

ANNEXES

INCLUSION

REPORTING TEMPLATE – WORK PACKAGES

NUMBER AND NAME OF WORK PACKAGE

Project Management (WP8)

REPORT PROVIDED BY: State Academy of Fine Arts of Armenia (SAFAA)

SHORT SUMMARY OF WORK PACKAGE AS IN PROJECT PROPOSAL

State the main outputs and activities as per Logframe

The project management aims at ensuring the smooth implementation and timely management of the project in general and of the activities in particular with the involvement and contribution of all project partners. The whole consortium was involved in the implementation of the WP at consortium, partner country and at institution levels. With the support and coordination of WP lead partners the project was managed and reported on its achievements by the project management team from SAFAA.

Three major directions were on the basis of the project management: operational, financial and technical. The management team developed a certain strategy to implement all the three directions and supported the consortium during the lifetime of the project. With this regard certain activities have been outlined for the WP implementation:

1. GB – establishment of the Governing board with the inclusion of all partner institutions.
2. Kick-off meeting - the official launch of the project in Armenia with the involvement of all partners.
3. 6 coordination meetings – the coordination meetings on financial, operational and technical management to outline the current and upcoming activities and set the new deadlines.
4. Workplans on each WP – the working template for each WP implementation drafted by the lead partners and implemented by the consortium.
5. Financial management – the overall management of the budget and finances per partner by the management team.
6. Day-to-day management – overall coordination of the project implementation at project, consortium, partner country and institution level by the lead partners, country level coordinators, local contact persons and the management team.
7. Day-to day coordination of the project – overall coordination of the project and keeping records on all the activities.

All the above mentioned activities have been successfully implemented during the last three years and this is a brief report on the overall achievements on WP8: Project Management.

ACTIVITY	DELIVERABLE/OUTPUT
8.1.1 Governing Board	8.1 Project GB
8.2.1 Kick-off meeting	8.2 Kick-off meeting
8.3.1 6 coordination meetings	8.3 Coordination meetings
8.4.1 Work plans on each WP	8.4 Consolidated workplan on WPs
8.5.1 Financial management	8.5 Records on financial management
8.6.1. Day-to-day management	8.6 Records on day-to-day management

8.6.2. Day-to-day coordination of the project

COMMENTS ON TIMELINE IN REFERENCE TO PROPOSAL (are activities/outputs delayed and if so – why?)

Activities/outputs in line with established workplan

In general WP8 Project Management was one of the main 5 WPs (Dissemination, Quality Planning, Dissemination and Sustainability) that was planned for the project lifetime and was a constant WP dealing with the overall project content, technical and financial management. Within the frames of this WP all three directions were mainly managed by the project management team from SAFAA and with the support of project Lead partners and partner contact persons. This means that constant contact with the consortium was kept on regular basis thus ensuring the effective implementation of the project activities. As in the case of any challenges the project management team was informed immediately and the ultimate actions were carried out to solve the problem and move forward with the implementation of the project objectives.

With this regard the below mentioned activities have been carried out and monitored during the whole period of the project implementation:

- a) **Content management:** the project management team took the overall responsibility to check the implementation of the activities in line with the LFM. To ensure the smooth flow of the activities the management team together with the lead partners constantly checked the status of the implemented activities and sent reminders to the consortium members on the missed and left activities. The team was also responsible for collecting the copies of the developed documents and making them publicly available.

In 2017 the consortium was mainly focused on the fact-finding and identification of the needs of students from the underrepresented groups. This resulted in production of the training kit and fact-finding reports per country. The consortium also worked on the road map of the inclusive strategy per partner HEI.

The consortium launched 2018 with working on the master plans at institutional and national guidelines/recommendations on inclusive education at country level. The input of the management team was to check the timely discussions and developments in both directions and updates of the documents. As a result 4 HEIs in Armenia and B&H developed master plans that are adopted by the institution councils. Next, the consortium worked on the inclusive guidelines for teaching and learning that was drafted and circulated. The contribution of the management team was to organize the translation and dissemination of the documents in both countries and online. At final stage of the year, WP4 was launched under the lead of AUA to develop a toolkit for high schools. With this regard the management team supported AUA to arrange series of skype meetings with Bosnian partners and series meetings in Armenia with respective external bodies and ministries.

