RESeaU Méditerranéen pour l'Employabilité

D9.1 PROJECT MANAGEMENT HANDBOOK WP9 – MANAGAMENT

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The RESUME Partnership

UNIMED – Union des Université de la Méditerranée, Italie (coordinateur)

UniME, Università degli Studi di Messina, Italie

AMU, Université d'Aix-Marseille, France

UB, Universitat de Barcelona, Espagne

AlmaLaurea, Consorzio Interuniversitario Almalaurea, Italie

VdM, Ville de Marseille, France

IAV, Institut Agronomique et Vétérinaire Hassan II, Maroc

UM5R, Université Mohammed V de Rabat, Maroc

Us, Université de Sousse, Tunisie

USf, Université de Sfax, Tunisie

UL, Université Libanaise, Liban

USEK, Université de Saint Esprit- Kaslik, Liban

AFEM, Association de Femmes Chefs d'entreprise, Maroc

MESFCRS, Ministère de l'Enseignement Supérieur, de la Recherche Scientifique et de la Formation des Cadres, Maroc

MESRS, Ministère de l'Enseignement Supérieur, de la Recherche Scientifique Tunisien, Tunisie

DGHE, Directorate General Higher Education, Ministry of Education and Higher Education, Liban

ASCAME, Association of the Mediterranean Chambers of Commerce, Espagne (partenaire associé)

Website

www.resumeproject.eu

Document Title	Project Management Handbook
Project Title	RESUME « RESeaU Méditerranéen pour l'Employabilité »
Projet No	RESUME Projet n.: 561988-EPP-1-2015-1-IT-EPPKA2-CBHE-SP
Work Package	WP9 Management
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RESUME

DISCLAIMER: This document is not legally binding.

Only the project Grant Agreement between the Beneficiary and the Agency and its Guidelines for the Use of the Grant is legally binding.

INTRODUCTION

The Handbook of Project Management is an instrument to make RESUME partnership focus on the main features of the project (objectives, deadlines, duties) and to provide a summary of the main information contained in the Grant Agreement and its official Guidelines.

This tool should thus be considered as an addition to, and not a replacement of, the official Guidelines and may be used only after a careful reading of it. Only the official Grant Agreement and its Guidelines has to be considered legally binding.

This Handbook contains the project management strategy and procedures, integrating the decisions taken at the kick-off meeting, also on the composition of the Assembly of Partners and will be used as a reference document by both the project partners and the External Quality Expert.

1. PROJECT OVERVIEW

1.1.   Basic Data

eMEDia is an institutional cooperation project co-funded by an European Commission grant under the Tempus IV programme between December 1, 2013 and November 30, 2016.

Programme: European Commission Tempus Programme

Subprogramme: Joint Projects

Action: Curricular Reform

Project Title: A bottom-up approach for the design and development of a joint Master Course in Cross-MEDia Journalism

Project Duration: 1 December 2013 – 30 November 2016

Project Number: 544186-TEMPUS-1-2013-1-IT-TEMPUS-JPCR

- **Project website:** www.emediaproject.eu

1.2. Why RESUME?

The RESUME project aims at enhancing and reinforcing the role and potential of HEIs in the development of employability in the Mediterranean countries by adopting a transversal entrepreneurial mind-set at the HEIs and by opening and structuring the dialogue among the universities, the enterprises and the policy makers.

The RESUME project addresses four priority actions stablished by the EC, the OECD and ETF (2014):

- Establishing inter-ministerial commissions for entrepreneurial learning

- Establishing a platform for the identification and exchange of good practices

- Strengthening co-operation among HEIs and promoting links with business to foster entrepreneurship.

- Establishing an accredited Southern Mediterranean entrepreneurship network paying particular attention to gender issues.

1.3. Project Objectives

The specific objectives of the project are to:

- Enhancing the interaction between HEIs, companies and local, national and regional authorities leading to an open and continuous dialogue on employability and entrepreneurship.

- Improving the quality of higher education and professional guidance and increasing the relevance of education to the labor market.

- Identifying, sharing and implementing best practices on promoting entrepreneurship within HEIs, on the relationship among HEIs- political authorities- companies, and on promoting entrepreneurship as a tool to improve employability in the region.

- Paying particular attention to the impact of best practices and policies on the employability of vulnerable groups, especially young women.

- Creating a permanent dynamic entrepreneurial mind-set at HEIs through staff capacity building.

1.4. Project Results

The project aims to produce the following core results:

- Catalogue of good practices in the field of digital and cross-media journalism in a glocal perspective

- Training framework and related tools for teachers' capacity building

- EU-Tunisia Master Course Curricula in Cross-Media Journalism (2 year, 120 ECTS)

- Bilateral/Multilateral Agreement

- Alignment Study Period

- Master Course offering

1.5.   Beneficiaries of the project

Academic and non-academic staff of HEIs
- Professors, career officers, incubators staff

Society
- enterprises (spin-offs and start-ups, SMEs and big enterprises), regional, national and local authorities

Beneficiaries

University community
- Academic and non-academic staff (direct beneficiaries of the train the trainer's seminars and of the impact of the pilot projects)
- Student and graduated from these HEIs, that will benefit from the competences acquired by the university staff and from the pilot project activities

1.6.   Project Duration

Start date: 15 October 2015
End Date: 14 October 2018
Duration (months): 36
Budget: € 930.929,00

