

# WP8. Project Quality Management Plan

## **Task 8.2**

Coordination

## **Deliverable 8.1**

Project Quality Management Plan



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## ABBREVIATIONS

Advisory Board (AB),	12
Consortium Agreement (CA),	10
End-of-life vehicles (ELV),	7
General Assembly (Gen.A),	11
Grant Agreement Preparation (GAP),	16
Management Committee (MC),	11
Project Quality Management Plan (PQMP),	10
Waste electronics and electrical equipment (WEEE),	7
Work package (WP),	11

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## EXECUTIVE SUMMARY

This deliverable outlines the plan for quality management for the PRIMUS project. PRIMUS project management and internal communication are interlinked, and good implementation of both aspects is important for proper quality management. The PRIMUS project is well organised with a clear assignment of roles and dedication from all the partners.

The PRIMUS project governance includes the Management Committee and General Assembly, which have specific complementary roles and division among responsibilities and decision-making. General Assembly is the highest decision-making body of the project. Different managerial roles in the project further describe specific responsibilities within the project and ensure proper and successful project execution and results and outreach. The Project Coordinator has the overall responsibility for executing the General Assembly's decisions and making sure that the work and governance plans are implemented throughout the project and manage and monitor the effectiveness of plans.

Important aspects of quality management are frequent-enough and well-structured meetings, agreed reporting practices, continuous risk management, proper management of issues at hand and efficient available communication tools that are used by the partners. Communication with key external stakeholder groups, AB and the Project Advisor, is also important for the proper execution of the project.

Adherence to the structures and procedures described in this deliverable is important for well-coordinated and appropriate project execution. The project management structure is the management framework of the PRIMUS project. All the roles and plans will be constantly monitored and updated by the responsible committees, managers and partners. The WP leaders, managers and coordinator have important roles to monitor the quality from their perspectives.

On behalf of Authors

Anna Tenhunen-Lunkka, VTT

## PRIMUS PROJECT

PRIMUS project is dedicated to significantly contribute to the goals of the European Strategy for Plastics and enhance the amount of quality and safe recycled plastics that enter the European markets. PRIMUS is a project funded by the Horizon Europe in the following call: *HORIZON-CL4-2021-RESILIENCE-01-10: Paving the way to an increased share of recycled plastics in added value products (RIA)*. PRIMUS is a 3-year project with a total budget of 7 M€. PRIMUS has 10 partners<sup>1</sup>, and 2 affiliated entities<sup>2</sup>.

PRIMUS will actively engage with the plastics value chain stakeholders and innovatively develop novel methods and technologies to significantly increase the circularity, and production and use of sustainable, safe and quality recyclates in added value products. The main technological focuses are on advanced mechanical recycling coupled with broad analytics and novel pretreatment methods for removal of hazardous substances and counteracting degradation. PRIMUS will produce 4 demonstrations where new added value products will be made from recycled and upgraded non- or underutilized plastic waste streams from waste electronics and electrical equipment (WEEE) and end-of-life vehicles (ELV). The four demo products will be automotive interior parts, automotive cooling circuits and its elements, a food contact application refrigerator, and a closed-loop demonstration of washing machine seals.

The project aims at establishing EU widely accepted and transparent procedures to control quality and safety of recyclates, especially for the waste streams containing hazardous substances like brominated flame retardants. The framework related work will include broad engagement of the European plastics sector and recyclers, but also the society, citizens and communities as well as consumers. Safety and trackability back to origin, traceability, are consistent and overlapping themes in PRIMUS. PRIMUS will not only technically and industrially support the uptake of recyclates in products but will also address and support the concerns of the society and enhance the uptake of products that have recycled content.

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<sup>1</sup> VTT Technical Research Centre of Finland Ltd (coordinator, VTT), Circularise (CIR), Tallinn University (TLU), University of Eastern Finland (UEF), Maier (MAI), Greendelta (GD), Cikautxo (CK), MONDRAGON Corporation (MON), Plastics Recyclers Europe (PRE), and Coolrec (COR).

<sup>2</sup> CIKATEK R&D and Innovation Centre (of Cikautxo, CKT), Maier Technology Centre (of Maier, MTC).

