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Certification of linguistic, entrepreneurial and digital skills in the Algerian higher education system (LEADS)

ERASMUS-EDU-2023-CBHE

Project number 101126783

Management procedures

Version 1.0

27/02/2024

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Project coordinator	Abdelhalim Benachenhou
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NOTE: All Approvers are required. Records of each approver must be maintained. All Reviewers in the list are considered required unless explicitly listed as Optional.

Name	Role	Action	Date
Abdelhalim Benachenhou	Coordinator		

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1 General Information

1.1 Aim of the document

This document, grounded in the general rules of ERASMUS+ project management and the Grant Agreement - [GAP-101126783](#) accessible on the EU's website and the project's internal management site, aims to elucidate procedures and provide step-by-step guidance to consortium partners on project management and financing. It serves as a supplement to the bilateral consortium agreement signed between each partner and the coordinator and will be updated as frequently as needed.

1.2 Contact

Partners can reach out to the coordinator via email. abdelhalim.benachenhou@univ-mosta.dz

Mailing Address:

Abdelhalim Benachenhou
Université Abdelhamid Ibn Badis Mostaganem
Route Nationale N 11
27000 - Kharouba, Mostaganem
Algeria

2 Project management structure

The project management structure includes: The Coordinator, the Steering Committee, and the Work Package Leaders. Each of these roles plays a crucial part in the successful execution of the project:

- **The Coordinator:** This is the main point of contact for the project and is responsible for overseeing the project's overall progress and ensuring that all tasks are completed on time.
- **The Steering Committee:** This group is responsible for making key decisions about the project. They meet regularly to discuss the project's progress and address any issues that may arise.
- **The Work Package Leaders:** These individuals are responsible for managing specific sections or "work packages" of the project. They coordinate the tasks within their work package and ensure that the work is completed on time and to a high standard.

Each role is integral to the project's success, and effective communication between these roles is essential.

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2.1 The Coordinator:

Only the coordinator is authorized to communicate with the EACEA project officer. It is crucial that the coordinator is kept informed of any significant matters related to the project.

The coordinator is responsible for compiling the intermediary and final reports. This task will be accomplished with the assistance of the work package leaders, the local coordinator, and, if required, the entire consortium.

2.2 The steering committee

The steering committee is composed of a representative from each partner and is chaired by the coordinator. Its role is to oversee the project's progress, make strategic decisions, and mediate in conflict resolution. Decisions are made by an absolute majority, with the coordinator having a veto right on financial matters. This veto will only be exercised in rare instances where the consortium's decisions contradict national or EU financial regulations. In case of a voting tie, the coordinator's vote is decisive. The Steering Committee convenes twice a year, first virtually and then alongside the general assemblies for financial efficiency. The minutes from the Steering Committee's meetings will be disseminated to all consortium members via the internal management platform.

The members of the steering committee also serve as the main local contacts for each partner member of the consortium.

2.2.1 Members of the steering committee

Partenair	Name	email
Université Abdelhamid Ibn Badis – Mostaganem	Abdelhalim Benachenhou	abdelhalim.benachenhou@univ-mosta.dz
Université Djilali Liabes de Sidi Bel Abbes – UDL	Abdenour Seddiki	seddikinour@yahoo.fr
Université 08 Mai 45 – Guelma	Aida Benhamida	aidabenh@gmail.com
Université Badji Mokhtar – Annaba	Hocine Maoui	vr.relex@univ-annaba.dz
Ecole Polytechnique d'Architecture et d'Urbanisme	Marwa Afaifia	m.afaifia@epau-alger.edu.dz
Université Ali Lounici – Blida 2	Safa Ouled Haddar	oh.safa@gmail.com

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Ministère de l'Enseignement Supérieur et de la Recherche Scientifique – MESRS	Samira Chader	s.chader@mesrs.dz
Riga Technical University - RTU	Karlís Valtins	karlis.valtins@rtu.lv
University for Foreigners of Siena - UNISTRASI	Carla Bagna	bagna@unistrasi.it
Norwegian University of Science and Technology - NTNU	Alok Mishra	alok.mishra@ntnu.no
Kirikkale University - KU	Zeynep Baser	zynpbaser@gmail.com

