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D10.1 MANAGEMENT PLAN REPORT

WP10. PROJECT MANAGEMENT AND COORDINATION





Deliverable 10.1. Management Plan Report

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Approved on behalf of STEPS

Name

Partner

STEPS Management Team

Position

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Executive Summary

In the management plan report are underline issues regarding the management structure of the STEPS project, the role of the project working group such as MT, SC and QT. Furthermore, are emphasize issues regarding the internal communication form, mechanizes for conflict resolution and also the objectives, assumption risks and indictors of progress. An important part of the report underline issues regarding the financial aspect of STEPS project, allocated budget for each partner, for each work package and eligible costs (Staff costs, Travel costs & Costs of Stay, Equipment and Subcontracting costs). In its official form the report will comprise STEPS Partnership Agreement that will be signed by all the partners and more importantly will be available to the EACEA.

According to the literature the project management relies on proven and repeatable process and techniques in order to achieve predictable results. Practically a project is more likely to be successful when conventional management process are practiced. Basically the management process of the STEPS project are as explained below:

- **Project Initiation:** The first phase of the project involves the specification of the objectives, degree of difficulties and mechanizes for conflict resolution, establish processes, working groups etc.in order to support later project activities. The first Kick-off meeting, held in Tirana on March 2019 clarified all the issues raised in the Initiation phase.
- **Project Planning:** the second phase of the project involves the specification of clear objectives, defining the Quality Plan, dissemination& exploitation strategy plan, defining work to be completed for each work package and from each partner involve in the project.
- **Project Execution:** The third phase of the project involves the implementation of plans created in the phases before, delivery of the WP outputs according to the time schedule of the project.
- **Project closedown:** The final phase involve activities that will bring to an end the project such as final reports (evaluation or financial), audit of the project etc.

The coordinator is the person who is responsible to carry out all the phases mention above, along with more specific obligation that are going to be explained below on this document. Furthermore obligation and responsibilities for Team working groups such as SC, MT, and QT along with Lead Partner for each work package are also underline in this document. A clear work plan for the whole life of STEPS project (three years in total) that include starting and ending data for tasks and deliverable for each WP are also described.

Financial management, along with penalties in case that the project is not implement properly, partially or not in time are underline in this document.

1. STEPS PROJECT BACKGROUND

WB countries basically are all facing similar challenges that derive in one point, Integration on EU. One of the crucial points that require a specific attention regards the FOOD SECTOR and the EDUCATION SYSTEMS in WB. These sectors are facing a lot of issues that are related not only with the strengthening of policies in this sector but also with the modernization of Food engineering and Food management practice. Improvement on those issues are going to be accomplished as a result of continues cooperation between HEIs and stakeholders (Food production industries, Food suppliers, NGOs, Governmental bodies etc.) that perform in Food Sector. The result of this accomplished will assure Food quality and safety, a sustainable food chain management and basically will lead toward Sustainable Food production systems. Practically this is the main motivation of the STEPS project which is founded by Erasmus + program of European Union. The duration of the STEPS project is approximately 3 years, from January 2019 to January 2022.

In STEPS project are involved 11 partners, 3 (three) EU institution/universities (CULS, USAMVB, AUA) and a private company (ReadLab) and 7 (seven) HEIs from partner countries, which are HEIs from WB: 2 (two) HEIs from Albania (AUT and EUT), 2 (two) HEIs from Kosovo (UHZ and UC), 2 (two) HEIs (UNBI and UNSA) and also Ministry of Education, Science, Culture and Sports of Una-Sana Canton in Bosnia and Herzegovina (MESCS USK).

The most important outcome of the project will be the launching of an educated and skilled workforce, able to face the challenges of food production systems. This outcome will be as a result of the implementation a modern MSc program focused on “Sustainable Food production systems”. The goal is to implement a joint master within each WB countries involve in STEPS project. Furthermore, this accomplish will help HEIs of WB to develop capacities, infrastructure and improve the level of education that will be offered. The master program should be in compliance with Bologna convention. More important the master program will be designed in accordance with the recommendation and the needs of the target groups and stakeholders, needs that will be emphasized during the preparatory activities of the project. The master program will be structured under two main pillars:

1. Food engineering, quality and safety
2. Food production systems management

The main focus of the first group (food engineering, quality and safety) will be in:

- Advance food science and technologies
- Innovation harvest and post-harvest practices
- Food quality and safety

The main focus of the second group (food production systems management) will be in:

- Agro-food marketing
- Industrial ecology and circular economy in agriculture
- Sustainable supply chain management
- Innovation in sustainable food systems.

The new master program contains innovating elements that are going to add value to the Education policies within the WB countries. In primis the development of a master within WB countries under the same name “Sustainable Food Production systems”, approximately with the same structure, will promote the mobility of the students and academic staff within the HEIs involve in STEPS. Furthermore, the improvement and harmonization of educational systems in accordance with the policies and priorities of for the EU is another added value since the main intention of the WB countries is to be part of European Union.

2. AIMS AND OBJECTIVES OF THE DOCUMENT

Project Management Plan is the guide for implementing the major project and documents assumption and decisions regarding the management structure, the roles of MT, the internal communication mechanisms, financial aspects, indicators of progress etc. Basically the main aim of this document is to define clear roles, responsibilities, procedures and processes in order for the project to be completed:

- On-time
- Within budget
- With the highest degree of quality
- With respect and consideration between all the parties that gave their contribution in STEPS project

The main objectives underline in this report are:

- Defining the organization structure of STEPS project
- Defining the members of Team working groups of STEPS project (SC, MT, IQAT and EQAT)
- Defining the role and obligation of STEPS coordinator, MT, SC. and QT
- Defining how the grant is going to be allocated and management based on Grant Agreement
- Defining mechanisms for resolution of conflicts
- Underlining penalties in case of poor, partial and late implementation of STEPS project based on GA

