Enhancing VET for social impact: putting social public procurement into practice

# Contract Management and Social Impact Monitoring

## Module No 5

Malta Vocational

Training Curriculum



EUROPEAN CENTER FOR SOCIAL FINANCE
EXEOLAB CREATING SYNERGIES
ΠΑΝΕΠΙΣΤΗΜΙΟ ΔΥΤΙΚΗΣ ΑΤΤΙΚΗΣ UNIVERSITY OF WEST ATTICA
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# MODULE OVERVIEW (5-MINUTE INTRODUCTION)

Learning Outcomes:

- Navigate EU procurement legal requirements (Directive 2014/24/EU)
- Manage contracts professionally using recognized standards
- Measure social impact with GDPR compliance
- Resolve conflicts using evidence-based approaches
- Position yourself as a recognized Social Procurement Expert

**Duration:** 9 lessons across 5 units = ~6.75 hours

**Format:** Interactive, case study-based, EU-grounded

**Key Concept:** Contract management is not just delivery—it's active relationship management, professional monitoring, and strategic problem-solving.

**Sources:** EU Social Economy Action Plan (2021); Directive 2014/24/EU; OECD Best Practices



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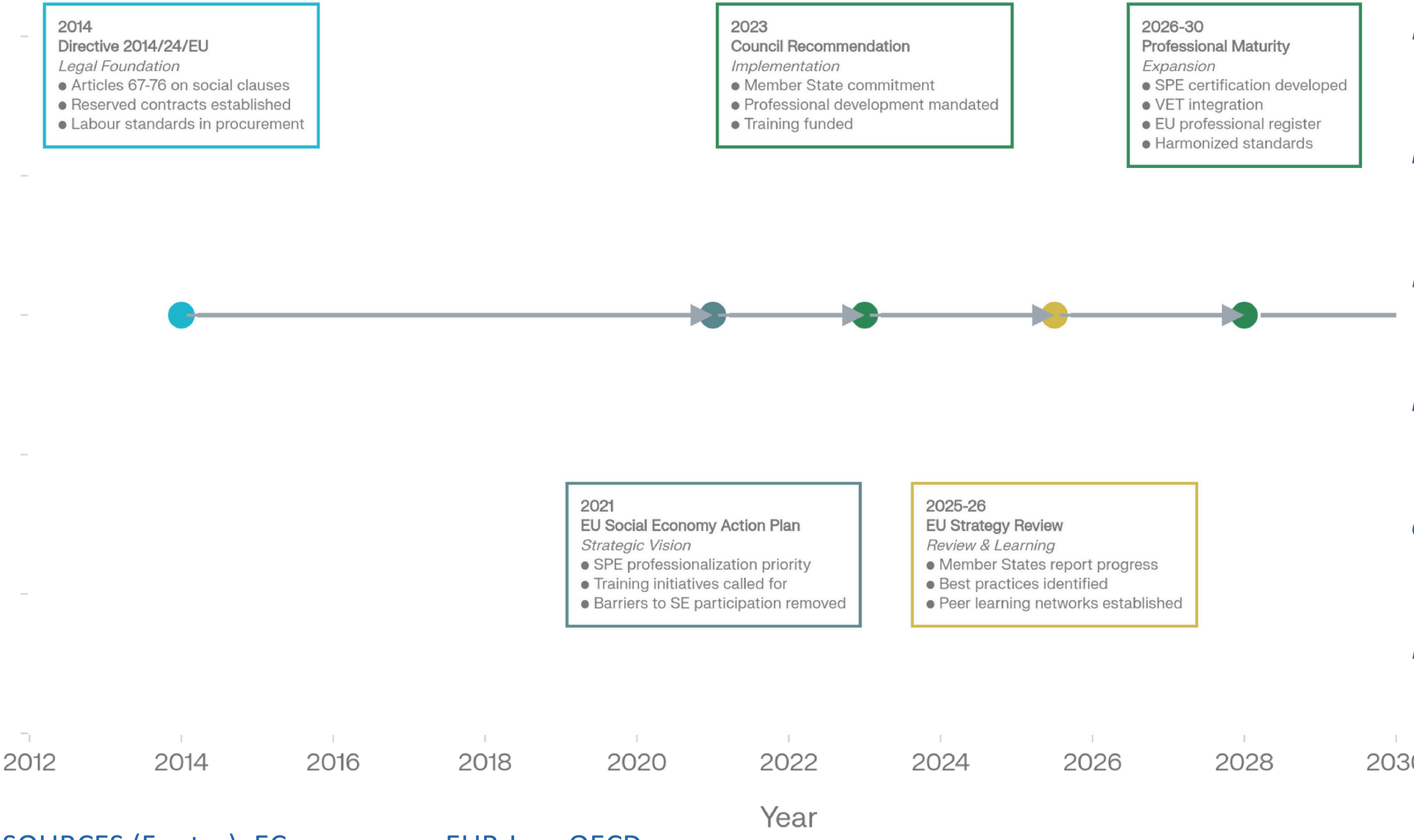
# EU LEGAL FRAMEWORK CONTEXT

## Why EU Legal Framework Matters?




*Key Documents:*

- *Directive 2014/24/EU – EU procurement law (Articles 67–76 on social clauses)*
- *EU Social Economy Action Plan (2021) – Identifies training for SPEs as priority*
- *GDPR 2016/679 – Data protection in impact measurement*
- *Directive 2013/11/EU – Alternative dispute resolution*
- *OECD Recommendation on Public Procurement (2023)*

SOURCES (Footer): EC.europa.eu; EUR-Lex; OECD.org

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# UNIT 5.1 OVERVIEW

Introduction to Contract Lifecycle & Stakeholder Management

Learning Outcomes:

