QUALITY MANAGEMENT PLAN

Project no.: 101129017 — HINTS

ERASMUS-EDU-2023-CB-VET: High Innovative VET for green and digital Transformations

Version History

Revision	Date	Author/Organization	Description
1st	15.04.2024	ISIM Timisoara	Quality management plan (for review)
2nd	23.04.2024	ISIM Timisoara	Quality management plan (v02)
3rd	08.05.2024	ISIM Timisoara	Quality management plan (v03)

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1. Introduction

1.1 Purpose and Objectives of Quality Management

The aim of implementing quality management in the HINTS project is to guarantee outcomes and deliverables of superior quality that satisfy or surpass stakeholder expectations. The particular objectives for quality are:

- Adhering to all pertinent quality requirements and standards during the implementation of the project. This adherence ensures that the deliverables align with those outlined in the project proposal and the grant agreement;
- Establishing and implementing effective quality management methods and procedures that facilitate risk identification and management, as well as the implementation of necessary corrective measures. The objective is to prevent potential quality problems and to promote ongoing enhancement of the project's tasks and deliverables;
- Boosting the satisfaction of key stakeholders (such as activity participants, partner organizations, funding authorities, etc.) by producing high-quality results that meet their requirements;
- Cultivating a quality-oriented culture at the consortium level, through the active participation of all members in quality assurance and by fostering a proactive approach towards continuous improvement. The successful application of quality management will aid in accomplishing the overall goals of the HINTS project, guaranteeing effective implementation and significant outcomes for the ultimate beneficiaries.

1.2 Definitions, Acronyms and Abbreviations

This section offers a glossary of technical jargon, acronyms, and abbreviations utilized in the Quality Management Plan (QMP). This is to ensure a shared comprehension among all parties involved.

Key quality-related terms:

• Quality[1] - The degree to which a set of inherent characteristics of an object fulfils requirements;

• Management[1] - coordinated activities to direct and control an organization;

• Quality management[1] - management with regard to quality;

• Quality Assurance (QA)[1] - part of quality management focused on providing confidence that quality requirements will be fulfilled;

• Quality Control (QC)[1] - part of quality management focused on fulfilling quality requirements;

• Progress evaluation[1]: assessment of progress made on achievement of the project objectives;

• Continual improvement[1] - recurring activity to enhance performance;

• Audit criteria[1] - set of policies, procedures or requirements used as a reference against which objective evidence is compared;

• Audit conclusion[1] - outcome of an audit, after consideration of the audit objectives and all audit findings

• Corrective actions[1] - action to eliminate the cause of nonconformity and to prevent recurrence;

• Non-conformity[1] - non-fulfilment of a requirement;

• Output:1 - result of a process;

• Assessment[2] - Often used as a synonym for evaluation. The term is sometimes recommended for restriction to processes that are focused on quantitative and/or testing approaches. SEE "The Distinction between Assessment and Evaluation."

• Audience(s)[2] - Consumers of the evaluation; those who will or should read or hear of the evaluation, either during or at the end of the evaluation process. Includes those persons who will be guided by the evaluation in making decisions and all others who have a stake in the evaluation (see stakeholders).

• Checklist approach[2] - The principal instrument for practical evaluation, especially for investigating the thoroughness of implementation.

• Conclusion (of an evaluation)[2] - Final judgments and recommendations;

• A criterion (variable)[2] – is whatever is used to measure a successful or unsuccessful outcome, e.g., grade point average.

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[1] Source: ISO 9000: 2015
[2] Source: https://www.nsf.gov/pubs/1997/nsf97153/chap_9.htm

• Dissemination[2] - The process of communicating information to specific audiences for the purpose of extending knowledge and, in some cases, with a view to modifying policies and practices.

• Document[2] - Any written or recorded material not specifically prepared for the evaluation.

• Formative evaluation[2] - evaluation designed and used to improve an intervention, especially when it is still being developed;

• Impact evaluation[2] - An evaluation focused on outcomes or payoff;

• Implementation evaluation[2] - Assessing program delivery (a subset of formative evaluation);

• Instrument[2]: an assessment device (test, questionnaire, protocol, etc.) adopted, adapted, or constructed for the purpose of the evaluation;

• Measurement[2] - Determination of the magnitude of a quantity;

• Objective[2] - A specific description of an intended outcome;

• Observation[2] - The process of direct sensory inspection involving trained observers;

• Qualitative evaluation[2]: The approach to evaluation that is primarily descriptive and interpretative.

• Quantitative evaluation[2] - The approach to evaluation involving the use of numerical measurement and data analysis based on statistical methods.

• Recommendations[2] - Suggestions for specific actions derived from analytic approaches to the program components.

• Strategy[2] - A systematic plan of action to reach predefined goals;

• Summative evaluation[2] - Evaluation designed to present conclusions about the merit or worth of an intervention and recommendations about whether it should be retained, altered, or eliminated.

• Deliverable[3] - a tangible or intangible good or service produced as a result of a project that is intended to be delivered to a customer (either internal or external)

• Communication[4] - Promote your action and results;

• Exploitation[4] - Make concrete use of results. The use of results in developing, creating and marketing or improving a product or process, or in creating and providing a service in standardisation activities or shaping a policy.

