



Master's Programme in Family Business Management (FAB)

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Contingency and Conflict Resolution Plan

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## Contingency and Conflict Resolution Plan

The Contingency and Conflict Resolution Plan for FAB Project provides a framework for the organizational conflict process and risks mitigation. The plan presents common organizational causes of conflict such as delays in the delivery of results, poor quality of results or non-communication from one or multiple partners, and risks such as the pandemic Covid-19, unexpected political issues and other unforeseen circumstances. The plan provides a guide to handle these issues, and shall be agreed upon by the Management Board of FAB who is responsible for its application.

The plan can be amended or extended in the course of the project's lifespan. The Management Board shall agree on these changes in writing.

### I. Conflict Resolution

#### 1. Function of Management Board and Project Coordinator in conflict resolution

The project coordinator has the ultimate coordination responsibility. The management board is responsible for strategic decisions, progress follow-up, adjustment, and conflict resolution.

The project coordinator shall be the person to contact in case of conflict. The project coordinator will then inform the Management Board about the incident. The Management Board meets during foreseen meetings or convenes extracurricular meetings in case of conflict and decides on steps to be taken in the conflict situation.

The project coordinator acts in line with the decisions taken by the Management Board and coordinates actions according to these.

#### 2. Efforts to resolve conflict situation

##### ***All partners agree to:***

- Clearly communicate conflict situation in an early stage
- Endeavor to find solutions to the conflict
- Take steps necessary for conflict resolution

##### ***Understanding the nature of the conflict***

Partners encountering difficulties in the project, agree to give a clear statement about the conflict to the Management Board and/or project coordinator and/or mediation person. This helps the consortium to understand the conflict and to offer support for conflict resolution. The statement shall be in writing or via teleconference and shall include as many information as possible, including:

- Type of conflict
- Challenges encountered
- Partners involved
- Steps already taken to solve the conflict



### 3. Conflict prevention

#### *a. Clear requirements and task allocation*

A solid base to prevent conflict in the project life cycle is the approved project plan comprising clear information on the project requirements, task allocation and assigned resources.

The project plan shall be regularly updated and communicated to all project partners by the project coordinator. By referring to the approved project plan in status meetings, the project coordinator keeps the partners focused on achieving the project goals and preventing uncertainty over tasks and responsibilities.

The time table indicating deadlines for the delivery of tasks gives guidance and predictability to the project process.

#### *b. Assisting with dialogue facilitation*

The partners communicate regularly via emails, online meetings and conferences.

Every two months the project partners meet virtually to discuss the project process, encountered difficulties and actual or possible conflict situations. The Management Board meets once a year and discusses strategic alignment.

If partners feel the need for further communication, they can request the project coordinator to convene an extracurricular meeting. The framework in which such meeting will be held depends on the circumstances; i.e. the meeting can be among some or all partners, or can include members of the Management Board.

#### *c. Mediation Support*

In case, partners in conflict do not find it appropriate to contact the project coordinator, e.g. in case the project coordinator is directly involved in the conflict or there is not sufficient trust towards the coordinator, the partners can direct their concerns directly to the Management Board. An extracurricular Management Board meeting shall be announced during which the conflict will be presented and conflict resolution strategies discussed.

#### *d. Confidence Building activities*

During the partners' onsite meetings, time shall be dedicated to confidence building activities among all consortium members. Especially for conflict that took place over email and web conferences, special private moment will be dedicated both during the meeting and outside.

Addressing the actual issue privately gives any/all parties involved the chance to express their feelings and intentions in a safer environment. Each decision leading to resolve the conflict will be granted with a private follow up conversation in whatever manner is most appropriate. This supports a fruitful conversation and makes sure everyone is accepting impacts linked to the resolution and to establish that the conflict has officially passed. Decisions taken and agreements concluded should be referred to in the meeting minutes.



