

Project Logo

SHOES MADE IN EU
"The European Shoemaker"
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Quality Management Plan

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1 INTRODUCTION

This document forms the Project Quality Plan for the implementation of the SHOES MADE IN EU Project (hereinafter "The Project").

The present document contains information regarding:

- Project Quality assurance
- Objects of evaluation
- Indicators for evaluation
- Tools for evaluation
- Risk and Contingency Plan

The purposes of the project Quality Management Plan (QMP) are the following:

- Create confidence in the quality of the work that the Project Team will perform by showing how the project will be carried out, measured, monitored, accounted for and safeguarded during and after development,
- Define roles and responsibilities, with emphasis on the required skill sets to address the complexities and risks of the project,
- Show how changes and problems can be identified and reported,
- Clearly define the content, format, sign-off and review process, and responsibilities for each deliverable,
- Make visible all the means that are and will be applied to meet the technical and quality requirements,
- Define the strategy to put in place in case of risks and problems arising during the implementation of the project.

This manual covers the aforementioned aspects and addresses thus:

- Brief presentation of the project and the workplan in Chapter 2
- Quality Assurance strategy in Chapter 3
- Evaluation of procedures, meetings and results Chapters 4, 5.
- Data protection issues in Chapter 6.
- General evaluation of the project in Chapter 7
- Risk and contingency plan in Chapter 8

1.1 Field of application - Scope

This section is meant to define the boundaries of the project: what SHOES MADE IN EU will deliver and what it will not deliver.

All the details, details, aims, the workplan, the task and responsibilities and the expected outcomes are clearly described in the application form, as well as quantitative and qualitative standards that should be met along the project life cycle.

Quality assurance falls within the Project Management framework: Project quality control will aim to guarantee intellectual output realization and relevance. The following issues will be of key importance and will be strictly taken into consideration:

- Evaluation methods: which method is the most appropriate for data collection?
- Timing: how often and when data has to be collected?

- Responsibilities: who is responsible for the self-evaluation?

Monitoring and evaluation will assess the processes and progress as well as project results, and all project partners will contribute to both components (formative and summative evaluation). Additionally the project products and results will be evaluated during the pilot testing.

The leader of Quality assurance procedures is Eurocrea Merchant srl (P8) that appointed Antonella Tozzi as Quality Manager for whole duration of the project. P8 is responsible for drafting the present plan and delivering all the related documents (listed in the QMP).

2. BRIEF DESCRIPTION OF THE PROJECT

The project objective is to foster FOOTWEAR VET sector and equip young people with the right skills and competences accountable at EU level following the EU Quality Framework and European Credit VET system (ECVET).

The aim is to develop a new curriculum of the “SHOEMAKER” at the level of the engineering and manufacturing process, starting from the experiences of those EU countries that have a long tradition in the sector, both at vocational and economic level. To achieve this goal the project will develop the following actions:

- Define the new curriculum by sharing the experiences of Germany, Portugal and Poland, enhancing each other
- Introduce training contents according to labor market needs and updated with the most innovative technological tools available;
- Define a training model recognized at EU level by answering to ECVET principles and work base learning practices;
- Facilitate the employability of young people enrolled in footwear training courses.

Project rationale is based on the current development in footwear industry in Europe which registers a positive economic moment, despite the crisis. The growth, however, is not properly supported by the right skills match at the moment, as forecasted by CEDEFOP European Skills Panorama platform, and consequently affecting the future shape of jobs, at least until 2025.

The project aims to answer the challenges of the sector by:

- Setting up a strong collaboration among VET providers and economic actors related to footwear sector: the partnership already includes organizations representatives of this sector, moreover dedicated activities will be organized through the project life cycle to strengthen the network and the collaboration around the different private and public actors that can be a bridge between the VET sector and the labor market.
- Develop an innovative curriculum that will answer all ECVET requirements, providing the necessary instruments to be exploited at national and European level
- Develop a curriculum that will answer to the most innovative technological skills that are needed in a growing labor market sector
- Structure a strategy and experimentation about how work-based learning can be applied in footwear addressing the needs of different national contexts
- Share and enhance the footwear training traditions among partner countries

SHOES MADE in EU project, was born from the cooperation of different institutions, with a key position in their country and in Europe, interested in the sector of footwear, already collaborating in diverse activities also outside European project. The proposal is the result of a consolidated working experience that has

brought to research for skills needs and profile in particular in the footwear sector. The research has led the institutions to the same result regarding the need of the following actions:

- Boost VET in footwear sector in partners countries
- Achieve a EU model in the profile of the Shoemaker
- Address skills shortages related to footwear sector

To reach its goals the project foresees the following outcomes:

O1: European Shoemaker Training Course

Adaptation and transfer of the most relevant training traditions in partner' countries, where footwear training is considered to have the longer tradition and best practices. AT the same time a SME' s in deep assessment and the development of training contents based on the results of the first activities. Finally ECVET standard and tools will be developed.

