WP1 PROJECT MANAGEMENT

Project Management Plan (PMP)

Project acronym	MORALE
Project title	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
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Document Control Sheet

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Work Package Co-Leader	IUST
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Capacity building for curricula modernization of Syrian and Lebanese HEIs and lifelong learning provision: towards sustainable NGOs management and operation with special focus

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1. Executive summary

The aim of this Project Management Plan (PMP) is to provide key information and main guidelines regarding the implementation of the Morale project to all stakeholders involved in its activities. The PMP aims to set the basis for a common understanding of objectives, deliverables, participation and timeline of project activities.

Morale is a project funded within Erasmus+ Capacity Building in Higher Education (CBHE) programme of the European Commission. It involves four EU partner institutions, seven universities Lebanon and Syria and one NGO from Syria. The aim of project is to build the capacities of Syrian & Lebanese HEIs to train a new generation of high skilled professionals in NGOs management & operation to enhance inclusion of refugees and the rebuilding of the South Mediterranean society. This will be achieved over three-year period of project activities that are structured into 7 WPs implemented in a logical order, with strong interdependencies among them.

HORIZONTAL WPs: will be implemented during the whole project lifecycle for effective deployment of all activities and achievement of high quality/sustainable results, project visibility, interaction/contribution from all target groups**:**
- **WP1 PROJECT MANAGEMENT:** will ensure a smooth project implementation from both technical, administrative and financial points of view.
- **WP6 DISSEMINATION & NETWORKING** will ensure project visibility by engaging with key internal and external actors.
- **WP7 PROJECT QUALITY ASSURANCE** will ensure that the activities are carried out with the best methodology resulting in high quality outcomes.

VERTICAL WPs: generate results & create impact, benefiting the main project target: PC HEIs and society:
- **WP2 IN-DEPTH NEEDS ANALYSIS** will constitute the basis for the project development in terms of PC HEIs Training of Trainers (ToT)/replication, curricula modernization & LLL creation, as well as NGOs management practices and network.
- **WP3 BUILDING CAPACITIES** will design & implement 4 TOTs modules and their replications.
- **WP4 CURRICULA ENHANCEMENT AND DELIVERY** will focus on the modernization of existing bachelor study programs at PC HEIs by designing new and multidisciplinary subjects related to sustainable NGOs management & operations.
- **WP5 LLL COURSES DESIGN & IMPLEMENTATION** will create 3 LLL courses of 1-week duration at each PC, delivered by blended methodology (face-to-face + virtual) targeting NGOs managers & staff.

The PMP contains the following information and guidelines:

- Relevant consortium information
- Project operations management
- Project financial management
- Project risk management

In preparation of this PMP, the following relevant sources were consulted:

Morale PMP v1

- Morale Erasmus+ CBHE project proposal
- Morale Partnership Agreement
- Guidelines for implementation and reporting of Erasmus+ CBHE projects found on Erasmus+ programme website.
- Publicly available project management plans of other CBHE projects

2. Introduction

2.1. Purpose of Morale Project Management Plan

The Morale Project Management Plan aims to provide key information and main guidelines regarding the implementation of the Morale project to all stakeholders involved in its activities. The PMP aims to set basis for a common understanding of objectives, deliverables, participation and timeline of project activities. The information contained within are relevant for all project stakeholders including project team members, invited participants in project activities and the Education, Audiovisual and Culture Executive Agency (EACEA) of European Union.

2.2. About Morale project

Morale Project is a structural project co-funded by the ERASMUS+ Programme of the European Union. It aims at building the capacities of Syrian & Lebanese Higher Education Institutions (HEIs) to train a new generation of high skilled professionals in Non-Governmental Organizations (NGOs) management & operation to enhance inclusion of refugees and the rebuilding of the South Mediterranean society.
Morale project has the following innovative characters:

➢ MORALE's modernization will encompass issues such as innovative teaching methodology, competence based learning, innovative teaching tools Information and Communication Technology (ICT) + integration of new subjects for a multidisciplinary perspective.

➢ The Lifelong learning (LLL) provision will be increased & improved for update of current NGOs professionals' skills. This means relevant topics, better follow up and agile delivery (blended learning) to allow the attendance of NGOs professionals with no need of physical presence.

➢ MORALE addresses the current Partner countries (PC's) emergency, where local NGOs have huge responsibility in the provision of a multifaceted assistance to people in need of humanitarian help.

The intersection & cooperation between HEIs /NGOs/ Authorities defined in MORALE represents an innovative approach towards the contribution to:1) a solid modernisation of PC HEIs educational offer; and 2) a significant improvement of NGOs operations; and 3) endorsement of results

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2.3. Project objectives

➢ To provide the NGOs labour market sector with high skilled professionals trained to effectively manage and operate in NGO environments by means of modernising Social & Behavioural Sciences related curricula and by offering lifelong courses targeting NGOs professionals at partner universities.

➢ To raise the awareness on the key role of HE in the provision of high level competences of the future NGOs professionals and strengthen inter-institutional cooperation among HEIs, NGOs and governments through targeted networking actions.

3. Morale consortium

3.1. Consortium structure

The Morale consortium is made of 11 partners of which 4 come from the EU Member States, 3 from Lebanon and 5 from Syria. As in the endorsed proposal, The partners are as follows;

P1 : BAU	Beirut Arab University- Lebanon	Project coordinator
P2: MUBS	Modern University of Business and science – Lebanon	Partner
P3: LU	Lebanese University – Lebanon	Partner
P5: IUST	International University of Science and Technology - Syria	Partner
P6 : AIU	Arab International University-Syria	Partner
P7: DU	Damascus University – Syria	Partner
P8: SHIIARS	Sham Higher Institute for Islamic Sciences, Arabic Language, Islamic Studies and Researches – Syria	Partner
P9: ARA	Alrashied Association - Syria	Partner
P10: UA	University of Alicante – Spain	Partner
P11: UOL	Oldenburg University - Germany	Partner
P12: UNIBO	Alma Mater Studiorum Università di Bologna – Italy	Partner
P13 : Four Elements	Four Elements – Greece	Partner

3.2. Governance bodies

The Morale project application form defined under WP1 project governing bodies. There are three levels of interrelated project governance entities as defined in Figure 1 below:

Figure 1: Morale governance structure
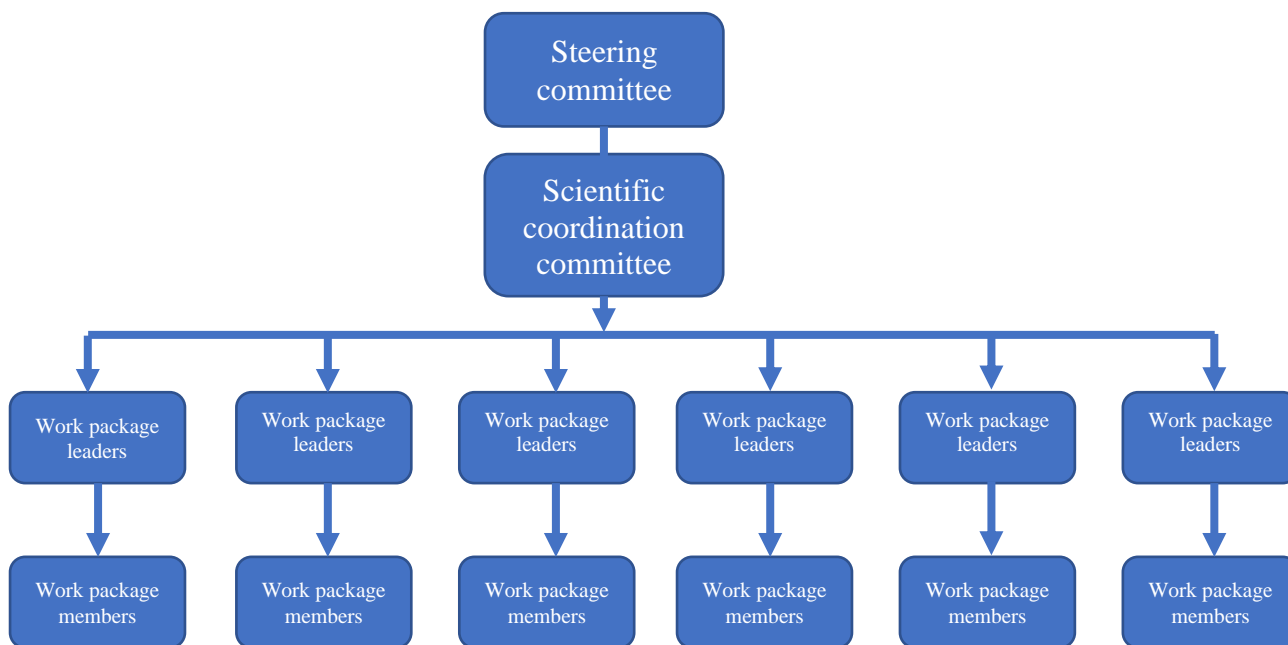
3.3. Roles and responsibilities