2.3 The Work package leaders

Each Work Package leader (WPL) takes full ownership of executing their designated activities, collaborating directly with relevant partners. They moderate monthly online meetings via the Moodle platform, utilizing the BigBlueButton "General Discussion" tool. These meetings adhere to the calendar distributed by the project coordinator at the end of the preceding month. Following each meeting, WP leaders are responsible for downloading and uploading the meeting minutes to the dedicated space for their respective WP within the internal management platform.

The Work package leaders are:

Work Package	Lead Partenair	WP Leader - Coleader	email
WP1: Management	UMAB	Abdelhalim Benachenhou	abdelhalim.benachenhou@univ-mosta.dz
WP2: Selection of best practice certification systems	UDL - EPAU	Abdenmour Seddiki – Marwa Afaïfia	seddikinour@yahoo.fr m.afaïfia@epau-alger.edu.dz
WP3: Training	UNISTRASI-UBMA	Carla Bagna Fella Benabed	bagna@unistrasi.it benabed.fella@gmail.com
WP4: Deployment - Exploitation	KU – U Blida 2	Zeynep Baser	zeynepbaser@kku.edu.tr oh.safa@gmail.com
WP5: Quality assurance	RTU – U8M45	Karlís Valtins Aida Benhamida	karlis.valtins@rtu.lv aidabenh@gmail.com

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WP6: Dissemination - Sustainability	NTNU MESRS	Alok Mishra Samira Chader	alok.mishra@ntnu.no s.chader@mesrs.dz
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3 Communication plan: internal communication with the coordinator and other partners

3.1 Communication Channels for Administrative Matters

For all administrative communications, participants should contact the main contact person at their institution (Member of the Steering Committee). If the question is beyond their scope, they should refer to the coordinator.

The coordinator may optionally seek advice from the Project Officer (EACEA).

Here is a breakdown of the communication channels:

Participant:

Contacts the main contact person at their institution for administrative questions.

Main Contact Person:

Handles administrative questions within their scope.

Refers questions beyond their scope to the coordinator.

Coordinator:

Handles administrative questions beyond the scope of the main contact person.

The coordinator may gather the Steering Committee to make decisions for questions that require arbitration.

May seek advice from the Project Officer (EACEA) if needed.

Project Officer (EACEA):

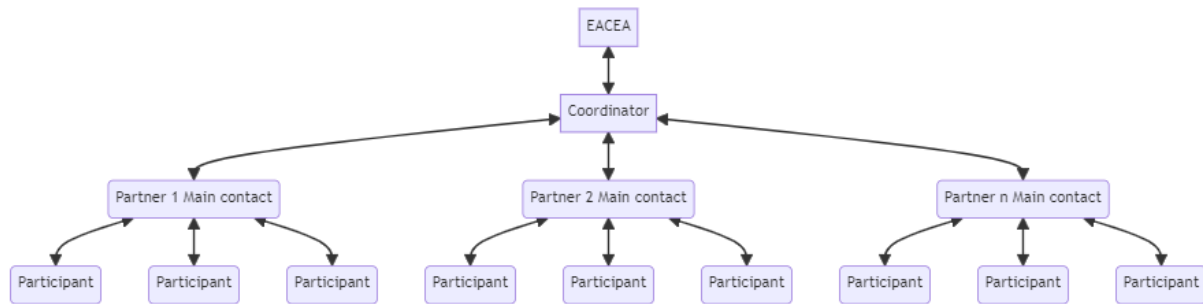
Provide guidance and support to the coordinator on administrative matters.

This communication structure ensures that administrative questions are handled efficiently and effectively.

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3.2 Communication Channels for Project Activities

For all communications related to project activities, participants should contact the Work Package Leader responsible for the task.

