



Ark of Inquiry: Inquiry Activities for Youth over Europe

Deliverable D8.1

Quality Management and Communication Plan

Editor	Margus Pedaste (UT)
Date	29.08.2014
Dissemination Level	Public
Status	Final

This project has received funding from the European Union's Seventh Framework Programme for research, technological development and demonstration under Grant Agreement No. 612252



The Ark of Inquiry Consortium

Beneficiary Number	Beneficiary name	Beneficiary short name	Country
1	TARTU ÜLIKOOL	UT	Estonia
2	ELLINOGERMANIKI AGOGI SCHOLI PANAGEA SAVVA AE	EA	Greece
3	TURUN YLIOPISTO	UTU	Finland
4	UNIVERSITY OF CYPRUS	UCY	Cyprus
5	UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION –UNESCO	UNESCO	France
6	STICHTING HOGESCHOOL VAN ARNHEM ENNIJMEGEN HAN	HAN	The Netherlands
7	BUNDESMINISTERIUM FÜR BILDUNG UND FRAUEN	BMBF	Austria
8	HUMBOLDT-UNIVERSITÄT ZU BERLIN	UBER	Germany
9	BAHCESEHIR EGITIM KURUMLARI ANONIM SIRKETI	BEKAS	Turkey
10	L'ECOLE DE L'ADN ASSOCIATION	EADN	France
11	KATHOLIEKE HOGESCHOOL LIMBURG VZW	KHLim	Belgium
12	KUTATO TANAROK ORSZAGOS SZOVETSEGE	HRTA	Hungary
13	SIHTASUTUS TEADUSKESKUS AHHAA	AHHAA	Estonia

Contributors

Name	Institution
All partners	All institutions

Legal Notices

The information in this document is subject to change without notice.

The Members of the Ark of Inquiry Consortium make no warranty of any kind with regard to this document, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose. The Members of the Ark of Inquiry Consortium shall not be held liable for errors contained herein or direct, indirect, special, incidental or consequential damages in connection with the furnishing, performance, or use of this material.

The information and views set out in this deliverable are those of the author(s) and do not necessarily reflect the official opinion of the European Union. Neither the European Union institutions and bodies nor any person acting on their behalf may be held responsible for the use which may be made of the information contained therein.

Summary

This deliverable describes the functions of all committees and responsibilities that are appointed in the Ark of Inquiry project in order to ensure high quality of management and communication of the project at different levels.

First, it is described how the quality of project deliverables is achieved across all work packages through management of the project. Second, the rules for internal and external communication related to the project are described.

Table of Contents

- 1. MANAGEMENT 6**
- 1.1 GENERAL ASSEMBLY 7
- 1.2 COORDINATION TEAM 8
- 1.3 WORK PACKAGE LEADER AND WORK PACKAGE TEAM 9
- 1.4 ADVISORY TEAM..... 9
- 1.5 QUALITY MANAGEMENT OF PROJECT DELIVERABLES 10
- 1.6 MANAGEMENT OF DISPUTES AND CONFLICT RESOLUTION 11
- 2. COMMUNICATION 13**
- 2.1 INTERNAL COMMUNICATION 13
- 2.2 EXTERNAL COMMUNICATION 13
- APPENDIX 1. ARK OF INQUIRY DELIVERABLE TEMPLATE 15**
- APPENDIX 2. ARK OF INQUIRY PRESENTATION TEMPLATE 19**
- APPENDIX 3. ARK TEMPLATE FOR MS WORD DOCUMENTS..... 20**

1. Management

The highest legal power in the Ark of Inquiry project is the **General Assembly (GA)**, where all 13 beneficiaries of the project are represented, each by one representative. The general decisions are made by the General Assembly and overall progress is monitored by the **Coordination Team (CT)**. The CT consists of **work package leaders**. The work of specific **work packages (WP)** is led by particular partners, who take full responsibility in ensuring the success of the entire project. Within the work packages, particular tasks are completed in joint work of the **Work Package Teams** led either by the work package leader or by another partner involved in this WP.

