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| *Application Form***Selection: 2018**KA2- Cooperation for innovation and the exchange of good practices - **Capacity building** in the field of Higher Education |



**Call for Proposals 2018 – EAC/A05/2017**

Capacity building for curricula modernization of Syrian and Lebanese HEIs and lifelong learning provision: towards sustainable NGOs management and operation with special focus on refugees/Morale

**DETAILED DESCRIPTION OF THE PROJECT**

**Work Packages**

**1. Description of work packages, outcomes and activities**

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| **Work package type and ref.nr** [x]  | **MANAGEMENT** | **1** |
| **Title** | **Project management** |
| **Description** | **WP1 OBJECTIVE**WP1 is focused on ensuring a smooth project implementation from both the technical and administrative/financial points of view. Effective and satisfactory project management will be ensured by the dedication of a high skilled and experienced team devoted to:1. **manage the project activities implementation** and delivery of high quality and sustainable results (with all partners ‘contribution and within the defined timeline) that will create impact at national and regional level; and
2. **properly execute administrative and financial issues.** Experienced staffwill be key to ensure an appropriate budget execution and justification in accordance with the E+ rules and regulations.

**WP leadership** has been distributed between both EUs and PCs (in relation to and with the aim of valorising each one’s expertise) and especially to foster a sense of ownership in the project results being achieved by PC HEIs. This ownership (especially at PC HEIs management level) will revert in the project sustainability for the medium/long term. As innovative management measure, the idea of WP co-leadership has been introduced to allow:* Shared responsibilities
* Increase in communication and cooperative work (EU/EU-EU/PC-PC/PC)
* More expertise for WP benefit
* Common positive experience and high involvement