- *Describe the six phases of contract lifecycle*
- *Identify key stakeholders and their roles*
- *Understand contract scope and technical requirements*
- *Identify top contract risks*

Unit Duration: 90 minutes (2 × 45-min lessons)

Lessons: 5.1.1 Lifecycle Overview | 5.1.2 Stakeholders & Risk

*Legal Context: Directive 2014/24/EU Articles 18, 67–76*



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# Unit 5.1: Introduction to Contract Lifecycle & Stakeholder Management



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# Contract Lifecycle: Planning to Learning

Planning & Scoping (Weeks 1-4)
Capacity assessment, needs analysis, due diligence
Drafting & Negotiation (Weeks 4-8)
Bid preparation, contract review, legal check
Signature & Formalization (Week 8)
Approvals, kickoff meeting, systems setup
Performance & Monitoring (Weeks 9-52)
Service delivery, tracking, reporting
Closure/Extension (Weeks 50-52)
Final deliverables, financial close-out, evaluation
Lessons Learned (Weeks 52+)
Debrief, documentation, knowledge capture

**KEY CONCEPT BOX:**
**Contracts are not static—they evolve through six interconnected phases requiring active management at each stage.**

SOURCES (Footer): EC "Buying Social" Guide (2020); OECD Best Practices; PEPPPP Case Studies

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# 5.1.1 Contract lifecycle overview






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# Who's Involved? Stakeholder Roles & Responsibilities




**Key Stakeholders:**

- 🏛 Contracting Authority – sets requirements, monitors, pays
- 👥 Service Users/Beneficiaries – receive services, provide feedback
- 📋 External Monitor/Auditor – verifies compliance, collects data
- 💰 Funding Body – policy oversight, reports
- 🤝 Subcontractors/Partners – contribute services, coordinate
- 👨‍🏫 Front-line Staff – deliver services, collect data
- 💵 Finance Department – tracks costs, manages payments

***Successful contracts require clear role clarity and regular stakeholder communication.***

SOURCES: Directive 2014/24/EU Article 86; EC Guidance on Contract Management



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# What's in a Contract? Understanding Scope & Requirements

**Key Elements Every Contract Must Define:**

- ☑ Service description and objectives (aligned with EU social clauses if applicable)
- ☑ Target beneficiaries and volume (e.g., "100 unemployed persons trained")
- ☑ Quality standards and technical specification (Directive 2014/24/EU Article 18)
- ☑ Timeline and milestones
- ☑ Budget and payment terms
- ☑ Performance indicators (KPIs)
- ☑ Social and environmental requirements (if reserved contract under Article 67)
- ☑ Data protection and GDPR compliance

***Clear, specific contract scope prevents misunderstandings and enables effective monitoring.***

SOURCES: Directive 2014/24/EU Article 18; EC "Buying Social" Chapters 2–3



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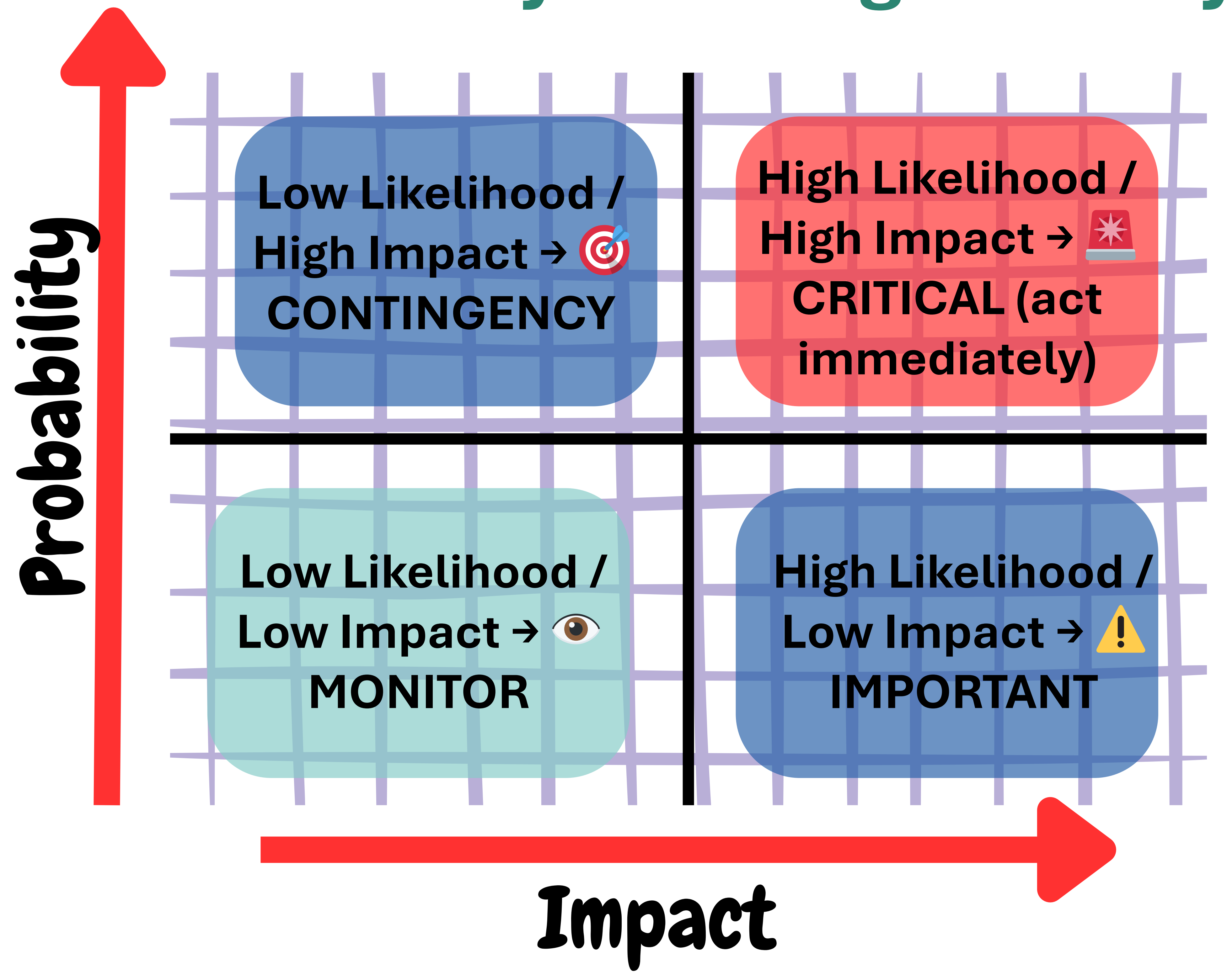
# Early Warning: Identifying Top Contract Risks