2. PARTNERSHIP, WORK-PACKAGES AND DELIVERABLES

2.1.   List of partner organisations

UNIME, Università degli Studi di Messina, Italy
AMU, Université d'Aix-Marseile, France
UB, Universitat de Barcelona, Spain
AlmaLaurea, Consorzio Interuniversitario AlmaLaurea, Italy
Ville de Marseille, France
IAV, Institut Agronomique et Vétérinaire Hassan II, Morocco
UM5R, Université Mohammed V- Agdal, Morocco
Us, Université de Sousse, Tunisia
USf, Université de Sfax, Tunisia
LU, Lebanese University, Lebanon
USEK, Université de Saint Esprit- Kasilik, Lebanon
AFEM, Association de Femmes Chefs d'entreprise, Morocco
MESRSFC, Ministère de l'Enseignement Supérieur, de la Recherche Scientifique et de la Formation des Cadres, Morocco
MESRS, Ministère de l'Enseignement Supérieur, de la Recherche Scientifique Tunisien, Tunisia
DGHE, Directorate General Higher Education, Ministry of Education and Higher Education, Lebanon

Associated Partner
ASCAME, Association of the Mediterranean Chambers of Commerce, Spain

2.2. Summary of Work Packages

The project's activities are distributed into work packages (WP) and the leaderships have been allocated among the partners on the basis of their own expertise in order to ensure the achievement of project's results in line with quality management standards.

Work Package N.	Title of Work Package	Lead Partner
WP1	Identification of good practices	P3, AMU
WP2	Organisation of 7 Thematic Conferences and Creation of a SubNetwork on Employability	P1, UNIMED
WP3	Implementation of the good practices	P12, UL
WP4	Development of a Course on entrepreneurship skills	P4, US
WP5	Creation or renforcement of Career centre in each HEIs	P13, USEK
WP6	Enhancing University Incubators through Mediterranean Competition Model	P2, UNIME
WP7	Dissemination and Exploitation	P1, UNIMED
WP8	Quality Control	P8, IAV
WP9	Management	P1, UNIMED

2.3. List of Deliverables

The following outcomes will be developed within the project:

Deliverable ref.nr	Deliverable Title	WP	Lead Partner	Type
1.1	Collection of good practices	WP1	P3, AMU	Learning Material
2.1	7 Thematic Conferences	WP2	P1, UNIMED	Event
2.2	SubNetwork on Employability	WP2	P1, UNIMED	Service/Product
3.1	Report on the implementation of the good practices at the HEIs partners	WP3	P12, UL	Report
4.1	Development of the Course on Entrepreneurship Skills	WP4	P10, Sousse	Training Material
4.2	Training Field Visits for the academic staff	WP4	P10, Sousse	Training event
4.3	Final report on 1st Pilot project (WP4) and recommendations	WP4	P10, Sousse	Report

5.1	Creation and renforcement of the career centre in each Southern university partner of the project	WP5	P13, USEK	Service/Product
5.2	Training Field Visits for the career centres staff	WP5	P13, USEK	Training event
5.3	Final report on 2nd Pilot project (WP5) and recommendations	WP5	P13, USEK	Report
6.1	Mediterranean Competition Model	WP6	P2, UNIME	Service/Product
6.2	Training Field Visit on 3rd Pilot project (WP6)	WP6	P2, UNIME	Training event
6.3	Final report on 3rd Pilot project (WP6) and recommendations	WP6	P2, UNIME	Report
7.1	Dissemination and exploitation plan	WP7	P1, UNIMED	Service/ Product
7.2	News and articles	WP7	P1, UNIMED	Media
7.3	RESUME Website	WP7	P1, UNIMED	Media
7.4	RESUME Social media (Facebook and Twitter)	WP7	P1, UNIMED	Media
7.5	Participation to international conferences and events on employability	WP7	P1, UNIMED	Event
7.6	Press releases for KoM, the thematic conferences and the final meeting	WP7	P1, UNIMED	Report
7.7	Launch event of the SubNetwork on Employability	WP7	P1, UNIMED	Event
8.1	Quality plan	WP8	P8, IAV	Report
8.2	Internal evaluation reports (intermediate and final)	WP8	P8, IAV	Report
8.3	External evaluation reports (intermediate and final)	WP8	P8, IAV	Report
9.1	Project Management Committee	WP9	P1, UNIMED	Service/Product
9.2	Project Management Handbook	WP9	P1, UNIMED	Report
9.3	Partnership Agreement	WP9	P1, UNIMED	Report
9.4	Management meetings	WP9	P1, UNIMED	Event
9.4.1	Kick off meeting	WP9	P1, UNIMED	Event
9.4.2	First mid-term meeting report	WP9	P1, UNIMED	Event

9.4.3	Second mid-term meeting report	WP9	P1, UNIMED	Event
9.4.4	Third mid-term meeting report	WP9	P1, UNIMED	Event
9.4.5	Fourth mid-term meeting report	WP9	P1, UNIMED	Event
9.4.6	Final meeting report	WP9	P1, UNIMED	Event