O2: The European Shoemaker platform

The creation of the platform will start since the conceptualization of the training course. The platform will be fundamental for the delivery of the training contents, project outcomes availability and as main instrument to guide beneficiaries in their learning path.

During this phase all project tools and outcomes will be also tested.

O3: European Shoemaker Profile implementation handbook

The handbook will represent an important product of the project as it will contribute to the sustainability of outcomes. The project developed model, in fact, will exploit its full potential and further disseminate through this last results, which represents the whole project scope.

Project will be mainly impact and disseminate the following target:

- VET providers - centers - institutions
- Footwear Industries
- Organizations representing the interests of footwear industries
- Public organizations responsible for VET
- Young people already involved in training path and those willing to do that
- Tertiary education.

2.2 SHOES MADE IN EU GANTT SHEET

	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
Project activity*	Oct 15	Nov 15	Dec 15	Jan 16	Feb 16	Mar 16	Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17	Apr 17	May 17	Jun 17	Jul 17	Aug 17	Sep 17
A1																								
A2																								
A3																								
A4																								
A5																								
A6																								
A7																								
A8																								
A9																								
O1																								
O1:Methodology																								
O1: first contact with TGS																								
O1: training conceptualization and development																								
O1: ECVET implementation																								
O2																								
O2: Development of the platform																								
O2: Pilot test																								
O3																								
O3: Guidelines																								
O3: Assessment report																								

3. QUALITY ASSURANCE

3.1 Quality assurance in SHOES MADE IN EU project

The quality assurance covers the whole lifespan of the project, from 01-10-2015 to 30-09-2017

Tasks:

EUROCREA (P8) will implement and lead the following tasks:

1. Development of Quality Management Plan.

P8 will develop the draft plan and will finalize it after the feedback from the partners in the first months of the project. The Plan will aim to ensure the quality of project implementation process and project results. It will take into account the following:

- project management quality,
- needs and experiences of the target group,
- quality of project Intellectual Outcomes,
- quality of dissemination efforts,
- networking and cooperation (inside the consortium and with the relevant stakeholders),
- exploitation strategy,
- overall project quality as perceived by the project partners and external evaluators.

2. Ongoing quality management and reporting.

The implementation of the Plan will be supervised by P8 and executed together by all partners. P8 will collect and analyse partners input and will develop evaluation reports each 6 month, as well as yearly evaluation reports that will cover both the quality of process (management and dissemination quality) and Intellectual outputs.

Quality control will be executed during the whole project and will contribute to the achievement of all project results.

Methodology:

The first activity is to elaborate a detailed Quality Management Plan - evaluation framework outlining timing, responsibilities and methods. The plan will also include a contingency plan outlining possible challenges and discussing solutions.

Contingency plan: there are numerous risks in projects that are at the same time challenges. Some of these challenges can be predicted and possible solutions can be proposed to allow a quicker targeted reaction. Types of risks followed by proposals of how evaluation can help to find countermeasures and overcome these challenges will be discussed in the contingency plan.

Ongoing quality management: communication and collaboration, project meetings, the timely production of outputs will be evaluated each six-month (progresses will be reported during each transnational meeting). Evaluation techniques will include both qualitative and quantitative methodologies. The internal quality manager will also provide feedback to the interim and final report which will be submitted to the funding authority.

Reports: In addition to the reporting about the different evaluation steps, an interim and final internal evaluation report will be drafted summarising all evaluation results. Specifically the interim evaluation report in the end of the first year of the project will give practical advice for the second project half.

Results:

- Quality Management Plan
- Project meeting evaluation reports
- Internal project evaluation reports

3.2 Quality Manager (QM)

The main objective of quality assurance is to ensure that all the partners contribute with the necessary documents and information to the correct development of the project.

This will be under the responsibility of the Quality Manager, that follows the project day-by-day and is in charge for implementing and monitoring the quality procedures described in the present document. The QM also checks the quality indicators and measures the evolution of the project according to these.

The QM, then, reports to the Project manager and to the Management Committee in six monthly reports, informing them of any significant deviation from the plans, according to the Risk and contingency Plan (included in the present document).

The object of the evaluation and the tools are described in the present document.

4 EVALUATION OF QUALITY AND MANAGEMENT PROCEDURES

The aim is to assure that the consortium acts according to the project Management Handbook developed by the Project Coordinator and presented during the kick-off meeting to the management Committee.

It describes in details:

1. SHOES MADE IN EU work plan:
 - GANNT
 - Intellectual Outputs
 - Activities
 - Roles of the Partners
2. The Governance Structure:
 - Management Committee (MC)
 - Project Manager (PM)
 - Coordinator of Dissemination and Exploitation
 - Quality Manager (QM)
 - Intellectual Outputs Leaders
 - Distribution of the responsibilities within the consortium
3. Project Management processes:
 - Process Monitoring
 - Decision-making procedure
 - Conflict resolution
 - Non-compliance with procedures and obligations
 - Privacy Issues.
4. Project management procedures:
 - Templates
 - Internal Communications
 - Management of meetings
5. Internal Progress monitoring Procedures:
 - Timeline compliance check
 - Procedural compliance check

The QM will follow the project day-by-day:

1. In case of minor deviation from the procedures, the QM will advise the partners via email and ask them to comply.
2. In case of major issues of non-compliance and delays in the delivery of results, Project Coordinator will decide the procedures to be put in place.

