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ERASMUS+ CAPACITY BUILDING IN HIGHER EDUCATION PROJECT

HIGHER EDUCATION-ENTERPRISE PLATFORM FOR FOSTERING, MODERNIZATION AND SUSTAINABLE GROWTH IN NATURAL STONE INDUSTRY IN WESTERN BALKANS/ (BKSTONE)

610483-EPP-1-2019-1-AL-EPPKA2-CBHE-JP

MANAGEMENT AND COMMUNICATION PLAN

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1. COMMUNICATION STRATEGIES

The 'BKSTONE Management and Communication Plan' is meant to define common rules related to internal project communication strategies and tools, BKSTONE budget management, financial aspects and reporting rules, partnership agreements.

1.1 PROJECT COMMUNICATION TOOLS

The BKSTONE Consortium has decided to set up and use the following tools in order to guarantee fluid internal communication, to promote active participation of staff, trainees and administrative people from partner institutions, to improve technical efficiency in the implementation of tasks, efficiency in the cost of all the scheduled activities, foster transparency in the technical and administrative reports:

- Language of communication: English;
- e-mail: the coordinators e-mail address is: aafezolli@upt.al; also, a dedicated project email is activated (info@bkstoneproject.com); it is managed by PUT to send communication to the BKSTONE consortium;
- a project mailing list, containing the contacts listed in paragraph 1.2, is activated: it will be updated during the lifetime of the project in order to guarantee the communication with all partners also in case persons dealing with the BKSTONE project will change during the implementation phase;
- internal communication area: it will be set up within the project website with restricted access. This area provides a set of tools useful to create an effective and traceable communication: document sharing; chat, discussion form, instant message, web mail;
- BKSTONE Folder: (Google Drive) will be used to collect and share among BKSTONE partners different types of documents, such as:
 - a) financial reporting tools (timesheet, Convention for Staff Costs and Individual travel Report forms), additional financial supporting documents (pay-slips, boarding passes, employment contracts etc.);





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- b) ppt presentation and photos of each meeting and future activities;
 - c) partnership agreements, including annexes;
 - d) detailed partner's budget management control;
 - e) contact list including all partners;
- Web conferencing platform (Adobe connect or Microsoft teams) will be used for virtual meetings (steering committee's meetings, quality committee's meetings, bilateral meetings etc.), and all real-time conversations required to organize project activities. In case of some partner cannot attend project meetings due to force majeure, adobe connect have to be used.
 - Ordinary mail: ordinary mail is the system allowing the transmission of original documents (partnership agreements, financial supporting documents, etc.).

1.2 CONTACTS

The following table lists the official contacts for each partner Institution: scientific and administrative contacts are detailed in order to set up a Consortium Assembly with different roles and expertise. Each partner is responsible to inform PUT about any contact change, modification, and replacement: the contact list will be keep updated during the whole BKSTONE project's lifetime and the Consortium Assembly will be promptly informed.





Table 1. Official contacts for each partner Institution

BKSTONE partner	Scientific contact(s) Name and surname	E-mail address	Administrati ve contact(s) Name and surname	E-mail address
Universiteti Politeknik I Tiranes, Albania	Alma Afezulli	aafezulli@upt.al	Hyrjana Moçka	hyrjanamocka@upt.al
University of Elbasan "Aleksander Xhuvani", Albania	Altin Idrizi	altin.idrizi@uniel.edu.al		
University of Gjirokastër "Eqrem Çabej", Albania	Bektash Mema	bekmema@yahoo.com		
University of Sarajevo, Bosnia and Herzegovina	Prof. Hadis Bajric.	bajric@mef.unsa.ba	Hadis Bajric Edin Kadric	bajric@mef.unsa.ba kadic@mef.unsa.ba
University of Mostar, Bosnia and Herzegovina	Maja Prskalo	maja.prskalo@gf.sum.ba	Tatjana Dzeba	tatjana.dzeba@gf.sum.ba
University Mediterrane an Podgorica, Montenegro	Maja Delibasic	maja.delibasic@unimediteran.net	Petar Krivokapic	medjunarodna.saradnja@unimediteran.net
University of Pristine, Kosovo	Naser Kabashi	naser.kabashi@uni-pr.edu	Teuta Jashari Kajtazi	teuta.kajtazi@uni-pr.edu
Kolegji Nderkombtar per Biznes dhe Teknologji, Kosovo	Naim Preniqi	naim.preniqi@ubt-uni.net	Visar Krelani	visar.krelani@ubt-uni.net