3. MANAGEMENT STRATEGY

3.1. Management structure

The Management structure is organised in three main bodies, corresponding to different decision-making levels:

a) Assembly of Partners (AoP)

b) WP-Leaders

c) Project Coordinator (PC)
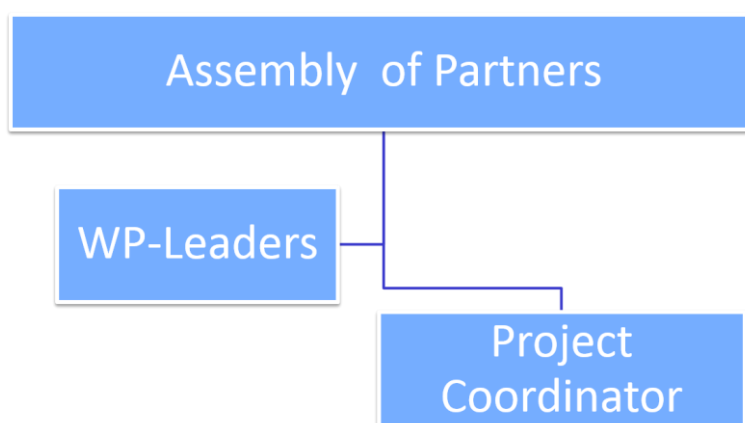
3.2. Assembly of Partners

The AoP is composed by one representative per partner and it is the decision-making body of the project.

Main Mission: All decisions that need consensus (amendments to grant agreement, acceptance of new partners, etc.)

The Assembly of Partners (AoP) is the forum where the positions of individual partners are represented. Whereas the work-plan implementation is controlled essentially by the PC, the AoP is summoned when decisions pertaining to issues of relevance to all partners need to be addressed. The AoP have power to decide, upon proposals on strategic issues (for instance among those proposed by the PC or the WP-Leaders or by single partners, or emerging as necessary decisions to be taken at given times in the project implementation), such as amendments of the Grant Agreement, admission of new participants; changes in budget allocation among project partners; any other corrective measure.

Composition of the AoP

Contact person of each partner shall be member of the AoP with a proper mandate to negotiate on behalf of his/her institution. The participants may temporarily appoint a deputy to the AoP.

The AoP is composed by the following Members:

- P1 - UNIMED: Silvia Marchionne, UNIMED
- P2 - UNIME: Francesca Pollicino, International relations office
- P3 – AMU: Carole Becquet, International relations office, Project Manager
- P4 – UB : Mariana Szefner, International relations office, Project Manager
- P5 – AlmaLaurea: Enrico Dongiovanni, Project Manager
- P6 – VdM : Pierre Chaillan, Project Manager
- P8 – IAV : Sanaa Zebakh, Director of Academic and Scientific Partnerships
- P9 – UM5R: Hafida Mderssi, Director of the CAIOS
- P10 – US: Amel Hamrouni, Professor at the Faculty of economic and management
- P11 – Usf : Slim Abdelkafi, Director of ENIS
- P12 – UL: Sélim Mekdessi, Professor at the Faculty of economic and management
- P13 - USEK : Khalil Abboud, Director of the Career centre
- P14 - AFEM: Samya El Mousti, Project Manager
- P15 -Tunisian Ministry of Higher Education and Scientific Research : Alimi Abdelkader, DGRU
- P16 – Moroccan Ministry of Higher Education and Scientific Research: Abderrazak Bensaga
- P17 – DGHE, Lebanese Ministry of Higher Education and Scientific Research: Naim Ouaini, Advisor of the Minister

Representation in meetings

Any representative:

- should be present or represented at any meeting;
- may appoint a substitute or a proxy to attend and vote at any meeting;
- shall participate in a cooperative manner in the meetings.

Preparation and organisation of meetings

Partnership meetings: The Coordinator shall convene ordinary meetings of the AoP s planned on the original proposal and shall also convene extraordinary meetings at any time upon written request of any Member.

Notice of a meeting: The Coordinator shall give notice in writing of a meeting to each member as soon as possible and within at least 30 calendar days preceding an ordinary meeting and 7 calendar days preceding an extraordinary meeting.

Sending the agenda: The Coordinator shall send each member a written original agenda within at least 7 calendar days preceding the meeting.

Adding agenda items: Any agenda item requiring a decision by the members must be identified as such on the agenda. Any Member may add an item to the original agenda by written

notification to all of the other members within at least 5 calendar days preceding the meeting. During a meeting of the AoP the members present or represented can unanimously agree to add a new item to the original agenda.

Any decision may also be taken without a meeting by circulating to all members written documents. Meetings of the AoP can also be held by videoconference or other telecommunication means.

Voting rules

The Assembly of Partners takes decisions preferably by consensus. In case there is no consensus, the Assembly of Partners may postpone the decision to a next meeting in case there is no emergency for this decision, with eventually the organization of consultations/concertations to facilitate a future consensus decision.

In the unlikely case that voting becomes necessary, the majority of votes decides, and the vote of the PC, being ex-officio member, is only counted in case of an equal number of pro and contra votes. Each partner has one equal vote (independent of project funding) and decisions are carried by a simple majority. Decisions will be collected in the AoP minutes and distributed to all partners with minimum delay.

Minutes of meetings

The Coordinator shall produce written minutes of each meeting which shall be the formal record of all decisions taken. S/He shall send this draft to all of its members within 10 calendar days of the meeting. The minutes shall be considered as accepted if, within 15 calendar days from sending, no member has objected in writing to the Coordinator with respect to the accuracy of the draft of the Minutes. The accepted minutes shall be sent to all partners.

Decisions of the AoP

The AoP shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out herein.

The following decisions shall be taken by the AoP:

- Content, finances and intellectual property rights;

- Proposals for changes to "Annex I - Description of the action" of the Grant Agreement to be agreed by the European Commission;

- Approval of the overall project strategy;

- Approval of the overall dissemination and sustainability strategy of the project.