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[3] Source: https://en.wikipedia.org/wiki/Deliverable
[4] Source: https://research-and-innovation.ec.europa.eu/document/download/fbe68bb9-4440-4641-b64e-860ccda0cd83_en

- Expressions[5]
  - Shall: used to say that something certainly will or must happen, or that you are determined that something will happen;
  - Should: used to show when something is likely or expected;
  - May: used to express possibility;
  - Can: used to say that you can and will do something;
- Goal[6] - the outcomes you intend to achieve;
- Milestone[7] - control points in the project that help to chart progress;
- Reports - are documents that are used for documenting (reporting) the project activities or a nonconformity followed by a corrective action;
- Results[8] - all work, ideas, concepts and reports and Intellectual Property in such things developed or created by the Contractor, alone or with others, in the course of performing the Project or resulting from the use of time, materials, resources or facilities;
- Stakeholder[9] - a person, group, or organization with an interest in a project;
- Work Package[10] - a component of the project work breakdown. It represents a group of project activities targeting common specific objectives;
- Work Package Manager - the person within a project organization responsible for the coordination of the activities and deliverables of the work package.

Acronyms and Abbreviations:
- QMP - Quality Management Plan;
- QA - Quality Assurance;
- QC - Quality Control;
- KPI - Key Performance Indicator;
- WP - Work Package;
- SOP - Standard Operating Procedure;
- PDCA - Plan-Do-Check-Act (quality improvement cycle).

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[5] Source: https://dictionary.cambridge.org/dictionary/english/shall
[6] Source: https://www.indeed.com/career-advice/career-development/difference-between-goals-and-objectives
[7] Source: https://www.emdesk.com/horizon-2020-horizon-europe-basics-guide/deliverables-and-milestones-planning-in-horizon-europe-projects
[8] Source: https://www.lawinsider.com/dictionary/project-results
[9] Source: https://en.wikipedia.org/wiki/Stakeholder
[10] Source: https://wikis.ec.europa.eu/display/NAITDOC/Work+Package

The key quality-related terms, acronyms, abbreviations and explanations offered in this section aim to facilitate transparent and uniform communication among the project partners and other stakeholders engaged in the execution of the HINTS project. This will help everyone to be on the same page regarding the technical terms, acronyms, and abbreviations used in the project.

2. Organising for Quality

2.1 Quality Management Structure

The quality management framework for the HINTS project is structured to guarantee the successful execution of quality management procedures and the attainment of quality goals.

The fundamental components of the quality management framework include:

Quality Manager: is appointed by the project coordinator (ISIM Timisoara), and holds the responsibility for supervising the execution of the Quality Management Plan and ensuring adherence to quality processes and procedures throughout the project. He reports directly to the Project Manager and collaborates with Work Package (WP) leaders, who are concurrently responsible for the quality of the deliverables provided.

Quality Assurance Team: is coordinated by the Quality Manager, and comprises representatives from each Work Package leader institution (ISIM, CESOL, Helixconnect Europe, EWF). Their responsibilities include:

– Formulating and executing quality control measures for project deliverables and outputs;

– Performing regular quality audits and reviews;

– Detecting and addressing quality issues;

– Suggesting corrective and preventive actions.

Quality Review Board: The Quality Review Board is a diverse group that encompasses the Quality Manager, Work Package leaders, and subject matter experts. Their duties involve:

– Evaluating and approving key project deliverables and outputs;

– Tracking project quality performance against specified KPIs;

– Examining the effectiveness of quality management processes;

– Offering guidance and suggestions for quality enhancement.

This organized quality management structure, with well-defined roles and responsibilities, will ensure the integration of quality throughout the project implementation and prompt identification and resolution of any quality-related issues.

2.2 Roles, Responsibilities and Authorities

The roles, responsibilities and authorities related to quality management in the HINTS project are defined as follows:

Project Manager (form ISIM):

– Responsible for overall project management, including oversight of quality management;

– Accountable for the successful delivery of the project in line with quality requirements;

- Has the authority to make decisions related to quality management and to allocate resources as needed.

   Partner project manager (all partners):

- Supports the Project Manager in the day-to-day coordination of project activities;
- Facilitates communication and collaboration among the project partners;
- One partner project manager is appointed within each partner organisation.

   Quality Manager (form ISIM):

- Responsible for developing, implementing and maintaining the Quality Management Plan;
- Accountable for monitoring and reporting on project quality performance;
- Has the authority to initiate quality audits, recommend corrective actions, and escalate quality issues to the Project Manager.

   Work Package Leaders (from ISIM, CESOL, Helixconnect Europe, EWF):

- Responsible for ensuring quality within their respective Work Packages;
- Accountable for the quality of deliverables and outputs produced under their Work Packages;
- Have the authority to make decisions related to quality control and improvement within their Work Packages.

   Quality Assurance Team Members (from all partners):

- Responsible for conducting quality control activities, such as reviews, inspections and testing
- Accountable for identifying and reporting quality issues within their areas of expertise
- Have the authority to recommend corrective and preventive actions to the Quality Manager.

