Greening Relevance in Operations in Western-Balkans Tertiary-Education Habitats

Communication Management Plan

Work package	Title
1	Project preparation
Activity	Title
T1.1	Creation of implementation documents

Content

Introduction

Project communication is the exchange of project-specific information with the emphasis on creating understanding between the sender and the receiver. Effective communication is one of the most important factors contributing to the success of a project.

The project team must provide timely and accurate information to all stakeholders. Members of the project team prepare information in a variety of ways to meet the needs of project stakeholders. Team members also receive feedback from these stakeholders.

Project communication includes general communication between team members but is more encompassing.

Project Communication Management is the knowledge area that employs the processes required to ensure timely and appropriate generation, collection, distribution, storage, retrieval and ultimate disposition of project information.

Project Communication is the responsibility of everyone on the project team. The project manager, however, is responsible to develop the Project Communication Management Plan with the input from the task managers and other project partners.

Purpose of Communication Management Plan

The purpose of the Communications Management Plan is to define the communication requirements for the project and how information will be distributed. The Communications Management Plan defines the following: what information will be communicated; how the information will be communicated (in meetings, email, telephone, newsletter, web portal, etc.); when information will be distributed; who is responsible for communicating project information; how any sensitive or confidential information is communicated and who must authorize this; any constraints, internal or external, which affect project communications; and any standard templates, formats, or documents the project must use for communicating.

This Communications Management Plan sets the communications framework for the Erasmus+ GROWTH project. It will serve as a guide for communications throughout the life of the project and will be updated as communication needs change. This plan identifies and defines the roles of persons involved in this project. A project team directory is included to provide contact information for all stakeholders directly involved in the Erasmus+ GROWTH project.

The project manager and work package leader 5 is responsible to monitor and manage the communications as part of work package 5 – Communication and exploitation, and it is under the responsibility of the CEPS University College.

Communication Management Approach

Approximately 70% of a Project Manager's time is spent on communication. Project Management Team are spending most of time on measuring and reporting on the performance of the project, composing and reading emails, conducting meetings, writing the project plan, meeting with team members, overseeing work being performed, meeting with partners and many more activities related to the project.

By having a solid communications management approach many project management problems can be avoided.

In the Erasmus+ GROWTH project the cooperative and open communication approach will be used. One of the major goals of the Erasmus+ project is to share knowledge and exchange information. Therefore, the required infrastructure to enable open channels of communication between all the project partners will be provided.

This approach will direct the activities throughout the project and it will also create a sustainable project for the future.

All Erasmus+ GROWTH project partners will be encouraged to present their insights and lessons learned to be available to as broad higher education population at their institution as possible. This might be implemented by the project web-page, professional publications, and more.

However, it is crucial to inform the project management team about every piece of information that each one of the partners wish to exchange with other team members and/or to publish.

We will use multiple communication channels to exchange ideas, information, and reports. We will use electronic media such as emails, ZOOM conversations, videoconferences, in order to provide synchronous conversations while keeping expenses as low as possible. In addition we will use telephone conversations and meetings to create interactive relations between the partners.

The Project Manager will take a proactive role in ensuring effective communications on this project.

As with most project plans, updates or changes may be required as the project progresses or changes are approved. Changes or updates may be required due to changes in personnel, scope, budget, or other reasons. Additionally, updates may be required as the project matures and additional information is available. The project management team is responsible for managing all proposed and approved changes to the communications management plan. Once the change is approved, the project management team will update the plan and supporting documentation and will distribute the updates to the project team and all partners and stakeholders.

Project Team Directory

The following table presents contact information for the Erasmus+ GROWTH coordinators in each one of the partner organizations. The mail addresses and phone numbers in this table will be used to communicate with these people.
In addition, an updated contact list that includes all the personnel involved in the Erasmus+ GROWTH project is available at the project website.