Evolution of the Consortium:

- Entry of a new Party to the Consortium and approval of the settlement on the modalities and conditions of the accession of such a new Party

- Withdrawal of a Party from the Consortium and the approval of the settlement on the modalities and conditions of the withdrawal

- Declaration of a Party to be a Defaulting Party

- Corrective measures to be required from a Defaulting Party

- Termination of a Defaulting Party's participation in the Consortium and measures relating thereto

- Proposal to the European Commission for a change of the Coordinator

- Removal of a member from the SC

- Approval of changes to WP leaders

- Suspension of all or part of the project

- Termination of the Project and/or the Partnership Agreement

3.3.   Work-Package Leaders

The Workpackage Leaders report directly to the Project Coordinator and they are responsible for the work carried out in their respective Workpackages.

Main Mission: The WP Leaders are in charge of strategic input to the project. This does not entail direct action or modifications of the work-plan (which are under responsibility of the PC) but relates to relations with external entities, input to the dissemination and communication strategy and to the post-project developments within a mainstreaming perspective.

The WP Leaders prepare the information and the decisions for the AoP. Decisions proposed by the WP Leaders are to be taken as project recommendations and have to be proposed by the PC and discussed within the AoP for possible implementation within the project.

Work package Leaders have been identified for each work package. The leadership means that the WP Leader(s) has to gather information from partners for the realisation of the outputs, cooperate with partners for the realisation of the tasks, assure the exchange of information among partners, make reminders of deadlines, elaborate the first draft of the documents/outputs (realised with the contributes of each partner), gather suggestions and amends for the final version of documents/outputs. Therefore, the WP Leader(s) will define, in agreement with the other partners, the tasks and the responsibilities for the achievement of the action's goals working as a task objective moderator in order to ensure that the work package activities are in line with the task short-term results and the project mid-term/long-term results. The WP Leader(s) will be responsible of the drawing up of the WP result reports (end of each WP, Deliverable 2) of their own work package. These reports will include: grids, graphs for the improvement of the monitoring activities and the management of developed/developing activities, activities realized during the WP and by each partner, results achieved and deliverables carried out. Foreseen activities will be compared with activities accomplished.

WP Leader(s):

- Coordinates the assigned WP

- Defines of WP strategies and working methods

- Draws up the templates to collect WP homogeneous data from partners

- Draws up the WP reports

- Draws up the report about mid-term results

WP Partners:

- Receive part of the Community Contribution

- Contribute to the co-financing

- Are co-responsible for the implementation of the project

- Manage their activities and related expenditure

- Report to the WP Leader(s) and Project Coordinator

3.4. Project Coordinator

Main Mission: Day-to-day management and overall supervision of activities

The project coordinator ensures quality project execution by providing the needed skills to manage international initiatives linked to cutting-edge education, research and technologies.

In case that the coordinator has profound objections concerning the compliance of a taken

The Project Coordinator:

- is ultimately responsible for the direction of all aspects, including technical work, administration, control, planning, progress, revision, reporting and reviews;

- is responsible to ensure that project progress is constantly monitored, assessed and maintained at high quality standards through intermediate checks and via an intra-consortium peer review system of all deliverables;

- acts as the main interface between the consortium and the EC;

- interacts on a regular basis with WPs and tasks leaders to make sure that technical work is carried out according to the provisions set in the proposal and within the work-plan scheduled deadlines.

decision with the Grant Agreement or the legal basis of the Tempus programme, the decision shall be frozen until the coordinator, will have clarified the matter with the Executive Agency. In case that no compliance should be asserted the decision will be cancelled.

3.5. Communication flow

The communication flow among all the entities interested in the project has to proceed according to the following pattern:

The project coordinator can communicate with the Agency's project officer by telephone, email or post. All important Agency decisions will be communicated in writing and addressed to the project coordinator or to the legal representative, depending on the nature of the communication.

3.6. Communication tools

Concerning the communication among project partners will use a mailing list and a share Dropbox folder.

It is a project working space for the project staff members in order to:

- store project's key documents and deliverables

- create and edit documents online while collaborating in real-time

- share charts/tables and other useful tools for tracking the project status

- maintain and track the flow of communication between partners

- share contacts, address book, announcement and other resources

Moreover, it is available a mailing list system for communicate together. The group's email address is: <resume-partners@googlegroups.com>

For the virtual meetings the partnership will use Skype or WhatsApp

4. PROJECT WORK BREAKDOWN STRUCTURE (WBS)

4.1. Workplan, Partners' role and tasks

In this section the task description, Gantt chart, partners' roles and expected deliverables are reported for each work package.

WP1 Identification of good practices

WP Leader: P1 - AMU

Task Description:

Tasks:
T1.1- Preparation of a compendium of the initiatives for each topic of the training conferences.
T1.2- Definition of the criteria for selecting the best practices
T1.3- Identification of one best practice (among the initiatives analysed) in the field of each one of the conferences' topics to present it during the training conferences.
T1.4- Publication of the best practices selected and presented during the training conferences on the project website.