Prof. Margus Pedaste (UT) will lead the work of the project Ark of Inquiry as the **general coordinator**. The roles of the general coordinator are to plan and implement the project in content-related aspects and to communicate with the EC and other parties. The general coordinator is also leading the management of the project (WP8) and the meetings of the other management bodies. He will be supported by the **financial and administrative coordinator** (Maarika Muuga), who will be supported by the university accountant (Hille Ostrov) and by a specialist in FP7 projects (Kadri Raav).

In order to achieve better collaboration with the wide European community and a view on strategic planning of the project from the “outside”, an **Advisory Team** is formed. The main relations in the management structure are shown in Figure 1.

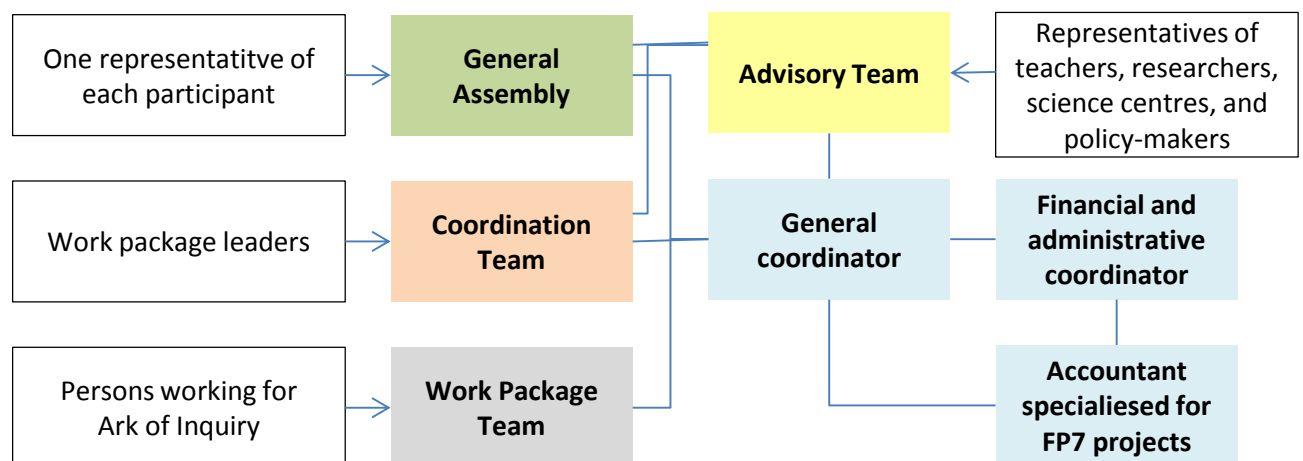


Figure 1: Relations in the management structure of the Ark of Inquiry project. The General Assembly is the body with the highest power, the Coordination Team deals with everyday management and the Work Package Teams with the work related to WPs. The Advisory Team holds meetings together with the Coordination Team, but also provides input to the General Assembly. The general coordinator is the “connector” for all teams and is supported by the financial and administrative coordinator.

1.1 General Assembly

The General Assembly (GA) is the highest decision-making body of the Ark of Inquiry project. The role of the GA is to make all the general decisions that are not given by the GA to the Coordination team or the coordinators. The specified division of roles is defined in the Consortium Agreement. The Consortium Agreement will consist of all information on how the various aspects of consortium management are handled: e.g. partnership management; financial management; activity planning and reporting; gender and ethics management; scientific management; quality assurance; risk analysis and management; management of intellectual properties and rights.

GA consists of representatives of all consortium partners. Every partner named one representative who can take decisions on behalf of the partner in the context of the project and will be responsible for providing all team members in his/her organisation with information concerning the GA meetings. If a GA member cannot participate in a meeting he/she should appoint for the particular meeting a person from his/her institution who will have the full legal right to take decisions on behalf of the main representative (the main GA member is responsible for providing the other person with all necessary information for participating in the GA meeting). The names of the representatives should be given to the general coordinator in a format that can be reproduced in a written form (e.g., e-mail). The list of permanent members of the GA is presented in Table 1. This list is approved by the GA and any changes in it should be approved by the GA.

