Quality Assurance and Evaluation Plan WP6: Quality Plan

Version	Date	Main changes
0.1	13/04/2021	Draft version of the plan

CONTENTS

TABLES

FIGURES

ABREVIATIONS AND ACRONYMS

B.Sc.	Bachelor of Science
EACEA	Education, Audiovisual and Culture Executive Agency
EE	External Evaluator
EV/HEV	Electrical Vehicles/ Hybrid and Electrical Vehicles
HEIs	Higher Education Institutions
M.Sc.	Master of Science
PA	Partnership Agreement
PC	Project Coordinator
QA	Quality Assurance
QC	Quality Committee
QAEP	Quality Assurance and Evaluation Plan
QM	Quality Manager
TL	Task Leader
WP	Work Package
WPL	Work Package Leader

1. INTRODUCTION

In the scope of the ECO-CAR project and to what is foreseen in the Grant Agreement, the consortium decided that it is to the benefit of the satisfaction of its quality objectives to prepare a project Quality Assurance and Evaluation Plan (QAEP).

The objective of this plan is to ensure the production of concrete and high–quality results in line with the project objectives. In this context, the main purpose of the quality plan is to facilitate the project's management and guide all partners on the evaluation and quality issues, by establishing a coherent set of guidelines by which all aspects of the project are managed and measured. It will be the use of these guidelines that will ensure better collaboration among the consortium members, individuals, and groups and will also ensure that the entire consortium is responsible for and engaged in the work that is produced by the project.

2. AIMS AND OBJECTIVES OF THE QUALITY ASSURANCE AND EVALUATION PLAN (QAEP)

This document is for internal use by the project team members and will act as a guide for the internal quality management of the Project.

The main purpose of this project Quality Assurance and Evaluation Plan (QAEP) is to describe the Quality Management procedures that the project team will follow in order to ensure, monitor, and control the quality of all processes and results produced during the ECO-CAR project lifecycle. In particular:

- To ensure effective management of the project and assessment of the performance.
- To define quality control measures to be applied for all work packages.
- To provide acceptance criteria and specifications for all project outputs.

3. PROJECT MANAGEMENT STRUCTURE
3.1. Project description

"Vocational Training Diploma on Electrical and Hybrid Vehicles/ECO-CAR" is a project co-funded by the Erasmus+ Capacity Building in the field of Higher Education programme with main objectives to develop the capacities in the field of Electrical and Hybrid vehicles (EV/HEV) in Jordan and bring together and strengthen the cooperation between companies and HEIs through empowering the engineers with required skills that meet the market needs. This includes providing specialised engineers to work in servicing and maintaining EV/HEV companies and also providing the vocational training centres with qualified trainers to graduate qualified technicians that are able to meet market needs.

The general aims of ECO-CAR are:

- Satisfying industry and economical needs by empowering engineers in the field of EV/HEV industries.
- Increase the employability of Engineers in Local and International Market through training them on the needed skills in the field of EV and HEV.
- Enhance the quality of provided vocational training in the vocational training centres, through employing the trained engineers in those centres. This could be achieved within the project through signing cooperation agreements with these training centres.
- Improve the level of provided services for repairing and maintaining electric and Hybrid vehicles in Jordanian enterprises.
- Helping to move Jordan forward to become a host for the Electrical and Hybrid vehicles industry in the future.
- Supporting the University enterprise cooperation through doing internships in vehicles companies.

● Help to lower emissions that are produced by the transportation sector.