Note: even if WP leaders and QA team members come from the same institution, it is advisable that the institution appoints different staff members to these positions to avoid conflicts of interest.

The RACI matrix ensures that all quality-related roles and responsibilities are well understood by the project team, enabling effective quality management throughout the project lifecycle.

The RACI matrix below outlines the specific responsibilities of each role in key quality management processes:

Quality Management Process	Project Manager	Quality Manager	WP Leader	QA Team Member
Develop a Quality Management Plan	R	A	C	I
Monitor and Report on Quality Performance	R	A	C	C
Conduct Quality Audits	I	R	C	A
Review and Approve Deliverables	A	C	R	C
Implement Corrective Actions	R	A	R	C
Facilitate Continuous Improvement	R	A	C	C

R – Responsible: the person who performs the task is responsible for its execution. The task executor must then be accountable to the person who is accountable.

A – Accountable: this person bears the final responsibility for the correct completion of one or more project tasks. He/she is accountable and he/she must approve (sign off) the task. There is only one person accountable.

C – Consulted: this is the person who is asked for advice in advance. This is two-way communication; in addition to advice, he/she also helps in the implementation and this gives direction to the result.

I – Informed: this person is informed in the interim about the decisions, the progress, results achieved etc. This is one-way communication.

3. Quality Standards

3.1 Applicable Standards

The HINTS project will adhere to the ISO 9001:2015 Quality Management System. This international standard offers a framework for setting up, executing, sustaining, and consistently enhancing a quality management system. The project team will adhere to the stipulations of ISO 9001 to guarantee uniform quality in project procedures, deliverables, and outcomes.

The incorporation of this standard and associated methodologies into the project's quality management system will guarantee that quality is ingrained throughout the entire project lifecycle, spanning from planning and execution to observation and control.

3.2 Compliance with Standards

In order to guarantee adherence to the recognized quality standard, the project team will ensure that the project's Quality Management System is documented, encompassing crucial quality-related procedures such as:

- Quality planning;
- Quality assurance and control;
- Document and record control;
- Nonconformity management;
- Corrective and preventive actions;
- Internal audits.

Compliance Monitoring: The Quality Manager will hold the responsibility for persistently observing the project's adherence to the set quality standard and procedures. This will encompass regular scrutiny of project activities, deliverables, and outputs against the specified quality requirements.

Internal Audits: The project will carry out scheduled internal audits at significant milestones to confirm the effective execution of the Quality Management System and pinpoint any areas for enhancement. The results of these audits will be documented, and necessary corrective actions will be taken.

External Audits: If mandated by the funding body, the project may also undergo external quality audits to offer an independent assessment of the project's compliance with relevant standards and contractual obligations.

By putting these processes and procedures into action, the HINTS project will ensure that quality is methodically managed and that the project outputs consistently fulfil the required standards and specifications.

4. Quality Planning

4.1 Quality Planning Processes

The HINTS project will carry out the following key activities as part of its quality planning processes:

Quality Requirements Definition: In collaboration with key stakeholders, the project team will identify, document, and prioritize the quality requirements for each project deliverable and output. This will involve defining the acceptance criteria, performance metrics, and quality standards that need to be met.

Quality Objectives Establishment: Based on the identified quality requirements, the project will set specific, measurable, achievable, relevant, and time-bound (SMART) quality objectives. These objectives will act as the benchmarks for assessing the project's quality performance.

Quality Assurance and Control Planning: The project will formulate a comprehensive Quality Assurance and Control Plan, detailing the quality management processes, procedures, and activities to be implemented throughout the project lifecycle. This will include defining quality control techniques, inspection and testing methods, and quality auditing schedules.

Quality Roles and Responsibilities: The quality planning process will also involve clearly defining the quality-related roles, responsibilities, and authorities of the project team members, as outlined in the preceding section of this Quality Management Plan.

4.2 Quality Requirements Identification

The HINTS project will employ the following methods to identify the quality requirements of stakeholders:

Stakeholder Interviews: The project team will hold interviews with key stakeholders, such as participants in the project events, associated partners, and end-users, to comprehend their specific quality expectations, priorities and recommendations for the project deliverables and outcomes.

Document Review: The team will analyse relevant documents, such as the project proposal, grant agreement, and industry standards, to extract and consolidate the quality requirements.

Brainstorming Sessions: The project partners will engage in collaborative brainstorming sessions to identify and discuss potential quality requirements, based on their expertise and experience. By systematically identifying and documenting the quality requirements, the HINTS project will ensure that the project outputs and outcomes consistently meet the expectations of stakeholders.

5. Quality Assurance

5.1 Quality Assurance Processes

The HINTS project will put into action the following quality assurance processes to provide confidence that the quality requirements will be met:

Quality Management System: The project will set up a comprehensive Quality Management System, which will encompass standardized procedures, work instructions, and records for key quality-related processes, such as:

- Document and record control;
- Nonconformity management;
- Corrective and preventive actions;
- Internal audits.

Internal Quality Audits: The project will carry out planned internal quality audits at regular intervals to verify the effective implementation of the Quality Management System and identify any areas for improvement. The findings of these audits will be documented, and necessary corrective actions will be implemented.