Table 1: Representatives of beneficiaries as members of the GA

Beneficiary Number	Beneficiary name	Representative
1	TARTU ÜLIKOOL	Margus Pedaste
2	ELLINOGERMANIKI AGOGI SCHOLI PANAGEA SAVVA AE	Georgios Mavromanolakis
3	TURUN YLIOPISTO	Tomi Jaakkola
4	UNIVERSITY OF CYPRUS	Zacharias C. Zacharia
5	UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION –UNESCO	Mario Scalet
6	STICHTING HOGESCHOOL VAN ARNHEM ENNIJMEGEN HAN	Bregje de Vries
7	BUNDESMINISTERIUM FÜR BILDUNG UND FRAUEN	Monika Moises
8	HUMBOLDT-UNIVERSITÄT ZU BERLIN	Rüdiger Tiemann
9	BAHCESEHIR EGITIM KURUMLARI ANONIM SIRKETI	Bulent Cavas
10	L'ECOLE DE L'ADN ASSOCIATION	Christian Siatka
11	KATHOLIEKE HOGESCHOOL LIMBURG VZW	Renaat Frans
12	KUTATO TANAROK ORSZAGOS SZOVETSEGE	Monika Reti
13	SIHTASUTUS TEADUSKESKUS AHHA	Liina Vaher

1.2 Coordination Team

The everyday coordination of the project is delegated by the GA to the Coordination Team (CT). The CT continuously monitors the project's progress based on the description of the work for the project and decisions made by the GA. For this reason, the CT will have regular meetings (mostly electronic). Also, the CT approves the criteria for subcontracting and selects subcontractors based on these criteria. The exact roles of the CT are specified in the Consortium Agreement.

The CT has up to eight members (general coordinator and leaders of WPs 1 to 7), who cannot transfer their voting rights to other persons. Its quorum is four members; however, all decisions should be made by consensus. If consensus is not achieved, the particular issue will be forwarded to the GA. The members of the CT are leaders of the work packages (see Table 2). The CT meetings are chaired by the general coordinator or a CT member appointed by him. The general coordinator has the right to invite other persons to the CT meetings, if necessary. The requests of inviting other persons as well as agenda items should be sent to the general coordinator at least 3 days before the CT meeting.

Table 2: Members of the Coordination Team (work package leaders appointed by the beneficiaries that are leaders of particular WPs and approved by the GA).

WP number	WP title	Representative	Representative's beneficiary's short name
WP1	Pedagogical framework	Bregje de Vries	HAN
WP2	Collection of inquiry activities and environments	Tomijaakkola	UTU
WP3	Supporting community	Georgios Mavromanolakis	EA
WP4	Training	Zacharias C. Zacharia	UCY
WP5	Evaluation	MargusPedaste	UT
WP6	Implementation	VassilikiMarkaki	EA
WP7	Dissemination	Rosanna Santesso	UNESCO

For a smooth e-mail conversation in the CT a list has been created: ark-ct@lists.ut.ee.

1.3 Work package leader and Work Package Team

Each work package (WP) of the project has one leading institution. This institution has the right to name the leader of the work package. The name should be sent to the general coordinator who should present the names and their changes for approval at the GA meetings.

The work package leader is responsible for the quality of all work in the work package run by him/her (including following all decisions made by the GA and CT). Therefore, all partners involved in a particular WP name the persons who work for it. They form a **Work Package Team**. Work package leaders report regularly to the CT in order to ensure progress and to avoid contradictions between WPs.

The WP team members are responsible for the management and high quality of work assigned to them according to the approved work distribution within the WP. In dividing tasks within a WP the number of person months allocated to a beneficiary in this particular WP as well as competencies of the people contributing for this WP are taken into account by the WP leader.

The WP team could have online and face-to-face meetings to ensure high quality work. The decision of having WP meetings is proposed by the WP leader and agreed at a WP meeting. If a beneficiary is not working according to an agreed plan then first it should be discussed between the WP leader and the beneficiary's representative in the GA. If this does not have an expected effect, the issue has to be reported to the general coordinator, who will discuss it with the beneficiary's representative in the GA. If this does not have an expected effect, the issue will be raised at a GA meeting, where a decision that is binding to the parties should be made.