Gantt chart

		P1	P2	P3	P4	P5	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17
		UNIMED	Messina-UniMe	Aix-Marseille-AMU	Barcelona-UB	AlmaLaurea	Ville de Marseille-VdM	IAV Hassan II	Mohamed V - UM5R	Sousse-USou	Sfax -USf	Univ Libanaise-UL	USEK	AFEM	Ministry HE Morocco - MESRSFC	Ministry HE Tunis-MESRS	Ministry HE Liban-DGHE
Ref.	PREPARATION	IT	IT	FR	ES	IT	FR	Morocco	Morocco	Tunisia	Tunisia	Lebanon	Lebanon	Morocco	Morocco	Tunisia	Lebanon
WP1	WP1: Identification d'initiatives et sélection des meilleures pratiques																
	GEST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	ENS/FOR/CHER	15	10	40	8	7	5	5	10	10	10	10	10	10	10	10	10
	TECH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	ADMIN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

WP2 Organisation of 7 Thematic Conference of Training and Creation of a SubNetwork on Employability

WP Leader: P2 - UNIMED

Task Description

T2.1- Selecting and reviewing the themes proposed for the Training Conferences and setting the events' dates
T2.2 - Identification and invitation of the Training Conferences' key speakers and trainers
T2.3 - Organisation of the Training Conferences

Gantt chart

Ref.	DEVELOPMENT	P1 UNIMED IT	P2 Messina-UniMe IT	P3 Aix-Marseille-AMU FR	P4 Barcelona-UB ES	P5 AlmaLaurea IT	P7 Ville de Marseille-VdM FR	P8 IAV Hassan II Morocco	P9 Mohamed V - UM5R Morocco	P10 Sousse-USou Tunisia	P11 Sfax -USf Tunisia	P12 Univ Libanaise-UL Lebanon	P13 USEK Lebanon	P14 AFEM Morocco	P15 Ministry HE Morocco - MESRSFC Morocco	P16 Ministry HE Tunis-MESRS Tunisia	P17 Ministry HE Liban-DGHE Lebanon
WP2	WP2 : Organisation des Conférences de formation et création du «Réseau Méditerranéen pour l'Employabilité »	■															
WP3	Implémentation des meilleures pratiques (Mock pilot projects)											■					
WP4	Projet pilote 1: Développement d'un cours ou d'un module d'entrepreneuriat pour les étudiants de									■							
WP5	Projet pilote 2: Création/renfocement d'un « centre du développement entreprise et observatoire sur l'emploi » au sein des EES												■				
WP6	Projet pilote 3: Dynamisation des incubateurs : "Sous réseau d'Incubateurs Méditerranéens »et modèle de Compétition et de formation pour les entreprises des Incubateurs		■														
	GEST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	ENS/FOR/CHER	104	130	117	130	78	26	104	260	130	260	195	273	130	6,5	6,5	6,5
	TECH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	ADMIN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

WP3 Implementation of the good practices

WP Leader: P12 - UL

Task Description

T3.1 – Selection of one of the best practices presented during each Conference and its adaptation to the local or national context of each partner
T3.2 – Implementation of the best practices within each partner University
T3.3 – Drafting of a report on the best practices implementation
T3.4- Publication of a summary of the reports on the best practices' implementation on the website

Gantt chart

Ref.	DEVELOPMENT	P1 UNIMED IT	P2 Messina-UniMe IT	P3 Aix-Marseille-AMU FR	P4 Barcelona-UB ES	P5 AlmaLaurea IT	P7 Ville de Marseille-VdM FR	P8 IAV Hassan II Morocco	P9 Mohamed V - UM5R Morocco	P10 Sousse-USou Tunisia	P11 Sfax -USf Tunisia	P12 Univ Libanaise-UL Lebanon	P13 USEK Lebanon	P14 AFEM Morocco	P15 Ministry HE Morocco - MESRSFC Morocco	P16 Ministry HE Tunis-MESRS Tunisia	P17 Ministry HE Liban-DGHE Lebanon
WP2	WP2 : Organisation des Conférences de formation et création du «Réseau Méditerranéen pour l'Employabilité »	■															
WP3	Implémentation des meilleures pratiques (Mock pilot projects)											■					
WP4	Projet pilote 1: Développement d'un cours ou d'un module d'entrepreneuriat pour les étudiants de									■							
WP5	Projet pilote 2: Création/renfocement d'un « centre du développement entreprise et observatoire sur l'emploi » au sein des EES												■				
WP6	Projet pilote 3: Dynamisation des incubateurs : "Sous réseau d'Incubateurs Méditerranéens »et modèle de Compétition et de formation pour les entreprises des Incubateurs		■														
	GEST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	ENS/FOR/CHER	104	130	117	130	78	26	104	260	130	260	195	273	130	6,5	6,5	6,5
	TECH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	ADMIN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

WP4 Development of a Course on entrepreneurship skills

WP Leader: P10 - US

Task Description

T4.1- Establishment of a Management and Monitoring Committee for the pilot project and selection of the people who will be responsible of implementing the pilot project 1 in each University
T4.2-Organisation of 7 meetings for the management and organisation of the pilot project 1
T4.3- Identification of the subjects, approaches and educational methods, courses development and review
T4.4- Organisation of field visits and training for the staff of the partner countries' HEIs within the context of the pilot project
T4.5- Identification of the criteria to select students
T4.6- Consultation with the stakeholders on the module content and the selection criteria, approval of the course
T4.7- Course dissemination, recruitment and selection of students
T4.8- Development of the course first edition
T4.9- Assessment of the course first edition, review and adaptation of the course after its first edition
T4.10- Drafting of the final report on the pilot project 1 and recommendations