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University of Coruña, Spain	Santiago López (profesor)	santiago.lopezp@udc.es	Eugenia Díaz (IRO)	proxectos.ori@udc.es
IES Ribeira do Louro (Xunta De Galicia), Spain	Amador Ordóñez	Amador.ordonez@gmail.com	Rosa Maria Rodriguez	international@ribeira.org
Asociación Empresarial de Investigación Centro Tecnológico del Mármol y La Piedra, Spain	David Caparrós	david.caparros@ctmarmol.es	David Caparrós	david.caparros@ctmarmol.es
Universita Degli Studi di Roma La Sapienza, Italy	Carlo Bianchini	carlo.bianchini@uniroma1.it	Marika Griffo	marika.griffo@uniroma1.it
Scuola Edile Padova-CPT, Italy	Alessia Ranci	tutorstanghella@scuolaedilepa dova.net	Christine Rossi Andrea Pagnacco	progetti@scuolaedilepadova.net direzione@scuolaedilepadova.net
National Technical University of Athens, Greece	Maria Menegaki	menegaki@metal.ntua.gr	Dimitris Lamprakis	dlabrakis@metal.ntua.gr
Transilvania University of Brasov, Romania	Radu Muntean	radu.m@unitbv.ro	Marius Mantulescu	mmantulescu@unitbv.ro





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1.3 COMMUNICATION PROTOCOL

In order to improve communications management, a communication protocol will be set up to promptly and efficiently manage and organise project activities. Each partner will select a person who will be responsible for communicating with the appointees of the other project partners. Appointed people will be responsible to filter communications and to set them up within their working group. For each WP, communications will be started by the WP leader, in agreement with the co-leader.





2. MEETINGS

2.1 PROJECT MEETINGS

The Consortium Assembly will meet 6 times during the lifetime of the project, with the aim to:

- monitor the implementation of the activities, the timeline and to evaluate the quality of results
- check the costs incurred by Partners for the project implementation and to discuss any change, modification or amendment of the budget
- take decisions about issues, weak management involving specific partners or how to face constraints that could affect the successful implementation of the planned activities.

The following project meetings are foreseen:

Table 2. Project meetings

	When	Where	Participants	Objectives
Kick off meeting	17-18 Feb 2020	Tirana	All partners	
Organization International Progress meetings, Management	First year	1st Tirana	31 All partners	
Organization International Progress meetings, Management	First year	2nd Pristine	31	
Organization International Progress meetings, Management	Second year	3rd Elbasan	31	
Organization International Progress meetings, Management	Second year	4th Podgorica	31	
Organization International Progress meetings, Management	Third year	5th Sarajevo	31	
Organization International Progress meetings, Management	Third year	6 th Tirana	31	
Dissemination and exploitation		Tirana	30	
Dissemination and exploitation		Verona	16	
Development		Cehegin	10	
Development		Coruna	14	





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Development		Podgorica	29	
Development		Gjirokastra	29	
Development		Sarajevo	22	
Development		Pristine	16	

The dates of the project meetings will be decided and announced at least 2 months before the meeting in order to guarantee the participation of members from all partner Institutions.

2.2 GUIDELINES FOR MEETINGS

Hosting partners are in charge of setting up travel information (how to reach hotel from airport/station, location of hotels, meeting room etc.), organising partner’s hotel accommodation, meeting rooms (including technical facilities), lunch/dinner places and social activities (if foreseen). Incoming partners will cover travel, accommodation and meals costs with the allocated budget for ‘travel and costs of stay’. As an alternative, the coordinator might keep the costs of stay allocated to partners and use to cover directly those costs for all participants.