Continuous Improvement: The project team will continuously monitor the performance of the quality management processes and implement improvements based on the lessons learned, feedback from stakeholders, and the results of internal audits.

5.2 Quality Assurance Activities

The HINTS project will conduct the following quality assurance activities:

Design Reviews: The project will hold regular design reviews, involving relevant stakeholders, to ensure that the design of project outputs and deliverables meet the established quality requirements.

Testing and Inspection: Depending on the nature of the project outputs, the team will put into place suitable testing and inspection procedures to verify their compliance with the quality standards.

Periodic Quality Reviews: The project will conduct periodic reviews to assess the progress and effectiveness of the quality assurance activities. These reviews will provide an opportunity to identify any gaps or issues and take corrective actions as needed.

Training and Development: The project team will undergo regular training and development sessions to ensure they are up-to-date with the latest quality standards and practices. This will enhance their skills and knowledge, enabling them to effectively contribute to the project's quality assurance efforts.

By implementing these quality assurance processes and activities, the HINTS project aims to consistently deliver high-quality outputs that meet or exceed the expectations of all stakeholders.

6. Quality Control

6.1 Monitoring and Measuring Quality Performance

The HINTS project will set up the following Key Performance Indicators (KPIs) to track the effectiveness of the quality management processes:

- Proportion of project deliverables that satisfy the defined quality acceptance criteria;
- Count of quality-related nonconformities spotted and resolved;
- Proportion of corrective and preventive actions executed within the scheduled timeframe;
- Stakeholder satisfaction rate with the quality of project outputs and services.

Deliverables to be achieved in the framework of the HINTS project are presented in the table below:

Deliverable No.	Deliverable Name	Work Package No.	Lead Beneficiary	Type	Dissemi-nation Level	Due Date (month number)	Description (including format and language)
D1.1	First interim project report	1	ISIM	R-Document, report	PU – Public	6	The report includes the results achieved so far, as well as the implementation status of the activities, actions and events organised within the project. The project partners will submit necessary information and results in due time to support the preparing of the report The report will be drawn in English
D1.3	Quality management plan QMP	1	ISIM	R-Document, report	PU – Public	6	The quality management plan (QMP) will include both a list of indicators and deadlines as well as how they can be assessed.
D2.1	Curriculum and guidelines on digital training and green technologies	2	CESOL	[R — Document, report]	[PU — Public]	6	The guides and curriculum are regulatory documents that record the essential data on the educational processes and learning experiences that the trainer provides to the learner. The organisation of the educational process is also presented, covering all the educational processes, learning experiences and pathways that learners go through to obtain a specific qualification. The document will be in English in pdf format.
D5.1	Project website	5	EWF	[DEC — Websites]	[PU — Public]	6	Web page presenting the project and the partners involved in the implementation of activities and actions related to it. It advertises the events organised and presents the results achieved. Webpage prepared in English.
D3.1	Collaborative IT platform	3	Helixconnect Europe	[DEC — Websites, patent filings, videos, etc]	[PU — Public]	12	IT platform, accessible from PC, tablet or phone with the role of transnational collaboration between teacher, trainer and industrial stakeholders, as well as for dissemination of new knowledge in the project field. Website prepared in English
D2.2	Educational material on digital training and green technologies	2	CESOL	[R — Document, report]	[PU — Public]	12	Educational materials prepare in English (text and PPT format)
D4.1	Quality assurance procedure for training	4	Helixconnect	[R — Document, report]	[SEN — Sensitive]	12	Document describing the quality assurance of the training process that takes place within a VET provider. The documentation will include purpose, scope, reference documents, definitions and abbreviations, description of the

						activity/process, responsibilities, forms and annexes. Document done in English, in pdf format.
D4.2	Report on new infrastructure of VET provider from Western Balkans and Southern Mediterranean countries	4	Helixconnect	[R — Document, report]	[SEN — Sensitive]	12	The report contains information on the new infrastructure purchased by the VET provider from the Western Balkans and Southern Mediterranean countries. Document done in English, in pdf format
D1.2	Second interim project reports	1	ISIM	R-Document, report	PU – Public	21	The report includes the results achieved so far, as well as the implementation status of the activities, actions and events organised within the project. The project partners will submit necessary information and results in due time to support the preparing of the report The report will be drawn in English
D2.3	Report on organisation of courses on digital training and green technologies for industries	2	CESOL	[R — Document, report]	[PU — Public]	21	The report contains information on the organisation of the training courses, the results achieved and feedback from participants. The document will be prepared in English (pdf format)
D4.3	Report on e-learning systems implemented in WB&SM countries	4	Helixconnect	[R — Document, report]	[PU — Public]	21	The report contains information on e-learning systems implemented in WB&SM countries. Document done in English, in pdf format
D3.2	Collaborative network: Business-education partnership agreements	3	Helixconnect Europe	[R — Document, report]	SEN — Sensitive	24	Partnership agreements between the project partners and third-party stakeholders. Documents are done in English, in pdf format.
D5.2	Report on events organized in WB&SM countries on green and digital topics	5	EWF	[R — Document, report]	[PU — Public]	24	The report contains information on the organisation of the workshops in WB&SM countries on green and digital topics, and the feedback from participants. The document will be prepared in English (pdf format)
D5.3	Report on events organised in EU countries for dissemination of the project results	5	EWF	[R — Document, report]	[PU — Public]	24	The report contains information on the organisation of the workshops / conference in EU countries for dissemination of the project results and the feedback from participants. The document will be prepared in English (pdf format)

