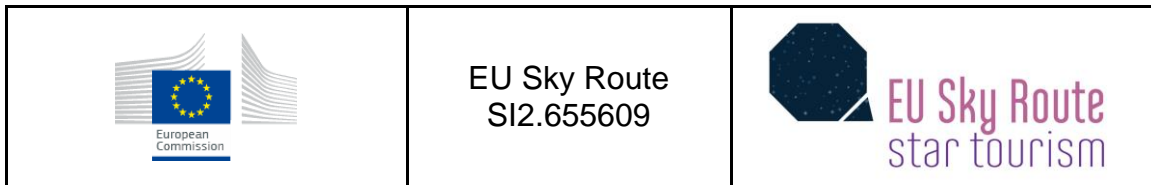


QUALITY AND MONITORING PLAN

COLLABORATIVE WORK AND COMMUNICATION SYSTEM

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1.1 MAIN OBJECTIVES

The Quality and Monitoring Plan has the following objectives:

- Define the organizational and functional structure of the project.
- Define the responsibilities of the institutions and persons involved in the project.
- Centralize in an accessible and user-friendly document the planning and timing of the project activities.
- Make known the obligations of management and control of financed operations within the project.
- Lead and guide the management and control systems designed for the improvement of the technical execution of the project.
- Presenting a guide for the partners for the best outcome of the activities.

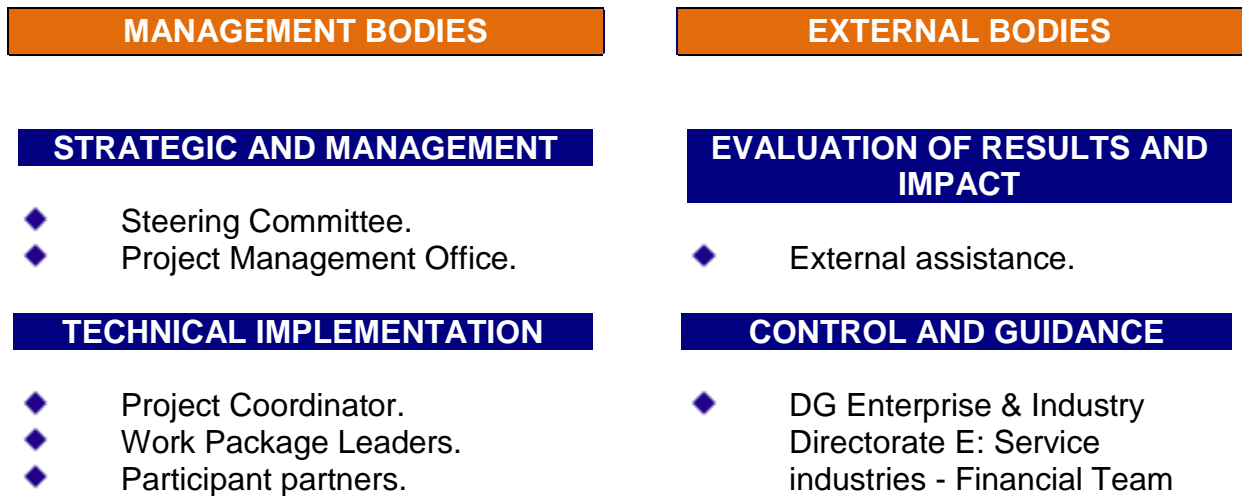
ANNEXES:

- 1. Team working per partner – excel file**
- 2. Monitoring and Planning Tool (MPT) – excel file**

