

COMMUNICATION PLAN

Raising the Quality of Teacher Education Programmes in Palestine through Technology Enhanced Learning (RQTEPP TELTA)

June 2016



Co-funded by the
Erasmus+ Programme
of the European Union



PROJECT DOCUMENTATION SHEET

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| Project Officer | Roisin McCabe |
| Project Manager Project Administrator | Tony Mahon (UK) – Canterbury Christ Church University Emily Lau (UK) – Canterbury Christ Church University (2015-2016) Anne Stone (UK) – Canterbury Christ Church University (2016-2018) |
| Consortium partners | Canterbury Christ Church (UK) - CCCU Fontys University (Holland) - FU The University of Eastern Finland (Finland)-UEF Birzeit University (Palestine) - BZU Hebron University (Palestine) - HEB Al Azhar University (Palestine) – AZU |
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1. INTRODUCTION

1.1 Purpose of the Communications Management Plan

The overall objective of the *Raising the Quality of Teacher Education Programmes in Palestine through Technology Enhanced Learning, Teaching and Assessment (RQTEPP-TELTA)* Communications Management Plan (CMP) is to facilitate and promote the success of the project by meeting the information needs of project stakeholders. The (CMP) defines the project's structure and methods of information collection, screening, formatting and distribution, and outlines procedures among project teams regarding the actions and processes necessary to facilitate the critical links among people, ideas, and information that are necessary for project success.

The intended audiences of the RQTEPP-TELTA CMP are the project manager, university project coordinators and administrators, project team, Erasmus + Agency in Brussels, National Erasmus+ Office in Palestine and any senior leaders at each Partner University, whose support is needed to carry out communication plans.

2. PROJECT ROLES

Project Sponsor and Funder

The project sponsor and funding body is the European Commission Education Audiovisual and Culture Executive Agency (EACEA), who has authorized the project by signing the Grant Agreement. EACEA is responsible for the funding of the project and is ultimately responsible for its success. Since the Project Sponsor is at the executive level, communications should be presented in summary format unless the Project Sponsor requests more detailed communications.

Erasmus + Project Officer

The Erasmus+ Project Officer, Roisin McCabe, represents the interests of the EACEA and oversees the project at the portfolio level. The Erasmus+ Project Manager is responsible for overall program costs and value for money, and as such requires more detailed communications than the Project Funder. Only the Project Manager can communicate with the Erasmus+ Project Officer.

Project Manager

The Project Manager, Tony Mahon, Director for International Development, Faculty of Education at Canterbury Christ Church University (CCCU), manages day-to-day resources, provides project guidance, and monitors and reports on the project's metrics as defined in the Project Management Plan. As the person responsible for the execution of the project, the Project Manager is the primary communicator for the project distributing information according to this Communications Management Plan.

Partners

This project comprises six partners, all of whom are involved in the development and implementation of the project. The partners are Canterbury Christ Church University (CCCU), England (Project Lead Partner), Fontys University of Applied Sciences (FU), Netherlands, University of Eastern Finland (UEF), Al-Azhar University, Gaza (AZU), Palestine, Birzeit University (BZU), Palestine and Hebron University (HU), Palestine.

University Project Coordinators

At each programme and partner university a Project Coordinator is responsible for managing and monitoring the work of the Project teams in their university and ensuring that all team

members have a clear knowledge and understanding of their roles and responsibilities. As the Project Coordinators all played a key role in conceptualizing and designing the original Conceptual Framework, Project Plan, work packages and schedule, they possess detailed knowledge of the Project. Project Coordinators report to the Project Manager.

Project Team

The Project Team is comprised of all persons who have a role performing work on the project. The project team needs to have a clear understanding of the work to be completed and the framework in which the project is to be executed. The Project Team requires a detailed level of communications, which is achieved through day-to-day interactions with their University Project Coordinator and Work Package members, as well as meetings with other Project team members, the wider Faculty and the Project manager as needed.