Gantt chart

		P1	P2	P3	P4	P5	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17
		UNIMED	Messina-UniMe	Aix-Marseille-AMU	Barcelona-UB	AlmaLaurea	Ville de Marseille-VdM	IAV Hassan II	Mohamed V - UM5R	Sousse-USou	Sfax -USf	Univ Libanaise-UL	USEK	AFEM	Ministry HE Morocco - MESRSFC	Ministry HE Tunis-MESRS	Ministry HE Liban-DGHE
Ref.	DEVELOPMENT	IT	IT	FR	ES	IT	FR	Morocco	Morocco	Tunisia	Tunisia	Lebanon	Lebanon	Morocco	Morocco	Tunisia	Lebanon
WP2	WP2 : Organisation des Conférences de formation et création du «Réseau Méditerranéen pour l'Employabilité »	██															
WP3	Implémentation des meilleures pratiques (Mock pilot projects)											██					
WP4	Projet pilote 1: Développement d'un cours ou d'un module d'entrepreneuriat pour les étudiants de									██							
WP5	Projet pilote 2: Création/renfocement d'un « centre du développement entreprise et observatoire sur l'emploi » au sein des EES												██				
WP6	Projet pilote 3: Dynamisation des incubateurs : "Sous réseau d'Incubateurs Méditerranéens »et modèle de Compétition et de formation pour les entreprises des Incubateurs		██														
	GEST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	ENS/FOR/CHER	104	130	117	130	78	26	104	260	130	260	195	273	130	6,5	6,5	6,5
	TECH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	ADMIN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

WP5 Creation or renforcement of career centre in each HEIs

WP Leader: P13 - USEK

Task Description

T5.1- Establishment of a Management and Monitoring Committee for the pilot project and selection of the people who will be responsible of implementing each pilot project in each University. Definition of the centre's functions and mandate
T5.2-Organisation of 7 meetings for the management and organisation of the pilot project 2
T5.3- Organisation of site visits and training for the HEIs' staff of the partner countries within the context of the pilot project 2
T5.4- Consultation with the stakeholders and approval of the working plan and the mandate
T5.5- Centres opening

T5.6- Creation of databanks together with the companies, strengthening ties with them, contacting new companies

T5.7- Preparation of statistics and reports on the progress of the work carried out by the group to be presented to the stakeholders, which in turn will make comments and share their opinion

T5.8- Signing of formal internship agreements with the companies

T5.9- Organisation of internship periods for the students

T5.10- Drafting of the final report on the pilot project 2 and recommendations

Gantt chart

		P1	P2	P3	P4	P5	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17
		UNIMED	Messina-UniMe	Aix-Marseille-AMU	Barcelona-UB	AlmaLaurea	Ville de Marseille-VdM	IAV Hassan II	Mohamed V - UM5R	Sousse-USou	Sfax -USf	Univ Libanaise-UL	USEK	AFEM	Ministry HE Morocco - MESRSFC	Ministry HE Tunis-MESRS	Ministry HE Liban-DGHE
Ref.	DEVELOPMENT	IT	IT	FR	ES	IT	FR	Morocco	Morocco	Tunisia	Tunisia	Lebanon	Lebanon	Morocco	Morocco	Tunisia	Lebanon
WP2	WP2 : Organisation des Conférences de formation et création du «Réseau Méditerranéen pour l'Employabilité »	■															
WP3	Implémentation des meilleures pratiques (Mock pilot projects)											■					
WP4	Projet pilote 1: Développement d'un cours ou d'un module d'entrepreneuriat pour les étudiants de									■							
WP5	Projet pilote 2: Création/renfocement d'un « centre du développement entreprise et observatoire sur l'emploi » au sein des EES												■				
WP6	Projet pilote 3: Dynamisation des incubateurs : ''Sous réseau d'Incubateurs Méditerranéens »et modèle de Compétition et de formation pour les entreprises des incubateurs		■														
	GEST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	ENS/FOR/CHER	104	130	117	130	78	26	104	260	130	260	195	273	130	6,5	6,5	6,5
	TECH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	ADMIN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

WP6 Enhancing University Incubators through Mediterranean Competition Model

WP Leader: P3 - UNIME

Task Description

T6.1- Establishment of a Management and Monitoring Committee for the pilot project and selection of the people who will be responsible of implementing each pilot project in each University.

T6.2-Organisation of 7 meetings for the management and organisation of the implementation of the pilot project 3

T6.3 - Identification of the needs and definition of the competition and training model for the incubators' companies, review and approval of the models

T6.4- Organisation of field visits and training of the staff of the partner countries' HEIs within the context of the pilot project 3

T6.5- Presentation of the models to the stakeholders to gather recommendations and comments

T6.6- Dissemination and organisation of the first international competition

T6.7- Signing of agreements with the companies for an internship period

T6.8- Assessment of the first competition and review

T6.9- Dissemination and organisation of the 2$_{nd}$ international competition

T6.10- Organisation of a training period for the winners of the first competition

