

PROJECT MANAGEMENT PLAN

OF THE ERASMUS+ PROJECT

MEDIATS

“MEDIATION: TRAINING AND SOCIETY TRANSFORMATION”

599010-EPP-1-2018-1-NL-EPPKA2-CBHE-JP

Breda, the Netherlands

2018-2020

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Introduction

This strategy is an integral part of the overall strategy for the implementation of the ERASMUS + Capacity Building in the Field of Higher Education (CBHE) project and is applicable to all project management activities implemented by the MEDIATS consortium.

It is intended to streamline the continuous process of administrative and financial management, communication, reporting at different levels with the aim of achieving the project's objectives and ensuring efficient project implementation. The strategy is coherent with the aims and objectives of the project, as well as with the action plans and timeline, the Project Sustainability and Dissemination Plan, Quality Management Plan.

1. Project brief description

The project envisages enabling Universities to be one of the key players in facilitation of the processes of mediation in Azerbaijan, Georgia and Ukraine to enhance democracy and objective problem resolution by acquiring best European practices.

To do this, the project teams will learn the best EU practices, select and train the staff, select students, develop and implement Master Degree Program in Mediation in Ukraine and Azerbaijan and Mediation Module in Georgia. The quality of training and competencies of the students will be carefully evaluated by national and EU experts, the practical activities will be organized in partner countries and in the EU to ensure qualitative preparation of mediators.

The Mediation Federation will be established in Ukraine, HEIs of Azerbaijan and Georgia will closely cooperate with newly established state Mediation Structures and will act as sustainable mechanisms, through which HEI staff will have opportunities to promote the mediation values, introduce legislative changes, develop cooperation with various stakeholders and make impact on the local, national and international level.

2. General description of management approach

The project management will be organized to ensure timely and qualitative implementation of project activities, achieving the defined objectives and managing costs against budget.

The Project Coordinator, NLBA will coordinate project execution, KROK University will be co-coordinator.

Project management will include all aspects of financial administration and management, financial reporting, management of communication between partners, between partners and coordinator, with EACEA, Erasmus+ offices, fulfilling of contractual obligations with EACEA, reporting to EACEA, organization of PSCMs.

The project group will also be responsible for administrative management, organization of information flow, coordination of responsibilities within the project, control of partners reporting on project deliverables and results, organization of PSCMs.

All project activities are grouped in WPs, every WP has the leading HEI, responsible for the implementation of WP activities, results and reporting. All WP participants report to WP owner, and WP owner reports to the co-coordinator. Co-coordinator reviews the reports, contacts the WP owner to clarify issues if needed, sends reports to Coordinator.

Project Steering Committee is formed at the very beginning of the project and will be composed of 1 representative from each participating institution. The project team, responsible for the efficient management of the project and realization of project activities will be established at each partner organization.

Project Steering Committee Meetings (PSCMs) will be organized every 6 months, the issues of project management and quality plan will be considered.

All partners are almost equally involved into the project implementation - the responsibilities for the tasks are shared. If the WP has too many time-consuming activities, other partners are involved.

Reporting on the project results will be reflected in WP quality plan and WP project management.

Each party has to establish the Project Team responsible for the efficient management of the project and realization of project activities within each institution and appoints Contact Person, who will be responsible for the regular communication with the coordinator/co-coordinator and other partners on all project issues. Contact Person will have access to Google Drive, will be able to add and manage documents on Google Drive.

Planning of the activities, results and follow-up of the project implementation, discussion and decision-making, costs and reporting issues, as well as resolving of disputable issues, if there are any will be carried out at the PSCMs, that will take place twice a year.

It's important to ensure that all partners have common understanding of the the project objectives, procedures, planned activities. In order to prevent misunderstanding, lack of information, or delays in any project activities implementation, the detailed instructions will be provided for doing of PM activities (filling the timesheets, convention costs, organization of PSCM, etc) and relevant messages will be delivered and distributed beforehand to the partners via e-mail.