The specific objectives are:
● Establish a collaboration Network between HEIs, enterprises, and Vocational training centres.
● Capacity building for academic staff on recent Electrical and Hybrid vehicles and new teaching methodologies (i.e. blended learning), to let them acquire the needed knowledge and skills to teach the diploma.
● Accredited Professional and Vocational and career-oriented diploma on EV/HEV targeting engineers with the true integration of enterprises and Vocational training centres by graduating engineers and technicians who meet the market demand.
● Integrating courses with existing B.Sc. and M.Sc. programmes (Mechanical and Mechatronics Engineering).
● Enhance vocational training diploma programs for students who don't have access to universities.
● Establish Electric and Hybrid Vehicle labs to recognize the different parts of the vehicle and conduct experiments.
● To exploit the results by organizing knowledge transfer events to other practitioners.
● Developing a Professional and career-oriented diploma on Electrical and Hybrid vehicles for Engineers.
● Improve University enterprise cooperation through doing internships in vehicles companies

The target groups are: Mechanical Engineers, Electrical Engineers, and Mechatronics Engineering.

3.2. Partners

The ECO-CAR partnership is comprised by a total of 14 partners.

Table 1 ECO-CAR Consortium

No	Partner name	Short name	Country
1	The University of Jordan	UJ	Jordan
2	Jordan University of Science and Technology	JUST	Jordan
3	Mutah University	MU	Jordan
4	Tafila Technical University	TTU	Jordan
5	Al-Balqa Applied University	BAU	Jordan
6	Al-Hussein bin Abdullah II Technical University	HTU	Jordan
7	Applied Science University	ASU	Jordan
8	Al-Zaytoonah University of Jordan	ZUJ	Jordan
9	Technische Hochschule Ostwestfalen-LIPPE	TH OWL	Germany
10	Rheinisch-Westfaelische Technische Hochschule Aachen	RWTH	Germany
11	Universidad de la Iglesia de Deusto	UD	Spain
12	Budapesti Muszaki es Gazdasagtudomanyi Egyetem	BME	Hungary
13	National Technical University of Athens	NTUA	Greece
14	Universita Degli Studi Dell'aquila	UNIVAQ	Italy

3.3. Work Packages

The work-plan has a lifespan of 3 years and consists of 8 Work Packages for the five phases: Preparation, Development, Quality, Dissemination, and Management. Each Work Package contains one or more tasks which are described in the following table.

Co-funded by the
Erasmus+ Programme
of the European Union

Table 2 Work Packages and Tasks

WP1	Establishing university-enterprise cooperation
1.1	Establishing EV/EHV Vehicles network
WP2	**Baseline Study**
2.1	Summary of the key competencies needed by employers in Jordan in the field of EV/HEV
2.2	Workshop with Enterprises and Vocational training centres
WP3	**Capacity Building**
3.1	Capacity Building Plan
3.2	Developing Training Materials
3.3	Training Workshops in Europe for staff and students
WP4	**Establishment of EV/HEV labs**
4.1	Lab design and equipment list
4.2	Implementation of labs and prepare manuals
WP5	**Developing ECO-CAR Professional Diploma Plan**
5.1	Develop Diploma Study Plan and course description
5.2	Create Virtual Learning Portal
5.3	Accreditation of the diploma/courses
5.4	Develop diploma courses content
5.5	Tuning Workshop
5.6	Piloting and implementation of ECO-CAR Professional Diploma
5.7	Integrating some new modules in existing programmes
WP6	**Quality and Impact Evaluation**
6.1	Quality Assurance and Evaluation Plan
6.2	Applying Quality Assurance Tools
6.3	Impact Evaluation Reporting
6.4	External Evaluation
WP7	**Dissemination and Sustainability**
7.1	Dissemination and sustainability plan
7.2	Project Website and Social Networks
7.3	Printed and Electronic dissemination material
7.4	Seminars, Workshops and info days
7.5	Tester course workshops
7.6	Final Conference on Sustainable technologies in transportation
WP8	**Project Management Plan**
8.1	Kick-off Meeting and other Consortium Meetings
8.2	Establishment of Management and Operational Structures and running the project
8.3	Financial Management
8.4	Reporting (Progress, Intermediate and Final Reports)
8.5	Hiring Financial Auditor

3.4. Project management arrangements

In order to manage time, the Project Coordinator (PC) will establish from the beginning of the project strict monitoring of the tasks execution according to the agreed plan. The initial tasks' planning is based on the proposal and will be subject to minor adaptations as the project progresses. A Partnership Agreement (PA) explaining the terms, conditions, rights and duties of each partner will be signed between the PC and each partner representative. This agreement will be the reference in case of conflict. If so, the coordinator will make decisions after discussing

the matter with all partners. If the conflict is of strategic importance for the successful completion of the project it will be brought to the Steering Committee of the project that has been established which will take the final decision after voting, with the vote of the coordinator counting double if necessary, for achieving majority. In all cases, the PA will be the reference.

