



# PROJECT MANAGEMENT HANDBOOK

Deliverable 7.1

Project Reference

N° 618518-EPP-T-2020-1-PT-EPPKA2-CBHE-JP



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



The FoSaMed project is an Erasmus+ project funded by the European Commission which aims to develop a joint Master's Programme on Food Safety in Morocco. Running from January 2021 to January 2024, it brings together Moroccan HEIs promoting inclusive education through curriculum development and teacher education on food safety, namely Agronomic and Veterinary Institute Hassan II (IAV), National School of Agriculture (ENA), Ibn Tofail University (IBN) and Mohamed I University (UMP) that will receive the support of the project coordinator the University of Évora (UEVORA) together with the University of Barcelona (UB) and the Mediterranean Universities Union (UNIMED).

Moroccan academics are trained on modern and innovative teaching methodologies in order to design a Master programme which 1) promotes the traditional Mediterranean diet 2) is associated to short food supply chains 3) promote an inclusive higher education by involving underprivileged groups, such as women, rural populations and refugees and giving them equal access to knowledge and opportunities.

## Document Information

<b>Project Title</b>	FoSaMed – Food Safety in the Mediterranean
<b>Project n.</b>	618518-EPP-T-2020-1-PT-EPPKA2-CBHE-JP
<b>Deliverable</b>	7.1. Project Management Handbook
<b>Work package</b>	WP 7 – Project Management
<b>Status</b>	Version 1.0 July 2021
<b>Confidentiality Status</b>	Public
<b>Author (Partner Institution)</b>	UEVORA – University of Évora
<b>Responsible Author(s)</b>	Marta Laranjo (Project Coordinator) Sónia Bombico (Project Manager) Catarina Dias (Financial Manager)
<b>Abstract (for dissemination)</b>	The Project Management Handbook is intended to support partners in the effective and efficient administration, procedural and financial management of the project. It focuses on project implementation procedures, structures and coordination and sets out key responsibilities for engagement and interaction. It is intended to support the achievement of project objectives, the effective management of partner progress and the timely delivery of project results.



## CONTENTS

Executive Summary -----	5
<b>1. Introduction -----</b>	<b>6</b>
1.1. FoSaMed -----	6
1.2. Work Package 7 -----	6
1.3. Deliverable 7.1 -----	7
<b>2. Management of the FoSaMed Project -----</b>	<b>7</b>
2.1. Partnership Agreement (PA) -----	7
2.2. Management structure and procedures -----	7
2.3. Assembly of Partners (AoP) -----	8
2.4. Project Manager (PM) / Coordinator -----	8
2.5. Management Committee (MC) -----	9
2.6 WP Leaders (WPL) -----	10
2.7. Scientific Committee (SC) -----	10
2.8. External Evaluator Expert for Quality Assurance (EE) -----	11
<b>3. Project Work Plan &amp; Implementation -----</b>	<b>11</b>
3.1. Overview of Project -----	11
3.1.1. Project Timeline -----	13
3.2. Work Package Management -----	13
3.3. Work Plan -----	14
3.4. Project Deliverables -----	14
3.5. Project Milestones -----	14
<b>4. Internal Consortium Communication -----</b>	<b>15</b>
4.1. File Sharing -----	15
4.2. E-mail Correspondence -----	15
4.3. Project Meetings -----	16
4.4. Video-Conferences and E-meetings -----	17
4.5. Conflict Resolution -----	18
<b>5. External Communication -----</b>	<b>18</b>
5.1. Dissemination and Exploitation Plan -----	18
<b>6. Quality Control and monitoring -----</b>	<b>18</b>
6.1. Quality Assurance Plan -----	18
<b>7. Ethical Considerations -----</b>	<b>19</b>
7.1 Risk, Quality and Ethics Management -----	19
<b>8. Project Progress Monitoring, Reporting and Budgets -----</b>	<b>20</b>
8.1. Periodic Reporting and documents -----	20
<b>9. Visual identity and project references -----</b>	<b>22</b>
Appendix 1 – Project Timeline Work Package Management Plan Template -----	23
Appendix 2 - Work Plan -----	25
Appendix 3 - Work Package Descriptions -----	35



# Executive Summary

This Project Management Handbook is intended to support partners in the effective and efficient administration, procedural and financial management of the project. It focuses on project implementation procedures, structures and coordination and sets out key responsibilities for engagement and interaction. It is intended to support the achievement of project objectives, the effective management of partner progress and the timely delivery of project results.