If the question is beyond their scope, they should refer to the coordinator.

Here is a breakdown of the communication channels:

Participant:

Contacts the Work Package Leader responsible for the task.

Work Package Leader:

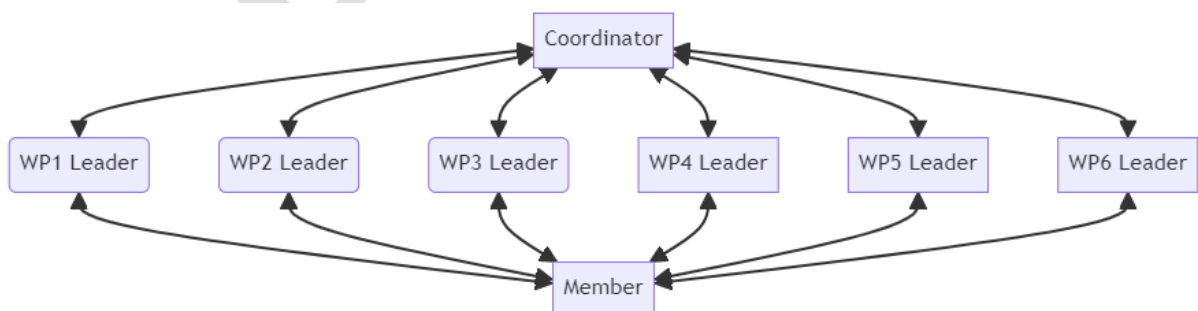
Handles questions related to their assigned tasks.

Refers questions beyond their scope to the coordinator.

Coordinator:

Handles questions beyond the scope of the Work Package Leader.

Ensures that all project activities are communicated effectively.



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This communication structure ensures that questions related to project activities are handled efficiently and effectively.

4 **Project Implementation**

4.1 Works packages and their deliverables

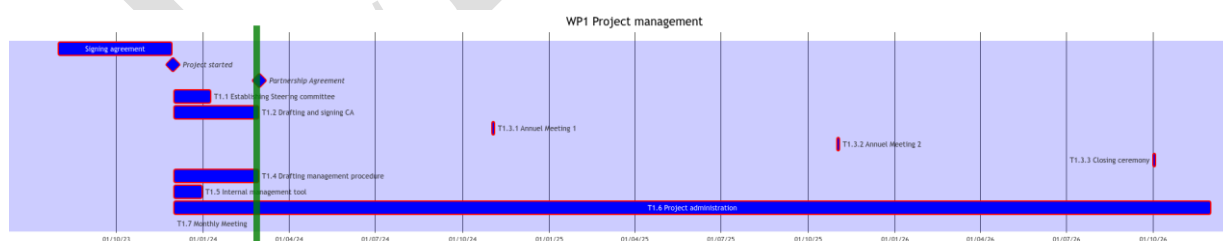
4.1.1 WP1: Management

Num	Name	Description	Due Date
D1.1	Management Procedures Guidelines	Documents clarifying the management procedures and the various supporting documents to be collected by the project coordinator. This document for internal use will be produced in English and French and published on the project's private website and sent by e-mail to all partners.	29-02-2024
D1.2	Midterm progress report	The intermediate progress report provides an overview of the completed actions, deliverables, encountered challenges along with their resolutions, and outlines the remaining tasks. Additionally, the report details the budget utilization for each partner.	31-05-2025

Milestone

Num	Name	Mean of verification	Due Date
M1	Consortium agreement	Bilateral agreements signed by both parties. One original is kept by the coordinator, another by the partner. Copy of the agreements filed on the internal management platform.	31-05-2024

Timeline



4.1.2 WP2: Selection of best practice certification systems

Num	Name	Description	Due Date
D2.1	Selection Guide to Certification	This document, in digital format of about thirty pages available in English and translated into	31-05-2024