The report of each partner will be presented at PSCMs or via webinars and will contain the following information: the analysis and results of the project implementation.

3.WPs with indicators, according to LFM

WP activities	Indicators with indication of responsible
1.Learning of EU experience 1.1.Organization of study visits 1.2. Development of action plan	•.№ of study visits (3) • Program of study visits corresponds to the project goals • № of participants (2 part.from HEI per each visit) • Videofilm exists, disseminated • Action plan on development of MDP, establishment of Federation by P4-10 uploaded on Google drive • Results of the evaluation of study visits • Quality control report • General report (by WP owner)
2.Development of MDP in Mediation. 2.1. Development of MDP in Mediation 2.2. Organization of staff training 2.3. Organization of seminar with presentation of results	• Curricula validated by, positively assessed by EU experts; • Documentation on MDP prepared; • Program of staff training (Program HEIs) • № of staff trained from each HEI (6 staff: academic and program curator)

2.4. Preparation of premises 2.5. Development of reports	<ul style="list-style-type: none"> Results of the evaluation of study visits Equipment purchased Informational materials purchased Class prepared for training Evaluation of the readiness of MDP of each HEI Quality control report
3.Launch of Master Degree Program in Mediation 3.1. Promotion of MDP in Mediation 3.2. Piloting of MDP 3.3. Organization of internship of students 3.4. Evaluation, reports, changes 3.5. Accreditation of national licenses	<ul style="list-style-type: none"> Advertisement campaign organized № of students enrolled (15 per HEI) № of HEIs where program is launched - 7 № of alumni № of students who underwent internship in the EU (15 per HEI) № of cases, successfully settled by mediators in the process of training and after Results of the program evaluation
4. Development of Mediation Federation 4.1. Development of Federations 4.2. Organization of Training 4.3. Development of website of MF 4.4. Cooperation with wider socio-economic environment 4.5. Development of reports	<ul style="list-style-type: none"> Concept of MF, action plan, statute developed, Management Board established MF is officially registered as NGO № of events, № of participants of the events Website online and updated, № of visitors of the website Training organized, evaluation of the trainee competencies № of HEIs and partners of each MF Evaluation of cooperation with each sector № and impact of introductions to law-making process Assessment of the results of MF activities
6. Dissemination and Sustainability. 6.1. Organization of dissemination events 6.2. Publishing of publications 6.3. Issuing of Monthly newsletter 6.4. Design and update of project website 6.5. Organization of promotional campaign	2 IHEs, 3NDSs organized, list of the participants, list of activities, Publication 1, 2 Publication issued, disseminated, E-newsletter prepared monthly, Project website exists, updated, promocampaign implemented. <i>Extended indicators:</i> 2 IHEs (300 participants each), 3NDSs organized (100 participants each), list of the participants, list of activities, Publication 1 (1000 in English, 1000 in Azerbaijanian, 1000 in Georgian, 2500 in Ukrainian),

	<p>Publication 2 (100 in English, 50 in Azerbaijanian, 50 in Georgian, 100 in Ukrainian), presented and disseminated, E-newsletter prepared monthly and disseminated to all HEIs, MFs, project stakeholders, Project website exists, is updated, Plan of promocampaign is implemented, 15 public activities involving 30000 people in Ukraine, 5 publ.act. with 5000 people in Georgia, 7 publ.act. with 10000 in Azerbaijan, 10 articles on mediation in media per country.</p>
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Sources, how the indicators can be proved:

Monthly E-newsletters,
Google disc,
Website of HEIs,
Project website,
Website of MF,
Media,
Reports,
Materials of the meetings
Publications.