This Project Management Handbook sets out:

- The procedures and standards to be used in the FoSaMed project;
- The key roles and responsibilities;
- How the project will be carried out, measured, monitored, accounted for and safeguarded during the project;

Project management will be done according to the Grant Agreement and the Partnership Agreement.



# 1. Introduction

## 1.1. FoSaMed - Enhancing Food Safety in the Mediterranean

The FoSaMed project brings together Moroccan HEIs promoting inclusive education through curriculum development and teacher education on Food Safety. Specific objectives include the development of a joint Master Programme, within the curricula of the Agronomic and Veterinary Institute Hassan II (IAV), the Faculty of Sciences Ibn Tofail (IBN), the National School of Agriculture of Meknés (ENA), and the Université Mohammed Premier (UMP) supported by the project coordinator, University of Évora (UEVORA), the University of Barcelona (UB) and the Mediterranean Universities Union (UNIMED).

To develop institutional and individual capacities, support modernisation and internationalisation of HEIs and reduce the existing constraints, FoSaMed aims to train teachers within the framework of a new Master on Food Safety, to capacitate students developing and upgrading their knowledge and technical skills on food safety issues, allowing them to acquire new methodological and technical abilities to face the upcoming challenges in the Food Industry sector. The project foresees training of teachers in the 4 Moroccan HEIs, which will have upgraded food safety labs for hands-on training of teachers and students.

The following actions will be developed towards innovative pedagogical approaches and new learning settings: an innovative e-learning training for food safety coordinated by EU partners, using didactic modules and integrated tools; workshops coordinated by UEVORA and UB to enhance the quality of the teaching methods; the development of a MOOC (Massive Open Online Course) about “Food Safety in Morocco”; the implementation of a Joint Master’s Programme on Food Safety run by the involved Moroccan HEIs, which will be the key focus of the FoSaMed project.

The project also intends to promote an international cooperation agreement between all partners for future actions and built an international multi-stakeholder collaborative and educational network on Food Safety.

This is all overseen by a total quality management via project structures and meetings and daily project management.

## 1.2. Work Package 7

The objectives of Work Package 7 (Project Management) are:

- ◆ To organise and implement FoSaMed from inception to satisfactory conclusion;
- ◆ Implement an appropriate management structure within the project and coordinate partners in the achievement and delivery of the project objectives;
- ◆ Monitor progress.

It is concerned with undertaking the technical and scientific coordination of the FoSaMed project as well as the administrative and financial management. This work package will ensure that appropriate quality control and reporting mechanism are applied across the project to.

## 1.3. Deliverable 7.1.

### Purpose

The FoSaMed Project Management Handbook has been prepared with two purposes:

- 1) To provide the framework within which the project will be managed by the coordinator;
- 2) To guide project participants through all aspects of the project's management and coordination activities and provide a clear set of rules and expectations to be followed in conducting the project.

### Objectives

- ◆ To define the procedures and standards to be used in the FoSaMed project;
- ◆ To define key roles and responsibilities;
- ◆ To demonstrate how the project will be carried out, measured, monitored, accounted for and safeguarded during the project;

## 2. Management of the FoSaMed Project

### 2.1. Partnership Agreement (PA)

7

A Partnership Agreement (PA) will be signed at the beginning of the project. The PA will cover financial, technical and legal aspects related to the implementation of the project. It will set precise rules for the relations among partners, including procedures for dispute resolution to minimise the impact of intra-consortium conflicts on the overall project implementation.

### 2.2. Management structure and procedures

The project has been structured so as to have both executive and distributed management systems in place. The FoSaMed project will be managed by the Coordinator/Project Manager (PM) who be assisted in their management tasks by work packages (WP) leaders and the Management Committee (MC).