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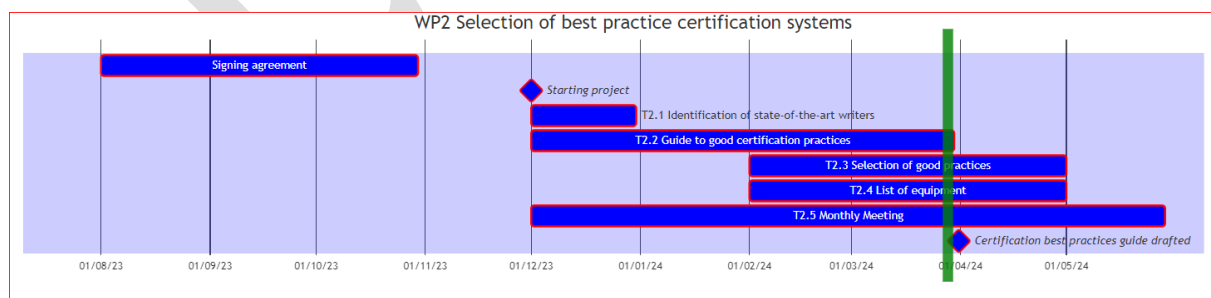


	Systems for Digital, Entrepreneurial, and Language Skills	French and Arabic, lists the main certification systems for digital and entrepreneurial and language skills. It highlights the characteristics of each system, its strong points, its weaknesses as well as the tools and software necessary for its implementation. In addition to outlining the specifics of each system, including their strengths and weaknesses, the document offers valuable insights into the necessary tools and software for successful implementation. Moreover, it strategically selects those most suited for local implementation	
D2.2	Dissemination materials	The compiled state of the art will be translated into posters, presentations and brochures to be used during local days and regional dissemination workshops. The original documents will be written in English and then translated into French and Arabic.	31-05-2024

Milestone

Num	Name	Mean of verification	Due Date
M2	Certification best practices guide drafted	Document published in both public and private websites. The link to the document will be included in the first newsletter.	31-03-2024

Timeline



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4.1.3 WP3: Training

Num	Name	Description	Due Date
D3.1	Competencies frameworks	3 documents are written which list and classify the skills to be acquired, the hierarchy of skill acquisition levels and examples of verification of their acquisition. Each fifty-page document will be written in English in a downloadable and printable format (pdf). The documents are also translated into Arabic. All the documents will be compiled in HTML format to be published online on the project's public website	31-05-2025
D3.2	Training courses/MOOCs completed	Five courses (2 of which are Arabic translations) are produced in the form of MOOCs. Each course including videos of learning activities and self-assessment tests will have the equivalent of 3 ECTS.	30-11-2025
D3.3	Questions banks completed	Five question banks (2 of which are Arabic translations) will be developed. They will be used to generate the placement and certification tests. Each question bank will contain at least 500 questions.	30-11-2025
D3.4	Regulation texts adopted by the MESRS	The regulatory texts governing the certification procedures are adopted by the Ministry and published on the public website of the project, on the social network pages, on the websites of the partner universities and distributed through the third newsletter.	31-07-2025

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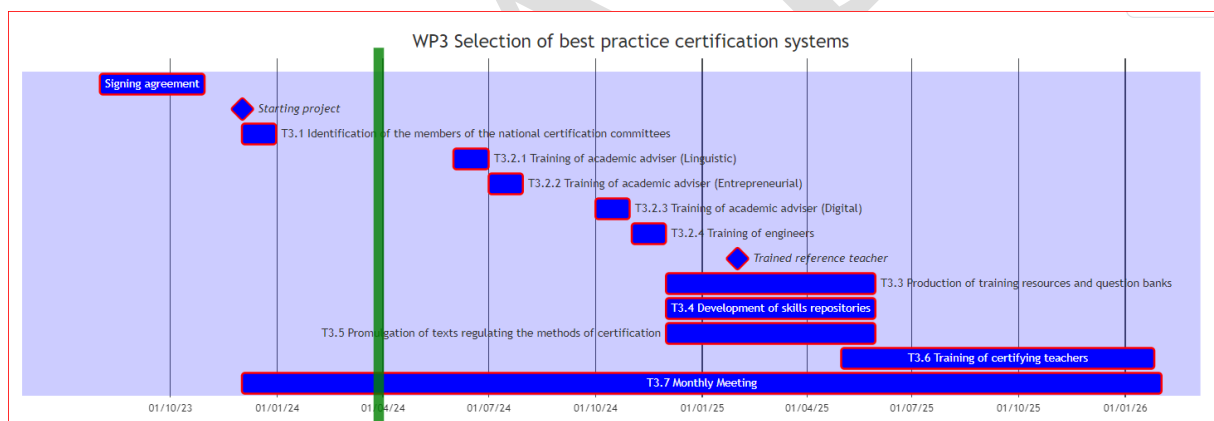


