**Project Management Plan**

**Legal clinics in service of vulnerable groups: enhancing the employability of law students through practical education**

**Public University “Kadri Zeka”**

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**This project management plan should be approved by ENEMLOS Management Board**

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# Introduction

This project is supported by the European Union Erasmus+ Programme and is coordinated by byFaculty of Law, Universtiy of Montenegro in Gjilan with a consortium of 15 partners. This project addresses Erasmus + KA2 CBHE priorities: Improving Management and Operation of Higher Education Institutions – enhancing the employability of law students through practical education of Higher Education Institutions, including recognition mechanism and mobility. This is a regional priority for the Western Balkans, meaning it is a cumulative priority for all countries. This is the way how the universities would have to be developed as well, especially in the countries like Montenegro and Kosovo, and this project aims at this point.

As seen above, the project is relevant to the objectives of the Call and the Action (CBHE), since it describes a joint effort of the participating higher education institutions (HEIs) to establish and advance their practices in enhancing the employability of law students through practical education in Montenegro and Kosovo. With regards to the project theme and the priority selected and addressed by this proposal, which is, it is a priority set by the programme for the region. Also the project proposal is relevant and in line with the priorities of Ministry of Education in Montenegro and Kosovo. The aim is to enhance the employability of law students, capacities and to develop and participate in associated regional initiatives related to legal clinics.

The overall goal of this project is to improve higher education provision inMontenegro and Kosovo by building institutional capacity for practice of law students through legal clinics whereby establishing or making fully functional respective clinics in all Montenegrin and Kosovo universities consortium members.

This project will build institutional capacity for the enhancing the employability of law students in Montenegro and Kosovo and will improve capacity through international expertise made available by European higher education institutions partnering in this project and exchange of good practices between the consortium members. This will make way for local higher education institutions to engage confidently in various academic and research cooperation initiatives in the region, in Europe and wider.

The aim of the project is establish and to strength those existing legal clinics in Montenegro and Kosovo.

Currently, none of the new public universities in Kosovo, exculdin University of Prishtina and in Faculty of Law of University of Montenegro has the capacity to establish those clinics through them to enhance the employability of law students to hels practical part of their studies at a time when over 50% of students in European Higher Education institutions are studying or participating in one or another formo of practical work and when a significant part of university life takes place in the form of various clinics. This makes it of paramount importance to build respective capacity in the Consortium members. This will ultimately contribute substantially to the quality of provision and will enrich university life and experiences of the student population in Montenegro and Kosovo. The project will have very high importance in addressing increasing isolation, lack of quality of law students.

This project will address the issues of legal clinics in both countries, and in that way will make possible or even require from higher education institutions to develop a strategic plan and approve it, which should be submitted every three to five years and also both ministries in Montenegro and Kosovo will continue to request more detailed annual reports from the higher education institutions/ Law faculties, which will be focused mostly in performance of their staf and students.

The project is going to change the way of work within these universities, as it will improve and increase the capacities of the professors, assistants, administration and students, in order to reach the level of the |European Universities. In that way the new experiences that will be gained during the study visits and workshops in European universities will be used in the local level both in Montenegro and Kosovo.

This way the entire project will support the study flow within HEI in Montenegro and Kosovo, in that way that will improve the quality in law faculties, increasing mobility of professors, assistants, administration and mainly students, by making new curricula of programs, which will be held in English language, by increasing the incoming mobility, etc.

**The specific objectives of the Project are comprised as in the following:**

* At the Faculty of law UoM several aims and objectives have been recognized.
* Modernization and streamlining of the existing teaching practice, especially in practical legal disciplines;
* Enhancing the overall capacity (human, technical and other resources) of the law faculties involved to provide quality legal education based on best European practices in clinical legal education
* Establishing new mechanisms of cooperation, i.e. interlinking of the higher education institutions involved, which will result with similar initiatives and activities in the future;
* Providing strong incentive for the higher education institutions involved, and particularly so in case of UoM Faculty of Law, to establish long-term sustainable cooperation with judiciary, National Prosecutor’s office and number of professional associations. Enabling students to gain practical knowledge through practical experience. Practical educational component is indispensable as a background tool for students’ primal knowledge on judiciary and related fields and their first encounter with the challenges of the real practice.

