PROJECT MANAGEMENT PROCEDURES OF WamPPP

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Definitions, acronyms and abbreviations

Acronym	Title
CB	Consortium Board
CCB	Change Control Board
CO	Confidential, only for members of the Consortium (including the Commission Services)
eCR	Change Request
D	Demonstrator
DL	Deliverable Leader
DM	Dissemination Manager
DMS	Document Management System
DoW	Description of Work
Dx	Deliverable (where x defines the deliverable identification number e.g. D1.1.1)
EU	European Union
FM	Financial Manager
LFM	Logical Framework Matrix
MS	Microsoft Corporation
MSx project	Milestone (where x defines a project milestone e.g. MS3)
Mx	Month (where x defines a project month e.g. M10)
O	Other
P	Prototype
PC	Project Coordinator
PM	partner Project Manager
PO	Project Officer
PP	Restricted to other programme participants (including the Commission Services)
PU	Public
QA	Quality Assurance
QAP	Quality Assurance Plan
QM	Quality Manager
R	Report

RE	Restricted to a group specified by the Consortium (including the Commission Services)
STEP	Standard Technology Evaluation Process
WP	Work Package
WPL	Work Package Leader
WPS	Work Package Structure

1
INTRODUCTION

1.1. INTRODUCTION

Quality Assurance Plan (QAP) presents a set of quality procedures, that will be implemented/applied during the WamPPP project.) The deliverable at hand defines the project organization, roles and responsibilities with emphasis on the quality control and quality assurance activities that will be carried out. It describes how the project will execute its day-to-day activities from a quality perspective, and ensures that standards, processes, and procedures are defined and their execution is continuously monitored and improved. A reference to all the necessary mechanisms and structures for the management and administrative coordination of the project capitalizing on the governance, change management, communication plan, project calendar, stages, milestones and reporting roles, as well as responsibilities for all the partners.

The QAP is mandatory material for each project team member to read. Adherence of processes and procedures, set out in this plan, are mandatory for all activities carried out within the project.

The project content with detailed description of work packages, is presented in Call for Proposal EAC/A04/2014 - Waste management curricula development in partnership with public and private sector / WamPPP" - DETAILED DESCRIPTION OF THE PROJECT"- Annex 1

1.2. MILESTONES

Project milestones are presented in DETAILED DESCRIPTION OF THE PROJECT "the end of each work package in section H Work package description.

1.3. WORK PACKAGE STRUCTURE

A detailed work package structure is presented in PROJECT APPLICATION FORM within part H. Each work package is consisted of precisely defined structure, defined outputs, advances, risks, timetables etc. (Annex 2 -LFM)

1.4. DELIVERABLES

A detailed deliverable list is presented in the (Annex 2- LFM), in description of every work package within part H.

1.5. DOCUMENT COMPOSITION

This document is consisted of the following chapters:

Part 1: Introduction

Part 2: Presents the overall strategy and approach of managing the project, including the management structure, partner roles and responsibilities, procedures, baselines, milestones and indicators.

Part 3: This part determines the baseline performance of WamPPP in terms of schedule, resources, costs and overall quality.

Part 4: Presents the way of the project's handling/caring of changes to the established plans and baselines.

Part 5: Presents the communications flows, instruments and guidelines of the project.

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PROJECT MANAGEMENT APPROACH

2.1. INTRODUCTION

Overall, project management encompasses technical, financial and administrative coordination as well as the supervision of various activities within the project. To manage a joining project like WamPPP from the viewpoint of its complexity and demands, we need a good organization and flexible management structure. Decision-making processes, have to be a transparent to both encourage project development and foster confidence amongst the project Consortium. Also, conflict management has to be focused on prevention and be apparent from project commencement. Pragmatic, fast and clear decision-making and communication pathways and prompt reporting mechanisms are necessary.

2.2. OVERALL MANAGEMENT STRATEGY

WamPPP project management is founded on the project plan and it is a part of the contract with the EACEA. It draws from the Technical Annex I the project scope and baselines. The Grant Agreement is based on the contract with the European Commission and is another legal instrument establishing the fundamental rights and obligations in the relationships between partners. In the metaphor of project management being a building, the technical Annex I is the foundation and the Grant Agreement/Partnership agreement Annex 3 the skeleton. All other parts of project management rely on these two. Quality and risk management are the external walls. They permeate all activities of the project and act as safeguards. Quality is assured and risks are assessed for both project products and project management practices. All activities end with the communication of decisions, changes and actions to Consortium members and the European Commission. These are the activities which bound project management for WamPPPP as it is shown in the table below.

quality management	communication management			risk management
	change management			
	cost management	Scope management	Schedule management	
	procurement management		staff management	
	Consortium agreement, Grant agreement, PS Agreement			
	Technical Annex, Project scope and baseline			

Figure 1. Management structure of WamPPP

The core activities which ensure the project stays on track are the scope, cost and schedule management. They keep the project in line with what the Technical Annex I prescribes the project should do, cost and how long it should take to accomplish its objectives respectively. Procurement management describes how to handle purchases, while staff management defines the needs in terms of people, their roles and who is going to fill those roles. The relationship between coordinator and members of the Consortium is that of partnership and not subcontracting. As such, the Coordinator does not have the authority to impose procurement and staffing practices or plans to partners. Individual partners manage these issues internally. Additionally, different overreaching institutional policies and national laws regulations place different demands which make these issues best left to partners to manage.

Nonetheless, they have an impact on the core activities of project management, thus claiming a place in the project management architecture. The core activities of project management lead to decisions and changes in both the work of the project and its management. These are managed through change management which feed into communications management ensuring information reach all appropriate audiences. The quality management contributes in establishing the relevant to the project quality control and quality assurance activities for ensuring an efficient collaboration among the Consortium partners and delivery of project results, whereas the risk management is necessary for providing the process and techniques for the evaluation and control of potential project risks, focusing on their precautionary diagnosis and handling.

2.3. PROJECT MANAGEMENT STRUCTURE/APPROACH

The WamPPP project management takes into account all the partners interests and expertise, including transparent activities, in order to ensure an effective project's time-plan and execution. The main objectives of the project management that have been defined are to:

- ensure the effective administrative, financial and technical management of the project,
- identify quantifiable and targeted measurement criteria of project progress and clear milestones,
- ensure that the project results are achieved within the proposed resources (time, cost, resources),
- to apply quality assurance measures to all project related procedures and products,
- to provide successful dissemination of project's results and apply efficient exploitation activities and finally
- strengthen the co-operation of all project partners and external participants
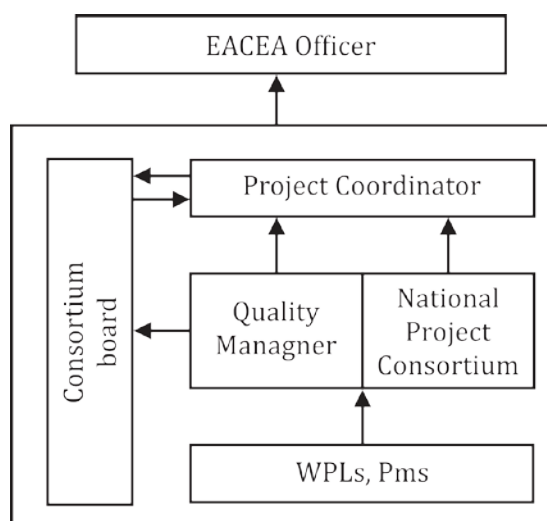
Figure 2. WamPPP management bodies

The basic philosophy of this structure is that, although the Consortium Board CB and project coordinator PC, have the ultimate responsibility for the output and outcome of the project, the day to day management is delegated to the National Consortium Board NCB- national level, work packages leader WPL wp level and project managers PM – institutional level. The Work Package leaders fulfil the role of the project manager within each Work Package and are responsible of reporting directly to the Project coordinator, who in return has to report to the European officer.

2.4. ROLES AND RESPONSIBILITIES

Table 1: Table of Roles and Responsibilities

Roles	Responsible	Responsibilities
	Consists of the Project Coordination Committee and leaded by the represented of the Grant holder - Dejan Blagojević - CB	Is the highest-level authority of the project having the overall responsibility of technical, financial and administrative body management of the WamPPP project and covering dissemination and exploitation issues. The CB is responsible to monitor and evaluate the progress of the project and take all decisions by voting procedures. The CB will convene at least every three to six months and will be chaired by the Project Coordinator. The CB assumes the overall management responsibility on behalf of the partners; takes decisions and approves changes in work-plan, resource allocation, deliverables, Consortium Agreement, etc.; approves deliverables submission; and reviews the project as a whole. It may differ decisions of broader interest to the project to be taken by the Consortium as a whole. The decisions of the CB are communicated to the Consortium either through meetings and recorded in their minutes, via the mailing list or through official letters.