4. Timeline – schedule of the activities, Initial timeline

	2018	2019	2019	2019	2019	2019	2019	2019	2019	2019	2019	2019	2019	2019	2019	2020	2020	2020	2020
	December	January	February	March	April	May	June	July	August	September	October	November	December	January	February	March	April		
Workpackages																			
1.Learning of EU experience																			
1.1.Organization of study visits																			
1.2. Development of action plan																			
2.Development of Master Degree Program in Mediation																			
2.1. Development of MDP in Mediation																			
2.2. Organization of staff training																			
2.3. Organization of seminar with presentation of results																			
2.4. Preparation of premises																			

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7.1. Preparation of Project Management Plan																			
7.2. Ensuring of efficient and in-time coordination of the project																			
7.3. Organization of project steering committee meetings																			
7.4. Development of management reports																			

5. Management, roles and responsibilities of the partners.

Project Coordinator – NLBA:

- a) is responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;
- b) is intermediary for all communications with the Executive Agency, and informs the beneficiaries on any relevant communication with the Executive Agency;
- c) informs the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- d) as the sole recipient of payments on behalf of all beneficiaries, transfers funds to the beneficiaries without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of this Agreement;
- e) manages and verifies the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement; evaluates eligibility of expenses;
- f) complies with all reporting requirements *vis-à-vis* the Executive Agency, as per the dispositions of Article I.4 of the Grant Agreement. The coordinator shall not delegate any part of this task to any party;
- g) establishes payment requests on behalf of the beneficiaries, as per the dispositions of Article I.4 of the Grant Agreement;
- h) provides one copy of this Agreement duly signed to each beneficiary and to the Executive Agency within 6 months of the signature of the Grant Agreement;
- i) provides the beneficiaries with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the Use of the Grant, the various reports templates and any other relevant document concerning the project;
- j) provides the beneficiaries with the appropriate forms for the declaration of performed activities, working hours, travel costs, costs of stay and other expenses and the respective instructions for their completion;
- k) transmits to the co-coordinator copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits;
- l) controls the balance between planned and spent costs, manages the project budget;
- m) organizes external audit, reports about the results to the beneficiaries, ensures information transfer between auditor and beneficiaries if needed.

Project Co-Coordinator – “KROK” University:

- (a) is intermediary for all communication between the beneficiaries, keeps communication records, creates FAQs, communicates with coordinator for all inconveniences and misunderstandings;
- (b) organizes information flow within partnership, creates and maintains the informational platform at Google Disc with all related instructions, reports, letters, templates and other project documentation;
- (c) Monitors the process of project implementation, checks the beneficiaries' reports (jointly with WP owners and Quality Manager), informs coordinator on current progress, timing, compliance with work plan; controls the performance of the planned activities and proposes correct disparities; reports to coordinator;
- (d) ensures that beneficiaries have common understanding of the project objectives, procedures, planned activities. In order to prevent misunderstanding, lack of information, or delays in any project activities implementation, provides the detailed instructions for doing of project management activities (filling the timesheets, organization of PSCM, etc) and relevant messages will be delivered and distributed to the partners via e-mail.

Project Coordinator and Co-Coordinator are jointly responsible for:

- (a) co-organization (jointly with the host of PSCM) and moderation of Project Steering Committee Meetings (PSCMs), control of organization of other project meetings;
- (b) development of Project management plan and monitoring of its implementation.

Project Steering Committee is composed of 2 representatives of coordinator and 2 representatives of co-coordinator and 1 representative from each other beneficiary. PSCMs will be organized every 6 months for the issues of:

- (a) project management, planning of the activities;
- (b) quality assurance;
- (c) results and follow-up of the project implementation, reviewing and discussion of the progress achieved in project implementation, sharing good practices, knowledge transfer, and decision-making;
- (d) resolving of disputable issues;
- (e) decisions concerning major project changes (e.g. changes in the budget, changes in the work plan) are sole responsibility of PSC.