4.1 EVALUATION OF MEETINGS

There are 4 project meetings planned, approximately every 6 months. The meetings are planned to take place in UK (kick-off and final meeting), Finland, Italy: local partners will be responsible for their organisation with the support of P1:

1. the kick-off meeting in WARSAW (held in November 2015),
2. 2nd meeting in Milan (April 2016),
3. 3rd meeting in Sao Joao da Madeira (November 2016),
4. 4th meeting in Pirmasens (April 2017)
5. Final meeting in Lodz (July 2017).

The meetings are meant to be the occasion for partners to physically meet at key moments of the project life cycle.

The QM developed a specific questionnaire for meeting evaluation (Annex 1 of the present document). After each meeting the partners are asked to fill in the questionnaire and return it to the QM, which provides a report on meeting evaluation.

The evaluation focuses on the preparatory work, the meeting itself (objectives reached, work environment, participants' satisfaction) and follow-up.

4.2 Quality control of dissemination activities

Dissemination activities are described in the application in the Dissemination Plan, which aims to:

- Disseminate information about the project to the target group in order to raise awareness of necessity, benefits, strategies and best practices in the VET field for footwear industry, and to introduce the developed training tool
- Raise awareness about the footwear industry and job market as a real job opportunity for young people.
- To prepare for further exploitation of project results

P4 CEC as leader of Dissemination will coordinate the activities and monitor the implementation of visibility actions and tools. Also, P4 will develop a dissemination plan that will serve as a guide for the partners during the whole lifecycle of the project. P4 will report on dissemination activities on a yearly basis, but will provide an overview of the dissemination activities realised in each meeting.

The evaluation of dissemination activities will be conducted by the Quality Manager, based upon input of P4, on a 6 monthly basis, according to the following indicators:

Performance Indicator	Object of evaluation
Completion of dissemination and exploitation activities, in respect to the plans	Percentage of activities remaining to be completed in respect to the plans (Dissemination and Exploitation plan). Threshold for this indicator is less than 20%.
Participation level of stakeholders	Number of stakeholders reached and level of their engagement. Difference in % between expected numbers and actual numbers of stakeholder engaged. Threshold for this indicator is a difference of less than 30%

Perceived quality of the on-line dissemination activities and tools	Number of visitors **To be updated when the online tool are available
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In case of results under threshold, The QM will inform P1- PIPS who will inform the Management Committee, which decides the type of correcting actions to be undertaken.

5. EVALUATION OF RESULTS

5.1 Quality control of contractual results: procedure

The Project has a total of 2 Intellectual Outcomes, made of activities:

I.O.1

- O1.A1: Methodology
- O1.A2: Adaptation & Transfer
- O1.A3: SMEs assessment
- O1.A4: Training plan and development of contents

I.O.2

- O2.A1: Shoes Made in EU learning environment
- O2.A2: Pilot

I.O.3

- O3.A1: WBL Guidelines
- O3.A2: Handbook

Each of the activities listed will be evaluated. Moreover a Peer Review Committee will be created, made of a representative from each partner that will be asked to review final outcomes of each activity to ensure that the quality of the results meet the required standards.

Each result will be developed in two stages: a draft will be sent to the consortium in order to collect inputs and remarks from the partners within the number of days required and according the schedule set by the Project Coordinator. After that, the partner in charge of the result will have time to assess the draft and deliver it in a final version.

At this stage, the result will be evaluated taking into account formal aspects, comprehensiveness, clarity and completeness.

The evaluation will be conducted in two phases, based on a first formal check by the QM and a second content check by the consortium, conducted as peer review and assuring active participation of all partners.

The names of Peer Reviewers are in Annex 4 to the present document.

The procedure is described in the following table:

Step 1: Checking the format and compliance with the template	
Who	Activity
Quality Manager	<p>The QM checks the result for compliance with the agreed structure for results and the agreed issues with respect to version control and the more formal aspects of the result.</p> <p>In case the result is not approved, the partner in charge for the result is asked to improve it in the agreed days.</p> <ol style="list-style-type: none"> 1. In case the result is approved: Step2
Step 2: Checking and adjusting the contents	
Who	Activity and timing
QM and Peer reviewers	<p>Each result will be evaluated by two peer reviewers representatives of two different partners, according to the division of tasks of Annex 4 to the present document.</p> <ol style="list-style-type: none"> 2.1. The QM asks the peer reviewers to fill in in the template for result evaluation (Annex 2 to the present document) and send it to the author of the result within the number of days needed. Communications should be sent via the online communication tool, including all members of the consortium and the QM. Also comments and remarks on the text of the result are welcomed if relevant. 2.2. The author is asked to improve the result taking into account the peer reviewers' inputs within 7 or 14 days, depending on the amount of improvements to be made. The number of days needs to be agreed between QM, PM and the partner involved.
Step 3: Final delivery of result	
Who	Activity
The partner in charge of the result The whole consortium	<ol style="list-style-type: none"> 3.1. If the Consortium accepts the result, it is final. 3.2. In case the verdict of the partners is negative on either one of the aspects emerged in step 2, the result is returned to the partner for improvements. 3.3. The partner has 14 days to improve the result. In this case the Project Coordinator has to check the compliance of the partner and inform the consortium.