The final year of the project (2019) was launched with the coordination meeting in Graz with involvement of all the partners. The management team outlined all the issues and challenges to be discussed and agreed with the consortium. Separate sessions were planned and conducted on the implementation of WP4 in general and the development of the training methodology toolkit for high schools in particular. As a result a number of important issues were included in the minutes and sent to EACEA for approval. The culmination of the year activities were the developed and finalized key documents published and online for further dissemination.

- b) **Technical management:** The overall technical organization of the events and meeting within the project was mainly coordinated and supported by the management team, the host institution and the lead partner. Each of the partner institutions supported a lot to the organization of certain activities contributing to the events and meeting by presenting the activities carried out. Overall 13 events were organized and held at different partner institutions (Armenia, B&H, Asutria, Belgium, UK) including the coordination meetings, 2

monitoring visits. Besides a number of local meetings, skype conferences were arranged with the partner institutions to discuss the ongoing activities and address the major challenges. All the materials from the events and respective documents are kept. In order to make the technical management easy the following documents have been developed and used within the project including:

- ⇒ Agenda template
- ⇒ Registration list template
- ⇒ Presentation template
- ⇒ Information kits for the organization of the events, etc.

The main documents are also available on project official web-site. Constant update of the project official web-site, as well as constant mailing with the consortium was also ensured.

- c) **Financial management:** financial issues and financial reporting was done at different levels. Each partner institution was responsible for checking the expenses and actual expenditure in line with the transfers and preparing financial reports. The reports were submitted to the management team for final check and respective updates were done accordingly. The transfers were done in accordance with the supporting documents and official e-mails sent by the partners. Two general financial reports were submitted to EACEA (midterm report and the request for second payment). The final report is currently under checking and will be submitted by the deadline (14/12/2019). In order to make financial reporting easy each of partner institution was asked to follow the documents developed with this purpose. These documents are:

- ⇒ Financial and Technical Guide
- ⇒ Financial reporting Guide
- ⇒ Supporting document templates
- ⇒ Financial report template

All the financial reports and supporting documents are kept at the partner institutions. The copies are kept at the management team for further audits.

Activity	Timeline
(1) Establishment of the Governing Board <ul style="list-style-type: none"> - Official letter templates sent to all partners (Management team) - Nominations sent by the project partners (All Partners) - Update on the web-site the information on the GB (Management team) 	January-February 2017 DONE
(2) Organizing, holding and reporting the Kick-off meeting <ul style="list-style-type: none"> - Organization issues on the planning, holding a kick-off meeting in Yerevan (SAFAA and AUA) - Preparation of the presentations for the KOM, 2-day event (All Partners) - Minutes from the event (SAFAA and WUS) 	02-03 December 2016 Minutes after the event DONE
(3) Organizing, holding and reporting coordination meetings <ul style="list-style-type: none"> - Organizing and planning CM-1 in Yerevan (SAFAA and AUA) - Organizing and planning CM-2 in Leuven (SAFAA and UCLL) - Organizing and planning CM-3 in Travnik (SAFAA and UNT) - Organizing and planning CM-4 in UCLL (SAFAA and UCLL) - Organizing and planning CM-5 in Graz (SAFAA and KFUG) - Organizing and planning extra CM in Graz (SAFAA and KFUG) 	CM-1: 14 June 2017 CM-2: 10 November 2017 CM-3: 10-11 May 2018 CM-4: 29 June 2018 CM-5: 12-13 March 2019 CM-extra: 10 July 2019 CM-6: 24 September 2019 Minutes after the events DONE

<ul style="list-style-type: none"> - Organizing and planning the CM-6 in Yerevan (SAFAA and AUA) - Presentations for all coordination meetings (led by SAFAA, lead partners (WUS, UoR, UCLL, AUA, UNT) and with involvement of all partners for the extra and final CMs - Minutes from the events (SAFAA and WUS) 	
<p>(4) Production of work plans for all 8 WPs</p> <ul style="list-style-type: none"> - Preparation of the template for the work plans per WP (Management team) - Production of work plans for WP1-WP8 by lead partners (WUS, UoR, UCLL, AUA, UNT, SAFAA) - Updates of the work plans according to the changes in the plans (Lead partners) - Work plans uploaded on website 	<p>April-May 2017 (updates according to the changes) DONE</p>
<p>(5) Activities to manage financial issues</p> <ul style="list-style-type: none"> - Financial guides on preparation of financial reports and completing the supporting documents (Management team) - Financial reports and supporting documents (All partners) - Comments sent to all partners on changing the supporting documents and financial reports (Management team) - Midterm and Financial financial report (led by SAFAA and with involvement of all project partners) 	<p>During the implementation of the whole project DONE (midterm report 14/04/2018, final report to be submitted 14/12/2019)</p>
<p>(6) Activities to manage daily activities</p> <ul style="list-style-type: none"> - Templates on preparing agenda, presentation, registration lists, minutes for INCLUSION (Management team) - Correspondence and local meetings (all partners) - Summary e-mails on activities and deadline reminders (management team and lead partners) - Midterm and Final reports on project implementation (led by SAFAA and with involvement of all project partners) 	<p>During the implementation of the whole project DONE (midterm report 14/04/2018, final report to be submitted 14/12/2019)</p>