3.3.1. Morale steering committee

The Steering Committee (SC) is the highest governing body of project. Its main task is the overall project governance and oversight of project activities. The SC consists of all contact persons of the Morale project. The Steering Committee has its first assembly during the project kick-off meeting. It is envisaged that SC meetings will take place at least once every six months. The SC will work closely with representatives of project coordinator in monitoring and assessing the progress of the project and intervene in case of need for any amendments. The main preliminary list of SC tasks consists of:

- Establishing Morale Scientific Committee
- Approving Quality Assurance Plan
- Approving Dissemination and Visibility Plan
- Analysis of reporting, dissemination and communication issues of the project
- Problem and conflict resolution within and outside of consortium and corrective activities
- Approval of changes in the consortium structure, partnership agreement or management committee of the consortium.
- Ensuring closing of accounting and financial files
- Participating in project consortium meetings

3.3.2. Morale scientific coordination committee SCC

Project scientific coordination committee SCC will be in charge of technical and specialist aspects of the project. The scientific committee consists of the work package leaders. 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.

3.3.3. Project coordinator

The responsibilities of Project coordinator (PC) encompass all contract-related activities towards the EACEA and third parties. The PC is responsible for smooth running and successful completion of an entire project. To this end, PC maintains communication with the assigned project officer in EACEA. The PC is also responsible for planning of project activities in a way that ensures their completion at acceptable quality level and within allocated budget limits. The preliminary list of PC activities includes:

- Finalizing project guiding documents such as Project Management Plan, Quality Assurance Plan and Dissemination and Visibility plan with assistance of other project partners
- Communication with EACEA on behalf of the Morale consortium
- Formalization of Partnership agreement, handling of legal aspects of project
- Establishing of Morale governing bodies with the assistance of project team
- Monitoring and control of the execution of project activities and their compliance with the approved application form and Grant agreement.
- Academic coordination of the project with the assistance of Scientific Committee.
- Planning and organization of project management meetings
- Preparation and submitting of project reports to relevant entities
- Maintaining communication with project partners
- Risk management and coordination of mitigating procedures within the project
- Management of daily project activities
- Reviewing results of reports on project technical, financial, quality and dissemination activities prepared by project governing bodies
- Coordinating purchase of equipment and software within the project
- Coordinating visits of staff from partner countries to EU institutions
- Coordinating creation and submitting of closing project reports
- Assisting with post-project audits
- Coordinating the archiving of project data

3.3.4. Work package leaders

Successful completion of Work Package (WP) activities is direct responsibility of WP leaders. Each WP is assigned two leaders. WP leaders have to work closely with SCC and PC and provide them with timely and relevant information on the progress of project activities and any risks or obstacles that might endanger successful completion of project. The functions of WP leaders are as follows:

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- Acting as contact point between individual team members and Morale governing bodies
- Developing detailed plan of WP activities on the basis of overall plan of project activities
- Coordinating WP team
- Taking part in planning, monitoring and reporting of WP activities
- Managing WP activities to ensure reaching of planned objectives and deadlines
- Coordinating at WP level academic and technical progress of activities
- Collecting and providing to project governing bodies (SC and PC) the required academic, technical, financial and administrative inputs for preparation of internal and external project reports
- Preparing and submitting periodical WP reports
- Maintaining communication with other WP leaders
- Managing all other daily WP activities
- Providing support to SC, SCC and PC in the closing out of project activities
- Assisting with post-project audits
- Assisting in archiving project data

3.3.5. Project members

Project members are responsible for performing project activities. They assist WP leaders, PC, SC and SCC in successfully completing the project within the established schedule and budget limits.

3.3.6. Project administrative team

At the level of each partner, one staff member will be responsible for the administrative activities and support PC and WP leaders in all administrative issues. These issues include as follows:

- Daily management of administrative and financial activities at partner level
- Following budget and scheduling control system defined in Project Management Plan and Quality Assurance Plan
- Collect and store relevant project administrative data
- Monitor spending of allocated budget
- Prepare and submit documentation to PC for reimbursement of incurred costs for project related staff effort, traveling and purchase of equipment and software.

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3.4. List of staff on the Morale governance bodies

Table 1: Project Steering Committee

P1 : BAU	Beirut Arab University- Lebanon	Sobhi Abou Chahine
P2: MUBS	Modern University of Business and science – Lebanon	Bassem Kaissi
P3: LU	Lebanese University – Lebanon	Sélim Mekdessi
P5: IUST	International University of Science and Technology - Syria	Raghid Kassoua
P6 : AIU	Arab International University-Syria	Sulaiman Mouselli
P7: DU	Damascus University - Syria	Riad Raouf
P8: SHIIARS	Sham Higher Institute for Islamic Sciences, Arabic Language, Islamic Studies and Researches - Syria	Mhd Saeed Albarazi
P9: ARA	Alrashied Association - Syria	Safwan AlKayal
P10: UA	University of Alicante - Spain	Luis Gomez de Membrillera
P11: UOL	Oldenburg University - Germany	Jorge Marx Gomez
P12: UNIBO	Alma Mater Studiorum Università di Bologna – Italy	Rabih Chattat
P13 : Four Elements	Four Elements - Greece	Nefeli Bantela

Table 2: Project Scientific coordination Committee (WP leaders)

P1 : BAU	Beirut Arab University- Lebanon	Sobhi Abou Chahine
P7: DU	Damascus University - Syria	Riad Raouf
P10: UA	University of Alicante - Spain	Luis Gomez de Membrillera
P11: UOL	Oldenburg University - Germany	Jorge Marx Gomez
P12: UNIBO	Alma Mater Studiorum Università di Bologna - Italy	Rabih Chattat
P2: MUBS	Modern University of Business and science – Lebanon	Bassem Kaissi

3.5. Decision making procedures

All main project decisions should be made consensually in regular meetings of project governing bodies (Steering, Scientific coordination committees). The decisions are made in voting procedure where each member of governing body making decision has one vote. In urgent situations, decisions can be made online through Zoom/Skype meeting or through messaging application chosen by body chair (WhatsApp/Viber etc.) All online meetings must be recorded and stored together with other project documents.

At each Project meeting (offline or online), no less than two-thirds of the Partners of the Project shall constitute a quorum, that is 8 Partners. Decision-making will be by qualified majority (greater than 66%) among the present Partners (one vote per Partner). In cases of online meetings, each participant will be given period of two working days to respond. An absence of a response will be interpreted as support of the case.

4. Project activities workplan

4.1. Project activities and deliverables

MORALE Activities are structured into 7 Work Packages (WPs) implemented in a logical order, with strong interdependencies among them. They are categorized into:

HORIZONTAL WPs: implemented during the whole project lifecycle:
WP1 PROJECT management: will ensure a smooth project implementation from both technical, administrative and financial points of view, WP6 Dissemination & networking will ensure project visibility by engaging with key internal and external actors and WP7 project quality assurance will ensure that the activities are carried out with the best methodology resulting in high quality outcomes.