D3.5	Certifying teachers trained	Certifying teachers are trained by the reference teachers to use the produced resources and administer certification exams. Each reference teacher trains at least two other certifying teachers. This totals 6 teachers per institution and 36 nationally, or 9 teachers per institution and 54 nationally if reference teachers are included.	31-01-2026
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Milestone

Num	Name	Mean of verification	Due Date
M3	Trained reference teachers	Sign-up list of the different training courses. Photos taken during training	31-01-2025

Timeline



4.1.4 WP4: Deployment - Exploitation

Num	Name	Description	Due Date
D4.1	Video recording studios set up	Studio-course for the production of high-quality multimedia courses. A studio will be set up in each Algerian partner establishment.	31-05-2025
D4.2	Certification center set up	A Certification center including servers, software, platforms and computers for students will be setup in each Algerian univeristy.	31-05-2025

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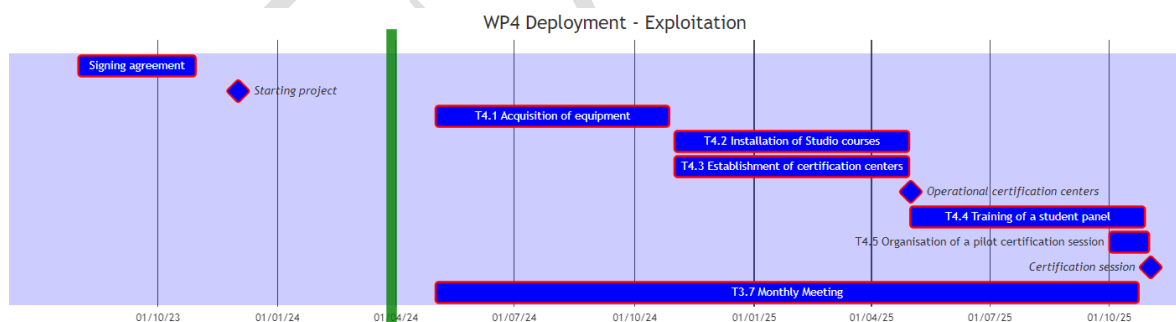


D4.3	Certification sessions running	Pilot certification exam for a panel of at least one hundred students per institution The exams will be online tests (Intranet) from common national question banks. They will be in English for language skills, in Arabic and English for digital and entrepreneurial skills.	31-07-2026
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Milestone

Num	Name	Mean of verification	Due Date
M4	Equipment for studio courses and certifying centers acquired	Photos of installed equipment. Inventory list.	31-05-2025
M5	Plateformes ready to use	Links to the plateformes on the public website and websites of the institutions. Traces on platforms.	30-11-2025

Timeline



4.1.5 WP5: Quality assurance

Num	Name	Description	Due Date
D5.1	Quality assurance plan	A document in paper and digital format issued by RTU including deadlines, deliverables, indicators, milestones.... Models of satisfaction questionnaires are developed and made available to all partners. These satisfaction questionnaires are used at each	31-05-2024