3. PROJECT ORGANIZATION CHARTS, ROLES AND RESPONSIBILITIES

3.1 STEPS Organization Charts

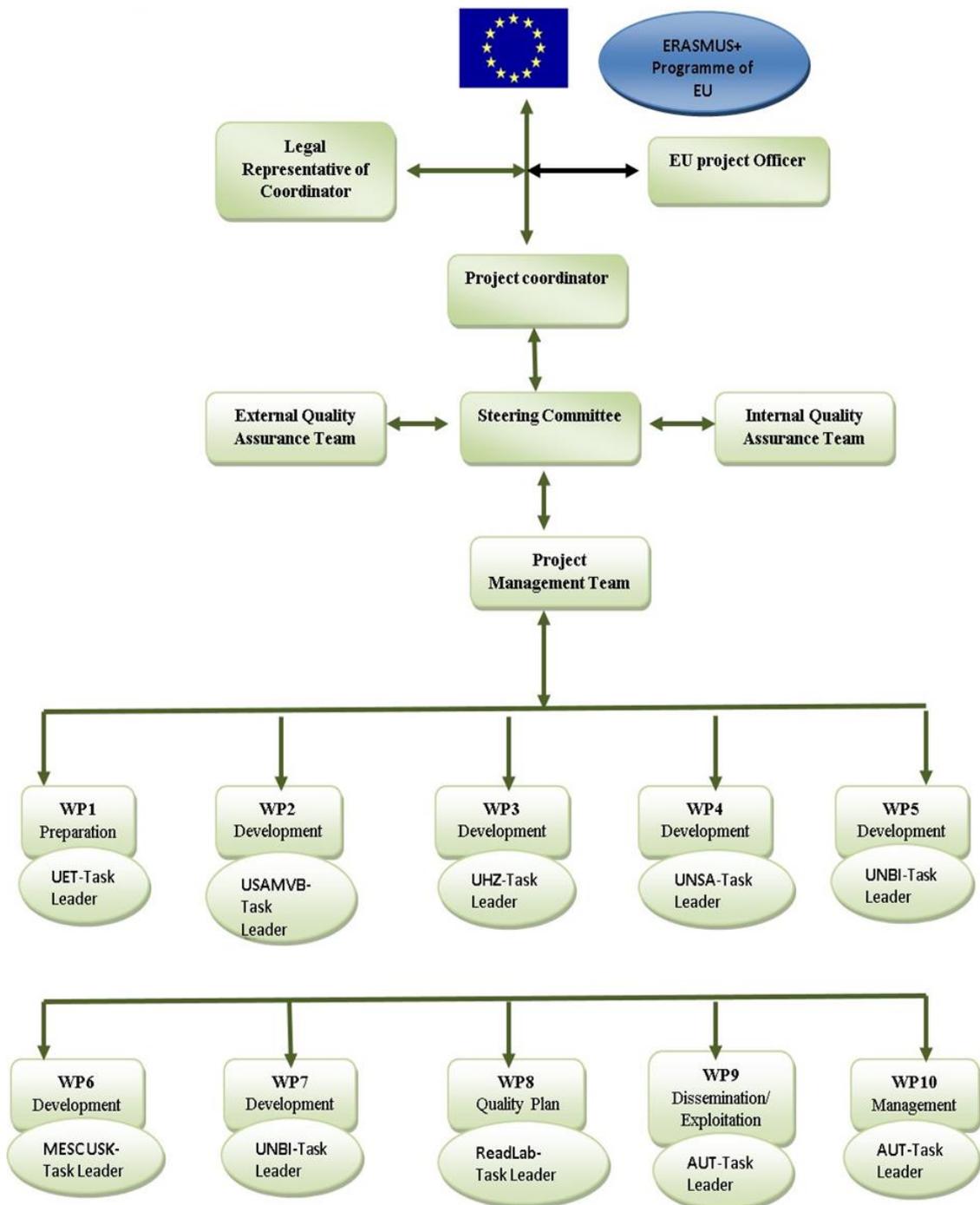


Figure1: Organization structure of the STEPS project

3.2 Roles and Responsibilities

Besides being able to fit all the specific requirement of Erasmus+ program, the organization structure of the STEPS project is design to assure that the project will be implemented with success, on time and with mutual respect among all the partners involve in this project. The organization structure of the STEPS project was approved in the first Kick-off Meeting, which was held in Tirana. The STEPS structure is composed of:

1. Legal representative of Coordinating Institution
2. Project coordinator
3. Steering Committee (SC)
4. Project Management Team (PMT)
5. Internal Quality Assurance Team (IQAT)
6. External Quality Assurance Team (EQAT)

3.2.1 Legal representative of coordinating institution

Legal representative of coordinating institution is the Rector, Prof. Dr. Bahri Musabelliu, of Agricultural University of Tirana, AUT. The legal representative of Coordinating Institution is the representative person of the institution that is the grant holder, the person who sign the grant agreement, lead partner having power of attorney.

3.2.2 STEPS Coordinator

The coordinator of STEPS project is **Prof. Dr. Renata Kongoli**, Dean of the Faculty of Biotechnology and Food, established in the Agricultural University of Tirana. Referring to the **Grant Agreement, Article II (II.1.3 General Obligation and role of the Coordinator)** below are some of the responsibilities that the coordinator shall cover:

- Monitoring that the action is implemented in accordance with the Agreement
- Be the intermediary for all the communication between the beneficiaries and the Agency, except where provided otherwise in the Agreement. In particular the coordinator shall:
 - ✓ Immediately provide the Agency with the information related to any changes in the nature of address, legal representative, financial and technical changes etc.
 - ✓ Bear responsibility for supplying all documents and information to the Agency which may be required under the Agreement, except where provided otherwise in the Agreement;
- Make the appropriate arrangement for providing any financial guarantees required under the Agreement
- Bear responsibilities for providing all the necessary document in the event of checks and audits initiated before the payment of balance, and in the event of evaluation in accordance with Article II.27
- Transfer to the beneficiaries, without delay, any documents relating to the action or the grant
- Others

By having in mind the organization structure of the STEPS project the coordinator must fulfilled other specific duties such as:

- Will chair the MT
- Must work closely with IQAT/EQAT, WP leader in order to resolve matter arising during the life of the project and to assure a quality implementation of the project
- Closely cooperation with team project (QT, MT, SC and WP leader) must reflect in the delivery of the report and other outputs in time (as foreseen in work description of the project) and with quality.
- Monitor and ensure the project is implemented in accordance with the grant agreement and, report even a minor changes to the EACEA if possible in advance or as soon as it occurs
- Provide all the necessary documents in the event of checks and audits initiated before the payment of the balance
- update the online Erasmus+ Project Results Platform
- Comply with monitoring procedures upon the EACEA request, calls, progress update e-mail, etc.

3.2.3 Steering Committee

SC is composed of 8 members. Three (3) members are selected from PMT, 2 members from academic staff or university management bodies and 3 selected members from Program countries institution of the consortium. The main duties of the Steering Committee is to monitor and review the project status as well as provide oversight of the STEPS project deliverables. Furthermore the SC:

- Will provide better connection between faculties, employers and enterprises.
- Will provide strategic direction of the project, weight the proposed initiatives allowing at the same time the project manager to manage and the project team to perform the project
- Oversee the quality of the project deliverables, advising and assisting the dissemination and promotion of project results

The members of the SC are as reflected below (Table 1)

Partner No.	Organization name (acronym)	PC	Name	e-mail
P1	Agricultural University of Tirana (AUT)	Albania	Prof. Dr. Renata Kongoli	rkongoli@ubt.edu.al
P2	European University of Tirana (EUT)	Albania	Kebjana Haka	kebjana.haka@uet.edu.al
P3	Univeristy "Haxhi Zeka" (UHZ)	Kosovo	Prof. Asoc. Nexhdet Shala	nexhdet.shala@unhz.eu , nshala1@hotmail.com
P4	Universum College	Kosovo	Uran Rraci	uran.rraci@universum-ks.org
P5	University of Bihać (UNBI)	Bosnia & Herzegovina	Prof. As.. Suzana Jahić	suzanajahic2002@gmail.com

P6	University of Sarajevo (UNSA)	Bosnia & Herzegovina	Prof.Dr. Sabahudin Bajramovic	s.bajramovic@ppf.unsa.ba
P7	Ministry of education, science, culture and sport of Una-Sana Canton (MESCS USK)	Bosnia & Herzegovina	Adnan Kreso	adnan.kreso@vladausk.ba
P8	Czech University of Life Sciences Prague (CULS)	Czech Republic	Prof. Michal Lošťák	lostak@pef.czu.cz
P9	Universitatea de Stiinte Agronomice si Medicina Veterinara din Bucuresti (USAMVB)	Romania	Prof. Dr. ROMAN Gheorghe Valentin	romangv@yahoo.com
P10	Agricultural University of Athens	Greece	Prof. As. Giannis Tsoulfas	giannis@aua.gr
P11	Research Innovation and Development Lab Private Company (ReadLab)	Greece	Petros Chondros	chondros@read-lab.eu

Table1: Steering Committee members

3.2.4 Project Management Team

The Management Team will be responsible to review progress, outputs, project impact and manage risk and crises. The team will be composed of one representative by each partner involved in STEPS project and furthermore responsibilities of MT are listed below:

- Providing administrative support to the coordinator and assist project partners on specific issues
- Providing reporting administration, creating templates and instruction for partners in order to facilitate the gathering of information and reporting output.
- Providing assistant to budget control and financial follow-up, establishing and maintaining financial records
- Assisting the coordinator in the financial management with the collection of information from the partners, the consolidation of management reports, the monitoring of expenses against budget allocations etc.
- Establishment of working groups for the implementation of tasks

Partner No.	Organization name (acronym)	PC	Name	e-mail	phone/mobile
P1	Agricultural University of Tirana (AUT)	Albania	Prof. Dr. Renata Kongoli	rkongoli@ubt.edu.al	+355 696037803