**COMMON CONTRACT RISKS:**

- Staff turnover or capacity gaps
- Payment delays
- Beneficiary recruitment shortfalls
- Budget constraints
- Market changes affecting service delivery
- Key stakeholder conflicts

Proactive risk identification and mitigation prevent small problems from becoming crises.

SOURCES): Project Management Institute; OECD Risk Management Guidelines

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# Contract Lifecycle: What You Need to Know

**CONTENT (Checkmarks + Reflection Question)**

**KEY TAKEAWAYS:**

✓ Contracts have six phases requiring active management

✓ Success requires clear stakeholder roles and communication

✓ Contract scope must be specific, measurable, and aligned with EU requirements

✓ Early risk identification prevents crises

✓ Professional contract management is a legal requirement (Directive 2014/24/EU)

**REFLECTION QUESTION:**

"***In your organization, which contract phase do you find most challenging?***"

SOURCES (Footer): All Unit 5.1 references compiled (Directive 2014/24/EU; EC "Buying Social"; OECD; PEPPPP)



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# Financial Management & KPI Development

*Money matters. Learn to manage budgets and measure performance like a professional.*

**Learning Outcomes:**

- **LO 2.1: Develop realistic budgets aligned with contract value**
- **LO 2.2: Define SMART KPIs for financial and output monitoring**
- **LO 2.3: Create and interpret KPI dashboards**
- **LO 2.4: Understand financial reporting obligations**

**Unit Details:**

**Duration: 90 minutes (2 × 45-min lessons)**

**Lessons: 5.2.1 Budget Planning | 5.2.2 KPI Definition & Dashboard**

**Legal Context: EU Structural Funds Framework; OECD Principle 4; Directive 2014/24/EU Article 86**



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# Building a Realistic Contract Budget

## Budget Structure

📊 Personnel Costs

Salaries, benefits, training

📊 Operations Costs

Rent, utilities, communications

📊 Program Costs

Materials, equipment, subcontractors

📊 Administrative

Management, compliance, audit

📊 Contingency

5-10% for unexpected costs

## Cash Flow Basics

💵 Timing of expenditures vs. receipts

💵 Payment schedules from authority

💵 Working capital needs

💵 Cash flow projections (monthly, quarterly)

**Key Concept:** Budgets must be realistic, justified, and aligned with contract deliverables.

SOURCES : EU Structural Funds Guidelines | EC Buying Social Chapter 4 | OECD Best Practices

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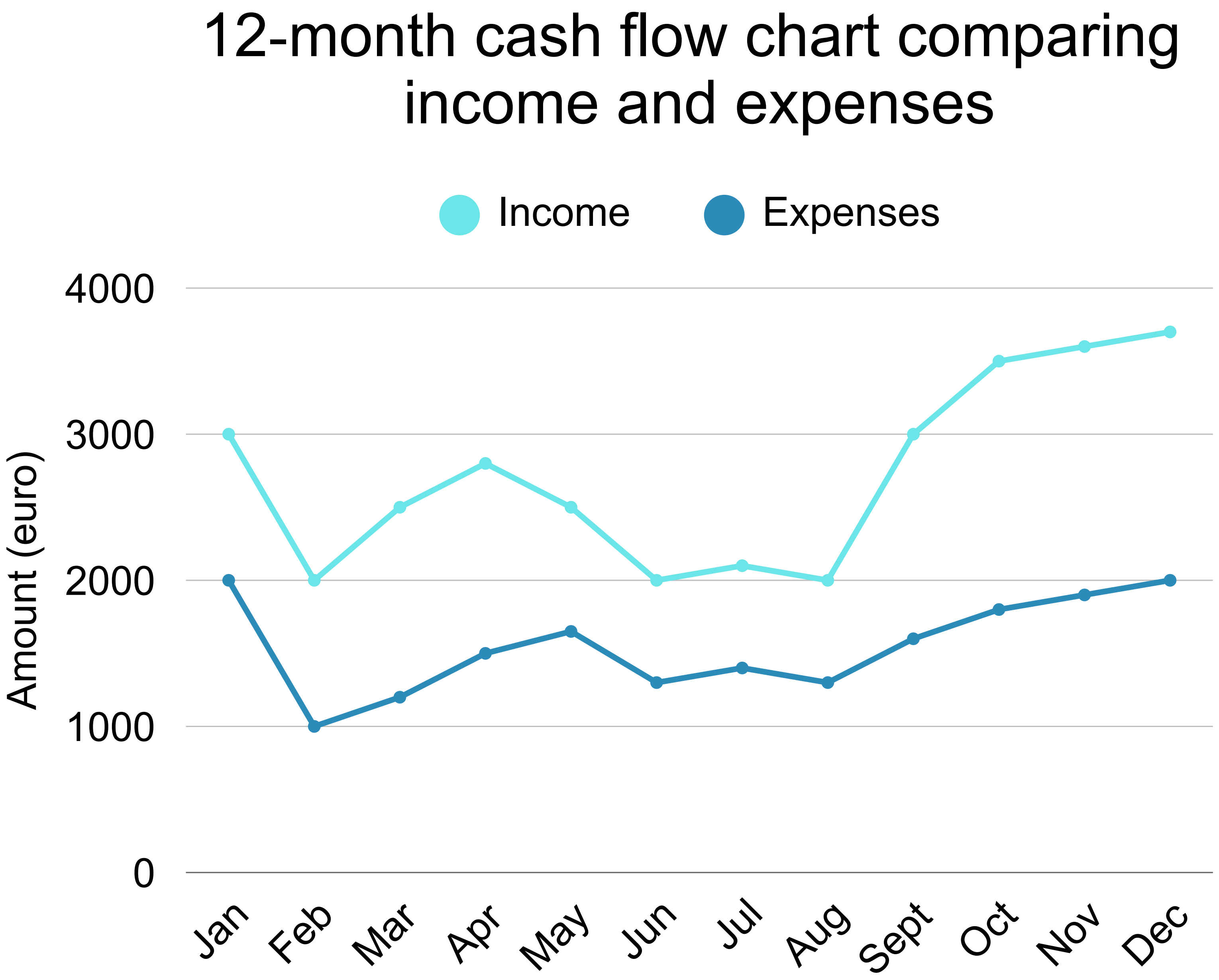
# Managing Money: When You Spend vs. When You Get Paid