VERTICAL WPs: generate results & create impact, benefiting the main project target PC HEIs and society:
WP2 in-depth needs analysis will constitute the basis for the project development in terms of PC HEIs Training of Trainers (ToT)/replication, curricula modernization & LLL creation. WP3 building capacities will design & implement 4 TOTs modules and their replications, WP4 curricula enhancement and delivery will be focused on the modernization of existing bachelor study programs at PC HEIs, and WP5 LLL courses design & implementation will create 3 LLL courses of 1-week duration at each PC.

4.1.1. WP1 - MANAGEMENT

WP1 MANAGEMENT (1-36) will ensure a smooth project implementation from both technical and admin./financial points of view. 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 via not only face-to-face meetings but also videoconferences, emails and phone calls. Management and internal communication will be also strongly catalysed by the Regional Coordinator, IUST. WP leadership has been distributed between both EUs and PCs, fostering a sense of ownership towards project achievements. This ownership (especially at PC HEIs management level) will revert in the project sustainability for the medium/long term.

WP1 Tasks
T1.1 TECHNICAL, ADMINISTRATIVE & FINANCIAL MANAGEMENT (M1-36)
- 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

T1.2 PROJECT MEETINGS (M1-36)
- 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.

T1.3 IT TOOLS FOR MANAGEMENT AND SUPPORT (M1-36)
- 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.

WP1 Deliverables
D1.1.1 Administrative and financial reports
D1.1.2 Technical implementation reports

- 6 administrative and financial internal reports
- 2 contractual reports for EACEA

D1.2.1 Virtual and face-to-face project meetings reports
- 7 face to face project meetings reports & documentation
- 3 virtual project meeting reports

D1.3.1 MORALE IT management tools
- 1 project extranet for document collection and sharing and other management tools.
- 1 project newsletter.
- 1 videoconference system

4.1.2. WP2 - IN-DEPTH NEEDS ANALYSIS

- WP2 IN-DEPTH NEEDS ANALYSIS (M1) will carry out a more in-depth and detailed analysis of the current status on NGO management practices in the context of the HE system of the region. As such, the action will be composed by 3 Study Visits to the · European HEIs which will contribute to the framing of the NEEDS ANALYSIS strategy. This study will shed light on the current curricula offer in NGO management at HE level in Syria and Lebanon as well as depicting the NGOs management practices in the region. The deliverable will constitute the basis for the project development in terms of PC HEIs ToT/replication, curricula modernisation & LLL creation, as well as NGOs management practices and network.

WP3 Tasks

T2.1 Study visit at EU HEIs and NGOs ;
- Definition of the agendas for the 3 study visits (to the 3 EU partners) and consolidation with the input of all partners and organisation
- Study Visit implementation
- National/Regional SWOT reports

T2.2 Surveys and Interviews Design;
  − Surveys drafting and consolidation
  − - Surveys preparation on Survey Monkey to be disseminated
  − - Surveys dissemination
  − - Interviews templates definition and interviews implementation

T2.3 Data collection & Analysis.
- Data collection (via Survey Monkey & interviews)
- Data analysis
- Report drafting
- Report publication and dissemination

WP2 Deliverables
D2.1.1 Reports on study visit at EU HEIs & EU NGOs
- 3 study visits at UA, UOL, UNIBO.
- 2 national study visit reports

D2.2.1 Interviews and surveys definition and analysis methodology

- 1 survey document and IT infrastructure (Survey Monkey) ready
- 1 Interview structure, guidelines and protocol
- 1 Data collection and analysis
- Survey/interview distributed/applied to at least 60 PC HEIs (National/Regional)
- Survey/interview distributed/applied to at least 30 PC NGOs/NGOs associations
- Survey/interview distributed/applied to at least 6 PC National/Regional NGOs associations
- Survey/interview distributed/applied to at least 8 staff PC National/Regional Competent Authorities
- N° of electronic surveys collected: 180
- N° of interviews carried out on face-to-face basis: 40

D2.3.1 *"Syrian and Lebanese study programme offer in sustainable NGOs management and NGOs management status quo in Syria and Lebanon"*

1 joint report translated and disseminated

4.1.3. WP3 - BUILDING CAPACITIES

- WP3 BUILDING CAPACITIES will design, prepare and implement 4 Train of Trainer modules targeting key personnel from PC HEIs and NGOs of the region. The contents of these trainings will be selected according to the conclusions of the needs analysis. Afterwards, these trainings and the knowledge acquired will be adapted to the partners context and the replicated at PC HEIs. Replication is crucial to increase the impact of the action within PC HEIs (more staff trained) but also at national and at regional level. The action will be completed with the set-up of an e-learning platform to enable sharing of the knowledge and practices exchange.

WP3 Tasks
3.1 TRAINING OF TRAINERS (M5-18)
-   ToT plan definition (topics, responsible and calendar)
-   ToT announcement and wide dissemination to attract participation
-   ToT modules preparation & delivery

T3.2 TRAININGS REPLICATION (M6-30)
-   4 Training packages adaptation and preparation of training replication materials
-   Training replication calendar and announcement
-   Training replication delivery * PC HEI

T3.3 MORALE E-LEARNING PLATFORM (M5-36)
-   MORALE e- learning platform design
-   MORALE e-learning platform IT infraestructure set up
-   MORALE e-learning platform release and branding
-   MORALE e-learning platform maintenance and continous update

P3 Deliverables
D3.1.1 Training Plan
1 training plan (including ToT and replication) as living document, regularly updated

D3.1.2 ToT delivery
ToT prepared/delivered/reported
-   PC HEIs high level management=10
-   PC HEIs teaching staff= 40
-   PC HEIs administrative=10
-   PC NGOs management=6
-   PC NGOs employees=12
-   PC National/Regional NGOs associations dealing with refugees=6
-   PC National & Regional competent authorities=2
    TOT: 86*4 ToT=*4=344

D3.2.1 Trainings replication

Target of the trainings replication prepared/delivered/reported:

- PC HEIs high level management (also beyond consortium)= 15
- PC HEIs teaching staff (also beyond consortium)= 35
- PC HEIs administrative (also beyond consortium)= 10
- PC NGOs management (also beyond consortium)= 5
- PC NGOs employees (also beyond consortium)= 20
- PC National/Regional NGOs associations dealing with refugees=5
  TOT: 90*4 ToT*7 PC HEIs=*4=2520

D3.3.1 MORALE e-learning platform

1 MORALE e-learning platform set up, continuously updated and transferred to IUST before the end of the project. IUST already committed to its sustainability in teh long term

4.1.4. WP4 - CURRICULA ENHANCEMENT & DELIVERY

- WP4 CURRICULA ENHANCEMENT & DELIVERY will be focused on the improvement and modernisation of PC HEIs existing bachelors in the Social & Behaviour Sciences field, by creating/modernising new subjects (+ final project) related to sustainable NGOs management and operation within current study programmes. A strategy for curricula modernisation will be drafted according to the conclusions of the needs analysis which will then articulate of Joint Development of materials for new/modernised bachelors courses and final projects. Students will benefit of this action by learning new competences to become high-qualified specialists to effectively manage & operate NGOs. These work package actions will be reinforced by the provision of equipment to build up "Study Lab" where these new/modernised subjects an LLL courses will be imparted.

WP4 Tasks

T4.1 STRATEGY FOR CURRICULA MODERNISATION (M6-18)

- Analysis of WP1 in-depth analysis report (existing bachelors programmes and labour market demands)
- Drafting of the modernisation strategy by PC HEIs strongly supported by EU partners and with the cooperation of all interested stakeholders (from HEIs, labour market and competent authorities).
- Accreditation (if needed) of the modernised curricula with PC National Accreditation Agencies/competent authorities (6 months period needed).