P2	European University of Tirana (UET)	Albania	Dr. Blerjana Bino	blerjana.bino@uet.edu.al	+355 692715861
P3	Universiteti "Haxhi Zeka" në Pejë (UHZ)	Kosovo	Prof. Asoc Nexhdet Shala	nexhdet.shala@unhz.e	+383 44138444
P4	Universum College (UC)	Kosovo	Uran Rraci	uran.rraci@universum-ks.org	+377 45447477
P5	University of Bihać (UNBI)	Bosnia	Emir Mujić Alma Bosnić	emir.mujic@unbi.ba alma.bosnic@unbi.ba	+387 (37) 22 80 59 +387 37226273 +387 61243768
P6	University of Sarajevo (UNSA)	Bosnia & Herzegovina	Prof.Dr. Sabahudin Bajramovic	s.bajramovic@ppf.unsa.ba	+387 61206108
P7	Ministry of education, science, culture and sport of Una-Sana Canton (MESCS USK)	Bosnia	Adnan Kreso	adnan.kreso@vladausk.ba	+387 62900084 +387 37316084
P8	Czech University of Life Sciences Prague (CULS)	Czech Republic	Prof. Michal Lošťák	lostak@pef.czu.cz	+420 732903327
P9	Universitatea de Stiinte Agronomice si Medicina Veterinara din Bucuresti (USAMVB)	Rumania	Dr.Maria Toader	mirelatoadervali@yahoo.com	+407 24000059
P10	Technologiko Ekpedefitiko Idrima Stereas Elladas (TEISTE)	Greece	Prof. As. Giannis Tsoulfas	giannis@aua.gr gianni@tsoulfas.com	+30 6906229821

P11	Research Innovation and Development Lab Private Company (ReadLab)	Greece	Petros Chondros Vassiliki Chatzipetrou Stefanos Vagenas	chondros@read-lab.eu chatzipetrou@read-lab.eu vagenas@read-lab.eu	+306 977081008
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Table2: Management Team members

3.2.5 Internal Quality Assurance Team (IQAT)

Internal quality team is composed of 11 (eleven) members and a pool also of 11 members called Deputy Quality Team. IQAT will be responsible for the development and the implementation of a quality plan for the life cycle of the project. QT will be responsible for:

- Monitoring the work plan, inform the coordinator and the MT on warning signs and deviations and provide recommendations for better implementation.
- Planning and applying corrective actions, in order to respond to any deviation of the project outcomes in terms of time, quality and cost, in cooperation with task leaders and the MT.
- Preparing questionnaires to be delivered to task leaders and the scientific staff involved in the project before the implementation of tasks. (Task leaders in collaboration with the MT will have the opportunity to enhance questionnaires; They will be responsible for providing the guidelines regarding research, preparing the templates for the corresponding deliverables, and disseminate the quality evaluation forms (questionnaires) so that staff involved in the tasks/deliverables is aware about the progress indicators and the quality evaluation criteria.)
- Monitoring and evaluating the quality of the deliverables as well as the efficiency of the reviewing/deliverables submission processes described in the QAP, in close cooperation with task leaders and MT.
- Disseminating quality evaluation results to the partnership and the stakeholders, according to the nature of the subject under investigation
- Providing guidelines and recommendations for the improvement of the quality of the deliverables.
- Reviewing and delivering the final version of the Quality Plan and also, periodic Quality Evaluation reports events-based reports produced after critical milestones, i.e. training seminars, workshops, laboratory demonstrations, etc.

**** For further more information check Quality Plan of STEPS project***

Below are listed all the members of Internal Quality Team (table 3).

Quality Team Members				
Partner No.	Name/Surname	Organisation	Position	Contact information (email, phone, skype name)
1	Luziana Hoxha	Agricultural University of Tirana	Lecturer	lhoxha@ubt.edu.al 355698602117
2	Kebjana Haka	European University of Tirana	Project Coordinator	kebjana.haka@uet.edu.al 00355 698593601 kebjanahaka
3	Arsim Elshani	UHZ	Professor	arsim.elshani@unhz.eu 383 45 616 369

4	Qendresa Kukaj	Universum College	Researcher	gendresa.kukaj@universum-ks.org
				38349833801
5	Jasmina Ibrahimpašić	UNBI	Associate professor	jasmina.ibrahimpasic@unbi.ba
				tel: 00 387 37 228 274
				mob: 00 387 61 786 721
				Jasmina Ibrahimpašić
6	Dragana Ognjenović	UNSA	Associate professor	d.ognjenovic@ppf.unsa.ba
				00 387 33 225 727
7	Albijana Trnavci	MESCS USK	Secretary of the MESCS USK	albijana.trnavci@yahoo.com
				38737316067
8	Lukas Zagata	Czech University of Life Sciences Prague	Associate professor	zagata@pef.czu.cz
				420224382195
9	ROMAN Gheorghe Valentin	USAMVB	Professor	romangv@yahoo.com
				40758083362
10	Catherine Marinagi	AUA	Professor	katmarinagi@gmail.com
				306937527465
				katerina.marinagi66
11	Petros Chondros	ReadLab	R&D Manager	chondros@read-lab.eu
				00306977081008
				petchon5

Table 3: Internal Quality team members

3.2.6 External Quality Assurance Team (EQAT)

Stakeholders are going to play an important role in the implementation of the STEPS project, throughout the whole life of the project. By taking into consideration their needs, their background and expertise in the Food Sector will help in the successful development of the STEPS master. The EQAT is conceived as a contribution of external experts and other stakeholders. The EQAT members should be recognized experts in the subject area and be acceptable to the MT and the partnership at large. The EQAT consists of a pool of around 20 members and it will be employed in a flexible way for pre-emptive actions. Each partner will propose at least two experts who will volunteer to provide the feedback. External evaluation is always following internal evaluation of STEPS deliverables/outcomes. According to the detailed description of the action, external evaluation should rely on analysing:

- **Relevance:** the extent to which the objectives and the implementation of project's tasks are consistent with the needs of the HEIs but also those of the labour market, the national organizations and the external stakeholders
 - **Effectiveness:** the achievement of the specific objectives of the tasks
 - **Efficiency:** the achievement of the objectives by monitoring the available budget and resources in comparison to the results produced
 - **Impact:** the contribution of the project to specific issues related to the needs and the expectations of the target groups
 - **Sustainability:** the measures and the actions that ensure the permanence of the impact and the further development of the project outputs/outcomes after the project lifetime.

*** For further more information check Quality Plan of STEPS project**

Below are listed the members of EQAT (table 4).

Partner No	Partner Name	Name	Position	Organisation
1	Agricultural University of Tirana	Vlash Mara	Professor	
1	Agricultural University of Tirana	Nazif Tivari	Owner of Dairy Industry and Invited Professor	
2	European University of Tirana	Ketrina Mijo Cabiri	Director of Office for Project Development and Partnership; Lecturer	European University of Tirana UET
2	European University of Tirana	Dardane Nuka	Lecturer	European University of Tirana UET
3	UHZ	Adem Dreshaj	Asoc. Professor	UHZ
3	UHZ	Afrim Selimaj	Asoc. Professor	UHZ
4	Universum College	Armend Berisha	Lecturer	Universum College
4	Universum College	Rrezeart Dema	Lecturer	Universum College
5	UNBI	Asima Topić	Stakeholder - dipl.ing	d.o.o Bihać Brewery
5	UNBI	Husejin Keran	University professor	University of Tuzla
6	UNSA	Elvis Ahmetovic	University professor	University of Tuzla
6	UNSA	Miljan Cvetkovic	University professor	
7	MESCS USK	Genc Trnavci	University professor	University Of Bihac
7	MESCS USK	Dijana Dedic	Senior Advisor	Develp. Agency of Una-Sana Canton
8	Czech University of Life Sciences Prague	Karel Nemejc	Assistant Professor, Director of IEC	Institute of Education and Communication (IEC), CULS
8	Czech University of Life Sciences Prague	Petr Valasek	Vice-chairman of Internal Quality Assurance Bboard	Czech University of Life Sciences, Vice rector
9	USAMVB	Temocico Georgeta	University professor	University of Agronomic Sciences and Veterinary Medicine of Bucharest. Chief of Projects Management Department
9	USAMVB	Emil Georgescu	Researcher	National Agricultural Research and Development Institute of Fundulea
10	AUA	Anastasios Magoutas	Associate Professor	UniAthens

10	AUA	Nikolaos Rachaniotis	Assistant Professor	UniPiraeus
11	ReadLab	Dimitris Karadimas	Co-Founder, Engineer	Pikei solutions
11	ReadLab	Dimitris Tzempelikos	Project Manager	Municipality of Aigaleo

Table 4: External Quality Team members. ****Members of EQAT still waiting to be proposed from STEPS partners***

3.2.7 Work Package Leader

Steps project work is organized in 10 (ten) work package, that are going to be implemented throughout the whole life of the project. For each WP there is a PC leader which have some obligations and responsibilities as following:

- Responsible that all the WP activities shall be delivered on time, as defined on project description.
- Responsible for informing in-time the Coordinator for every changes that affect the WP objectives (submission deadline, risk factors, etc.)
- Responsible for informing all the other partners that are involved in that WP for the procedures to be followed up and provides input and suggestions during the development of the WP deliverables.
- Cooperate with the QT in order to implement all the suggestion recommended from QT in reports or other deliverables of the WP.