The Quality Manager will monitor that each step is implemented correctly and the procedure respected.

All other results (different from the Intellectual outputs activities), will be however subject to internal quality control, although in a more informal way:

- The QM will check the format and compliance with the template

- The consortium as a whole will comment and send remarks and input via online communication tool to the author.

5.2 Evaluation of Multiplier events

As for multiplier events, it is strongly recommended to implement an external evaluation, collecting opinions and feedbacks from the participants in each country.

Each partner should distribute evaluation questionnaires to events' participants. The template is in Annex 5 to the present document.

The performance indicators are as follows:

Performance indicator	Object of evaluation
Organisation of the event	<ul style="list-style-type: none"> <input type="checkbox"/> Clear Planning and agenda <input type="checkbox"/> Appropriate choice of location and equipment <input type="checkbox"/> Appropriate selection of attendees/participants <input type="checkbox"/> Evidence of sufficient prior information being issued to the participants <input type="checkbox"/> Attention to logistics and practical details, such as catering, special needs (dietary for example), accommodation (if relevant)
Effectiveness and relevance of contents	<ul style="list-style-type: none"> <input type="checkbox"/> Clear relation between the contents dealt with and the aim of the event
Appropriateness of speakers	<ul style="list-style-type: none"> <input type="checkbox"/> Level of competence of speakers/organisers in relation to the contents and aim of the event <input type="checkbox"/> Quality of the communication skills
Level of satisfaction of participants	<ul style="list-style-type: none"> <input type="checkbox"/> Satisfaction of participants as for: the lesson learnt, the exchange of information, the networking opportunities the comfort factor
Effectiveness of the event in terms of exploitation of project results	<ul style="list-style-type: none"> <input type="checkbox"/> Extent to which the event is able to favour exploitation of project results among the participants <input type="checkbox"/> Evidence of opportunities for multiplier effects
Number of attendees reached	<ul style="list-style-type: none"> <input type="checkbox"/> P1: PIPS (PL) – 75 local participants <input type="checkbox"/> P2: IPS (PL) – 75 local participants <input type="checkbox"/> P4: CEC (BE) - 30 local participants, 30 foreign participants <input type="checkbox"/> P5: CTCP (PT) – 30 local participant <input type="checkbox"/> P6: ISC (DE) - 30 local participants

6. DATA PROTECTION AND PRIVACY ISSUES

During the execution of the project, some data privacy must be considered as different touristic services providers will interact with the project in different phases, particularly in the needs analysis and pilot testing phases, but also during dissemination activities. Therefore, the publication and dissemination of private and confidential data is an important issue to be taken into account. Basic guidelines are developed in this section with the aim to promote openness by public entities and data privacy for individuals.

The Data Protection Directive (95/46/EC) will form the basis for the definition of the treatment of data, and for each partner the national legislation and rules concerning the ethical issues, privacy aspects and data protection will define further the specific policy if needed.

The Directive aims to protect the rights and freedoms of persons with respect to the processing of personal data by laying down guidelines determining when this processing is lawful. Some of the most relevant topics covered by the Directive are the followings:

- The quality of the data: personal data must be processed fairly and lawfully, and collected for specified, explicit and legitimate purposes. They must also be accurate and, where necessary, kept up to date;
- The legitimacy of data processing: personal data may be processed only if the data subject has unambiguously given his/her consent and only for a legitimate purposes;
- Special categories of processing: it is forbidden to process personal data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, trade-union membership, and the processing of data concerning health or sex life;
- Information to be given to the data subject: the controller must provide the data subject from whom data are collected with certain information relating to himself/herself (the identity of the controller, the purposes of the processing, recipients of the data etc.);
- The right to object to the processing of data: the data subject should have the right to object, on legitimate grounds, to the processing of data relating to him/her.
- Every person shall have the right to a judicial remedy for any breach of the rights guaranteed him by the national law applicable to the processing in question. In addition, any person who has suffered damage as a result of the unlawful processing of their personal data is entitled to receive compensation for the damage suffered.
- Transfers of personal data from a Member State to a third country with an adequate level of protection are authorised. However, they may not be made to a third country which does not ensure this level of protection, except in the cases of the derogations listed.