Gantt chart

Ref.	DEVELOPMENT	P1 UNIMED IT	P2 Messina-UniMe IT	P3 Aix-Marseille-AMU FR	P4 Barcelona-UB ES	P5 AlmaLaurea IT	P7 Ville de Marseille-VdM FR	P8 IAV Hassan II Morocco	P9 Mohamed V - UM5R Morocco	P10 Sousse-USou Tunisia	P11 Sfax -USf Tunisia	P12 Univ Libanaise-UL Lebanon	P13 USEK Lebanon	P14 AFEM Morocco	P15 Ministry HE Morocco - MESRSFC Morocco	P16 Ministry HE Tunis-MESRS Tunisia	P17 Ministry HE Liban-DGHE Lebanon
WP2	WP2 : Organisation des Conférences de formation et création du «Réseau Méditerranéen pour l'Employabilité »	███															
WP3	Implémentation des meilleures pratiques (Mock pilot projects)											███					
WP4	Projet pilote 1: Développement d'un cours ou d'un module d'entrepreneuriat pour les étudiants de									███							
WP5	Projet pilote 2: Création/renfocement d'un « centre du développement entreprise et observatoire sur l'emploi » au sein des EES												███				
WP6	Projet pilote 3: Dynamisation des incubateurs : "Sous réseau d'Incubateurs Méditerranéens »et modèle de Compétition et de formation pour les entreprises des Incubateurs		███														
	GEST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	ENS/FOR/CHER	104	130	117	130	78	26	104	260	130	260	195	273	130	6,5	6,5	6,5
	TECH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	ADMIN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

WP7 Dissemination and Exploitation

WP Leader: P1 - UNIMED

Task Description

T7.1 - Preparation of the exploitation plan and dissemination of the results

T7.2 - Preparation of promotional material

T7.3 - Design and implementation of the website RESUME and creation of a Facebook page and a Twitter page of the project, with links on the website.

T7.4 - Maintenance of the website and Facebook and Twitter pages

T7.5 - Minimum attendance at two international conferences per year on the theme of the project

T7.6 - Press releases at the project launch meeting, each training conference and the closing conference

T7.7 - Dissemination of project results: websites, individual newsletters, social networks

T7.8 - Inviting external target groups to join the Network

Gantt chart

Ref.	DISSEMINATION & EXPLOITATION	P1 UNIMED IT	P2 Messina-UniMe IT	P3 Aix-Marseille-AMU FR	P4 Barcelona-UB ES	P5 AlmaLaurea IT	P7 Ville de Marseille-VdM FR	P8 IAV Hassan II Morocco	P9 Mohamed V - UM5R Morocco	P10 Sousse-USou Tunisia	P11 Sfax -USf Tunisia	P12 Univ Libanaise-UL Lebanon	P13 USEK Lebanon	P14 AFEM Morocco	P15 Ministry HE Morocco - MESRSFC Morocco	P16 Ministry HE Tunis-MESRS Tunisia	P17 Ministry H Liban-DGHE Lebanon
WP7	Diffusion et l'exploitation des résultats																
	GEST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	ENS/FOR/CHER	55	18	15	13	15	13	18	15	15	15	15	15	15	15	15	15
	TECH	22	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
	ADMIN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

WP8 Quality Control

WP Leader: P8 - IAV

Task Description

T8.1 - Establishment of the committee in charge of the evaluation of the quality of the project

T8.2 - Definition of quality procedures for each WP

T8.3 - Evaluation of the quality of the results of each WP and proposal of recommendation and corrective measures if necessary

Gantt chart

		P1	P2	P3	P4	P5	P7	P8	P9	P10	P11	P12	P13	P14	P15	P16	P17
		UNIMED	Messina-UniMe	Aix-Marseille-	Barcelona-UB	AlmaLaurea	Ville de Marseille-	IAV Hassan II	Mohamed V - UM5R	Sousse-USou	Sfax -USf	Univ Libanaise-	USEK	AFEM	Ministry HE Morocco -	Ministry HE Tunis-	Ministry H Liban-
Ref.	PLAN QUALITE	IT	IT	FR	ES	IT	FR	Morocco	Morocco	Tunisia	Tunisia	Lebanon	Lebanon	Morocco	Morocco	Tunisia	Lebanon
WP8	Contrôle de qualité du projet																
	GEST	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	ENS/FOR/CHER	15	15	15	15	15	15	50	15	15	15	15	15	15	15	15	15
	TECH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	ADMIN	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

WP9 Management

WP Leader: P81 - UNIMED

Task Description

T9.1 - Composition of the Project Management Committee

T9.2 - Preparation of a manual on project management procedures

T9.3 - Daily management of the project

T9.4 - Meeting to launch the RESUME project

T9.5 - RESUME Project Mid-Term Meetings

T9.6 - Virtual Intermediate Meetings

T9.7 - Final conference of the RESUME project

Gantt chart

		UNIMED	Messina-UniMe	Aix-Marseille-AMU	Barcelona-UB	AlmaLaurea	Ville de Marseille-VdM	IAV Hassan II	Mohamed V - UM5R	Sousse-USou	Sfax -USf	Univ Libanaise-UL	USEK	AFEM	Ministry HE Morocco -MESRSFC	Ministry HE Tunis-MESRS	Ministry HE Liban-DGHE
Ref.	MANAGEMENT	IT	IT	FR	ES	IT	FR	Morocco	Morocco	Tunisia	Tunisia	Lebanon	Lebanon	Morocco	Morocco	Tunisia	Lebanon
WP9	Gestion																
	GEST	60	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18
	ENS/FOR/CHER	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	TECH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	ADMIN	42	18	18	18	18	18	18	18	18	18	18	18	18	18	18	18

5. INTERNAL FINANCIAL MONITORING PROCEDURES AND TOOLS

According to the project management tasks partners are required to fill in periodical reports in order to regularly monitor the progress of the project in terms of expenses incurred to implement the action, activities carried out, as well as in term of achieved results.

Financial reporting is a contractual obligation that has to be fulfilled by all the beneficiaries. This section addresses RESUME administrative staff and financial responsible at partner institutions with the aim to provide guidance on the financial reporting of staff costs incurred during the first half of the project implementation. Full Guidelines for the Use of the Grant are available on the CBHE beneficiary space.