4. STEPS PROJECT WORK PLAN

4.1 Project meeting/Management Team meetings

During the whole life of STEPS project are going to be organized 9 (nine) project meeting with the participation of all the partners involve in the project. Is the responsibility of the Coordinator for taking care of meeting organization matters such as disseminating the agenda, specify the duration of the meetings and chairing the discussion on for different issues and tasks that will be arise during the implementation of STEPS. Furthermore the project meeting will give a major contribution in informing the partners about the project development, deliverables, and outputs or of specific issues that will affect STEPS implementation. MT meeting will concedes with Project Meeting in order to reduce the budget costs for the Travel Cost heading. The number of meeting combine with different deliverable from different WP is reflected in the table below (Table 5)

Deliverable	Month no.	City/Country	Host Organization	Combined with deliverables
D10.4.a	2	Tirana/Albania	AUT	
D10.4.b	6	Bucharest/Romania	USAMVB	D2.3
D10.4.c	9	Peja/Kosovo	UHZ	D3.2.a
D10.4.d	12	Bihac/Bosnia- Herzegovia	UNSA	D3.2.b
D10.4.e	15	Bihac/Bosnia- Herzegovia	UNBI	D3.2.c
D10.4.f	18	Pristina/Kosovo	UC	D3.2.d,9.4.a,9.5.a
D10.4.g	21	Tirana/Albania	AUT	D3.2.e,9.4.b,9.5.b

D10.4.h	34	Sarajevo/Bosnia and Herzegovina	UNSA	D9.4.c,9.5.c
D10.4i	36	Tirana/Albania	AUT	

Table 5: PM and MT meetings combined with other deliverables

Besides face to face meetings as mention above, MT will organize a monthly basis communication via SKYPE or other rout of communication.

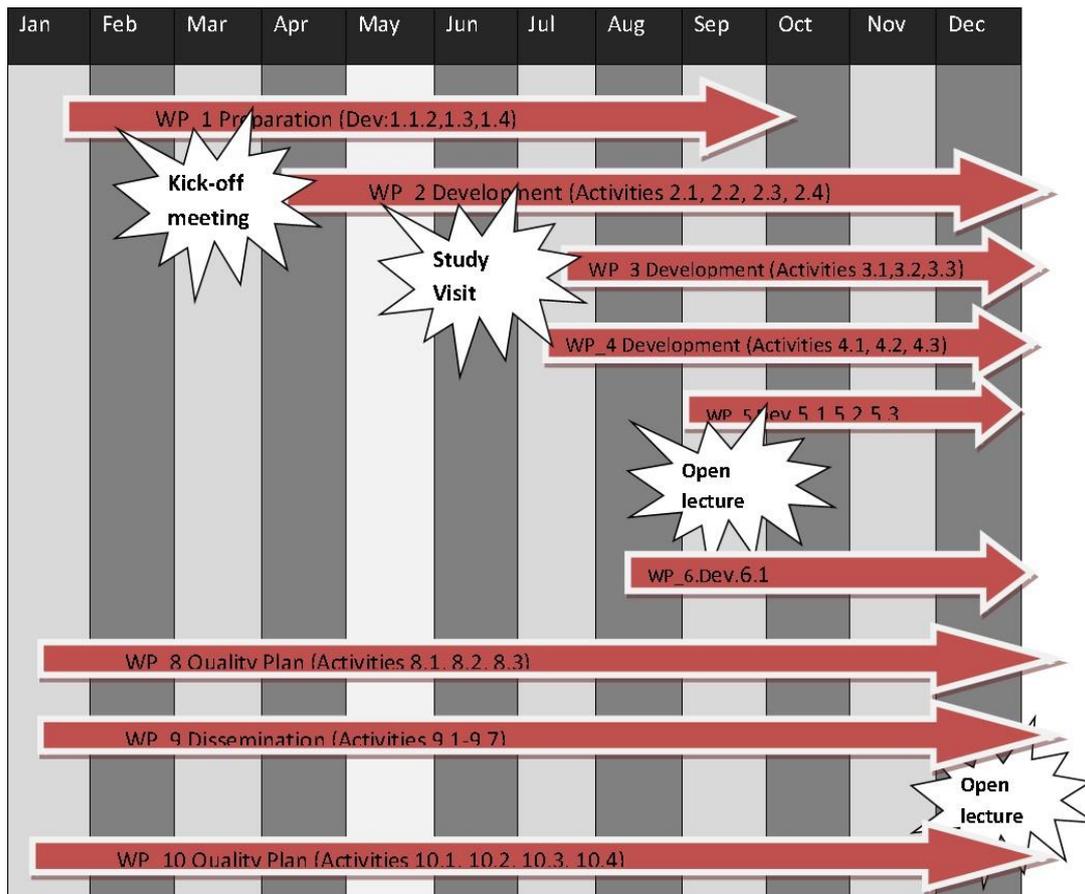
4.2 STEPS Project activities

No	TASK	LEAD PARTNER
WP1	Connection of STEPS with the world of work, the social and the economic environment	UET
D1.1	Assessment and analysis report on stakeholders needs	UET
D1.2	Survey of STEPS related programmes	UET
D1.3	Best practices of MSc programmes	UET
D1.4	Report on the mechanisms for continuous stakeholders input	UET
WP2	STEPS structure and courses design	USAMVB
D2.1	Design of the MSc programme	USAMVB
D2.2	Selection of teaching staff and organization in working groups report	USAMVB
D2.3	Study visit report	USAMVB
D2.4	Design of STEPS Courses	USAMVB
WP3	Professional development of scientific staff	UHZ
D3.1	Assessment of training needs reports	UHZ
D3.2	Training seminars/guest lectures	UHZ
D3.3	Continuous support and improvement of scientific background and teaching capacity of scientific staff	UHZ
WP4	STEPS Development	UNSA
D4.1	LMS platform	UNSA
D4.2	STEPS courses	UNSA
D4.3	Digitized educational material	UNSA
WP5	Development of infrastructures	UNBI
D5.1	Teaching/learning environment	UNBI
D5.2	Research labs	UNBI
D5.3	Experiments/ simulations and training material	UNBI
WP6	STEPS application for official accreditation	MESCS USK
D6.1	STEPS application for accreditation	MESC USK
WP7	STEPS implementation	UNBI
D7.1	STEPS programme imlementation plan report	UNBI
D7.2	STEPS programme	UNBI
WP8	Quality plan and evaluation of project progress	ReadLab
D8.1	Quality plan	ReadLab
D8.2	Internal evaluation reports	ReadLab

D8.3	External evaluation reports	ReadLab
WP9	Dissemination/Exploitation	AUT
D9.1	Dissemination/exploitation strategy report	AUT
D9.2	Web site	AUT
D9.3	Social media profile and dissemination material	AUT
D9.4	Workshops	AUT
D9.5	Laboratory demonstrations	AUT
D9.6	Career office development/enhancement	AUT
D9.7	Dissemination/exploitation reports	AUT
WP10	Project management and coordination	AUT
D10.1	Management plan report	AUT
D10.2	Internal communication platform	AUT
D10.3	Annual progress reports	AUT
D10.4	Project meetings	AUT

