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## **PROJECT MANAGEMENT PLAN**

### **OF THE ERASMUS+ PROJECT**

**International Students Adaptation and Integration/ *INTERADIS***  
**619451-EPP-1-2020-1-NL-EPPKA2-CBHE-JP**

**Breda, the Netherlands**

**2020-2022**



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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 INTERADIS 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.



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## **1. Project brief description**

### **Wider objective:**

To integrate international students into Ukrainian and European educational space by the means of cultural, ethnic, social and academic assets.

### **Indicators:**

- Number of IS involved into activities, % of the total number
- Level of the students' satisfaction of training and living due to project activities
- List of advantages that students indicate, that helped them to be integrated
- Decreased number of conflicts between HEIs and IS

### **How the indicators will be measured:**

University statistics,  
IS questionnairing,  
increased attractiveness of HEI on the international arene,  
increased number of IS

### **Aim of the project:**

To develop and implement Roadmap, that includes all aspects of IS integration and adaptation

To improve quality of training and administrative services, assure informational support of IS

To upgrade qualifications of administrative and academic staff

To create tolerant multicultural international environment at Ukrainian HEIs

To disseminate project results among Ukrainian HEIs



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**Indicators:**

- Trained administrative and academic staff, IS and US students
- Developed Roadmap at each partner HEI, ensuring of its implementation
- Modernized administrative procedures
- Created tolerant multicultural international environment
- Results of the project disseminated among Ukrainian HEIs, are kept sustainable

**How the indicators will be measured:**

- Google Disc (GD) of the project,
- project documentation,
- project website,
- University documentation,
- social media,
- websites of the Partners,
- printed and electronic materials and publications,
- students and staff questionnaires

**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

#### **Wider objective:**

To integrate international students into Ukrainian and European educational space by the means of cultural, ethnic, social and academic assets.

#### **Indicators:**

- Number of IS involved into activities, % of the total number
- Level of the students' satisfaction of training and living due to project activities
- List of advantages that students indicate, that helped them to be integrated
- Decreased number of conflicts between HEIs and IS

1.1.a	Study visits online	March-April 2021	<ul style="list-style-type: none"> <li>• # of SV</li> <li>• Program corresponds to the project goals</li> <li>• # of participants</li> </ul>
1. b	Study visits offline	October 2021-May 2022	<ul style="list-style-type: none"> <li>• # of SV</li> </ul>

			<ul style="list-style-type: none"> <li>• Program corresponds to the project goals</li> <li>• # of participants</li> </ul>
1.2.	Analysis of as-is situation at HEI	February - March	<ul style="list-style-type: none"> <li>• List of points for analysis (questionnaire)</li> <li>• Analysis, reports, action plans uploaded on GD</li> </ul>
1.3.a	Action plan and reports prepared after online	April-May 2021	<ul style="list-style-type: none"> <li>• Results of evaluation of study visits</li> </ul>
1.3.b	Action plan and reports prepared after offline	May 2022	<ul style="list-style-type: none"> <li>• Quality control report</li> <li>• General report</li> </ul>

WP	Activity/ Result	Timing	Indicator
2.1.	Creative co-working zone organized	April – December 2021	<ul style="list-style-type: none"> <li>• Equipment purchased, installed, ready to use</li> <li>• Zone available for IS</li> <li>• Zone for 25 stud.</li> <li>• Students spend time at the zone</li> </ul>
2.2.	Administrative procedures modernized	April – December 2021	<ul style="list-style-type: none"> <li>• Adm. procedures described</li> <li>• Required changes identified</li> <li>• Description of the improved adm. procedures</li> </ul>
2.3.	Roadmap of IS integration developed	April – December 2021	<ul style="list-style-type: none"> <li>• Roadmap exists, uploaded on GD</li> <li>• Calendar plan and description of cultural, networking activities during the years of study exists, uploaded on GD</li> </ul>
2.4.	Course for adaptation of the foreign	April – December 2021	<ul style="list-style-type: none"> <li>• Course is developed</li> <li>• Materials designed and printed</li> </ul>



	students and other training materials developed		<ul style="list-style-type: none"> <li>Teachers selected</li> <li>List of information materials</li> <li></li> </ul>
2.5.	Informational materials prepared and translated	April – December 2021	<ul style="list-style-type: none"> <li>List of key documents, procedures that need to be translated</li> <li>List of languages to which they will be translated</li> <li>List of prepared infomaterials, uploaded to GD</li> <li>Translated materials exist, uploaded to GD</li> <li>Plan how the documents will be disseminated</li> <li>Translated materials are available for other Ukrainian HEIs, disseminated</li> </ul>
2.6.	University infrastructure modernized	Since April 2021 till the project end	<ul style="list-style-type: none"> <li>List of changes to infrastructure</li> <li>List of produced materials at each partner HEI</li> <li>List and photos of implemented changes and upgrades on GD</li> </ul>
2.7.	Website updated and social medias created	Since April 2021 till the project end	<ul style="list-style-type: none"> <li>University website exists in Arabic, Azerbaijanan, Georgian etc languages</li> <li>Facebook, instagram page created,</li> <li>Youtube channel created</li> <li></li> </ul>
2.8.	Curricula adapted	April 2021 – September 2022	<ul style="list-style-type: none"> <li>Curricula adapted</li> </ul>