Project Coordinator (PC)	Dr. Aleksandra Boričić, VTS Nis	Chair of the CB and the single contact link with the European Commission as the authorized representative of the project Consortium. Furthermore, in WamPPP project, which is an international research project with cross national and institutional borders, the PC faces the challenge of coping not only with different national languages and disciplines but also with different professional and institutional languages and cultures.
		The main task of the WamPPP PC is to navigate between the conflicting demands of time, resources and activities, where he has to constantly weigh these demands against each other and trade off one against the other. The PC's main responsibilities are: - Organizes and chairs plenary meetings. - Supports the meetings of the project's committees and teams as well as the major partnership meetings (preparation, agenda, support during the events, and circulation of minutes, presentations and proceedings). - Organizes the project's resources and controls the project's budget. Handles the financial aspects of the project (contracts, payments) in collaboration with the FM. - Controls the schedule of activities (time-plan of the tasks, critical tasks) and the allocation of manpower. - Ensures the effectiveness of the project's internal information services. - Controls the quality of information flows (reviews) in collaboration with the QM. - Formulates and adjusts WamPPP strategic objectives in coordination with the CB. - Resolves conflicts between partners, according to the set up rules, extending them if necessary. Ensures that all deliverables will be available on time to the Commission and/or project partners. - Liaises with and reports to the Commission on all matters concerning the project. - Liaises with related European projects in collaboration with the DM. - Approves with all WP plans; - Communicates with the Project Officer in case of change of a deliverable, or deliverable submission date. - Informs the Project Officer in case of change of project work-plan and provides the Project Officer with the new project plan; - Submits progress reports to the European Commission services; proposes the agenda in plenary meetings and CB meetings;

		- Undertakes quality control of contractual deliverables in collaboration with the QM; - Has the overall responsibility for the submission of the deliverables to the Commission.
National Consortium Board NCB	Dejan Blagojevic Branko Savić Vera Petrović Đorđe Mihaijlović Živko Stijelja	National Project Board , has the task of coordinating all activities aimed at the implementation of project activities between eight partners from Serbia. This body shall coordinate all activities related, accreditation of study programs, accreditation courses for industrial partners, procurement of equipment and laboratory accreditation. Then, harmonization of financial procedures, the promotion of the results of projects at the national level, and etc.
Quality Managers (QM)	Matija Sokola	In charge of assessing the deliverables' quality, supervising the testing phases, scheduling appropriate evaluation scenarios and verifying compliance with all quality evaluation policies and procedures. Moreover, QM is also responsible to detect risks as early as possible and plan systematic activities to ensure achievement of quality objectives. The QM, in close cooperation with the STM and the respective WP Leader, will be responsible to assess the technical deliverables and approve their release guaranteeing the highest possible quality. Furthermore, the creation and maintenance of the Quality Plan, defining processes, rules, standards, success/risk criteria and project metrics are in the responsibilities of the QM.
Work Package Leaders (WPL)	WPLs are listed in WP descriptions: Work package description' in the Annex I	Responsible to perform the actual project work, monitor and manage the activities within the respective WP and match the expected project results with the strategic and research directions of the project. Moreover, they are also responsible to guarantee the highest quality of the deliverables that have been assigned to them assisted by the Task Leaders (TL) that have been defined in the WP and Task description section. Each TL will directly report to the related WPL and assist him/her in the coordination of Task's activities
Project manager	Dejan Blagojević Branko Savić Vera Petrović Borivoje Rodić Đorđe Mihailović	Project manager PM, deals with all matters related to the implementation of project activities at the institutional level. PM, determines the representatives 'of institutions in work packages, keep records on realization of activities, create a schedule of activities implementation of at the institutional level. PM is, engaged and responsible for the financial issues at the institutional level. PM submit the reports to the project coordinator and others.

2.5. MANAGEMENT PROCEDURES

Project and quality management activities will ensure the proper implementation of the project plan and the realization of its objectives. Decisions will normally be taken by the responsible team members based on the work to be performed, as stated in the Contract, the Description of Work (DoW) and the individual Work Package or Task plans.

During the project the participating organizations will have to reach an agreement and resolve various technical and scientific issues. This agreement/resolution can be reached by informal contact as a first step, followed by official verification by means of e-mail, letter or minutes. Technical issues/conflicts within the given contractual commitments that do not involve alterations in contract (DoW), in budget (grant agreement, DoW) and in the overall focus will be initially handled on the Work Package basis.

In the event of a project conflict among partners, the later should attempt to resolve conflicts among themselves in good will and an amicable manner given the professional nature of the organizations involved and maintaining the project's success as the ultimate goal. If the dispute cannot be resolved, partners will escalate the issue according to the following principles:

- The WP leader will be informed for the issue/conflict that came up.
- The WP leader will arrange and lead a discussion among the WP team. In case of an agreement the PC will be notified as no further actions are needed.
- In case an agreement is not reached the PC will then intervene and organize a meeting/ discussion among the responsible partners.
- In case the issue is solved the Project Coordinator will notify the Consortium Board . Otherwise, a Consortium Board will be organized in order to resolve the issue and take the final decision, which must be accepted by all involved partners. The rules of voting in this case are described below.

In case a Consortium Board is called for resolving a conflicting issue the following will apply. Chairman of the Consortium Board is the Project Coordinator, having also the decisive vote in case of equal votes and each member of the Consortium Board has a single vote. The Consortium Board is considered a quorum if more than 50% of the participants are present and takes decisions about major modifications in the implementation plan, financial issues, acceptance of new parties, setting an amendment to the EACEA grant agreement, and modifications to the Consortium Agreement. These decisions require a 75% majority of all participants, while for any other decision not falling in any of the categories described above, a majority of both the votes and the participants is mandatory. Finally, a veto is possible to be issued in the case of Inclusion/acceptance of new parties as well as in the case a new peril exists that has not been previously identified and resolved.

3
PROJECT BASELINES

3.1. INTRODUCTION

The project's baseline is used to measure how performance deviates from the plan and it is defined as the original scope, cost and schedule and must be completely documented before the project execution and control activities are initiated. Of course the project performance measurement would only be meaningful if an accurate baseline is set. Once the project is initiated, the project's baseline is put under change control to enable the evaluation of any further change and/or impact on the project. In the event where there is a change to the project baseline, the new baseline is redefined as the original plan plus the approved changes. The project scope is defined by project application documents and presented in Annex 1 of this document, where a reference to the project original cost and schedule is made within this chapter. In addition, a section is dedicated to the quality baseline that records the minimum project indicators which are an important performance management tool for the project to help measure progress in achieving the associated goals and meeting the basic requirements.

3.2. SCHEDULE BASELINE

The Overall Gantt in section Annex 4. presents the schedule baseline of the project.

3.3. RESOURCE CALENDAR

The resource calendar indicates the overall visage effort resource consumption spends by all Work packages in person-months per month for the whole project duration. This is derived by cumulating the individual planed effort resource spends by each partner at the beginning of the project according to the efforts declared within the xls file used for project scheduling as explained in section 9.2. Each PM is responsible of submitting to the PC at the beginning of the project their planned efforts for the whole project duration in relation to the Tasks where assigned person months are allocated, and the PC is responsible for generating a consolidated version of it for the whole project.

3.4. COST BASELINE

The cost baseline concerns the amount of money that the project is predicted to cost and when that money will be used. This is derived according to the project Budget (Annex 5)

In essence, the cost baseline converts efforts to personnel cost per month, including indirect, other costs and subcontracting expenses. For the calculation of the project cost baseline the same policy as with the definition of the resource calendar described above is applied. In this instance, all Consortium partners at the beginning of the project will need to provide the PC with their planned

expenses per month, and their average person rate in case this is different from what it is documented in the Annex 5.

3.5. QUALITY BASELINE

Project indicators are an important performance management tool for projects to help measure progress in achieving their goals and meeting requirements, hence, it is important that the chosen success criteria are quantifiable and critical to the success of the project. These indicators are chosen to be: direct (no complex calculations), objective, adequate, practical, and reliable. This section provides performance indicators for meeting the specific objectives of the project in the table below. The table will be reviewed, updated and refined during the course of the project through the scope and change management processes to ensure that all partners have the opportunity to contribute to the discussion and help select the appropriate performance indicators for the project.