From the very project beginning, BAU, as grant holder and WP1 leader, will ensure a constructive and continuous communication flow among all consortium partners to set the basis for productive cooperation. This will be reinforced by regular face-to-face project meetings that will be celebrated (always merged to other activities for cost efficiency purposes) and complemented by videoconferences, when necessary. Active communication will be understood as key for a smooth project deployment. Management and internal communication will be also strongly catalysed by the Regional Coordinator, IUST.In terms of management processes, the main responsible will be BAU, supported by UA, IUST and the Scientific Coordination Committee-SCC- (WP leaders with demonstrated experience). The SCC will be consulted on key project development issues and will be in charge of taking crucial decisions at WP implementation level.It is expected that via regular communication & good working relationships most decisions will be taken by mutual agreement. However, if necessary, SCC will be consulted for conflict resolutions. Decision-making will be done via voting (a 75% majority will suffice for a decision if no unanimous decision is reached after 2 votes).WP1 will be composed by the following specific tasks:**T1.1 TECHNICAL, ADMINISTRATIVE & FINANCIAL MANAGEMENT (M1-36)***- Technical*: in charge of project activities implementation, partners’ performance monitoring, meetings, technical reporting, project sustainability, contact with the Funding Authority, coordination of IT issues, etc.*- Administrative*: for appropriate and effective budget execution, financial reporting, logistics, project starting & closure, regular contact with the funding authority on administrative/financial matters, etc.**T1.2 PERIODIC PROJECT MEETINGS (M1-36)**Face-to-face project meetings (including the KoM) will be organised on six-monthly basis and always merged with other project activities for cost efficiency purposes. Moreover and when necessary, they will be complemented by videoconferences. In general terms, daily communication flow will be kept during the project lifecycle to ensure all partners are on track with their activities, support them in case they face any challenge and to make sure constructive cooperation is on going among all project partners (EUs & PCs). Project meetings will be merged with the following other project tasks as detailed below in order to facilitate distribution of the burden among European and partner countries and maximisie the practice exchange on mutual learning process:−M1 KoM at BAU−M2 Study Visit at Uni Oldenburg−M3 Study Visit at Uni Bologna−M4 Study Visit at Uni Alicante−M6 Project Meeting II + Regional Round Table I + ToT I at LU−M12 Project Meeting III + ToT II at MUBS−M15 ToT III + National Workshop I at BAU−M18 Project Meeting IV at 4elements - Athens−M21 Regional Round Table II + ToT IV at MUBS−M25 Project Meeting V + National Workshop II at LU−M30 Project Meeting VI at Uni Bologna−M33 Regional Round Table III at BAU−M36 Project Meeting VII + Supra Regional Conference at LU**T1.3 IT TOOLS FOR PROJECT MANAGEMENT (M1-36)**T1.3 will consist in the set up, operation and maintenance of the IT infrastructure needed for the correct project management: project management tools, newsletter for project updates (to be sent on three-monthly basis), extranet for document sharing and videoconference tools for regular communication and project management (complemented with project website T6.1 and e-learning platform T3.3).For cost efficiency purposes, predominance will be given to the use of well known and reliable free software (*Trello*, *Google* *Drive*, *Skype*, etc.).**Interdependencies**: horizontal WP linked with all project activities and WPs and implemented during the entire project lifecycle. WP1 is in charge of monitoring and ensuring the correct project implementation at all levels and to provide the IT tools to enhance the management efficiency.  |
| **Tasks** | **T1.1 TECHNICAL, ADMINISTRATIVE & FINANCIAL MANAGEMENT (M1-36)**Objective: to carry out a regular continuous of the partners’ performance, tasks implementation, results and budget execution to ensure the proper project deployment.**- *Technical management*** in charge of monitoring all project activities deployment (timeline, methodology, responsible, results) and to report to the funding authority. Technical management tasks will also consist in the project start-up (preparation of project management tools such as project contact lists, extranet with all documentation, LFM continuous updating, work plan adjustment, templates for technical reporting, etc.) and closure (sustainability issues, website transfer to PC HEIs, final reporting and communication with EACEA, etc.). This will be done in strict cooperation and with the support of the Regional Coordinator, IUST.***- Administrative/financial management*** in charge of the correct and effective budget execution in line with institutional, national and EU regulations. This will also include the delivery of the contractual financial reporting, the set up of administrative management tools (management manual, templates and their instructions for financial reporting, etc.) and the support to partners in case of challenges in financial reporting.In addition to the official reports, UA will also request partners for a six monthly updating (technical & financial). This will ensure the early detection of any deviation and, if necessary, the application of mitigation measures to keep the project on the right track.Activities:* Nomination of Scientific Coordination Committee (SCC), composed by WP leaders and definition of responsibilities during KoM
* Consolidation of the work plan and working methodology
* Consolidation of the meeting calendar and virtual meetings
* Definition of the project contact list and *«MORALE who we are»*dossier(with the profile and photo of all staff involved), continuously updated
* Drafting of the project management and communication manual
* Partnership agreements with the consortium members
* Preparation of reporting templates

Expected results:* Intangible: project managed and implemented in line with the work plan and budget and in line with institutional, national, EU regulations. Funding authorities and consortium satisfied with project results. All partners are involved and committed towards the project activities.

 * Tangible: 2 contractual reports, 6 six-monthly internal reports (technical & financial) (M6-12-18-24-30-36), regular update to work plan and LFM, 1 management manual, 1 contact list regularly updated, three monthly project newsletter (at least 14 issues), 1 set of templates for administrative/financial and technical reporting, 1 in-depth contingency and mitigation measures plan.

**T1.2 PROJECT MEETINGS (M1-36)**Objective: to plan and implement six-monthly consortium face-to-face meetings (+3 electroncal), including the KoM, with the purpose of discussing about the project implementation, mitigate any possible challenge/doubt and agree on the tasks, responsibilities and deadlines for the next period. Project meetings are planned to be always merged with other project activities (trainings or dissemination events, etc.) for cost efficiency purposes. Project meetings will be with the whole consortium and special sections will be for the SCC and Quality Board –QB- (see WP7 for QA issues).In project meetings and in terms of teamwork at each partner, gender observance will be key.Scheduled activities:* Project meetings logistics organisation and list of participants per institution (including the KoM).
* Preparation of the agendas in cooperation with all partners.
* Drafting of the project meeting minutes and consolidation with all partners, where the main conclusions and next steps for the next 6-months period are detailed.