3.5. The role of the Quality Committee (QC) and the Quality Manager (QM)

The QC is composed by one representative and one deputy (substitute) per partner and chaired by the QM. The duty of the QC is to support the QM in the monitoring and evaluation of the progress of the project and to ensure that all its activities are carried out properly according to European Standards and Guidelines for Quality Assurance and ensuring proper execution of the project to achieve its objectives. The QC will design a proper evaluation processes and tools and be responsible for creating a set of indicators.

The QC will monitor and control the activities based on the project time plan, considering measures of the European Standards and Guidelines **(ESG)** for **Quality Assurance in Higher Education.**

Main quality characteristics of the project efficiency include the effectiveness of coordination and communication between the partners, the timely accomplishment of its milestones, deliverables and the effective budget control.

The QM will monitor the project at different points using different types of evaluation practices and tools, such as questionnaires, surveys or check-lists, devised to assess on an ongoing basis project relevance, efficiency and impact, to measure progress throughout its life cycle, to determine if the project responds to main target groups' needs, to measure the level of satisfaction of beneficiaries of project activities and to evaluate unexpected results and control all processes.

The monitoring and evaluation procedures will monitor the project execution through **Quality Evaluation reports** which will be produced at the end of each year, based on the information gathered by all partners in the different activities of the project and by external inputs if available with the contributions of the External Evaluator (EE). The Quality Evaluation reports will contain information about the quality and performance of tasks, the effectiveness of project actions, the quality and effectiveness of the deliverables produced as well as corrective measures in case of delays or insufficient quality of deliverables.

The results of the Quality Evaluations will be considered for the improvement of the project and for the adoption of measures, as required. Quality issues will be discussed in every meeting and will be taken into consideration by the Project Coordinator in suggesting improvements regarding the management of the project and its deliverables.

The results of these Quality Evaluation reports will be included in the Intermediate and the Final Official reports, showing the impact on organizations and beneficiaries.

The members of the QC, are representatives from the following partners.

Table 3 Quality Committee Members

Partner	Partner	Representative	Deputy (Substitute)
2	JUST	Fahmi Abu Al-Rub	Salah Abu Yahia
3	MU	Omer Maaitah	Yazeed Al-Sbou
4	TTU	Ahmad Mostafa	Ali Alahmer
5	BAU	Rebhi Damseh	Said Abu Ruman
6	HTU	Amjed Al Fahoum	Emad Abdelsalam
7	ASU	Hanan Saleet	Mohammad Bani-Khaled
8	ZUJ	Eman Abdelhafez	Loai Dabbour
9	TH OWL	Salman Ajib	Sabina Brunklaus
10	RWTH	Dirk Uwe Sauer	Florian Ringbeck

11	UD	Gloria Zaballa Perez	Ivan Dyukarev
12	BME	Máté Zöldy	Adam Nyerges
13	NTUA	Clio Vossou	Theodora Tsiourva
14	UNIVAQ	Anna Tozzi	Massimiliano D'Innocenzo

3.6. Partner Task involvement

Work Package Leader (WPL). For each Work Package, a leader has been appointed. The WPLs are responsible for the overall coordination, progress and good execution of their respective Work Packages, independently of their own involvement in the implementation of the tasks in the Work Package. The WPLs report to the Project Coordinator. The Work Package Leader is, in the first instance, the person who will be contacted by the Project Coordinator as part of the monitoring of progress towards completion of the deliverables and of the assigned Work Package. Moreover, each Work Package has at least 2 co-leaders in order to support and give feedback to the work of the WPL.