The project will be measured against its performance indicators at a number of stages: (i) the annual project reviews; and within additional internal quality reviews. The results of performance measurement and evaluation (indicators and their values) will be part of the progress reporting to the European Commission.

4

CHANGE MANAGEMENT PLAN

4.1. INTRODUCTION

The Change Management Plan sets expectations on how the approach to changes will be managed, what defines a change, role of Consortium Board, and the overall change management process. All Consortium members are expected to submit or request changes to the WamPPP project in accordance with this Change Management Plan and all requests and submissions will follow the process detailed herein.

4.2. CHANGE MANAGEMENT APPROACH

The Change Management approach for the WamPPP project will ensure that potential changes are described adequately, reviewed, and agreed upon so they can be properly implemented and communicated to all Consortium members. This approach will also ensure that only changes within the scope of this project are approved and implemented.

The Change Management approach is not to be confused with the Change Management Process which will be detailed later in this plan. The Change Management approach consists of three areas:

- Ensure changes are within scope and beneficial to the project
- Determine how the change will be implemented
- Manage the change and its impacts as it is implemented

The Change Management process has been designed to make sure this approach is followed for all changes. By using this approach methodology, the WamPPP project will prevent unnecessary changes from occurring and focus its resources only on beneficial changes within the project scope.

4.3. DEFINITIONS OF CHANGE

There are several types of changes which may be requested and considered for the WamPPP project. Depending on the extent and type of proposed changes, changes to the project documentation (i.e. project contract, internal or external deliverables, reports and other documentation) may be required. Additionally, the communication of these changes may need to include any approved changes into projects plan and ensure all Consortium partners are notified. Types of changes include:

- Scheduling Changes: changes which will impact the approved project schedule i.e. schedule baseline. These changes may require fast tracking, crashing, or re-baselining the schedule depending on the significance of the impact.
- Budget Changes: changes which will impact the approved project budget. These changes may require reallocation of budget. May require changes to the cost baseline and a contract amendment. Under any circumstances, no additional overall project funding will be approved.

- Effort Changes: changes which will impact the effort allocated to specific tasks. Depending on the size of these changes, they may require contract amendment. For minor changes to the planned effort allocation partners with the involvement of WP leaders can address these issues between them while keeping the CB informed.

- Scope Changes: changes which are necessary and impact the project's scope which may be the result of unforeseen requirements. These changes will be reported and documented in project reports.

- Quality Changes: changes which will impact the quality of project deliverables. Depending on the extent of the impact on quality, these changes may require the modification of impact indicators and the contract with the European Commission. These changes may be reported and documented in project deliverables and reports.

- All changes must be communicated to the CB and examined for their impact to scope, budget/effort, schedule and quality.

- The Project Coordinator (PC) must ensure that any approved changes are communicated to the Consortium partners. Additionally, as changes are approved, the Project Coordinator must ensure that the changes are captured in the project documentation where necessary and is ultimately responsible for their changes. These document updates must then be communicated to the Consortium partners as well.

4.4. CONSORTIUM BOARD AND CHANGE MANAGEMENT PLAN

- The Consortium Board (CB) is the approval body for all change requests pertaining to WamPPP. For major changes affecting the contract and/or have overreaching impact to the project, the CB will put the changes for approval to the EACEA and/or Consortium. The CB reviews all change requests, determines their impacts on the project risk, scope, cost, and schedule, and filters change requests.

- As Change Requests (CR) are submitted to the TLs, WPLs by the project team members, they rate them and forward the to the PC. All change requests will be reviewed during the CB meetings. For a change request to be approved, all CB members must vote in favor. For changes impacting the contract, the CB will consult the European Commission and initial a contract amendment. In the event more information is needed for a particular change request, the request will be deferred and sent back to the requestor for more information or clarification. If a change is deemed critical, an ad hoc CB meeting can be called in order to review the change prior to the next scheduled CB meeting.

4.5. ROLES AND RESPONSIBILITIES

The following are the roles and responsibilities for all change management efforts related to the WamPPP project:

Role	Responsibilities	Authority
Project Coordinator (PC)	✓ Log received or generated all change requests from Consortium members ✓ Conduct preliminary cost, schedule, scope analysis of change prior to CCB meeting ✓ Seek clarification from change requestors on any open issues or concerns ✓ Make documentation revisions/edits as necessary for all approved changes ✓ Participate on CCB meeting ✓ Maintains the Change Log ✓ Plans, controls and monitors the implementation of approved change requests	
Quality Manager (QM)	✓ Receive and/or generate all change requests from Consortium members and inform the PC ✓ Conduct preliminary risk and quality analysis if change prior to CCB meeting ✓ Seek clarification from change requestors on any open issues or concerns ✓ Make documentation revisions/edits as necessary for all approved changes ✓ Participate on CCB meeting ✓ lanes the implementation of approved change requests	
Work Package Leaders (WPL), Task Leaders (TL)	✓ Receive and/or generate, filter all change requests from Consortium members and inform the PC ✓ Conduct preliminary cost, schedule, scope analysis of change prior to CCB meeting	Assign priority (i.e. emergency or not) and level of impact (i.e. high, medium, low) on each change request

		✓ Seek clarification from change requestors on any open issues or concerns ✓ Make documentation revisions/edits as necessary for all approved changes ✓ Participate on CCB meeting ✓ Plans the implementation of approved change requests ✓ Provide feedback as necessary on impact of proposed changes ✓ Implements and tests approved Changes		
Consortium Board (CB)	♦ Reviews and prioritizes all the Change Requests ♦ Accepts or Rejects Changes provided the PC	Approves/Rejects Changes provided the PC	✓ Reviews and prioritizes all the Change Requests ✓ Accepts or Rejects Changes provided the PC	Approves/Rejects Changes provided the PC

4.6. CHANGE CONTROL PROCESS

The PC has overall responsibility for executing the change management process for each change request. The Change Control Process for the WamPPP Project will follow the steps below.

	WHO	to Whom			
1	Identify the need for a change – Change requester will submit a change request via e-mail and Trello, up the project hierarchy. The e-mail should contain at minimum the following information: Description of the cause of the request Description of the change requested Description of the suggested solution Impacts to schedule, budget, effort, scope, risk and quality	Consortium partner	CB, QM, WPL, TL	Immediately	Initiated
2	Will conduct a preliminary analysis on the impact of the change to risk, cost, schedule, quality, risk and scope	QM, WPL, TL	PC	Immediately	Initiated

	and seek clarification from team members and the change requestor. They will determine its priority (i.e. Emergency or Standard) and impact (i.e. Critical, Significant, Standard) and forward to the PC along with a decision to continue to discuss the request or not.	23			
3	Logs the change request and decides to forward to the CB immediately or wait until next CB meeting.	PC	CB	Immediately	Logged
4	The CB members will conduct a full analysis on the impact of the change to risk, cost, schedule, quality, risk and scope and seek clarification from project partners and the change requestor.	CB	CB	As needed	Evaluation

5

COMMUNICATION MANAGEMENT PLAN

5.1. INTRODUCTION

- The Communications Management Plan sets the communications framework for WamPPP. It will serve as a guide for communications throughout the life of the project and will be updated as communication requirements change. This plan identifies and defines the roles of WamPPP project partners as they pertain to communications. It also includes a Communications Matrix which maps the communication requirements of this project, and communication conduct for meetings and other forms of communication. A project team directory is also included to provide contact information for all partners directly involved in the project.

5.2. COMMUNICATIONS MANAGEMENT APPROACH

- The Project Coordinator will take a central and proactive role in ensuring effective communications on this project. The communications requirements are documented in the Communications Matrices presented in this document. The Communications Matrices will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it and to whom to communicate.

Overall information flow within the project will be ensured by:

- The exchange of internal technical and business documents.
- Notification of relevant new publications in the literature, or by the standardization bodies.
- Reports from external meetings, if any.
- All technical documentation generated by the project should be exchangeable in electronic format, according to the guidelines described in section 5.5.
- Exchange of information will mainly occur with the help of the project's document management system (DMS) and by e-mail.
- Urgent correspondence over e-mail will be sent with a request for explicit acknowledgement and indicated in the title with "URGENT".
- Ordinary mail will be used for strictly formal correspondence, i.e. when executive signatures are required.
- Web based document repository will be made available through the document management system.
- Management and coordination of formal project reporting is implemented through the WP6 i WP7.

5.3. PROJECT TEAM DIRECTORY

WamPPP maintains a listing with communication information for all people identified in this communications management plan as well as additional members of the project partner organizations contributing to the project. This contact information provided in the following table should to be used to communicate with the partners (see Main project contacts.docx).