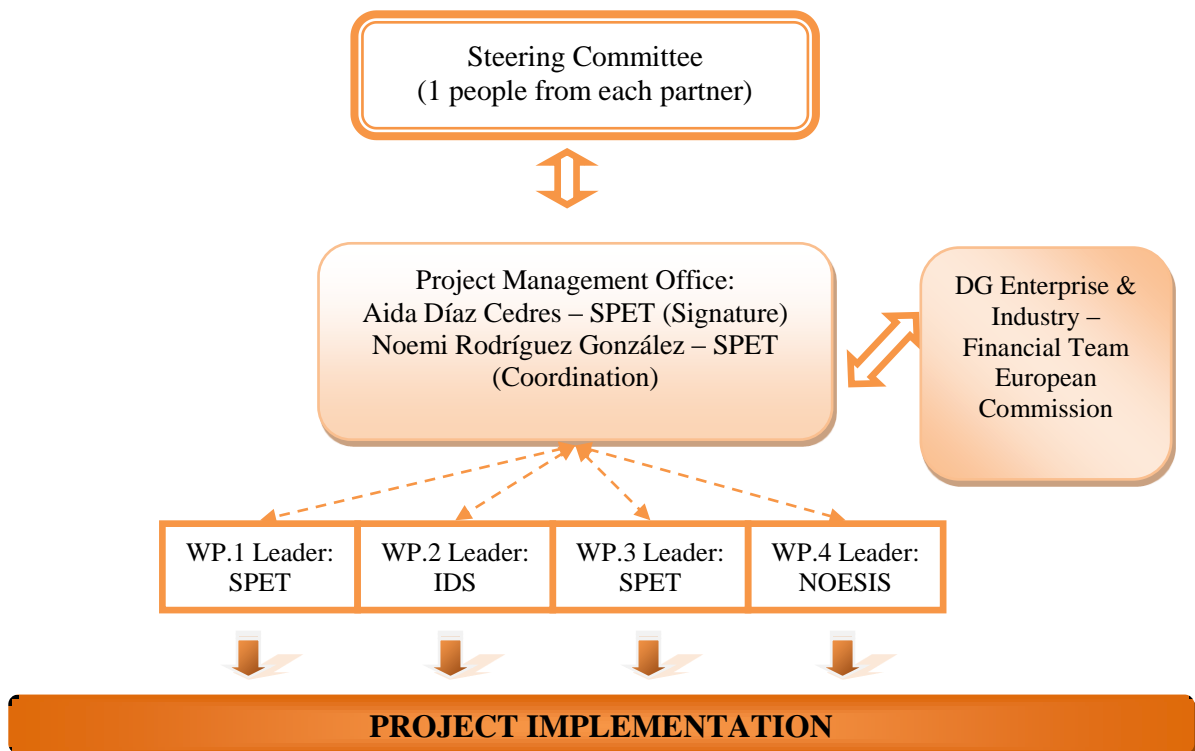
1.2 MANAGEMENT STRUCTURE AND BODIES

Since the project pursues a multidisciplinary approach for the implementation of its actions, it is necessary to establish a project management system with clearly defined roles and responsibilities between all actors involved in the project. For this, the project is structured around a series of organs that allow the proper management and best technical execution.



TECHNICAL STRUCTURE



The Management Structure can be represented with the following diagram:





<p style="text-align: center;">MANAGEMENT BODIES</p>	
<p style="text-align: center;">STRATEGIC AND DIRECTION</p>	<ul style="list-style-type: none"> <li data-bbox="502 459 1418 672"> <p>● Steering Committee Formed by one representative of each member of the partnership. It is a management organ of the project. It is gathered periodically to develop project's management activities (transnational meetings every 4 months). It will establish a division of tasks and control the project's progress.</p> <li data-bbox="502 683 1418 929"> <p>● Project Management Office – PMO Body formed by representatives of the principal beneficiary of the project (SPET) in charge of the working plan execution and financial monitoring and control of the project. Thus, the Office is divided in two areas: Technical Area and Administrative and Financial Area. The Management Office will also be the intermediary between the consortium partners and the Commission (DG Enterprise & Industry).</p>
<p style="text-align: center;">TECHNICAL IMPLEMENTATION</p>	<ul style="list-style-type: none"> <li data-bbox="502 940 1418 1120"> <p>● Project Coordinator The Technical Area of the PMO will be directed by the Project Coordinator. The Project Coordinator is the person responsible for the monitoring, evaluation, control, guidance and coordination of all the technical activities of the project.</p> <li data-bbox="502 1131 1418 1310"> <p>● Work Package Leaders Work Packages will be distributed between WP leaders. These organizations will be in charge of supervising their respective WP implementation and will lead the rest of the partners in carrying out their actions.</p> <li data-bbox="502 1321 1418 1556"> <p>● Participant partners Tasks are distributed among partners, acting as co-responsible or active collaborators. Each partner appoints one person responsible for the task. For each task a budget is established and its corresponding co-financing for each partner. The timeframe, e.g. the date of the beginning and end of each task (schedule) is also established.</p>

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EXTERNAL BODIES	
<p>EVALUATION OF RESULTS AND IMPACTS</p>	<ul style="list-style-type: none"> ● External evaluator organization SPET has delegated one external independent professionals, specialized in evaluation of European projects, for the strategic planning of the internationalization and networking activities and the technical and financial supervision of the actions related with the project. It is important to take into account that the cost of this assistance is included in the project budget.
<p>CONTROL AND GUIDANCE</p>	<ul style="list-style-type: none"> ● DG Enterprise & Industry The Financial Team of the Directorate E: Service Industries will act as a support and monitoring unit.

A Team working (with the contact persons per partner) has been set and it is available on the Document Repository.

For more contact information please see the Work Plan



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STRATEGIC AND DIRECTION BODIES