T4.2 JOINT DEVELOPMENT OF MATERIALS FOR NEW BACHELOR COURSES & IMPLEMENTATION (M6-36)

- Preparation of the following: course syllabi (credits, hours, calendar, dept., etc.), multimodal teaching materials (theory, real case studies, innovative students' assessment (based mainly in real case situations, quality assurance measures, final work, etc.
- Advertisement of the new /modernised courses offer.
- Delivery of new courses (by PC HEIs + guest lectures from PC NGOs and EU partners and other relevant actors).

T4.3 Equipment provision for the delivery of modernised bachelor and LLL courses (M6-12)
- Consolidation of equipment list to be purchased
- Validation and purchase
- Set up and installation
- Continuous maintenance

WP4 Deliverables

D 4.1.1 strategy for the modernisation of PC HEIs Social and Behavioural Sciences
1 bachelor modernisation strategic planning (including of all PC HEIs plans).

D4.2.1 Bachelor courses created and implemented
- At least 6 subjects *7 bachelors =42 subjects+7 final projects
- 7 guest lectures from PC NGOs+28 Guest lectures from EU partners (1 per EU partner*bachelor)
- Modernised bachelors delivered to 25 students per PC HEI=175

D4.3.1 MORALE «Study labs»
- 7 "study labs" fully equipped (1*PC HEI)

4.1.5. WP5 – LIFE LONG LEARNING (LLL) COURSES DESIGN & IMPLEMENTATION

- WP5 LIFE LONG LEARNING (LLL) COURSES DESIGN & IMPLEMENTATION will create 3 Life Long Learning courses (of 1 week) * PC HEI that will be delivered by blended methodology (face-to-face & virtual) targeting NGOs managers & staff. They will be key for the improvement of their managerial & operational performance that will impact on the quality and sustainability of NGOs activities. They will be articulated by the drafting an strategy to provide these new courses for professionals which will frame the development of all new materials and methodologies. Each PC HEIs partner will generate 3 LLL courses of one-week duration each.

WP5 Tasks
T5.1 STRATEGY FOR LLL COURSES CREATION AND DELIVERY (M16-20)
- Analysis of WP1 in-depth analysis report
- Analysis of conclusions from WP6 events
- Drafting of the LLL Creation strategy by PC HEIs strongly supported by EU partners and with the cooperation of all interested stakeholders (from HEIs, labour market and competent authorities).

T5.2 JOINT DEVELOPMENT OF MATERIALS FOR PROFESSIONAL TRAINING COURSES & IMPLEMENTATION (17-36)
- LLL Courses material preparation (for face-to-face and virtual)
- Marketing
- Delivery of the new courses

WP5 Deliverables
D5.1.1 Strategy for LLL Courses creation and delivery
1 strategic plan for LLL creation and 1 marketing campaign.

D5.2.1 LLL courses created and implemented
3 LLL course per PC HEIs with a duration of 1 week=21 courses. (2 ECTS each) =TOTAL OF 42 ECTS. Delivered to 40 NGOs staff, or equivalent

4.1.6. – WP6 - DISSEMINATION & NETWORKING

- WP6 DISSEMINATION & NETWORKING (M1-36) will ensure project visibility by engaging with key internal and external actors. Dissemination will be tailor-made to the specific context of Syria and Lebanon as well as combining different means (social media, dissemination package, events, website, institutional communication, roundtables, etc.). Different types of events have been defined to involve HEIs/Social Affairs authorities/HEI managers & academics/students/NGOs, ensuring results relevance and target groups awareness on the project goal: the crucial role of HE in the training of high skilled professionals who will be working in NGOs environment.

WP6 Tasks

T6.1 MORALE DISSEMINATION STRATEGY PACKAGE AND WEBSITE (M1-36)
- Collection of input from all dissemination strategy
- Draft of "MORALE strategy for dissemination towards visibility and sustainability"
- Six months update of the document
- MORALE dissemination package preparation and use
- MORALE Website set up and maintenance
- MORALE IT project management tools integrated in the MORALE website

T6.2 INTERNAL AND EXTERNAL DAILY DISSEMINATION ACTIONS (M1-36
- Use of all dissemination channels and partners' networks to disseminate project results on daily basis
- Joint dissemination papers drafting and presentation
- Participation in international conferences for visibility
- Dissemination reporting

T6.3 REGIONAL ROUND TABLES WITH NATIONAL AND REGIONAL AUTHORITIES (M1-30)
- Round Tables organisation
- Round Tables implementation
- Drafting of conclusion documents after each Round Table
- Dissemination of the conclusion documents
- Drafting, translation and wide dissemination of the *"National policy paper on NGOs in Syria and Lebanon"* report and dissemination

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T6.4 NATIONAL SEMINARS (M1-25)
- National Seminars planning and organisation
- National Seminars implementation
- National Seminars reporting

T6.5 SUPRA-REGIONAL CONFERENCE (M36)
- Regional Conference implementation (implementation methodology, organizational issues, logistics, visibility strategy, etc.) and visibility strategy.
- Invitation of relevant key-note speakers (external experts and HE Ministry and NGOs associations).
- Invitation and arrangements for media participation (radio, TV, press).
- Life video-streaming of the conference to enhance visibility and impact.

WP6 Deliverables
D6.1.1 MORALE Dissemination plan
1 dissemination plan updated on six monthly basis.

D6.1.2 MORALE Dissemination package
1 general project dissemination package composed by: poster, logo, leaflet, roll up, folders, newsletter email, promotional video, mobile application, etc. + 1 set of additional dissemination materials for the improved bachelor programs and the professional training courses created.

D6.1.3 MORALE website set up and operative
1 multilingual website updated on continuous basis

D6.2.1 Daily dissemination
- 6 six-monthly internal reports on dissemination by each partner to be submitted to WP coordinator
- At least 14 newsletter issues
- At least 6 general dissemination papers, press releases, etc.
- At least 1 post per week on the project Social Media channels established
- Link of the MORALE website with all partner' institutional websites
- At least participation in 3 international Conferences
- Participation in 1 potential cluster event organised by E+

D6.3.1 Regional Round Tables with National and Regional Authorities
- 3 Regional Round Tables prepared/celebratedreported (agenda, list of participants, minutes, materials) at in M6-18-30 at LU, MUBS, BAU
- 3 events conclusion reports
- 1 *"Policy paper on NGOs in Syria and Lebanon"* report

D6.4.1 National Seminars
4 National events prepared/celebrated/reported (agenda, list of participants, minutes, materials) in M15 and 25 at BAU&DU, LU&IUST.

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D6.5.1 Supra Regional Final Conference
1 Supra Regional Conference prepared/implemented/ reported (agenda, list of participants, minutes, materials)

4.1.7. – WP7 - QUALITY ASSURANCE

- WP7 QUALITY ASSURANCE (M1-36) will ensure the activities are carried out with the best methodology results are of a high quality. QA is understood as a priority to achieve the project sustainability, responsibility of all partners and external experts. MORALE will implement a twin-track approach to this workpackage by combining internal and external measures to control the quality of activities.

WP7 Tasks

T7.1 INTERNAL PROJECT QUALITY CONTROL (1-36)
- Quality Board set up
- Quality plan drafting
- Consultation of external experts (KoM-project meeting M18, final event + videoconferences on six monthly basis + continuous update on project activities).

T7.2 EXTERNAL PROJECT QUALITY CONTROL (M1-36)
- External QA monitoring tool (already in the MORALE quality plan)
- Submission of key outputs to external experts
- Consultation of external experts for 3 steps evaluation + participation in the Round Table I and Supra regional Conference.

WP7 Deliverables

D7.1.1 Internal Project Quality Control
1 quality plan (contemplating internal/external QA), including QA tools and updated on six monthly basis

D7.2.1 External Quality monitoring
- 2 external quality assurance formative assessment reports from experts in 18 and 36.