The structure of the project and its management has been designed to ensure that its outputs deliver its objectives and series of key milestones have been identified through the management of which enable the project to progress to time and on budget.



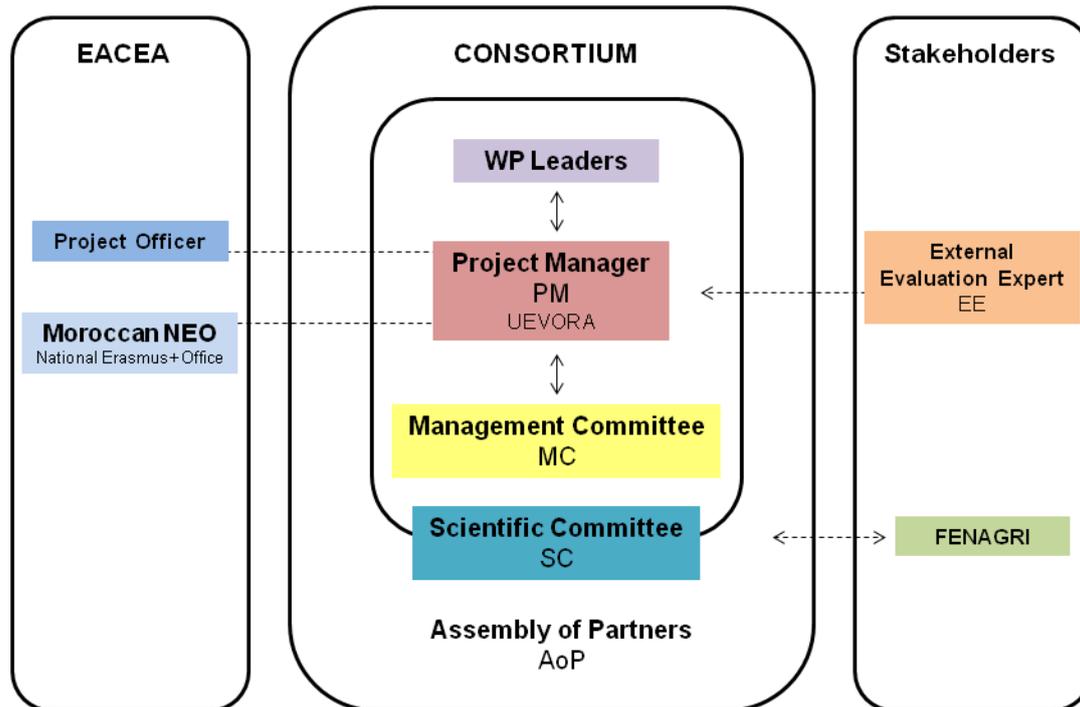


Fig. 1 – FoSaMed Management Structure and Key Actor Relationships

## 2.3. Assembly of Partners (AoP)

The Assembly of Partners (AoP) is the forum where the positions of individual partners are represented. Whereas the Work Plan implementation is controlled essentially by the Project Manager/Coordinator, the AoP is summoned when strategic decisions need to be addressed. The AoP decides upon proposals on relevant or emerging issues and takes the necessary decisions for the project (i.e. amendments of the Grant Agreement, changes in budget allocation among project partners and any other corrective measures).

## 2.4. Project Manager (PM) | Coordinator

The Project Manager (PM) (UEVORA) has overall responsibility for ensuring the success of the project, from inception to completion. The main job is the day-to-day management and overall supervision of activities and will be ultimately responsible for supervising administration, financial management, control, planning, progress, revision and reporting; responsible to ensure that project progress is constantly monitored, assessed and maintained at high quality standards; acts as the main interface between the consortium and the Executive Agency; interacts on a regular basis with WP leaders to make sure that technical work is carried out according to quality standards and within the scheduled deadlines.