Table 1. Project team directory

Country	Short name	Institution	First name	Last name	Function	Email	Phone number
Bosnia and Herzegovina	UBN	University Bijeljina	Boro	Krstić	Director	direktor@ubn.rs.ba	+38765237072
Bosnia and Herzegovina	UBN	University Bijeljina	Miroslav	Nedeljković	Profesor	poljoprivreda@ubn.rs.ba	+38766893935
Bosnia and Herzegovina	UBN	University Bijeljina	Jovana	Vujić	Profesor	jovana.vujic.ubn@gmail.com	+38765843030
Bosnia and Herzegovina	UBN	University Bijeljina	Ljiljana	Tomić	Profesor		+38765512487
Bosnia and Herzegovina	UBN	University Bijeljina	Milivoje	Ćosić	Profesor	prorektor.nir@ubn.rs.ba	+381698215204
Bosnia and Herzegovina	UBN	University Bijeljina	Slađana	Vujičić	Proferor	dekan.fzs@ubn.rs.ba	+381690278527
Slovakia	SUA	Slovak University of Agriculture in Nitra	Peter	Bielik	Professor	peter.bielik@uniag.sk	+421376414579
Slovakia	SUA	Slovak University of Agriculture in Nitra	Pavol	Schwarcz	Professor	pavol.schwarcz@uniag.sk	+421376415748
Slovakia	SUA	Slovak University of Agriculture in Nitra	Loreta	Schwarczová	Professor	loreta.schwarcova@uniag.sk	+421376414226
Slovakia	SUA	Slovak University of Agriculture in Nitra	Mária	Baková	Admin	maria.bakova@uniag.ks	+421376415550
Slovakia	SUA	Slovak University of Agriculture in Nitra	Vladislav	Valach	Admin	vladislav.valach@uniag.sk	+421376415545
Montenegro	AUB	Adriatic University Bar Faculty of management Herceg Novi	Irena	Petrušić	Professor	irta2@t-com.me	+38269470858

Montenegro	AUB	Adriatic University Bar Faculty of management Herceg Novi	Jelena	Poznanović	Admin	fmhnstudentskasluzba@gmail.com	+38267411685
Montenegro	AUB	Adriatic University Bar Faculty of management Herceg Novi	Jovana	Jovanović	Professor	jocka747@gmail.com	+38267235855
Montenegro	AUB	Adriatic University Bar Faculty of management Herceg Novi	Đorđe	Jovanović	Professor	jovanovic.djoko19@gmail.com	+38267631506
Montenegro	AUB	Adriatic University Bar Faculty of management Herceg Novi	Sanja	Samardžić	Teaching junior	sanja.perunicic@live.com	+38267362352
Montenegro	AUB	Adriatic University Bar Faculty of management Herceg Novi	Olivera	Jovanović	Professor	olivera@ucg.ac.me	+38267337766
Montenegro	AUB	Adriatic University Bar Faculty of management Herceg Novi	Mihailo	Jovanović	Teaching junior	mihajovanovic30@gmail.com	+38267001922
Bosnia and Herzegovina	CEPS	University College "CEPS - Center for Business Studies" Kiseljak	Mirzo	Selimić	Director	mirzo.s@hotmail.com mirzo.selimic@ceps.edu.ba	+387671067999
Bosnia and Herzegovina	CEPS	University College "CEPS - Center for Business Studies" Kiseljak	Nermin	Palić	Head of Transport and Traffic Engineering Department; Head of International Relations Office; Professor	iro@ceps.edu.ba nermin.palic@ceps.edu.ba	+38761327423
Bosnia and Herzegovina	SVEHERC	Herzegovina University	Marko-Antonio	Brkić	Head of Office of Organization and Quality Assurance	marko-antonio.brkic@hercegovina.edu.ba	+387 (0)63 796 344
Bosnia and Herzegovina	SVEHERC	Herzegovina University	Anđela	Odak	Associate at IRO	andela.odak@hercegovina.edu.ba	+387 (0)36 650 355
Bosnia and Herzegovina	SVEHERC	Herzegovina University	Jelena	Kuzman-Katica	Professor	jelena.kuzman@hercegovina.edu.ba	+387 (0)36 650 355
Montenegro	SECMNE	Socio-economic center of Montenegro	Milos	Bošković	Director	b.milos@t-com.me	+38267537532
Montenegro	SECMNE	Socio-economic center of Montenegro	Milena	Babović	Head of international department	milena.babovic85@gmail.com	+38268188540
Germany	HSWT	Weihenstephan Triesdorf University of Applied Sciences	Johannes	Holzner	Professor - project coordinator	johannes.holzner@hswt.de	+49 9826 654-232