Work Package (WP) owner is responsible for:

- (a) development of the action plan of WP activities with detailed and realistic time plan,
- (b) management of the WP, enhancing qualitative completion of the deliverables of WP by each partner;

(c) preparation of the report forms according to the agreed with co-coordinator schedule, collection and analysis of beneficiaries' reports, reporting to and negotiation with co-coordinator and quality manager on the progress and results of WP.

All beneficiaries:

(a) are jointly responsible for carrying out the activities attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles;

(b) undertake to comply with all the provisions of the Grant Agreement and its Amendments, with all the provisions of this Agreement, as well as with EU and national legislation;

(c) are jointly responsible for complying with any legal obligations incumbent on them jointly or individually;

(d) shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;

(e) shall be responsible for the sound financial management and cost efficiency of the funds allocated to the project.

Each beneficiary (excluding the coordinator):

(a) ensures adequate communication with the coordinator/co-coordinator and with other beneficiaries;

(b) supports the coordinator in fulfilling its tasks according to the Grant Agreement;

(c) submits in due time to the coordinator/co-coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations;

(d) provides the coordinator and co-coordinator with any other information or documents it may require and which are necessary for the management of the project;

(e) provides the quality manager with any other information or documents that may be required and which are necessary for the quality assurance of the project;

(f) notifies the coordinator/co-coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);

(g) informs the coordinator/co-coordinator of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative;

(h) accepts responsibility for all information communicated to the coordinator, including project documentation and details of costs claimed;

(i) accepts the final budget submitted in the Project's final report as the maximum amount of grant money that the beneficiary can receive for the project upon The Executive Agency's eligibility check of the Project's final budget.

6. Calendar of the meetings – includes information about the meeting, date, place, update version.

WP		Purpose of the meeting	Month, year	Place
WP 1 Preparation		Study Visits 1,2	4-8 February 2019	Breda (Hoeven, the Netherlands)
WP 1 Preparation		Study Visit 3	13-17 January 2020	Murcia, Spain
WP Development	2.	Training 1	9-13 December 2019	Riga, Latvia
WP Development	2.	Training 2	13-17 January 2020	Murcia, Spain
WP3 Development		Organization of internship for students, 1 st cohort	February 2021	Netherlands
WP3 Development		Organization of internship for students	March 2021	Spain
WP3 Development		Visits of EU experts to Partner HEIs	Till May 2021	
WP4 Development		Training for members of Mediation Federation	January 2021	Netherlands
WP Dissemination	6	International highlight event 1	December 2020	Kyiv, Ukraine
WP Dissemination	6	National dissemination seminars:	April -May 2021	Ukraine – Chernivtsi, Azerbaijan – Ganja, Georgia – Batumi
WP Dissemination	6	International highlight event 2	October 2021	Tbilisi, Georgia
WP 5,7 QA, PM		1 st PSCM	4-8 February 2019	Breda, the Netherlands
WP 5,7 QA, PM		2 nd PSCM	10-11 December 2019	Riga, Latvia

WP 5,7 QA, PM	3rd PSCM	May 2020	Batumi, Georgia
WP 5,7 QA, PM	4th PSCM	October 2020	Murcia, Spain
WP 5,7 QA, PM	5th PSCM	April 2021	Baku, Azerbaijan
WP 5,7 QA, PM	6th PSCM	October 2021	Berlin, Germany

7. Draft of action plan WP 2-4, that was adapted by each partner into their plan.

Workpackage 2.

Development of Master Degree Program in Mediation.