STEERING COMMITTEE

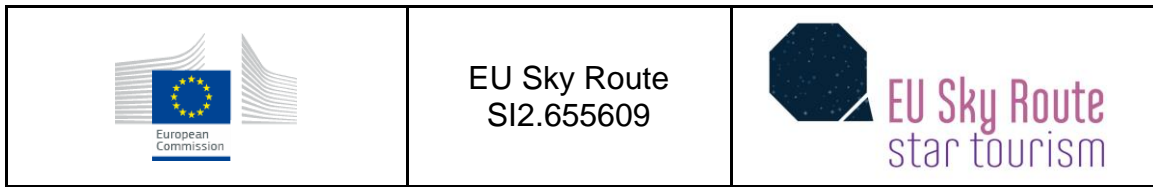
Management and decision-making body

Description	<p>The Steering Committee makes decisions on strategical order. It is the principal management organ of the project. It will establish a division of tasks and control the project's progress. It is gathered periodically to develop project's management activities (transnational meetings every 6 months).</p>
Members	<p>Formed by one representatives of each member of the partnership. The current member of the Steering Committee are:</p> <ul style="list-style-type: none"> ▪ Mrs Aida Cedres (Chairperson and legal responsible of the project) ▪ Mr Jaroslaw Reczek ▪ Mr David Giner ▪ Ms Silvia Casu ▪ Mr Claudio Sdogati ▪ Mr Arménio Pereira ▪ Ms Yana Gocheva ▪ Mr Periklis Iliopoulos <p>The Steering Committee may also involve other people to support its functions and for the preparation of minutes, logistics, reports or any other deliverable of this body.</p>
Calls and performance	<p>The Steering Committee shall meet at least once every six months from the date of the kick-off meeting. Extraordinary meetings may be held in case it is strictly necessary.</p> <p>The minimum quorum for meetings is one half plus one of its members. The Chairperson of the Steering Committee will be responsible for assembling the meetings. Committee members may delegate their duties temporarily in another responsible from their organization.</p> <p>The most important decisions on responsibility of each partner and budget assignments are to be adopted by consensus. Simple majority is needed for more concrete aspects. If case of a draw, the Chairman's vote will have a double value.</p> <p>The meeting minutes shall be approved and signed within the agenda of the next Committee meeting.</p> <p>The Steering Committee makes decision on strategic order:</p> <ul style="list-style-type: none"> - Budget approval and allocation of resources - Task and resources distribution - Partnership agreement modifications
Templates	<p>In order to facilitate the performance of this body, the following templates are available:</p> <ul style="list-style-type: none"> - Meeting Agenda Model