For a smooth e-mail conversation in the WPs a list has been created for every WP: [ark-wp\[no\]@lists.ut.ee](mailto:ark-wp[no]@lists.ut.ee).

1.4 Advisory Team

The Advisory Team (AT) has the role of giving an “outside view” on the strategic decisions related to the project. The AT is formed from the representatives of four stakeholder groups: teachers, researchers, science centres, and policy makers. In every group, two members are appointed from different countries (see Table 3). The members of the AT are approved by the GA.

Table 3: Members of the Advisory Team.

Stakeholder group	Representative	Country
Researcher	Ton de Jong	The Netherlands
Researcher	Michela Mayer	Italy
Teacher	Colin Smith	United Kingdom
Teacher	Liisi Griffel	Estonia
Policy maker	John Watson	Luxembourg
Policy maker	Doris Jorde	Norway
Science centre	Kathrin Unterleitner	Austria
Science centre	Hannu Salmi	Finland

The AT will be assembled related to the milestones of the project in order to support decision making by the GA. The role of the AT is information sharing and ensuring that high-level experts in the field have a chance to influence the framework of Ark of Inquiry and, *vice versa*, the opportunity to support the consortium in disseminating the ideas beyond the project.

The meetings of the AT will be chaired by the general coordinator (or a CT member appointed by him) and the members of the CT will also be attending the meetings to build a fruitful discussion based on internal and external views. It is up to the AT to decide if additional participants will be invited to the meetings. The meeting time and agenda items for the AT meetings are proposed by the CT at least four weeks in advance and will then be discussed by the AT members.

For a smooth e-mail conversation in the AT a list has been created: ark-at@lists.ut.ee.

1.5 Quality management of project deliverables

Each WP team is jointly responsible for the quality of project deliverables. The work package leader is responsible for the effective work of his/her WP and should report to the general coordinator or CT any issues that might have a potential negative effect on the quality or timely completing of a particular deliverable. As a result, action will be taken by the coordinator; if it is not sufficient, the CT or GA will be involved.

To detect any risks for the quality of deliverables, the WP leaders are asked to report their WP's progress and issues at the regular CT meetings. This is done based on monitoring the work progress in compliance with the work programme and remedial actions are applied to ensure the achievement of the functional objectives of the work packages.

To ensure high quality of the project deliverables, an internal review will be made for all deliverables. For this purpose two project team members will be assigned by the CT. They will be provided with draft deliverables 1.5 months before the deadline for presenting the deliverable to the Commission. The general coordinator ensures that the WP leaders will deliver their WPs to internal reviewers on time and in a good format. At the same time the draft deliverable is sent to all beneficiaries, who will also have the possibility to give feedback to the authors of the deliverable. The review is written against the description of the work of the Ark of Inquiry project and in consistence with other deliverables of the project. Formatting and language should be checked according to the provided template and British English. References should be given in APA style. The internal reviewer should also check internal consistency and completeness of the deliverable and provide recommendations for the issues found. The review should be in written format and delivered to the editor of the deliverable (usually WP leader) and the general coordinator of the project.

The deadline for the internal reviews as well as for comments from other beneficiaries is 1 month before the deadline for presenting the deliverable to the Commission. After that the WP leader and WP team have time to finalise the deliverable. The up to date version should be sent to the general coordinator at latest 1 week before the date when the deliverable have to be submitted to the Commission. The final check of the coherence and language of the deliverables will be conducted by the coordinator. The coordinator is also responsible for delivering the deliverables to the Commission in time and for all related discussions. External reviews received from the Commission will be first discussed in the CT and thereafter in particular WPs and, if necessary, in the GA.

In order to keep track of the work of all WPs, the activities of each WP will be reported by the WP leaders to the general coordinator within the 4-monthly periodic reports. These reports will be discussed at the CT meeting and are subsequently made available to all consortium members.