The PM's responsibilities will include:

- ◆ Monitoring project progress, with three reporting periods (and associated meetings) occurring during the course of the project, at Year 1 – Month 12, Year 2 – Month 21 and year 3 – Month 36;

- ◆ Overall quality control of all deliverables including their timely delivery to the EACEA Project Officer;
  - ◆ Ensuring full ethical compliance;
  - ◆ Cooperation with the EACEA project officer and negotiating any changes to the project structure, where necessary;
  - ◆ Directing communications between consortium members (including consent to the Partnership Agreement by the project partners) and between the consortium and the EACEA
  - ◆ Maintaining the accounts of the project and coordinating the timely return of financial returns by partners.
  - ◆ Providing a dedicated, interactive online platform utilising online tools for knowledge dissemination, providing various levels of controlled access to focused discussion *fora* and access to a central online document library, as well as an online e-Learning space.
- The coordinator of the project is the University of Évora, represented by Professor António Candeias, as Vice-Rector.
- The day-to-day management of the project will be led by Dr. Marta Laranjo ([mlaranjo@uevora.pt](mailto:mlaranjo@uevora.pt))

## 2.5. Management Committee (MC)

The Management Committee (MC) is comprised of a representative of each consortium partner participating in the project. The Management Committee (MC) oversees the project strategy and is responsible for the overall success of FoSaMed. The coordinator (UEVORA) is the leader of the Management Committee. Proposals by the MC must be taken as project recommendations and discussed for possible implementation.

The MC has two primary project management functions: executive and administrative.

The executive project management consists of:

- ◆ Project progress review;
- ◆ Ensuring the project remains focused on achieving and delivering its objectives and maintains relevance within the theme of the framework matrix;
- ◆ Approval and acceptance of final versions of documents, non-technical reports and plans prepared by the Project Manager (PM) or the WP Leaders, including Quality Assurance Plan and the Dissemination and Exploitation Plan;
- ◆ Application of measures/procedures for quality control;
- ◆ Resolving any technical, administrative or contractual issues;
- ◆ Ethical consideration of the project work and deliverables;
- ◆ Approval and acceptance of final versions of technical reports prepared by the Project Manager (PM) or the WP Leaders;
- ◆ Ensuring the preparation of implementation strategies and agreements for the project results.

The administrative management consists of:

- ◆ Maintaining accurate consolidated records of costs, resources and time;
- ◆ Preparing and submitting the cost statements of all partners;
- ◆ Remaining in close contact with the Education, Audio-visual and Culture Executive Agency (EACEA) and the Project Officer
- ◆ Coordinating dissemination and exploitation activities.

The MC has an essential role in the management and application of Internal Quality Assurance (Task 5.1), an activity included in WP5, led by ENA. In this sense, the MC will work in articulation with the External Evaluator Expert for Quality Assurance.



The MC will meet in person on an annual basis during the course of the project (M2, M14 and M26). Additionally the coordination meetings will take place online. If there is a need expressed by the majority of the representatives, additional sessions will be arranged.

The Management Committee (MC) elected at the first Steering Committee Meeting (March 26, 2021) was as follows:

<b>PARTNER</b>	<b>REPRESENTATIVE</b>
UEVORA	Marta Laranjo
UB	Susana Guix Arnau
UNIMED	Ludovica De Benedetti
IAV	Saadia Zrira
IBN	Abdelaziz Chaouch
ENA	Adil Bajoub
UMP	Abdeslam Asehrou

Table 1 – Management Committee members

Each MC member will be expected to:

- ◆ Attend the Committee meeting quarterly for the duration of the project (or offer as delegated replacement or feedback on the minutes if unable to attend a meeting).
- ◆ Comment on documents which may be circulated in between meetings via email.
- ◆ Contribute to all discussions.
- ◆ Treat everybody as an equal in the group, be tolerant of others' experiences and perspectives.
- ◆ Abide by the terms of reference and respect the rules of the project application and the project management handbook.

## 2.6. WP Leaders (WPL)

Each Work Package will be led by a partner institution, as described in the timeline and in the WP description tables. WP Leaders will report to the Project Manager (UEVORA) on the progress and ongoing activities of the WP, will be responsible for the deliverables of each WP and will coordinate the work of all other partners involved, ensuring that deliverables are produced on time and according with the project's Quality Assurance Plan.

