accounts in social media platforms that will provide information and access to non-confidential information related to the AppShoe project.
	Due date	Month 3
	Language(s)	English
	Media(s)	Web
Expected Deliverable	Number	D5.3.
	Title	Interim report of dissemination and communication actions
	Type	Report
	Description	Report including all material created to support dissemination and all activities carried out during the initial 12 months of the project.
	Due date	Month 13
	Language(s)	English
	Media(s)	Paper
Expected Deliverable	Number	D5.4.
	Title	Final report of dissemination and communication actions
	Type	Report
	Description	Report including all dissemination activities carried out during the project development.
	Due date	Month 24
	Language(s)	English
	Media(s)	Paper
Expected Deliverable	Number	D5.5.
	Title	Exploitation and Commercialisation Plan

	Type	Report
	Description	Report including all activities regarding to exploitation of the new apprenticeship carried out during the project.
	Due date	Month 24
	Language(s)	English
	Media(s)	Paper

DELIVERABLES ASSOCIATED TO WP6:

Expected Deliverable	Number	D6.1.
	Title	Minutes of kick-off meeting
	Type	Report
	Description	Consortium agreement signed and report about conclusions and decisions of the management activities of the project: common understanding of the project objectives, tasks and expected results.
	Due date	Month 2
	Language(s)	English
	Media(s)	Paper
Expected Deliverable	Number	D6.2.
	Title	Interim report AppShoe
	Type	Report
	Description	Review of project execution, milestones and risk management during the initial 12 months of the project.
	Due date	Month 13
	Language(s)	English
	Media(s)	Paper
Expected Deliverable	Number	D6.3.
	Title	Final report AppShoe
	Type	Report
	Description	Report including a summary of the project development, results achieved and risk management.
	Due date	Month 24
	Language(s)	English
	Media(s)	Paper

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 **AppShoe**, is mandatory in such publication.

Other Products

The following are miscellaneous documents and related standards:

Project products and progress information:

- Project meetings minutes:

Communications:

- Letters, faxes and emails: no standards apply.

Contractual and financial information:

- AppShoe** 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:

- a. Document formatting and style;
- b. Document standards;
- c. Standard tools for document production;
- d. 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

- 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:
 - **AppShoe 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).
1. A table of contents listing all section numbers and headings, including annexes or appendices of the document (if available).
 2. 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).
 3. The document body should contain:
 - **Header:** the project code **AppShoe** 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)
 4. 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 (Q.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**

Implementation Methodology for Management Plan

The Appshoe Management Plan project's main objective is to keep the project aligned with its objectives. The methodology will control project scope and deadlines. Effective control project will enable us from the comparison between planned and incurred values:

- Assess the performance or past performance at any point in the project life.
- Analyze future trends to estimate the scope and deadlines for project completion.

The method used is based on dividing the scope of project milestones to reach that assign values (defined as deliverables) and certain termination dates established by the project schedule attached below.

	Líder	Ago 2017							Ago 2018							Ago 2019									
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
1 Adaptation of the Italian model to the new apprenticeship in the Northwest of the Region of Murcia	P Calzadurero	[Green]							[Green]							[Green]									
T1.1 Description of the Italian model of the Politecnico Calzadurero	P Calzadurero	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]
T1.2 Requirements for the apprenticeship model in the Region of Murcia	CALZIA	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]
T1.3 Adaptation of the Italian methodology to the Region of Murcia.	IEI G.P. Chirinos	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]
T1.3 Partnership Cooperation Plan	CALZIA	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]
2 Development of the new apprenticeship in "Footwear and Accessories Technician" specialised in July footwear	IES Ginés Pérez Chirinos	[Green]							[Green]							[Green]									
T2.1 Design of the curricula, courses and modules adapted to the July Footwear Industry requirements	IEI G.P. Chirinos	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]
T2.2 Adaptation of learning methods of the Italian model and training design	P Calzadurero	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]
T2.3 Competences for the teachers and the in-company trainers	CEDEC	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]
T2.4 Cooperation structure between VET teachers and in-company trainers	CALZIA	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]
T2.5 Tutorial for teachers and professional trainers in the companies	IEP	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]
T2.6 Competence Certificate for learners	IEI G.P. Chirinos	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]
3 Evaluation of the system	IEP	[Green]							[Green]							[Green]									
T3.1 Pilot implementation of the system in collaboration with five local companies.	CALZIA	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]
T3.2 Evaluation of the pilot implementation	IEP	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]
4 Quality Plan	CEDEC	[Green]							[Green]							[Green]									
T4.1 European instruments compliance	IEP	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]
T4.2 Quality Plan development	CEDEC	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]
5 Dissemination & exploitation	CALZIA	[Green]							[Green]							[Green]									
T5.1 Dissemination Plan	CALZIA	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]
T5.2 Dissemination activities	CALZIA	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]
T5.3 Exploitation strategy	CALZIA	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]
6 Management	CALZIA	[Green]							[Green]							[Green]									
T6.1 Administrative and financial coordination	CALZIA	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]
T6.2 Project management and risk contingency	CALZIA	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]	[Green]

As shown in the schedule this project is divided into six phases to facilitate their management, better control, and maintain the project aligned with the objectives by controlling the extent and time.