Table 6: Deliverable, tasks and Lead partner for each WP of STEPS project

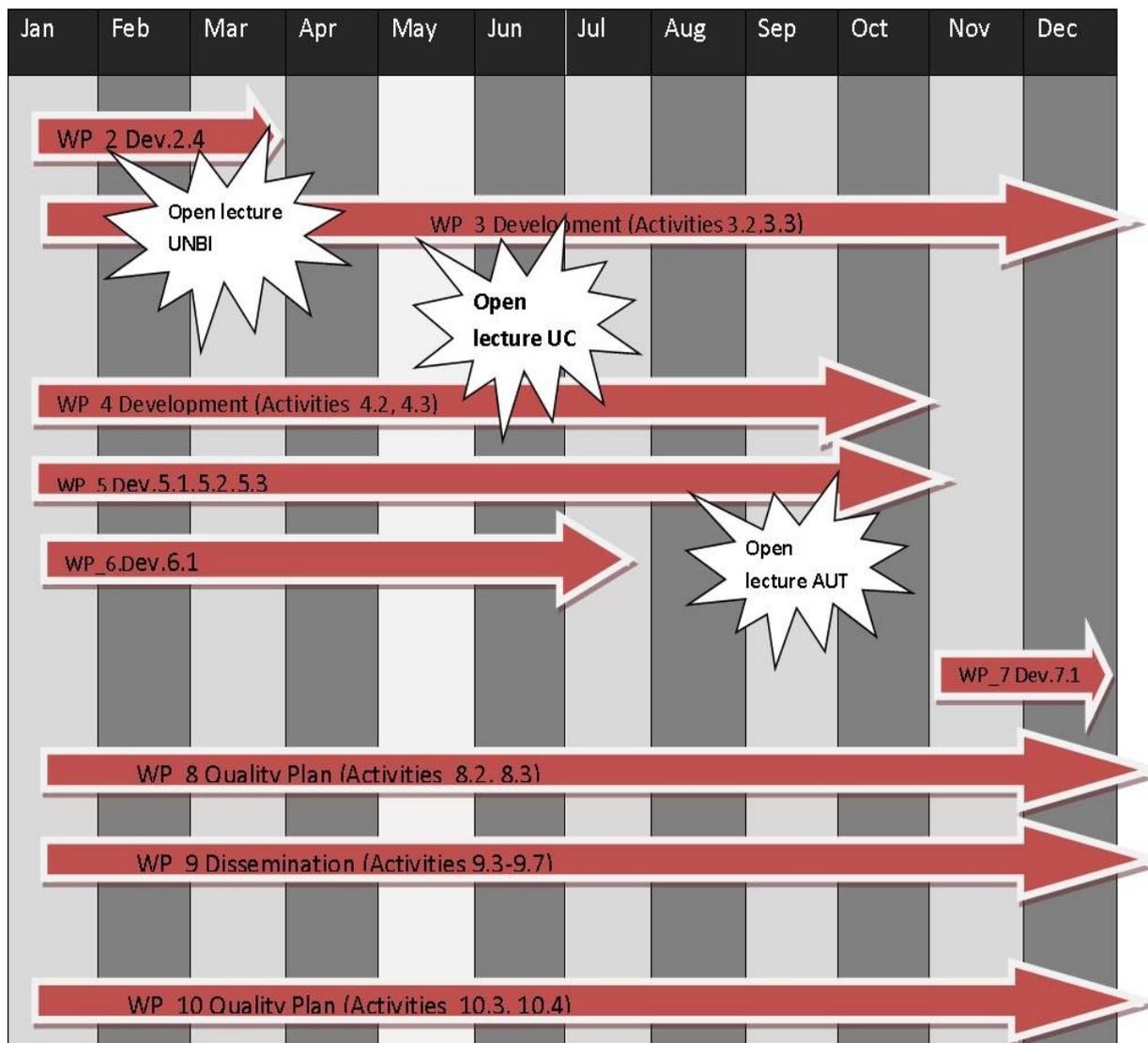
All the WP task are going to be delivered on time as specified in project description. Furthermore the Work Plan for each year of STEPS project is described on graphics below.



Graphic 1: Work Plan of STEPS project for the First year

On the first year of STEPS project are going to be organized four project meetings.

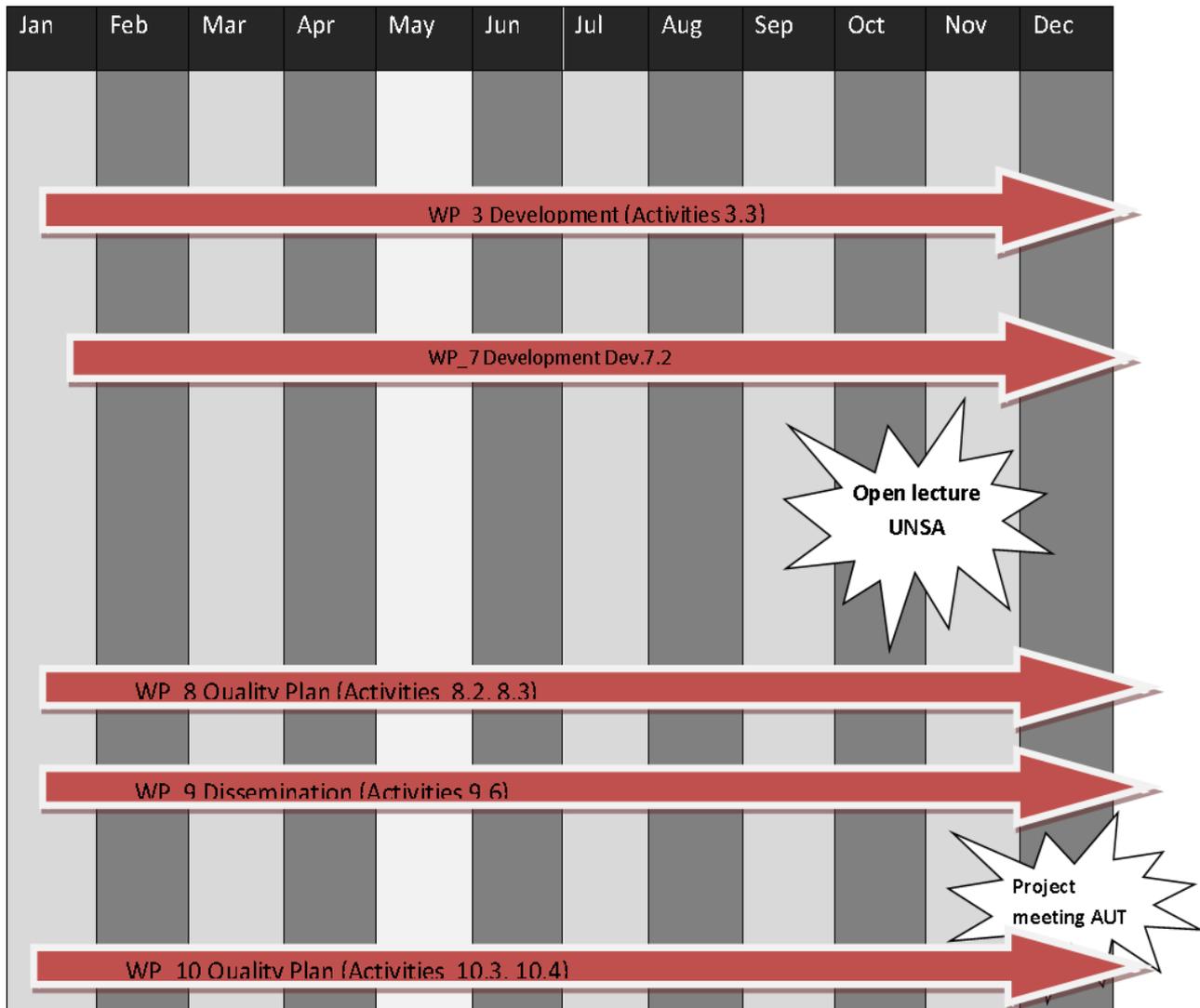
1. The first Kick-off meeting, which is going to be held in Tirana (Albania), organized by the coordinator Institution, Agricultural university of Tirana,
2. On June 2019 is going to be organized the second project meeting which will coincide with the Study Visit organized by USAMVB (Bucharest, Rumania)
3. The third Project meeting which will coincide with the first open Lecture/seminars is going to be held in Peja (Kosovo), organized by University of ‘Hazhi Zeka’ (UHZ_P3) on September, 2019.
4. The fourth Project meeting which will coincide with the second Open lecture/Seminars are going to be held in Sarajevo (Bosnia & Herzegovina), organized by the University of Sarajevo (UNSA_P6), December 2019).