5.4. COMMUNICATION CHANNELS

This section presents several communication matrices with all the types of communication needs which have been identified in the context of the project such as meetings, reports, reviews etc. In addition, the attributes of each identified type are specified (see project meeting matrix).

5.4.1. Dissemination, Pilots, Validation and Training Events Matrix

This matrix should include the envisaged meetings that will be scheduled in the context of WP1- and WP7 in relation to the validation and verification of the WamPPP Info structure. The contents of this matrix should be populated by the leaders of the respective WP tasks following the below table template (see other project matrix, report project matrix)

5.5. COMMUNICATION GUIDELINES

5.5.1. Meeting Guidelines

Meeting Requests

Meetings will be organized using Trello online service (http://www.trello.com) for determining the dates most partners are available. The meeting chair is responsible for initiating meeting organization. Meetings will be collocated when possible to minimize expenses and travel time of partners. For example, plenary and technical meeting are scheduled to occur together, on different schedules, so partners can attend. The strategy is to hold fewer but larger meetings in order to reduce costs.

Participants to Meetings

All partners are required to be present to meetings either themselves or through substitute or proxy. Additionally, they must participate in a cooperative manner.

Meeting Agenda

For face-to-face meetings, meeting Agenda will be prepared by the meeting chair and distributed 10 business days in advance of the meeting following the template of Annex 7 (templates); the meeting

agenda is also maintained within the DMS. Any partner can add an item to the original agenda by written notification to all of the other partners up to 2 days before the meeting. During the meeting the Consortium can add new items on the agenda following a unanimous decision. Any agenda item requiring a decision from the Consortium body must be identified as such on the agenda. For Telco meetings the same policy applies with the only exception on the meeting announcement date that may be less than a week.

Meeting Minutes

Meeting minutes will be distributed within 10 business days following the meeting by the chair, according to the template of Annex 7; the meeting minutes template is also maintained within the DMS. All decisions become biding after they have been recorded in the meeting minutes and the meeting minutes have been accepted by the participants.

Meeting Chair Person

The Chair Person is responsible for distributing the meeting agenda, facilitating the meeting and distributing the meeting minutes. The Chair Person will ensure that the meeting starts and ends on time and that all presenters adhere to their allocated time frames.

Resources for Meetings

Budget for meetings has been allocated and can be found under section Annex 6.

5.5.3. Deliverable Preparation Guidelines

A total of 44 deliverables will need to be submitted to the EACEA in the course of WamPPP. To ensure smooth and timely delivery of deliverable as well as homogeneous presentation, a set of guidelines in for the preparation of deliverables is presented here.

5.5.3.1. Deliverable Types and Confidentiality Levels

The deliverables are classified according to the following types:

> P: Prototype
>
> R: Report
>
> D: Demonstrator
>
> O: Other

Insofar the confidentiality of deliverables and other documents, including presentations, is concerned, the following four (4) levels of security are considered:

PU: Public Usage. No restrictions on access (in secured PDF format).

PP: Restricted to other programme participants (including the Commission Services).

RE: Restricted to a group specified by the Consortium (including the Commission Services).

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

5.5.3.2. Deliverable Preparation and Peer Review Process

All deliverables should be formed according to the Deliverable template of Annex C; this template is also maintained within the DMS. The template provides a deliverable identity sheet and specifies formatting for the most used elements of deliverable report. The partners responsible for the deliverable (deliverable leader - DL), are required to ensure that before releasing the first deliverable draft to partners, it is in the correct template, specified format and the identity sheet is complete. The table below shows the indicative process for preparing deliverables.

Who	Action	To Whom	Duration
DL	Prepares Table of Content (ToC) and Circulates	Contributing Partners	2 weeks from deliverable starting date
DL	Updates ToC according to comments Proposes Assignments on the ToC and agree with the contributors Circulates the document to those involved	Contributing Partners	1 month from deliverable starting date
Contributing Partners	Work on the document Issue intermediate releases	Contributing Partners	Ad Hoc
DL	Consolidates all input Issues 1st complete draft Circulates for comments	Contributing Partners and WPL	1 month before submission
DL	Updates document addressing comments received Circulates final draft for comments	Internal Deliverable Reviewer (see following sub-section)	2 weeks before submission
Internal Deliverable Reviewer	Returns document with comments and MS-Word track changes	DL	1 week before submission
DL	Updates document addressing comments received and produces its final release Forwards deliverable to WPL and QM for quality inspection	WPL, QM	3 days before submission

QM	Final approval (if not approved it returns immediately back to the DL for revision)	PC	2 days before submission
PC	Submits Deliverable to the European Commission Places the submitted PFD version on the DMS under the respective WP folder	European Commission	1 day before submission

5.5.3.3. Deliverable Reviewers List

The following table lists the internal reviewers assigned per Deliverable. During the course of the project a number of external reviewers (from the Quality manager to be established; see section 2.3) may be also assigned to a specific Deliverable according to the needs of the later.

List of Deliverable Reviewers **Del. No.**	**Deliverable title**	**Leader**	**Internal Reviewer**	**Delivery Date**	**Dis. Level**

Partners have been allocated effort, travel and meeting organizations budgets to carry out activities in relation to these tiers. Even though, they have been assigned these funds under their own budget they should undertake activities only after consulting the Dissemination Plan (D1.5.1), their respective Task Leader-TL and DM dissemination leader on institutional level The DM will log planned activities in the project calendar which will be made public in the project website.

After executing dissemination activities, partners are responsible for providing relevant information (i.e. type of event, when and where it was held, target audience and number of attendants, number of dissemination material handed, contacts made, photographs from the event, contact lists and etc.) to the DM. The DM as dissemination leader will maintain a log of dissemination activities and publications with minimum information (table list of publications).

5.5.4. Dissemination Guidelines

As such, the dissemination leader is responsible for the dissemination of the project results focusing on 3 major communication tiers:

Tier 1: Mission Awareness Campaigns

Tier 2: High Level Dissemination of WamPPP

Tier 3: Affiliation and Synergies

Partners have been allocated effort, travel and meeting organizations budgets to carry out activities in relation to these tiers. Even though, they have been assigned these funds under their own budget they should undertake activities only after consulting the Dissemination Plan (D.5.1), their respective TL and DM-dissemination manager at institutional level. The DM will log planned activities in the project calendar which will be made public in the project website. Internal monitoring about realization of Dissemination plan can be follow up on Trello with Board WP5-Dissemination.

After executing dissemination activities, DM are responsible for providing relevant information (i.e. type of event, when and where it was held, target audience and number of attendants, number of dissemination material handed, contacts made, photographs from the event, contact lists and etc.) to the WP5-leader. The DM as dissemination leader will maintain a log of dissemination activities and publications with minimum information to the example tables below:

Table 2: Dissemination Plan

Identification number	Project Outputs/Outcomes	Activity, channel, tools	Date	Students	Companies	Employees	HEI	Teaching staff	Social groups	Policy makers	Associations in WM	Project partners	Responsible organization/person	Contribution organization/person	Link/Format	Notes
1		Newspapers "Narodne novine"	14.12.2016						SG4				P1		Skenirano - .pdf	
2		Regional Tv "Belami"	14.12.2016						SG4				P1		http://www.belami.rs/novi-projekat-iz-oblasti-upravljanja-otpadom/	
3		Građanin - Web portal	14.12.2016						SG4				P1		http://www.gradjanin.rs/vts-nis-uspesno-pocela-projekat-upravljanja-otpadom/	
4		Regional Tv "Belami"	15.12.2016						SG4				P1		Gostovanje u jutarnjem programu (očekujemo video materijal)	
5		TV "Zona plus"	15.12.2016						SG4				P1		Gostovanje u jutarnjem programu https://www.youtube.com/watch?v=07s_IAfWVqE	
6		TV "Kopernikus"	16.12.2016						SG4				P1		Gostovanje u emisiji „Srbija On line" https://www.youtube.com/watch?v=1BcVx3UbmL0	
7		VTŠ Web radio							SG4				P1		Emitovana vest periodično u intervalima, nekoliko puta	
8		Youtube kanal							SG4				P1		https://www.youtube.com/channel/UCHDwzPFkx85eIoTbi1QwULQ	
9	0.0 Raising the awareness on WM issues/Project promotion	XI Međunarodna Konferencija Bezbednost i zdravlje	27.01.2016			E1;E2		T1;T2					P2		http://www.rizik.vtsns.edu.rs/en	
10		Informator VIŠER-a za upis u školsku 2016/2017 godinu	apr.16	S3									P4		Scanned, in documentation P4	
11		Upis u 2016/17, Usmena izlaganja i prezentacija VIŠER-a	mar.16	S3									P4		photos stored in documentation of P4	
12		Roll up sa logom i kratkim opisom projekta WaMPPP											P1-P5		http://www.wamppp.com/WP/WP_5/5.5/WamPPP_rollup.pdf	
13		International Scientific Conference on ICT and E-business	21-23 April 2016		C3			T1;T2					P4			Two papers (Ekološka kriza: Tehnogeneza; Klimatske promene,

