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Strategic Platform for Ameliorating Tunisian Higher Education on Food Sciences and Technology  
SPAAT4FOOD 585729-EPP-1-2017-1-TN-EPPKA2-CBHE-JP



# MANAGEMENT PROCEDURES OF SPAAT4FOOD PROJECT



جامعة سfax  
University of Sfax  
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UNIVERSITÉ DE GABÈS  
University of Gabès  
جامعة قابس



جامعة منوبة  
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UNIVERSITÀ  
DEGLI STUDI  
DI TERAMO



UNIVERSIDADE  
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PORTUGUESA  
PORTO



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<b>Participating Partners</b>	P2, P4, P5, P6, P7

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## A. PROJECT MANAGEMENT APPROACH

### I. Introduction

This work package comprises activities related to the project management. It will result in partnership terms and conditions being fully agreed upon, management procedures being fully established and teamwork culture being built. The first activity in this work package, as well as the first project activity, is preparing and holding the project kick-off meeting, organized in order for the partners to get to know each other, establish management procedures and start off the first project activities. The partners must also to negotiate and sign the partnership agreement and define and agree upon the SPAAT4FOOD project.

The management teams and roles will be consolidated. The work package also includes the complete management and coordination of project activities on a daily basis, as well as organizing cross-functional teams' online meet-ups to review progress, obtain output, and coordinate shared work process.

It is necessary to develop the initial project management procedures and embed them into the Grant Applicant – Partner agreements. Further procedures for tasking, reporting and financial reporting need to be developed as well. Finally, detailed rules on conflicts resolution need to be drawn up.

Overall, project management encompasses technical, financial and administrative coordination as well as the supervision of various activities within the project.

To manage a joining project like SPAAT4FOOD from the viewpoint of its complexity, we need a good organization and flexible management structure. Decision-making processes, have to be a transparent to both encourage project development and foster confidence amongst the project partners. Also, conflict management has to be focused on prevention and be apparent from the beginning of the project. Logical, fast and clear decision-making and communication pathways and reporting mechanisms are necessary.



## II. Overall management strategy

SPAAT4FOOD project management is a part of the contract with the EACEA. It draws from the official document submitted on the call for proposals 2017 - EAC/A03/2016. The Grant Agreement is based on the contract with the European Commission and is a legal instrument creating the fundamental rights and obligations in the relationships between all project partners. The technical document of the project is the foundation and the Grant Agreement/Partnership agreement are the basic work. All other parts of project management rely on these two. Quality and risk management are also valuable documents. They permeate all activities of the project and act as safeguards.

Quality is assured and risks are assessed for both project deliverables and project management practices. At the end of all activities, we communicate decisions, changes and actions to all project members and prepare detailed report to the European Commission and to local authorities.

These are the activities which bound project management for SPAAT4FOOD as it is shown in the table below.

**Table 1: Management Structure**

<b>Quality management</b>	<b>Communication</b>			<b>Risk management</b>
	<b>Amendment procedure of management</b>			
	<b>Cost management</b>	<b>SCOPE MANAGEMENT</b>	<b>Timetable management</b>	
	<b>Procurement management</b>		<b>Staff management</b>	
<b>Grant Agreement, Partnership Agreement, Decisions</b>				
<b>Detailed project document (scope and baseline)</b>				



The fundamental activities which ensure the project progress are the scope, cost and timetable of management. They keep the project in line with what the Technical official document prescribes the project should do, cost and how long it should take to accomplish its objectives respectively.

Procurement and finding of management describes how to handle purchases.

Staff of management defines the needs in terms of people, their roles and who is going to fill those roles.

The relationship between coordinator and all members of the Tunisian and European partners is that of partnership and not subcontracting. As such, the Coordinator does not have the authority to impose procurement and staffing practices or plans to partners. Individual partners manage these issues internally. Additionally, different overarching institutional policies and national laws regulations place different specificities which make these issues best left to partners to manage.

However, they have an impact on the basic activities of project management, thus claiming a place in the project management procedure and architecture. The core activities of project management lead to decisions and changes in both the work of the project and its management. These are managed through the amendment of procedure of management which is part of communications management ensuring information that reach all appropriate audiences.

The quality of management contributes in establishing the relevant to the project quality control and quality assurance activities for ensuring an efficient collaboration among the Tunisian and European partners and delivery of project results.