The events, meetings and mobilities to be organised in the framework of the HINTS project are presented in the table below:

| Event No | Participant | Description | | | | | Attendees |
		Name	Type	Area	Location	Duration (days)	Number
E1.1	ISIM and all project partners	Project kickoff meeting (March 2024)	Partners project meeting	Project management and decision making	Timisoara, Romania	2	20
E1.2	ISIM and all project partners	Second project meeting (July 2024)	Partners project meeting	Project management and decision making	Madrid, Spain	2	20
E1.3	ISIM and all project partners	Third project meeting (January 2025)	Partners project meeting	Project management and decision making	Miskolc, Hungary	2	20
E1.4	ISIM and all project partners	Forth project meeting (July 2025)	Partners project meeting	Project management and decision making	Porto Salvo, Portugal	2	20
E1.5	ISIM and all project partners	Fifth project meeting (January 2026)	Partners project meeting	Project management and decision making	Timisoara, Romania	2	20
E2.1	ISIM, CESOL, Helixconnect, and UOM	Digital training by e-learning and green technologies for industry (Jun 2025)	Training	Knowledge on green technologies for industry and digital skill	Podgorica, Montenegro	5	20
E2.2	ISIM, CESOL, Helixconnect, and AMTA	Digital training by e-learning and green technologies for industry (February 2025)	Training	Knowledge on green technologies for industry and digital skill	Sfax, Tunisia	5	20
E2.3	ISIM, CESOL, Helixconnect, and AU	Digital training by e-learning and green technologies for industry (April 2025)	Training	Knowledge on green technologies for industry and digital skill	Alexandria, Egypt	5	20
E2.4	ISIM, CESOL, Helixconnect, and UPT	Digital training by e-learning and green technologies for industry (August 2025)	Training	Knowledge on green technologies for industry and digital skill	Tirana, Albania	5	20
E2.5	ISIM, CESOL, Helixconnect, and JEA	Digital training by e-learning and green technologies for industry (October 2025)	Training	Knowledge on green technologies for industry and digital skill	Amman, Jordan	5	20
E4.1	ISIM, CESOL, Helixconnect and UOM	Providing support for implementation of appropriate quality assurance mechanism and for implementation of innovative e-learning system (Jun 2025)	Training / practical support	Knowledge on quality assurance mechanism in educational process Knowledge on implementation of e-learning system	Podgorica, Montenegro	5	20
E4.2	ISIM, CESOL, Helixconnect and AMTA	Providing support for implementation of appropriate quality assurance mechanism and for implementation of innovative e-learning system (February 2025)	Training / practical support	Knowledge on quality assurance mechanism in educational process Knowledge on implementation of e-learning system	Sfax, Tunisia	5	20
E4.3	ISIM, CESOL, Helixconnect and AU	Providing support for implementation of appropriate quality assurance mechanism and for implementation of innovative e-learning system (April 2025)	Training / practical support	Knowledge on quality assurance mechanism in educational process Knowledge on implementation of e-learning system	Alexandria, Egypt	5	20

E4.4	ISIM, CESOL, Helixconnect and UPT	Providing support for implementation of appropriate quality assurance mechanism and for implementation of innovative e-learning system (August 2025)	Training / practical support	Knowledge on quality assurance mechanism in educational process Knowledge on implementation of e-learning system	Tirana, Albania	5	20
E4.5	ISIM, CESOL, Helixconnect and JEA	Providing support for implementation of appropriate quality assurance mechanism and for implementation of innovative e-learning system (October 2025)	Training / practical support	Knowledge on quality assurance mechanism in educational process Knowledge on implementation of e-learning system	Amman, Jordan	5	20
E5.1	UOM	New trends in digital training and green technologies for industry (up to Jan. 2026)	Workshop	Green and digital	Podgorica, Montenegro	1	50
E5.2	AMTA	New trends in digital training and green technologies for industry (up to Jan. 2026)	Workshop	Green and digital	Sfax, Tunisia	1	50
E5.3	AU	New trends in digital training and green technologies for industry (up to Jan. 2026)	Workshop	Green and digital	Alexandria, Egypt	1	50
E5.4	UPT	New trends in digital training and green technologies for industry (up to Jan. 2026)	Workshop	Green and digital	Tirana, Albania	1	50
E5.5	JEA	New trends in digital training and green technologies for industry (up to Jan. 2026)	Workshop	Green and digital	Amman, Jordan	1	50
E5.6	Helixconnect Europe and ISIM	Dissemination of HINTS project results (November 2025)	Workshop / conference	Best practice in digital training and on green technologies for industry	Timisoara, Romania	1	50
E5.7	CESOL	Dissemination of HINTS project results (November 2025)	Workshop / conference	Best practice in digital training and on green technologies for industry	Madrid, Spain	1	50
E5.8	UoMi	Dissemination of HINTS project results (November 2025)	Workshop / conference	Best practice in digital training and on green technologies for industry	Miskolc, Hungary	1	50
E5.9	EWF	Dissemination of HINTS project results (November 2025)	International conference	Best practice in digital training and on green technologies for industry	Porto Salvo, Portugal	1	50