Task Leader (TL). Each Work Package is divided into different tasks. For this reason, different partners may be appointed as Task Leaders (TL). Each TL will be responsible for the detailed coordination and reporting of a specific task and for the preparation of the corresponding deliverable. The TLs report to the WPL. If needed, meetings of the partners involved in the task will be organized and chaired by the TL. The Task Leader is, in the first instance, the person who will be contacted by the WPL as part of the monitoring of progress towards completion of the deliverables and of the assigned Task. Table 4 lists the specific involvement of partners in different work packages throughout the ECO-CAR project.

Table 4 Specific involvement of partners in the WPs of the project

No	Activities	Leader	Co-leaders
WP1	Establishing university-enterprise cooperation	JUST	MU, HTU, UD
WP2	Baseline Study	ASU	TTU, BAU, UNIVAQ
WP3	Capacity Building	NTUA	ASU, RWTH, BME
WP4	Establishment of EV/HEV labs	BAU	UJ, JUST, NTUA
WP5	Developing ECO-CAR Professional Diploma	BME	UJ, TH OWL, RWTH, UNIVAQ
WP6	Quality and Impact Evaluation	UD	TTU, ZUJ, BME
WP7	Dissemination and Sustainability	HTU	MU, ZUJ, TH OWL
WP8	Project Management	UJ	

4. PROJECT QUALITY ASSURANCE AND MONITORING

In order to determine the extent to which the project has reached its objectives, certain indicators of effectiveness must be defined in order to guarantee the level of achievement of the project goals and objectives, each of which is related to a certain standard (requirement or metric), a measure of the success in producing the project results with the desirable level of quality. These indicators will be based on the ones described in the Logical Framework Matrix of the project proposal. Indicators are described from a qualitative and quantitative point of view from the perspectives of the overall implementation of the project and project objectives. The QM will use these indicators to measure the rate of success of foreseen results on a regular basis. Project Quality Assurance (QA) is the measurement of the quality systems and processes to ensure these quality standards are met. The project quality is assured through the monitoring and evaluation of the project processes that are used to develop the project activities and its deliverables.

4.1. Internal evaluations

4.1.1. Project performance

Each partner must rate the performance of the partnership for these components in a questionnaire which will be distributed among partners, using an online tool, such as Google Forms or similar.

The efficiency of project management and the adequacy of the communication in the partnership will be evaluated at each year's end (M12, M24, M36), in the corresponding annual report. Standard questionnaires will be used (*see Project Evaluation, Annex 1*).

The project performance survey will be delivered to partners by the QM within 10 days after the end of the 1st and 2nd and 1 calendar month before the end of the project. Partners must respond within 1 week after the uploading of the survey.

The QM (with the support of the EE) within 10 days after the deadline of the surveys, will collect all the answers from the partners, perform a statistical analysis and integrate them into a report which will reflect the views of the consortium on its progress, including any suggestions for changes and improvements. The report will be uploaded in the Quality Section of the shared file space.

In case the QM, upon processing the results finds that one or more are below the expected performance, notifies the Project Coordinator (PC) in order to set forth problem-solving procedures.

4.1.2. Consortium Meetings

Meetings' effectiveness will be measured internally, by all participants. Each partner must rate the effectiveness of the meeting in a questionnaire which will be distributed among partners, using an online tool, such as Google Forms or similar, after the end of each partnership meeting. Standard questionnaires will be used (*see Meeting Evaluation, Annex 2*).

The questionnaires include closed questions as well as open-ended questions for remarks, comments and suggestions.

The survey for the effectiveness of the meetings will be uploaded within 10 days after the conclusion of the meeting works. Partners must respond within 1 week after the uploading of the survey. The QM, within 10 days after the deadline of the surveys, will collect all the answers from the partners, perform a statistical analysis and integrate them into a report including this analysis (statistical, quantitative) of the data, as well as any suggestions for changes and improvements. The report will be uploaded in the Quality Section of the shared file space.