🔴 Common Challenge:
Authority pays quarterly, but you must pay staff monthly.

✓ Solution:
Reserve working capital • Arrange credit line • Request advance payments

Practical Tips: Request advances • Plan invoicing schedule • Maintain contingency reserve • Communicate early with authority

Cash flow management is critical for organizational survival during contracts.

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# Key Performance Indicators: The SMART Framework

| S – SPECIFIC | M – MEASURABLE | A – ATTAINABLE | R – RELEVANT | T – TIME-BOUND |
|---|---|---|---|---|
| Clear definition, no ambiguity | Quantifiable with available data | Realistic within project scope and resources | Connected to program objectives | Clear deadline for measurement |

❌ WEAK: "Improve participant outcomes"
✓ SMART: "80% of 100 trained participants will secure employment within 6 months"

❌WEAK: "Reduce costs"
✓SMART: "Maintain cost per trainee at €2,500 ±5% variance"

**Key Concept:** Vague KPIs are useless. SMART KPIs drive professional contract management

SOURCES: EU Structural Funds KPI Framework | OECD Guidance | Cohesiondata.ec.europa.eu



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# OUTPUT vs. OUTCOME KPIs – KNOW THE DIFFERENCE

| **OUTPUT KPIs** (What you deliver – easy to measure)📊 | **OUTCOME KPIs** (Change in participants – harder to measure)✨ |
| --- | --- |
| Number of participants trained: 100 | % of participants with improved job skills: 70% |
| Training hours delivered: 64 | % of participants placed in employment (6 months post-training): 60% |
| Completion rate: 85% | Average income increase: €5,000/year |
| Cost per person served: €2,500 | Participant satisfaction: 4.2/5.0 |

Contracting authorities increasingly want OUTCOME KPIs, not just outputs. This shows real impact.

SOURCES: EU Structural Funds Framework | EC Buying Social Chapter 4

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# VISUALIZING PERFORMANCE – THE DASHBOARD

| KPI | Target | Actual | Trend | Status |
|---|---|---|---|---|
| Participants trained | 100 | 55 | 55% | 🔴 |
| Completion rate | 85% | 92% | ↑ | 🟢 |
| Job placement | 60% | 52% | 87% | 🟡 |
| Satisfaction score | 4.5/5 | 4.2/5 | → | 🟡 |

**Key Concept:** A good dashboard lets you see contract health at a glance. Monthly review is standard EU practice.

**KPI NAME & DEFINITION**
What are you measuring?

**TARGET**
What did you commit to?

**ACTUAL**
Current performance vs. target

**TREND**
↑ Improving | → Stable | ↓ Declining

**STATUS**
🟢 On track | 🟡 At risk | 🔴 Off track

SOURCES: EU Structural Funds Dashboard Tools | Excel/Google Sheets templates | Cohesiondata.ec.europa.eu



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# KEEPING TRACK – MONITORING SCHEDULE & REPORTS

## MONITORING FREQUENCY

📅 MONTHLY
Internal dashboard updates for your team

📊 QUARTERLY
Formal report to contracting authority with supporting data

📈 ANNUAL
Comprehensive evaluation and financial statement

## WHAT TO MONITOR:

✓ Financial metrics: spending vs. budget, cost per unit
✓ Output metrics: volume, quality, delivery timeline
✓ Operational metrics: staffing, equipment, systems
✓ Risk indicators: early warning signs

**Key Concept:** Regular monitoring enables early intervention when things go off track.

## REPORTING TEMPLATE:

1. SUMMARY (1 page)
   Key metrics, status, action items

2. DETAILED DATA
   Tables and charts

3. NARRATIVE EXPLANATION
   Variances, lessons learned

4. ATTACHMENTS
   Supporting documents, receipts, evidence

SOURCES: Directive 2014/24/EU Article 86 | EU Reporting Standards



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# FINANCIAL MANAGEMENT – KEY TAKEAWAYS