4.2. Responsibilities of Partners
Distribution of responsibilities within Morale consortium is made on the basis of expertise of individual partners. All partners will be involved in activities of all WPs but coordination of individual WPs will be as follows:

WP1 BAU leader, IUST coleader
WP2 UO leader, LU coleader
WP3 UNIBO leader, AIU coleader
WP4 UA leader, IUST coleader
WP5 MUBS leader, DU coleader
WP6 UD leader, BAU coleader
WP7 UA leader, 4Elements coleader

4.3. Morale workplan

Main control mechanism of project is its workplan. It defines different phases of the project and decomposes them into individual tasks. These are related to project timeline, resources and deliverables. Moreover, workplan enables assessment of interdependencies between different stages in project progress. Annual workplans are presented below.

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Table 2: Morale workplan for project year 1

Ref.nr/ Sub-ref nr	Title	Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
WP1 MANAGEMENT (BAU+IUST) M1-36														
		29												
T1.1	Technical, Administrative and Financial Management	16	4=	2X=	1X=	1X=	1X=	1X=	1X=	1X=	1X=	1X=	1X=	1X=
T1.2	Periodic project Meetings	3		1=				1X						1X
T1.3	IT tools for Project management	10	4=	4=				1=						1=
WP2 IN-DEPTH NEEDS ANALYSIS (UO+LU) M1-5														
		32												
T2.1	Study Visits EU HEIs and NGOs	8	4=	4=										
T2.2	Surveys and Interviews Design	16		4=X	4X	4X	4X							
T2.3	Data Collection and Analysis	8				4=X	4=X							
WP3 BUILDING CAPACITIES (UNIBO+AIU) M5-28														
		34												
T3.1	Training of Trainers	15			1=X	4=X	1X	1=X	1=X	1=X	1=X	1=X	4=X	1X
T3.2	Trainings Replication	9						4X	4=X	1X				
T3.3	MORALE e-learning platform	10			4=	4=	2=X							
WP4 CURRICULA ENHANCEMENT & DELIVERY (UA+IUST) M7 -36														
		26												
T4.1	Strategy for Curricula Modernisation	7						1=X	1=X	1=X	1=X	1=X	1=X	1=X

ID	Description		C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12
T4.2	Joint Development of materials for New Bachelor courses and Implementation	10							1X=	1X=	2X=	2X=	2X=	2X=
T4.3	Equipment provision for the delivery of modernised bachelor and LLL courses	9							1=X	1=X	1=X	2=X	2=X	2=X
WP5 LLL COURSES DESIGN & IMPLEMENTATION (MUBS + UD) **M16-36**														
		19												
T5.1	Strategy for LLL courses creation	10						1=X	1=X	1=X	2=X	2=X	2=X	1=X
T5.2	Joint Development of materials for LLL courses and Implementation	9						1=X	1=X	1=X	1=X	1X	2X	2X
WP6 DISSEMINATION & NETWORKING (UD + BAU) **M1-36**														
		37												
T6.1	MORALE Tailor Made and Multimodal Dissemination Strategy, Package and Website	16	4=X	4=X	4=X			2=X						2=X
T6.2	Internal and External Daily dissemination	15	2=X	1=X	1=X	1=X	1=X	2=X	1=X	1=X	1=X	1=X	1=X	2=X
T6.3	Regional Round Tables with Authorities	6				2=X	3=X	1X						
WP7 PROJECT QUALITY ASSURANCE (BAU + 4ELEMENTS) **1-36**														
		34												
T7.1	Quality Strategy and Tools with focus on sustainability	14	4=	4=	4=X			1=						1=
T7.2	Internal Quality Assurance	12	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=
T7.3	External Quality Assurance	8	2=	2=	2=			1=X						1X=

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Table 3: Morale workplan for project year 2

Ref.nr/ Sub-ref nr	Title	Total duration (number of weeks)	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
	Activities													
WP1 MANAGEMENT (BAU+IUST) M1-36														
		46												
T1.1	Technical, Administrative and Financial Management	15	1=X	1=X	1=X	1=X	1=X	4=X	1=X	1=X	1=X	1=X	1=X	1=X
T1.2	Periodic project Meetings	5					2=X	1X						2=X
T1.3	IT tools for Project management	14	1=	1=	1=	1=	1=	2=	1=	1=	1=	1=	1=	2=X
WP3 BUILDING CAPACITIES (UNIBO+AIU) M5-28														
		33												
T3.1	Training of Trainers	12	1=	4=	1X	1=	4=	1X						
T3.2	Trainings Replication	17	4=X	1X	1X	4=X	1X		4=X	1X				1X
T3.3	MORALE e-learning platform	4	1=				1=				1=			1=
WP4 CURRICULA ENHANCEMENT & DELIVERY (UA+IUST) M7 -36														
		37												
T4.1	Strategy for Curricula Modernisation	6	1=X	1=X	1=X	1=X	1=X	1=X						
T4.2	Joint Development of materials for New Bachelor courses and Implementation	28	2=X	2=X	2=X	2=X	4=X	4=X	2X	2X	2X	2X	2X	2X
T4.3	Equipment provision for the delivery of modernised bachelor and LLL courses	3	1X					1X						1X
WP5 LLL COURSES DESIGN & IMPLEMENTATION (MUBS + UD) M16-36														

		25												
T5.1	Strategy for LLL courses creation	5				1=X	1=X	1=X	1=X	1=X				
T5.2	Joint Development of materials for LLL courses and Implementation	20					2=X	2=X	4=X	4=X	2X	2X	2X	2X
WP6 DISSEMINATION & NETWORKING (UD + BAU) M1-36														
		33												
T6.1	MORALE Tailor Made and Multimodal Dissemination Strategy, Package and Website	4	1=			1=				1=				1=
T6.2	Internal and External daily dissemination	12	1=X	1=X	1=X	1=X	1=X	1=X	1=X	1=X	1=X	1=X	1=X	1=X
T6.3	Regional Round Tables with Authorities	6				2=X	3=X	1X						
T6.4	National Seminars	11	2=X	3=X	1X								2=X	3=X
WP7 PROJECT QUALITY ASSURANCE (BAU + 4ELEMENTS) 1-36														
		19												
T7.2	Internal Quality Assurance	12	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=
T7.3	External Quality Assurance	7	1=	1=	1=				3=X					1X=

Table 4: Morale workplan for project year 3

Ref.nr/ Sub-ref nr	Title	Total duration (number of weeks)	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
WP1 MANAGEMENT (BAU+IUST) M1-36
		38												
T1.1	Technical, Administrative and Financial Management	15	1=X	1=X	1=X	1=X	1=X	1=X	1=X	1=X	1=X	1=X	1=X	4=X
T1.2	Periodic project Meetings	7	1X				2=X	1X					2=X	1X
T1.3	IT tools for Project management	16	1=	1=	1=	1=	1=	1=	1=	1=	1=	2=X	2=X	1=
WP3 BUILDING CAPACITIES (UNIBO+AIU) M5-28
		20												
T3.2	Trainings Replication	2	1X				1X							
T3.3	MORALE e-learning platform	16	1=	1=	1=	1=	1=	1=	1=	1=	1=	2=X	2=X	1=
WP4 CURRICULA ENHANCEMENT & DELIVERY (UA+IUST) M7 -36
		28												
T4.2	Joint Development of materials for New Bachelor courses and Implementation	24	2=X	2=X	2=X	2=X	2=X	2=X	2=X	2=X	2=X	2=X	2=X	2=X
T4.3	Equipment provision for the delivery of modernised bachelor and LLL courses	4	1=					1=			1=			1=
WP5 LLL COURSES DESIGN & IMPLEMENTATION (MUBS + UD) M16-36