2.1. Development of MDP in Mediation

2.2. Organization of staff training

2.3. Organization of seminar with presentation of results

2.4. Preparation of premises

2.5. Development of reports

Detailed Action Plan

2.1.1. Description of the purpose of the program and the results of the training.

2.1.2. Definition of general and professional competencies.

2.1.3. Curriculum development.

2.1.4. Development of training modules

2.1.5. Defining of the teaching methods.

2.1.6. Definition of approaches to training and assessment methods.

2.1.7. Development of the system of quality assessment.

2.2.1. Development of the training materials by P1-3

2.2.2. Organizational activities for trainings for the academic staff and program curators

2.2.3. Intensive training 1 for the for the academic staff and program curators
in Murcia, Spain

2.2.4. Intensive training 2 for the for the academic staff and program curators, including research of
online Mediation components in Riga, Latvia

2.2.4. Workshop on MDP in Mediation development

2.2.5. Evaluation of the results of the training (integration with WP 5 quality)

- 2.3.1. Preparational activities for the seminar of project team
- 2.3.2. Presentation of the results of each team
- 2.3.3. Final discussions of the MDP in Mediation at the seminar
- 2.3.4. Evaluation of readiness of P4-10 for program implementation

- 2.4.1. Purchase of the equipment
- 2.4.2. Preparation of e-learning facilities
- 2.4.3. Purchase of informational materials

- 2.5.1. Monitoring of the process of MDP development by WP owner jointly with P1,2,3,11
- 2.5.2. Reports

Draft of Action Plan.

Workpackage 3.

Launch of Master Degree Program in Mediation.

- 3.1. Promotion of MDP in Mediation**
- 3.2. Piloting of MDP**
- 3.3. Organization of internship of students**
- 3.4. Evaluation, reports, changes**
- 3.5. Accreditation of national licenses**

Detailed Action Plan

- 3.1. MDP "Mediation" promoted
- 3.2. Program piloted
- 3.3. Internships for students organized
- 3.4. Evaluation, reports, changes
- 3.5. Program accredited

The following activities will be organized to implement the deliverables:

- 3.1.1. Development of informational and promotional materials of the program
- 3.1.2. Dissemination of the information on the program via university channels, social media, mass media, support of Ministries
- 3.1.3. Organization of open doors of the program, individual consultations to the students
- 3.2.1. Processing of the students' documentation
- 3.2.2. Administration of the training process
- 3.2.3. Consultations via skype and e-mails with EU experts
- 3.2.4. MDP in Mediation launched on the permanent basis
- 3.3.1. Arrangement of students internship with stakeholders
- 3.3.2. Organization of practical activities of students in partner countries
- 3.3.3. Organization of practical activities of students in the EU
- 3.4.1. Evaluation of the program quarterly

- 3.4.2. Review visits of EU experts (P1,2 visit P4-10)
- 3.4.3. Introducing changes to MDP in Mediation
- 3.4.4. Approval of the final version of the program
- 3.4.5. Final report (integration with WP quality)

- 3.5.1. Documents preparation for national accreditation of MDP in Mediation
- 3.5.2. Going through accreditation procedure to receive accreditation certificate

Draft of Action Plan.

Workpackage 4.

Development of Mediation Federation.

- 4.1. Development of Federations**
- 4.2. Organization of Training**
- 4.3. Development of website of MF**
- 4.4. Cooperation with wider socio-economic environment**
- 4.5. Development of reports**

Detailed Action Plan

- 4.1.1. Development of the concept of Federation
- 4.1.2. Selection of the members of the Management Board
- 4.1.3. Development of action plan
- 4.1.4. Development of the Statute of Federation
- 4.1.5. Official registration of Federation

- 4.2.1. Organizational activities for the training, program of the training
- 4.2.2. Training on activities of Federation and attraction of stakeholders
- 4.2.3. Sustainability training
- 4.2.4. Training on promotion tools
- 4.2.5. Communication with representatives of international mediation associations
- 4.2.6. Evaluation reports

- 4.3.1. Development of the website of MF
- 4.3.2. Update of the website

- 4.4.1. Cooperation with Ministry of Education and Science
- 4.4.2. Cooperation with Ministry of Justice
- 4.4.3. Cooperation with courts
- 4.4.4. Cooperation with municipal governments, NGOs, local mediation structures
- 4.4.5. Cooperation with society in general
- 4.4.6. Cooperation with international Mediation structures
- 4.4.7. Facilitation of introduction of profession of Mediator to the occupational qualifier (list of occupations)