#### 4. Types of conflict and strategies for resolution

##### *a. Improper action and communication*

The project coordinator will discourage the use of aggressive behaviour and/or language against team members. The coordinator will also discourage partners' inappropriate behaviour in order to receive attention and will discourage partners from unwillingly accepting responsibility for problems.

Communication and interaction among all members of the consortium shall be based on transparency and integrity.

##### *b. Poor or non-communication*

In case one or more partners are poorly or not responding to written communication or attempts to be contacted via phone, the project coordinator and the Management Board will be informed of this behaviour, especially when work progress is inhibited by it. The project coordinator will contact the non-responding partner by e-mail and/or phone in order to discuss faced challenges in the project flow and solutions to it.

In case, the partner refuses to adequately communicate, this issue will be discussed during the next Management Board meeting or during an extracurricular meeting convened by the project coordinator. During the meeting, the consortium shall discuss steps for conflict resolution. The project coordinator will send the non-responding partner a written notification indicating the consortium's requests and a deadline for response.

If all attempts to receive feedback from the partner fail, the project coordinator will initiate the exclusion of the partner.

##### *c. Delay in delivering results*

The project coordinator shall update partners regularly about their tasks and the overall work progress. A detailed action list documents the work flow. Before every partners' meeting/Management Board meeting, the project coordinator sends the updated action list which is subsequently discussed during the meeting.

The partner in delay shall explain to the consortium difficulties encountered in delivering the respective results. All other partners endeavour in finding solutions to this and engage in the further process by offering required help.

If needed, special working groups are formed and further outputs are elaborated within the working group.

The project coordinator will set a new deadline for completing the deliverable.

The project coordinator will inform the partner that the next financial instalment will not be transferred to the partner if acceptable results are not presented to the consortium respecting the defined deadline.



If the partner still fails to deliver results and is not willing or able to work constructively on its tasks, the project coordinator will initiate the exclusion of the partner.

#### *d. Exclusion of partner*

If no conflict solution is found, the project coordinator will discuss partner's withdrawal from the project consortium.

The project partner needs to send an official withdrawal letter to:

The coordinator's email: ly.sokunthy@num.edu.kh

The letter shall indicate partner's wish to withdraw from the project and the reason for its withdrawal.

If the partner involved in the conflict will not send the requested withdrawal letter in due time, the project coordinator will initiate the exclusion of the partner.

#### *Financial reimbursement*

The project coordinator will calculate partner's obligation to refund partially or in total received grant.

The grant will not be reimbursed solely based on timesheets. The calculation considers received and accepted outputs/results from the withdrawing partner. The amount of reimbursement will be agreed upon by the Management Board.

#### *e. Judicial Settlement*

In case, conflicts cannot be solved within the consortium, the Management Board shall decide whether to bring the case to court.

## II. Contingency Resolution

### 1. Function of Management Board and Project Coordinator in contingency resolution

Similar to the role in conflict resolution, the project coordinator has the ultimate coordination responsibility. The management board is responsible for strategic decisions, progress follow-up, adjustment, and contingency resolution.

The Management Board meets in meetings in case of any unforeseen event that may affect project implementation and decides on steps or project modification to be taken.

The project coordinator acts in line with the decisions taken by the Management Board and coordinates actions according to these.

### 2. Efforts to resolve contingency situation

#### *All partners agree to:*

- Clearly communicate contingency situation in an early stage
- Endeavor to find solutions in case of contingency
- Take steps necessary for contingency resolution



### 3. Types of possible contingency for resolution

#### *a. Pandemic Covid-19*

The Management Board together with project coordinator will meet virtually to discuss for resolution or project modification, and make decision in case the travel restriction caused by the pandemic Covid-19 is still in force and affect the project implementation.

In case of any project modification, the project coordinator will request the agency for approval and authorization.

#### *b. Political issues in partner countries and other contingency circumstances*

All partners are obliged to inform the project coordinator for any political issues in their own country and other contingency circumstances that may affect the project implementation.

The project coordinator will inform the Management Board and discuss together to seek for resolution.