Each of the phases of the project ends with conducting deliverables and project milestones that coincide with significant events of the project. The purpose of each phase is accompanied by a review process aimed at:

- Reviewing deliverables obtained in the phase prior to shipment to the Agency.
- Evaluate project performance to date predicting future performance.
- Determine whether the project should proceed or not to the next stage. This will require in many cases review the initial project proposal.
- Revised project plan.

The review of the project has been based on two methodologies:

Control of reach

The scope of the project is the description of the work required to deliver a result of the project, in our case each management reports set out in the project deliverables, interim report and final report. The scoping process has focused on establishing what is and is not defined in the project and its deliverables.

Control Scope refers to changes in the project scope. It covers the identification, impact assessment, documentation, review, approval and control of changes. To do this it is necessary to verify the extent, which is the process of formalizing acceptance of the project deliverables are completed.

This process includes reviewing deliverables by the partner responsible for tasks where deliverables are made to ensure they are completed successfully, understanding satisfactory to meet the objectives and within the prescribed period, to obtain their formal acceptance, before shipment to the Agency. In this process it is where the project requirements compared to the project deliverables through a review. Deliverables that meet the acceptance criteria are formally accepted by the responsible partner, and sent to the Agency for evaluation.

If no satisfactory asks the other partners the review of each part of the task for better review the content to achieve the goals set by the project or review the scope should not be met for any reason the objectives and propose mitigation measures or contingency as established in the contingency plan and risk.

In case any deliverable not meet the criteria for evaluation of the Agency, responsible for project quality, in coordination with the responsible for the task, will conduct the review of it based on the comments of the evaluation and take appropriate to ask each partner the corresponding corrections or modifications to the deliverable to meet the observations of the evaluation measures.

Once this new revision, the head of shippable with the quality manager will evaluate the deliverable in terms of compliance with project goals to see the satisfaction of compliance, and if unable to meet the target set give a rationale for the observed deviation and whenever possible to propose a contingency measure or new scope of that task.

Time control

Time management includes all necessary for meeting the target date of delivery of the project deliverables as proposed in the schedule activities. Therefore schedule control is the process by which monitor and control the project status is given to update project progress and managing changes to the schedule baseline.

In case of non compliance with the established deadlines, it proceeds to establish the causes that have caused the failure, setting new deadlines responsible Deliverables and notify the agency by the quality manager of the breach, as well as the reasons for such failure and setting new deadlines.

To carry out these controls, it has raised two audits performed project control:

A mid-project (December 2018), coinciding with the Progress Report, in order to:

- Reviewing deliverables obtained once sent to the Agency.
- Evaluate project performance to date predicting future performance.
- Determine whether the project should proceed or not to the next stage. Risk analysis of each phase and determination of mitigation or contingency measures.
- Review and adaptation of the project plan the audit results.

Two months before project completion (June 2019):

- Review all deliverables before being sent to the Agency.
- Assess compliance with project objectives. Should not be aligned justify deviations. Limitations or restrictions on the project.
- Document prior to preparation of supporting end memory.
- Jointly with responsible financial management of the project, perform financial control of the project.

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



Erasmus+

DELIVERABLE D.X.X

“Name’s Deliverable”

Grant agreement n°: 2017-2096/001-001

Project acronym: APPSHOE

Project title: Apprenticeship in the jute footwear sector-AppShoe

Funding scheme: KA3-Support for Policy Reform

Start date of project: XX/XX/XX

Duration: 24 months

Due date of the Deliverable: XX/XX/XX

Deliverable issued:

Version: X

Document Description	
Document Name	
Summary	
Version	
Authors	
Creation date	
Modification date	
State	
Destination	
Related documents	

List of Milestones – Work Package

Milestone Number	Milestone Description	WP N°	Lead Beneficiary	Month Due	Type

Document Control

Document Version	Change Made	Reason For Change	Date of Change	Change By



Annex C - Template for Quality-Issue-Risk Log

Risk	Category	Range	Measure Mitigation