Project Steering Committee

The Project Steering Committee (PSC) includes the Project Manager, the Project Coordinators from each Partner University and the Administrator from the lead partner university. The Project Steering Committee provides strategic oversight for developments and changes which influences the overall project. The purpose of the Steering Committee is to ensure that changes within the Project are effected in such a way that it benefits the project as a whole. The Steering Committee requires communication on matters, which will affect or change the scope of the project and its deliverables.

Work Package Management Groups

Work Package Management Groups (WPMG) oversee implementation of the work packages. Membership comprises a Work Package Leader from one of the European universities who chairs the WPMG and the Work Package Coordinators at each Palestinian university. The role of these groups is to oversee the design, development, implementation and integration of specific activities specified by that work package to produce the deliverables.

Administrators and Finance

A Project Administrator is appointed by each partner university. Administrators keep detailed records of all project timesheets, travel reports, meeting agendas, study visit participation and project activity for their respective institution. This is reported on a quarterly basis to the Administration and Finance team at the Lead Partner institution, who will monitor the project spending and progress alongside the budget and timeline.

Table 1 below shows the Project Management organization and reporting structure. Table 2 lists all University Project Coordinators and Administrators. University Project Coordinators make up the Project Steering Committee (PSC). A detailed project membership list with electronic mailing list is attached to this Communications Plan.

It is the responsibility of the individual Project Coordinators to ensure this Communication Plan is disseminated and that team members adhere to its protocols.