For tracking purposes, both qualitative and quantitative KPIs will be utilized, as follows:

Quantitative Key Performance Indicators (KPIs):

For WP1:

- number of technical - financial interim reports of each project partner: 4 / partner;

- number of face-to-face project partners meetings organised: 5;

- number of on-line project partners meetings organised: min. 4;

- number of plans for proper project management: 4 (PIP, QMP, DP, SP).

For WP2:

- number of policy materials (guidelines and innovative curriculum): 2;

- number of learner-centred educational material: 2;

Each teaching material will include (as appropriate): presentations, audio & video recordings, online multiple-choice tests and min. 20 ppts / teaching hour and 1 page of text / teaching hour;

- number of training courses organised in Western Balkans and Southern Mediterranean countries on green and digital topics: 5

- number of participants in the green and digital training courses: a total of min. 50 teachers / trainers / experts.

For WP3:

- number of transnational collaborative IT platform developed: 1;

- number of hits on the collaborative IT platform: min. 1000;

- number of partnership agreements established: min. 100 (20 / supported country).

For WP4:

- number of VET providers supported to implement appropriate quality assurance mechanisms: 5;

- number of infrastructures of VET provider developed: 5.

- number of VET providers supported to implement an innovative e-learning system to promote innovation in education: 5;

For WP5:

- project logo: 1

- project website: 1;

- number of links to the project Webpages: min. 10;

- no. of visit on the project website: min. 500;

- number of adds or posts on social media: min. 1 / event / partner;

- project brochures / booklets distribution: min. 250 (min. 50 / supported country);

- project flyers distribution: min. 500 flyers (min. 100 / supported country);

- project roll-ups: 10 (1 / country);

- number of events on green and digital topics organised in WB&SM countries: 5 (1/country);

- number of participants to the dissemination events on green and digital topics organised in Western Balkans and Southern Mediterranean countries: a total of min. 250 participants;

- number of events for dissemination of the project results, organised in EU countries: 4 (1/country);

- number of participants in the events (workshop and national / international conference) organised by the European partners for dissemination of the project results: a total of min. 200 participants;
- number of companies participating in the project events: total of min. 100 institutions.

Qualitative Key Performance Indicators (KPIs):

Generally, the qualitative evaluation will be done based on "satisfaction questionnaires" received during the following actions, meetings or events:
- the feedback of participants in the project meetings;
- the feedback of participants in the teacher / trainer / staff training;
- the feedback of participants in the project events (workshops / national or international conferences).

General score of min. 8 on a scale of 1 to 10 has to be obtained for the following:

For project management and dissemination events (meetings, workshops) the following qualitative indicators will be used:
- how appropriate was the event agenda;
- the quality of presentations;
- relevance of information received during the event;
- quality / usefulness of discussions;
- estimated impact of the project / results.

For training events and capacity-building activities/events the following qualitative indicators will be used:
- the quality of course content;
- innovative aspects and the usefulness of the training;
- relevance of information received;
- the presentation quality / aspect of the educational materials;
- flexibility of the learning process;
- the ease of use of the tools used in the training process.

6.2 Quality Control Techniques and Tools

To prevent potential quality problems and to promote continuous improvement of project tasks and deliverables, effective quality management methods and procedures will be used to facilitate the identification and management of risks and the implementation of necessary corrective actions.

The HINTS project will utilize the following statistical quality control techniques and tools:

Statistical Process Control (SPC): The project will employ SPC methods, such as control charts and process capability analysis, to oversee and regulate the variation in key project processes.

Feedback System: The project will establish a systematic process for gathering, examining, and responding to feedback from stakeholders regarding the quality of project outputs and services.

To assess the quality of the training events the teachers / students will be encouraged to start using the tool known as SELFIE (https://education.ec.europa.eu/selfie) which is a tool to help educational institutions to better adapt to a digital educational environment, which also provides statistical data on the performance of their courses and activities by giving their learners a platform where they can anonymously express their opinion about the courses they are receiving and what they would like to learn. The statistical data can be used by our platform members while switching to a course found on it and see the effect it has on the students. Through this process, educators can provide feedback on the platform regarding the best course from a statistical point of view and encourage other educators of this subject to use it and encourage them to improve upon it collectively.

The risks presented in the table below will be monitored and specific mitigation measures will be taken if they are expected to occur.

Risk No	Description	Work package No	Proposed risk-mitigation measures
1	Partners not providing the data required for annual reporting on time *(Likelihood: low Impact: high)*	WP1	The partners will prepare interim technical and financial reports, to be submitted to the coordinator every 6 months, on the status of the project implementation and the related budget spent. A meeting will be held in the last month of each year to check that the partners are ready to deliver the data according to the agreed schedule and thus, 3 milestones were set (MS1, MS2 and MS3).
2	Some partners cannot attend scheduled meetings *(Likelihood: medium Impact: low)*	WP1	Other dates are agreed with all partners. If consensus cannot be reached, the meeting will be held on the date when most of the partners can be present, with the others attending the meeting online and the documents to be signed will be circulated between the partners after the meeting.