2.3 AGENDA

The meeting agenda will be set up by the coordinator and forwarded to partners approximately 2 weeks in advance. This will allow partners to suggest changing and to have due time for preparing presentations/reports to be shared during the meeting.

2.4 MEETING DOCUMENTS

Documents used and produced during the meetings (like presentations, handouts, quality reports, financial reports, interim products etc) will be available on the BKSTONE Google Drive folder (depending on the level of dissemination) within the respective work package area. Copies during the meeting will be provided by the responsible partner.





2.5 MEETING MINUTES

Meeting minutes are an important instrument to note decisions made during the meeting as well as to outline next steps, deadlines and deliverables. They are considered as a record for: partners in attendance, presented agenda parts, discussions, decision made, next steps after the meeting, deadlines and deliverables. The minutes will be set up by the partner institution hosting the meeting, acting as secretary, and spread to all partners to gather their feedbacks within approximately 3 weeks after the meeting. Based on partners feedback the final meeting minutes will be set up by the coordinator and uploaded on the BKSTONE Google Drive folder.

2.6 GUIDELINES FOR VIRTUAL MEETINGS

Virtual meetings (using adobe connect) will be used for:

1. specific issues demanding actual confrontation
2. bilateral meetings for project activities' implementation
3. periodical assessment of the workflow
4. Steering committee and quality committee meetings
5. During project meetings, in case of some partner cannot attend project meetings due to force majeure

A minute of the web meeting will be set up by the partners involved and sent to the coordinator within two weeks from the meeting.

2.7 STEERING COMMITTEE

The Steering Committee (SC) has been established during the KoM, with the aim to monitor and discuss the main managerial, scientific and financial aspects of the project.



Official SC meetings will be organized three times a year, according to the following calendar:

- 1 st year: M3 (during the KoM), M11 (virtual meeting);
- 2 nd year: M16 (virtual meeting), M20 (virtual meeting);
- 3 rd year: M27 (virtual meeting), M30 (virtual meeting).

In case of special needs, the SC will have additional (virtual) meetings in order to guarantee a sound implementation of the project activities. In case some partner doesn't contribute adequately to all project activities, the SC will empower bilateral contacts and develop specific strategy to guarantee the accomplishment of duties and responsibilities during all implementation phases and activities. The Steering Committee is composed of a representative from each partner and led by the project coordinator, PUT, together with the support of CTM as co-leader.

Here is the official list of members participating in the SC:

Table 3. List of members participating in the SC

PARTNER no	BKSTONE PARTNER	SC MEMBER
P1	Universiteti Politeknik i Tiranes, Albania	Alma Afezolli
P2	University of Elbasan "Aleksander Xhuvani", Albania	Altin Idrizi
P3	University of Gjirokastrë "Eqrem Çabej", Albania	Bekdash Mema
P4	University of Sarajevo, Bosnia and Herzegovina	Prof. Hadis Bajric.
P5	University of Mostar, Bosnia and Herzegovina	Maja Prskalo
P6	University Mediterranean Podgorica, Montenegro	Maja Delibasic
P7	University of Pristine, Kosovo	Naser Kabashi
P8	Kolegji Nderkombtar per Biznes dhe Teknologji, Kosovo	Naim Preniqi
P9	University of Coruña, Spain	Santiago López (profesor)
P10	IES Ribeira do Louro (Xunta De Galicia), Spain	Amador Ordóñez





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P11	Asociación Empresarial de Investigación Centro Tecnológico del Mármol y La Piedra, Spain	David Caparrós
P12	Universita Degli Studi di Roma La Sapienza, Italy	Carlo Bianchini
P13	C.P.I.P.E. - Scuola Edile di Padova, Italy	Alessia Ranci
P14	National Technical University of Athens, Greece	Maria Menegaki
P15	Transilvania University of Brasov, Romania	Radu Muntean

Each partner is responsible to inform PUT about any contact change, modification and replacement: the SC member's list will be keep updated during the whole BKSTONE project's lifetime and the Consortium Assembly will be promptly informed.