## 2.7. Scientific Committee (SC)

The Scientific Committee (SC), defined by the Management Committee (MC), is composed by a group of teachers from all HEIs (European and Moroccan), making a total of 13 elements: two teachers for each HEI, to which is added the Principal Investigator (PI) of the project – Marta Laranjo, head of the Scientific Committee.

The SC is responsible for all scientific preparation and development of tasks and will work in articulation with the MC.

The Scientific Committee (SC) elected at the first Steering Committee Meeting was as follows:

<b>PARTNER</b>	<b>TEACHERS</b>
Head of the SC	Marta Laranjo
UEVORA	Miguel Elias   Cristina Queiroga
UB	Rafael Llorach Asunción   Montserrat Riu Aumatell
IAV	Janati Idrissia   Tarik Ouchbani
IBN	Abdelaziz Chaouch   El Mahjoub Aouane
ENA	Ennahli Said   Ajal el Amine
UMP	Abdeslam Asehrou   Ennouamane Saalaoui

Table 2 – Scientific Committee members

## 2.8. External Evaluator Expert for Quality Assurance (EE)

An External Evaluator Expert, appointed by the Project Manager (PM) in accordance with the Consortium, will be subcontracted to assess the progress and success indicators of the project and to improve the overall effectiveness of the results.

The External Evaluator Expert will present two evaluation reports (M18 and M36) that will be discussed and analysed during the coordination meetings.

# 3. Project Work Plan & Implementation

## 3.1. Overview of Project

FoSaMed is broken into 7 Work Packages where each WP contains a set of associated and related tasks. The overall WP plan has been agreed by all parties and implements a commonly agreed work plan, deliverables and milestones. The relationships between WP's are illustrated below.

FoSaMed is a 36-month project that has been designed to maximize coordinated and supportive activities that will promote inclusive education through curriculum development and teacher education on Food Safety in the involved partner country.

FoSaMed will proceed in 7 fully integrated work packages. The accompanying timeline shows the timings of activities across the WPs.