**KEY TAKEAWAYS:**

✓ Realistic budgets aligned with contract scope

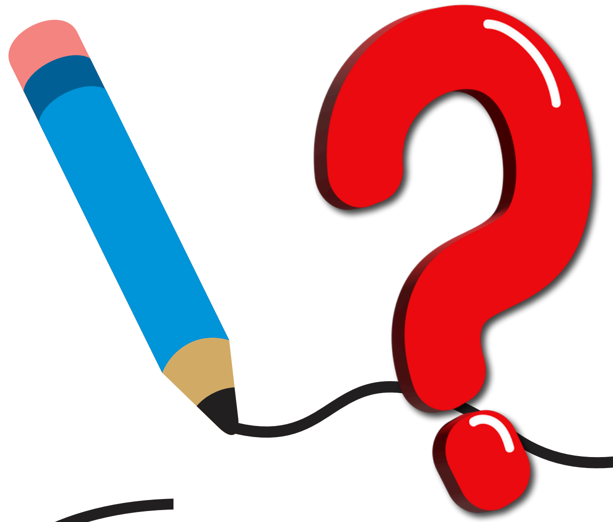
✓ Cash flow planning prevents financial crises

✓ SMART KPIs drive professional monitoring

✓ Output AND outcome KPIs show real impact

✓ Regular monitoring (monthly/quarterly) is non-negotiable

✓ Dashboards enable quick, visual health assessment



**REFLECTION QUESTION :**

What KPIs does your organization currently track? Are they SMART?

SOURCES: All Unit 5.2 references compiled: EU Framework | OECD | EC Guidance

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# Unit 5.3: Social Impact Measurement & Evaluation

**LEARNING OUTCOMES:**

✓ LO 3.1: Develop a theory of change for contract activities

✓ LO 3.2: Design outcome and impact indicators aligned with SDGs

✓ LO 3.3: Plan data collection methods in GDPR compliance

✓ LO 3.4: Use impact measurement frameworks (SROI, IRIS, ToC)

**UNIT DETAILS:**

**Duration: 90 minutes**

**Lessons: 5.3.1 Theory of Change | 5.3.2 Data Collection & Frameworks**

📊 *Prove your impact. Learn to measure social change like a professional.*

SOURCES: EU SDG Framework | GDPR 2016/679 | EC Buying Social Chapter 6 | Social Economy Action Plan

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# The Three Levels of Change: Understanding the Difference

### 📊 OUTPUTS
What you deliver?

100 trained | 50 jobs created | 10 mentors hired

Timeline: Immediate
Measurement: **Easy ✓**

### ⚡ OUTCOMES
How people change?

70% improved skills | 80% more confident

Timeline: 3–6 months
Measurement: **Moderate ✓✓**

### 🌍 IMPACTS
Community change

Lower unemployment | Reduced poverty

Timeline: 1–3 years
Measurement: **Difficult ✓✓✓**

**Key Concept:** All three levels matter. If outputs are poor, outcomes won't happen. If outcomes aren't sustained, impacts won't materialize.

SOURCES: EU Structural Funds Framework | EC Buying Social Chapter 6 | BetterEvaluation

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# Your Roadmap from Activities to Impact: Theory of Change

**THEORY OF CHANGE FORMULA**

IF we do these **ACTIVITIES**
→ **THEN** participants achieve these **OUTCOMES**
→ **WHICH** lead to these **IMPACTS**
→ **BECAUSE** of these **ASSUMPTIONS**

**Key Concept:** A good theory of change is testable. You can identify which assumptions might be wrong and adjust.

**Example: Job Training Program**

**Activities**: 40-hr training + 8-hr job coaching

**Outputs**: 100 trained | 80 complete | 50 placed

**Outcomes**: €5,000 income increase | More confident

**Impacts**: Lower unemployment | Community resilience

**Assumptions:** Jobs available | Employers hire | Wages improve well-being

SOURCES: Kellogg Foundation ToC Guide | EU Evaluation Framework | BetterEvaluation

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# Making Impact Measurable: From Vision to Indicators

**Impact Indicator: A specific, measurable indicator that shows progress toward your hoped-for impact**

## Process

1. Define your hope-for impact vision
2. Break into measurable outcomes
3. Select SDG-aligned indicators
4. Specify baseline, target, method

**Key Concept:** Good impact indicators are aligned with international frameworks (SDGs) so your impact is comparable across organizations and countries.

*EXAMPLE – EMPLOYMENT TRAINING :*

**HOPED-FOR IMPACT:**
Reduce community unemployment and increase economic opportunity

**KEY OUTCOMES:**
- Participants gain job skills
- Participants secure employment
- Participants earn sustainable income

**IMPACT INDICATORS (aligned with SDG 8 – Decent Work):**
- SDG 8.5.1: Average earnings of employed trainees vs. non-trainees
- SDG 8.8.1: Employment rate of program graduates (target: 60%)
- SDG 1.1.1: % of participants escaping poverty (target: 40%)

SOURCES: EU SDG Monitoring Framework | UNEP | IRIS Indicators | Eurostat SDI

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# Legal Requirement: Protecting Data Privacy (GDPR)

**GDPR (General Data Protection Regulation, EU 2016/679) - the law protecting personal data in Europe.**

**WHY IT MATTERS?**

When you collect survey data, interview participants, or track employment outcomes, you're collecting personal data.

GDPR compliance is MANDATORY.

