HEALING
Art Therapy Diploma

5.2. Quality and Monitoring Plan

May 12, 2020

Project acronym:	HEALING
Project full title:	Developing a Multidisciplinary Diploma on Art Therapy in Health Education

WP No & Title	WP5. Quality Control and Monitoring
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(*) Action: C = Creation, I = Insert, U = Update, R = Replace, D = Delete

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ABBREVIATIONS AND ACRONYMS

QMP	Quality & Monitoring Plan
PA	Partnership Agreement
QC	Quality Committee
QM	Quality Manager
ESG	Quality Assurance in Higher Education
WP	Work Package
WPL	Work Package Leader
TL	Task Leader
QPS	Quality Plan Spreadsheet
QA	Quality Assurance
PC	Project Coordinator

1   INTRODUCTION

In the scope of the HEALING 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 & Monitoring Plan (QMP).

The objective of this quality 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 & MONITORING PLAN

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

The main purpose of this project Quality & Monitoring Plan (QMP) 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 deliverables produced during the HEALING project lifecycle. In particular:

- To clearly define the content, format, review and approval process of the project deliverables;
- To define the responsibilities of the project partners regarding those deliverables.
- To identify all the different tools and means to be applied throughout the project duration.
- To provide guidelines for adequate implementation and thereby assure that certain quality standards in the performance of our tasks are fulfilled.
- To define the quality requirements that must be obtained throughout the project lifecycle, those that the deliverables, actions and results must conform to.

3   PROJECT MANAGEMENT STRUCTURE

3.1   Project description

"Development a Multidisciplinary Diploma on Art Therapy in Health Education - HEALING", is a project co-funded by the Erasmus+ Capacity Building for Higher Education programme with main objectives to develop a multidisciplinary diploma in Art Therapy in Health Education as well as to establish Art Therapy Centre in each partner university.

HEALING project will represent and encourage the development of Arts Therapies education in partner countries, Jordan and Tunisia. In particular, the project aims to design and develop a professional educational program (e-learning package) of Art Therapy for people with learning difficulties and disabilities that will enable all staff and students to work with patients with chronic conditions offering them arts-based therapeutic services. The Art Therapy Diploma with (8) new courses that will be developed, will be designed and implemented according to Bologna process for undergraduate & graduate students, accredited and adapted into the involved departments.

Practical courses will be offered at the Art Therapy Centres while theoretical courses will be offered online as e-courses. The Arts Therapy Centers will raise awareness of the role of arts therapy, raise the number of professionals in this field and it will offer individual, group, generic and tailored therapeutic services.

HEALING project will be designed and implemented across 8 Universities in Tunisia and Jordan. Partner countries will share their experiences and gain knowledge of how the arts can be used in different cultural and medical settings through attending training workshops in program countries.

The consortium, which consists also of 6 program countries across Europe (Italy, Portugal, Greece, Belgium and Croatia), will collaborate to create materials for the e-learning package of vocational training for staff and students in how to use the arts as a therapeutic tool. The e-learning package will enable staff from a variety of professional backgrounds to include the arts as part of their therapeutic work. The Arts Therapies education will include art therapy, dance therapy, drama therapy and music therapy.

More specific the HEALING project will:

– Improve the integration of refugees with psychological or emotional problems through development of Arts Therapies resources as a way to deal with trauma.
– Develop innovative approaches to strengthen the training paths of Arts Therapists equipping them with all competences and skills needed to deliver high quality therapy.
– Strength cooperation and exchange of best practice between PCs and European organizations in the development of co-produced training packages and new approaches to the integration of refugees and students with special needs.
– Engage Medical health centers and centers supporting Disabled people in designing training packages thereby, challenging stigma and increasing awareness on how to face their challenges through Arts Therapies.
– Create a Network of Arts Therapists and Community Support professionals.
– Promote co-production and collaboration to develop training modules and a "toolbox" for Creative arts therapists and their supervisors. Developed by arts therapists, these resources will also be accessible to therapists and other health professionals in the region.

3.2   Partners

The HEALING partnership is comprised by a total of 14 partners.

Table 1. HEALING Consortium

No	Partner name	Short name	Country
P1	University of Jordan	UJ	Jordan
P2	Hashemite University	HU	Jordan
P3	Irbid National University	INU	Jordan
P4	Jordan University of Science and Technology	JUST	Jordan
P5	Isra'a University	IU	Jordan
P6	University of Gabes	UNIVGB	Tunisia
P7	University of Sfax	USFAX	Tunisia
P8	University of Sousse	US	Tunisia
P9	University of Brescia	UNIBS	Italy
P10	Technological Institutes of Porto	IPP	Portugal
P11	National and Kapodistrian University of Athens	NKUA	Greece
P12	Universidade Católica Portuguesa	UCP	Portugal
P13	University of Osijek	UNIOS	Croatia
P14	University College Limburg	UCLL	Belgium

3.3 Work Packages

The work-plan spans over 36 months and foresees 7 Work Packages. Each Work Package may contain one or more subtasks and these are described in the following table.