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		event: workshop, training, dissemination seminars, open days. They will collect the impression of end users: students, teachers, administrative and technical staff, and allow continuous improvement of services. The questionnaires models are annexed to the quality assurance plan.	
D5.2	Midterm quality report	A document in paper and digital format issued by RTU including deadlines, deliverables, indicators, milestones.... Models of satisfaction questionnaires are developed and made available to all partners. These satisfaction questionnaires are used at each event: workshop, training, dissemination seminars, open days. They will collect the impression of end users: students, teachers, administrative and technical staff, and allow continuous improvement of services. The questionnaires models are annexed to the quality assurance plan.	31-05-2025
D5.3	Final quality report	The same expert who conducted the mid-term evaluation produces a final report assessing the implementation of recommendations, the progress of activities since the previous report, with particular emphasis on the quality of the produced courses and pilot certification exams.	31-07-2026

Milestone

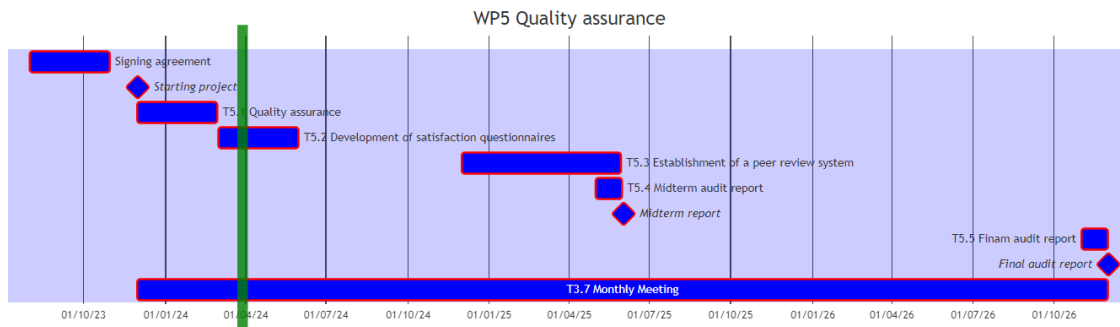
Num	Name	Mean of verification	Due Date
M6	Selection criteria for the external expert	Record of the expert selection process. The document has been approved by the steering committee and uploaded to the internal management platform for accessibility to all partners.	31-08-2024
M7	External expert recruited	Call for tenders published on the sites of partner establishments, selection minutes, contract concluded with the expert.	30-11-2024

Timeline

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4.1.6 WP6: Dissemination - Sustainability

Num	Name	Description	Due Date
D6.1	Public website and social networks pages	A website presenting the project, the partners, the activities, the main events and the results of the project. The events will also be reported on pages in the main social networks (Facebook, Instagram, Twitter, LinkedIn, ResearchGate). Shareable project products such as the good practice guide, competency frameworks and courses will be freely accessible from this site. The site will be published in Arabic, French and English.	31-05-2024
D6.2	First and second biannual newsletter	A newsletter will be disseminated through the public website and social networks and sent by email to all higher education institutions in Algeria. The newsletter will be distributed in Arabic, English and French. The first newsletter will be disseminated by the conclusion of the 6th month, and the second one will follow by the end of the 12th month.	31-12-2024
D6.3	Third and fourth newsletters	Similar to the first newsletters, the third will be spread out at the end of the 18th month, and the fourth will follow at the end of month 24.	31-12-2025
D6.4	Regional dissemination workshops	A regional dissemination workshop will be organized in the Centre, West and East regions. The duration of the workshop is one day. All higher education establishments and the main social and economic partners of the region are invited to this event.	30-09-2026