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	<p>- Signature sheet - Meeting Minutes Model</p>
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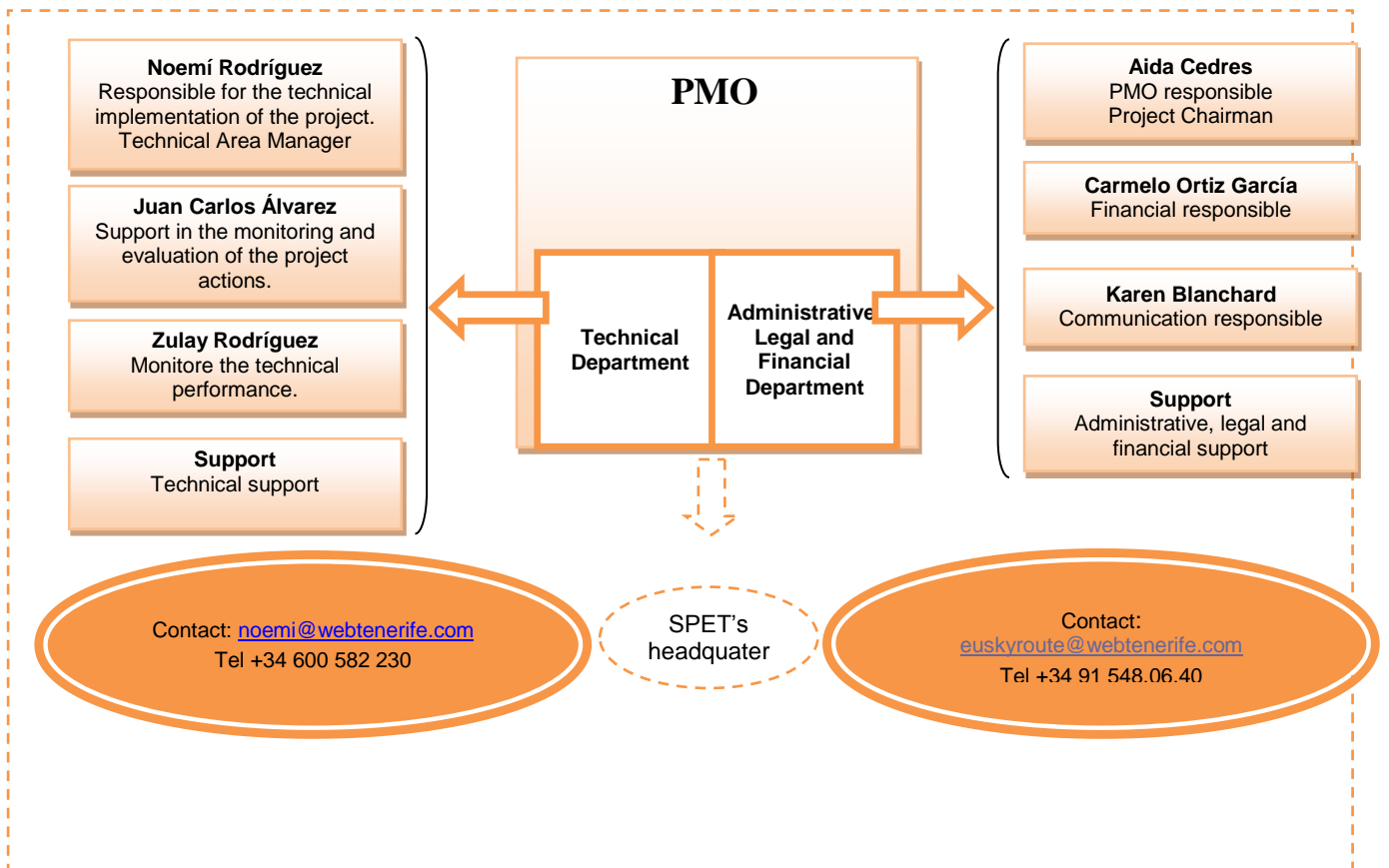
<p style="text-align: center;">PROJECT MANAGEMENT OFFICE – PMO</p>																					
<p style="text-align: center;"><i>Working plan execution and financial monitoring</i></p>																					
<p>Description</p>	<p>It is the project's management office within the principal beneficiary. The PMO is composed of two areas (Technical Department and Financial, Legal and Administrative Department) integrating the personnel needed for the coordination of actions during the implementation phase and the daily management of the overall project's activities.</p> <p>The Project Management Office will also be the intermediary between the consortium partners and Commission (DG Enterprise & Industry- Financial Team) on both technical and administrative/financial matters.</p>																				
<p>Members</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2" data-bbox="399 936 1418 985" style="background-color: #000080; color: white; text-align: center;"> Administrative, Legal and Financial Department </th> </tr> <tr> <th data-bbox="399 985 683 1019" style="background-color: #cccccc;">Name</th> <th data-bbox="683 985 1418 1019" style="background-color: #cccccc;">Functions</th> </tr> </thead> <tbody> <tr> <td data-bbox="399 1019 683 1182">Aida Cedres</td> <td data-bbox="683 1019 1418 1182"> <ul style="list-style-type: none"> Head of the PMO. Responsible figure of the project (legal responsible). Chairman of the Steering Committee. Participating in meetings of the Experts Committee. Dialogue with the Joint Technical Secretary. </td> </tr> <tr> <td data-bbox="399 1182 683 1440"></td> <td data-bbox="683 1182 1418 1440"> <ul style="list-style-type: none"> Head of the Financial Department. Responsible for the internal auditing and controls of the expenditures. Monitoring the eligibility of expenditures. Management of the administrative actions entirety: communications, contracts, procedures, etc. Financial, legal and administrative support for the partners. </td> </tr> <tr> <td data-bbox="399 1440 683 1536">Karen Blanchard</td> <td data-bbox="683 1440 1418 1536"> <ul style="list-style-type: none"> Responsible of the communication management of the project. Compilation of all newsworthy material. </td> </tr> <tr> <td data-bbox="399 1536 683 1632">Additional Support</td> <td data-bbox="683 1536 1418 1632"> <ul style="list-style-type: none"> Administrative support. Support actions for the expenditure management and control. </td> </tr> <tr> <th colspan="2" data-bbox="399 1632 1418 1682" style="background-color: #000080; color: white; text-align: center;"> Technical Department </th> </tr> <tr> <th data-bbox="399 1682 683 1715" style="background-color: #cccccc;">Name</th> <th data-bbox="683 1682 1418 1715" style="background-color: #cccccc;">Functions</th> </tr> <tr> <td data-bbox="399 1715 683 1908">Noemi Rodríguez Gonzalez</td> <td data-bbox="683 1715 1418 1908"> <ul style="list-style-type: none"> Head of the Technical Department. Responsible for the technical implementation of the project actions. Technical coordinator and responsible of the evaluation and monitoring structure. Contact person for the project internal communications. </td> </tr> <tr> <td data-bbox="399 1908 683 2033">Juan Carlos Álvarez</td> <td data-bbox="683 1908 1418 2033"> <ul style="list-style-type: none"> Support in the evaluation actions. Monitoring the implementation of the Work Plan. Includes the content related to the technical area on the project website. </td> </tr> </tbody> </table>	Administrative, Legal and Financial Department		Name	Functions	Aida Cedres	<ul style="list-style-type: none"> Head of the PMO. Responsible figure of the project (legal responsible). Chairman of the Steering Committee. Participating in meetings of the Experts Committee. Dialogue with the Joint Technical Secretary. 		<ul style="list-style-type: none"> Head of the Financial Department. Responsible for the internal auditing and controls of the expenditures. Monitoring the eligibility of expenditures. Management of the administrative actions entirety: communications, contracts, procedures, etc. Financial, legal and administrative support for the partners. 	Karen Blanchard	<ul style="list-style-type: none"> Responsible of the communication management of the project. Compilation of all newsworthy material. 	Additional Support	<ul style="list-style-type: none"> Administrative support. Support actions for the expenditure management and control. 	Technical Department		Name	Functions	Noemi Rodríguez Gonzalez	<ul style="list-style-type: none"> Head of the Technical Department. Responsible for the technical implementation of the project actions. Technical coordinator and responsible of the evaluation and monitoring structure. Contact person for the project internal communications. 	Juan Carlos Álvarez	<ul style="list-style-type: none"> Support in the evaluation actions. Monitoring the implementation of the Work Plan. Includes the content related to the technical area on the project website.
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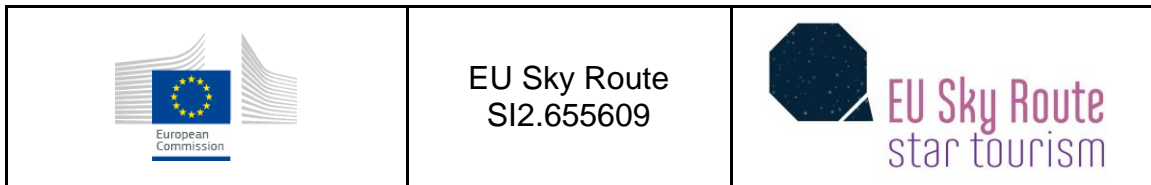


	Zulay Rodríguez	<ul style="list-style-type: none"> • Monitoring the technical performance. • Control of eligibility for the technical execution of actions.
	Additional Support	<ul style="list-style-type: none"> • Support in the technical actions.