Finally, establish of the risk management procedure is necessary for providing the process and techniques for the evaluation and control of potential project risks, focusing on their precautionary diagnosis and handling.



### III. Project management approach

The SPAAT4FOOD project management takes into account all the partners interests and expertise, including experiences in same activities, in order to ensure an effective project's time-plan and execution. The main objectives of the project management that have been defined are to:

- ✓ Ensure the effective administrative, financial and technical management of the project,
- ✓ Identify quantifiable and best measurement criteria of progress of the project and essential and important milestones,
- ✓ Ensure that the project results are achieved within the planned resources (time, cost...),
- ✓ Implement quality assurance measures to all project related procedures,
- ✓ Offer successful dissemination plan of project's results,
- ✓ Implement efficient exploitation of outcomes of the project and finally
- ✓ Strengthen the cooperation and the visibility of all project partners and participants.



#### IV. Roles and responsibilities

Roles in the project	Responsible	Responsibilities
	All coordination committee and the Grant holder responsible (Pr Abdelwahed El MOKNI, University of Sfax, Tunisia)	<p>Is the highest-level authority of the project having the overall responsibility of technical, financial and administrative management of the SPAAT4FOOD project and covering all activities, dissemination and exploitation issues. The Grant holder responsible is responsible to monitor and evaluate the progress of the project and take all decisions. The Grant holder responsible assumes the overall management responsibility on behalf of the partners; takes decisions and approves changes in work-plan, resource allocation, deliverables, Consortium Agreement, etc.; approves deliverables submission; and reviews the project as a whole.</p> <p>It may differ decisions of broader interest to the project to be taken by the Consortium as a whole. The decisions of the Grant holder responsible are communicated to the Consortium either through meetings or via project coordinator and recorded in their minutes, and if necessary, via the mailing list or through official letters.</p>
Project Coordinator	Dr Mohamed MAKNI (University of Sfax, Tunisia)	<p>The single contact link with the European Commission as the authorized representative of the project Consortium.</p> <p>The main task of the SPAAT4FOOD project coordinator is to navigate between the conflicting demands of time, resources and activities, where he has to constantly weigh these demands against each other and trade off one against the other. His main responsibilities are:</p> <ul style="list-style-type: none"> <li>• Organizes and chairs plenary meetings.</li> <li>• Supports the meetings of the project's committees and teams as well as the major</li> </ul>



		<p>partnership meetings (preparation, agenda, support during the events, and circulation of minutes, presentations...).</p> <ul style="list-style-type: none"> <li>• Organizes the project's resources and controls of the project's budget. Handles the financial aspects of the project (contracts, payments...).</li> <li>• Controls the schedule of activities (time-plan of the tasks, critical tasks) and their progress.</li> <li>• Ensures the effectiveness of the project's internal information services.</li> <li>• Controls the quality of information flows in accordance with the Quality procedure.</li> <li>• Formulates and adjusts SPAAT4FOOD strategic objectives in coordination with the Grant Holder responsible.</li> <li>• Resolves conflicts between partners, according to the set up rules, extending them if necessary.</li> <li>• Ensures that all deliverables will be available on time to the project partners and/or Commission.</li> <li>• Liaises with and reports to the Commission on all matters concerning the project.</li> <li>• Approves with all Work package plans.</li> <li>• Communicates with the European Commission in case of change of a deliverable, or deliverable submission date.</li> <li>• Informs the European Commission in case of change of project work-plan and provides the new project plan.</li> <li>• Submits progress reports to the European Commission services; proposes the agenda of meetings and activities.</li> <li>• Undertakes quality control of deliverables.</li> <li>• Has the overall responsibility for the submission</li> </ul>
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		of the deliverables to the European Commission.
National Project Coordinator	Pr Ali Bougatef (University of Sfax, Tunisia)	<p>National Project coordinator, has the task of coordinating all activities aimed at the implementation of project activities between Tunisian partners. The National Project coordinator shall coordinate all project activities related, procurement of equipment. Then, harmonization of administrative and financial procedures, the promotion of the results of projects at the national level, and etc.</p> <p>His main responsibilities are:</p> <ul style="list-style-type: none"> <li>• Co-organizes and Co-chairs plenary meetings.</li> <li>• Co-supports the meetings of the project's committees and teams as well as the major partnership meetings (preparation, agenda, support during the events, and circulation of minutes, presentations...).</li> <li>• Co-organizes the project's resources and controls of the project's budget. Handles the financial aspects of the project (contracts, payments...).</li> <li>• Controls the schedule of activities (time-plan of the tasks, critical tasks) and their progress.</li> <li>• Ensures the effectiveness of the project's internal information services.</li> <li>• Controls the quality of information flows in accordance with the Quality procedure.</li> <li>• Resolves conflicts between partners, according to the set up rules, extending them if necessary.</li> <li>• Ensures that all deliverables will be available on time to the project partners.</li> <li>• Approves with all Work package plans.</li> <li>• Undertakes quality control of deliverables.</li> </ul>