Expected results:* Intangible: satisfaction of all partners for both logistics and project development + discussion and agreement during the consortium meetings. Tasks, responsibilities and deadlines for the next six-months period are feasible, clear and responsibilities are well defined. Mitigation measures for any possible challenge during the project implementation are agreed to be implemented, if necessary.
* Tangible: 7 face-to-face project and SCC meetings, including KoM (M2-6-12-18-25-30-36), (7 minutes+7 agendas+7 list of participants+7 sets of presentations and other material), 3 electronic project meetings with SCC & Quality -QB- (for QB role please see WP6, quality assurance) with (3 minutes, documents+3 agendas+3 list of participants+3 meeting material). When required, additional virtual meetings will be held.

**T1.3 IT TOOLS FOR MANAGEMENT AND SUPPORT (M1-36)**Objective: to set up and maintain the IT tools employed for an effective and efficient project management and tasks development. Scheduled activities:* Set up and maintenance of the project extranet as a repository of internal project documentation. This functionality will be linked to the project website created under WP6 (T6.1).
* Set up and maintenance of project newsletter infrastructure with latest news (see WP6 for all dissemination activities).
* Support to project partners on daily IT issues.

Expected results:* Intangible: project documentation managed and accessible from all partners, regular contact and communication within the consortium, tasks deployment facilitated by IT tools
* Tangible: 1 project extranet (M1), 1 project newsletter infrastructure.
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| **Estimated Start Date (dd-mm-yyyy)** | 15/10/2018 | **Estimated End Date (dd-mm-yyyy)** | 14/10/2021 |
| **Lead Organisation** | Beirut Arab University, as grant holder and due to its extensive and demonstrated experience in dealing with International Cooperation-Capacity Building projects will lead the project management (WP1). UA will be supported by IUST as Regional Coordinator.BAU will be in charge of project implementation monitoring, reporting with the funding authority, project meetings organisation in cooperation with the host partnerand be responsible for the correct set up and maintenance of all IT tools needed for MORALE tasks development and achievements of results. WP4 co-leader. |
| **Participating Organisation** | * UA will support BAU and IUST. It will prepare administrative/financial and technical reporting and attend the project meetings. As WP leader, UA will be part of the SCC and be also represented in the QB. (WP2 leader).
* UOL will support BAU and IUST. It will prepare administrative/financial and technical reporting and attend the project meetings. As WP leader, UO will be part of the SCC and be also represented in the QB. (WP2 leader).
* UNIBO will support BAU and IUST. It will prepare administrative/financial and technical reporting and attend the project meetings. As WP leader, UNIBO will be part of the SCC and be also represented in the QB. WP3 leader.
* 4Elements (WP6 co-leader) will support BAU and IUST. It will prepare administrative/financial and technical reporting and attend the project meetings. 4Elements will be part of the QB. WP7 co-leader.
* IUST (WP1 co-leader) will support BAU. It will prepare administrative/financial and technical reporting and attend the project meetings. It will be part of the SCC and be also represented in the QB. IUST will be also WP4 leader.
* AIU will provide administrative, financial and technical information for reporting + attend all project meetings. WP3 co-leader.
* DU will support BAU and IUST. It will prepare administrative/financial and technical reporting and attend the project meetings. As WP6 leader, UD will be part of the SCC and be also represented in the QB. WP5 co-leader.
* SHIIARS will provide administrative, financial and technical information for reporting + attend all project meetings
* ARA will provide administrative, financial and technical information for reporting + attend all project meetings
* MUBS will support BAU and IUST. It will prepare administrative/financial and technical reporting and attend the project meetings. As WP leader, UD will be part of the SCC and be also represented in the QB. WP5 leader.
* BAU will provide administrative, financial and technical information for reporting + attend all project meetings. WP6 co-leader.
* LU will support BAU and IUST. It will prepare administrative/financial and technical reporting and attend the project meetings. LU will be part of the QB. WP2 co-leader.
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**Deliverables/results/outcomes**