Graphic 2: Work Plan of STEPS project for the Second year

On the second year of the STEPS project are going to be organized three Project Meeting that will coincide with the Open Lecture/ seminars/Workshops and Laboratory demonstration.

1. The first Project meeting for the second year of STEPS will coincide with the Open lecture/Seminars that are going to be held in Sarajevo (Bosnia & Herzegovina), organized by the University of Bihac (UNBI_P5), on March 2020
2. The second Project meeting for the second year of STEPS will coincide with the Open lecture/Seminars/Workshops and Laboratory demonstration that are going to be held in Pristina (Kosovo), organized by Universum College (UC_P4), on June 2020
3. The third Project meeting for the second year of STEPS will coincide with the Open lecture/Seminars/Workshops and Laboratory demonstration that are going to be held in Tirana (Albania), organized by Agricultural University of Tirana (AUT_P1), on September 2020)



Graphic 3: Work Plan of STEPS project for the Third year

On the third year of the STEPS project are going to be organized two Project Meeting that will coincide with the Open Lecture/ seminars/Workshops and Laboratory demonstration.

1. The first Project meeting for the third year of STEPS will coincide with the Open lecture/Seminars Seminars/Workshops and Laboratory demonstration that are going to be held in Sarajevo (Bosnia & Herzegovina), organized by the University of Sarajevo (UNSA_P6), on October 2021

2. The second Project meeting for the second year of STEPS which will be the last one of STEPS project is going to be held in Tirana (Albania), organized by Agricultural University of Tirana (AUT_P1), on December 2021)

5. FINANCIAL MANAGEMENT OF STEPS PROJECT

STEPS project is founded by Erasmus + program of European Union throughout its whole life from January 2019 to January 2022, with a total amount of 989,292.00 euro. All specification how to manage a grant founded by EU are well regulated under the Grant Agreement and Guideline for the use of the Grant (Version 02:09 January 2018). Specification includes the eligible cost that the grant must cover, the way that the payment of the grant must be delivered, documents that must accompanies the eligible costs (Staff cost Travel

Cost and Costs of Stay, Equipment costs, Cost for subcontracting and Exceptional costs), ways for reporting and also penalties for poor, partial or late implementation of the action.

According to the Grant Agreement (**Article I.3-Maximum Amount and Form of the Grant**) this maximum amount of EUR 989,292.00 shall take the form of:

- The reimbursement of 100% of the eligible cost of the action (Article I.3.a) for the following categories of cost indicating in Annex III (Grant Agreement): Equipment costs, Cost for subcontracting and Exceptional costs
- A unit contribution to cover the following categories of eligible costs indicated in Annex III (Grant Agreement, Article I.3.b): Staff costs, Travel Cost and Costs of Stay.

On the tables below (Table 7, Table8, Table 9) is explain how the total grant of the STEPS project is allocated according the budged Heading (Staff Costs, Travel Cost & Costs of Stay, Equipment and subcontracting cost) for each Partner and also for each WP of the project.

EU Grant requested from European Union in EUR		
Staff Costs	395,572.00	Cannot exceed 40% of total Grant
Travel Costs/exceptional travel Costs	69,120.00	
Cost of Stay	201,600.00	
Equipment Costs	265,500.00	Cannot exceed 30% of total Grant
Subcontracting Costs	57,500.00	Cannot exceed 10% of total Grant
Total Grant	989,292.00	Should be equal or above EUR 500,000.00 and cannot exceed EUR 1,000,000.00

Table 7: Total Grant of STEPS project founded by European Union in EUR

Partner name	Staff Costs	Travel Costs	Costs of Stay	Equipment Costs	Subcontracting Costs	Total Costs in EUR
AUT	38,230.00	5,080.00	15,360.00	44,000.00	25,500.00	128,170.00
EUT	37,815.00	5,080.00	15,360.00	44,000.00	3,000.00	105,255.00
UHZ	37,167.00	5,140.00	19,200.00	42,000.00	4,000.00	107,507.00
UC	35,567.00	4,760.00	18,240.00	46,000.00	5,500.00	110,067.00
UNBI	36,592.00	6,730.00	19,200.00	45,500.00	4,000.00	112,022.00
UNSA	36,992.00	5,060.00	16,800.00	44,000.00	4,500.00	107,352.00

MESCS USK	35,306.00	6,730.00	21,600.00			63,636.00
CULS	33,873.00	9,350.00	21,600.00		4,000.00	68,823.00
USAMVB	22,769.00	7,870.00	19,200.00		2,000.00	51,839.00
AUA	34,558.00	8,400.00	21,600.00		3,000.00	67,558.00
ReadLab	46,703.00	4,920.00	13,440.00		2,000.00	67,063.00

Table 8: STEPS Grant divided per Budget Headings (Staff Costs, Travel Cost & Costs of Stay, Equipment and subcontracting cost) per each Partner

Partner name	WP1-Preparation	WP2-7 Development	WP8 Quality Plan	WP9 Dissemination & Exploitation	WP10 Management	Total Costs in EUR
AUT	4,298.00	101,171.00	2,266.00	10,835.00	9,600.00	128,170.00
EUT	6,546.00	88,171.00	2,266.00	6,202.00	2,070.00	105,255.00
UHZ	4,298.00	88,711.00	2,266.00	6,202.00	6,030.00	107,507.00
UC	4,298.00	89,771.00	2,266.00	7,702.00	6,030.00	110,067.00
UNBI	4,298.00	92,656.00	2,266.00	6,202.00	6,600.00	112,022.00
UNSA	4,298.00	90,176.00	2,266.00	4,582.00	6,030.00	107,352.00
MESCS USK	3,189.00	47,220.00	2,266.00	4,361.00	6,600	63,636.00
CULS	6,916.00	45,550.00	3,848.00	4,739.00	7,770.00	68,823.00
USAMVB	3,702.00	35,698.00	2,046.00	4,153.00	6,240.00	51,839.00
AUA	6,916.00	44,855.00	3,848.00	4,739.00	7,200.00	67,558.00
ReadLab	6,526.00	34,625.00	14,488.00	3,674.00	7,750.00	67,063.00

Table 9: STEPS Grant divided for each WP and partner involved in the project

According to the **Article I.4 of the Grant Agreement** upon entry into force of the Agreement a pre-financing payment of 50% of the maximum amount shall be paid. Further pre-financing payment of 40% of the maximum amount shall be paid to the coordinator subject to same condition such as having used at least 70% of the previous pre financing paid. Payment of the balance (10% of the maximum amount) shall be

completed to the end of the period set out **in Article I.2.2 of the Grant Agreement** and must be accompanied with documents mention under the section “Other supporting documents” of Article I.4.

If a partner institutions is from a country where the EURO is not adopted as a national currency all the expenses of the project in local currency should be converted in Euro. During the whole life of the project only two exchange rates from national currency into euro are allowed. From the start of the eligibility period until the data of the second pre-financing the exchange rate will be that of January 2019 (the month of pre-financing). The rate be applied is the monthly accounting rate established by the commission on publish on the web site:

<http://ec.europa.eu/budget/graphs/inforeuro.html>

Unit cost for staff for Program and Partner Countries Amounts is in Euro per Day (Table 11) as specified in **Annex I of the Guideline for the use of the Grant (Version 02:09 January 2018)**.