## 1 INTRODUCTION

This deliverable produces the quality management plan to serve as project 'Handbook', which outlines procedures of the PRIMUS project consortium. It is to be used as reference source for consortium members covering many day-to-day project management and execution activities, and document the agreed procedures for project deliverables, milestone, and reporting.

Professional management will ensure efficient working processes and high-quality project outcomes through:

- Competent overall project coordination including administration, quality management, risk management, financial management, ethics and data management, IPR management, continuous progress monitoring, and corrective actions as required.
- The use of formal communication platforms ensuring efficient internal communication and timely information flows within the project, and towards the EC.

### 1.1 Scope of the deliverable

This report outlines the plan for quality management for the PRIMUS project including management structures, plan for internal communication, monitoring and quality control, risk management and contingency, as well as IPR management.

Ethics management, data management and IPR management are integral parts of project quality management; however, as these topics have their own deliverables, they are excluded from this deliverable.

### 1.2 Target audience

This report is intended primarily for the PRIMUS consortium, and external stakeholders interested to evaluate the quality measures of the project.

### 1.3 Contributions of partners

The following Table 1 Table 1. Partners' contributions depicts the main contributions from participant partners in the development of this deliverable.

<b>Participant short name</b>	<b>Contributions</b>
VTT	Overall content to the report.

Table 1. Partners' contributions



## 1.4 Relation to other activities in the project

The following Table 2 depicts the main relationship of this deliverable to other activities (or deliverables) developed within the PRIMUS project and that should be considered along with this document for further understanding of its contents.

<b>Deliverable Number</b>	<b>Contributions</b>
D8.2	This deliverable explains the ethics management of the project.
D8.3	This deliverable explains the data management of the project.
D7.1	This deliverable explains the plan for dissemination and exploitation including external communication activities as well as IPR management.

Table 2. relation to other activities in the project

## 1.5 Structure

- **Section 1:** Contains an overview of this document, providing its Scope, Audience, and Structure.
- **Section 2:** Contains the objectives and expected impacts of the deliverable.
- **Section 3:** Contains the management structures and internal communication plan.
- **Section 4:** Contains the monitoring and quality control plan, including risk and contingency management.
- **Section 5:** Contains the conclusions and discussion.

## 2 OBJECTIVES AND EXPECTED IMPACT

The Project Quality Management Plan (PQMP) defines project structures and practices as well as quality assurance procedures, which are set to ensure that PRIMUS:

- Complies with the requirements set out in the Grant Agreement (GA).
- Complies with the Consortium Agreement (CA) signed by the consortium partners.
- Project implementation and outputs are of high quality.
- Code of conduct, standards, good research ethics are followed.

The PQMP supplements the Grant Agreement and the Consortium Agreement and is based on General Assembly (Gen. A) and Management Committee (MC) decisions. The principles for the management structures and different roles are described in detail in the GA and CA.

PRIMUS project management and internal communication are interlinked and good implementation of both aspects is important for the quality management. PRIMUS project management and internal communication are managed via the schematic depicted in Figure 1.



Figure 1. PRIMUS project management and internal communication management schematics

## 3 MANAGEMENT STRUCTURES AND INTERNAL COMMUNICATION

### 3.1 Management structures

Establishing the management structure of PRIMUS is important for the successful implementation of the project and for the quality of project results. The management structure is presented in Figure 2. The partners within the consortium have different roles as WP leaders, Task leaders, contributing partners, and different managerial positions. The project is coordinated by VTT.

The project has two main management bodies: the General Assembly (Gen. A) and Management Committee (MC). The committees are complementary management bodies that ensure proper project progress at both steering and execution level. Outside the consortium structure, PRIMUS has an external Advisory Board.