In summary, partners will respect the proportionality principle, which entails that personal data:
may be processed only insofar as it is adequate, relevant and not excessive in relation to the purposes for which they are collected and/or further processed.
must be kept secure and up to date;
will be held only as much as they are needed for the purpose;
will be held in a way to allow the subject of the information to see it on request.

Apart from the avoidance measures, the project will apply the following privacy principles:

Only staff of the partner organisations involved in the project and the pilots will have access to user data.

Participants will be treated with respect at all times and their anonymity will be protected.

Pseudonyms or codes will be used to replace any identifiers within the data.

Quotations may be included in reports and publications arising from the user interaction. Every quotation will be anonymised using e.g. a pseudonym.

Each time the partners will ask people to fill in questionnaire and/or to answer to questions related to personal data, the following sentence should be added on the document (questionnaire, interview text, email with questions, etc):

In compliance with The Data Protection Directive (95/46/EC) (national law, if applicable) we inform you that your personal data will be used and processed only in relation to the purpose for which they are collected. The data will be kept secure, kept only as much as they are needed for the purpose and held in a way to allow the subject of the information to see it on request.

You will have the right to object, on legitimate grounds, to the processing of data relating to you.

If you agree with the processing of your data according to the above, please sign here/tick this box

7. EVALUATION OF WHOLE PROJECT

The quality control of the project as a whole is conducted via self-evaluation and focuses on the following aspects:

1. Project Management and Dissemination
2. Project Consortium
3. Project Activities and Implementation of Intellectual Outputs
4. Self-assessment of each partner role in the project

For each of the different aspects a set of performance indicators have been established, which can be measured on a scale of 1 to 4, where: 1 = Not sufficient, 2 = Sufficient, 3 = Good, 4 = Excellent

The Quality Manager is responsible for the evaluation, each partner will be asked to score the indicators, after which the Quality Manager will elaborate an aggregate report with the view of all partners. Monitoring of the indicators takes place on a 6 monthly basis. A specific questionnaire has been developed for this purpose (Annex 3).

Whenever the Quality Manager identifies an aggregate result below expectations, the Project Coordinator will be signaled and a strategy for improvement of problem-solving will be initiated.

The Quality Manager can additionally conduct informal dialogues with some of the coordinator, partners and/or team members to drill deeper into the issues which might not be uncovered by a structured questionnaire.

The threshold for internal evaluation is 2 out of 4. Any score below will require action.

Performance indicator	Object of the evaluation
Project management and coordination	
Quality of Project management arrangements:	Clear understanding of the division of tasks and responsibilities, the timing and the procedures
Effectiveness of coordination by the project coordinator	Capacity of the project coordinator as for leadership and professional competences
Effectiveness of the monitoring and evaluation processes	Extent of implementation of the procedures described in the management handbook and the quality
Effectiveness of quality arrangements	Relevance and usefulness of the Quality Plan and the Quality Manager
Communication/exchange of information with the NA	Level of communication between coordinator and NA and level of sharing of information between the coordinator and the consortium
Project consortium and Partnership	
Good flow of communication among the partners	Quality of the communication and ability to favour confidence, open debate and continuous information of the people involved
Quality of the meetings	If the team has enough time/occasions to meet (virtual & face to face) to discuss, take decisions and solve problems

Performance indicator	Object of the evaluation
Mutual exchange among partners	If there is an interesting exchange of skills and ideas among the Partners
Understanding of the project:	If the team has a clear and shared understanding of the project rational, short and long-term objectives
Strong commitment to the project by each partners	Willingness to solve emerging conflicts in a constructive way and engagement of the people in the implementation
Mutual trust among the partners	Development of positive attitudes towards to the consortium and the shared responsibilities
Peer Support:	Effectiveness of peer support within each partner organisation and the actors involved
Project Activities and Results	
Quality of the project	Clear objectives, realistic timescale, consistency of the involved set of skills
Implementation of the workplan	Adherence to the workplan by all partners
Fulfilment of tasks	The partners respect the division of tasks
Respect for timetable of activities	The extent to which deadlines are respected
Quality of the dissemination activities	The extent to which the activities planned and implemented are able to give visibility to the project and to favour multiplier effect
Quality of the outputs and results	If tangible and intangible outcomes are of good quality
Integration into ongoing activities	The extent to which project results/actions will be integrated into the partners activities
Self-assessment of each partner role in the project	
Self-assessment on time management	The extent to which the partner has been able to respect workplan, tasks and deadlines
Self-assessment on WP progresses	The extent to which the partner is satisfied about the implemented tasks
Self-assessment on the difficulties encountered	The extent to which the partner is able to motivate and solve the problems

8. RISK AND CONTINGENCY PLAN

This section presents the process for implementing proactive risk management, a project management tool to assess and mitigate events that might adversely impact the project, in order to increase the likelihood of success. To this purpose, it is necessary to deploy methods for identifying, analysing, prioritising, and tracking risk drivers.

First it is necessary to define risk: risk is the effect of an event or series of events that take place in one or several stages of the project.