Unit cost for Travel and Costs of stay for Program and Partner Countries Amounts is in Euro per Day (table 12) as specified in **Annex I of the Guideline for the use of the Grant (Version 02:09 January 2018)**. Travel distances must be calculated using the distance calculator supported by the European Commission:

http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm

Cost of stay are based on the duration off activities of the participants **Annex I of Guideline for the use of the Grant (Version 02:09 January 2018)**. Unit cost per day per participants for STEPS project is 120 EUR per day.

Country	Manager	Teacher/ trainer/ researcher	Technician	Administrative staff
Czech Republic, Greece	164	137	102	78
Romania	88	74	55	39
Albania, Bosnia& Herzegovina, Kosovo	108	80	57	45

Table 10: Unit cost for staff, amounts is in Euro per Day

Distance band	Unit cost per participants
Between 100& 499 km	180 euro
Between 500 & 1999km	275 euro
Between 2000 & 2999km	360 euro

Table 11: Unit cost for Travel, Amounts is in Euro per Day

All the budget expenditure that have cover the actual cost (Equipment and Subcontracting) and Unit cost (Staff and Travel and cost of stay) must be accompanied with supporting documents (as shown on table 13). This procedure is extremely important for Final Financial Report and internal/external audit that the project must undergo. In the case of the unit cost the list exposed on the Table 13 cannot be exhaustive as it depends on the actual output of the project and the quality of the documentation provided (Source: Guideline for the use of the Grant (Version 02:09 January 2018).

Reimbursement basis	Budget Headings	Documents to retain with project accounts	Documents to be sent with the Final report
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Actual Costs	Equipment	*Invoices *Bank statements *Tendering procedure for expenses exceeding 25.00 Euro *Proof that the equipment is recorded in the inventory of the Institution	1. Invoices and three quotations from different suppliers for expenses exceeding 25.000 euro 2. Any prior authorization from the Agency
	Subcontracting	*Subcontracts *Invoices *Bank statement *Tendering procedure for expenses exceeding 25.00 Euro *Tangible outputs/products	1. Subcontracting, Invoices and three quotations from different suppliers for expenses exceeding 25.000 euro 2. Any prior authorization from the Agency
Unit Costs	Staff	*Formal employment contract *Joint declaration *Time sheet *Salary slips *Attendance /Participant list *Tangible outputs/products *Minutes of meeting	No supporting document should be sent with the Final report, except for any prior authorization from the Agency
	Travel and Costs of Stay	*Individual travel report *Invoices, receipts, boarding passes *Agendas *Attendance /Participant list *Tangible outputs/products *Minutes of meeting	No supporting document should be sent with the Final report, except for any prior authorization from the Agency

Table 12: Supporting documents per Budget Headings

6. STEPS PROJECT REPORTING

Within the STEPS project are foreseen three ways of reporting:

- a) The formal reporting by the project coordinator to the Agency including Intermediate reports and finale reports of the project
- b) Internal reporting within the Consortium. In primis the beneficiaries shall inform the coordinator throughout a report about the technical progress on institutional level about the project implementation. Secondly they must inform the coordinator throughout a financial report which must include the declaration of expensive incurred accompanied with all the necessary documents that are underline in the Grant Agreement.
- c) Reporting on after the realizations of different events (partner meetings, workshops, roundtable, seminars etc.) by all the beneficiaries.

I	Reports (two in total) prepared by the coordinator to be delivered to EACEA	Progress report-month 18
		Final report-month 36
II	Partners Financial reports (four reports)	1 st report-month 12
		2 nd report- month 17
		3 rd report- month 26
		4 th report- month 36
III	Partners technical report on the implementation of the project (two reports)	1 st report-month 18
		2 nd report- month 36

Table 13: STEPS reporting time-schedule

7. MECHANIZES FOR CONFLICT RESOLUTION

Besides other factors the success of a project relies on project coordination and understanding between all the beneficiaries in order to achieve a common goal, implementation with success and on time of the project.

Conflict within a team environments require the ability from the coordinator to solve problems, set goals, compromise, settle personality difference, and resolve conflicts. The challenge of a project coordinator is to maintain the right balance within the working team by being fair, communicate, being able to establish an environment in which creativity and innovation is encourage and the project goals are accomplished. This is going to be achieved if the coordinator apply in a correct manner the project management principle, understands the dynamic of a conflict and knows the approaches to a conflict resolution. Modes to approach to conflict resolution include steps such as confronting, compromising, smoothing, forcing and avoiding.

A tool for avoiding conflicts and misunderstanding among partners is the communication arrangements within the consortium. It is clearly specified in the description of the action that a core task of the MT is to establish a common understanding and a fruitful information exchange based on the acceptance and respect for the diversity in culture, opinion, approaches etc. The management team will be responsible to provide a forum for discussion, collaboration and decision making, and allow the partners to be actively involved in matters of the project work and spread the responsibility. Decision making will be based on majority opinion. In case the latter is not clear, a voting procedure will be organized with votes of equal weight of all partners.

In case of draw, external experts, key stakeholders or European/national officers will be invited to advise the MT and voting will be repeated. Discussions on warning signs, i.e. variances in schedule or budget and quality issues of deliverables that could lead to a conflict will help the MT to act proactively and plan reformative actions. In case of conflicts, the coordinator will organize an MT meeting to resolve the conflict immediately.

8. ASSUMPTION RISK AND PENALTIES

Assumption risk and constrain related to STEPS project implementation are capture during the planning phase of the project. These assumption includes all the factors that may impact a project at the start, during the implementation and furthermore the sustainability of the project. These risks and constrain should be assessed to gain a view on probability and impact.

Some of the assumption risk that has been defined that are related with the STEPS project (implementation of a scientific master in Western Balkans regions) are as mention below:

- Capacity and availability of HEIs staff and infrastructures to host project events
- Efficient communication and cooperation with employers, external organisations, national authorities, HEIs outside the consortium
- Receptiveness of academics regarding the adoption of learning outcomes approach and ECTS system
- Receptiveness of scientific staff with respect to the adoption of teaching practices and the familiarisation with ICT tools
- Newly available equipment will be easily adapted to the development and the implementation of courses
- Accreditation of STEPS programme by national authorities, in the partner countries
- Sufficient participation of students, engineers and managers working in private sector companies and national organisations
- Participation and engagement of stakeholders with STEPS objectives
- Willingness of stakeholders to contribute to the continuous improvement of the STEPS project, provide internships and scholarships to students and participate in co- funding schemes
- Delayed response of stakeholders will be avoided through systematic reminders
- Availability of faculty staff will be checked during the organisation of the working groups
- Familiarisation with teaching methodologies based on ICT-tools will occur during the development of the educational content, in the time

Frame given in the work plan

- Complex, time-consuming procedures for the purchase and the installation of new equipment will be overcome
- Familiarisation of the scientific staff with the new equipment will occur during the development of laboratory exercises and software simulation
- Purchased equipment will be easily adapted to the design and the development of the courses
- Multi-activity time planning will help working groups to develop a common language and mind-set about the development of the educational material
- Lengthy accreditation procedures will be handled
- A sufficient number of students will apply to the STEPS programme on schedule

The project manager and Project Management Team must make a decision on what risk to worry about, risk that may have a high probability and a high impact. This is an important steps in order to take mitigating action, and more important where and when this action are going to be undertaken.

The impact of these assumption risk are categorised in the table below along with some general action to be undertaken.

Categories	General action and contingency
Immediate action necessary	STEPS is substantially below expected value. Action taken need to include work on contingency measures, reassigning of responsibilities, adapting plans and

	shifting pf efforts in order to improve activities relevant to the project.
Needs further attention	Steps project is slightly below expectation or may deserve attention for other reasons, e.g. continues performance drops. The issues needs to be addressed and further measures for improvement need to be discussed project- wide. Action to be taken are to be carried out by each partner of the project.
Good progress	STEPS project is on track with the plan. Measures implememnted so far need to be carried out in a similar way for the time remainder of the project
Overachievement	Exceed expectation
Not applicable	STEPS cannot be evaluated at this point due to changes in dissemination plans and newly introduced measures. Action to be carried need to include adjustment for enabling future tracking of STEPS.