Reporting Period

The Intermediate Financial Report covers costs incurred in the first reporting period, running from 15/10/2015 until 31/01/2017.

During the life of the project there two reporting moments, at the middle of the project (M18) and at the end of the project

Deadlines for intermediate financial report

What	By Who	By When
Partners report Staff costs as part of the intermediate Financial Report	All partners	10 February 2017
Feedback on the reports received by UNIMED and re-submission of financial reports by partners (where necessary)	UNIMED + Partners, where necessary	11 February - 15 March 2017
UNIMED consolidate the Financial Report, and submit it to the EACEA	UNIMED	14 April 2017 (end of business)

How to report Staff Costs

You should submit to UNIMED, by email

A single "Summary of Staff Working Days" (template provided);

A package of supporting documents per each staff member who has spent working days on the project

The report should be sent to UNIMED (Paola Romano) by email: p.romano@uni-med.net

A draft version of those documents before the signature is requested for check.

At the stage of Intermediate Report PDF/scanned are enough. Originals will be collected with the Final Report.

Supporting documents

For each staff member working on the project, You should send:

1. Formal Employment Contract

The existence of a formal contractual employment relationship between the employee and the employer. A formal employment contract is required, in PDF/scanned copy, together with a brief translation in English for non EU official languages.

2. Staff Convention

- A duly filled-in Staff Convention for each person employed by the project. The convention must be signed by the person performing the activity, then countersigned and stamped by the person responsible (i.e. authorised project manager for OpenMed or other authorised person) in the institution that employed this person;
- For staff performing different categories of tasks, a separate convention must be signed for each type of activity;
- The Staff Convention is stipulated between "Your Institution" and the staff member employed by Your institution; the Address is the one of Your Institution.

3. Time-sheets

- Time-sheets have to be attached to each Staff Convention and must indicate the number of days worked for the corresponding month/year and workpackage type;
- For staff performing different categories of tasks a separate time-sheets must be signed for each type of activity.
- A table indicating the available working days per WP and staff category, as approved with the project budget, is attached to this document.

4. Salary slips

Salary slips referred to the period worked on the project. A brief translation in English for non EU official languages will be required.

Salary slips are not mandatory at the stage of this Intermediate report, and should be submitted together with the Final Report. However, we recommend to start collecting these documents and attach them to the corresponding Staff Convention and Timesheet.

Further guidance concerning Staff Costs

Staff Costs

- Has to be internal staff = employment contract
- Only the days of commitment on the project will be accountable (the ones declared in the timesheets)
- Working days: no more than 20 per month per person

What are the Staff Categories?

The applicable staff categories to be applied are the following:

Managers (including legislators, senior officials and managers) carry out top managerial activities related to the administration and coordination of project activities.

Researchers, teachers and trainers typically carry out academic activities related to the implementation of the project;

Technical staff (including technicians and associate professionals) carries out technical tasks such as book-keeping, accountancy, in-house translation activities.

Administrative staff (including office and customer service clerks) carries out administrative tasks such as secretarial duties. Students can work for the project and can be considered as administrative staff, provided that they have signed a work contract with a consortium beneficiary institution.

The Staff Category to be applied will depend on the work performed in the project and not on the status or title of the individual within the Institution. Staff carrying out an administrative task, as an example, should be reported under the category "Administrative staff", even if they are researchers or teachers.

For staff performing different categories of tasks, a separate Staff Convention and related Time-sheet must be produced for each type of activity/staff category, as mentioned above.

Staff Working Days and Flexibility

Working days per WP, as approved with the project proposal, are available on the attached table.

Moving a reasonable number of days across workpackages or across staff categories is just possible, without further authorization, on condition that your total staff budget (in EUR) remains the same, and that it is consistent with the actual performance. If you need to move a high nr. of days, this needs to be explained. Please contact UNIMED for further advice on that.

EACEA Guidelines

Guidelines for the Use of the Grant are available at the following URL:

https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space/capacity-building-in-higher-education_en

Direct Link (PDF): https://eacea.ec.europa.eu/sites/eacea-site/files/guidelines_for_the_use_of_the_grant_-_cbhe_version_01.05.2016.pdf

5.1. Monitoring tools

These monitoring tools have been designed according to the EACEA monitoring instruments with the purpose to collect during the project whole duration the necessary information to drawn up the official interim and final reports to the European Commission.

Variance Grid

The Variance Grid is an evaluation tool to monitor the progress of the project outputs and products. Each WP leader will fill out periodically (at least once per month) the status of the deliverables in their work package.

A virtual meeting with the WPs leaders will be held for a status report every 6 months. The Variance Grid is available on the shared folder.

WP result reports template

With reference to the Deliverable 2 "WP Result Report", each WP leader is required to fill out a report at the end of their WP. The WP result report template is available on the shared folder.

Internal meeting minute template

After each meeting, minutes is prepared. It includes a brief description of the attendees' speech, focusing also on the upcoming deadlines, future activities and results. This template is available on the shared folder.

Deliverable template

It is available a common and shared template to use for official project deliverables. This template is available on the shared folder.

Reports template

It is available a common and shared one-pager template to use for any kind of project documents/repots. This template is available on the shared folder.

ANNEXES

Annex I: Variance Grid

Annex II: WP result reports template

Annex III: Internal meeting minute template

Annex IV: Deliverable template

Annex V: Reports template (one pager template)