MANAGING GREENES PROJECT PROCEDURES

ABBREVIATIONS

* PI industry partners
* PE partners in education
* PMP project procedures
* PQAP Quality Assurance Plan
* WP work package
* LLL Lifelong Learning Course
* P1. AATPS
* P2. UNIM
* P3- UREMOVE
* P4- JugoImpex Nis
* P5- Energy maribor
* P6- MZT Bitola

Project management involves synchronization of technical, financial and administrative aspects, as well as monitoring the flow and quality of planned activities throughout the entire duration of the project. GREENE is a complex project in terms of organization and set goals, so it is extremely important to establish a good and flexible management structure. Of great importance is the quality and position of conflict management. The priority approach in managing project activities will be transparency and professionalism.

The management of the GREENES project is based on the umbrella contract signed by P1 with the National Agency, as well as on partnership agreements P1 with partners P2, P3, P4, P5, P6.

Greenes project management includes: planning activities; Organize; Control; Coordination. The planning process, in order to achieve balance, is a very important stage in the life cycle of the GREENES project. The planning process itself is crucial for the realization of generally set greenes ceilings, and special attention will be paid to it.

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| RISK MANAGEMENT AND CONFLICT MANAGEMENT | Communication procedures | REPORTING |
| Wp Management | ManageGREENESProject | Financial management |
| Time agenda | Human Resource Management |
| Contracts |
| Technical annexes, Project application |

 *Figure 1. Block scheme of the GREENES project management system*

Greenes project management takes into account the interests of all partners, their expertise and capacities. The main objectives of the PMP procedure are:

* Ensuring efficient, administrative, financial and technical project management
* Defining the indicator
* Efficient management of available project resources
* Implementation of planned measures to ensure the quality of results and implemented activities.
* Ensuring the dissemination of the results achieved
* Strengthening partnerships.

The basic documents that will regulate these areas will be two documents PMP – Project management procedures and QAP- Quality assurance of project results. Within these documents, the mechanisms of monitoring the implementation of activities as well as the quality of the realized will be described in detail and elaborated. Within the management part of the project, two independent bodies will be formed PM team and QAP team. Within the competence of the PM team, the realization of all project activities in accordance with the envisaged agenda will be under the competence of the QAP team to evaluate the realized activities and achieved results. The PM team will be in charge of strategic project management and will ensure that the project progresses in accordance with the work plan These two teams will consist of representatives of p1-P6 partners, with members of one team not being able to be members of the other team. In this way, independent assessment and evolution of what has been done will be ensured. There will be regular reports on the progress of the implementation of the project and reports on the results achieved. Reporting will be periodic every two months, via an online communication channel. Reports on the course of activities will be discussed at PM team meetings (every two months), while Reports on achieved results will be discussed at meetings of the PM team and QAP team.

Project management is conceived on the basis of the OSI model of communication Open Systems Interconnection, which is used in communication within network computer systems. This implies that both the management of the GREENES project, as well as the communication between the members of the consortium, will be multi-layered and dynamic. The first two layers are basic management and will deal with

only activities and issues related to the achievement of the results of the project and the quality of the implemented. This includes the adoption of clear procedures, monitoring mechanisms,

control mechanisms and reporting mechanisms as well as mechanisms for preventing potential risks. Therefore, within this level of management, P1, in cooperation with all project partners, will develop special communication channels between partners that will provide:

• continuous communication of PE and PI;

• Central accounting/financial support, advising and monitoring the execution of the budget

• preparing, conducting and monitoring the meeting of the consortium and other bodies.

• preparation / publication of reports.

Representatives of all partners will be appointed to these teams, and the chairman will be P1 for the management part and P2 for the team dealing with quality issues.

At the third level, the formation of institutional teams responsible for the implementation of activities within the work packages at the level of their institutions will be carried out. To this end, a team of leaders will be appointed to organize, monitor and report on the progress of implementation within their working groups. For day-to-day decision-making, these team leaders will be able to seek guidance from the coordinator as well as the Greenes project management team.