**While the tangible results at the end of the Project will be:**

* utilizing as varied tools as possible (including, but not limited to: website, social networks, dissemination material, organization of student and staff mobilities, establishing of expert network, organization of innovation and scientific conferences, collaboration with other projects funded under Erasmus+ CBHE Programme through the inter-project coaching),
* accurately strategizing the use of each tool to target a specific audience segment, in order to maximize the tool’s potential, creating a distinctive visual, graphic identity which partners will use to ensure a consistent image of the project across its dissemination material, thus allowing the wider public to better recognize and understand the project.

**Project duration: 15/01/2020 – 14/01/2023**

# Project Management Approach

ENEMLOS consortium is established based on issues of experiences, quality assurance, formalized with a partnership agreement which ensures the credibility and interaction among members and set the ground of a commo n methodology in establishing legal clinics or making them fully functional.

Cooperation between universities in Montenegro and Kosovo has been extraordinary in this direction. Also partners of the EU with their experience and suggestions and have a great contribution.

Based on this, the project will create the following bodies and structures:

Project Management Team – coordinator assistants (PMT) consisting of at least two members selected by the project coordinator, will manage administrative, financial and legal aspects of project

Management Board. The MB will be composed of representatives from each partner and will ensure that any difficulty that can emerge could be identified and duly addressed in order not to compromise the implementation of the project. The MB will try to prevent and resolve conflicts within the consortium.

The project manager participates in the MB as Secretary without right to vote, responsible for:

• Monitoring progress according to the project management plan.

• Reviewing and approving changes made to project resource plan, schedules, scope, goals, cost estimates, etc.

• Making strategic decisions regarding the prioritization of project deliverables and approving interim deliverables.

• Reviewing and approving the project development strategy.

• Resolving conflicts between stakeholder groups

Working Groups (WG), will have a specific role in managing technical Work Packages. The project has 7 Work Packages. Each of the WP have delegated leader responsible for its overall coordination. WPs are institutions that are experienced in CBHE projects and are divided - as follows:

**- WP1/Initiation of the Project Implementation:** University of Montenegro/ Faculty of Law

**- WP2/ Educators Training;**

**- WP3/Equipment Acquisition**;

**- WP4/ Realisation of Legal Clinics;**

**- WP5/Quality Assurance;**

**- WP6/Dissemination and Expoitation;**

**- WP7/Management.**

All the WP shave to be leaded in that way that all the partner shave to support the leader, in order to reach the maximum level of professionalism and deliverables that are expected from the Project.

The project leader (FoL UoM) coordinates WP1, WP3 ( toghere with UKZ), WP4, WP5 and WP7, WP6 will be coordinated by UKZ. FoL UoM manages the whole consortium, ensures an effective communication between partners and the EU Commission, meets the obligations in terms of budget and reporting periods. Responsibilities between the Lead Partner FoL UoM and all other WP leaders will be distributed as follow: Lead Partner FoL UoM will coordinate the overall content of the project together with WP leaders, whereas WP leaders will be responsible for coordination of activities and partners within WPs. The responsibilities of each partner are also defined with the Partnership Agreement.

Besides the points that described above, other management activities include:

– Two evaluation reports (progress and final) will be prepared by FoL UoM as the Lead Partner and then reviewed and approved by the MB, focusing on the quality of the work done and quality of project deliverables.

### **Project Scope**

**Overall objectives:**

ENEMLOS project aims and will support the study flow within HEI in Montenegro and Kosovo, in that way that will improve the quality in education, increasing mobility of professors, assistants, administration and mainly students, by making new curricula of programs and enhancing the employability of law students through practical education of Higher Education Institutions.

