



## **Building Bridges Project**

**To:** All partners of the Building Bridges Project  
**By:** Joost de Jager – PF The Netherlands  
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**Sources:** - Document Project Description and Implementation  
- Meeting Dec 16 2013 with Die Berater/Makam/Seehaus/PFI

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### **1. Introduction**

*'Building Bridges'* is the project name of a 2 years lasting project that will start in 2014 and will contribute to the promotion of restorative justice processes between offenders and victims in Europe.

Nine (9) different parties (the 'consortium') within Europa have agreed to jointly run a project in 2014 en 2015 of which, if we meet all the required criteria, 80% will be paid by the European Community. This means that a project application had to be prepared and submitted to the EU before May 2013. This effort has been successfully done by 2 partners, PF Germany (Seehaus) and Die Berater/Makam (Austria). The EU has approved the application.

So we now have to focus on the project itself. For all partners this means a lot. There are quite a few challenges ahead of us. Together we have to prove that what we have applied for has been done and has had its effect.

We have short term goals to focus on (as the project only lasts 2 years) but we have longer term goals in our minds. We want to make sure the project activities will transform in standard programs that will run in many countries affecting the lives of victims and offenders.

### **2. Parties involved**

The majority of the partners (7) consist of Prison Fellowship organisations (NL, DE, PT, ES, CZ, IT, HU), plus, for the evaluation of the project, the University of Hull and Makam/Die Berater. In the project-preparation phase PF Germany (Seehaus) and Makam worked closely together; PFI International participated through its Regional Liaison Western Europe and Development office.

It is the first time PFI partners in Europe run a joint project at this level. This is a great opportunity and this new experience should be fully utilized.

Working together with different cultures and languages require special attention for all the partners. Although we have a common goal, each local partner situation is different which may result in adapted deliverables/implementations.

### **3. High Level overview of the project Building Bridges**

The full project description and implementation document consists of 26 pages and is the basis of our project and it will be evaluated according to its content.

What follows here is a brief description.

*'Building Bridges'* is the project name for activities that aim at (short term goals):

- exploring possibilities to start 'Sycamore Three Projects' (=STP) in more European countries
- adapt the program in a multi-cultural setting inside and outside prisons
- train facilitators in the methodology
- implement the training in 14 different settings inside and outside prisons
- a comprehensive evaluation in order to be able to contribute to an evidence base for enabling and hindering factors of victim support on a European-wide basis.

As the EC contributes financially for 80% of the project costs, the project team has to meet all the guidelines and requirements set by the EU. This requires special attention from all the project partners during the whole project. The project approval of the EC also consists of a quite strict budget format and figures.

At the end of the initiating phase PF Germany and Makam have requested PF the Netherlands to take the project management role, which has been accepted (in the person of Joost de Jager).

The project activities are divided in so-called 'workstreams', 5 set's (0,1,2,3 and 4) of activities leading to a specific output or deliverable. The coordination of each workstream has been appointed to one of the partners (= leading partner).

- Workstream 0: = project management: PF NL
- Workstream 1: = exploration phase: Makam research
- Workstream 2: = Preparation phase: PF HU
- Workstream 3: = Building Bridges Implementation and evaluation phase: PF DE (Seehaus)
- Workstream 4: = Training Conference and Dissemination Phase: PF IT

### **4. Details of the project**

The best thing is to read the official document 'project description and Implementation'.

### **5. Timeline**

The aim is to officially start the project mid February 2014 and a kick-off meeting in March. This has to be approved by the EC and depends on timely delivered official papers from all the partners (legal entity forms + documents, mandates).

The project will last for 2 years. If the final objectives cannot be made on time, there is some room for a few months delay. In principle the project finishes in February 2016.

## 6. Kick-off meeting and subsequent meetings

We have scheduled a kick-off meeting on March 8, 9 and 10 in The Netherlands, in the city of Zoetermeer. This is the home-base of PF the Netherlands (the official name is 'Gevangenzorg Nederland'). The last meeting will be in the form of a conference. There might raise very good reasons to deviate from the following (tentative) meeting overview:

- a. March 6 – 8 2014: Zoetermeer (NL, kick-off)
- b. July 2014: Stuttgart (DE)
- c. Jan 2015: London (UK)
- d. Dec 2015: Rome (IT)

Apart from face-to-face meetings, Skype meetings will take place.

To break-down the project period roughly, it looks like this:

- Feb – July 2014: research (on how to involve victims), preparation
- July 2014 – Nov 2014: guide book, training materials
- Dec 2014 – end: implementation

## 7. Preparation for the Kick-off meeting

On one hand we can safely state that the project officially starts at the Kick-off meeting in March. From that moment on we focus on what we have to deliver, the exploration tasks, finding victims, offenders etc etc. In this meeting we need to get a joint picture on what we want to accomplish, along which guidelines, the administrative conditions, available budgets, the role of the workstream, what we can expect from the different partners.