3. FINANCIAL MANAGEMENT & REPORTING

3.1 GRANT AGREEMENT (GA)

The Grant Agreement has been signed by EACEA and PUT on December 2019 and the project implementation started on 15th November 2020 as foreseen. Partnership agreements will be signed maximum 6 months after the GA signature.

The total grant of BKSTONE project corresponds to EUR 872.309,00.

According to the GA (ARTICLE I.5.1), PUT will receive the grant in 3 instalments:

- a first pre-financing payment, corresponding to the 50% of the grant, within 30 days from the signature of the GA;
- a second pre-financing payment, corresponding to the 40% of the grant, on the basis of the request for the second pre-financing payment to be done after the submission of the Interim Report (expected to be by June 2021) and under the condition that the 70% of the previous assignment has been used up.
- the payment of the balance, covering the remaining part of the eligible costs, which will be transferred to PUT after the submission of the Final Report (expected to be in November 2022).

3.2 PARTNERSHIP AGREEMENTS (PA)

PUT, as project coordinator, will sign bilateral agreements with each of the Partner Institution, in order to regulate financial, technical and legal aspects related to the implementation of the project; provisions of the PA may be differentiated according to the special needs/requirements of each beneficiary, provided that transparency is ensured within the partnership. PUT, upon signing PA, will transfer to each partner institution a first instalment after receiving the pre-financing payment from EACEA; a second instalment will be transferred after the evaluation of the Interim Report and the reception of the second pre-financing payment from EACEA, the balance will be transferred after





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the final evaluation of the project implementation. The amounts will be transferred in the bank accounts indicated in the PA. According to the GA (ARTICLE I.4.6), beneficiaries with general accounts in a currency other than euros must convert costs incurred, following the rules indicated in the GA. In order to receive the amounts, each partner undertake to provide the coordinator with the supporting documents requested by the E+ CBHE program and described below.

3.3 REPORTING PERIODS

The action is divided into the following reporting periods:

- Reporting period 1: from M1 to M18
- Reporting period 2: from M1 to M36

PUT, as coordinator, will submit the Interim Report by M18 and the request for the 2nd pre-financing payment (subject to the condition that at least the 70% of the first pre-financing paid has been used to cover costs of the action). In order to monitor the level of grant expenditure and to provide correct financial information, each partner will be requested to declare the costs incurred for each budget category: dedicated financial monitoring tools will be prepared by the coordinator and share with the partners.

3.4 SUPPORTING DOCUMENTS FOR BUDGET HEADING

Staff costs - supporting documents:

- Employment contract proving the existence of a formal contractual relationship between the employee and the employer (partner institution)
- A duly filled-in Joint Declaration for each person employed by the project. For staff performing different categories of tasks a separate declaration must be signed for each type of activity
- Time-sheets attached to each Joint Declaration, stating the number of days worked, the description of the tasks performed, the outputs produced under the related work packages





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- Any material evidence allowing to verify that the declared workloads correspond to actual activities/outputs (e.g. attendance lists for lectures given, tangible outputs/products, etc.).

Upon request from EACEA or auditors, partner institutions committee to provide additional supporting documents allowing to justify the actual staff costs/rates declared and to prove the consistency between declared workloads and actual activities/outputs. (E.g., salary slips proving the hourly/daily/monthly rates).

Travel costs and costs of stay – supporting documents:

- A duly filled-in Individual Travel Report
- Supporting documentation attached to each Travel Report in order to demonstrate the fact that the travel and the activity actually took place (e.g., travel tickets, boarding passes, invoices, receipts, proof of attendance in meetings and/or events, agendas, minutes, tangible outputs/products).