3	Some partners for various reasons cannot meet their agreed indicators *(Likelihood: low Impact: high)*	WP1	As the responsibility for the implementation of the project is seen as a whole, the other partners have to strive to correct this so that the overall result is in line with the project proposal. In this case, means will be sought by which the extra effort and related activities can be rewarded.
4	The difficulty of harmonising priorities to integrate them into a common curriculum and innovative guidelines, due to the diversity of ecosystems *(Likelihood: high Impact: high)*	WP2	Evaluation of the regional, national and international ecosystem maps with the framework for innovation in green and digital technologies
5	Low involvement of some partners in the development of high-quality educational materials *(Likelihood: medium Impact: high)*	WP2	Increase the number of online meetings with partners and interim verification of the fulfilment of assigned tasks and the quality of deliverables according to QMP. If major problems arise, transfer tasks to other partners (with appropriate budgetary transfer). The same procedure will be done in case of financial issues or major force, when one of the project partners is impossible to continue activities within the project.
6	There are few teachers / trainers / experts staff willing to attend courses *(Likelihood: medium Impact: high)*	WP2	Raise awareness by using channels to promote the courses in virtual media (social media platforms, project website), advertisements, add and within the beneficiaries' own network. Organizing webinars for potential course attendees to help increase their willingness to participate in such courses.
7	Developing overly complex IT tools that hinder user engagement. *(Likelihood: medium Impact: high)*	WP3	Create contextual help or help text next to fields where user interaction takes place. Presentation of the facilities of the tool / platform developed within the project during information sessions (workshops, digital training courses). Organize regular hands-on virtual workshops that people can attend in order to better understand how to use the platform. Create surveys to get feedback from end-users to test the effectiveness, usefulness and usability of IT tools.

8	There are few industrial companies interested in signing partnership agreements with VET providers. *(Likelihood: medium Impact: high)*	WP3	Raise awareness of industrial companies by using channels to promote the advantages of signing partnership agreements with VET providers (using social media platforms, transnational IT platform and project website), advertisements, add and own network.
9	Delay in finalising the procurement procedures for the modernisation of the VET providers' infrastructure. *(Likelihood: medium Impact: medium)*	WP4	Early start of the preparation of specifications for equipment and devices in order to ensure the smooth running of procurement procedures.
10	Limited involvement of VET provider staff in implementation of innovative solutions developed within the project *(Likelihood: medium Impact: high)*	WP4	Intensify outreach and find other ways to raise awareness and use influencers so that information has a greater impact on decision-makers
11	Limited accessibility of disseminated results *(Likelihood: low Impact: high)*	WP5	Direct identification and communication with international stakeholders.
12	Delays in organising of workshops and/or conferences *(Likelihood: low Impact: medium)*	WP5	If there are delays in organising events, certain activities may be rescheduled, specific verification procedures will be put in place during implementation and new deadlines will be set to meet the final deadline. Virtual workshops and/or conferences will be organized instead.

7. Quality Improvement

7.1 Pinpointing Improvement Opportunities

The HINTS project will employ the following strategies to pinpoint opportunities for quality enhancement:

Process and Results Analysis: The project team will routinely scrutinize the project processes and outcomes to identify areas where quality can be boosted, such as through waste elimination, variability reduction, or efficiency improvement.

Stakeholder Feedback: The project will proactively solicit and analyse feedback from stakeholders to comprehend their views on the quality of the project outputs and services, and identify potential improvement areas.

Brainstorming and Creative Techniques: The project team will arrange brainstorming sessions and utilize other creative problem-solving techniques to generate ideas for quality improvements, leveraging the collective expertise and experience of the project partners.

7.2 Quality Improvement Action Plans

For the identified quality improvement opportunities, the HINTS project will devise specific action plans that encompass the following elements:

Improvement Objectives: The project will set clear, measurable objectives for the proposed quality improvements, aligned with the overall project goals and quality management objectives.

Implementation Timelines: The action plans will include feasible timelines for the execution of the quality improvement initiatives, considering the project's overall schedule and resource limitations.

Resource Allocation: The required resources, such as personnel, equipment, and funding, will be allocated to facilitate the successful execution of the quality improvement plans.

Roles and Responsibilities: The project will distinctly define the roles and responsibilities of the team members involved in the quality improvement initiatives, ensuring accountability and effective coordination.

By implementing these quality improvement processes, the HINTS project will continually enhance the quality of deliverables and overall performance, ensuring that it meets or surpasses the expectations of stakeholders.

8. Communication and Documentation

8.1 Document Management

The HINTS project will set up the following procedures for the management of quality-related documentation. These procedures mirror those that partners use within their own ISO 9001 system.

Document Control Procedure: This procedure will outline the process for creating, reviewing, approving, and distributing quality-related documents, such as the Quality Management Plan, standard operating procedures, work instructions, and quality records.