GENERAL COMMENTS ON WORK PACKAGE IMPLEMENTATION *(describe challenges and opportunities/success stories encountered in WP implementation, success in meeting major milestones...etc)*

The WP was launched facing no major challenges. Taking into account that the project launch - kick-off meeting was very effective and productive when the project structure was established with the agreement of all consortium parties, the project established GB, Management team, contact persons and working teams per partner, local coordinators and WP lead partners working on the implementation of their WPs.

Contact with all partners was kept also via mail and Skype. Templates, documents and reporting formats were developed and sent to the consortium within the deadlines.

Three major challenges can be outlined with regards to the project overall implementation and management.

First, delay of the equipment purchase form Travnik university: the issue of delay of the purchase of equipment from UNT causes series of problems affecting the whole consortium and B&H partners. The delay of the equipment caused delays in requesting the second instalment. It also delayed some of the

transfers and payment of other costs to project partners. Moreover, because of the delay the Armenian universities were to purchase the equipment in the third year of the project that caused additional justifications. With this regard, the management team together with WUS requested for the justification from UNT partners explaining the delays during the monitoring visit. The whole process of equipment was resolved and the equipment is installed and registered in the inventories of all 4 HEIs.

Second, missing deadlines for submission of financial documents and reports: the deadlines for submission of supporting documents and financial reports were very often not kept by the project partners. And this caused some troubles in making transfers on time.

Third, challenges on filling in the templates for financial reporting: Some of the partners often failed presenting the correctly filled templates for financial reporting. The management team created guidelines on "How to fill in the financial report and templates". This helped the team to follow the guidelines and submit the corrected documents.

All the above mentioned points were challenges that were solved and agreed among the consortium and had no negative impact on the overall project successful implementation and its effectiveness.

GENERAL COMMENTS ON INDIVIDUAL ACTIVITIY

Activity No and title	8.1.1. Governing Board
Description of implementation process	The project governing board, established at the beginnig of the project, was mainly responsible for taking care of the project effective implementation. With this regard the GB representatives took part in the coordination meetings when the project related issues are outlined.
Challenges and opportunities/success stories	The first GB meeting was conducted together with the KOM when the major financial and management strategy has been approved. Further meetings were during the coordination meeting when the consortium agreed on the financial and operational issues.
Deviation from the original plan (why?)	-

Activity No and title	8.2.1. Kick-off meeting
Description of implementation process	The kick-off meeting was conducted on 2-3 December 2017 with the involvement and participation of all partner institutions. The presentation of the consortium, major activities within the project as well as financial management was presented to the consortium and discussed with the participants. The minutes from the event as well as all the relevant information are available on the website.
Challenges and opportunities/success stories	All participants attended two-day event and made presentations according to the schedule. Active participation of the consortium was also highlighted.
Deviation from the original plan (why?)	-

Activity No and title	8.3.1. 6 Coordination meetings
Description of implementation process	The coordination meetings are planned to gather the consortium to discuss the achievements and further steps within the project as well as to evaluate the overall success of the project. Taking into account the budget effectiveness policy the management team organized the coordination meetings together with the trainings/workshops and other events. The minutes from the events as well as all the relevant information are available on the website.