The meeting is considered approved if the weighted average for the percentage of agreement is more than equal than 70% of answers. Scores less than this will require corrective actions by the partnership, led by the Project Coordinator (PC).

4.1.3. Key project deliverables

Key deliverables that represent the main results of the project and are defined in the project proposal (competencies and courses, virtual learning platform and portal, dissemination and exploitation activities, courses accreditation) shall undergo a peer reviewing process by the external evaluator and 2 of the work package co-leaders.

Table 5 List of reviewers per deliverable

Deliverable	Reviewer 1	Reviewer 2	Reviewer 3
D2.1 Key competencies needed by employers in Jordan in the field of EV/HEV	TTU	BAU	External evaluator
D3.1 Capacity Building Plan	ASU	RWTH	External evaluator

D3.2 Training Materials	ASU	BME	External evaluator
D4.2 Implementation of labs and prepare manuals	JUST	NTUA	External evaluator
D5.1 Diploma Study Plan and course description	UJ	TH OWL	External evaluator
D5.2 Virtual Learning Portal	UNIVAQ	RWTH	External evaluator
D5.4 Develop diploma courses content	UNIVAQ	UJ	External evaluator
D5.6 Piloting and implementation of ECO-CAR Professional Diploma	UJ	RWTH	External evaluator
D5.7 Integrating some new modules in existing programmes	RWTH	UNIVAQ	External evaluator
D7.1 Dissemination and sustainability plan	MU	ZUJ	External evaluator
D7.2 Project Website and Social Networks	ZUJ	TH OWL	External evaluator

When a document deliverable is finished, the WPL and the TL uploads it in the relevant shared file space, after he/she has checked it for its compliance with the Deliverable template (*see Annex 3*), the provisions laid out in Chapter 5 of the Quality Plan and the general objectives of the project.

The reviewers then must check the document for its completeness, clarity and comprehensiveness. The reviewers must verify whether the deliverable satisfies the requirements, description, or objective, identify problems and/or deviations from requirements and suggest improvements to author(s).

Review evaluations should include the following information:
- Thoroughness of contents
- Completeness of contents
- Clarity of contents
- Comprehensiveness of contents
- Correspondence to project objectives
- Relevance of contents to task objectives
- Format (layout, spelling, compliance to the template, logos etc.)

As a first step, reviewers should use standard communication methods for corrections, additions and improvements to the deliverable. When the deliverable has reached the final stage, the WPL or the TL will ask the reviewers to use the standard Deliverable evaluation form (*see Annex 4*) for the task to be completed. The standard Deliverable Evaluation form will be placed in the Quality Section of the shared file space.

Once the document is approved it takes the status of "final version/version 1.0" and is placed in the relevant section of the shared file space.

The overall review and finalisation process of the document must be concluded within 1 week of the posting of the first draft, unless there are justified extensions to this deadline. No more than 2 extensions of deadlines can be given. The Approval check must be concluded within 5 days from posting the final version of the document.

4.2. External Evaluations

4.2.1. By the External Evaluator (EE)

The External Evaluator will review the project progress towards of project documents, objectives and indicators, stating what is still missing and what needs to be improved.

The results of the review will be received in the form of an External Quality Report. Each report will take into consideration the following 5 aspects: relevance, efficiency, effectiveness, impact and sustainability. The reports will also consider cross-cutting issues such as gender, environment and minorities' rights.

These reports will be prepared annually (M12, M24, M36), during the implementation of the project.

4.2.2. Impact Evaluation Reporting

ECO-CAR project includes several activities that are addressed to people out of the core of the consortium (training workshops, courses, services, etc). Staff and students, who are target groups of these activities, will complete the Impact evaluation questionnaires (see *Annex 6*) to assess their effectiveness. These questionnaires will follow the Kirkpatrick's four level model of evaluation.