Table 2. Work Packages and subtasks

WP1	In-depth analyses of the overall situation on the on Art Therapy in Education
1.1	In-depth Survey on State of art of Art Therapy in Education
1.2	In-depth Survey on Teachers and Students Competences and awareness
1.3	In-depth Survey on available facilities and resources

1.4	Analysis of surveys' results and elaboration of final reports
WP2	**Curricula Development**
2.1	Definitions and Selection of Courses to be designed/updated
2.2	Design of new courses and restructuring of existing courses
2.3	National Workshop on Curricula Development
2.4	Accreditation of the courses into Curricula
2.5	Implementation of the courses into Curricula
WP3	**Capacity Building and Training Workshops (Teacher/Technician Staff & Students)**
3.1	Elaboration of Capacity Building Plan & Selection Criteria
3.2	Academic and Technician Visits to EU Partners
3.3	Students Visits to EU Partners
3.4	Academic workshops for transferring know-how and skills
WP4	**Development of the Art Therapy Centre to support the new curriculum**
4.1	Final List of Equipment
4.2	Purchase, installation of equipment and Lab operation
WP5	**Quality Control and Monitoring**
5.1	Quality Committee
5.2	Quality and Monitoring Plan
5.3	Quality and Monitoring Reports
5.4	External Evaluation
WP6	**Dissemination and Exploitation**
6.1	Dissemination Committee and Dissemination plan
6.2	Project Website
6.3	Promotional material & Dissemination Days

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6.4	E-Learning platform
6.5	Final Conference
WP7	**Project Coordination**
7.1	Kick-off Meeting
7.2	Steering Committee
7.3	Technical and Scientific Committee
7.4	Biannual progress reports
7.5	Operational Staff

3.4   Project management arrangements

In order to manage time, the 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, right, 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; in case of conflicts, 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) & the Quality Manger (QM)

The duty of the QC is to support the QM (NKUA) 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 objective. The QC will design a proper evaluation process and be responsible for creating a set of indicators.

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

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Main quality characteristics of the project efficiency include the effectiveness of coordination and communication between the partnership, the timely accomplishment of its milestones 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, interview grids and 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 information gathered by all partners in the different activities of the project and by external inputs where available. 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 bad 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.

An intermediate and a final report will also be elaborated, showing the first impact on organizations, and beneficiaries involved that will be communicated to the EACEA.

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

Table 3. Quality Committee members

#	Representative	Deputy (Substitute)	Partner
1.	Prof. Mohammad Al Shridah	Prof. Manar Al-Nabulsi	UJ
2.	Dr. Aiman Al Sharei	Dr. Aman Khasawneh	HU
3.	Prof. Ahmad Odat	Dr. Riyad Aldghiem	INU
4.	Prof. Fahmi Abu Al-Rub	Eng. Ruba Hasan	JUST
5.	Dr Wafeqah Althaher	Dr Mohamed Dlalah	IU
6.	Dr. Mehdi Khouja	Dr. Mohamed Ouwais Kabaou	UNIVGB
7.	Amine Elleuch	Jawaher Masmoudi	USFAX
8.	Pr. Olfa ouallegue	Dr. Bouraoui Mahmoud	US

9.	-	-	UNIBS
10	Prof. Paula Escudeiro	Prof. Carlos Vaz de Carvalho	IPP
11	Sofia Papakonstantinou	Assistant Prof. Konstantina Tsoli	NKUA
12	Prof. Elisa Veiga	Prof. Alexandra Carneiro	UCP
13	Prof. Vuk Ognjenovic	Antonija Matic	UNIOS
14	Sebastiaan Jans	Ruben Jans	UCLL

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 2 co-leaders in order to support and give feedback to the work of the WPL.