RQTEPP-TELTA: Project Management and Organisational Structure

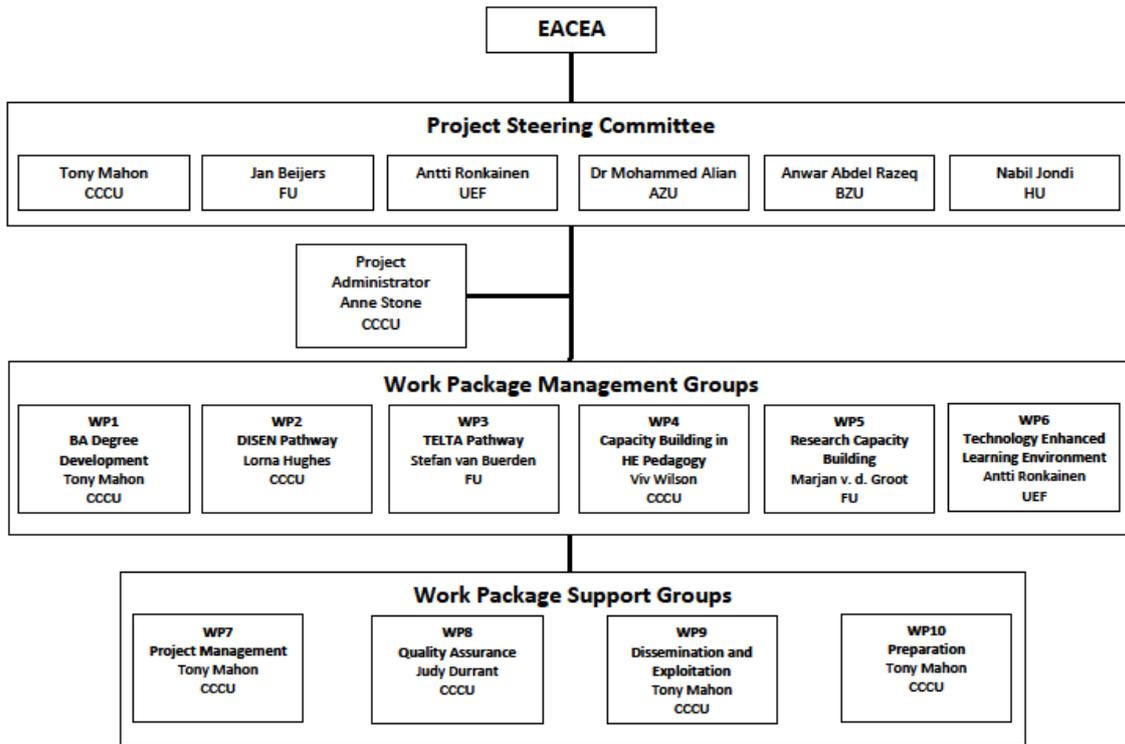


Table1: Project Management Structure

| Name & Organisation | Title | Contact | Communication | Vehicle | Comments |
|---|----------------------------|--|---|--|---|
| Tony Mahon CCCU | Project Manager | tony.mahon@canterbury.ac.uk | Project Steering Committee Work Package Meetings Project Meetings (CCCU) Administrators Meetings | Email Phone Hangouts Site Visits Study Visits Internal meetings | Tony Mahon is the only member who can communicate directly with the Erasmus + Project officer |
| Emily Lau CCCU | Project Lead Administrator | emily.lau@canterbury.ac.uk | Administrators Meetings Project meetings Work package Meetings | Email Phone Hangouts Internal meetings | |
| Jan Beijers FU | Project Coordinator | jhc.beijers@fontys.nl | Project Steering Committee Work Package Meetings Project Meetings (CCCU) Administrators Meetings | Email Phone Hangouts Site Visits Study Visits Internal meetings | |
| Marijke Leenders FU | Project Administrator | m.leenders@fontys.nl | Administrators Meetings Project meetings Work package Meetings | Email Phone Hangouts Internal meetings | |
| Antti Ronkainen UEF | Project Coordinator | antti.ronkainen@uef.fi | Project Steering Committee Work Package Meetings Project Meetings (CCCU) Administrators Meetings | Email Phone Hangouts Site Visits Study Visits Internal meetings | |
| Helena Eskelinen Riitta Rouvinen UEF | Project Administrators | helena.eskelinen@uef.fi riitta.rouvinen@uef.fi | Administrators Meetings Project meetings Work package Meetings | Email Phone Hangouts Internal meetings | |

| Name & Organisation | Title | Contact | Communication | Vehicle | Comments |
|--------------------------|--------------------------|--|---|---|----------|
| Anwar Abdel Razeq BZU | Project Coordinator | aaabdelrazeq@birzeit.edu | Project Steering Committee Work Package Meetings Project Meetings (CCCU) Administrators Meetings | Email Phone Hangouts Site Visits Study Visits Internal meetings | |
| Tania Kassis BZU | Project Administrator | tkassis@birzeit.edu | Administrators Meetings Project meetings Work package Meetings | Email Phone Hangouts Internal meetings | |
| Nabil Jondi HU | Project Coordinator | nab466@yahoo.com | Project Steering Committee Work Package Meetings Project Meetings (CCCU) Administrators Meetings | Email Phone Hangouts Site Visits Study Visits Internal meetings | |
| Shireen Qaisi HU | Project Administrator | qaisish@hebron.edu | Administrators Meetings Project meetings Work package Meetings | Email Phone Hangouts Internal meetings | |
| Mohammed Alian AZU | Project Coordinator | dr.alian_1953@hotmail.com | Project Steering Committee Work Package Meetings Project Meetings (CCCU) Administrators Meetings | Email Phone Hangouts Site Visits Study Visits Internal meetings | |
| Montaser Halabi AZU | Project Administrator | montaser12@gmail.com > | Administrators Meetings Project meetings Work package Meetings | Email Phone Hangouts Internal meetings | |

Table 2: Project coordinators and administrators

3. COMMUNICATIONS MATRIX

The following table identifies the **communications requirements** for this project.