Milestone

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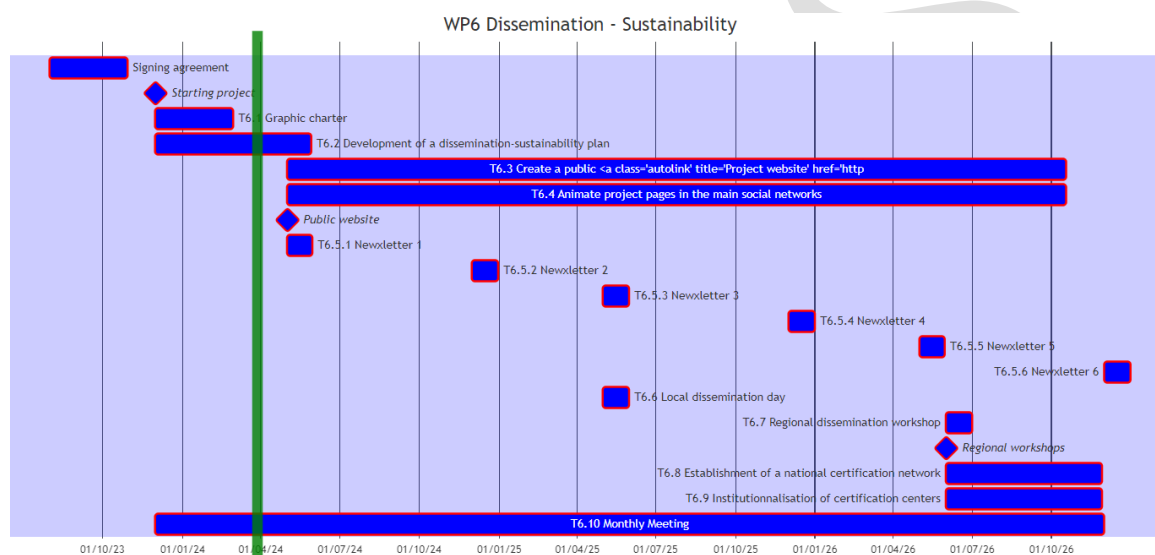


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Num	Name	Mean of verification	Due Date
M8	Communication strategy adopted	The list of the communications committee appointed during the kickoff meeting. The logo, graphic charter, and communication strategy available on the internal management platform.	30-04-2024
M9	Material for dissemination workshop ready	Posters, presentations used, agendas, program, invitation letters, list of participants, satisfaction questionnaires available on the internal management website.	31-07-2026

Timeline



5 Quality assurance

See Quality assurance plan document

6 Dissemination and Visibility of the Project

See Dissemination plan document

7 Reporting and Documentation

Each participating member of the project must provide proof of their legal link with their institution (certificate of employment).

Although timesheets are no longer required by the EU, the coordinator asks that they be filled out and updated every six months and submitted to the dedicated space on the internal management platform.

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8 Financial Management

8.1 Budget overview and financial procedures.

The budget is fixed and annexed to the Grant agreement. It is organized by partner and by WP. See Appendix 2 also available on the internal management platform in part WP1.

8.2 Approval of Transfer Modalities:

The funding transfer modalities have been approved within the consortium through bilateral agreements between the coordinator and each partner.

8.3 Communication of Amounts for mobilities

The coordinator provides each partner with the amounts to be charged to the project budget for each mobility.

8.4 Underestimation of Travel Expenses:

It is important to note that travel expenses are often underestimated.

Each partner is free to apply its own reimbursement policy to participants for the difference between actual travel costs and the flat-rate amounts provided in the project budget.

Partners can use indirect costs or staff costs to cover the difference between actual costs and flat-rate costs. They can also co-finance the difference.

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8.5 Grant Agreement Annexe 2