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		24												
T5.2	Joint Development of materials for LLL courses and Implementation	24	2=X	2=X	2=X	2=X	2=X	2=X	2=X	2=X	2=X	2=X	2=X	2=X
WP6 DISSEMINATION & NETWORKING (UD + BAU) **M1-36**														
		38												
T6.1	MORALE Tailor Made and Multimodal Dissemination Strategy, Package and Website	8	1=			1=				1=		2=X	2=X	1=
T6.2	Internal and External daily dissemination	14	1=X	1=X	1=X	1=X	1=X	1=X	1=X	1=X	1=X	1=X	2=X	2=X
T6.3	Regional Round Tables with Authorities	6				2=X	3=X	1=X						
T6.4	National Seminars	1	1X											
T6.5	Supra-Regional Final Conference	9										4=X	4=X	1=
WP7 PROJECT QUALITY ASSURANCE (BAU + 4ELEMENTS) **1-36**														
		23												
T7.2	Internal Quality Assurance	12	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=	1=
T7.3	External Quality Assurance	11	1=					1=				2=X	3=	4=

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4.4. Project activities management procedure

As indicated earlier, there are three layers of project activities defined as operational, quality assurance and monitoring and management. The management flow of activities among these layers is defined as follows:

- Operational tasks are allocated to task members from partner organizations by WP leader
- WP leaders report to PC and SCC on a monthly basis the progress of ongoing tasks
- WP leaders submit deliverables of each completed task to PC
- PC is responsible for the delivery of completed task deliverables to relevant project committees.
- The final approval of task deliverables is made by responsible project committee (Scientific and steering committees).
- The rejection of deliverable by a relevant committee will be communicated to WP leader.
- In reporting, WP leaders will use WP report templates available as Annex to this plan.

5. Project financial management

The information contained in this section pertains to the financial rules for the grant management. Guidelines aim to provide consortium members with information that will enable them efficient and successful management of the financial issues as well as provision of all documents relevant for financial monitoring, reporting and audits. To this end, definitions of different cost categories, instructions for preparation of financial tables and a list of required supporting documents to justify incurred costs are provided. The document follows guidelines provided for projects funded in previous rounds of Erasmus+ CBHE programme.

5.1. General provisions

- The grant is calculated on the basis of actual costs for budget headings: Equipment and Subcontracting and on the basis of Unit costs for budget headings Staff Costs, Travel costs and Costs of stay.
- For actual costs, financial reporting will be based on the principle of the expenses actually incurred which will need to be duly documented
- For unit costs, financial reporting will be based on the principle of the triggering event. Proof is required that the activities have been actually and properly implemented and/or that the expected outputs have been produced. The level of spending will not have to be justified.
- All partners agree to adopt the rates suggested in the Erasmus+ Programme Guide of Unit costs for budget headings Staff costs, Travel costs and Costs of stay.
- Not all activities and the costs planned under the awarded maximum project budget are automatically approved by the EACEA. The EACEA reserves the right to re-evaluate the justification provided that the declared activities or outputs are questionable.

- Original supporting documents must be kept at the partner institutions. Readable scanned copies must be sent to the PC along with the project documentation and submitted with the final report and financial statement when specifically requested.
- The list of supporting documents to be kept are available under each budget heading.
- Submitting the required supporting documents is an integral part of the Grant agreement and Partnership agreement.
- The PC may adjust the estimated budget by transfers between budget headings provided that this adjustment of expenditure does not affect the implementation of the action, the total awarded grant is not exceeded and the adjusted amount for one or more headings is not increased by more than 10% of the initial amount.
- The PC will transfer funds to project partners in instalments defined in Partnership agreement.
- All payments from PC to project partners will be made in EUR
- Equipment, software and literature costs are applicable to partners from partner countries only.

5.2. Financial reporting

Project partners will practice continuous financial reporting on a semi-annual basis. This will enable evaluation of the eligibility of reported costs and implementation of necessary corrective actions. The financial report with supporting documents is the precondition for the transfer of the next instalment from PC to the partner institution. In preparation of the financial report, partners will use financial report template provided in Excel form by the European Commission. This template contains sheets for staff costs, travel costs and costs of stay, equipment costs and co-financing (if applicable).

The following documents should be provided to the Coordinator every six months together with the Status report:

- Supporting documents that directly justify the actual number of eligible units for project implementation support:
  - Proof of the nature of employment status of the staff accounted such as employment contract, payment slip etc.
  - Proof of the number of days worked on the project: A timesheet for the person on a monthly basis

- Supporting documents that directly justify the eligible activities:
  - Proof of activities undertaken and outputs produced
  - Proof of partnership meetings
  - Proof of events/conferences
  - Proof of equipment/software/literature purchase
  -

In preparing financial report, partners will save the file in following format: "(month)(year)(financial_statement for)(partner name acronym). (Example: a financial statement for BAU for January 2020 should be saved as "January20 financial_statement for BAU".

5.3. Exchange rates

All expenses of partner institutions from countries where Euro is not domestic currency will have to convert expenses made in local currency into the EUR. During the project implementation only two exchange rates can be used for the conversion of currencies into the EUR:

- From the beginning of the eligibility period until the date of receipt of the second pre-financing from the EACEA the exchange rate of August 2019 (the month of the first prefinancing payment) will be applied. The rate to be applied is the monthly accounting rate established by the European Commission and published on its website: http://ec.europa.eu/budget/inforeuro
- From the date of receipt of the second pre-financing until the end of the eligibility period the rate of month of the second pre-financing will be applied.

5.4. Staff costs

5.4.1. Eligible staff costs

Eligible staff costs fall under any of the four different project-related task categories defined in the Table 10 below as necessary for the achievement of the objective of the project. These staff costs will be calculated on the basis of the tasks performed and not on the status of the person. The applicable staff categories are:

- Managers that carry out managerial activities related to the administration and coordination of project activities.
- Researchers, teachers and trainers that carry out academic activities
- Technical staff including technicians and associate professionals involved in book-keeping, accountancy, translation and other technical activities.
- Administrative staff working on administrative duties (e.g. secretarial duties).

5.4.2. Unit staff costs (EUR)

Table 5: Daily unit staff costs (EUR)

Country	Country Code	Manager	Teacher/ Trainer/ Researcher	Technician	Admin
Lebanon	LB	108	80	57	45
Syria	SY	47	33	22	17
Italy	IT	280	214	162	131
Spain	ES	164	137	102	78
Germany	DE	280	214	162	131
Greece	GR	164	137	102	78

5.4.3. Supporting documents for staff costs

- Joint Declaration is document pertinent to all members employed in the project. An individual member is required to complete this Joint Declaration form immediately upon completion of assigned duty and to submit it to the team leader. The declarations have to be signed by the person concerned, signed and stamped by the person responsible in the institution where this person is engaged to work on the project. For staff performing different tasks within the project a separate declaration must be signed for each task type. The Joint declaration template is available in annex to this document and in resources section of project website intranet.
- A Project Time Sheet is applicable to all project members. Individual members are required to download this time sheet and regularly update it at the end of each month worked on the project. One project sheet is for one role. The project time sheets have to be submitted along with the staff convention form after the completion of team member's duties. Project time sheet template is available in annex to this document and in resources section of project website intranet.

For audits and to justify salary rates for staff cost, the following documents have also to be provided:

- For staff remunerated by the project directly (full-time, part-time, occasional or top-up of regular salary):
  - Employment contract
  - Proof of payment (i.e. bank statement)
- For staff remunerated through its normal salary (i.e. Erasmus+ CBHE related tasks are part of the regular assignment at the university):
  - Employment contract
  - Proof that the task is part of regular assignment
  - Salary slips
  - Proof of payment (i.e. bank statement)
  - Additional supporting documents subject to national and/or institutional regulations

5.5. Travel costs and costs of stay

Eligible travel costs and costs of stay cover the costs of travel and subsistence allowances of staff and students participating in activities directly related to the project objectives. Travels are intended for the following activities:

- Teaching/training assignments
- Training and retraining purpose
- Updating programme and courses
- Practical placements in companies, industries and institutions
- Project management related meetings
- Workshops and visits for result dissemination purposes.