Calls and performance	<p>The PMO is an interdisciplinary team that has their physical locations in SPET's headquarters.</p> <p>It maintains all types of internal meetings to make a proper coordination and monitoring of the project as a whole. When prompted, meetings minutes can be prepared for the internal communication with the partners, but in principle it is not mandatory in order to provide flexibility and agility to the meetings.</p> <p>Decisions taken at these meetings are always by consensus, if an agreement is not reached, the Steering Committee will take over.</p> <p>The meetings of each department shall be called by the heads of each area (Aida Cedres or Noemi Rodríguez).</p>
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PROJECT MANAGEMENT OFFICE STRUCTURE





TECHNICAL IMPLEMENTATION BODIES

● **Project Coordinator**

The Technical Area of the PMO will be directed by the Project Coordinator. The Project Coordinator is the person responsible for the monitoring, evaluation, control, guidance and coordination of all the technical activities of the project.

The Project Coordinator is Ms. Noemi Rodríguez.

The main coordinator tasks are:

- Intermediary between the consortium and the authorities (DG Enterprise & Industry).
- Control of the working plan execution.
- Communication among consortium member.
- Leadership and boost of programmed activities.
- Ensure the contract compliance.

● **Work Package Leaders**

Work Packages will be distributed between WP leaders. These organizations will be in charge of supervising their respective working package technical implementation and will lead the rest of the partners in carrying out their actions.

Every WP leader will have to answer to the project coordinator.

The WP leaders for each working group are:

WP.1 PROJECT MANAGEMENT AND QUALITY PLAN: **SPET**

WP.2 DEVELOP THE TOUR PACKAGE: **IDS**

WP.3 DEMO EXPERIENCE: **SPET**

WP.4 DISSEMINATION, INFORMATION AND EXPLOITATION: **NOESIS**

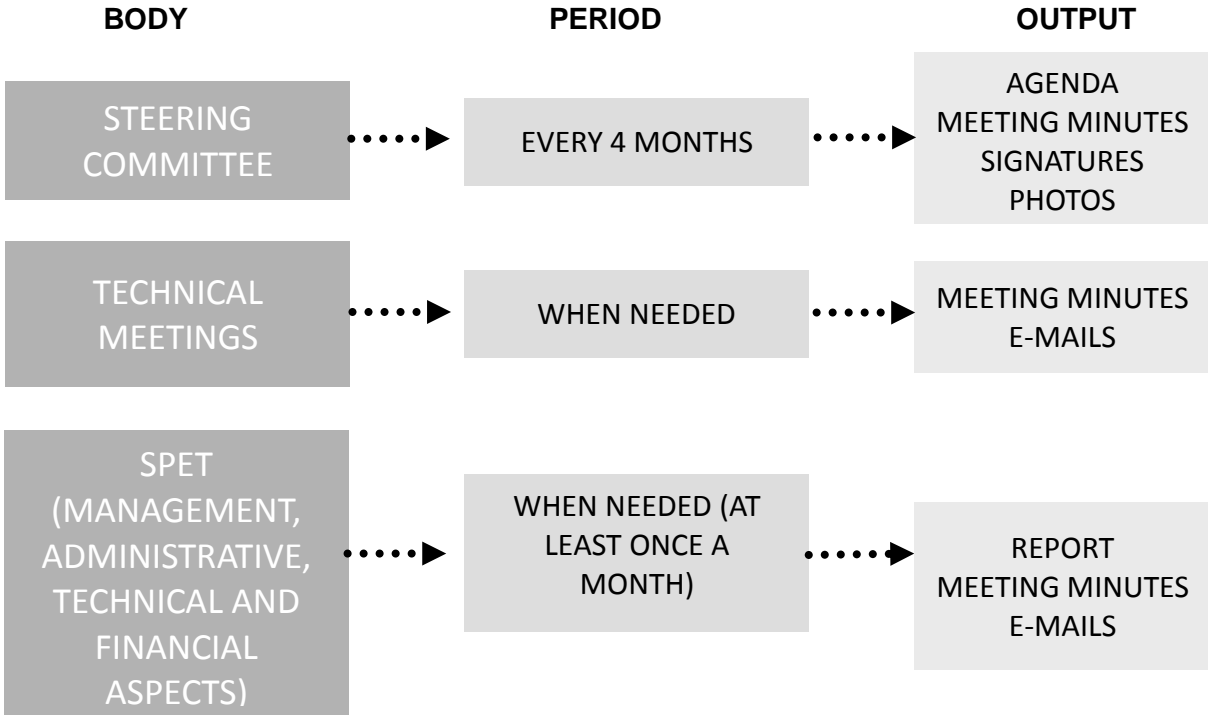
● **Participants Partners**

Tasks are distributed among partners, appointing a partner responsible for each task and various partners as active collaborators. Each partner appoints one person responsible for the task. For each task a budget is established and its corresponding co-financing for each partner. The timeframe, e.g. the date of the beginning and end of each task (schedule) is also established.

All the partners must take responsibility of each task assigned to them in the work plan. Each task responsible and collaborators are established in the work plan of the project. Please see the **Work Plan** for more information

MEETING PLANNING

All the project bodies will hold regular meeting according to the schedule presented below. Also, extraordinary meetings of the Steering and the Expert Committees can occur whenever it is necessary (required at least by half plus one of the committee members).





1.3 DECISION MAKING MECHANISMS

Decision making in the project is structured around two bodies: the Steering Committee and PMO. The first one is the highest organ of management and decisions of the project, chaired by Mrs. Aida Cedres. The functions of this body are presented in the previous section (part 1.2). As stated before, decisions are always taken by consensus unless a failure to reach an agreement occurs. In such a case, the Steering Committee would proceed to a voting system and half plus one votes from the present members are needed in order to approve any resolution. If there is a tie, the chairperson vote will have a double value.

