



Erasmus+ - Key Action 2
Capacity Building within the Field of Higher Education

TIGRIS Project

Project number: 586290-EPP-1-2017-1-DE-EPPKA2-CBHE-SP

Communication Management Plan (CMP)

Work package	Title
6	Management
Activity	Title
6.1	Preparation and approval of project management plan and procedures

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APPROVED: TIGRIS Steering Committee			
DESCRIPTION: Communication Management Plan (CMP)			
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Document Title *Communication Management Plan (CMP)*

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X. List of abbreviations

X.1 Abbreviations of TIGRIS Project Partners

P1	Georg-August Universität Göttingen (UGOE)
P2	Katholieke Universiteit Leuven (KUL)
P3	Masaryk University (MU)
P4	RijksUniversiteit Groningen (RUG)
P5	Global Impact Institute (GII)
P6	Kurdistan Institution for Strategic Studies and Scientific Research (KISSR)
P7	University of Sulaimani (UOS)
P8	Sulaimani Polytechnic University (SPU)
P9	University of Raparin (UOR)
P10	University of Halabja (UoH)
P11	Charmo University (CHU)
P12	Duhoc Polytechnic University (DPU)
P13	Erbil Polytechnic University (EPU)
P14	Salahaddin University (SU)
P15	Ministry of Higher Education and Science of Kurdistan (MHESR)

X.2 Abbreviations used in the CMP

CMP	Communication Management Plan
EACEA	Education, Audiovisual and Culture Executive Agency
EU	European Union
LPMT	local Project Management Team (<i>at institutional level of every partner</i>)
PA	Partnership Agreement
PMM	Project Management Meeting
PMT	Project Management Team (<i>a.k.a Focals</i>)
QLT	Quality Leading Team
RPPM	regional Project Management Meeting
TSC	TIGRIS Steering Committee
WP	Work package

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1. 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. Therefore, communication shall be a priority for every member of the Erasmus+ TIGRIS Consortium throughout the whole project.

Every partner of the Erasmus+ TIGRIS Consortium, in particular the TIGRIS Project Management Team (PMT), in the TIGRIS Project's specific nomenclature also known as Focal Points, or short Focals, must provide timely and accurate information to all relevant stakeholders to meet the needs of the project and the project's stakeholders.

Project communication includes general communication between Consortium and PMT members but is more encompassing, since it also includes the communication to the EACEA as well as third party actors.

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 Erasmus+ TIGRIS Consortium. The TIGRIS Project's Coordinator UGOE, however, is responsible to develop the project's Communication Management Plan (CMP) with the input from all project partners.

The TIGRIS Steering Committee (TSC) will approve the CMP.

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2. Purpose of the Communication Management Plan

The purpose of the Communications Management Plan (CMP) is to define the communication requirements for the Erasmus+ TIGRIS Project and how information will be distributed. It addresses both internal as well as external project communication.

In this function, the CMP includes the communication structure, standards and procedures set in place by the Erasmus+ TIGRIS Consortium during the project's Kick-Off Meeting. These are documented in the Kick-Off's Meeting Minutes and codified in the official TIGRIS Project document "Roles and Responsibilities", distributed to all project partners on February 6th, 2018, as well as the TIGRIS Partnership Agreement (PA). The CMP further refines and supplements the communication structure, standards and procedures already existing in the project.

The CMP 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;
- § any constraints, internal or external, which affect project communications;
- § any standard templates, formats, or documents the project must use for communicating.

This CMP sets the communication framework for the Erasmus+ TIGRIS Project. It will serve as a guide for communication throughout the life of the project and will be updated as communication needs change.

All partners will adhere to this plan, its principles, procedures and requirements.

The Project Coordinator UGOE is responsible to monitor and manage the communication as part of *work package 6 – Management*.