Germany	HSWT	Weihenstephan Triesdorf University of Applied Sciences	Carsten	Hümmer	Junior lecturer - advisory board	carsten.huemmer@hswt.de	+49 9826 654-359
Germany	HSWT	Weihenstephan Triesdorf University of Applied Sciences	Dragan	Brkovic	International office - project assistant	dragan.brkovic@hswt.de	+49 9826 654-364

Communication Methods and Technologies

Project team members use a variety of communication methods to deliver project information, including meetings, telephone calls, email, voicemail, and websites. Meetings in particular are often the most effective way to distribute information to project stakeholders. Before planning a meeting, the project manager or assigned team member should consider the communication objectives carefully and choose a meeting format that will meet the objectives.

Erasmus+ GROWTH will develop and maintain a dedicated website that will be used to provide updates, archive various reports, and conduct project communications. This platform enables the project management team, as well as authorized stakeholders, to access project data and communications at any point in time. The GROWTH website also provides the ability for stakeholders and project team members to collaborate on project work and communication.

The website address is: http://growth.ubn.rs.ba

Responsibity for developing and maintaining webpage is at University Bijeljina and University College CEPS Kiseljak.

Access to the website will be free. The project management team is responsible for ensuring all project communications and documentation are copied to the website.

All project partners are responsible to transfer a copy of the information to be uploaded to the website to the project management team. The partners also responsible to make sure that the management team had received the information as required.

Additional information and updates will be exchanged through the GROWTH newsletter that will be distributed periodically to all the project stakeholders via email and published on project webpage.

Table 2. Communication methods

Method	Purpose	Responsibility	Frequency	Audience
Project Consortium board meetings/ Coordination meetings	Making key decisions for realization of project activities and financing. Reporting current project status. Communicate all changes. Identify milestones. Identify and discuss project issues and corrective actions.	Project coordinator	During each meeting	All project partners
Monitoring and evaluation/ QA Committee meetings	Ensuring realization of project activities by WP leaders and other partners. Identify and discuss project issues and corrective actions. Making internal quality reports. Making interim and final reports.	Quality Assurance Committee	During each meeting	All project partners
Office meeting	Report status and progress of projects and scheduled tasks per institutions.	Project partner coordinator	Weekly/monthly	Staff involved in the project from the partners
External	Involve external partners in the	Project partner	As needed	All project

meetings	project. Subcontracting issues.	coordinator		partners
Project website	Report status and progress of scheduled milestones and activities. General project information.	Webmaster	As needed every month of the project lifetime	WP leader
Correspondence (letters, memos, email, viber, ZOOM, skype…)	Document status of action items, decisions made, and problems encountered.	All project partners	As needed	All project partners
Site visit	In accordance with project activities. Identify and discuss problems and solutions for project obstacles. Identify project status and recommendation for improvement.	Project coordinator and internal/ external control expert	As needed	All project partners

Communication standards

Standardization is a proven way to simplify the complexities of project management communications. The Erasmus+ GROWTH partners will use standard templates for the various communication tools used throughout projects.

In addition to standard templates and/or formats, the Erasmus+ GROWTH partners use the website as a standard platform from which to share information and communicate. Standardization provides a level of simplicity to a project's communication platforms and improves effectiveness and efficiency.

For this project, the partners will utilize standard formats and templates for all formal project communications. The way to simplify the complexities of project management communications. The Erasmus+ GROWTH project's templates will be available for download on the official website of the project.

All Erasmus+ GROWTH project partners are required to print the following text on any official document of the project.

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In addition, the following are standard GROWTH logo, Erasmus+ logo and partners' logo, which are required to appear on every publication related to the project.

Informal project communications should be professional and effective but there is no standard template or format that must be used.

"Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them."