📋 **LAWFUL BASIS (Article 6)**

You must have permission to collect data:

- Consent
- Contract
- Legal obligation

🔓 **TRANSPARENCY (Article 13)** You must tell participants:

- What data you're collecting
- Why you're collecting it
- How you'll use it
- How long you'll keep it
- Their rights (access, deletion)

🔒 **SECURITY (Article 32)**

You must protect data:

- Encrypted storage
- Limited access (passwords)
- Secure deletion procedures

SOURCES:General Data Protection Regulation https://gdpr-info.eu/

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# Tools for Measuring Social Value: SROI, IRIS, Theory of Change

| Aspect | SROI (Social Return on Investment) | IRIS (Standardized Indicators) | Theory of Change (Logic Model) |
|---|---|---|---|
| What it measures | Financial value of social outcomes | Progress on social and environmental goals | Whether your logic model worked |
| Typical formula/structure | Total social value ÷ program cost = SROI ratio | Menu of 100+ indicators (e.g., employment, education, health, environment) | Track activities → outputs → outcomes; test assumptions |
| Example indicator | €500,000 ÷ €100,000 = 5:1 ratio (For every €1 invested, €5 of social value created) | % of employees earning living wage | Did participants who completed training actually get jobs? |
| Best use case | Demonstrating cost-effectiveness to funders | Social enterprises wanting comparable metrics | Understanding WHY impact happened or didn't |
| Data & complexity | Moderate (requires monetization of outcomes) | Moderate (standardized but requires adaptation) | Moderate–High (requires qualitative & quantitative data) |

SOURCES: SROI Network | B Lab | IRIS Database | Kellogg Foundation ToC Guide

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# How to Gather Impact Data: Methods & Tools

**METHOD 1 – QUANTITATIVE**

**Pre/Post surveys:** Questionnaire at start and end of program

**Administrative data:** Track employment, earnings from records

**Comparison groups:** Compare trainees vs. non-trainees

**Follow-up surveys:** Contact participants 6 months post-program

**METHOD 2 – QUALITATIVE**

**Interviews**: 1-on-1 conversations with participants

**Focus groups:** Group discussion with 6–8 participants

**Case studies:** Detailed story of one participant's journey

**Observation:** Watch program in action

**METHOD 3 – MIXED METHODS** (Both Combined, Most Powerful):

60% employment rate (quantitative)

+ Video testimonial from participant (qualitative)

= Powerful evidence

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# Social Impact Measurement: What You Need to Know

**KEY TAKEAWAYS:**

✓ Understand outputs, outcomes, and impacts—they're different

✓ Theory of change is your logic model from activities to impact

✓ GDPR compliance is mandatory when collecting personal data

✓ Choose measurement framework based on your audience: SROI for funders, ToC for learning

✓ Combine quantitative + qualitative data for powerful evidence

✓ Build evaluation into program from Day 1

✓ Align indicators with EU SDG Framework for comparability

**REFLECTION QUESTION :**

What social impact does your organization create? How do you currently measure it?

SOURCES: All Unit 5.3 references compiled: EU Framework | GDPR | SDG Framework | SROI | IRIS

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# Unit 5.4: Conflict Management & Professional Resolution

**LEARNING OUTCOMES:**

✓ LO 4.1: Recognize conflict signals and early intervention opportunities

✓ LO 4.2: Distinguish between positions and interests

✓ LO 4.3: Apply interest-based negotiation and mediation strategies

✓ LO 4.4: Navigate formal dispute resolution under EU law

**UNIT DETAILS:**

**Duration: 90 minutes**

**Lessons: 5.4.1 Conflict Prevention & Early Intervention | 5.4.2 Negotiation & ADR**

*Conflicts happen. What matters is how quickly and professionally you address them.*

SOURCES: Directive 2013/11/EU (Alternative Dispute Resolution) | Directive 2014/24/EU Article 83

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# Conflict Is Normal: Common Causes & Early Intervention

**COMMON CAUSES OF CONTRACT CONFLICT:**

- Scope Creep
  Requirements change mid-contract without budget adjustment
- Payment Delays
  Contracting authority delays payment; provider faces cash flow crisis
- Performance Gaps
  Service doesn't meet agreed quality or volume standards
- Stakeholder Miscommunication
  Different groups have different expectations
- Resource Constraints
  Team changes, budget cuts, external shocks
- Change Management
  New regulations, policy shifts, unforeseen circumstances

**EARLY INTERVENTION CHECKLIST:**

✓ Document the issue (email summary)