However, any decision or measure taken must always respect the memory of the project approved by the Commission.

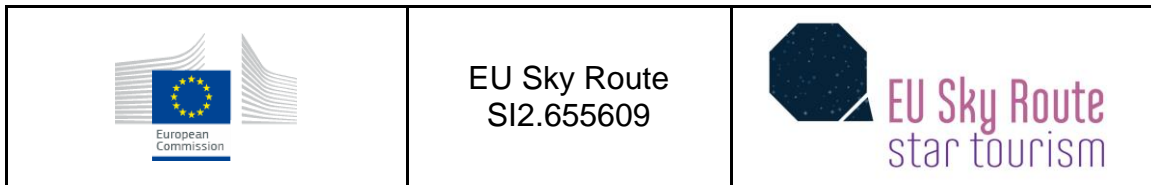
The main functions of the Steering Committee shall be:

- ✓ Approval of substantial changes to the budget or project technical memory, i.e. those requiring a written request to the program authorities.
- ✓ Approval of the Management Plan, Evaluation and Monitoring Plan and the Communication Plan.
- ✓ Coordination of political communication and dissemination of the project.
- ✓ Decision-making for the resolution of disputes between parties within the structure of the project.
- ✓ Establishment of strategic criteria for the implementation of the actions and the project management.
- ✓ Decision-making in which no agreement has been reached between the partners involved in a particular task or working group.

The PMO is the second decision-making body of the project, but will always be subject to the decisions taken by the Steering Committee. It is a body coordinated by Ms. Noemi Rodríguez, for technical matters, and by Carmelo Ortiz García, for the financial and legal matters, whose actions are always taken by consensus within the PMO. Failure to reach an agreement, the matter would be referred to the Steering Committee.

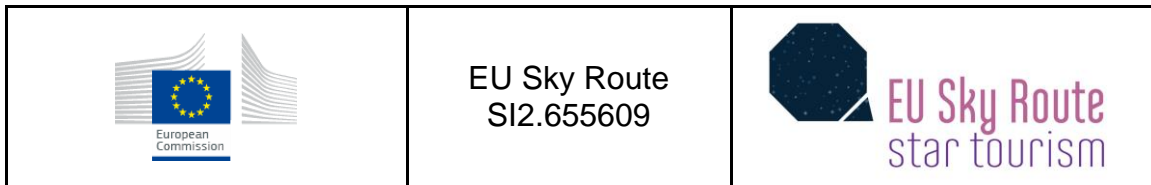
The functions of the PMO are:

- ✓ Incorporation of improvements in the technical and financial implementation of the project.
- ✓ Monitor and evaluate the implementation of the work plan.
- ✓ Submission of proposals to the Steering Committee on both technical and financial matters.
- ✓ First instance body for the settlement of disputes between partners.
- ✓ Any non-substantial modification to the budget and the project's official memory.



However, as in the case of the Steering Committee, any decision or action taken by the PMO must respect the memory of the project approved by the Commission. Thus, the decision-making structure is detailed in the following table:

DECISION-MAKING STRUCTURE	
Body	Main Function
<ul style="list-style-type: none"> ■ Steering Committee 	<p>First decision-making body. Highest organ of management and decisions.</p>
<ul style="list-style-type: none"> ■ Project Management Office (PMO) 	<p>Second decision-making body → subject to the decisions taken by the Steering Committee.</p>
<ul style="list-style-type: none"> ■ Project Coordinator 	<p>Makes decisions but must be validated by the Steering Committee.</p>
<ul style="list-style-type: none"> ■ Work Package leader 	<p>Makes decision on a technical order for the better implementation and complementarities between the WP actions → subject to the decision of the Project Coordinator.</p>
<ul style="list-style-type: none"> ■ External assistance 	<p>No decision power whatsoever – only serves as an expert body.</p>



1.4 CONTROVERSIES SOLUTIONS

In case of any conflict or disparity in interpretations between the bodies of the project or from project staff regarding the implementation and management per se, a controversies resolution process is foreseen between two instances.

1st Instance Controversies

The parties involved in any dispute may request the situation to be resolved by the Project Management Office. In this case, an extraordinary meeting will be called up for the member of the PMO and the partners involved in the action, unless a regular meeting is already scheduled in a short period of time (always less than two months). The PMO will finally decide, always by consensus. If no agreement is reached between the involved partners, with the intervention of the PMO, the issue will be resolved only by the PMO, unless it is a circumstance that can be elevated to the Steering Committee, as a 2nd instance controversy.

2nd Instance Controversies

In this instance, the decision-making body is the Steering Committee. Only disputes that match any of the following circumstances will be taken into account:

- There is a conflict between the PMO and other organs, i.e. the PMO is directly involved and affected by the dispute possible resolution.
- The PMO is unable to find a resolution for the conflict.

In this case, a special Steering Committee meeting will be called; unless a regular meeting is already scheduled in a short period of time (less than 2 months). The Steering Committee will finally decide by consensus. If an agreement is not reached, a voting system will be applied. In order to obtain an acceptable resolution, half plus one votes of the Steering Committee members should be obtained. If there is a tie, the Chairman's vote will count as double.

After the resolution of the dispute in the first or second instance, the partners involved must complete a report

1.5 INTERNAL COMMUNICATION

This section develops the methodology of the project **internal communication**, which takes place between the management bodies, the PMO and the WP and partners, as well as the management communication between agencies and entities outside the project, not considered as advertising or dissemination communication. External communication strategy and dissemination are laid down in the Communication Plan of the project, not presented in this Plan.