<p>University of Sfax Project Coordinator</p>	<p>Dr Ziad Zarai (University of Sfax, Tunisia)</p>	<p>As Sfax University coordinate the SPAAT4FOOD project, the Grant Holder responsible choose to centralized management for Tunisian partners.</p> <p>Sfax University coordinator, has the task of coordinat and implement project activities in Sfax University. The Sfax University coordinator shall coordinate participate in all project activities related, procurement of equipment. Then, harmonization of administrative and financial procedures, and etc.</p> <p>His main responsibilities are:</p> <ul style="list-style-type: none"> <li>• Ensures the effectiveness of the project’s internal administrative and financial issues in collaboration with the National and International coordinators of the project.</li> <li>• Co-organizes the project's resources and controls of the project's budget. Handles the financial aspects of the project (contracts, payments...) in collaboration with the National and International coordinators of the project.</li> <li>• Approves with all Work package plans.</li> <li>• Controls the schedule of activities (time-plan of the tasks, critical tasks) and their progress in collaboration with the National and International coordinators of the project.</li> <li>• Controls the quality of information flows in accordance with the Quality procedure and in collaboration with the National and International coordinators of the project.</li> </ul>
<p>Quality Managers</p>	<p>Pr Ali Bougatef (University of Sfax, Tunisia)</p> <p>Dr Monica Mironescu ( University Lucian Blaga ULBS, Romania)</p>	<p>In charge of assessing the deliverables’ quality, supervising the testing phases, scheduling appropriate evaluation scenarios and verifying compliance with all quality evaluation policies and procedures.</p> <p>Moreover, Quality managers are also responsible to</p>





		<p>detect risks as early as possible and plan systematic activities to ensure achievement of quality objectives in accordance with the Quality procedure and in collaboration with the National and International coordinators of the project.</p> <p>The Quality managers, in close cooperation with the National and International coordinators of the project, will be responsible to assess the technical deliverables and approve their release guaranteeing the highest possible quality. Furthermore, the creation and maintenance of the Quality Plan, defining processes, rules, standards, success/risks criteria and project metrics are in the responsibilities of the Quality managers.</p>
Universities Coordinators	<ul style="list-style-type: none"> <li>• Dr Ziad Zarai (US)</li> <li>• Pr Nacim Zouari (Univ G)</li> <li>• Dr Rafik Balti (UJ)</li> <li>• Pr Nourhene Boudhrioua (UMA)</li> <li>• Pr Paola Pittia (UNITE)</li> <li>• Pr Cristina Silva (UCP)</li> <li>• Pr Monica Mironescu (ULBS)</li> </ul>	<p>Universities Coordinators, deals with all matters related to the implementation of project activities at the institutional level.</p> <p>Universities Coordinators, determines the team implicated in work packages, keep records on realization of activities, create a schedule of activities implementation of at the institutional level.</p> <p>Universities Coordinators are, engaged and responsible for part of the administrative issues at the institutional level, they must submit reports to the project coordinator and national project coordinator.</p>





## V. Management procedures

Project and quality management activities will ensure the proper implementation of the project plan and the realization of its objectives. Decisions will normally be taken by the International and/or National coordinator based on the work to be performed, as stated in the Contract, the description of work and the in the work package or task plans.

In the event of a project conflict among partners, the university or national coordinator should attempt to resolve conflicts among themselves in good will and an amicable manner given the professional nature, and maintaining the project's success as the ultimate goal. If the dispute cannot be resolved, partners will escalate the issue according to the following principles:

- The conflict participant member, will be informed for the issue/conflict that came up.
- The conflict participant member will arrange and lead a discussion among the team. In case of an agreement the project coordinator will be notified as no further actions are needed.
- In case of an agreement is not reached the project coordinator will then intervene and organize a meeting/ discussion among the responsible partners.
- In case the issue is solved the Project Coordinator can notify the Universities coordinators. Otherwise, a consortium board (Universities coordinators and National and International coordinator of the project) will be organized in order to resolve the issue and take the final decision, which must be accepted by all involved partners. The rules of voting in this case can be accepted.