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| **Expected Deliverable/Results/****Outcomes** | Work Package and Outcome ref.nr | **D1.1.1** |
| Title |  |
| Type | [ ]  Teaching material[ ]  Learning material[ ]  Training material | [ ]  Event[x]  Report [ ]  Service/Product  |
| Description  | Administrative and financial internal reports will be delivered by all partners to BAU on six monthly basis as project management measure to ensure the correct budget execution. Furthermore, the official reporting to be delivered to the Funding Authority will be prepared by U BAU A and with the input from all partners.**INDICATORS:** - Nº of internal reports: 6- Nº of contractual reports for EACEA: 2 |
| Due date | Every 6 months starting from 15/10/2018 |
|  | Languages | English |
| **Target groups** | [ ]  Teaching staff [ ]  Students [ ]  Trainees [ ]  Administrative staff[ ]  Technical staff [ ]  Librarians [x]  Other |
| Project coordinator and funding authority - Project partners |
| **Dissemination level** | [x]  Department / Faculty [x]  Institution | [ ]  Local[ ]  Regional | [ ]  National[ ]  International |

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| **Expected Deliverable/Results/****Outcomes** | Work Package and Outcome ref.nr | **D1.1.2** |
| Title | **Technical implementation reports** |
| Type | [ ]  Teaching material[ ]  Learning material[ ]  Training material | [ ]  Event[x]  Report [ ]  Service/Product  |
| Description  | Technical implementation reports will provide a detailed description of project activities deployment and results achieved (qualitative and quantitative) during the reporting period, as well as the next actions to be taken. Technical reports will also describe any challenge faced during the period and the contingency measures implemented to overcome them and ensure the correct project implementation. They will also include, if applicable, readjustment of the LFM and work plan.**INDICATORS:**- Nº of internal reports: 6- Nº of contractual reports for EACEA: 2 |
| Due date | Every 6 months starting from 15/10/2018 |
|  | Languages | English |
| **Target groups** | [ ]  Teaching staff [ ]  Students [ ]  Trainees [ ]  Administrative staff[ ]  Technical staff [ ]  Librarians [x]  Other |
| - Project coordinator and funding authority - Project partners |
| **Dissemination level** | [x]  Department / Faculty [x]  Institution | [ ]  Local[ ]  Regional | [ ]  National[ ]  International |

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| **Expected Deliverable/Results/****Outcomes** | Work Package and Outcome ref.nr | **D1.2.1** |
| Title | **Virtual and face-to-face project meetings reports** |
| Type | [ ]  Teaching material[ ]  Learning material[ ]  Training material | [x]  Event[x]  Report [ ]  Service/Product  |
| Description  | Face to face project meetings (including the KoM) will be a total of 7 (+3 face-to face and additional ones whenever needed). Project meetings minutes will summarise discussions, agreements and activities, timeline and responsible for the next 6 months period. Minutes will be available in the project extranet with the set of all supporting documentation composed by: agenda, list of participants, presentations, any supporting material, etc.)**INDICATORS:** - Nº of project meetings reports & documentation: 7 (face-to-face) +3 (virtual) |
| Due date | M1-6-12-18-24-30-36 |
|  | Languages | English |
| **Target groups** | [ ]  Teaching staff [ ]  Students [ ]  Trainees [ ]  Administrative staff[ ]  Technical staff [ ]  Librarians [x]  Other |
| - Project consortium- Funding authority |
| **Dissemination level** | [x]  Department / Faculty [x]  Institution | [ ]  Local[ ]  Regional | [ ]  National[ ]  International |

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| **Expected Deliverable/Results/****Outcomes** | Work Package and Outcome ref.nr | **D1.3.1** |
| Title | **MORALE IT management tools** |
| Type | [ ]  Teaching material[ ]  Learning material[ ]  Training material | [ ]  Event[ ]  Report [x]  Service/Product  |
| Description  | IT management tools for project implementation will be ready in M2 by BAU.**INDICATORS:** - 1 project extranet for document collection and sharing and other management tools.- 1 project newsletter infrastructure set up and maintained.- 1 videoconference system in place for all partners (Adobe Connect and Skype will be used at no cost for all partners). |
| Due date | M36 |
|  | Languages | English |
| **Target groups** | [ ]  Teaching staff [ ]  Trainees [ ]  Administrative staff[ ]  Technical staff [ ]  Librarians [x]  Other |
| * Project consortium
* Funding Authority
 |
| **Dissemination level** | [x]  Department / Faculty [x]  Institution | [ ]  Local[ ]  Regional | [ ]  National[ ]  International |