8. Algorithm for the organization of the meeting

1. Setting the date with Coordinator, Co-coordinator and the host of the meeting and informing of the partners
2. Development of the program of the meeting
3. The host prepares and sends organization issues regarding travel, stay, venue of the meeting
4. If some participants need invitations, the host of the meeting or the Coordinator can issue the invitations.
5. Booking of the tickets and hotel is the responsibility of each partner, if other conditions are not agreed.
6. List of participants – participant send information according to the template of Coordinator, Co-coordinator or the host
7. The participants have to obligatory collect the boarding passes, upload them to Google drive
8. During the meeting the participants have to sign attendance list every day
9. After returning the participants fill the individual travel report, sign it and upload to google drive together with supporting documents.
10. The host of the event prepares Certificates of Attendance for each participant.
11. The host of the event scans the attendance sheets and uploads them to google drive.
12. The participants prepare and post the news about the event on the website of their HEI, in social networks
13. The participants organize dissemination activities, develop the documentation or reports or do some other actions, that are required.

9. Schedule and sequence of the management activities, updated

December 2018 Grant Agreement

February 2019 Kick-off

May 2019 Amendment to the Grant Agreement and receiving of the first pre-financing

May – November signing of Partnership Agreements

May – November preparation of RFP by partners to receive the first pre-financing

June 2019 – March 2020 transferring of the first pre-financing to the partners. The payment were made not immediately due to external reasons – the partners had to register the project in the ministries, it took less time for Ukrainian HEIs, but much for Azerbaijan HEIs

October-November – reports of the WP owners 2-4

November Quality Report

December 2019 PSCM2, presentations of the partners of their achievements

December 2019 – monitoring of MEDIATS in Ukraine

March-April – preparation of report for EACEA

May 2019 PSCM3

10. Communication and Cooperation

The communication between the partners will be made during PSCMs (each 6 months), via Skype (according to agreed schedule) and via e-mail (on a regular basis).

In order to ensure quick and smooth communication all partners have to answer the e-mails within 3 working days. Skype meetings can be organized upon the request.

All relevant project information will be maintained on Google disc platform. The Google disc will reflect the structure of the project. Different levels of access will be granted to Project teams according to their roles in project.

Contact Persons of each beneficiary will have access to add the documents, to observe the beneficiaries' activities and project results. All timesheets, request for payment, ITR with supporting documents and other reporting documentation, has to be uploaded by Contact Person of each beneficiary to Google Disc into the relevant folder.

The official email address of coordinator and co-coordinator for the purposes of Project is mediats.coordinator@gmail.com

11.Payment arrangements

50% of the estimated Erasmus+ grant contribution of the regular budget will be transferred by coordinator to the beneficiary's account within 30 days upon the signature of this Agreement and receipt of a payment request.

Up to 90 % of the estimated Erasmus+ regular grant contribution – within 30 days from receipt of the necessary proofs and reports of expenditure/activity covering the amount of advance payment(s) already made drawn up in accordance with the forms provided by the Coordinator and after confirmation by EACEA of Progress report on implementation of the action. In the case of grant “reserves” from the first tranche, adjustments will be made accordingly in the second tranche.

Up to 100% (payment of balance) of the estimated Erasmus+ regular grant contribution budget – within 60 days after approval by the EACEA of the final report.

12.Reporting algorithm

- Each WP owner develops the dates of reports
- Due to this date prepares the report and sends to Contact Person of each Partner
- The Partner fills the report and sends to the WP owner
- Each WP owner prepares the General Report and sends to the Co-Coordinator
- Co-Coordinator checks if General Report complies with Qualitative and Quantitatives indicators and sends Feedback
- WP owners can consult with Quality Manager
- Co-Coordinator reports to Coordinator on the project progress