The CMP includes as appendices:

- § A standardized MS Word template for formal project communication;
- § A disclaimer regarding co-funding by the European Union (EU);
- § A disclaimer (safeguard clause) regarding the content of project documents for the EU;
- § A directory of the TIGRIS Project Management Team (PMT) to provide contact information for all stakeholders directly involved in the TIGRIS project. This, however, is only to codify an up-to-date version of the contact list and is solely supplementary to the information given during the Kick-Off meeting and other communication-related documents already distributed;
- § A directory of the TIGRIS Steering Committee, also to codify an up-to-date version of the contact list solely supplementary to the information given during the Kick-Off meeting and other communication-related documents already distributed.

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3. General communication management approach for the Erasmus+ TIGRIS Project

The following communication structures, standards and procedures were agreed upon by the Erasmus+ TIGRIS Consortium during the project's Kick-Off Meeting. They are documented in the Kick-Off's Meeting Minutes and codified in the official Erasmus+ TIGRIS Project document "Roles and Responsibilities" as well as the TIGRIS Partnership Agreement (PA).

However, due to progress of time as well as experiences made during the project's implementation so far, clarifications and updates were introduced.

3.1. Communication with EACEA

The Coordinator (UGOE) will be solely responsible for communication with the EACEA. As such, this communication will be bilateral in nature; however, the Coordinator will be equally responsible for keeping the Consortium partners informed of any matters discussed with the EACEA as and where appropriate.

3.2. Communication within the Consortium

Within the Consortium, communication can either be bilateral or multilateral; that is to say, each partner is free to choose whether they would like to discuss a matter bilaterally with the Coordinator, or whether it is something relevant to the whole Consortium, or where support from the Regional Coordinator (KISSR) is desirable, in which case the relevant parties should be copied into the communication.

The Consortium endorses regular and transparent communication, and all communication will be documented centrally and internally for reporting or audit purposes at the coordinating institution via the functional e-mail address <orga-tigris@uni-goettingen.de>.

KISSR as Regional Coordinator will develop its own functional e-mail address <orga-tigris@kissr.edu.krd>.

3.2.1. TIGRIS Project Management Team (PMT)

During the Kick-Off Meeting, the Project Management Team (PMT) for TIGRIS was established. Here, each partner is represented by a local project manager. For the Erasmus+ TIGRIS Project, the local project managers shall be called Focal Point(s), or short Focal(s).

The Focals shall act as main hubs for project-related communication.

3.2.2. TIGRIS Steering Committee (TSC)

Also during the Kick-Off Meeting, the TIGRIS Steering Committee (TSC) was established. Here, each partner is represented by one representative. The TSC is designed as the project's main decision-making body. Among other things, it is tasked with approval of the project's main management and its legal documents.

Therefore, communication in these matters must be addressed to the TSC members.

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However, since the TSC comprises many high-ranking officials of the TIGRIS Project's partners with very busy schedules, it has proven itself useful to include the Focals in any communication to the TSC, to make sure decisions are made in a timely manner.

In case a decision is made via email, the decision by an individual TSC representative can also be relayed by the individual partner's Focal. In this case, however, the TSC representative is set cc to guarantee accountability and transparency in the decision making process.

3.2.3. TIGRIS Quality Leading Team (QLT)

The TIGRIS Project benefits from its dedicated Quality Leading Team (QLT), which was conceptualized and introduced during the Kick-Off Meeting. The QLT is headed by Uwe Brandenburg of the Global Impact Institute (GII) with support from the University of Sulaimani (UOS).

Therefore, quality-related communication, e.g. the submission of Bi-annual Partner Reports, as well as all communication related to internal monitoring will be addressed to the QLT from now on.

3.3. External communication

External communication on the project may capitalise upon different channels of communication, such as the project website, social media, institutional webpages, online newsletters, official press releases and similar.

External communication will be managed centrally by the Coordinator (UGOE) with the assistance of the Regional Coordinator (KISSR), with recourse taken to the partners as appropriate.

3.4. General requirement for written communication

All written communication (with the exception of email and institutional letters) and promotional material pertaining to the TIGRIS Project (e.g. websites, social media, newsletters, leaflets, brochures, publications, meeting materials, press releases and similar) shall bear the appropriate Erasmus+/EU logo and disclaimer, and adequately acknowledge that the TIGRIS Project has been co-funded by the Erasmus+ Programme of the European Union.