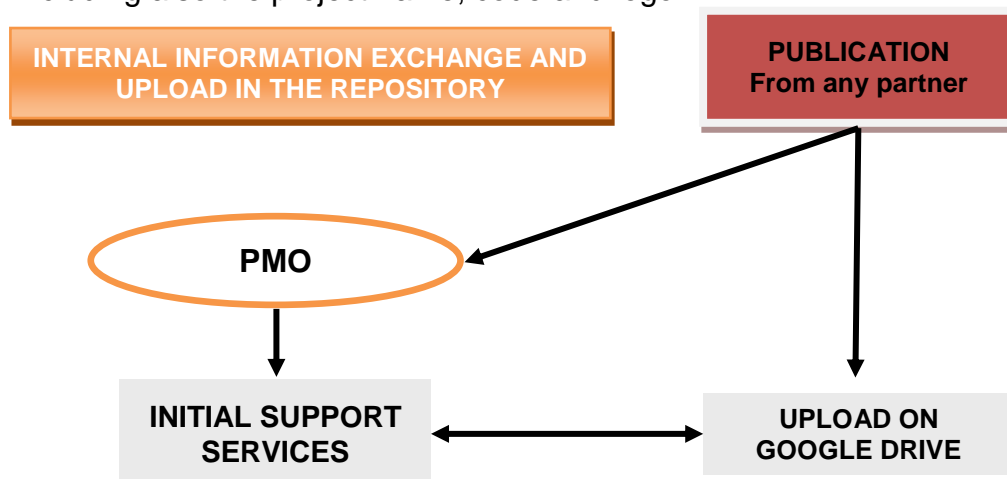
To ensure and demonstrate that the management and control of the grant has been made under European and national legislation, the communication should follow the following methodology:



INTERNAL INFORMATION

- ✓ The guides and rules that govern the project will be available on the Document Repository (GoogleDrive Folder). This fact will be communicated via e-mail to all parties, providing them with the link to the folders.
- ✓ The minutes and other records that should be known by the parties, such as progress reports, official notifications, meeting minutes and others, will be included in this Document Repository.
- ✓ The front and back covers of any publication (report) financed under the project should contain:

- A) The emblem of the European Union and the reference to the European Union.
- B) The statement "Co-funded by European Commission"
- C) The project logo, name and code: EU Sky Route SI2.655609"

- ✓ Any internal documents related to all sorts of tasks, such as derivatives of meetings, reports, workshops and others, shall include a statement or legend stating that the report has been co-financed by European Commission, including also the project name, code and logo.



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INTERNAL COMMUNICATIONS

- ✓ Phone, Skype communications can be used for the daily work of the project. Nevertheless, these communications channels will be reinforced in writing by e-mail or ordinary mail when they are about technical or financial questions, meeting organizations and decisions affecting the project implementation. Thus, the audit trail on project issues will be easier to follow as a reference in future inspections and external audits.

All technical questions/communications of the project will be directed to noemi@webtenerife.com. Please always carbon copy (CC) the following e-mail address: euskyroute@webtenerife.com

All financial questions/communications of the project will be directed to aida@webtenerife.com. Please always carbon copy (CC) the following e-mail address: euskyroute@webtenerife.com

Furthermore, the "subject" of the e-mail must include the number of the action or task related to the message content. The PMO will stored and classify the communications between the partners and they may be reviewed only by the parties involved, thereby safeguarding confidentiality.

The content or the signature of the sender must mention:

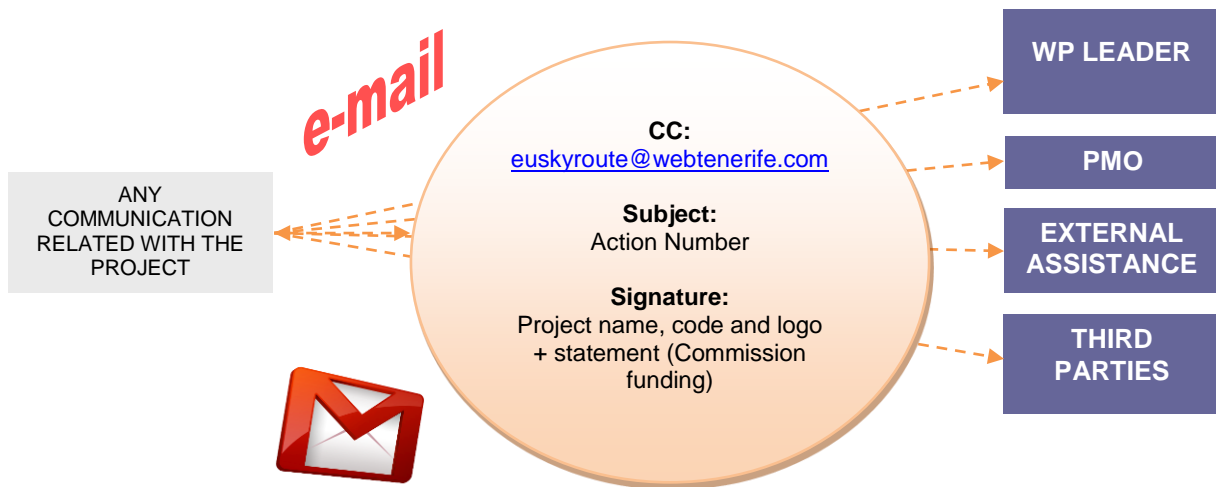
- ✓ The project name, code and logo: EUSKY ROUTE (SI2.655609)
- ✓ The statement: "Co-financed by the European Commission – DG Enterprise & Industry."