✓ Schedule 1-on-1 conversation with key stakeholder

✓ Listen first, explain second

✓ Propose 2–3 concrete solutions

✓ Agree on next steps and timeline

✓ Follow up in writing

**Key Concept:** Most conflicts start small. Early, informal conversation prevents escalation.

SOURCES: Directive 2013/11/EU | Best Practices in Contract Management

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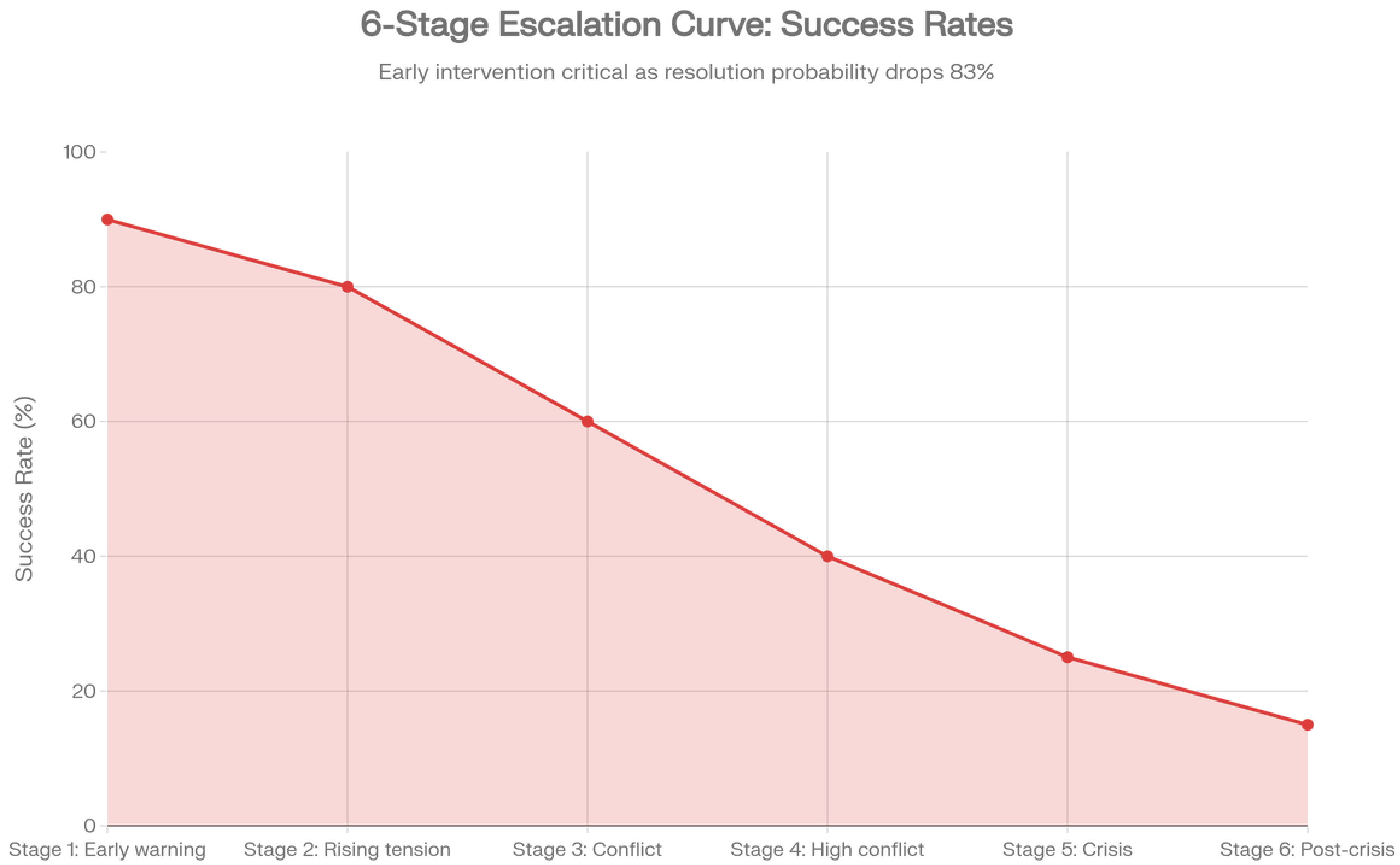
# Conflict Escalation Curve: Intervention Success Rates




**STAGE 1 – AWARENESS (Success rate: 90%)**

Issue is noticed but not yet discussed

→ Informal conversation, clarification

**STAGE 2 – DISCUSSION (Success rate: 80%)**

Parties talk but haven't formalized complaint

→ Structured dialogue, problem-solving

**STAGE 3 – DISAGREEMENT (Success rate: 60%)**

Parties have conflicting positions stated in writing

→ Mediation, interest-based negotiation

**STAGE 4 – ESCALATION (Success rate: 40%)**

Issue goes to management/legal level

→ Formal negotiation, ADR (Alternative Dispute Resolution)

**STAGE 5 – LEGAL ACTION (Success rate: 20%)**

Formal dispute filed; legal costs mount

→ Litigation, arbitration

**STAGE 6 – BREAKDOWN (Success rate: 5%)**

Relationship is damaged; contract may terminate

→ Termination clause, penalties

SOURCES: Conflict Management Best Practices | ADR Standards

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# Interest-Based Negotiation: Position vs. Interest

**5 STEPS TO INTEREST-BASED NEGOTIATION:**

**LISTEN & CLARIFY**

Ask: "What's most important to you?" "Why?"

**IDENTIFY SHARED INTERESTS**

Look for common ground: "We both want success"

**SEPARATE PEOPLE FROM PROBLEM**

Attack the issue, not the person: "Let's solve this together"

**GENERATE OPTIONS**

"Let's brainstorm 3–5 possible solutions"

**AGREE ON MEASURABLE OUTCOMES**

Document what you agreed to and timeline for review

**POSITION VS. INTEREST:**

**POSITION (What they say):**

"We're not paying for incomplete work."

**INTEREST (Why they really care):**

Quality assurance | Budget protection | Trust in supplier

**INTEREST (What they really need):**

Clear quality standards | Transparent reporting | Early warning if delays occur

**INTEREST-BASED SOLUTION:**

**"Let's define measurable quality milestones and weekly progress reports so we catch issues early."**

**Key Concept:** Behind every position is an interest. Find it, and you find the solution.

SOURCES: Fisher & Ury "Getting to Yes" | ADR Best Practices

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# Mediation & Alternative Dispute Resolution (ADR)

## Mediation: A neutral third party helps two parties find a mutually acceptable solution.

**WHEN TO USE MEDIATION:**

🟢 Relationship is important (you'll continue working together)
🟢 Both parties are willing to collaborate
🟢 Issue is complex and involves multiple perspectives
🟢 You want to preserve the relationship

🔴 One party is unwilling to negotiate
🔴 Legal violation is involved (may need arbitration/court)