External communication with the Press or with identified stakeholders should always be done with reference to the project. The project logo, the Erasmus+ logo and the written mention of project funding should always be present in external communication.

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4. Communication standards

Standardization of project communication will be used to manage and simplify the complexities of project management communications, which also guarantees effectiveness and efficiency in project management. All partners will adhere to these standards.

4.1. Usage of standardized templates

Therefore, the TIGRIS project partners will use standardized templates for all formal project communication, e.g. reports, minutes, deliverables etc. These templates will be distributed via email by the project's coordinator UGOE or the responsible Task or WP leader. The templates will also be available for download on the project's third-party cloud service (www.dropbox.com). After the creation of the project's website, all templates will be made available there, too.

4.2. General principles for internal communication

In addition, for internal communication all project partners shall adhere to the following principles:

- § The project's communication language is English;
- § For document control: Always include name of organization, name of author, date, person who approved the document, No. of pages, version number;
- § Changes in documents sent:
 - Revisions: Always highlight what was revised in the document or in the text, e-mail (corrections);
 - New version should be clearly stated with a summary of the new main points;
 - New versions of documents automatically imply that older version should be deleted or saved as back-up document;
- § Communication by email:
 - Always refer the project acronym (TIGRIS);
 - Partners should start the subject with TIGRIS, then the work package that the communication concerns of and then a more specific brief description, e.g.: *TIGRIS WP4 QP 1st Draft*;
 - When somebody refers to the work of other partners they should cc the mail/doc to the partner concerned (unless confidential);
- § Communication should always be carried out by the partners contact points, especially when distribution lists are concerned;
- § Information flow within the network of partners should always be notified to the beneficiary;
- § Publication of results and dissemination activities should always mention in the introduction that TIGRIS is an EU co-funded project as well as the names of all participating partners;
- § Travels should always be reported in short (e.g. field trip to health providing facility) to the different partners to achieve optimum organization;
- § Task/sub-action leaders should be recipients along with the coordinator;
- § Partners are required to produce written communication, minutes of the committee meetings etc.;

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- § Internal communication between the partners through e-mails should be kept in logs and minutes to strengthen visibility and clarity;
- § Reports (administrative or financial) will follow the guidelines that follow the relevant template sent by the project leader or the relevant WP leader;
- § Possible dissemination activities will be recorded by all partners in the dissemination template that will be prepared by the WP5 leader.

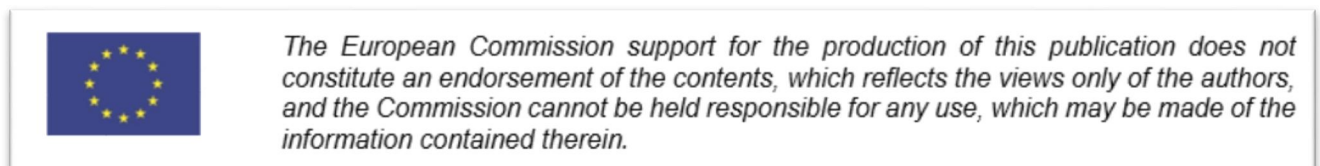
4.3. Mandatory information and disclaimers

All TIGRIS project partners are required to print the following disclaimers on any official document of the project, which will also be distributed and available for download:

Disclaimer regarding co-funding by the EU:



Disclaimer regarding content of project documents:



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5. Communication Methods and Technologies

Project team members use a variety of communication methods to deliver project information, including meetings, telephone and video calls, email, voicemail, and the project's website. For external communication (dissemination), social media channels will be used as well.

5.1. Meetings

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.

§ Project Management Meetings (PMM) of TIGRIS project that involve the participation of all partners (e.g. Consortium Meetings) will be coordinated by UGOE and will be planned and organized with all project partners. These meetings will also include a meeting of the TIGRIS Steering Committee (TSC).