**The specific objectives of the Project are comprised as in the following:**

* Modernization and streamlining of the existing teaching practice, especially in practical legal disciplines;
* Enhancing the overall capacity (human, technical and other resources) of the law faculties involved to provide quality legal education based on best European practices in clinical legal education
* Establishing new mechanisms of cooperation, i.e. interlinking of the higher education institutions involved, which will result with similar initiatives and activities in the future;
* Providing strong incentive for the higher education institutions involved, and particularly so in case of UoM Faculty of Law, to establish long-term sustainable cooperation with judiciary, National Prosecutor’s office and number of professional associations. Enabling students to gain practical knowledge through practical experience. Practical educational component is indispensable as a background tool for students’ primal knowledge on judiciary and related fields and their first encounter with the challenges of the real practice.

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**While the tangible results at the end of the Project will be:**

The establishment and make of fully functional of legal clinics in Law faculties;

Educators Training;

To establish long-term sustainable cooperation with judiciary system

Increase the quality of law students

Increase the mobility of students and university staff (academic and administrative);

### **Milestone List**

The below chart lists the major milestones for the ENEMLOS Project. This chart is comprised only of major project milestones such as completion of a project deliverables per Work Packages. If there are any scheduling delays which may impact a milestone or delivery date, the project manager must be notified immediately so proactive measures may be taken to mitigate slips in dates. Any approved changes to these milestones or dates will be communicated to the project team by the project manager.

|  |  |  |  |
| --- | --- | --- | --- |
| **WP** | **Project Task** | **Starting date:** | **Ending date:** |
| 1.1 | Kickoff meeting |  |  |
| 1.2 | Study visits to Faculty of law in Zagreb |  |  |
| 1.3 | Study visits to the Kingston University London |  |  |
| 1.4 | Study visits to the Polish legal clinics foundation |  |  |
| 2.1 | Study visits to Kozminsky Academy in Warsaw |  |  |
| 2.2 | Training for teachers of the FoL and representatives of non-academic partners at the FoL UoM by representatives of Faculty of law in Zagreb |  |  |
| 2.3 | Training for teachers of the FoL and representatives of non-academic partners at the FoL UoM by representatives of the Kingston University London |  |  |
| 2.4 | Training for teachers of the FoL and representatives of non-academic partners at the FoL UoM by representatives of Polish legal clinics foundation |  |  |
| 2.5 | Training for teachers of the FoL and representatives of non-academic partners at the FoL UoM by representatives of Kozminsky Academy in Warsaw |  |  |
| 2.6 | Guidebook for academic and professional community on best practices in conducting live clinics |  |  |
| 2.7 | Teaching staff trained on hardware or software use |  |  |
| 3.1 | Equipment purchase  Literature procurement |  |  |
| 3.2 | Providing access to BLACKBOARD or MOODLE type software |  |  |
| 3.3 | Hardware procurement |  |  |
| 4.1 | Realisation of the legal clinics in the second year of the Project |  |  |
| 4.2 | Realisation of the legal clinics in the third year of the Project |  |  |
| 4.3 | Formal opinions and recommendations of the Consortium for further development of the legal clinics |  |  |
| 5.1 | Quality control procedures |  |  |
| 5.2 | Regular reports on the project progress |  |  |
| 5.3 | Student feedback received |  |  |
| 5.4 | Yearly quality control meetings |  |  |
| 5.5 | External quality control |  |  |
| 5.6 | External Audit |  |  |
| 6.1 | Project identity |  |  |
| 6.2 | Development and maintenance of the project web site |  |  |
| 6.3 | Development and publishing promo material |  |  |
| 6.4 | Advertising of the developed programs |  |  |
| 6.5 | Promotion of the developed programs |  |  |
| 6.6 | Organizing dissemination events and networking |  |  |
| 6.7 | Student info days |  |  |
| 6.8 | Creation and maintenance of the alumni association of the ENEMLOS legal clinic |  |  |
| 7.2 | Overall management |  |  |
| 7.3 | Project management meetings |  |  |
| 7.4 | Project coordination |  |  |
| 7.5 | Project management team |  |  |
| 7.6 | Mid-term progress report |  |  |
| 7.7 | Final report |  |  |