Task Leader (TL). Each Work Package may have more than one separate subtasks and deliverables. For this reason, different partners may be appointed as Task Leaders (TL). Each TL will be responsible for the detailed co-ordination and reporting of a specific task. 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. Specific involvement of partners in the tasks of the project

No	Activities	Leader	Co-leaders	Task Leaders
WP1	In-depth analyses of the overall situation on the on Art Therapy in Education	P14: UCLL	P3: INU; P8: US	P2:HU; P3: INU
WP2	Curricula Development	P9: UNIBS	P5: IU; P6: UNIVGB	-

WP3	Capacity Building and Training Workshops (Teacher/Technician Staff & Students)	P12: UCP	P2: HU; P7: USFAX	P9:UNIBS P11:NKUA P12:UCP P13:UNIOS P14: UCLL
WP4	Development of the Art Therapy Centre to support the new curriculum	P10: IPP	P8: US; P1: UJ	-
WP5	Quality Control and Monitoring	P11: NKUA	P4: JUST; P6: UNIVGB	-
WP6	Dissemination and Exploitation	P13: UNIOS	P3: INU; P7:USFAX	-
WP7	Project Coordination	P1: UJ	All consortium	-

4   PROJECT QUALITY ASSURANCE

In order to determine the extent to which the project has reached its objectives, certain indicators of effectiveness must be determined in order to guarantee the reaching 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 are described in some detail 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.

For each project component, both project processes and deliverables, one or more indicators is set, accompanied by the relevant metrics, according to which compliance is measured. The complete list of indicators and metrics is shown in the Quality Plan Spreadsheet (QPS).

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), ie 3 times. Standard questionnaires will be used (*see Project Evaluation, Annex 2*). Furthermore, after each meeting a section of the meeting evaluation questionnaire will be dedicated to the evaluation of the current state of the partnership and the project progress.

The project performance survey will be delivered to partners within 10 days after the end of the 1st and 2nd year and 1 calendar month before the end of the project. 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 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 Partnership 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 3b*).

The questionnaires include closed questions (5-point or 4-point Likert scales, as required) 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 document deliverables

Document deliverables that are identified as key in the Quality Plan Spreadsheet (QPS) shall undergo an internal evaluation process by the partners involved in the task.

When a document deliverable is finished, the WPL or the TL uploads it in the relevant shared file space, after he/she has checked it for its compliance with the Template (*see Annex 10*), the provisions laid out in Chapter 6 of the Quality Plan, the requirements set out in the Quality Plan Spreadsheet 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.

4.1.4 Websites, platforms etc.

Deliverables such as websites for the dissemination of results, as identified in the Quality Plan Spreadsheet, shall undergo an internal evaluation process by the partners involved in the task prior to going live for use.

When such a platform/website is ready for review, the WL or TL notifies the partners after having taken into consideration the objectives of the project and aspects of interest such as the following:

- Correspondence of contents and design to project and task objectives

- Accuracy of contents
- Availability and ease of access of contents
- Appropriate and correct format (layout, spelling, logos, etc.)
- Consistency of information and format throughout the website
- Usability

As a first step, partners/reviewers should offer corrections, additions and improvements to the delivered site or platform. The reviewers must verify whether the deliverable satisfies the requirements, description, or objective, identify problems and/or deviations from requirements and suggest improvements to the WP or TL.

The reviewers must use the standard Website Evaluation form (*see Annex 5*) and Platform Evaluation form (*see Annex 6*), which will be placed in the Quality Management shared folder. Once the deliverable is approved, the task is closed, and the website/platform can go live for public use.

The overall review and finalisation process of the deliverable must be concluded within 1 week of the posting of the first version 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 about the final version.

4.2   External Evaluations

4.2.1   By the External Auditor

An External independent Auditor will be selected and hired for evaluating the project and elaborate annual report on the basis of project documents, analysis of outputs and achieved results, stakeholder interviews and context analysis.

The External Auditor will review the project's results and reports, stating what is still missing and what needs to be improved, once every year (M12, M24, M36). The results of the review will be received in the form of an Audit Report.

The External Auditor will produce annual reports on the progress and the quality of the progress of each WP. 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.

4.2.2   By target groups (beneficiaries)

HEALING project includes several deliverables that are addressed to people out of the core of the consortium. These deliverables of the WPs and subtasks undergo an external evaluation. The specifics of the external evaluation, as regards to the tools used, the reviewer, the dates of review, the indicator(s) etc., are described in the QPS. In general, the evaluation is done by beneficiaries (target

groups) of the activities, which are asked to evaluate them by answering specific questions using the forms which are attached as annexes to this document.

4.2.2.1   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 80% 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. A template spreadsheet will be provided by the QM in the Quality Section of the shared file space.

The partner-host of the event must deliver the data within 10 days after the end of the event. The QM, 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.

The event 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.