Consortium Meetings will take place once a year and will usually be combined with an annual dissemination conference. Additional PMMs will also be conducted in combination with other project activities if required and necessary.

Each partner will participate in these meetings. If a partner is not able to travel to the meeting's location, e.g. due to travel restrictions or other important reasons, he can participate either via video feed or appoint a representative to participate in his/her stead.

§ Regional Project Management Meetings (RPMM) will be organized and planned by the Regional Coordinator (KISSR) with support of the Kurdish project partners. If possible, the Coordinator UGOE will also take part in the RPMMs. Therefore, the Coordinator UGOE shall be included in the planning.

§ Bilateral Project Management Meetings between the Project Coordinator UGOE and Regional Coordinator KISSR, both in person as well as via video-call, will be held regularly.

§ Local project management meetings at institutional level by Local Project Management Teams (LPMT) will be organized by the local project manager (Focal) based on internal needs and the partner's own discretion. However, to guarantee an effective and efficient management of the project, local meetings should take place regularly. The individual Focal will report about local meetings in the Bi-annual Partner Reports.

5.2. Project website and newsletter

For TIGRIS project, KISSR with the support of UGOE will develop and maintain a dedicated website. The website will be used for project management as well as dissemination purposes. Therefore, the website will incorporate a public section that is freely accessible for every party

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interested, whereas for project management purposes a password-protected section will be established for internal use only.

This platform enables the TIGRIS PMT, as well as authorized stakeholders (e.g. EACEA representatives, external experts), to access project data and communication at any point in time. The website address will be <http://www.tigris-erasmusplus.eu>.

KISSR in support of UGOE is responsible for ensuring all project documentation is uploaded to and accessible on the project's website. All project partners are responsible to submit a copy of the information and/or documentation to be uploaded to the website. For submission, the project's functional email addresses should be used. The partners are also responsible to make sure that the information is received as required.

Additional information and updates will be exchanged through the TIGRIS project newsletter that will be distributed periodically to all the project stakeholders via email and published on project website. Responsible for developing and distributing the newsletter is KISSR.



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6. Appendices

6.1. Appendix 1: Standardized template for formal project communication

See attached document, titled "CMP_Appendix_1_Template_formal".

6.2. Appendix 2: Disclaimer funding by EU

See attached PNG file, titled "CMP_Appendix_2_disclaimer_funding".

6.3. Appendix 3: Disclaimer content of document

See attached PNG file, titled "CMP_Appendix_3_disclaimer_content".

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6.4. Appendix 4: Directory of the TIGRIS Project Management Team (PMT) (Focals Points)

The following table presents contact information for the Erasmus+ TIGRIS PMT members (Focal Points) in each one of the partner organizations. The Email addresses in this table will be used to communicate with these people.

Country	Partner No.	Institution	Abbrev. of institution	Name	Function	Email
Germany	1	Georg-August-Universität Göttingen	UGEO	Jakob Hedderich	Local Project Manager (Focal)	jakob.hedderich@zvw.uni-goettingen.de
				Laura C. Hoffmann	Finance Officer	laura.hoffmann@zvw.uni-goettingen.de
Belgium	2	Katholieke Universiteit Leuven	KUL	Jef Schrooten	Local Project Manager (Focal)	jef.schrooten@kuleuven.be
Czech Republic	3	Masarykova Univerzita	MU	Violeta Osouchová	Local Project Manager (Focal)	osouchova@czs.muni.cz
Netherlands	4	Rijksuniversiteit Groningen	RUG	Maaïke Wagenaar	Local Project Manager (Focal)	m.wagenaar@rug.nl
Czech Republic	5	Global Impact Institute	GII	Dr. Uwe Brandenburg	Local Project Manager (Focal)	uwe.brandenburg@globalimpactinstitute.eu
Iraq-Kurdistan	6	Kurdistan Institution for Strategic and Scientific Studies	KISSR	Bryar Hassan	Local Project Manager (Focal)	bryar.hassan@kissr.edu.krd