#	Event	Date	C1	C2	C3	C4	C5	C6	C7	C8	C9	P	Link / Description	Comments
	related research SINTEZA 2016													
14	II konferencija "Upravljanje znanjem i informatika", Kopaonik	28-30. januara 2016										P2	Zbornik radova na CD	
15	Lokalni časopis „Stvarnost"	02.02.16						SG4				P3	Skenirano - .pdf	
16	RTV „Sunce"	07.02.16						SG4				P3	gostovanje direktora u emisiji	
17	RTV „Šumadija"	07.02.16						SG4				P3	(ocekujemo video materijal)	
18	Školski informator za upis 2015/16	10.02.16	S3									P3	ocekujemo video materijal	
19	RTV Vojvodina, Uživo	29.12.2015.										P2	http://media.rtv.rs/sr_lat/lachi-rjat-vojvodino/	
20	RTV Vojvodina, Uživo	29.03.2016						SG2; SG4				P2	http://media.rtv. sr_lat/lachi-rjat-vojvodino/18879	
21	RTV Vojvodina, Uživo	08.05.2016						SG2; SG4				P2	http://media.rtv.rs/sr_lat/lachi-rjat-vojvodino/	
22	Vodič za studente	Maj 2016	S1-S3									P2	Skenirano , http://vtsns.edu.rs	
23	meeting, Academic Council	14. 09. 2015.	S1; S2			T1;T2						P1		project presentacion for employees and students, introduction
24	meeting and presentation, Academic Council	07. 12. 2015.	S1; S2			T1;T2						P1		project presentacion for employees and students, project started
25	press, Narodna novine, page 2	14.12.2015.						SG4				P1	http://www.wamppp.com/Newspapers/Narodne_novine_14-12-2015.pdf	
26	roll-up, WamPPP	14.12.2015.	X	X	X	X	X	X	X	X	PP	P1	http://www.wamppp.com/rollup/WamPPP_rollup.pdf	
27	press, TV Belami - report	14.12.2015.						SG4				P1	http://www.belami.rs/novi-projekat-iz-oblasti-upravljanja-otpadom/	
28	press, Građanin - Web portal	14.12.2015.						SG4				P1	http://www.gradjanin.rs/vts-nis-uspesno-pocela-projekat-upravljanja-otpadom/	
29	press, Narodna novine, page 2	15.12.2015.						SG4				P1	http://www.wamppp.com/Newspapers/Narodne_novine_15-12-2015.pdf	
30	press, TV Belami - Live	15.12.2015.						SG4				P1	guest appearance in the TV show	
31	press, TV Zona plus - Live	15.12.2015.						SG4				P1	https://www.youtube.com/watch?v=07s_IAfWVqE	guest appearance in the TV show

32		press, Kopernikus - Live	16.12.2015.					SG4				P1		https://www.youtube.com/watch?v=1BcVx3UbmL0	guest appearance in the TV show „Srbija On line"
33		YouTube chanel,						SG4				P1		https://www.youtube.com/channel/UCHDwzPFkx85eIoTbi1QwULQ	interview, start of the project
34		Web radio, VTŠ Niš		S1; S2				SG4				P1			
35		Facebook page						SG4				P1		https://www.facebook.com/Wamppp-572892079530147	
36		Twitter						SG4				P1		https://twitter.com/WampppProject	
37		project presentation, Ministry of Education, Science and Technological Development RS	25. 02. 2016.						P4			P1			
38		activity, Storage box accreditation	12 - 13. 03. 2016.	S1; S2								P1			Storage box accreditation - National Platform ESN (Erasmus Student Network) Serbia
39		meeting and reporting, Academic Council	28. 03. 2016.	S1; S2			T1 ;T 2					P1			report for employees and students, defining next steps
40		Fair, student projects "Nauk nije bauk"	03. 04. 2016.	S1; S2								P1			
41		press, Kopernikus - Live	03. 05. 2016.					SG4				P1		https://www.youtube.com/watch?v=5N3tkXMx_V4	guest appearance in the TV show „Srbija On line"
42		leaflet, project presentation	03. 04. 2016.					SG4				P1		http://www.wamppp.com/flajer/WamPPP_flajer.pdf	
43		project presentation, conference EURASHE	21. 04. 2016.	S1; S2		H1 ; H2						P1			26th EURASHE conference, Belgrade
44		Fair, student projects	27. 04. 2016.	S1; S2		H1 ; H2						P1			VTŠ Niš, student project fair, exibition
45		press, TV Zona plus - Live	27. 04. 2016.					SG4				P1			guest appearance in the TV show
46		press, TV Zona plus - Live	28. 04. 2016.					SG4				P1			guest appearance in the TV show

47		meeting, Erasmus + office, Belgrade	15. 03. 2016.			H1 ; H2					P1				
48		project presentation, High School	mar.16	S3							P1				Hemijsko-tehnološka škola "Božidar Đorđević Kukar" - Leskovac, department 1) Technician for Environmental Protection, 2) Recycling Technician
49		project presentation, High School	mar.16	S3							P1				Prehrambeno-hemijska škola Niš, department Technician for Environmental Protection
50		project presentation, High School	mar.16	S3							P1				Srednja stručna škola Pirot, department 1) Technician for Environmental Protection; 2) Technician for polymers
51		The local students magazine WE SHARE, ISSN 2406-291X. No 3	april 2016.	S1; S2							P4		www.issuu.com/weshare2406		
52		Web site of the Student Parliament VISER	february 2016.	S1; S2							P4		www.viser.edu.rs/parlament/		
53		Faceebook official site VISER	february 2016.					SG4			P4		www.facebook.com/notes/visoka-škola-elektrotehnike-i-računarstva-strukovnih-studija/međunarodni-projekti/933971193353407		
54		Educational Council VISER	21.01. 2016.				T2				P4		http://www.viser.edu.rs/index.php?page=static&id=112		
55		International scientific conference on Ecological crisis: Technogenesis and climate change, Safety issues in electrical waste management, ISBN 978-86-89061-09-3	21-23.04.2016.		E1; E2	T1 ; T2					P4		Book of abstrakt, Ecologica 2016, http://www.ecologica.org.rs/?page_id=55		

56		meeting and presentation, Academic Council	07.12.2015.	S1; S2			T1; T2				PP	P5			project presentacion for employees and students, project started
57		Belgrade Polytechnic, Web page	12.01.2016.	S1-S3							PP	P5		http://politehnika.edu.rs/#!/beogradska-politehnika/o-skoli/	
58		Enrolment flyers 2016/2017	Mart 16	S3								P5		1. https://onedrive.live.com/redir?resid=508F913DC76FFBFE!176&authkey=!AKPK5zaRd_Nb8zc&ithint=file%2cpdf 2. https://onedrive.live.com/redir?resid=508F913DC76FFBFE!177&authkey=!AFongYgJ6s2aCH4&ithint=file%2cpdf	
59		Project: "Attitudes of Secondary school Students on the state of the Environment and Recycling"	April 2016	S1; S3								P5		https://1drv.ms/w/s!Av77b8c9kY9QgT8nAz8GCysGRE2y	Poljoprivredna škola, Aleksandrovac
60		Project: "Attitudes of Secondary school Students on the state of the Environment and Recycling"	April 2016	S1; S3								P5		https://1drv.ms/w/s!Av77b8c9kY9QgT8nAz8GCysGRE2y	Tehnička škola „23.maj", Pančevo
61		Project: "Attitudes of Secondary school Students on the state of the Environment and Recycling"	April 2016	S1; S3								P5		https://1drv.ms/w/s!Av77b8c9kY9QgT8nAz8GCysGRE2y	Poljoprivredno-hemijska skola, Obrenovac
62		Project: "Attitudes of Secondary school Students on the state of the Environment and Recycling"	April 2016	S1; S3								P5		https://1drv.ms/w/s!Av77b8c9kY9QgT8nAz8GCysGRE2y	Tehnička škola „Kolubara", Lazarevac
63		Project: "Attitudes of Secondary school Students on the state of the Environment and Recycling"	April 2016	S1; S3								P5		https://1drv.ms/w/s!Av77b8c9kY9QgT8nAz8GCysGRE2y	Hemijsko-prehrambena tehnološka škola, Beograd