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# Work Breakdown Structure

Refer to Gantt Chart for ENEMLOS project – Annex A

### **Change Management Plan**

The following steps comprise FoL UoM’s organization change control process for all projects and will be utilized on the ENEMLOS project:

* Step #1: Identify the need for a change (Any partner)

Requestor will submit a change request / official email to the project manager

* Step #2: Log change in the change request register (Project Manager)

The project manager will maintain a log of all change requests for the duration of the project – He can use the Gantt Chart for this purpose.

* Step #3: Conduct an evaluation of the change (Project Manager, Project Team,)

The project manager will conduct an evaluation of the impact of the change to cost, risk, schedule, and scope

* Step #4: Submit change request to Project team and Management Board (Project Manager)

The project manager will submit the change request and analysis to the MB for review

* Step #5: Management Board decision

The MB will discuss the proposed change and decide whether or not it will be approved based on all submitted information

* Step #6: Implement change (Project Manager)

If a change is approved by the SC, the project manager will update and re-baseline project documentation as necessary as well as ensure any changes are communicated to the team and stakeholders

All change requests will be logged in the change control register by the Project Manager and tracked through to completion whether approved or not.

# Meetings for the project

The project management involves two types of meeting: face to face and online meeting.

*Face to face meeting* are a combination of management meeting (Management Board), (*Quality board*) during the study visits/workshops and training sessions. The study visits/workshops and training sessions are described in the WPs and are budgeted for each partner in the project budget. Minutes of the meeting are going to be distributed accordingly.

*Online control meetings* are planned periodically, the audio of online meetings will be recorded and published in the project platform available to partners.

# plans for the project

### **Communications Management Plan**

Please, you will have to be refered to the communication plan adopted for this Project under the dissemination and exploation plan.

### **Cost Management Plan**

The Project Manager will be responsible for managing and reporting on the project’s cost throughout the duration of the Project, based on the input provided by contact persons for each partner in the project and as detailed in the Partnership Agreement and the budget. The Project Manager will present and review the project’s cost performance during the scheduled online and face to face project meeting as well as provide status update emails regularly.

All budget authority and decisions, to include budget changes, reside with the EACEA as outlined in the grant agreement and guidelines for us of the grant.

### **Procurement Management Plan**

The Project Manager will provide oversight and management for all procurement activities under this project with a team appointed at the Faculty of Law of University of Montenegro for Montenegrin partners and Public University “Kadri Zeka for Kosovar partners.

The tender procedures for equipment hardware will take part in national level, decentralized by the project leader.

The tender procedures for equipment software will be centralized (the procurement process only) while the payment/purchase will be individual by each partner.

All procurement will be in line with grant agreement and guidelines for use of the grant. The procurement process for hardware will be decided by SC open voting.

### **Quality Management Plan**

Please refer to quality plan adopted for this project. The Quality Plan involved the monitoring and evaluation processed of the project.

### **Risk Management Plan**

Every effort will be made to proactively identify risks ahead of time in order to implement a mitigation strategy from the project’s onset. The most likely and highest impact risks were added to the project logical framework to ensure that the assigned risk managers take the necessary steps to implement the mitigation response at the appropriate time during the schedule.

Upon the completion of the project, during the closing process, the project manager will analyze each risk as well as the risk management process. Based on this analysis, the project manager will identify any improvements that can be made to the risk management process for future projects. These improvements will be captured as part of the lessons learned knowledge base.