Figure 1 Donald Kirkpatrick four steps (Source: https://educationaltechnology.net/)

After the end of the training, each participant will be asked to rate several aspects of the training; evaluations will be done on the spot using hardcopies of the standard document or online versions of this document, as convenient*.* The questionnaires include closed questions as well as open-ended questions for remarks, comments and suggestions.

At least 70% of the registered participants of the training must fill in a questionnaire to gain significant conclusions.

The partner holding the training will be responsible for the collection of the responses by the participants of the training, summarizing the responses into a comprehensive table form which will be sent to the QM for analysis. The responsible partner must deliver the data within 10 days after the end of the training. The QM (with the support of the EE), within 10 days from receiving the data will perform a statistical analysis and integrate them into a report including this analysis (statistical, quantitative) of the data, as well as any suggestions for changes and improvements. The report will be uploaded in the relevant section of the shared file space.

4.2.3. Dissemination Events

The effectiveness of events for the dissemination of project results will be measured by all participants. After the end of the event, each participant will be asked to rate several aspects of the event in a questionnaire; evaluations will be done on the spot using hardcopies or digital forms of the standard document (see *Event Evaluation, Annex 7*). The questionnaires include closed questions as well as open-ended questions for remarks, comments and suggestions.

At least 50% of the registered participants of the event must fill in a questionnaire to gain significant conclusions.

Each partner holding an event will be responsible for the collection of the responses by the participants of the event, summarizing the responses into a comprehensive tabulated form which will be sent to the Quality Manager for analysis.

The partner-host of the event must deliver the data within 10 days after the end of the event. The QM (with the support of the EE), within 10 days from receiving the data will perform a

statistical analysis and integrate them into a report including this analysis (statistical, quantitative) of the data, as well as any suggestions for changes and improvements. The report will be uploaded in the Quality Section of the shared file space.

5. INTERNAL COMMUNICATION

5.1. Document Storage, Accessibility and Exchange

The Google Drive or similar shared file space will be the main document repository for visibility and use by all partners when needed.

All partners will have access (for reading) to all documents and the activity/task leaders will have access for more advanced tasks (like editing) to the activity folders. The main structure of the repository on the tool is the responsibility of the Project Coordinator.

5.1.1. Document Format

All documents essential to the progress of the project must be named using their title, version number, status (draft or final) and the relevant code of the deliverable.

Example*: ECO-CAR-QualityPlan-v01-draft*

If there are several editions of a document (eg a newsletter), a reference number at the end of the title is necessary (R1-R2-etc).

Example: *ECO-CAR-Newsletter-R1-v01-draft*

In communication, the documents can simply be referred to with their title and their sequential reference number (if any), for example "Quality & Evaluation Plan" or "Newsletter R3".

All documents will be saved in MS Word, MS Excel or MS PowerPoint compatible or .pdf file types. Only the final versions of documents should be marked as final and uploaded to the shared file in read-only format. Previous versions should be removed.

Documents or other material that is addressed to the public (informative material, brochures, leaflets, posters, presentations, etc) must include appropriate logos and disclaimers, according to EC projects visual identity requirements[1].

All documents and computer data files should be stored as much as possible in the shared file space. Partners should notify via e-mail when a file has been added or changed.

5.2. Communication and management related activities and tools

Communication between the members of the consortium, between the PC and the Executive Agency and the European Commission is very crucial for the successful implementation of ECO-CAR project.

Schedule control is the responsibility of the PC and Work Package leaders. Changes from the initial planning will be documented in the progress reports with proper justifications.

Day by day communication among the members of the partnership is conducted using e-mail. For the avoidance of any confusion, special attention should be paid to the clear drafting of the subject of the e-mail, including always the acronym of the project. All partners must answer to the emails, specifically to those requesting actions from their side, and respect the deadlines stablished. When a deadline cannot be met, the partners must inform in advance and request an extension to comply with the assigned task.

Teleconference meetings are celebrated when necessary to complement the main mode of communication.

In general, all information relevant to the project is posted to the relevant area of the shared file space.