In case of a Consortium Board is called for resolving a conflicting issue the following procedure will apply:

Chairman of the Consortium Board is the Project Coordinator, having also the decisive vote in case of equal votes and each member of the Consortium Board has a single vote. The Consortium Board is considered a quorum if more than 50% of the



participants are present and takes decisions about major modifications in the implementation plan, financial issues, acceptance of new parties, setting an amendment to the EACEA grant agreement, and modifications to the Consortium Agreement. These decisions require a 75% majority of all participants, while for any other decision not falling in any of the categories described above, a majority of both the votes and the participants is mandatory. Finally, a veto (accorded to International and National coordinators) is possible to be issued in the case of Inclusion/acceptance of new parties as well as in the case of a new peril exists that has not been previously identified and resolved.





**WORKPLAN**

Please use the model provided. Applicants are expected to complete a one-page work plan for each project year.  
For each year of your project proposal, please complete a work plan indicating the deadlines for each outcome and the period and location in which your activities will take place. Please create additional work plan tables if further space is needed.

The same reference and sub-reference numbers as used in the logical framework matrix must be assigned to each outcome and related activities.

Activity carried out in the Programme Country: = (E.g. activity in France for two weeks in the first month of the project: 2= under M1)  
Activity carried out in the Partner Country (ies): X (E.g., activity in Tunisia for three weeks in the second month of the project: 3X under M2)

**WORKPLAN for project 1**

Ref.nr/ Sub-ref nr	Activities Title	Total duration (number of weeks)	Months													
			M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12		
1.1.	Tunisian Consortium Meeting	2	2x													
1.2.	Consortium Meeting in EU	3		3=												
1.3.	Kick off meeting	1			1x											
1.4.	Creation of a web-platform and follow-up	5	1x	1x	1x			1x								1x
2.1.	preparing survey	1			1x											
2.2.	Learning about market requirements	6				2x	2x	2x								
2.3.	Analyzing the universities/food industries relation	2							1x	1x						
3.1.	Analysis of the current educational system and methodology	2				2x	2x									
3.2.	Qualification of higher education teaching staff	5						1=	1x 1=	1x					1x	
3.3.	Design and development of prototype virtual laboratories (VL).	8			1x	1x								2x	2x	2x
4.1.	Implementing a professional integration unit (PIU)	5			1x										2x	2x

4.2.	Adapt a novel methodological approach to realise internship	6				1x	1x	1x	1x						1x	1x
4.3.	Learn new methodologies for students to research and apply for new jobs	2													1=	1x
5.1.	Creation of food technology platform	5			1=	2x	2x									
5.2.	Connecting FST university competencies and professionals	6							1x	1x	1x	1x	1x	1x	1x	1x
5.3.	Developing new competences required by the job market															
5.4.	Bridges to innovation and student skills development															
6.1.	Dissemination plan for the project															
6.2.	Virtual laboratories for FST															
6.3.	WEB site and PIU portal with database	6							1x	1x	1x	1x	1x	1x	1x	1x
6.4.	Technologic platform for students, teachers and professionals															
6.5.	Dissemination to Tunisian university authorities															
7.1.	Ensuring the smooth running of the project's activities.	5						1x								3= 1x
7.2.	Analyzing regularly the results and enforcing readjustment methods when necessary	2						1x								1x
7.3.	Internal and external quality	2						1x								1x
8.1.	Minutes of the meetings															
8.2.	Project management procedures	7		1x=		1x		1x=	1x=		1x				1x=	1x=
8.3.	Project activities reports are presented and adopted	10			1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x