Table 14: Assumption risk impact and general action to be taken.

STEPS project is financed from Erasmus+ program of European Union and according to the Agreement we have the obligation to comply with the publicity provisions (Article I.10.10). In case of failure to fulfil this obligation the Agency have the right to apply a 20% reduction of the grant initially approved.

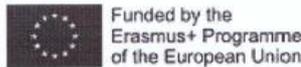
According to the Article I.10.6 the Agency have the right to reduce the grant initially approved if the action is implemented poorly, partially or late. Referring to the Guideline for the use of the Grant (Version 02:09 January 2018) it is clearly specified that such penalties shall be applied by the Agency in case the final technical report provides evidence that the project implementation was not addressed with the required attention and According to the terms laid down in the Agreement.

The final report and outputs produced by the project will be assessed using a common set of quality criteria based on the same evaluation criteria and the same scoring scale used on the application process; relevance (max 30 point), quality of the project, implementation (max 30 points), quality of the project team and cooperation arrangements (max 20 points) and impact and sustainability (max 20 point).

Based on the scoring achieved from the project, where 100 is the highest, the reduction of the budget will be implemented:

- 25% reduction if the final reports scores at least 40 points and below 50 points
- 35% reduction if the final reports scores at least 30 points and below 40 points
- 55% reduction if the final reports scores at least 20 points and below 30 points
- 75% reduction if the final reports scores below 20 points

The coordinator will have the possibilities to react to the first evaluation of the final report and to provide supplementary information on the project implementation. In case the addition information are insufficient and it's proven again the same situation the above mention penalties will be APPLIED.

ANNEX I: Approval of the member of MT and QAT

REPUBLIKA E SHQIPËRISË
AGRICULTURAL UNIVERSITY OF TIRANA

No. 1012 Prot.Tirana on 16/04/2019

At the kick off meeting held on March 18th and 19th 2019, in Tirana, the structure of Erasmus Plus Project, STEPS-"MSc in Sustainable Food Production Systems", no. 598963-EPP-1-2018-1-AL-EPPKA2-CBHE-JP, was established management comprising of the Project Management Team. The Consortium of the project reached the following:

DECISION

Project Management Team will consist of the following members:

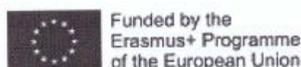
1. Prof. Dr. Renata Kongoli, Agricultural University of Tirana, Albania
2. Dr. Blerjana Bino, European University of Tirana, Albania
3. Prof. As. Dr. Nexhdet Shala, University "Haxhi Zeka", Kosovo
4. MA. Uran Raci, Universum College, Kosovo
5. Prof. As. Dr. Emir Mujčić, University of Bihać, Bosnia and Herzegovina
6. Prof. Dr. Sabahudin Bajramovic, University of Sarajevo, Bosnia and Herzegovina
7. Mr. Adnan Kreso, Ministry of education, science, culture and sport of Una-Sana Canton, Bosnia and Herzegovina
8. Prof. Dr. Michal Lošťák, Czech University of Life Sciences Prague, Czech Republic
9. Lecturer/ Dr. Maria Toader, University of Agronomic Sciences and Veterinary Medicine of Bucharest, Romania
10. Prof. As. Giannis Tsoulfas, Technological Educational Institute of Sterea Ellada, Greece
11. Mr. Petros Chondros, Research Innovation and Development Lab Private Company, Greece

On Behalf of all Project Consortium

Rector of Agricultural University of Tirana

Prof. Dr. Bari Musabelliu





REPUBLIKA E SHQIPËRISË
AGRICULTURAL UNIVERSITY OF TIRANA

No. 1014 Prot.

Tirana on 16/04 2019

At the kick off meeting held on March 18th and 19th 2019, in Tirana, the structure of Erasmus Plus Project, STEPS-"MSc in Sustainable Food Production Systems", no. 598963-EPP-1-2018-1-AL-EPPKA2-CBHE-JP, was established all Consortium members will be represented in the Quality Team with one representative and one deputy per partner management. The Consortium of the project reached the following:

DECISION

Project Quality Team Members and Deputies will consist of the following:

No.	Institution	Country	Member name	Deputies
1.	Agricultural University of Tirana,	Albania	Luziana Hoxha	Enkeleda Berberi
2.	European University of Tirana	Albania	Kebjana Haka	Lutjona Lula
3.	University "Haxhi Zeka"	Kosovo	Arsim Elshani	Ibrahim Hoxha
4.	Universum College	Kosovo	Qendresa Kukaj	Uresa Vllasa
5.	University of Bihać	Bosnia and Herzegovina	Jasmina Ibrahimpašić	Suzana Jahić
6.	University of Sarajevo	Bosnia and Herzegovina	Dragana Ognjenović	Milenko Blesić
7.	Ministry of education, science, culture and sport of Una-Sana Canton	Bosnia and Herzegovina	Albijana Trnavci	Adnan Kreso
8.	Czech University of Life Sciences Prague	Czech Republic	Lukas Zagata	Jakub Hustak
9.	University of Agronomic Sciences and Veterinary Medicine of Bucharest	Romania	Roman Gheorghe Valentin	Temocico Georgeta
10	Technological Educational Institute of Sterea Ellada	Greece	Catherine Marinagi	Giannis Tsoulfas
11.	Research Innovation and Development Lab Private Company	Greece	Petros Chondros	Alexandros Vouros

On Behalf of all Project Consortium
Rector of Agricultural University of Tirana
Prof. Dr. Bari Musabelliu



ANNEX II: LINKS-How to read the document

1. http://steps-project.eu/wp-content/uploads/2019/07/D8.1.Quality-Plan_1.1.pdf
2. https://eacea.ec.europa.eu/sites/eacea-site/files/guidelines_for_the_use_of_the_grant_2017_cbhe_v_ii_-_09_january_2018_0.pdf
3. STEPS Grant Agreement

Agreement number: 2018 - 2504 / 001 - 001

Multi beneficiaries model agreement: October 2016



Education, Audiovisual and Culture Executive Agency

Erasmus+: Higher Education - International Capacity Building

GRANT AGREEMENT FOR AN ACTION WITH MULTIPLE BENEFICIARIES

Mixed financing (reimbursement based on percentage of eligible costs and lump sum(s) and/or unit contribution(s))

AGREEMENT NUMBER – 2018 - 2504 / 001 - 001

Project reference number – 598963-EPP-1-2018-1-AL-EPPKA2-CBHE-JP

The **Education, Audiovisual and Culture Executive Agency** (hereinafter referred to as “the Agency”), acting under powers delegated by the European Commission (hereinafter referred to as “the Commission”) represented for the purposes of signature of this Agreement by Mr Ralf Rahders Head of Unit Erasmus+: Higher Education - International Capacity Building,

on the one part,

and

UNIVERSITETI BUJQESOR I TIRANES
KAMEZ, ,
AL- TIRANA

hereinafter referred to as “the coordinator”, represented for the purposes of signature of this Agreement by **Bari Musabelliu**

and the beneficiaries listed in Annex IV duly represented by the coordinator by virtue of the mandates included in Annex IV for the signature of this Agreement, hereinafter referred to collectively as “the beneficiaries”, and individually as “beneficiary” for the purposes of this Agreement where a provision applies without distinction between the coordinator or another beneficiary,

on the other part,

Whereas the Commission has taken a decision n° C(2013)8550 of 04/12/2013 as amended by decision n° C(2016)5719 of 13/09/2016 and n° C(2014)6158 of 03/09/2014 as amended by decision n° C(2016)5753 of 13/09/2016 authorizing the use of lump sums, reimbursement on the basis of unit costs and flat-rate under the Erasmus+ Programme;