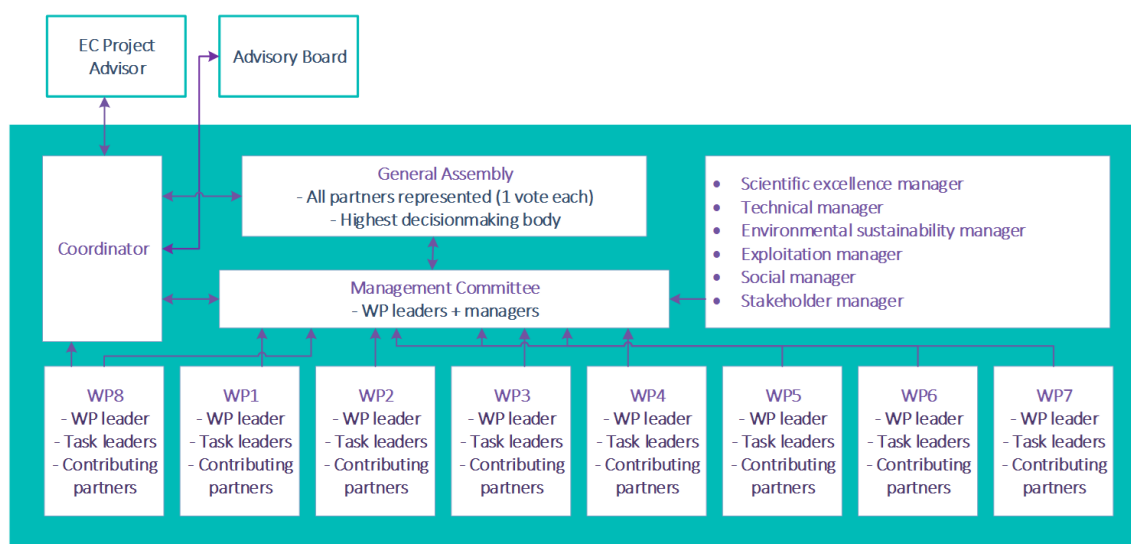


Figure 2. PRIMUS management structure

#### 3.1.1 Internal management structures and communication

The work package (**WP**) **leader** of all tasks and outputs in the WP and provides supervision to the **WP team** consisting of **Task leaders** and **contributors**. WP leaders organise regular WP-level meetings to ensure appropriate progress of the work. The progress of each WP is monitored in the monthly **Management Committee** meetings composed of the WP leaders and **managers** of the project. Larger 2-day **consortium meetings** are arranged every six months. At every consortium meeting the WP leaders shall present information about the status of ongoing work covering the past 6 months and the next 6 months. The Gen. A, MC or the coordinator might request additional status reports from the WP leaders outside consortium meetings when needed considering tasks in the critical path or with reported risks.

The **Gen. A**, highest decision-making body of the project, convenes at least as often as consortium meetings are held. The Gen. A composes of all of the partners. Gen. A and MC members have all official deputies to ensure decision-making ability of the consortium even in the absence of the members. The decision-making rules are detailed in the CA.

The **coordinator** performs tasks assigned to it that are described in both Grant Agreement and Consortium Agreement, and implements decisions made by the Gen. A. The coordinator chairs all MC and Gen. A meetings, unless otherwise decided. Coordinator's key responsibilities are:

- Monitoring compliance by the partners with their obligations.
- Keeping a contact list of project members and other contact persons.
- Collecting, reviewing to verify consistency and submitting reports, other deliverables including financial statements and related certifications, and specific requested documents to the Funding Authority.
- Preparing the meetings, proposing decisions and preparing the agendas to the MC and Gen. A meetings, chairing them and preparing the minutes. Monitoring the implementation of decisions taken at meetings.
- Transmitting documents and information connected with the project to partners.
- Monitoring financial progress, administrating the financial contributions of the Funding Authority.

**Day-to-day communication** will be based on emails and Teams Workspace chat, the project has also a Whatsapp group, which can be used to communicate especially during face-to-face consortium meetings. Group emails will be sent to all partners, with individual reminders sent if needed. Many people may be working on several different projects/tasks and are likely to receive numerous emails every day, therefore, a standard subject title is used. This helps to quickly recognize the project related emails. Project related e-mails should include in the subject title: 'PRIMUS' and if applicable, a WP number followed by a more specific description of the subject, deadline for feedback or reply can be also included in the email title.

### 3.1.2 EC and Project Advisor

Communication with the Project Advisor is of key importance for the proper execution of the project. The Project Advisor, representative of the EC, needs to be well informed of updates regarding the project and any possible deviations from the workplan need to be discussed immediately. The coordinator is the contact point between the Project Advisor and the consortium and project.