The decisions related to the milestones are made by the GA. The CT is responsible for preparing an overview and decisions for the GA.

1.6 Management of disputes and conflict resolution

If a conflict occurs, the parties related to it prepare an analysis of the situation and present it to the general coordinator, who takes the issue to the CT, or in case it is requested by the partners involved in the conflict, directly to the GA. If the CT cannot make a decision (based on the analysis and options for solutions), it is taken to the GA. The general coordinator is

responsible for handling all conflicts as soon as possible in order to keep a positive attitude in the consortium.

A special procedure is applied if decisions are made on including new partners or excluding existing ones from the consortium. In this case every situation will be first discussed with the Commission and then the decision is made based on the available options according the position of two thirds of the GA. In the final stage, the conflict will be referred to an arbitration procedure. This will be based on the procedures of the International Chamber of Commerce, with an initial conciliation process before a designated neutral (under the ICC ADR Rules). If this fails to produce a result within 30 days, the matter will be settled by binding arbitration in accordance with the Rules of Arbitration of the ICC.

The quality of the project will also be ensured by regular reviews by the Commission that will be organised two months after each reporting period (in months 20, 38, and 50).

2. Communication

2.1 Internal communication

Communication between the project partners takes place mainly through electronic channels. Additionally, consortium on-site meetings are organised at least once a year. The decisions on the date and venue of the on-site meetings will be made by the GA. The proposal is made by the general coordinator. The on-site project meetings will be organised by the host beneficiary in collaboration with the general coordinator. The online meetings of WPs will be organised by the WP leaders and all other online meetings will be organised by the general coordinator or, at his request, by other people.

The repository of the project materials is Google Drive, where access has been given to all people who belong to the beneficiaries' teams. The access is given to a Gmail address provided by the partner. If a new person is involved, he/she will have to be introduced to the other consortium members through the general list of the consortium (ark@lists.ut.ee). After that the coordinator is responsible for adding the new person to the e-mail lists and for giving him/her the rights to access Google Drive. To minimise the risk of data loss, the coordinator is responsible for saving a copy of the content of the Google Drive folder to a local machine.

Lists for each work package ([ark-wp\[number\]@lists.ut.ee](mailto:ark-wp[number]@lists.ut.ee)), CT, GA and AT are set up for everyday discussions. The beneficiaries are expected to respond to e-mails within three work days.

2.2 External communication

In external communication, passive and active forms of communication can be differentiated. Passive asynchronous communication on the project is organised through the project's website: <http://arkofinquiry.eu/>.

Additionally, the project outcomes and related research findings are published in several scientific and popular publications (including conference proceedings). When publishing the project outcomes in any format, it must be specified that the project has received research funding from the European Union and, if possible, the European emblem should be displayed. When displayed in association with a logo, the European emblem should be given appropriate prominence.

Any publicity made by the beneficiaries in respect of the project, in whatever form and on or by whatever medium, must specify that it reflects only the author's views and that the European Union is not liable for any use that may be made of the information contained therein. The suggested text is the following: "This study was conducted in the context of the project Ark of Inquiry: Inquiry Awards for Youth over Europe, which is funded by the European Union (EU) under the Science in Society (SiS) theme of the 7th Framework Programme (Grant Agreement 612252). This document does not represent the opinion of the EU, and the EU is not responsible for any use that might be made of its content." All scientific articles should be open access at least after a short embargo if this is set by a publisher.

All intellectual property created during this project is owned by the partners who created it and will be used under the Creative Commons License. All publications and patents related to the project, including scientific papers must be shared with the consortium members before publishing in order to ensure that the authorship issues are covered correctly. The rules for this have been specified in the Consortium Agreement.

After publishing all publications related to the project will be stored in the project's Google Drive.

To ensure high quality external communication, templates are provided for deliverables and PowerPoint presentations (see Appendices 1–3); general communication messages that will be sent to schools, ministries, science centres or higher education institutions will be discussed in WP7 and prepared jointly before sending them out.