At the fourth level, an administrative technical support team composed of partners P1.-P3 will be formed, which will be in charge of providing all legal financial information related to the implementation of the project to all project participants, especially P4-P6, as well as to carry out periodic (for six months) financial control of the execution of the project budget in accordance with the plan of activities.

The task of this team will also be to provide support to P4-P6 partners in launching and using the e-platform of knowledge.

Continuous communication at all levels will be facilitated by a combination *of f2f discussions,* team meetings, meetings through "meeting platforms, electronic" communication as well as through the communication website and knowledge platform. Within the project, three round tables are planned organized by partners P1, P2 and P3, which will be an opportunity for analysis, reporting and solving possible problems in implementation.

The role of each partner is clearly defined, budgeted according to priorities and controlled by the entire project team. All partners have a uniform load within all work packages in accordance with the set goals of the project application.

In order to effectively implement the work packages, WP leaders will be formed, whose main tasks will be:

* Coordination of activities and efficiency carried out.
* Organization of meetings and communications between persons working on the realization of activities within WP
* Initiating crisis management procedures in cases of deviations from deadlines, quality of realized, financial overdrafts, etc.
* Constant communication with the project coordinator and WP leaders of other work packages.
* Reporting

In the development of WP 1, all partners will be involved. The competence for the realization of the WP2 work package will be entrusted to P2. P2, has enough experience in the field of market analysis, trends as defining new knowledge. As part of this package, P2 will also be in charge of developing new LLL courses in cooperation with P4 partners. P5. and P6. The WP3 implementation package will be handled by partner P3. The experiences of P3 from previous projects are great thanks to the applied methodologies, which as an example of good practice are used in the realization of other project activities. Given that this work package builds on the results of WP2, within which the partner's responsibilities were distributed in terms of the development of individual project outcomes, these same competencies will be copied within the WP3 work package. so that for the implementation of teaching content and LLL courses will be responsible P2 with P4, P5 and P6, for improving the online learning system P3, and for the development of e platform knowledge P1, P4-P6.

Finally, within the WP4 package related to the elements of promotion and sustainability, which will be under the jurisdiction of P1, a whole range of activities will be implemented with the application of modern methodologies and digital tools.

All partners will be equally engaged in all activities. However, their contribution to the realization of work packages will differ in scope and specific roles. The competencies were chosen in such a way that the optimal harmony between the specific expertise and the existing capacities of each partner was achieved and this was aligned with their interests and project results.

The control of the implementation of the budget will be carried out in accordance with the aforementioned documents within which the procedures for allocation of competencies and budget control will be described in detail in accordance with the implemented activities. The financial flow of the project implementation will be measured and managed by comparing the regulation and the course of real ization of activities and real costs. Financial statements on spent funds will be an integral part of the report on the progress of the project implementation and will be submitted every two months. For this purpose, online communication channels will be used.

*Figure 2. On-line channels of communication*

The procedure in case of the occurrence of a certain risk that may affect the implementation of the project will be in accordance with the QAP within which the entire set of risks will be foreseen, as well as mechanisms for their prevention and treatment. A set of procedures will be defined, which will be applied at that time, in accordance with the decision of the PM team and the agreement of the QAP team.

The PMP team will be composed of:

PC.- Prof. Aleksandra Boričić -C chairman

P1. - Prof. Filip Kokalj

P2 .- Prof Stojanče Nusev

P3. - Miljana Šćekić

P4. -Ivan Angelin

P5. -Boris Novak

The QAP team will consist of:

P1. Prof. Boban Cvetanović

P2. -Prof. Niko Samc

P3. -Prof. Mitko Kostov - Chairman

P4. -Ljiljana Kostić Despotović

P5. -Angelina Petrovska

P6. - Ljubo Germič.

The following persons will be responsible for the work packages:

WP1- Prof. Aleksandra Boričić-P1

WP2. Prof. Filip Kokalj- P1

WP3. Prof. Gordana Janevska -P2

WP4. Prof. Dejan Blagojević-P1

Organizational Scheme