	<p>CM-1 was held together with the workshop on identification of the students from the underrepresented groups and fact-finding in Yerevan (14/06/2017).</p> <p>CM-2 was conducted in UCLL together with the workshop on strategy development for inclusive education at HEIs (10/11/2017).</p> <p>CM-3 was organized together with the first dissemination conference in UNT (09/05/2018-10/05/2018)</p> <p>CM-4 was arranged together with the workshop on new resources for inclusive teaching and learning in UCLL (29/06/2018).</p> <p>CM-5 was hosted by KFUG partners (12-13/03/2019).</p> <p>Another extra coordination meeting was organized in Graz already in July (10/07/2019) before the final conference.</p> <p>CM-6 was held in the premises of AUA a day before the final event (24/09/2019).</p>
Challenges and opportunities/success stories	All the meetings succeeded because the consortium demonstrated high responsibility and readiness to contribute to the implementation of the project activities and financial issues.
Deviation from the original plan (why?)	-

Activity No and title	8.4.1. Work plans on each WP
Description of implementation process	<p>Each WP leader was to present the methodology and implementation strategy for the WP. With this regard the management team developed template for the work plan development. All WP lead partners filled in the template in line with the project proposal, feasible deadlines and submitted to the management team. The WP work plans are available for the consortium in the DROPBOX. Soon they are also uploaded in the web-site.</p> <p>In 2018 a WP4 was launched, the lead partner – AUA constantly updated the work plan outlining the deadlines and making extra clarifications for the partners involved.</p> <p>As in 2019 and during the CM in Graz a new tool was presented to the consortium on QA, WUS, the lead partner of WP5, made respective changes in the workplan for WP5.</p>
Challenges and opportunities/success stories	<p>The template was practical and helped partner institutions clearly understand the activities to be implemented within the WP and the project.</p> <p>Moreover each of lead partners explicitly highlighted the targeted activities to be implemented and made updates on the activities (if any).</p>
Deviation from the original plan (why?)	-

Activity No and title	8.5.1. Financial management
Description of implementation process	For the financial management a strategy was developed by the management team and presented at the KOM. Guidelines on financial, technical management as well as the Guide on Completing the Financial report and submitting the supporting documents of the project were developed and sent to the consortium. Together with the Guidelines major templates for the financial management were also presented: ITR, convention, timesheet, equipment template, sub-contract template, financial report template, etc.

	All the financial reports, copies of supporting documents and respective reports, e-mails, comments on financial issues are kept by the management team.
Challenges and opportunities/success stories	<p>The templates, guides are all available for the consortium. The supporting documentation is kept at the partner institutions and copies are provided to the management team. The transfers are done accordingly.</p> <p>Here the two main challenges can be reported: First, the deadlines are not often kept by the consortium. Second, the documents (required for financial management) are often filled in incorrectly.</p> <p>In both cases, the management team arranged extra discussions and made respective clarification to each of the partner.</p>
Deviation from the original plan (why?)	-

Activity No and title	8.6.1. Day-to-day management 8.6.2. Day-to-day coordination of the project
Description of implementation process	<p>Day-to-day management and coordination of the project was conducted by the management team, lead partners, country coordinators and contact persons. Overall management policy was agreed during the KOM and respective activities were carried out and certain developments were implemented:</p> <ul style="list-style-type: none"> - Partnership agreements - Establishment of working teams - Templates (minutes, registration, agenda, presentation, etc.) - Constant communication with the project consortium via official mails and Skype, etc. <p>Day-to-day coordination of the project management was ensured with the following ways:</p> <ul style="list-style-type: none"> - Constant general updates, mailing, correspondence among the consortium; - Discussions at local level and regular skype meeting among two partner country representatives on updating the current developments and activities; - Short notes, minutes of the meeting and sending and dissemination of the information via official mail.
Challenges and opportunities/success stories	Active cooperation within the consortium since the launch of the project was a good start for the project implementation. Availability of templates to work with ensured the smooth and similar approach to the implementation of activities. Willingness and readiness of the consortium to keep the deadlines and follow all the activities for the period was obvious. Sometimes slight delays were done not affecting the effectiveness of the project activities. Overall the consortium demonstrated commitment and active contribution to the project implementation.
Deviation from the original plan (why?)	-

ANY OTHER COMMENT:

As the WP was planned for the whole project and was on-going the effective implementation mainly depended on the active engagement of all members and in particular the management team and the lead partners. Fortunately the consortium was ready to meet the challenges and was very responsible in implementing the activities. This is why the project had success.

The following section is to be filled in by person providing feedback to WP reporting template

FEEDBACK BY:

COMMENTS ON THE REPORT/IMPLEMENTATION OF WP:

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