### 3.1.3 External Advisory Board

The Advisory Board (AB) is an external expert group that supports the PRIMUS project in reaching excellence and quality results. The duties of the AB are the following;

- (i) Provides evaluation, advice, and feedback on critical issues arising during the project lifetime.
- (ii) Provide evaluation and feedback with respect to project and call objectives.
- (iii) Provide critical evaluation of project outcomes and assist with defining related future actions.
- (iv) Engaging in project workshops and participate in communication and dissemination activities of the project (e.g. sharing content and reports to own networks).

The AB will meet at least 3 times during the project duration.

### 3.2 Management of project documentation

Project documents like reports, presentations, agendas and minutes of the meetings are deposited in the PRIMUS External Microsoft Teams Workspace. The Workspace is used to store all produced reports and the project implementation risk register is accessible there. Also, all project contractual documents (contracts, CA, GA) and managerial documents (templates for reporting and finances, meeting documentations, contact lists) are stored in there.

Furthermore, the Workspace can be used for the additional following activities:

- Hold online Teams meetings
- Chat with participants, fast communication tool (also tagging users)

The coordinator is responsible for administration of the Teams Workspace. All beneficiaries and affiliated entities have access rights to the Workspace. Coordinator has ensured that the Workspace is safe to use - the Microsoft Teams Workspace is a secure team-wide and organization-wide two-factor authorisation, and single sign-on through Active Directory-based platform. The data is encrypted in transit and at rest.

Coordinator submits all official documents, such as deliverables and periodic reports, to the EC.

## 4 MONITORING AND QUALITY CONTROL

The quality management principles of PRIMUS follow the well-known and efficient PLAN-DO-CHECK-ACT process (Figure 3). The procedures and systems are set in the quality management plan, which is executed to have high quality control, performance is checked to assure quality, and finally, the quality management is continuously monitored for further development and improvement. The WP leaders, managers and coordinator have important roles to monitor the quality from their perspectives. WP leaders monitor their WPs, and the Gen. A and the coordinator monitors the whole project with the assistance of the MC. Managers monitor their specific area of responsibility, e.g. scientific excellence and technical managers are crucial in overlooking the technical progress and scientific impact of the project, and social and stakeholder managers are important to ensure proper dialogue and involvement of the identified stakeholder groups, but also monitor the ethical implementation.

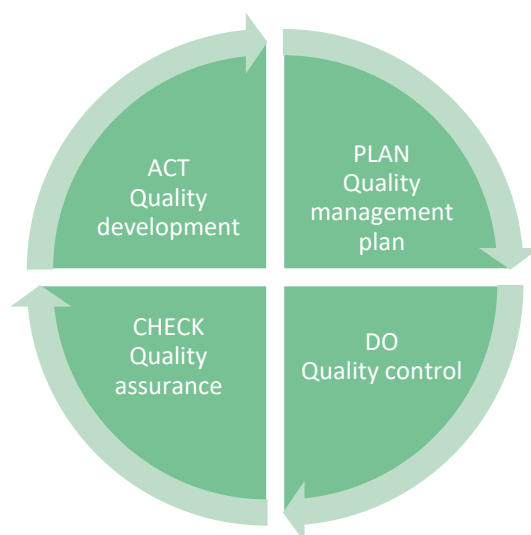


Figure 3. Quality management principles of PRIMUS

### 4.1 Review process of deliverables and milestones

Deliverables, milestones and their submission schedule are defined in the Grant Agreement (GA). The immediate responsibility of the appropriate progress of the work and completion of deliverables and milestones is with the WP leaders.

The WP leader assures that the deliverables are of high quality and are completed in time. In detail, the deliverables need to:

- Correspond to the project and WP objectives.
- Be accurate and of high-quality, exhibit good research practices.
- Be delivered on time and within the cost constraints planned for the action.

The following **deliverable quality process** has been agreed as a peer-review process:

1. 1st draft of deliverable ready one month before deadline. Revision of the 1<sup>st</sup> draft by the WP leader(s), coordinator and relevant managers.

2. Submission version ready for review the latest 2 weeks before submission. Review conducted by WP leader and Coordinator, also by technical and scientific excellence managers whenever relevant. Review time is one week unless otherwise agreed.
3. Responsible for the deliverable will finalise the deliverable within the last week of the month before submission.
4. Submission is done the last day of the due month, if the submission date falls on a work-weekday. If the day lands on a weekend or holiday, the submission is done on the prior working day. Submission is done by the coordinator.