This way, the audit trail about project topics will be easier to show and will make controls and external audits easier, since communications will be at the disposal of any authority auditing the project. The project is susceptible of audition until April, 30 2020 by European entities.

The contact information of the PMO is:

PROJECT MANAGEMENT OFFICE	
Technical Department: noemi@webtenerife.com Financial Department: aida@webtenerife.com General e-mail: euskyroute@webtenerife.com	
TURISMO DE TENERIFE SPET	
Address	Tenerife (headquarters) location
	Avda. de la Constitución, 12 38005 Santa Cruz de Tenerife (Islas Canarias-Spain)
	Phone: +34 600 582 230 Fax: +34 922 237 872 Phone2: +34 91 548 06 40

COMMUNICATION FLOW WITHIN THE CONSORTIUM



OTHER TYPES OF COMMUNICATION CHANNELS AVAILABLE



✓ Skype communications are highly recommended because of economic reasons.

phone

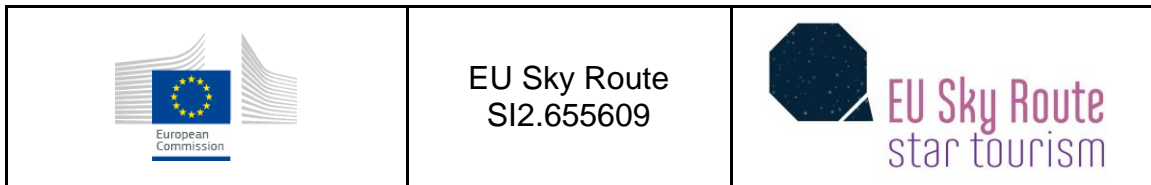
✓ The phone will also be used for daily work, management and project implementation. However, these communications will be enhanced by e-mail (always with a copy to the project coordinator) when dealing with queries, announcements of meetings and decisions affecting the project development.

regular mail

✓ Ordinary mail will be used to make official communications (when asked) and to send materials (samples). Official documentation or a formal request must be sent by certified mail, with return receipt requested.

✓ Other types of communication channels are accepted.

All the communication must include the project acronym "EUSKY ROUTE", the code "SI2.655609", the project logotype, the topic of the question and the Commission funding reference.



1.6 IMPLEMENTATION PROTOCOL AND CRITERIA

The body in charge of the monitoring, evaluation and decisions regarding the technical implementation and performance of the Project is the PMO, under the direction of the Steering Committee and the recommendations of the Experts Assistants. However, for the technical management and daily monitoring of the implementation of actions, the project has a monitoring structure to ensure the proper functioning of the completion of the work plan and compliance with the technical guidelines established from the Steering Committee, the PMO and the DG Enterprise & Industry-Financial Team.

KEY CRITERIA FOR THE IMPLEMENTATION OF ACTIONS

- ✓ Expenditure may be charged to the project whenever eligible under applicable law, provided and directly related to the project, planned in memory and is verified previously by the Project Management Office.
- ✓ At the start of a public contract, the partner involved shall check for the following:
 1. The appropriateness of the expenditure under the work plan and memory approved by the Commission and compliance with the eligibility control documents reflected in the Management Plan of the project.
 2. At the beginning of the procedure, and before signing any contract, inform about the action to the Financial Department of the PMO.
 3. Afterward, the PMO will generate an accounting document indicating the acceptance or rejection of the expense, or if the partner should add more information about it.
- ✓ ***Every action shall be responsible for a product / deliverable. It will be necessary to classify and store the technical documentation and the product / deliverable (reports, studies, dissemination material, photographs, training materials, etc) until April, 30 2020.*** To do this, save a copy of every output in your organization and send another one to the Technical Department of the PMO.
- ✓ Once awarded, any contract modification which leads to an increase in the amount of the contract will be considered ineligible and will not be imputed to the project.



1.7 REGULATION APPLICABLE

The development of a European project funded by EU funds is framed by the European Community legislation.

Sources Consulted

- ✘ Guidelines from the DG Enterprise & Industry – Financial Team.
- ✘ The European Commission.

1.8 APPROVAL AND UPDATE OF THE MANAGEMENT PLAN

The usefulness of this plan lies in the accuracy of the information contained. However, to maintain the accuracy of its content, it will be necessary to update the plan during the project implementation. Therefore, a procedure is structured to take updates into effect:

APPROVAL

This plan (including its ANNEXES) is approved by the Project Steering Committee, from a proposal made by the Project Management Office and the contributions of other project organs.

REVIEW and UPDATES

Minor

- For any minor change, PMO's and any other relevant bodies' approval is sufficient.

Substantial

- For those substantive amendments, i.e. for the changes that will require a written notice to the Financial Team of the DG Enterprise & Industry and subsequent receipt of the approval thereof, it is essential to reach an agreement in a Steering Committee meeting.



IMPORTANT NOTICE

However, the Management Plan incorporates European regulations and national legislation. Therefore, **no substantial modification shall contravene the rules and regulations applicable within national and European range.**

The latest version of the Management Plan will be introduced in the online management tool (GoogleDrive Folders) for consultation from all bodies involved in the project.