2.9.	Roundtable discussion organized	December-January 2021	<ul style="list-style-type: none"> <li>• Roundtable discussion organized</li> <li>• The program and protocol of the event includes discussion of results of all WP2 activities</li> <li>•</li> </ul>
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WP	Activity	Timing	Indicator
3.1.	Calendar plan strategy set of activities – cultural, networking implemented	Since September 2021	<ul style="list-style-type: none"> <li>• Number and list of cultural and networking act.</li> <li>• Number of participants</li> <li>• % of IS involved from total number of IS</li> </ul>
3.2.	Course for adaptation of the foreign students implemented	Since September 2021	<ul style="list-style-type: none"> <li>• course implemented 3 times</li> </ul>
3.3.	Forum of International Students organized	May 2022	<ul style="list-style-type: none"> <li>• Number of participants</li> <li>• % of IS involved from total number of IS</li> </ul>
3.4.	Website and Social medias are constantly updated	Since September 2021	<ul style="list-style-type: none"> <li>• website, social medias actively used, number of posts</li> </ul>
3.5.	Modernized administrative procedures implemented	Since September 2021	description of changes, evaluation
3.6.	Programs adapted for IS	Since September 2021	<ul style="list-style-type: none"> <li>• Number of programs, description of changes</li> </ul>
3.7.	Visits of EU experts organized		<ul style="list-style-type: none"> <li>• # of visits of EU experts to the PARTner HEIs, results</li> </ul>

WP	Activity	Timing	Indicator
4.1.	Training for administrative staff	Second year	<ul style="list-style-type: none"> <li>• Program for trainings,</li> <li>• # of staff trained at each HEI</li> <li>• Results of the evaluation of training</li> </ul>
4.2.	Training for academic staff	Second year	<ul style="list-style-type: none"> <li>• Program for trainings,</li> <li>• # of staff trained at each HEI</li> <li>• Results of the evaluation of training</li> </ul>
4.3.	Mobility of students	Second year	<ul style="list-style-type: none"> <li>• list of mob.students, evaluation</li> </ul>
4.4.	Seminars at HEIs for academic staff on inter-cultural competencies and cultural diversity	Second year	<ul style="list-style-type: none"> <li>• List of students, academic staff who underwent cult seminars</li> </ul>
4.5.	Seminars at HEIs for Ukrainian students on inter-cultural competencies and cultural diversity	Second year	<ul style="list-style-type: none"> <li>• List of students, academic staff who underwent cult. seminars</li> </ul>
4.6.	Sustainability training	Second year	<ul style="list-style-type: none"> <li>• Program for trainings,</li> <li>• # of staff trained at each HEI</li> <li>• Results of the evaluation of training</li> </ul>
4.7.	English courses for administrative staff	Since September 2021	<ul style="list-style-type: none"> <li>• Number of hours, number of trained staff, level of English</li> </ul>

WP	Activity	Timing	Indicator
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5.1.	Quality plan, concept		
5.2.	Ongoing quality assurance		
5.3.	Quality control of the project events		
5.4.	Quality control of the achieved results		

WP	Activity
6.1.	Preparation and dissemination of promotional materials
6.2.	Design and update of project website
6.3.	Organization of International dissemination events
6.4.	Presentation of project results at annual state educational forum
6.5.	Monthly newsletter
6.6.	Development of publications
6.7.	Infocampaign for Ukrainian students, staff, society
6.8.	National and international partnerships of IS and IS communities
6.9.	Preparation and transferring of recommendations regarding IS policy to Ukrainian State Center for International Education, Ministry of Education and Science

WP	Activity	Timing	Indicator
7.1.	Project management plan		
7.2.	Management of the project		
7.3.	Project Steering Committee meetings		
7.4.	Project reports, reports to EACEA		

### Sources, how the indicators can be proved:

Monthly E-newsletters,  
Google disc,  
Website of HEIs,



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Project website,  
Website of MF,  
Media,  
Reports,  
Materials of the meetings  
Publications.

#### **4. Management, roles and responsibilities of the partners.**

For the purpose of efficient project implementation, reporting and quality assurance, the roles and responsibilities in project are divided as follows:

##### **3.1 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 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 and beneficiaries 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.

### 3.2 **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.

**3.3 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.

**All beneficiaries:**

- (a) are jointly responsible for carrying out the activities at high quality 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;





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(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.

**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.

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.



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**Project Steering Committee** is composed of 2 representatives of coordinator, 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.