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[1] Erasmus+: Visual identity and logos

External communication with the Executive Agency for ERASMUS+ and with the European Commission is the responsibility only of the PC. This communication takes place mainly by e-mail, telephone or teleconference means.

The main communication tools are summarised in the following table.

Table 6 Main communication tools

Tool	Type of communication
Google Drive	Document repository tool
e-mail	The main form of communication
Telephone	Urgent communication
Meetings	Scheduled meetings for project management and technical workshops (teleconference or face to face)

5.3. Consortium Meetings

Meetings are important to ensure the progress of and to maintain the technical and social relationships among the partners in the project. Several partnership meetings involving all partners have been planned for the successful monitoring of project progress and results.

Table 7 Project general meetings

Description	Place	Date
Kick-off meeting (Part 1)	Online	22 January 2021
Kick-off meeting (Part 1)	Online	17 February 2021
Partnership meeting	Karak, Jordan	
Partnership meeting	Amman, Jordan	
Partnership meeting	Budapest, Hungary	
Partnership meeting	Aachen, Germany	
Partnership meeting	Athens, Greece	
Partnership meeting	Bilbao, Spain	
Partnership meeting	Amman, Jordan	

During project meetings, the work already done will be presented, jointly reviewed and - when necessary - possible steps for improvements agreed. Having the necessary information at certain points in time on actual deviations from the planning, it allows to decide suitable corrective/preventive actions when detecting lacks or gaps related to the project scheduling and/or planning. These measures, which were decided after analysing the associated risks (in delays, additional costs, overall implications), are to assure that the project meets the declared project objectives and targets and produces the foreseen results, according to the project planning.

Each meeting should be attended by preferably the same team of project participants in order to assure smooth project execution. The host of the meeting and the coordinator are jointly responsible for preparation of agenda and the minutes.

During the meeting a list of the project participants must be signed. In case the meeting is not held face to face but through teleconference, a report from the selected platform will be kept.

After each meeting, the minutes will be written down. The minutes must be accepted by all project partners and stored at the relevant folder on the shared file space.

Decisions in partner meetings will be made based on simple majority should consensus not be reached. If the distribution of votes is even, the PC vote decides.

5.4. Conflict Resolution

During the project, partners will have to agree on and develop specific outputs. Usually, agreement is first reached through regular contact, followed by official confirmation via electronic mail, letter or minutes. For important issues, agreement may be a report to be signed by those responsible for decisions. Non-technical factors such as resource allocation and contractual terms also need to be agreed and documented in writing. The Project Coordinator should immediately act if potential conflict situations arise. Technical issues/conflicts within contractual commitments that do not involve a change of contract, a change of budget and/or a change of resources/overall focus will be discussed/ solved by the Project Coordinator. Decisions will be normally taken through consensus. However, after a reasonable amount of time has passed for illustration and defence of conflicting positions, in order to avoid deadlock in project operational progress, the approval by a two-third majority of partners will be enough. If the decision being taken is unacceptable to partners found in the minority positions, then the problem is elevated to a higher level at the partners in conflict. If again the problem cannot be resolved the Project Coordinator has to call a management meeting to vote it out and in case of a tie cast the decisive vote or call a new management meeting within 4 weeks.

Major conflicts requiring change of contract will be discussed at managerial level. If no resolution is possible, then the standard Red-Flag procedure will be used as last resort. The Project Coordinator must inform the partners in writing of any decisions to enforce a final solution by majority vote at least one week in advance. In addition, the PC will inform the Executive Agency in writing and discuss the topics with the Agency before a final decision is made. Any changes regarding budget/contractual issues will be reported to the Agency and occur upon approval only.

6. ANNEXES

Annex 1: Project evaluation

Annex 2: Meeting evaluation

Annex 3: Deliverable template

Annex 4: Deliverable evaluation form

Annex 5: Terms of reference for the external evaluator

Annex 6: Impact evaluation questionnaire

Annex 7: Event evaluation