| Communication Type | Objective of Communication | Medium | Frequency | Audience | Owner | Outputs | Format |
|--|--|---|---|---|---|---|---|
| Current Programme Information about Palestine Institutions | Understanding context of the project environment; Project knowledge of existing courses, teaching staff; Understanding differences among partners; Building Project teams | <ul style="list-style-type: none"> Email Online Meeting | As needed but often during Project set-up | <ul style="list-style-type: none"> Project teams | Project Manager | <ul style="list-style-type: none"> List of courses List of teams and work package leaders Email addresses and contacts | <ul style="list-style-type: none"> Electronic documents |
| Baseline and Survey Material | Provides a starting point for project design and development; Provides an understanding of the context; Provides a summary of student and staff needs; Informs Quality Plan | <ul style="list-style-type: none"> Email Online Meeting Site Visit | As needed but often during Year 1 | <ul style="list-style-type: none"> Project Team | Project Manager Work Package Leaders | <ul style="list-style-type: none"> Feedback on Questionnaires Interview notes Completed Surveys for Report | <ul style="list-style-type: none"> Google Forms / Survey Monkey Focus Group and Interview Notes |
| Timesheets, Travel Reports and Meeting Information | Records the numbers of days spent on the Programme; Records the travel undertaken during project; Provides information for budget monitoring and reporting | <ul style="list-style-type: none"> Email Online Meeting Google Drive | Monthly | <ul style="list-style-type: none"> All Project members | Lead Administrator | <ul style="list-style-type: none"> Timesheets Travel reports Agendas Meeting Notes Study Visit schedules | <ul style="list-style-type: none"> Electronic Copies |
| Monthly Project Status Meetings | Report on the status of the project to Erasmus+ Project Officer | <ul style="list-style-type: none"> Email | Monthly or as required | <ul style="list-style-type: none"> Erasmus+ Project Officer Palestine National Erasmus+ Office | Project Manager | <ul style="list-style-type: none"> GANTT Chart | <ul style="list-style-type: none"> Electronic and Paper Copy |
| Bi-annual University Coordinators and Work Package Leaders Reports | Report the status of the work package implementation including activities, progress, issues, risks lesson learned and recommendations, inform formal reports to EACEA | <ul style="list-style-type: none"> Email Report | Bi-annual | <ul style="list-style-type: none"> Project Manager University Coordinators Work Package Team | Work Package Leader | <ul style="list-style-type: none"> University Coordinators Reports Work Package Leaders Reports Work Package schedule | <ul style="list-style-type: none"> Electronic and Paper copies |

3.1 PROJECT MEETINGS SCHEDULE

Project meetings schedule

Schedules, agendas and meetings notes for the following meetings should be sent to the Lead Administrator for the following Groups:

| Meeting | Description Purpose | Frequency | Owner | Internal/ External | Comments/ Participants |
|------------------------------------|---|-----------|--------------------------------|--------------------|---|
| Project Steering Committee Meeting | Overview of deliverables met, budget and timeline updates, updates to risk register Communication of project progress and deliverable status | Quarterly | Project Manager | Internal/External | Any risk to project and changes made must be communicated to wider team within one week after the meeting |
| Work Package Management Group | Communication of project progress over work package deliverables and any changes | Monthly | Work Package Leaders | Internal | Must report any risk or proposed changes to project implementation to the Project manager |
| University Work Package Teams | To develop work package deliverables and report on progress to WPMG | Monthly | University Work Package Leader | Internal | Must report any risk or proposed changes to project implementation to the WPMG |
| Administrators Meetings | To monitor timesheets, travel expenses, Study Visit and Site Visit against budget | Quarterly | Lead Project Administrator | Internal | Must report any missing information to Finance Department |
| University Project Team Meetings | To keep Faculty and Team members informed, plan project development and implementation activities | Monthly | University Project Coordinator | Internal | Must report any issues or risks to the Project Manager |

3.2 GUIDELINES FOR MEETINGS

Meeting Agenda

The Meeting Agenda for all the above meetings should be distributed at least three business days in advance of the meeting. The Agenda should identify the presenter for each topic along with a time limit for that topic. The first item in the agenda should be a review of action items from the previous meeting.

Meeting Minutes

Meeting minutes should be distributed within five business days following the meeting. Meeting minutes should include the status of all items from the agenda along with new action items.

Action Items

Action Items are recorded in both the meeting agenda and minutes. Action items will include both the action item along with the owner of the action item. Meetings will start with a review of the status of all action items from previous meetings and end with a review of all new action items resulting from the meeting. The review of the new action items will include identifying the owner for each action item.

Meeting Chair Person

The Chair Person is responsible for distributing the meeting agenda, facilitating the meeting and distributing the meeting minutes. The Chair Person will ensure that the meeting starts and ends on time and that all presenters adhere to their allocated time frames.