No	Activity	Date	S	C	E	H	T	SG			PP	P	Link	Location
64	Project: "Attitudes of Secondary school Students on the state of the Environment and Recycling"	April 2016	S1; S3									P5	https://1drv.ms/w/s!Av77b8c9kY9QgT8nAz8GCysGRE2y	Peta beogradska gimnazija, Beograd
65	Project: "Attitudes of Secondary school Students on the state of the Environment and Recycling"	April 2016	S1; S3									P5	https://1drv.ms/w/s!Av77b8c9kY9QgT8nAz8GCysGRE2y	Tehnička škola PTT, Beograd
66	Project: "Attitudes of Secondary school Students on the state of the Environment and Recycling"	April 2016	S1; S3									P5	https://1drv.ms/w/s!Av77b8c9kY9QgT8nAz8GCysGRE2y	Gimnazija „Mihajlo Pupin", Kovačica
67	Roll up	March 2017	S1-S3				T1:T4			PP		P5	https://1drv.ms/b/s!Av77b8c9kY9QgUAJsGF4076bBRCF	
68	Website about WamPPP activities for partners P4	february 2017	S2, S3			H1;H2	T1:T4			PP		P4	http://www.viser.edu.rs/index.php?page=static&id=1812	
69	Roll up with a logo and a brief description of the project WaMPPP	march 2017	S2, S3	C2, C3		H1;H2	T1:T4			PP		P4		
70	Presentation at Conference Fire Safety Engineering	03.10.2016			E1; E2		T1;T2					P2		
71	RTV Vojvodina	28.12.2016						SG4				P2	http://media.rtv.rs/sr_lat/lachi-rjat-vojvodino/	
72	Presentation at Conference Risk and Safety Engineering	9.01 - 16.01.2017			E1; E2		T1;T2					P2	http://www.rizik.vtsns.edu.rs/en	
73	Presentations at Conference knowlege management	14.01.2017			E1; E2		T1;T2					P2	http://www.rizik.vtsns.edu.rs/en	
74	ISWA 2016	19- 22. 09. 2016.		X		X		X	X	X		P1		
75	ECOFAIR 2016	12- 14. 10. 2016.	X	X		X		X		X		P1		

#	Task	Name	Date											Partner	Link	Report
76		The campaign "Collecting old battery"	december 2016	X	X		X			X	X	X	X	P1	http://www.wamppp.com/campaign-collecting-old-battery/	
77		Južne vesti, on-line newsletter	02. 12. 2016.	X	X		X			X	X		X	P1	https://www.juznevesti.com/Drushtvo/Ne-bacajte-baterije-kao-ostalo-smece.sr.html	
78		Banker radio	02. 12. 2016.	X	X					X	X		X	P1		
79		The campaign "Collecting old battery"	13. 1. 2017.	X			X				X		X	P1	http://www.wamppp.com/campaign-collecting-old-batteries/	
80		TREND 2017	22. 2. 2017.	X	X		X				X	X		P1	http://www.wamppp.com/result-wp3-presented-traditional-press-conference-trend-2017/	
81		TV „Jasenica", Smederevska Palanka	01.04.2016-31.05.2016	S1; S3						SG4				P3	https://www.youtube.com/watch?v=Omln0Hdqiuc https://www.youtube.com/watch?v=ztJE6BqjAEo	
82		TV „Galaksija", Čačak	01.04.2016-31.05.2017	S1; S3						SG4				P3	https://www.youtube.com/watch?v=ztJE6BqjAEo	
83		TV „GEM", Lazarevac	01.04.2016-31.05.2018	S1; S3						SG4				P3	https://www.youtube.com/watch?v=ztJE6BqjAEo	
84		TV „KaTV", Kraljevo	01.04.2016-31.05.2019	S1; S3						SG4				P3	https://www.youtube.com/watch?v=ztJE6BqjAEo	
85		TV „Sunce", Arandjelovac	01.04.2016-31.05.2020	S1; S3						SG4				P3	https://www.youtube.com/watch?v=ztJE6BqjAEo	
86		International Faire "112 Expo 2016"	12.10.2016			C3	E1, E2			SG4	P1	A1		P5	https://1drv.ms/i/s!Av77b8c9kY9QgUKDMxT0Wnk4JdZn	
		„ENVIRONMENT TO EUROPE" CONFERENCE PROCEEDINGS, BELGRADE, SERBIA, 2016	June 2016					HE1, HE2	T1 - T4					P5	http://ambassadors-env.com/wp-content/uploads/Zbornik-radova-EnE16-ENV.net-final-1-1.pdf	
		KONFERENCIJA PODRŠKE REFORMI VISOKOG OBRAZOVANJA U SRBIJI	June 2016			C1 - C3	E1; E2	H1; H2	T1 - T3		P1 - P3	A1 - A3		P5	http://www.politehnika.edu.rs/data/saradnja/HERE%20konferencija%20na%20Beogradskoj%20politehnici/Izvestaj%20sa%20HERE%20konferencije.pdf	
		50. DAYS OF PREVENTIVE MEDICINE Congress < Nis	September 2016			C1 - C3	E1; E2		T1 - T3					P13	http://www.izjz-nis.org.rs/daniprevmed/16/Zbornik%20rezimea%2050.%20Dana%20preventivne%20medicine.pdf	
87																
88	1.1 Report on the existing	brochure, booklet	13 - 14. 05. 2016.	X	X									P1	http://www.wamppp.com/book/WamPPP_book_Reports_final.pdf	Report WP1 ANALYSIS OF THE EXISTING CAPACITY

	study programmes														IN THE FIELD OF WASTE MANAGEMENT
89		plenary sessions, ARA 2016	13 - 14. 05. 2016.	X	X	X	X	X				P3		http://vtsar.edu.rs/images/dokumenti/sa/2016/konferencije/ara2016/dokumenti/ara_agenda_kompletna.pdf	Aleksandra Boričić, WamPPP-Project Co-funded by the Erasmus+Programme of the European Union
90		conference paper, ARA 2016	13 - 14. 05. 2016.	X	X	X	X	X				P3		http://www.vtsar.edu.rs/sr/aktivnosti/konferencije/ara-2016.html	Biljana Milutinović, Aleksandra Boričić, Dejan Blagojević Analiza postojećih kapaciteta upravljanja otpadom u Republici Srbiji
91		brochure, booklet	13 - 14. 05. 2016.	X	X							P1		http://www.wamppp.com/book/WamPPP_book_Reports_final.pdf	Report WP1 ANALYSIS OF THE EXISTING CAPACITY IN THE FIELD OF WASTE MANAGEMENT
92	1.2 Report on the existing capacity in the field of WM	conference paper, ARA 2016	13 - 14. 05. 2016.	X	X	X	X	X				P3		http://www.vtsar.edu.rs/sr/aktivnosti/konferencije/ara-2016.html	MladenTomić, Boban Cvetanović, Milica Cvetković, Milan Pavlović, Analiza postojećih kapaciteta za obrazovanje stručnjaka iz oblasti upravljanja otpadom u Republici Srbiji
93	1.3 Report on Comparative analysis														
94															
95															
96	1.4 Report on defined WM-related knowledge, skills and competencies														
97															
98															
99	1.5 Report on agreed methodological approaches in creation of														
100															
101															

	curricula, syllabi and training programmes													
102	1.6 Students industrial placement model													
103														
104														
105	2.1 Study visits reports	Study visit, Thessaloniki	14-17 March 2016	X	X	X				X	P1-P13		http://www.wamppp.com/2-1-study-visits-reports/	
106		Study visit, Maribor	06-08 April 2016	X	X	X				X	P1-P13		http://www.wamppp.com/2-1-study-visits-reports/	
107		Study visit, Bitola	26-27 May 2016	X	X	X				X	P1-P13		http://www.wamppp.com/2-1-study-visits-reports/	
108		Study visit, Crete	13-15 September 2016	X	X	X				X	P1-P13		http://www.wamppp.com/2-1-study-visits-reports/	
109														
110	2.2 WM Network among stakeholders													
111														
112														
113	2.3 Teaching/ training materials													
114														
115														
116	2.4 Equipment purchased, installed													
117														
118														
119	2.5 Developed new syllabi and curricula	Educational Council VISER	November 2016.						P1-P3		P4	Curricula and Syllabus of "Environmental Engineering" - documentation of P4	
120														
121														
122	3.1 Methodological approach in realization of curricula	1st workgroup meeting WP3	10.06.2016					T1			PP	P4	http://www.viser.edu.rs/index.php?page=static&id=1812	
123		TREND 2017					HE1, HE2	T1-T4				P1	http://www.wamppp.com/result-wp3-presented-traditional-press-conference-trend-2017/	
124		Web site	jun.16						SG4		PP	P1	http://www.wamppp.com/WP/WP_3/3.1/Report_WP_3.1_WamPPP_v.02.pdf	
125														