WORKPLAN for project 2

Ref.nr/ Sub-ref nr	Activities Title	Total duration (number of weeks)	M1 M2 M3 M4 M5 M6 M7 M8 M9 M10 M11 M12													
			M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12		
1.1.	Tunisian Consortium Meeting															
1.2.	Consortium Meeting in EU															
1.3.	Kick off meeting															
1.4.	Creation of a web-platform	2							1x							1x
2.1.	preparing survey															
2.2.	Learning about market requirements															
2.3.	Analyzing the universities/food industries relation															
3.1.	Analysis of the current educational system and methodology															
3.2.	Qualification of higher education teaching staff															
3.3.	Design and development of prototype virtual laboratories.	2							1x							1x
4.1.	Creation a professional integration unit (PIU)	2							1x							1x
4.2.	Adapt a novel methodological approach to realise internship	4				1x	1x	1x	1x							
4.3.	Learn new methodologies for students to research and apply for new jobs	6	1x		1x		1x		1x		1x		1x		1x	
5.1.	Creation of food technology platform	6	2x	2x	2x											
5.2.	Connecting FST university competencies and professionals	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x
5.3.	Developing new competences required by the job market	4			1x				1x			1x				1x
5.4.	Bridges to innovation and student skills development	10			1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x

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6.1	Dissemination plan for the project															
6.2.	Virtual laboratories for FST	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x
6.3.	WEB site and PIU portal with database	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x
6.4.	Technologic platform for students, teachers and professionals	10			1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x
6.5.	Dissemination to Tunisian university authorities															
7.1.	Ensuring the smooth running of the project's activities.	5							1x							3=1x
7.2.	Analyzing regularly the results and enforcing readjustment methods when necessary	2							1x							1x
7.3.	Internal and external quality control	2							1x							1x
8.1.	Minutes of the meetings															
8.2.	Project management procedures	7		1x=		1x		1x=	1x=		1x		1x=	1x=		
8.3.	Project activities reports are presented and adopted	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x

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WORKPLAN for project 3

Ref.nr/ Sub-ref nr	Activities Title	Total duration (number of weeks)	Months											
			M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
1.1.	Tunisian Consortium Meeting													
1.2.	Consortium Meeting in EU													
1.3.	Kick off meeting													
1.4.	Creation of a web-platform	2						1x						1x
2.1.	preparing survey													
2.2.	Learning about market requirements													
2.3.	Analyzing the universities/food industries relation													
3.1.	Analysis of the current educational system and methodology													
3.2.	Qualification of higher education teaching staff													
3.3.	Design and development of prototype virtual laboratories.	2						1x						1x
4.1.	Implementing a professional integration unit (PIU)	2						1x						1x
4.2.	Adapt a novel methodological approach to realise internship	4				1x	1x	1x	1x					
4.3.	Learn new methodologies for students to research and apply for new jobs	6	1x		1x		1x		1x		1x		1x	
5.1.	Creation of food technology platform	2	1x	1x										
5.2.	Connecting FST university competencies and professionals	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x
5.3.	Developing new competences required by the job market	4		1x				1x			1x			1x

5.4.	Bridges to innovation and student skills development	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x
6.1.	Dissemination plan for the project													
6.2.	Virtual laboratories for FST	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x
6.3.	WEB site and PIU portal with database	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x
6.4.	Technologic platform for students, teachers and professionals	12	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x
6.5.	Dissemination to Tunisian university authorities	2											1x	1x
7.1.	Ensuring the smooth running of the project's activities.	4							1x					3=
7.2.	Analyzing regularly the results and enforcing readjustment methods when necessary	2							1x					1x
7.3.	Internal and external quality control	2							1x					1x
8.1.	Minutes of the meetings													
8.2.	Project management procedures	7		1x=		1x		1x=	1x=		1x		1x=	1x=
8.3.	Project activities reports are presented and adopted	12		1x	1x	1x	1x	1x	1x	1x	1x	1x	1x	1x





## B. PROJECT BASELINES

The project's baseline is used to measure how performance deviates from the plan and it is defined as the original scope, cost and schedule and must be completely documented before the project execution and control activities are initiated.

Of course the project performance measurement would only be meaningful if an accurate baseline is set. Once the project is initiated, the project's baseline is put under change control to enable the evaluation of any further change and/or impact on the project. In the event where there is a change to the project baseline, the new baseline is redefined as the original plan plus the approved changes.

The project plan and scope is defined by project application documents submitted to the European commission on the call for proposals 2017 - EAC/A03/2016, and getting the number and acronym SPAAT4FOOD; 585729-EPP-1-2017-1-TN-EPPKA2-CBHE-JP, where a reference to the project original cost and schedule is approved by EACEA commission.

In addition, a section is dedicated to the quality baseline that records the minimum project indicators which are an important performance management tool for the project to help measure progress in achieving the associated goals and meeting the basic requirements.

### A. Schedule baseline

The **Overall Gantt diagram** is presented in Annex of this document, presents the schedule baseline of the SPAAT4FOOD project.