	Estimated EU contribution						
	Estimated eligible lump sum contributions (per work package)						
	WP1 Project Management	WP2 Selection of best practice certification	WP3 Training	WP4 Deployment - Exploitation	WP5 Quality assurance	WP6 Dissemination - Sustainability	Maximum grant amount
	a	b	c	d	e	f	a+b+c+d+e+f
1- UMAB	25.303,00	963,00	24.367,00	22.149,00	12.326,00	8.786,00	93.894,00
2 - UDL	20.490,00	2.793,00	21.766,00	19.645,00	2.696,00	7.627,00	75.017,00
3- U8M45	20.867,00	963,00	20.561,00	23.209,00	2.696,00	8.072,00	76.368,00
4- UBMA	20.289,00	963,00	22.197,00	21.379,00	2.697,00	7.981,00	75.506,00
5- EPAU	20.458,00	963,00	21.186,00	19.645,00	2.696,00	5.770,00	70.718,00
6- ULA	20.458,00	963,00	20.073,00	23.208,00	2.697,00	8.717,00	76.116,00
7- MESRS	11.409,00	-	12.010,00	-	2.696,00	5.541,00	31.656,00
8 - RTU	15.752,00	7.704,00	23.116,00	3.852,00	13.001,00	5.609,00	69.034,00
9 - UNISTRASI	23.920,00	11.556,00	40.884,00	5.778,00	13.242,00	7.317,00	102.697,00
10 -NTNU	22.396,00	10.208,00	15.412,00	14.252,00	25.134,00	16.471,00	103.873,00
11 - KU	12.384,00	2.696,00	8.497,00	4.815,00	5.393,00	3.279,00	37.064,00
Σ Consortium	213.726,00	39.772,00	230.069,00	157.932,00	85.274,00	85.170,00	811.943,00

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8.6 Procedures for purchasing equipment and VAT exemption

8.6.1 Equipment Acquisition Objective:

To provide non-European partners (excluding the Ministry of Higher Education) with the necessary equipment to establish a studio for recording educational videos and a certification center.

8.6.2 Eligibility Criteria:

- Equipment must be used solely for the project's needs.
- Partners must comply with local legislation and internal procedures, especially regarding tender processes.

8.6.3 Acquisition Process: Equipment Selection:

- Partners have the discretion to choose equipment based on what is already available.
- The list of selected equipment must be validated by the coordinator.

8.6.4 Equipment Purchase:

- Equipment costs are actual and not lump-sum.
- Partners must retain invoices and other proof of purchase.
- Partners should seek VAT exemption from local tax authorities.

8.6.5 Installation and Commissioning:

- Equipment must be installed and operational by no later than 30-05-2025.

8.6.6 Inventory:

- Equipment must be properly inventoried in the institution's records.

8.7 Subcontracting

The only subcontracted task is the evaluation by an external auditor. The steering committee establishes the selection criteria for the auditor. A call for tenders will be published by all partners. The expert will be selected by the steering committee from among the received offers. The auditor will provide a preliminary report by **31-05-2025** and a second report by **31-07-2026**.

9 Highlighting EU Funding in Project Outputs

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All communication, publications, and outputs resulting from this project, whether created jointly by beneficiaries or individually, must acknowledge the European Union's support. This includes materials presented at conferences, seminars, or used for promotion (brochures, leaflets, posters, presentations, etc.).

Here's what you need to include:

- **Erasmus+ Logo:** Display the Erasmus+ logo prominently.



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- **Funding Mention:** Clearly state: "Co-funded by the Erasmus+ Programme of the European Union."
- **Disclaimer:** Include the following sentence in all publications and videos: "This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein."

Additional Information:

- When the Erasmus+ logo is displayed alongside another logo, ensure it has appropriate prominence.
- Consider including similar acknowledgement on project websites, videos, and social media accounts created for the project. This shows transparency and appreciation for the EU's contribution.

By following these guidelines, you can ensure proper recognition of EU funding for the LEADS project.

10 Updating the Guide

This guide is a living document that can be updated as needed to reflect the changing needs of the project. Updates can be made to:

- Correct errors or omissions
- Add new information
- Clarify instructions
- Answer frequently asked questions

Update Process:

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- The project coordinator is responsible for coordinating updates to the guide.
- Partners can propose changes to the guide by contacting the coordinator.
- The coordinator will review the proposed changes and make any necessary modifications.
- The updated guide will be distributed to all partners.

Here are some additional details about the update process:

- The coordinator will track all proposed changes and their status.
- The coordinator will communicate with partners about the status of their proposed changes.
- The coordinator will maintain a version history of the guide.

If you have any questions or suggestions about the update process, please contact the project coordinator.

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