126	3.2 ICT-based													
127	platform for interactive student and employee training													
128	3.3 Portfolio													
129	of training courses													
130	utilizing the ICT platform													
131		Web site	sep.16			H1; H2	T1; T3	SG1-SG4		PP	P1		http://www.project.wamppp.com/#/login	
132	3.4 ICT portal with database	Presentation of developing of of ICT portal and an integrated database at consortium meeting	16.sep							PP			http://www.wamppp.com/Meetings/5_Cretu/Report_of_the_study_visit_to_TUC.pdf	
133		Android aplikacija						SG1-SG4					http://www.android.co.rs/strana---androidaplikacija---20---com-ionicframework-wamppp202241---Wamppp-Database.html	
134	4.1 WM													
135	modules/ subjects into the undergraduate /postgraduate curricula/ syllabi													
136														
137	4.2 Student													
138	industrial placement model													
139														
140	4.3 Accredited master programme and specialist program	Meeting of high school board in Belgrade, Curricula of Environmental Engineering	february 2017			H1;H2	T1:T2				P4		curricula in documentation of P4	
141		Higher Education Fair in Pančevo	01.03.2017	S2, S3			T1:T4				P4		photos stored in documentation of P4	

142		Marketing of new curricula" Environmental Engineering" in secondary schools	march 2017	S3								P4			
143		Presentation at EducationFair in Novi Sad	5. 03.-7. 03.2017				T1;T2	SG4			P2		Skenirano , http://vtsns.edu.rs	
144		Flayers	1.03.2017				T1;T2	SG4			P2		Skenirano , http://vtsns.edu.rs	
145		Brochures	1.03.2018				T1;T2	SG5			P2		Skenirano , http://vtsns.edu.rs	
146														
147	5.1 Dissemination & Exploitation Plan													
148														
149														
150	5.2 Laboratories for environmental protection													
151														
152														
153	5.4 Training courses to industry partners and enterprises	Organizational concept of Training center	mar.16							PP	P5		http://www.wamppp.com/WP/WP_6/6.1/Statistical_Approach_s_Report.pdf	
154														
155														
156	5.6 Training informal and deprived society groups	Web site	february 2017	S1;S2		H1;H2	T1;T2				P4		http://www.viser.edu.rs/index.php?page=static&id=1812	
157		Meeting of high school board	february 2017			H1;H2	T1;T2				P4		documentation of P4	
158														
159	6.1 The quality control mechanisms	Quality assurance plan	apr.16					SG4		PP	P1		http://www.wamppp.com/WP/WP_6/6.1/Quality_assurance_plan_of_wamppp.pdf	
160		Statistical Approach's Report	maj.16					SG5		PP	P1		http://www.wamppp.com/WP/WP_6/6.1/Statistical_Approach_s_Report.pdf	

161		Koncept kvalitea na projektu WamPPP, POLYBG	November 2016.								PP	P5		https://1drv.ms/w/s!Av77b8c9kY9QgUvjiKD1HSvD6n34	
162		Plan kvaliteta projekta WamPPP, POLYBG	November 2016.								PP	P5		https://1drv.ms/w/s!Av77b8c9kY9QgUzbwZFYxYPMi1Tx	
163															
164															
165															
166															
167	6.2 Reports of IR and ER submitted	Web site						SG4			PP	P1		http://www.wamppp.com/6-2reports-of-ir-and-fr-submitted/	
168															
169															
170	6.3 Reports of Inter project coaching	Initial training course	dec.15								PP	P5		https://1drv.ms/p/s!Av77b8c9kY9QedZLlG2Tk6yxrMo https://1drv.ms/w/s!Av77b8c9kY9QdzuzqQDBFDrdgyc	
171															
172															
173	6.4 Report of analyses about students and company trainees evaluation forms														
174															
175															
176	7.1 Minutes of the meetings														
177															
178															
179		Uputstvo o radu na projektu WamPPP, POLYBG	jan.16								PP	P5		https://1drv.ms/w/s!Av77b8c9kY9QgU01zJYmon9uY5sq	
180	7.2. Project management procedures	Uputstvo za postupanje sa dokumentacijom na projektu WaMPPP, POLYBG	february 2016.								PP	P5		https://1drv.ms/w/s!Av77b8c9kY9QgU74E4hZmQgKeWFf	
181		uputstvo za upravljanje finansijama na projektu WamPPP, POLYBG	february 2016.								PP	P5		https://1drv.ms/w/s!Av77b8c9kY9QgU-v1ompvZfs9oLo	

182														
183														
184	7.3. Project activities reports	Web site						SG4			PP	P1		http://www.wamppp.com/outputs/	
185														
186														

5.5.5. Communication Tools Guidelines

To support the project management of the project and facilitate the collaboration of the partners a number of tools have been provided. This section provides guidelines for the use of these tools.

Virtual or Face-to-face meeting: Guidelines for meetings can be found in section 5.5.1, where a list of the main Consortium contacts may be found in section 5.3.

E-mailing list: To facilitate e-mail mass communication for the project a mailing list (info@wamppp.com) including all Consortium members active to the project is compiled.

Document Management System (DMS): Due to the need for frequent exchange of documents which often exceed the file size limit of e-mail systems and the structuring of project information, a secure document management system to store and facilitate the exchange of documents will be available at the beginning of 2016.

The DMS is based on Confluence s/w and access to it is restricted only to Consortium members to avoid broadcasting of the project data and results. The structure of the project space is shown below:

Online collaboration tools: Partners are encouraged to utilize online collaboration tools (such as Trello, Skype, WebEx, etc.) to facilitate their day to day work. WamPPP project management places no restriction on the use of tools, however, strongly advices the partners to examine the terms and conditions of these tools in relation to licenses, copyright restrictions and confidentiality as inadvertently may be disseminating confidential information to the public.

WamPPP public website (www.wamppp.com) is the public website of the project. The DM administers the site as dissemination leader and controls the publication of information at institutional level, while WP5 leader will administers and controls the publication of information at project level.

6

EFFORT AND COST MANAGEMENT PLAN

6.1. INTRODUCTION

The Project Coordinator with the support of the project manager is responsible for managing and reporting on the project's budget and effort consumption at the project level to the European Commission throughout the duration of the project. During the internal quarterly, interim and annual progress reports, the Project Coordinator collects, presents and reviews the project's effort and cost performance for the preceding period. Performance is measured comparing actual consumption against planned. The Project Coordinator is responsible for accounting for cost and effort deviations and presenting the Consortium with options for getting the project back on budget.

6.2. EFFORT AND COSTS MANAGEMENT APPROACH

Effort and costs for this project will be managed at the Task level of the Work Package Structure (WPS). The financial performance of the project will be measured and managed through comparisons between the actual comparison and the effort calendar and cost baselines. Activity effort is detailed at the task level and costs at the WP level. To avoid confusion and complications due to conflicts between National and EACEA rules, all efforts are to be reported in whole hours. Euro amounts are to be reported in two decimals.

Effort and cost variances of +/- 10% in the cost and effort performance indexes will change the status of the cost to cautionary. Corrective actions will require a project change request and be must approved by the CB and EACEA officer, before it can become within the scope of the project.

6.3. PLANNING AND REPORTING EFFORT AND COSTS CONSUMPTION

6.3.1. Planning Effort and Costs Consumption

Planning effort and cost consumption occurs through the completion of the project schedule MS-Excel file referenced in section 9 for the entire project at the beginning of the project. Additionally, apart from the personnel costs that are reported as envisaged costs that may be consumed under each Task in person hours, all partners should provide a list of planned other direct costs (i.e. travel and other specific costs) for the whole project duration per reporting period. Finally, all partners should report on their average personnel rate, if the one used in the Technical Annex I is no longer valid.