### II. Cost baseline

The cost baseline concerns the amount of money that the project is predicted to cost and when that money will be used. This is derived according to the project Budget submitted to the European commission on the call for proposals 2017 - EAC/A03/2016, and getting the number and acronym SPAAT4FOOD; 585729-EPP-1-2017-1-TN-EPPKA2-CBHE-JP.



### III. Quality baseline

Project indicators are an important performance management tool for projects to help measure progress in achieving their goals and meeting requirements, hence, it is important that the chosen success criteria are quantifiable and critical to the success of the project. These indicators are chosen to be: direct (no complex calculations), objective, adequate, practical, and reliable. This provides performance indicators for meeting the specific objectives of the project. This will be reviewed, updated and refined during the course of the project through the scope and change management processes to ensure that all partners have the opportunity to contribute to the discussion and help select the appropriate performance indicators for the project.

The project will be measured against its performance indicators at a number of stages: the annual project reports; and within additional internal quality reports. The results of performance measurement and evaluation (indicators and their values) will be part of the progress reporting to be addressed to the European Commission.



## C. COMMUNICATION MANAGEMENT PLAN

The Communications Management Plan sets the communications framework for SPAAT4FOOD project submitted to the European commission on the call for proposals 2017 - EAC/A03/2016, and getting the number and acronym SPAAT4FOOD; 585729-EPP-1-2017-1-TN-EPPKA2-CBHE-JP. It will serve as a guide for communications throughout the life of the project and will be updated as communication requirements change. This plan identifies and defines the roles of SPAAT4FOOD project partners. It also includes a three years Communications Matrices which maps the communication requirements of this project, and communication conduct for meetings and other forms of communication. The coordinator of the project is also included to provide contact information for all partners involved in the project.

### I. Communication management approach

The Project Coordinator will take a central and proactive role in ensuring effective communications on this project. The communications requirements are documented in the Communications Matrices presented in the original detailed project document submitted to the European Commission. The Communications Matrices will be used as the guide for what information to communicate, who is to do the communicating, when to communicate it and to whom to communicate.

Overall information flow within the project will be ensured by:

- The exchange of internal technical and administrative documents.
- Notification of relevant new results and publications.
- Reports from meetings, if any.
- All technical documentation generated by the project should be exchangeable in electronic format.



- Exchange of information will mainly occur with the help of the project's document management system and by e-mail.
- Urgent correspondence over e-mail will be sent with a request for explicit acknowledgement and indicated in the title with "URGENT".
- Ordinary mail will be used for strictly formal correspondence.
- Web based document repository will be made available through the document management system.
- Management and coordination of formal project reporting is implemented through the WP8.

## II. Communication channels

This presents communication matrices with all the types of communication needs which have been identified in the context of the SPAAT4FOOD project such as meetings, reports,...etc.

## III. Communication guidelines

### Meeting Guidelines and Meeting Requests

Meetings will be organized using classic mail communication in order to determining the dates most partners are available. The meeting chair is responsible for initiating meeting organization. Meetings will be collocated when possible to minimize expenses and travel time of partners.

All partners are required to be present to meetings either themselves or through substitute. Additionally, they must participate in a cooperative manner.

Meeting Agenda will be prepared by the meeting chair and distributed 10 days in advance of The meeting agenda is also maintained and shared within the google doc platform. Any partner can add an item to the original agenda by written notification to all of the other partners up to 2 days before the meeting.



During the meeting the Consortium can also add new items on the agenda following.

Meeting minutes will be prepared and published as soon as possible following the meeting by the chair, according to the template prepared and distributed to all partners. All decisions become binding after they have been recorded in the meeting minutes and the meeting minutes have been accepted by the participants.

**Event Report Model:**

Event Report	
<b>Work Package:</b>	
<b>WP leader:</b>	
<b>Activity:</b>	
<b>Event Title:</b>	
<b>Event Date:</b>	
<b>Event Venue:</b>	
<b>Type of the event:</b>	
Event program	
<b>Organizer(s):</b>	
<b>Schedule:</b>	
<b>Main objectives of the event:</b>	-
<b>Other personal remarks:</b>	
<b>Results &amp; Recommendations</b>	-
<b>Other Event organization details</b>	





<b>Problems encountered during the event</b>	
<b>List of participants: (joint the signed letter)</b>	
<b>Event Evaluation</b>	

### Deliverable Preparation and Process

All deliverables should be formed according to the document included all detailed activities and work package. All participants are responsible for reaching the deliverable in each activity, and are required to ensure that before releasing the first deliverable draft to partners, it is in the correct template, specified format and the identity sheet is complete.