On the other hand it helps when everybody prepares him/herself to carefully read the detailed project description, to have a good view on what is in place of 'restorative justice' in your country, to read about STP on PFI's website (<http://www.pfi.org/issues/restorative-justice>), to spend some brainstorm-time with colleagues and/or other parties on the project goals and your local situation.

## 8. Budget Issues

Part of the submission of a project plan to the EU is a detailed budget proposal. The majority of the partners had no part in this process. Makam/Seehaus prepared this document and it is based on very good knowledge of other EU funded projects.

With the approval of the project, we also have to stick to the budget as described in the project proposal. There is some flexibility, but using the current budget details as the basis for each partner, is a very practical starting point.

The detailed budget indicates the following for each individual partner:

### **General:**

- The total costs (and income): 570.000,-  
See the breakdown in the detailed budget overview
- EU contribution: 455.000,-  
This is 80% of the total income; this means that each partner is responsible to finance 20% of its part of the total budget

**Individual partner breakdown in rounded numbers (see details in detailed budget)**

<b>Partner</b>	<b>Total budget</b>	<b>EU contribution</b>	<b>Partner contribution</b>
• PF NL	106.000	85.000	21.000
• PF HU	30.000	24.000	6.000
• PF PT	33.000	26.500	6.500
• PF DE	62.500	50.000	12.500
• PF IT	66.500	53.500	13.000
• PF CZ	42.500	34.000	8.500
• PF ES	48.000	38.500	9.500
• Makam	98.000	78.500	19.500
• Uni Hull	83.000	66.500	16.500

**9. EU – Administration guidelines**

The EU can only support the project if we meet all their guidelines and quite strict rules. We have to prove that we do what has been described in the project description.

This means we have to report on a regular basis.

**Costs**

All costs (expenditures) must be tracked accurately and have to be kept until 5 years after the end of the project.

Only costs incurred *after the formal start* of the project are accepted. This date still has to be agreed upon.

A few examples:

- E.g. staff costs have to be accompanied by official pay-slips, proof of payment of salaries, etc. Travel costs: copy of tickets AND boarding passes,
- Meeting attendant lists
- Timesheets have to be filled-out per individual person during the whole project
- Exact manpower costs have to be calculated based on EU rules (daily staff cost rate)
- Receipts of hotel costs, meals (per diem flat rates are not allowed)
- If 1 subcontractor higher than 5.000, 3 offers are required
- All figures in euro's

To do this all in the same way (by all 9 partners), some tools will be provided later.

**Other requirements**

- A website 'Building Bridges' has to be created
- We need a sub-contracted auditor after year 1 and 2

**10. Attention points**

- Make sure you have the right manpower available on time
- All meetings are in English; of course we all keep well in mind the persons who's mothers tongue is not English (like myself), so we all can learn in this period!
- All partners should have money available to cover its own contribution as well as the start up costs (pre-financing)

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- PF NL acts as the 'applicant organisation' on behalf of all partners. That's why the EU will transfer all the money (in 2 batches) to PF NL. PF NL then has to transfer money to the individual partners.
- The EU will pre-finance the project by 65% of the EU contribution and 35% once the project is finished and all reports are accepted.
- PF NL takes the financial risk if we do not deliver what we promised. To manage this risk, PF NL will transfer this money in 3 portions, one portion after the first part of the EU contribution has been transferred (30% of the EU contribution), and 1 portion after the approval of the year 1 report (35% of the EU contribution). The final portion will follow once the last 35% from the EU contribution has been transferred (early 2016).  
Based on this you can calculate your part, if you take 30, 35 en 35 % of your part of the EU contribution.

**11. Next steps (and some are URGENT)**

As requested by the EU, and to get the final approval, all partners need to fill-out some documents urgently:

- a. Document 'Grant Agreement'. By signing this document you agree with the principle that the EU will transfer the money to PF NL (Gevangenzorg Nederland). This is the document:

**ANNEX IV MANDATE** (SEE ATTACHMENT)

- b. The following partners:

Gevangenzorg Nederland  
Prison Fellowship Hungary  
Confiar - Associacao de Fraternidade Prisional  
Makam Research GmbH  
Prison Fellowship Italia Onlus  
Mezinarodni Vezenske Spolencenstvi  
Confraternidad Carcelaria de España

should be registered in the EU central information system. The registration must be completed *together with copies of the relevant documents* by completing the Legal Entity Form that is available under:

[http://ec.europa.eu/budget/contracts\\_grants/info\\_contracts/legal\\_entities/legal\\_entities\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm)

**Please sign the documents, scan them, send a digital version AND per hardcopy to:**

- digital: [j.dejager@gevangenzorg.nl](mailto:j.dejager@gevangenzorg.nl)
- hardcopy: J. de Jager  
PO Box 5042  
2701 GA Zoetermeer, the Netherlands

- c. Please read paragraph 7 again, to be prepared at the Kick-off meeting in March.
- d. Lets go for the challenge. I-am looking forward to it!



By Frans Alink