Document Management System: The project will implement a centralized document management system to ensure easy access and proper archiving of all quality-related documentation. This system will include version control mechanisms to ensure that project personnel are using the most recent documents.

Document Retention and Disposal: The project will specify the retention periods and disposal methods for quality-related documents, in line with applicable regulations and project requirements.

8.2 Internal and External Communication Plan

The HINTS project will formulate a comprehensive Communication Plan to ensure effective communication with the project team and stakeholders regarding quality-related matters:

Communication Methods and Frequency: The Communication Plan will detail the various communication methods, such as meetings, newsletters, emails, and collaboration platforms, as well as the frequency of each type of communication.

Stakeholder Engagement: The plan will identify the key stakeholders, their communication needs, and the suitable communication channels to be used for each stakeholder group.

Documentation and Reporting: All quality-related communications, such as meeting minutes, status updates, and issue escalations, will be documented and stored in the project's document management system. By implementing these processes, the HINTS project aims to ensure effective communication and documentation management, contributing to the overall success of the project. services.

9. Quality Auditing

9.1 Audit Planning and Scheduling

The HINTS project will organize and schedule both internal and external quality audits to validate the effectiveness of the quality management system and pinpoint areas for improvement:

Audit Calendar: The project will formulate an annual audit calendar that delineates the timing, scope, and objectives of each internal and external quality audit to be conducted.

Audit Scope and Criteria: The audit scope and criteria will be distinctly defined for each audit, based on the requirements of the applicable quality standards and the project's quality management system.

Auditor Selection: The project will ensure the independence of the auditors by choosing qualified personnel who are not directly involved in the processes being audited.

9.2 Audit Procedures and Reporting

The HINTS project will use the following procedures for conducting and reporting on quality audits. These procedures mirror those that partners use within their own ISO 9001 system:

Audit Procedure: The project will devise a detailed audit procedure that covers the key steps, including audit preparation, execution, reporting, and follow-up.

Audit Documentation: The project will use standardized templates and forms to document the audit findings, observations, and recommendations. This will ensure consistency and traceability in the audit process.

Audit Review and Approval: The audit reports will be reviewed and approved by the Quality Manager and the Project Manager. This will facilitate the timely implementation of any corrective or preventive actions identified during the audits.

Corrective and Preventive Action: The project will put into place a formal process to track and monitor the implementation of corrective and preventive actions arising from the quality audits, ensuring that identified issues are effectively resolved. By implementing a structured quality auditing program, the HINTS project will continuously evaluate the performance of its quality management system and drive ongoing improvements to ensure the consistent delivery of high-quality outputs and services.

10. Management Review

10.1 Management Review Process

The HINTS project will use a formal management review process to periodically assess the effectiveness of the quality management system and identify opportunities for improvement:

Review Procedure: The project will use a procedure for the management review process, which will outline the objectives, inputs, outputs, and frequency of the reviews.

Management Participation: The management review will be attended by the Project Manager, Quality Manager, and other key members of the project leadership team to ensure a comprehensive evaluation of the quality management system.

Review Agenda: The management review agenda will include, but not be limited to, the following topics:

- Results of internal or (if applicable) external quality audits;
- Feedback from stakeholders;
- Performance of the quality management processes;
- Status of corrective and preventive actions;
- Recommendations for improvement.

10.2 Management Review Documentation

The HINTS project will keep comprehensive records of the management review process, which will encompass the following:

Review Meeting Records: The project will chronicle the discussions, decisions, and action items that emerge from the management review meetings.

Performance Metrics: The project will log the quality performance metrics and indicators examined during the management review process.
Improvement Initiatives: The records will encapsulate any quality improvement initiatives or corrective actions pinpointed during the management review, including the responsible parties and implementation timelines.

The management review records will be stored in the project's document management system and will be available for future reference and auditing purposes. The project leadership will utilize these records to steer strategic decisions and plan for continuous quality enhancement throughout the project lifecycle. By executing a structured management review process and preserving extensive records, the HINTS

project will ensure that the quality management system remains effective, pertinent, and aligned with the project's objectives and stakeholder requirements.

11. Annexes

11.1 Referenced Documents

The HINTS project's Quality Management Plan (QMP) has been formulated with reference to the following pivotal documents:

- ISO 9001:2015 - Quality Management Systems - Requirements
- Project Proposal - HINTS project proposal submitted to the funding agency
- Grant Agreement - Agreement between the project consortium and the funding agency These referenced documents are accessible in the project's document management system and can be consulted and reviewed by the project team as needed.

11.2 Forms and Templates

The HINTS project will devise the following standardized forms and templates to be utilized within the quality management processes:

- Quality Audit Checklist;
- Nonconformity Report;
- Corrective and Preventive Action Form;
- Quality Review Meeting Agenda and Minutes Template;
- Review Checklist;
- Inspection and Testing Report.

These forms and templates will be designed to ensure uniformity and efficiency in documenting quality-related activities and records. The project team members will be trained on the proper completion and usage of these documents to maintain the integrity of the quality management system. All issued documents must adhere to the Visual Identity of ERASMUS+ Programme 2021-2027.

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