Finalised deliverable is to be sent to the coordinator as a pdf and word format, where final updates are made, like table of contents and references as well as numbering, and a quality check is done by the deliverable responsible. The final pdf and word format is stored in Teams under the Final deliverables channel by the coordinator. Coordinator makes the submission of the deliverable to the EC.

Based on status information from WP leaders, the coordinator will assess **achievement of milestones** and report it to the EC and General Assembly. Milestone will be reported with a short report describing the carried out actions and giving justification for the completion. Any deviations and implications due to deviations will be also assessed. If needed, contingency plans will be made if, for example, a delay has occurred that will affect project flow, progress and outputs.

If any **delays** are anticipated, they must be promptly discussed as soon as possible to organise additional resources and if absolutely necessary, to reschedule. For rescheduling, proper justifications are to be provided to the coordinator, who will discuss and agree with the PA on alternative submission date.

## 4.2 Risk management and contingency

The key management, and implementation and technical (relating to WPs) risks have been identified and will be continuously updated. An iterative process is followed to identify and assess risks, evaluate the risks and make contingency plans, control the risk to avoid the risk as well as mitigate impacts of occurred risks, and finally monitoring and review process is in place to make sure whole risk-loop functions and possible realisation of risks is caught as early as possible, contingency measures are properly working, and new risks are identified (Figure 4).



Figure 4. Risk management process of PRIMUS

Risks have been documented with a quantification of the impact in case of occurrence (Low, Medium and High) and the probability occurring during the project (Low, Medium and High) Figure 5.

		<b>Probability</b>		
		<i>Low</i>	<i>Medium</i>	<i>High</i>
<b>Impact</b>	<i>Low</i>	Low	Low	Medium
	<i>Medium</i>	Low	Medium	High
	<i>High</i>	Medium	High	High

Figure 5. Risk severity assessment matrix

Risks have been identified already during the proposal phase, elaborated further during the Grant Agreement Preparation (GAP) phase, as well as in the kick-off of the project. Each WP leader is responsible to monitor their WP for realisation of identified risks or identification of new risks.

The foreseen critical risks together with mitigation actions are listed in the Grant Agreement. All consortium partners together with WP leaders are responsible for identifying unforeseen risks. The risk management will be reviewed in each MC (or Gen. A) meeting. The risk table will be updated in each periodic report.



## 5 CONCLUSIONS AND DISCUSSION

Adherence to the structures and procedures described in this deliverable is important for well-coordinated and appropriate project execution. The project management structure is the management framework of the PRIMUS project. Without clear management structure and responsibilities, quality project execution is at risk. Clear management structure benefits the project in terms of assessing accountability, outlines the roles, responsibility and relationships between partners, provides the means for prompt issue management and resolution, and is the foundation for proper and transparent information exchange. The management structure needs to be implemented immediately once the project starts and managed and updated throughout the project life cycle.

The PRIMUS project governance includes the Management Committee and General Assembly, which have specific complementary roles and division among responsibilities and decision-making. General Assembly is the highest decision-making body of the project. Different managerial roles in the project further describe specific responsibilities within the project and ensure proper and successful project execution and results and outreach. The Project Coordinator has the overall responsibility for executing the General Assembly's decisions and making sure that the work and governance plans are implemented throughout the project, and manage and monitor the effectiveness of plans. Important tools and methods for monitoring and assessing the effectiveness are arranging adequate and well-structured meetings, agreed reporting practices, risk assessment and management, proper management of issues at hand and the different communication technologies and means available for the partners (Microsoft Teams Workspace, e-mails, teleconferences, phone calls, face-to-face meetings when possible).

Communication with key external stakeholder groups, AB and the Project Advisor, is also important for the proper execution of the project. The Project Advisor, representative of the EC, needs to be well informed of updates regarding the project and any possible deviations from the workplan need to be discussed immediately. The outreach to the key external stakeholders AB and Project Advisor of the project is imperative for maximising the potential and outreach of the PRIMUS project.

All the roles and plans will be constantly monitored and updated by the responsible committees, managers and partners. The PRIMUS project is well organised with a clear assignment of roles and dedication from all the partners.