### Dissemination

After executing dissemination activities, partners are responsible for providing relevant information (i.e. type of event, when and where it was held, target audience and number of attendants, number of dissemination material handed, contacts made, photographs from the event, contact lists and etc.) to the national and international coordinators. They will, as dissemination leader, maintain a log of dissemination activities and publications with necessary information.

## VI. Communication Tools Guidelines

To support the management of the project and facilitate the collaboration and exchange between all partners a number of tools have been provided.

- Virtual or Face-to-face meeting: Guidelines for meetings can be consulted, where a list of the main Consortium contacts may be found.
- E-mailing list: To facilitate e-mail mass communication for the project a mailing list (name.surname@spaat4food.com) introducing all Consortium members active in the project, is compiled.



- Document Management System: Due to the need for frequent exchange of documents which often exceed the file size limit of e-mail systems and the structuring of project information, a secure document management system (google doc platform) to store, share and facilitate the exchange of documents is prepared and shared.

All partners are encouraged to utilize online collaboration tools (such as, Skype, google doc, etc.) to facilitate their day to day work. SPAAT4FOOD project management places no restriction on the use of any tools, however, strongly advises the partners to examine the terms and conditions of these tools in relation to licenses, copyright restrictions and confidentiality as inadvertently may be disseminating confidential information to the public.

SPAAT4FOOD public website ( [www.spaat4food.com](http://www.spaat4food.com) ) is the public website of the project. The administrators (National and International coordinators as dissemination leader) of the site completes and controls all publications of information.



## D. EFFORT AND COST MANAGEMENT PLAN

The Project Coordinator with the support of the national project coordinator is responsible for managing and reporting on the project's budget and effort consumption at the project level to the European Commission throughout the duration of the project.

During the internal quarterly, interim and annual progress reports, the Project Coordinator collects, presents and reviews the project's effort and cost performance for the preceding period. Performance is measured comparing actual consumption against planned. The Project Coordinator is responsible for accounting for cost and effort deviations and presenting the Consortium with options for getting the project back on budget.

### I. Effort and costs management approach

Effort and costs for SPAAT4FOOD project members will be centralized and managed for the Tunisian partners by University of Sfax and for the European Universities by them self's according to the partnership agreement signed and validated by all partners.

The financial performance of the project will be measured and managed through comparisons between the actual comparison and the effort calendar and cost baselines. Activity effort is detailed at the task level and costs at the WP level. To avoid confusion and complications due to conflicts between National and EACEA rules, all efforts are to be reported in whole working day as recommended by the guideline of Erasmus plus KA2, CBHE.

### II. Planning and reporting effort and costs consumption

#### Planning Effort and Costs Consumption

Planning effort and cost consumption occurs through the completion of the project schedule MS-Excel file for the entire project at the beginning of the project. Additionally, apart from the personnel costs that are reported as envisaged costs that may be consumed under each Task in person days, all partners should provide a list of planned other direct costs (i.e. travel and other specific costs) for the whole project duration per reporting period.





## Reporting Effort and Budget Consumption

According to the Technical Annex, the following reports are established basically on Progress Reports.

In addition, the Project coordinator is updated internally on the project progress status via the management reports, effort resource consumption, files received by all partners, and the activity bulleted reports provided.

**Based Documents used for bank order and transfer to beneficiaries:**

### Bank transfer

N°	Beneficiary	Univ	Account number	Nature of Transfer					Total in euros
				Staff Costs			Travel & Stay TN	Travel & Stay EU	
				Brut	Taxes 20 %	Net			
			<b>TOTAL</b>	0,00	0,00	0,00	0,00	0,00	<b>0,00</b>

*Project Coordinator*

### Bank Order

Beneficiary	Bank & Account number	Invoice N°	Amount DT	R.S 1,5% & R. V.A.T 25%	Net DT

*Project Coordinator*



## Guidelines for Unplanned Expenses

The Technical document annexed to the Grant Agreement details a budget for each partner and for each task or activity in SPAAT4FOOD. Any effort or cost allocation which deviates from this plan presents an unplanned expense. In general terms, unplanned expenses are not allowed. However, due to the realities of implementing a project, there is the possibility that reasonable and justifiable expenses contributing to the project and not contradicting the rules of the project may be eligible.