### **5.Schedule and sequence of the management activities**

November 2020 Signing of Grant Agreement

November 2020 – May 2021- Signing of Partnership Agreements

November 2020 – May 2021 preparation of RFP by partners to receive the first pre-financing

January 2021 – meeting with EACEA officer

February 2021 Kick-off meeting

January 2021 – May 2021 transferring of the first pre-financing to the partners

October 2021 PSCM2, presentations of the partners of their achievements, discussion of the key project issues

October 2021 – monitoring of INTERADIS by NEO of Ukraine



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March 2022 – online meeting of partners to discuss the situation at each partner's HEI after the war started

July 2022 – PSCM 3 online, discussion of the changes to the project content because of the change of the context

August-October 2022 – preparation of report for EACEA

October 2022 – finalizing Progress report to EACEA

## 6. Communication and Cooperation

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

- (a) In order to ensure quick and smooth communication all partners have to answer the e-mails within 3 working days. Online meetings can be organized upon the request.
- (b) 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.
- (c) 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.
- (d) The official email address of coordinator and co-coordinator for the purposes of Project is [interadis.coordinator@gmail.com](mailto:interadis.coordinator@gmail.com).

## 7. Payment arrangements

The coordinator will transfer the part of the Erasmus+ EU grant contribution corresponding to each individual beneficiary using the account, provided in the Partnership Agreement:

The transfer of the Erasmus+ EU grant contribution to beneficiaries will be implemented in accordance with the following timetable and procedure:

The coordinator will transfer to the account of the beneficiary the estimated Erasmus+ regular EU grant contribution as identified under Annex I of this Agreement, in the following way:

- (a) 50% of the estimated Erasmus+ EU 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.
- (b) Up to 90 % of the estimated Erasmus+ regular EU 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.
- (c) Up to 100% (payment of balance) of the estimated Erasmus+ regular EU grant contribution budget –within 60 days after approval by the EACEA of the final report.

In case the supporting documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement are not submitted to coordinator in proper forms and in full, the coordinator can delay transfers of second and final installments to beneficiary.

The coordinator can pay for some activities directly to cover the expenses of the parties. In this case, the paid amount is excluded from the amount, that has to be transferred to the partner's bank account, so the partner will receive the reduced amount, while the total budget of the partner will be unchanged.

Beneficiaries are obliged to use the Erasmus+ EU grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the

present Agreement and the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiaries will be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.

If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, the beneficiary responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator.

The costs of financial transfers charged by banks shall be borne by beneficiary.

All banking costs, for keeping money for beneficiary on the account of the Coordinator or making payments to or on behalf of beneficiary, will be paid for by beneficiary. This amount will be deducted from the money transferred to beneficiary.

## **8.Reporting algorithm**

The coordinator is responsible for submitting in due time to the Executive Agency all reports and financial statements as required in the Grant Agreement. For this purpose and in a timely manner, the beneficiaries commit to provide the coordinator with all necessary information and, if applicable, copies of supporting documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement.

The coordinator shall provide the beneficiaries with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion. These reports must be drawn up in EURO.

The beneficiaries shall keep a record of any expenditure/activity incurred under the project and all proofs and related documents for a period of 5 years after the payment of the final balance under the Grant Agreement. The coordinator may reject any item which cannot be justified in accordance with the rules set out by the Executive Agency in the Grant Agreement.



- 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

## **9. Budgetary and financial management**

The Erasmus+ grant contribution to the project's staff costs, travel costs and costs of stay will be calculated on the basis of "unit contributions" whose individual amounts are specified in the Erasmus+ Programme Guide.

For the implementation of the project and the beneficiary's reimbursement of costs incurred in terms of staff, travel and costs of stay, the partnership will apply the unit costs amounts defined in the Erasmus+ Programme Guide.

If the actual expenditures of travel costs and costs of stay lower, than unit costs amounts defined, the beneficiaries will agree how to use the saved costs. If the actual expenditures of travel costs and costs of stay higher, than unit costs amounts defined, the beneficiaries will cover the difference themselves.

The Erasmus+ EU grant contribution to the project's equipment and subcontracting costs will be based on the justification of the costs actually incurred.

The procedures specified in the Programme Guide should be applied for the equipment purchase and subcontracting identified in the Grant Agreement. The competitive proposals are to be obtained from at least three suppliers observing the principles of transparency, equal treatment and avoiding conflict of interest. The decision should be taken based on the best value of money and quality and approved by the Coordinator. The equipment should be purchased and delivered to Partner Countries beneficiaries, installed, registered at the



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accounting and inventory, taken into the guarantee services, labelled with EU Erasmus+ Programme logo. The equipment should be used for the purposes of the project objectives and activities implementation during project eligibility period and ensuring the sustainability after the projects end.

The beneficiaries confirm that they respect the social and labour legislation of their country regarding the costs of staff contributing to the project.

Each beneficiary is responsible for ensuring adequate insurance arrangements for their staff and students while participating in project activities.