The risk, and its effects, may jeopardize the achievement of the overall project objectives, for this reason it is necessary to work on prevention and to have a clear risk and contingency plan.

The risk is computable from the *probability* of the event becoming an issue and the *impact* it would have. For this reason it is necessary to make a forecast of how likely is an event to happen and how bad the consequences will be for the project or parts of it. Also useful is to analyse the causes that brought that event to happen. The next step is to prevent a mitigation strategy and a contingency plan to reduce the negative impact.

The following table include a list of possible risks, likely causes, a forecast of impacts and probability and a suggestion for remedial actions.

Risk	Possible causes	Probability	Impact	Remedial Actions
Slow synchronisation among the partners	<ul style="list-style-type: none"> - Insufficient communication within the consortium members 	High	<ul style="list-style-type: none"> - Lack of coordination in the tasks implementation - Delay in the delivery of results and tasks fulfilment - Lack of coherence between deadlines 	<ul style="list-style-type: none"> - Implementation of management procedures - Strong coordination - Regular communication among the partners
Imbalance of workload	<ul style="list-style-type: none"> - Wrong estimation of workload - Weak integration of project tasks within other daily activities of the partner organisations 	High	<ul style="list-style-type: none"> - Delay in results delivery - Overlap with other tasks 	<ul style="list-style-type: none"> - Strong control of tasks and assigned resources - Re-definition of timeplan and deadlines, avoiding overall delay of the project
Intellectual Outputs planning not respected	<ul style="list-style-type: none"> - Lack of engagement among the partners - Underestimation of the time and resources 	Medium	<ul style="list-style-type: none"> - Delay of project outputs - Delay of next steps - Overlap with other tasks 	<ul style="list-style-type: none"> - Strong coordination by Project coordinator and Activity leader - Realisation of a dynamic calendar that can be adapted according to the delays and changes

Risk	Possible causes	Probability	Impact	Remedial Actions
Shortage of resources	<ul style="list-style-type: none"> - Wrong estimate of resources needed - Weak integration of project tasks within other daily activities of the partner organisations 	Medium	<ul style="list-style-type: none"> - Delay in results delivery - Lower quality of results 	<ul style="list-style-type: none"> - Early warning of budget and personnel problems (it allows to take action in time) - Flexible management of resources dedicated to the project - Agreement within the consortium about remedial actions
Inappropriate or insufficient development of dissemination materials	<ul style="list-style-type: none"> - Underestimation of the importance of dissemination materials and tools - Late development of tools and/or late execution of actions related to dissemination 	Medium	<ul style="list-style-type: none"> - Failure of the dissemination materials and tools to engage a high interest in stakeholders - Lack of multiplier effect 	<ul style="list-style-type: none"> - Review of dissemination tools according to the quality procedure - Updating of materials as the project is developed - Strong coordination of dissemination activities by WP leader - Active engagement of external agents and multipliers
Inappropriate collection and delivery of documents necessary for interim and final report	<ul style="list-style-type: none"> - Wrong estimation of skills need for the project within partner organisations - Late study of guidelines, template and documents needed - Beginning of work for reports too close to deadlines 	Medium	<ul style="list-style-type: none"> - Incorrect or inconsistent interim and final report submitted by the coordinator - Overload of work for the coordinator - Financial problems with the NA - Cut of the budget by the NA 	<ul style="list-style-type: none"> - Early preparation for interim and final report - Good and continuous communication with the coordinator well before the deadline - Day-by-day financial management
Insufficient involvement of target group	<ul style="list-style-type: none"> - Ineffective dissemination activities and tools - Late implementation of activities aimed to raise awareness and create understanding of the project objectives 	Low	<ul style="list-style-type: none"> - Weak participation of the target group in the evaluation phase - Low exploitation results 	<ul style="list-style-type: none"> - Strong and detailed dissemination strategy - Effective dissemination tools - Early involvement of the target: during the needs analysis and development of contents

Risk	Possible causes	Probability	Impact	Remedial Actions
Resistance to engagement by the target group	<ul style="list-style-type: none"> - Lack of involvement of the value representants of the target - Low quality and effectiveness of results 	Low	<ul style="list-style-type: none"> - Lack of exploitation of results by the end-beneficiaries 	<ul style="list-style-type: none"> - Attention to the results of the needs analysis - Involvement of the target group in the development of contents phase - Effective testing and evaluation activities - Final release of the training system tailored to the results of the pilot test
Insufficient competences and effectiveness	<ul style="list-style-type: none"> - Wrong estimation of skills need for the project within partner organisations - Changes in the staff of the organisations 	Low	<ul style="list-style-type: none"> - Low quality of deliverables - Increased need for subcontracting - Low quality of results 	<ul style="list-style-type: none"> - Selection of project teams according to the need skills and complementarities - Quality assurance procedure put in place early in the project - Flexibility within partner organisations in the re-allocation of staff people to the project
Problems with translation within different languages	<ul style="list-style-type: none"> - Unclear text in the original language - Wrong selection of translators 	Low	<ul style="list-style-type: none"> - Results do not provide the same information in all languages - Problems to understanding by end-users 	<ul style="list-style-type: none"> - Create key words which can be common of every result and they have the same meaning in order to be translated correctly - Use easy concepts and not complex language- Be clear and concise.