If a partner has a cost which they believe fall under this category, they must obtain permission from the EACEA Officer before incurring the cost. To do so, they need to discuss the issue with the project coordinator. If they concur, they should e-mail the project coordinator with a justification to the cost requesting to obtain approval from the EACEA Officer. Follow due diligence, the project coordinator may reject the justification and inform the partner or accept it and forward the justification to the EACEA Officer. Once the project coordinator receives a response from the EACEA Officer he informs the partner.





## E. PROCUREMENT

During the project, partners will be required to acquire from third parties the following services:

- Equipment (e.g. laptops, pilot processing equipment, license software for activities, etc.);
- Organization for online or offline meetings for training, dissemination, project meetings, piloting and validation;
- Production of dissemination material;
- Auditing Services for partners exceeding the threshold funding value;
- Transportation and accommodation for travel
- Etc...

The number of each item and budget allocation for each category is detailed in the Annex submitted and approved by the European Commission.

The project coordinator has oversight of the procurement for the project through the Annual Financial Reports. The actual management for procurement activities falls with all the budget holding for Tunisian partners. The University of Sfax (management responsible) is responsible for collecting bids, evaluating them, contracting the vendor and contract management. For deviations in purchases, the University of Sfax must obtain approval before proceeding with procurement.



## F. PROJECT SCOPE MANAGEMENT PLAN

The Scope Management Plan provides the scope framework for this project. This section documents the scope management approach, verification and control measures. Roles and responsibilities as they pertain to project scope, scope definition; scope change control. Any project communication which pertains to the project's scope should adhere to the Communications Management Plan.

### I. Scope Verification

The project deliverables will need to be verified against the original scope as defined in the SPAAT4FOOD project submitted to the European commission. The verification against the scope occurs through the peer review and approval process described. The EACEA review of the deliverables during the period review meeting is the final check point of the acceptance of the deliverables.

### II. Scope control

The Project Coordinator, and all responsible in the project, will work together to control of the scope of the project. The project team will leverage the technical document using it as a statement of work for each deliverable. The project team will ensure that they perform the work described in the technical document and generate the defined deliverables keeping as ultimate guide the project vision. When the WPs does not seem to serve the project vision, partners will introduce change requests through the project structure. The Project Coordinator and all responsible in the project will oversee the project team and the progression of the project to ensure that this scope control process if followed.

If a change to the project scope is needed, the change control process for recommending changes to the project must be carried out. Any partner can request changes to the project scope. All change requests must be submitted to all working team in the form of a change request e-mail and the process of change will be followed.



## G. SCHEDULE MANAGEMENT PLAN

The project schedule is the roadmap for how the project will be executed. Schedules are an important part of any project as they provide the Consortium with a clear picture of the project's status at any given time. The purpose of the schedule management plan is to define the approach to project schedule management including monitoring and controlling changes to the baseline. This includes identifying, analyzing, documenting, prioritizing, approving or rejecting, and publishing all schedule-related changes

### I. Schedule management approach

Project schedules will be in the form of Gantt Charts. Schedule planning occurred during at proposal stage of the project.

A working version of the current schedule may be found in the following. The first column presents the work package structure of the project. In the second column, the partners can enter their estimated effort assigned next by each task. The template will calculate the sum of the efforts for each WP automatically per project year. In the first and second row, the calendar year of the project duration is shown and in the row right underneath are the calendar months for the project.

In the detailed project submitted to the European commission, the project activities were identified organized in work packages which were broken into tasks. The outcomes of one or more tasks are reported in one deliverable. Task sequencing was used to determine the order of tasks. Task duration estimates were performed to months required to complete tasks within the constraints of the program. Duration estimates fed into resource estimates and were to assign resources to tasks in order to complete schedule development. These are the steps will be repeated in order to adjust the project schedule when changes are required.

The project schedule will be being reviewed by the project coordinator and the national project coordinator on a continuous until the project end. In case of deviations, project



partners must agree to the proposed resources, effort assignments, durations, schedule, and once this is achieved the consortium will review and approve the schedule which will become the new baseline.

The Project Coordinator with the support of all team will be responsible for facilitating the schedule development and adjustments.

The partners are responsible for participating in activity definition, sequencing, and duration and resource estimating. Partners will also review and validate the proposed schedule and perform assigned activities once the schedule is approved.