**MEDIATOR ROLE:**

✓ Listens to both sides without judgment
✓ Clarifies positions and interests
✓ Suggests creative solutions
✓ Facilitates dialogue
✓ Helps draft agreement
⚠️ Does NOT decide who is right or wrong

| Aspect | ADR / Mediation | Litigation |
|---|---|---|
| **Cost** | €500–2,000 | €5,000–50,000+ |
| **Time** | 1–3 months | 1–3 years |
| **Relationship** | Often preserved | Often damaged |
| **Confidentiality** | Private | Public record |
| **Control** | Parties decide | Judge decides |
| **Outcome** | Win-win possible | One winner, one loser |

**Key Concept:** Mediation costs money upfront but saves thousands € in legal fees and preserves relationships.

SOURCES: Directive 2013/11/EU | ADR Networks

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# Conflict Protocol: 4 Steps from Prevention to Resolution

**STEP 1 – PREVENTION (Week 1–4, Start of contract)**

Actions:

✓ Define roles and responsibilities clearly in contract
✓ Establish communication schedule (weekly check-ins)
✓ Set clear performance standards and quality metrics
✓ Identify potential risks and mitigation strategies

**STEP 2 – EARLY INTERVENTION (Week 4–8, If issue arises)**

Actions:

✓ Schedule 1-on-1 conversation with affected party
✓ Document issue in email
✓ Propose 2–3 solutions
✓ Agree on action plan and timeline
✓ Set follow-up meeting

**STEP 3 – ESCALATION (Week 8–12, If not resolved)**

Actions:

✓ Schedule formal meeting with management + mediation
✓ Review contract terms and obligations
✓ Revisit interests (not just positions)
✓ Consider third-party mediator if needed
✓ Document agreement

**STEP 4 – FORMAL RESOLUTION (Week 12+, If still unresolved)**

Actions:

✓ Formal notice of dispute
✓ Alternative Dispute Resolution (ADR) or arbitration
✓ Legal review if necessary
✓ Documentation for potential court proceedings

**Key Concept:** Document everything. Early intervention resolves 80% of conflicts before escalation.

**TEMPLATE – CONFLICT LOG:**

**Date: [___]**
**Issue: [___]**
**Parties: [___]**
**Action Taken: [___]**
**Target Resolution Date: [___]**
**Status: 🟢 Resolved | 🟡 In Progress | 🔴 Escalated**

SOURCES: Directive 2013/11/EU | Contract Management Best Practices

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# Conflict Management: What You Need to Know

**KEY TAKEAWAYS:**

- ✓ Most conflicts can be prevented with clear communication and documentation
- ✓ Early intervention (within weeks) has 80–90% success rate
- ✓ Listen to understand interests, not just positions
- ✓ Interest-based negotiation often finds win-win solutions
- ✓ Mediation is cheaper and faster than litigation
- ✓ Formal conflict protocol ensures systematic, professional response
- ✓ Directive 2013/11/EU requires ADR consideration in many disputes

**REFLECTION QUESTION :**
Tell about a conflict you've experienced in contract work. How was it resolved? What did you learn?

SOURCES: All Unit 5.4 references compiled: Directive 2013/11/EU | ADR Standards | Negotiation Best Practices

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# Your Foundation: Modules 1–5 Complete

*You've built essential technical skills in contracts, finance, and impact measurement. Now you're ready to apply these competencies at scale—through strategic partnerships that amplify your reach.*

One journey of 8 modules

### ✓ What You've Built

- **Module 1:** SPP Foundations
- **Module 2:** Legal & Regulations
- **Module 3:** Enterprise Needs
- **Module 4:** Bid Preparation
- **Module 5:** Contracts & Impact

FOUNDATION PHASE

↓

INFLUENCE PHASE

↓

SYSTEMIC CHANGE

### → What's Ahead

- **Module 6:** Partnerships
- **Module 7:** Social Impact Assessment
- **Module 8:** Advocacy

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# MODULE 5 SUMMARY – BRINGING IT ALL TOGETHER

### UNIT 5.1 – CONTRACT LIFECYCLE & STAKEHOLDER MANAGEMENT

You learned 6 phases, stakeholder roles, contract scope, and risk management.

→ You can now manage contracts professionally from start to finish.

### UNIT 5.2 – FINANCIAL MANAGEMENT & KPI DEVELOPMENT

You learned budgeting, cash flow planning, SMART KPIs, and dashboards.

→ You can now track financial performance and prevent crises.

### UNIT 5.3 – SOCIAL IMPACT MEASUREMENT & EVALUATION

You learned theory of change, outcome/impact indicators, and GDPR compliance.

→ You can now prove the social value your programs create.

### UNIT 5.4 – CONFLICT MANAGEMENT & PROFESSIONAL RESOLUTION

You learned conflict prevention, interest-based negotiation, and ADR strategies.

→ You can now resolve disputes professionally while preserving relationships.

**REFLECTION QUESTION :**

1. Which of the 4 competencies feels strongest for you? Which needs development?
2. What's one action you'll take in the next month to apply Module 5 learning?

SOURCES: All Module 5 references compiled: EU Framework | OECD | BetterEvaluation | Deal4Good

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# Checkpoint: Are You Ready for Module 6?

*Self-Assessment Reflection*

✓ **Contract Management:**
Can you describe the 6 contract lifecycle phases?

✓ **Financial Stewardship:**
Could you create a SMART KPI dashboard?

✓ **Impact Measurement:**
Can you explain outputs vs. outcomes vs. impacts?

✓ **Conflict Resolution:**
Can you apply interest-based negotiation?

Module 6 shifts focus from **managing contracts** to **BUILDING PARTNERSHIPS**. You'll learn to:

- Identify cooperation models between sectors
- Develop sustainable, long-term relationships
- Apply collaborative management techniques
- Build trust across institutional boundaries

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