Appendix 1. Ark of Inquiry deliverable template



Ark of Inquiry: Inquiry Activities for Youth over Europe

Deliverable No. (for example D8.1)

The name of the deliverable

Editor	Name (partner's acronym)
Date	DD.MM.YYYY
Dissemination Level	Public
Status	Final

This project has received funding from the European Union's Seventh Framework Programme for research, technological development and demonstration under Grant Agreement No. 612252



The Ark of Inquiry Consortium

Beneficiary Number	Beneficiary name	Beneficiary short name	Country
1	TARTU ÜLIKOOL	UT	Estonia
2	ELLINOGERMANIKI AGOGI SCHOLI PANAGEA SAVVA AE	EA	Greece
3	TURUN YLIOPISTO	UTU	Finland
4	UNIVERSITY OF CYPRUS	UCY	Cyprus
5	UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION –UNESCO	UNESCO	France
6	STICHTING HOGESCHOOL VAN ARNHEM ENNIJMEGEN HAN	HAN	The Netherlands
7	BUNDESMINISTERIUM FÜR BILDUNG UND FRAUEN	BMBF	Austria
8	HUMBOLDT-UNIVERSITÄT ZU BERLIN	UBER	Germany
9	BAHCESEHIR EGITIM KURUMLARI ANONIM SIRKETI	BEKAS	Turkey
10	L'ECOLE DE L'ADN ASSOCIATION	EADN	France
11	KATHOLIEKE HOGESCHOOL LIMBURG VZW	KHLim	Belgium
12	KUTATO TANAROK ORSZAGOS SZOVETSEGE	HRTA	Hungary
13	SIHTASUTUS TEADUSKESKUS AHHAA	AHHAA	Estonia

Contributors

Name	Institution
Name of a person	Acronym of an institution

Legal notices

The information in this document is subject to change without notice.

The Members of the Ark of Inquiry Consortium make no warranty of any kind with regard to this document, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose. The Members of the Ark of Inquiry Consortium shall not be held liable for errors contained herein or direct, indirect, special, incidental or consequential damages in connection with the furnishing, performance, or use of this material.

The information and views set out in this deliverable are those of the author(s) and do not necessarily reflect the official opinion of the European Union. Neither the European Union institutions and bodies nor any person acting on their behalf may be held responsible for the use which may be made of the information contained therein.

Summary

On this page a short overview of the deliverable should be given.

Table of Contents

1. INTRODUCTION	18
2. CONTENT	18
3. CONCLUSIONS	18
4. REFERENCES	18

1. Introduction

On this page a rationale about the deliverable in the context of other deliverables and other relevant references should be given.

2. Content

From here the content should be organized logically and references to other deliverables and the description of work should be made.

3. Conclusions

On this page the summary of the deliverable and future directions should be given.