5.5.1. Eligible travel costs

The grant contributes to the travel of staff and students involved in the project from their place of origin (home institution) to the venue of activity and return. It includes visa fee and related obligatory insurance, travel insurance and cancellation costs if justified. If a travel is necessary to obtain a visa, the relevant unit costs for travel and, if applicable, costs of stay can be claimed.

The travel costs is calculated on the basis of travel distance of a one-way travel from their home institution to the venue of the activity. The distance can be determined at http://ec.europa.eu/programmes.erasmusplus/tools/distanceen.htm

In the case of circular travel (e.g. travelling from city A to city B to a project meeting and from city B to city C to a project meeting) the travel costs will be a sum of the unit costs for travel from city A to city B and for travel from city B to city C. The distance between city A and city C will not be used in the calculation since the unit costs provided also cover return leg of trip. Stopover is not applicable.

5.5.2. Unit costs for travel

Table 6: Unit travel costs

Distance	Travel Cost (Euro)
Less than 100 KM	20
100 KM - 499 KM	180
500 KM - 1999 KM	275
2000 KM - 2999 KM	360
3000 KM - 3999 KM	530
4000 KM - 7999 KM	820
8000 KM or more	1500

5.5.3. Costs of stay

This budget heading is meant to provide each participant in a mobility with a daily allowance for covering of costs of subsistence, accommodation, local and public transport or optional health insurance.

5.5.4. Unit costs of stay

Table 7: Unit costs of stay

Number of Nights	Staff (EUR)
1	120
2	240
3	360
4	480
5	600
6	720
7	840
8	960

Note: Valid until 14th day of travelling.

5.5.5. Supporting documents for travel costs and costs of stay

Individual travel report (ITR) is intended for project team members who have travelled for the purpose of project activities. Individual members are required to complete ITR form for each trip and to submit it to team leader along with the invitation letter, boarding passes and other travel documents and hotel receipts to reimburse own travel costs and costs of stay. The ITR template is available in annex to this document and in resources section of project website intranet.

5.6. Equipment costs

5.6.1. Eligible equipment costs

The purchase of equipment which is directly relevant to the objectives of the project can be considered as eligible expenditure. The equipment must:

- Be exclusively for the partner country higher education institutions indicated in the partnership agreement
- Be for teaching and not for research purposes
- Be recorded in the inventory of the institution where it is installed and who is the sole owner of the equipment
- Comply with the rule of origin

5.6.2. Supporting documents for equipment costs

- Invoice(s) and bank statement(s) for all purchased equipment
- Proofs of tendering procedure and three quotations from different suppliers for purchases above EUR 25.000 but below EUR 134.000
- Proofs of tendering procedure applied according to national legislation for purchases above EUR 134.000.
- Proof that VAT is not deductible (if VAT exemption is not obtained and VAT costs are charged to the project budget)
- Proof of payment

5.7. Subcontracting costs

5.7.1. Eligible subcontracting costs

Subcontracting is implementation of specific project tasks by a third party to which a service contract has been awarded by consortium or one or several partners. Its purpose is specific, time-defined project related task that cannot be performed by the members. The reimbursement of subcontracting costs takes place on the basis of the eligible costs actually incurred.

5.7.2. Supporting documents for equipment costs

- Invoice(s), subcontract(s) and bank statement(s)
- For travel activities of subcontracted service provider, copies of travel tickets, boarding passes, invoices and receipts that demonstrate that the activities took place
- Proofs of tendering procedure and three quotations from different subcontractors for a subcontract above 25.000 EUR but below 134.000 EUR
- Proofs of tendering procedure applied according to a national legislation for a subcontract above 134.000 EUR
- Tangible outputs

5.8. Procedures for Reimbursement and Budget Transfer

5.8.1. Reimbursement

An individual member is responsible for initiating his/her own payment requests by submitting monthly timesheets and/or travel reports to his/her team leader who will check and approve requests and process internal payments for the approved request. Team leaders at the level of institution are responsible for keeping records locally and submitting their financial report along with the copy of supporting document on a monthly basis to project coordinator. Unless correction is needed, PC will record all received financial reports and documents. PC is responsible for preparing six-month financial reports for SC and MC and mid-term and final financial reports to EACEA that require SC approval prior to submission.

5.8.2. Transfer of budget funds

The schedule of budget transfers is defined in project Partnership agreement. For each payment, responsible person at partner team initiates the payment request by filling a payment request form signed and stamped by the partner's legal representative. The signed request form will be submitted to PC along with supporting documentation. Unless the correction is required, PC will process the payment and inform SC and MC.

5.9 Payment arrangements for Syrian partners

As requested by EACEA concerning the specific procedures and measures for Syrian partners, the coordinator will apply the following steps on all financial transactions:

➢ None of the higher education institutions or organisations or companies on the sanctions list are involved in any way or associated in any way with the project;

➢ None of the individuals involved in any project activities appear on the sanctions list (e.g. staff, students, sub-contracted experts, external evaluators etc.);

➢ 'Staff costs' must be paid by cheque, written to the name of the person who has worked on the project activity and given directly to the person;

> 'Travel costs' and 'Costs of Stay' should be centralised and paid by the coordinator of the lead project partner and tickets/booking references sent via email to the participants travelling. In cases where this is not possible, a cheque for these costs incurred, written to the name of the person who has travelled, should be given directly to that person (upon receipt of the necessary supporting documentation);

> 'Equipment'. The tender procedure for equipment has to be carried out by Syrian universities where the equipment will be used for the project, in accordance with Syrian university rules. However, the ordering and payment to companies for the purchase of any equipment for Syrian universities must be centralised and carried out directly by the coordinator of the lead project partner. Under no circumstances, should the money for equipment be transferred to the bank accounts of Syrian higher education institutions, even if these are outside of Syria;

> All "subcontracting" of project goods and services for Syrian universities must be centralised and carried out directly by the project coordinator, who must place the order and make the payments directly to these companies/individuals. Under no circumstances, should the money for subcontracted goods or services, be transferred to bank accounts of Syrian higher education institutions, even if these are outside Syria.

6. Internal project communication

At all levels of project management communication is highly encouraged among project members. This section defines guidelines for efficient internal information flow. Its aim is to ensure a regular, frequent and simultaneous communication for all team members. The internal communication can be ensured by virtual way and by periodic face-to-face meetings. Various channels will be exploited to make communication effective.

6.1. Periods for response

As mentioned in previous sections, all main project decisions will be made during the regular face-to-face meetings. There may be also exceptional circumstances and urgent cases that require immediate decisions to move the project forward. In such exceptional cases, PC and WP leaders will communicate with related members via email and/or one of common messaging services (Viber, zoom, WhatsApp etc.) for discussion and reaching of the decision.

6.2. Communication channels

6.2.1. Meetings

A face-to-face meeting is the most effective way of communication. Regular project meetings should take place every six months. Each meeting should consist of meetings of all project committees and boards. If possible WP meetings should take place at the same time. These

meetings should facilitate making of main decisions, analyse the progress of project activities, approve intermediate and final outputs, assign actions and analyse quality, dissemination and budget issues. After each meeting, the coordinator in cooperation with the host organization will prepare the meeting minutes. The report will be available in internal part of the project website to all project team members. WP leaders can also call their WP meetings at other times. Occasionally, video conferences will take place to evaluate progress, identify major problems and coordinate project related interactions among the WP leaders and team members. Partners should use Meeting minutes and Meeting attendance sheet templates available in annex to this document and in resources section of project website intranet.

6.2.2. Email communication

Correspondence by e-mail is done following the Morale mailing list. The mailing list is distributed among partners in *.xls file formats. Additional mailing lists are and will be created for dissemination and exploitation purposes according to the project needs in the different phases of the project Partners are asked to inform the PC regularly about changes of team members or e-mail addresses, in order to keep the mailing list updated and maintain the information flow. Morale partners are also asked to keep the PC informed about the advancements of project activities and the decisions taken with other partners (e.g. by making him/her reading in copy messages exchanged with other partners of WP leaders).