By following the table, it is possible to reflect on the causes of likely emerging risks, so to work on the prevention and the avoidance of problems. Nevertheless, risk are always possible, so it is necessary to study solutions and remedies, working particularly on a re-organisation of tasks and responsibilities able to keep under control the processes and to guarantee results fulfilment. In this respect, key words are flexibility and collaboration: by working together and in a transparent way, the consortium can better manage problems and find solutions to inconsistencies.

In order to detect risks occurring, including risks not yet identified in the present plan, it is important to implement the following actions:

- Constantly monitor the possible causes of the risk as listed in the table – All partner
- Respect and correct implementation of procedures described in the Management and Quality Plans – All Partners
- Coordination and monitoring of Intellectual outputs activities – Activity leaders
- Day-by-day coordination and monitoring of project implementation - PM
- Coordination and monitoring of Quality assurance procedures – QM

In case any of the partners of Shoes Made in EU project would detect an occurring risk, he/she should immediately inform the PM and the QM, that will in turn inform the Management Committee.

The MC will organise an extraordinary meeting (virtual meeting) to inform the consortium of the problem and to select the most appropriate mitigation strategy and remedial action.

Annex 1: Questionnaire for Meeting Evaluation

Please fill in the following questionnaire. Comments are not mandatory but really encouraged, in particular in case of negative answers.

Name:

Organisation:

PREPARATORY WORK	YES	NO	COMMENTS
1. Were information sufficiently supplied before the meeting?			
2. Did you get clear information about the tasks assigned to you in the agenda?			
3. Did you prepare the tasks you were supposed to?			
THE MEETING	YES	NO	COMMENTS
4. Did the meeting reach its objective?			
5. Are you satisfied with the discussions and the decision making process?			
6. Is there anything you would like to improve for next time? If yes, please explain what.			
7. Are there issues you would have liked to tackle or problems you would have liked to resolve? If yes, please explain what.			
WORK ENVIRONMENT	YES	NO	COMMENTS
8. Was the working environment satisfactory?			
9. Were the accommodation, food and logistic arrangements satisfactory?			
10. Was the participation of all partners active?			
11. Are there some frictions among partners? If yes, why?			
FOLLOW-UP	YES	NO	COMMENTS
12. Is there a clear and realistic timetable in place for next months?			

13. Are the tasks assigned to you for the future clear and reasonable?			
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FURTHER COMMENTS

Thank you very much 😊

Annex 2: Template for Quality Assessment of contractual results

To be filled in by the designated peer reviewer.

Intellectual Output: (please insert I.O. number)

Activity: (please insert name and number)

Reviewer: (please insert name of the person and of the organisation, including Partner number)

Completeness	Are the contents complete and cover the objectives of the result?	Yes / no Comments:
Clarity	Is the document clear in its meaning, language and organisation of contents? Also, is the content suitable for the end users/beneficiaries of the Project?	Yes / no Comments:
Comprehensiveness	Does it address all the issues described in the project plan?	Yes / no Comments:

Suggestions for improvement

Any other comment

Annex 3: questionnaire for 6 months Project evaluation

Dear Partner,

For the purpose of the evaluation of the Shoes Made in EU project, I would appreciate if you could kindly provide me with your opinions on the project management and implementation so far. At the same time you are kindly asked to put down your expectation, wishes and concerns in connection with the next phases of the project.

Your opinion is very valuable for the project coordinator and the whole consortium for continuing successfully with this project. Answering a questionnaire is not always a pure pleasure; nevertheless it is necessary for improving the quality of this project and its products. As such, this evaluation is an integrated part of the project workplan.

Please do consider the following instructions when answering the questionnaire:

- Please cast your vote per each question, bearing in mind that:
 - 1 = Not sufficient**
 - 2 = Sufficient**
 - 3 = Good**
 - 4 = Excellent**
- Please provide also some written text in the boxes foreseen, especially in the case of negative opinions and judgments: the explanation important to understand weaknesses and rooms for improvements
- Please only fill one questionnaire per partner organization. If you wish, you can internally collect opinions from your colleagues and respond to the question for all staff people involved in the project.
- Please return the filled questionnaire by the indicate deadline to antonella.tozzi@eurocreamercant.it

Please feel free to contact me in case you have any question.

Thank you very much for your understanding, your co-operation and your support!