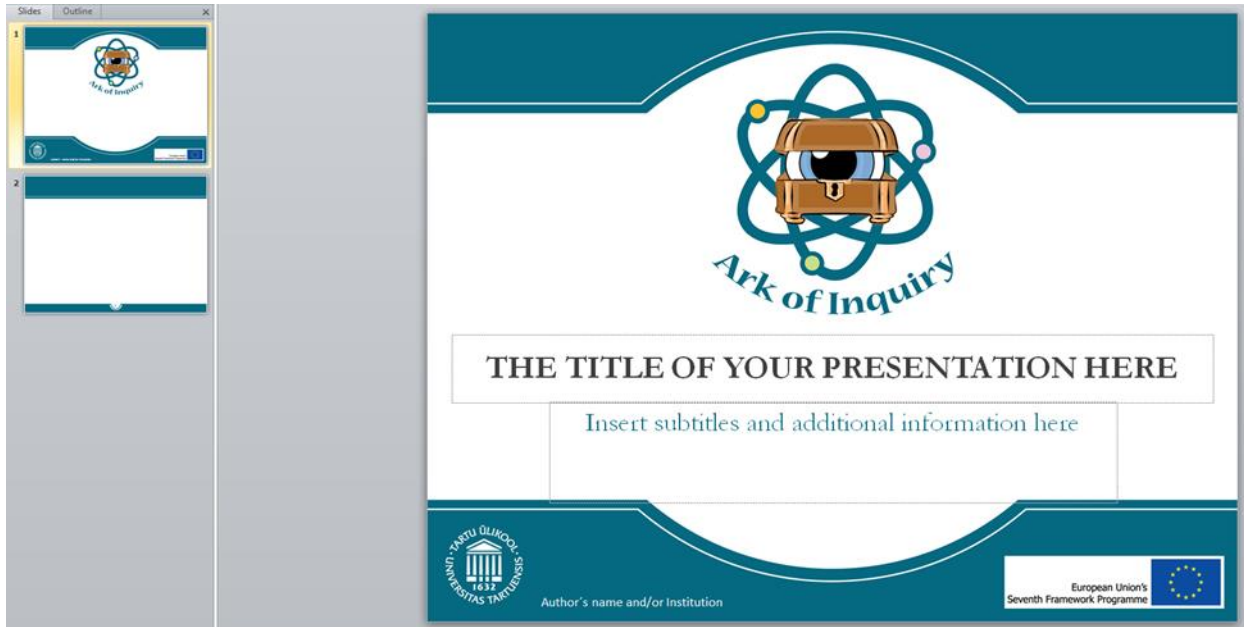
4. References

In the list of references APA Style should be used.

Appendix 2. Ark of Inquiry presentation template

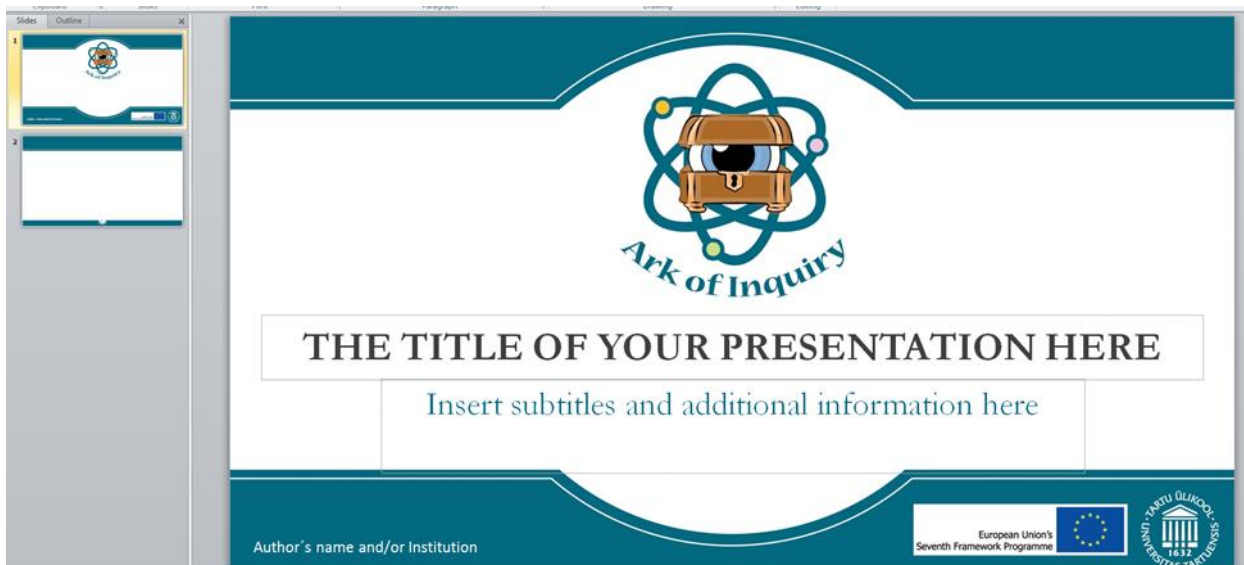
In format 4:3

The template is presented as a [file in Google Drive named Ark template 4by3.pptx](#)



In format 16:9

The template is presented as a [file in Google Drive named Ark template_new.pptx](#)



Appendix 3. Ark template for MS Word documents

The template is presented as a [file in Google Drive named Deliverable Word Template.dotx](#) in order to provide an easy-to-use possibility for copying for use as a template.