Equipment costs – supporting documents:

- Invoices
- Bank statements
- Tendering procedures
- Proof that the equipment is recorded in the inventory of the institution

Subcontracting costs – supporting documents:

- Subcontracts
- Invoices
- Bank statements
- Tendering procedures
- Tangible outputs/products



The above-mentioned supporting documents (originals) will be kept by the beneficiaries, whereas readable copies will be submitted to the coordinator through the BKSTONE folder in order to be annexed to the Final report and Financial statement when specifically requested.

The following table summarize which supporting documents must be collected and when must be provided to PUT, as project coordinator:

Table 4. Supporting documents

Supporting Document	How to manage	When	Notes
Individual travel report	collected by partners institutions (duly filled out, signed and stamped) and provided to PUT (originals)	Provided to PUT in two steps: • By M18 (related to the first reporting period M1-M18) • By M36 (related to the whole reporting period M1-M36)	
Employment contracts	collected by partners institutions (duly filled out, signed and stamped) and provided to PUT (certified copy)	Provided to PUT in two steps: • By M18 (related to the first reporting period M1-M18) • By M36 (related to the whole reporting period M1-M36)	
Joint declaration	collected by partners institutions (duly filled out, signed and stamped) and provided to PUT (originals)	Provided to PUT in two steps: • By M18 (related to the first reporting period M1-M18) • By M36 (related to the whole reporting period M1-M36)	
Time-sheets	collected by partners institutions (duly filled out, signed and stamped) and provided to PUT (originals)	Provided to PUT in two steps: • By M18 (related to the first reporting period M1-M18) • By M36 (related to the whole reporting period M1-M36)	





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<p>Travel supporting documents (travel tickets, boarding passes, Flight tickets' invoices, Hotel, meals receipts, reimbursement of travel costs made by the Institution to the person who travelled)</p>	<p>Originals will be kept by partners institutions</p>	<p>Readable scanned copies will be sent to PUT after each travel (deadline: 1 month after the end of the event)</p>	<p>In case of audit from EACEA, the originals might be requested: for this reason each partner commits to keep all original documents up to 5 years after the end of the project</p>
<p>Documents proving that the activities have actually been implemented (proof of attendance in meetings, agendas, tangible outputs/ products, minutes etc)</p>	<p>Will be collected by PUT at the end of each project meeting or project activity</p>		
<p>Paysplis proving the actual remuneration of staff</p>	<p>collected by partner Institutions</p>	<p>provided upon request from EACEA or auditors (in order to verify the consistency of the hourly/daily/monthly rates).</p>	
<p>Any material evidence allowing to verify that the declared workloads correspond to actual activities/outputs</p>	<p>collected by partner Institutions</p>	<p>provided upon request from EACEA or auditors (in order to verify the consistency of the hourly/daily/monthly rates)</p>	





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<p>Equipment supporting documents (Invoices, Bank statements, Tendering procedures, Proof that the equipment is recorded in the inventory of the institution, Tangible outputs/products, etc)</p>	<p>collected by partner Institutions or by the coordinator (depending who will manage the tendering procedure and will make expenses)</p>	<p>Provided to PUT in two steps: • By M18 (related to the first reporting period M1 - M18) • By M36 (related to the whole reporting period M1 - M36)</p>	
<p>Subcontracting supporting documents (Invoices, Bank statements, Tendering procedures, Tangible outputs/products, etc)</p>	<p>collected by partner Institutions or by the coordinator (depending who will manage the tendering procedure and will make expenses)</p>	<p>Provided to PUT in two steps: • By M18 (related to the first reporting period M1 - M18) • By M36 (related to the whole reporting period M1 - M36)</p>	

3.5 CO-FINANCING

According to the E+ CBHE regulation, the implementation of BKSTONE project may require expenditures not specifically included in the budget of the grant, that are supposed to be covered by co-financing. Typical costs could be additional staff workload, costs for dissemination, publishing, translation, overheads costs, bank fees etc. Even though no proofs of expenditure or supporting documents are needed for co-financing, at final report stage it is required to detail the co-financing contribution provided by the partnership: to BKSTONE this purpose, each partner will provide PUT with an indication on the level and source of co-financing made available for the implementation of the action.