Antonella Tozzi

Shoes Made in EU Quality Manager

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QUESTIONS/CRITERIA	1	2	3	4	Observations
Project Management and Coordination					
1. <u>Quality of Project management arrangements</u> : the partners have a clear understanding of the division of tasks and responsibilities, the timing and the procedures					
2. <u>Effectiveness of coordination by the project coordinator</u> as for leadership and professional competences					
3. <u>Effectiveness of the monitoring and evaluation processes</u> : the procedures described in the management handbook and the quality plan are put into practice					
4. <u>Effectiveness of quality arrangements</u> described in the Quality Plan and satisfaction about Quality Manager activity					
5. <u>Good communication/exchange of information with the NA</u> : between coordinator and NA and between the coordinator and the consortium					
Project Consortium and Partnership					
6. <u>Good flow of communication</u> among the partners: it allows confidence, open debate and continuous information of the people involved					
7. <u>Quality of the meetings</u> : the team has enough time/occasions to meet (virtual & face to face) to discuss, take decisions and solve problems					
8. <u>Mutual exchange</u> : there is an interesting exchange of skills and ideas among the Partners					

QUESTIONS/CRITERIA	1	2	3	4	Observations
9. <u>Understanding of the project</u> : the team has a clear and shared understanding of the project rational, short and long-term objectives					
10. <u>Strong commitment to the project</u> by each partners: willingness to solve emerging conflicts in a constructive way and engagement of the people in the implementation					
11. <u>Mutual trust among the partners</u> : development of positive attitudes towards to the consortium and the shared responsibilities					
12. <u>Peer Support</u> : effective peer support within each partner organisation and the actors involved					
Project Activities and Results					
13. <u>Quality of the project</u> : clear objectives, realistic timescale, consistency of the involved set of skills with the activities					
14. <u>Implementation of the workplan</u> : adherence to the workplan by all partners					
15. <u>Fulfilment of tasks</u> : the partners respect the division of tasks					
16. <u>Respect for timetable of activities</u> : the deadlines are respected					
17. <u>Quality of the dissemination activities</u> : the activities planned and implemented are able to give visibility to the project and to favour multiplier effect					
18. <u>Quality of the outputs and results</u> : tangible and intangible outcomes are of good quality					

QUESTIONS/CRITERIA	1	2	3	4	Observations
19. <u>Integration into ongoing activities:</u> the extent to which project results/actions will be integrated into the partners activities					
Self-assessment of each partner role in the project					
Time management					
20. Until now, your activities have taken place according to your workplan and timing					
21. Until now, you have respected the deadlines for delivering products					
22. The workload has reflected your estimation					
Activities progress					
23. Until now, you have undertaken all activities you were supposed to and delivered all the products you were in charge of					
24. Until now, you are satisfied with the quality of your activities or products					
25. If you have encountered difficulties in implementing your tasks, it was due to: Time difficulties? Language difficulties? IT skills difficulties? Incompatible resources? Communication problem? Intercultural sensitivity? Coordination? How do you plan to face and solve those difficulties in the future? Please explain					

Please describe at least one weakness and one strength of the project

Further comments

Annex 4: Results peer review

Partner	Name of peer reviewer
P1: POLISH CHAMBER OF SHOE AND LEATHER INDUSTRY (PL)	
P2: LEATHER INDUSTRY INSTITUTE (PL)	
P3: LODZKIE REGION (PL)	
P4: CONFEDERATION EUROPEENNE DE L'INDUSTRIE DE LA CHASSURE (BE)	
P5: CENTRO TECNOLOGICO DO CALÇADO DE PORTUGAL (PT)	
P6: INTERNATIONAL SHOE COMPETENCE CENTER (DE)	
P7: CRISTAL CLEAR SOFT (EL)	
P8: EUROCREA MERCHANT (IT)	

Annex 5: Template for external evaluation of project events

Dear Participant, please fill in the following questionnaire to give us a feedback on the event you attended.

QUESTIONS	Yes	No	Observations
Organisation of the event			
1. The agenda and planning of the event were clear?			
2. The choice of the location and equipment were appropriate?			
3. The selection of attendees has been appropriate?			
4. Sufficient prior information have been issued to the participants			
5. The organisers dedicated sufficient attention to logistics and practical details, such as catering, special needs (dietary for example), accommodation (if relevant)			
Effectiveness and relevance of the meeting			
6. The contents were relevant to the aim of the event?			
7. The speakers were appropriate, in terms of competences and communication skills?			
8. Do you think the event was effective to promote and disseminate SMARTOUR results?			
Satisfaction of participants			
9. Do you feel satisfied about the information acquired during the meeting?			
10.			

QUESTIONS	Yes	No	Observations
11. Do you feel satisfied about the networking opportunities offered by the event? (opportunity to meet and exchange information with stakeholders and potential partners)			

Which type of organisation/company you work in?

Thank you very much for your contribution.

In compliance with The Data Protection Directive (95/46/EC) (national law, if applicable) we inform you that your personal data will be used and processed only in relation to the purpose for which they are collected. The data will be kept secure, kept only as much as they are needed for the purpose and held in a way to allow the subject of the information to see it on request.

You will have the right to object, on legitimate grounds, to the processing of data relating to you.

If you agree with the processing of your data according to the above, please sign here