4.2.2.2   Training courses (seminars, workshops)

The effectiveness of the training will be measured by all trainees. After the end of the training, each participant will be asked to rate several aspects of the training in a questionnaire; evaluations will be done on the spot using hardcopies of the standard document (*see Training Evaluation, Annex 8*), 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 80% 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. A template spreadsheet will be provided by the QM in the Quality Section of the shared file space. The responsible partner must deliver the data within 10 days after the end of the training. The QM, 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.

The training 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.

4.2.3   Assessment of the HEALING courses

An assessment of the HEALING courses is one of the main measures of the project success. For this purpose the project includes piloting of the HEALING courses after them being accredited. The assessment activities and forms will be described in detail in a document that will be produced before the implementation of the pilot with the collaboration of the WL, UNIBS.

The use of Pilot Assessment form (*see Annex 9*) is foreseen but the exact methodology will be defined during this task. The assessment will be performed prior to the end of the pilots. It will concern the external review of the content of the courses by students, learners, teachers and staff, using both qualitative and quantitative methodologies that will provide data which demonstrate how the HEALING courses foster the objectives set.

5   QUALITY REPORTING

5.1   By the Quality Manager

Quality Monitoring yearly reports (M12, M24, M36) will be addressed to the management to support the quality assurance process, based on the information provided by the evaluations done in the previous time period. Project Quality & Monitoring Reports will be prepared for all activities of the project and the project Quality Plan Spreadsheet will be updated with the information, which will serve also as a Monitoring Tool for the collection of information about the status of processes and deliverables regarding their quality characteristics.

The reports will contain information about:

- The quality and performance of tasks.
- The effectiveness of project actions.
- The quality and effectiveness of the deliverables produced.
- Corrective measures in case of delays or bad quality of deliverables.

5.2   By the External Auditor

The selected external Quality Auditor based on evaluations described in 4.2.1 will also verify the quality of the project, the achievement of milestones and objectives, and evaluate the results of each WP, at the end of each project year, based on the information provided by the Quality Manager and the Project

Coordinator. The evaluation will be performed once every year of the project and the results of the Auditor's analysis will be included in 3 corresponding reports.

6 INTERNAL COMMUNICATION

6.1 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 leads will have access for more advanced tasks (like managing, creating writing, and removing) to the activity folders. The main structure of the repository on the tool is the responsibility of the Project Coordinator.

6.1.1 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: HEALING-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: HEALING-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 & Monitoring Plan" or "Newsletter R3".

All documents will be saved in MS Word, MS Excel or MS PowerPoint compatible or .pdf file types. A template (including font, built-in header, footer, page numbers, etc.) to be used for the creation of Word documents will be available to all partners, posted as a separate document in the Quality Management folder in Google Drive (*see Document Template, Annex 10*).

Templates of the documents to be used for the peer evaluation of deliverables, meeting evaluations, event evaluations shall also be placed in the Quality Management shared file space.

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 bear appropriate logos and disclaimers, according to EC projects visual identity requirements.

The documents that fall under these rules include all products of the project, such as deliverables, progress reports, minutes, Quality plan, management plans, etc.

All produced documents will be assigned a distribution/access level: Partnership (Confidential), Public, or restricted to certain recipients.

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.

6.2 Communication and management related activities and tools

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

Schedule control is 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. Teleconference meetings are done if, and when, deemed necessary to complement the main mode of communication, e.g. if persons external to the partnership are involved or if face-to-face communication is necessary to increase efficiency. For emails, for the avoidance of any confusion, special attention should be paid to the clear drafting of the subject of the e-mail.

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

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 conversations and face-to-face discussions when it is needed.

The main communication tools are summarised in the following table.

Table 5. 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)

6.3   Meetings

Meetings are important to ensure the progress of and to maintain the technical and social relationships among the partners in the project. 6 management meetings involving all partners have been planned for the successful monitoring of project progress and results.

Table 6. Project management meeting

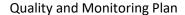| Description	Place	Date
Kick-off meeting	Teleconference meeting	19 March 2020
2nd partnership meeting		
3rd partnership meeting		
4th partnership meeting		
5th partnership meeting		
6th partnership meeting		

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 variances against 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 for each transnational meeting.

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.

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6.4 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.

7   ANNEXES

Annex 1: Quality Plan Spreadsheet

Annex 2: Project Evaluation

Annex 3a: Kick-off Meeting Evaluation

Annex 3b: Meeting Evaluation

Annex 4: Deliverable Evaluation

Annex 5: Website Evaluation

Annex 6: Platform Evaluation

Annex 7: Event Evaluation

Annex 8: Training Evaluation

Annex 9: Pilot Assessment

Annex 10: Document Template

Annex 11: Sheet Template

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