In recognition of the fact that many organisations participate in multiple projects under various European and international programmes, in addition to domestic projects, it is important that all email correspondence is headed with 'MORALE' in the title, followed by a short title giving context to the content contained therein, e.g. MORALE: [Subject]. It is recommended that each participant creates a dedicated 'MORALE' folder within his/her email inbox, in order to facilitate ease of filing and referencing. It is important to ensure that the relevant partners are included in the email communication. For example, where the subject matter may have an impact on the activities within another action or even another WP, other partners should be 'carbon copied' on the correspondence. Partners are encouraged to retain all project emails including copies of sent emails. Day-to-day contacts should inform the coordinator of any period when they will be out of contact, the dates of this and an alternative contact. In the absence of this information it will be assumed that the partner will be covering the absence and will deal with correspondence.

6.2.3. Project website

The official project website (http://www.moraleproject.org) has been created from the beginning in order to facilitate the project management, the exchange of project documentation and for dissemination and exploitation purposes. It is not only source of project information but a structured central document repository for meeting minutes and presentations, deliverable drafts, dissemination material drafts, project internal documentation and other relevant information including links to relevant articles, blogs and papers. The website has a password-protected area for material of confidential nature and internal communication. A Google Drive space will also be created to facilitate communication and exchange material (which are too large for email attachments) between

partners. Partner team leaders are responsible to request access to the Website and the Google Drive for their project members to the Project coordinator. The password-protected area will appear under the tap "Document repository" allowing the logged in members to access and share documents internally under different categories: forms, gallery, presentation and reports.

8. The deliverable templates

Table 10: List of document templates

Document name	Annex
Work package report	Annex I
CBHE Joint Declaration)	Annex II
Project time sheet	Annex III
Individual travel report	Annex IV
Meeting attendance sheet	Annex V

Annex I: Work package report

Work package report

Title and reference number of the work package (WP)	
Indicators of achievement and or/performance as indicated in the project proposal	

Activities carried out to date for the achievement of this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement

Activities to be carried out for the achievement of this outcome (entire project period: 2 or 3 years)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress

Changes that have occurred in this result since the original proposal:

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

Co-funded by the Erasmus+ Programme of the European Union

TABLE OF ACHIEVED / PLANNED RESULTS

Title and reference number of the work package (WP)	
Indicators of achievement and or/performance as indicated in the project proposal	

Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement

Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress

Changes that have occurred in this result since the original proposal:

Annex II: Joint Declaration

JOINT DECLARATION

Ref. No……….……………..……   **Project No. …………..……..**
The reference number must correspond to the progressive numbering indicated in the financial statements of the final report

FROM   ....
                        Hereinafter "the Institution"*

AND   Name: ....
                        Address: ....
                        ....
                        Hereinafter "the Staff member"*

THE INSTITUTION AND THE STAFF MEMBER HEREBY CERTIFY THAT:

1.   The Institution is a member of the partnership for the above-mentioned project.
2.   The Staff member is either:
      - employed by the Institution   YES/NO
      or
      - a natural person ** assigned to the project on the basis of a contract against paymen   YES/NO
3.   The Institution and Staff member agree that the Staff member has worked on this project and performed the following duties during the project's eligibility period.

dd/mm/yy   *dd/mm/yy*

FROM		**TO**	

Please describe the outputs produced (short overall indication since detailed information has to be given in the accompanying time-sheet):

………
……

4.   Please complete the following information.

Staff category (Manager / Researcher, Teacher, Trainer / Technician / Administrative staff)	
Country of the Institution	
Number of days worked and charged to the project (according to time-sheet)	

5. This declaration does not alter in any way the employment conditions/assignment already existing between the Institution and the Staff member and is established solely for the purpose of justifying the Staff costs that the Institution will charge to the *Erasmus+ Capacity Building in Higher Education* grant.

Done in ....   Date ....

Name……………………………………………

Function…………………………………………

Institution ....   Staff member name…………...............................

Signature and Stamp of the Institution   Signature of the Staff member

*The declaration must be signed by the person concerned, then signed and stamped by the person responsible in the Institution where this person worked for the project. The Institution must be a member of the partnership.

** A natural person (individual) can be assigned to the action also on the basis of e.g. a civil contract, a free-lance contract, an expert contract, a service contract with self-employed person ("in house consultant) or a secondment to the Institution against payment. The costs of such natural persons working under the action may be assimilated to the costs of personnel, if:
(i) the person works under conditions similar to those of an employee (in particular regarding the way the work is organised, the tasks that are performed and the premises where they are performed);and
(ii) the result of the work belongs to the Institution (unless exceptionally agreed otherwise); and
(iii) the costs are not significantly different from the costs of staff performing similar tasks under an employment contract within the institution

Annex III: Project time sheet

Add Row	Delete Row		PROJECT TIMESHEET	

Project number :	
Surname :	
First Name :	
Institution :	
Country :	
Position :	
Staff Category :	

Year	Month	Number of Days	Work Package	Description of tasks performed and outputs produced

Morale PMP v1

Annex IV: Individual travel report

INDICVIDUAL TRAVEL REPORT for travel costs and costs of stay
To be filled in by each participant
In case of circular/multiple travels, please fill in separate Individual Travel Reports.

Ref. No……….…………….…………Project No. ………….…………….……
The reference number must correspond to the progressive numbering indicated in the financial statements in the final report

(1) PERSONAL DATA
Surname: .... Forename: ....
Home institution: ....
Staff position/student year of study at home institution: ....

(2) TYPE OF ACTIVITY *(Tick as appropriate)*

STAFF

	Teaching/training assignment
	Training and retraining purposes
	Updating programmes and courses
	Practical placements in companies, industries and institutions
	Project management related meetings
	Workshops and visits for result dissemination purposes

STUDENTS

	Study period
	Participation in intensive courses
	Practical placements, internships in companies, industries or institutions
	Participation in short term activities linked to the management of the project

(3) DETAILS OF THE TRAVEL

PERIOD*	From (Depart date) *(dd/mm/yy)*	To (Return date) *(dd/mm/yy)*
PLACE OF DEPARTURE*	HOME INSTITUTION ……………………………………………………… COUNTRY…………………………….. CITY…………………………………..	
PLACE OF DESTINATION/ LOCATION OF ACTIVITY	HOST INSTITUTION ……………………………………………………… COUNTRY…………………………….. CITY…………………………………..	
TRAVEL DISTANCE*	Km ……………………………..	

Please indicate period of travel from departure to return to place of origin
*** If different from Home institution please enclose authorisation from the Agency*
****Travel distance in Km (One-way travel using distance calculator:http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm) from place of departure to location of activities*

(4) DETAILS OF THE ACTIVITY

DATES *(excluding travel)*	**From (date):………………………… To (date): ……………………………..**
DESCRIPTION OF ACTIVITY(IES) PERFORMED *(brief description of the activities performed)* ……… ……… ……… ……… ………	

SIGNATURE OF THE PARTICIPANT

I hereby declare that I have been carrying out the above-mentioned activities.

Date:………………………………………... Signature: …………………………………..

Morale PMP v1

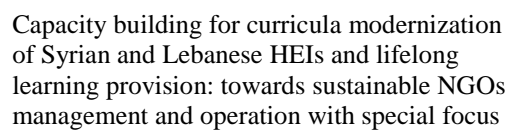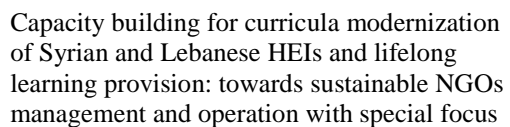# Annex V: Meeting attendance sheet

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

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Meeting attendance sheet

Meeting subject:				
Date of meeting:		**Time:**		
Location:				
Name	Surname	Institution	E-mail	Signature