6.3.2. Reporting Effort and Budget Consumption

According to the Technical Annex I the following reports are established:

- ⧫ Interim Progress Reports
- ⧫ Periodic Progress Reports

In addition, the PC on a quarterly basis is updated internally on the project progress status via the quarterly management reports i.e. effort resource consumption xls files received by all partners, and the activity bulleted reports provided by the WPLs as described in section 9. More specifically the overall reporting per project period is as follows

Table 3: Effort and Budget Consumption

Reporting procedure	Steps per period	Who	To Whom	When	Instrument
1	For the past three months, PMs should use the effort resource consumption xls files to report effort consumptions at WP Task level	PM	WPL	7 days after the end of the quarter	resource consumption xls file (aka project schedule), email
2	For the past three months, WPLs should manage the collection of task reports (conducted activities listed in bulleted form) from Task leaders. TLs (also in collaboration with the partners involved in each task) should provide a consolidated list and send this to the respective WPL	PM TL	TL WPL	7 days after the end of the quarter	MS-Word reporting file, email
3	WPLs will perform a consistency check between effort and activities taken place by partners in each task and if needed adaptation/rationalization of effort/activities reported may take place; otherwise this information is transferred to the PC	WPL	TL, PM or PC	4 days after receipt of reports	e-mail
4	For the past six months, WPLs should manage the collection of task reports from Task leaders. TLs (also in collaboration with the partners involved in each task) should provide a consolidated report and send this to the respective WPL. The reporting should follow the structure of the EACEA. These reports should also reference any deviations occurred to the project time plan at Task level along with their contingency planning.	PM TL	TL WPL	10 days after the end of the quarter	two templates (EACEA Guide. WamPPP Deliverable .doc template), email

| 5 | WPLs will perform a consistency check between effort and activities taken place by partners in each task and if needed adaptation/rationalization of effort/activities reported may take place; otherwise this information is transferred to the PC | WPL | TL, PM or PC | 4 days after receipt of reports | e-mail |
| 6 | PC consolidates all information received and delivers a complete report to European Commission following the structure according the EACEA Guidance and the format of the WamPPP Deliverable.doc template | PC | EACEA | 30 days after the end of the reporting year | Interim/annual deliverable, email |

Project quarters end on M3, M6, M9, M12, M15, M18, M21, M24, M27, M30, M33, and M36.

The preparation of each internal Quarterly Progress Report requires steps 1 - 3

The preparation of each Interim Progress Report requires steps 1 (for a six months duration) and 4 - 6.

The preparation of each Periodic Progress requires steps 1 (for a twelve months duration) and 4 - 7.

6.3.3. Guidelines for Unplanned Expenses

The Technical Annex I to the Grant Agreement details a budget for each partner and for each task or activity in WamPPP. Any effort or cost allocation which deviates from this plan presents an unplanned expense. In general terms, unplanned expenses are not allowed. However, due to the realities of implementing a project, there is the possibility that reasonable and justifiable expenses contributing to the project and not contradicting the rules of the project may be eligible.

If a partner has a cost which they believe fall under this category, they must obtain permission from the EACEA Officer before incurring the cost. To do so, they need to discuss the issue with the their WPLs and PM. If they concur, they should e-mail the PC with a justification to the cost requesting from the PC to obtain approval from the EACEA Officer. Follow due diligence, the PC may reject the justification and inform the partner or accept it and forward the justification to the EACEA Officer. Once the PC receives a response from the EACEA Officer they inform the partner.

For unplanned travel for dissemination this procedure is particularized as follows: Partners must send a request via e-mail to the dissemination leader well in advance of the trip. The e-mail must contain the following information:

✓ Who is travelling

- ✓ Destination of the trip

- ✓ Date of the trip

- ✓ The trip's relevance to the WamPPP project.

The dissemination leader will examine the request and upon approval, it will forward the requested with the recommended action to the PC. In the event the request is accepted the PC will forward the request to the EACEA Officer who has the final say on the matter. The partner will be informed of the decision.

7
PROCUREMENT

7. INTRODUCTION

During the project, partners will be required to acquire from third parties the following services:

- ✓ Auditing Services for partners exceeding the threshold funding value;
- ✓ equipment (e.g. laptops, parallel processing nodes, license software for modelling activities etc.);
- ✓ Organization for online or offline meetings for training, dissemination, project meetings, piloting and validation;
- ✓ Production of dissemination material;
- ✓ Transportation and accommodation for travel.

The number of each item and budget allocation for each category is detailed in the Annex 5.

The PC has oversight of the procurement for the project through the Annual Financial Reports. The actual management for procurement activities falls with the budget holding partner. The partner is responsible for collecting bids, evaluating them, contracting the vendor and contract management. The partners are required to strictly adhere to the Technical Annex's and Grant Agreement guidelines for purchases. For deviations in purchases partners must obtain approval before proceeding with procurement according to section 6.3.3.

8

PROJECT SCOPE MANAGEMENT PLAN

8.1. INTRODUCTION

The Scope Management Plan provides the scope framework for this project. This section documents the scope management approach, verification and control measures. Roles and responsibilities as they pertain to project scope, scope definition; scope change control; and the project's work breakdown structure have been discussed in earlier chapters. Any project communication which pertains to the project's scope should adhere to the Communications Management Plan.

8.2. SCOPE VERIFICATION

The project deliverables will need to be verified against the original scope as defined in the part H:'Work package description'. The verification against the scope occurs through the peer review and approval process described in section 5.5.3. The EACEA review of the deliverables during the period review meeting is the final check point of the acceptance of the deliverables.

8.3. SCOPE CONTROL

The Project Coordinator, CB, WPLs and PM, s, will work together to control of the scope of the project. The project team will leverage the Technical Annex's using it as a statement of work for each deliverable. The project team will ensure that they perform the work described in the Technical Annex's and generate the defined deliverables keeping as ultimate guide the project vision. When the WPs does not seem to serve the project vision, partners will introduce change requests through the project structure. The Project Coordinator and CB, WPLs will oversee the project team and the progression of the project to ensure that this scope control process if followed.

If a change to the project scope is needed the change control process for recommending changes to the project must be carried out. Any partner can request changes to the project scope. All change requests must be submitted to the QM, WPL, or TL in the form of a change request e-mail and the process in section 4.6 will be followed.

9
SCHEDULE MANAGEMENT PLAN

9.1. INTRODUCTION

The project schedule is the roadmap for how the project will be executed. Schedules are an important part of any project as they provide the Consortium with a clear picture of the project's status at any given time. The purpose of the schedule management plan is to define the approach to project schedule management including monitoring and controlling changes to the baseline. This includes identifying, analyzing, documenting, prioritizing, approving or rejecting, and publishing all schedule-related changes.

9.2. SCHEDULE MANAGEMENT APPROACH

Project schedules will be in the form of Gantt Charts. Schedule planning occurred during at proposal stage of the project as referenced within Annex 4.

A working version of the current schedule may be found in the following. The first column presents the work package structure of the project. In the second column, the partners can enter their estimated effort assigned next by each task. The template will calculate the sum of the efforts for each WP automatically per project year. In the first and second row, the calendar year of the project duration is shown and in the row right underneath are the calendar months for the project.

In the Annex 1, the project activities were identified organized in work packages which were broken into tasks. The outcomes of one or more tasks are reported in one deliverable. Task sequencing was used to determine the order of tasks. Task duration estimates were performed to months required to complete tasks within the constraints of the program. Duration estimates fed into resource estimates and were to assign resources to tasks in order to complete schedule development. These are the steps will be repeated in order to adjust the project schedule when changes are required.

The project schedule will be being reviewed by the PC and individual partners on a continuous three-month basis until the project end. In case of deviations, project partners must agree to the proposed resources, effort assignments, durations, schedule, and once this is achieved the CB will review and approve the schedule which will become the new baseline.

The Project Coordinator with the support of WPLs, TLs, CB will be responsible for facilitating the schedule development and adjustments. The PC will also create the project schedule using MS-Excel and validate the schedule with the CB and partners.

The PC may obtain schedule approval by EACEA Officer before re-baselining the schedule.

The partners are responsible for participating in activity definition, sequencing, and duration and resource estimating. Partners will also review and validate the proposed schedule and perform assigned activities once the schedule is approved.

The EACEA will participate in reviews of the proposed schedule through the annual project review and contract amendments as necessary.

Annex 1

Call for Proposal EAC/A04/2014 - Waste management curricula development in partnership with public and private sector / WamPPP" - DETAILED DESCRIPTION OF THE PROJECT"

Annex 2

Logical matrix framework

Annex 3

Grant agreement/Partnership agreement

Annex 4

Schedule baseline of the project

Annex 5

Project Budget

Annex 6

Communication matrix

Annex 7

Templates