Note Taker

The Note Taker is responsible for documenting the status of all meeting items, maintaining and taking notes of anything else of importance during the meeting. The Note Taker will give a copy of their notes to the Chair Person at the end of the meeting as the Chair Person will use the notes to create the Meeting Minutes. These minutes should be saved on the shared Google Drive.

Confirmation of Attendance

The Chair Person or Administrator should send invitations to all members required to attend a meeting. Members should confirm their attendance as early as possible. If a member is unable to attend a meeting, it is his/her responsibility to inform the Chair Person as soon as possible. Members who are unable to attend a meeting should ensure that they review the minutes and if necessary discuss with the Chair Person to clarify any points or actions.

3.3 GUIDELINES FOR ONLINE MEETINGS

Meeting Agenda

If possible the Meeting Agenda will be distributed 3 business days in advance of the meeting. For meetings called that week, the agenda and documents should be sent ahead of the meeting. The agenda should identify the presenter for each topic along with a time limit for that topic. The first item in the agenda should be a review of action items from the previous meeting.

Technical Issues

Online meetings should expect and may encounter some technical difficulties. If a member has trouble connecting or is in and out of the meeting, the meeting should continue while he/she deals with the problem. This is to ensure the meeting keeps to time and agenda. Any discussion missed can be caught up via the minutes. All members should connect to the online meeting 10 minutes ahead to check the connection, microphone and camera, if possible. To avoid background interference members should keep their microphones muted when they are not speaking. Taking your microphone off mute is also a good signal to other members that you would like to contribute to the conversation and helps avoid people speaking at the same time.

3.4 GUIDELINES FOR THE GOOGLE DRIVE

The project uses a shared Google Drive to store all project documents, drafts and final versions as well as agendas and minutes of meetings. The drive is shared with every member of staff across all partners and there are folders for each Work Package. Therefore, all project members must be enrolled on the Google Drive and should check the Drive at least on a weekly to fortnightly basis; to consult updated documents in the relevant folders. Work Package Leaders should add any documents to the drive as they are produced and add meeting notes on a weekly – fortnightly basis. The Lead Administrator at CCCU administers the drive. There is a folder for drafts and every time a new version of a document is created, the older version should be moved to the draft folder. This ensures everyone is looking at the most up-to-date version of the document.

Use of the Google Drive, cuts down on the need to email documents and facilitates access and sharing of the most updated versions as they are produced. However, to be effective as a means of communication, all members must develop the habit of checking and using the Google Drive on a regular basis. University Project Coordinators should ensure that their team members are following this protocol.

4. PROJECT REPORTING SCHEDULE

| Report | Description Purpose | Frequency | Owner | Internal/ External | Comments/ Distribution List |
|---|---|-------------------------------|--|--------------------|----------------------------------|
| University Coordinators and Work Package Leaders Report | Record and report status of progress, issues, risks, recommendations of work package deliverables | Twice per year | University Coordinators and Work Package Leaders | Internal | Project Manager, Project members |
| Status Highlight Report | Communicate status update of progress, issues, risks, recommendations at key stages | As necessary | Tony Mahon | Internal/ External | EACEA Project members |
| Interim Report | Communication of project progress and deliverable status | Mid-project (Spring 2017) | Tony Mahon | Internal/ External | EACEA Project members |
| Final Report | Communication of Project Implementation, outcomes and Spending | End of Project (October 2018) | Tony Mahon | Internal/ External | EACEA Project members |

5. OTHER COMMUNICATION VEHICLES

| Vehicle | Description Purpose | Frequency | Owner | Internal/ External | Comments/ Distribution List |
|-------------------------|---------------------------------|------------------|------------------------|---------------------------|--|
| Google Drive | Updated shared materials | Weekly | Emily Lau | Internal | Can be updated by anyone in the Project team |
| Website | Shared Dissemination of Project | Weekly | Montaser Al Halabi | External | |
| Finance Meeting Reports | Monitoring of Project Budget | Quarterly | Finance Office at CCCU | Internal | |