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7	University of Sulaimani	UOS	Dr. Karzan Ghafur Khidhir	Local Project Manager (Focal)	karzan.khidhir@univsul.edu.iq
8	Sulaimani Polytechnic University	SPU	Bakhtiar Aubaid Sharif Shwan	Local Project Manager (Focal)	bakhtiar.sharif@spu.edu.iq
9	University of Raparin	UOR	Araz Mohammed Ismail	Local Project Manager (Focal)	araz.ismail@uor.edu.krd
10	University of Halabja	UoH	Arieann Ali Hamid	Local Project Manager (Focal)	arianali8816@yahoo.com
11	Charmo University	CHU	Shelanah Mihammed Raof Salih	Local Project Manager (Focal)	shelanah.salih@charmouniversity.org
12	Duhoc Polytechnic University	DPU	Nawzat Sadiq Ahmed	Local Project Manager (Focal)	nawzat.ahmed@dpu.edu.krd
13	Erbil Polytechnic University	EPU	Nageb Toma Bato Rassam	Local Project Manager (Focal)	rassam@epu.edu.krd
14	Salahaddin University	SU	Dr. Mohammed Azeed Saeed	Local Project Manager (Focal)	mohammed.aziz@su.edu.krd
15	Ministry for Higher Education and Scientific Research	MHESR	Vian Mahmud Zamdar	Local Project Manager (Focal)	vian.zamdar@mhe-krq.org

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6.5. Appendix 5: Directory of the TIGRIS Steering Committee (TSC)

The following table presents contact information for the TIGRIS TSC members in each one of the partner organizations. The Email addresses in this table will be used to communicate with these people.

Country	Partner No.	Institution	Abbrev. of institution	Name	Function	Email
Germany	1	Georg-August-Universität Göttingen	UGEO	Dr. Uwe Muuss	TSC representative	uwe.muuss@zvw.uni-goettingen.de
Belgium	2	Katholieke Universiteit Leuven	KUL	Jef Schrooten	TSC representative	jef.schrooten@kuleuven.be
Czech Republic	3	Masarykova Univerzita	MU	Violeta Osouchová	TSC representative	osouchova@czs.muni.cz
Netherlands	4	Rijksuniversiteit Groningen	RUG	Maaïke Wagenaar	TSC representative	m.wagenaar@rug.nl
Czech Republic	5	Global Impact Institute	GII	Dr. Uwe Brandenburg	TSC representative	uwe.brandenburg@globalimpactinstitute.eu
Iraq-Kurdistan	6	Kurdistan Institution for Strategic and Scientific Studies	KISSR	Bryar Hassan	TSC representative	bryar.hassan@kissr.edu.krd
	7	University of Sulaimani	UOS	Dr. Ridha Hasan Ali	TSC representative	ridha.hussein@univsul.edu.iq

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8	Sulaimani Polytechnic University	SPU	Prof. Dr. Alan Farayadon Ali	TSC representative	alan.ali@spu.edu.iq
9	University of Raparin	UOR	Dr. Muafaq Khalid Ibrahim	TSC representative	dr.muafaq@raparinuni.org
10	University of Halabja	UoH	Prof. Dr. Tahseen Abdulkarim Amin Al-Zangana	TSC representative	dr.tahsin.2017@gmail.com
11	Charmo University	CHU	Prof. Dr. Salah Raza Saeed	TSC representative	salah.saeed@charmouniversity.org
12	Duhoc Polytechnic University	DPU	Prof. Dr. Adnan Mohsin Abdulazeez	TSC representative	adnan.mohsin@dpu.edu.krd
13	Erbil Polytechnic University	EPU	Prof. Dr. Kawa Abdulkareem Rasul	TSC representative	kawa@epu.edu.krd
14	Salahaddin University	SU	Prof. Dr. Ahmed Anwar Amin Dezaye	TSC representative	ahmed.dezaye@su.edu.krd
15	Ministry for Higher Education and Scientific Research	MHESR	Dr. Khattab Ahmed Mustafa	TSC representative	khattab.shekhany@mhe-krq.org

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