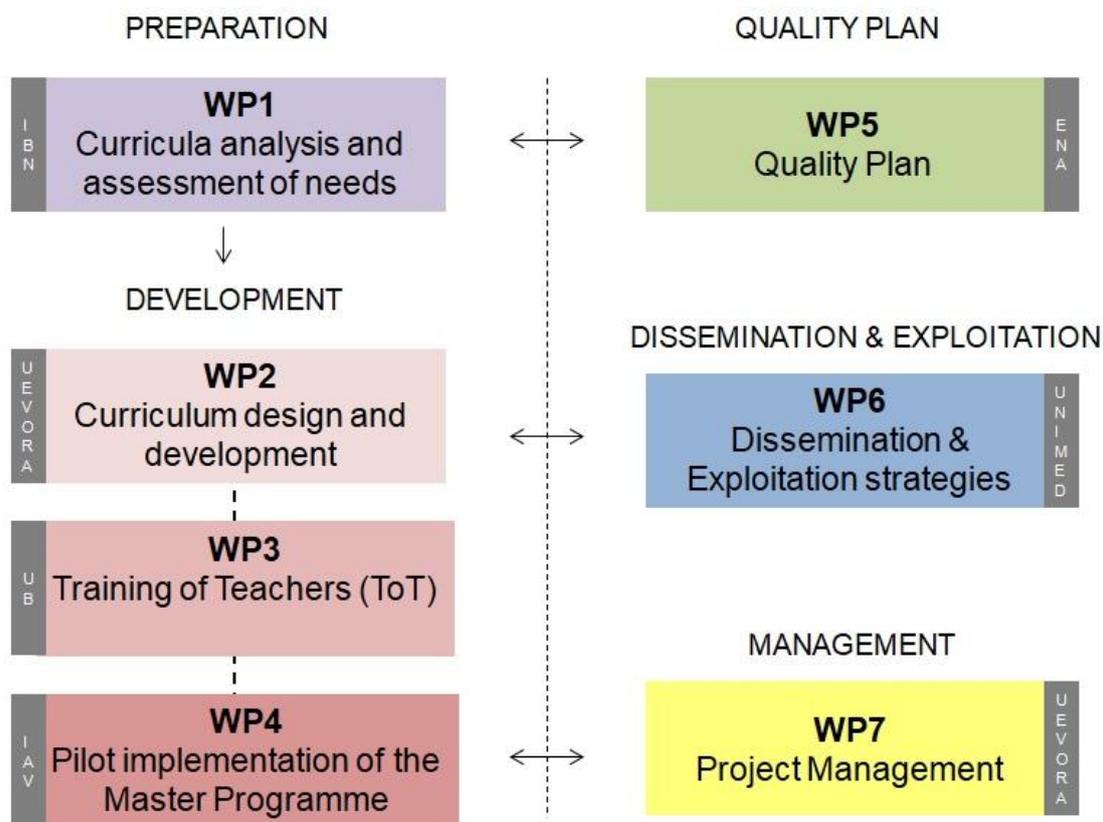


Fig.2 – Work Packages

The WPs have the following objectives:

**WP 1: Curricula analysis and assessment of needs**

The aim of this WP is to analyse the current curricula of the four Moroccan universities, along with their teaching methods and needs.

**WP2: Curriculum design and development**

The specific goal of this WP is to develop, improve and update the curricula of the four Moroccan HEIs by developing a new joint Master Programme, based on the *Needs Assessment* and *Curricula Evaluation* reports published in WP1.

**WP3: Training of Teachers (ToT)**

The main and final aim of this task and the focus of the whole project is to build capacities, to improve scientific and technical knowledge and to be able to transfer it to the labour market.

This WP has the following goals:

- identification and transference of the best teaching practices;
- improvement of learning processes;
- analyse the technological and methodological framework;
- implementation of international teaching methodologies;
- upgrade technical skills;
- share of knowledge on Food Safety between EU and Moroccan HEI partners.

Moroccans HEIs will select 32 teachers (8 from each local university), which will be the MTG. These teachers will follow the training for the technical and the methodological upgrading.

#### WP4: Pilot implementation of the Master Programme

The aim of this WP is to implement the new joint Master Programme on Food Safety. Strong marketing and communication strategies, as well as intensive knowledge transfer stimulus will be emphasised, in order to stress the importance of linking academy (Master Programme). Furthermore, the frequency of this Master Programme will open opportunities for the graduated students due to its international character, and high quality.

#### WP5: Quality Plan

The aim of this WP is to ensure the quality of the project through a quality control mechanism that will receive critical iterative feedback.

#### WP6: Dissemination & Exploitation strategies

The aim of this WP is to disseminate all project actions and activities and to develop an international cooperation network able to foster innovation and address new societal and environmental challenges.

#### WP7: Project Management

This WP comprises all management tasks necessary for an adequate execution of the project activities, in order to schedule and complete them efficiently and successfully.

The project management will ensure effective communication with the European Commission, as well as between all involved partners. It will also ensure the organizational, financial and administrative management of the project consortium.

### 3.1.1. Project Timeline

A project timeline, with the description of the WPs, WP Leaders, tasks and deliverables can be consulted in the appendix 1. An updated version will always be available in the shared folder on Google Drive.

## 3.2. Work Packages Management

Each Work Package will be led and coordinated by a Work Package Lead. It is their responsibility to coordinate the activities in the work package. They are responsible for:

- ◆ The performance and progress of the WP with regard to the planned deliverables and milestones;
- ◆ The transfer of information to other WPL and to the UEVORA technical team;
- ◆ Reporting of any possible problems to the Project Manager (UEVORA).

The leaders of each WP must keep a record, constantly updated, of the activities carried out and planned.

A Table of Achieved/Planned Results will be completed for each WP and used by the Work Package leader to manage progress of the WP. This Table of Achieved/Planned Results is one of the documents to be delivered to the Project Manager (UEVORA) in the context of annual progress reports at months 12, 21 and 36. The table is available in the Google Drive shared folder. This

template reproduces the official table created by the Executive Agency (2019) that must accompany the progress and final report to be submitted to the EACEA.

### 3.3. Work Plan

A full description of the Work Plan, including Work Package tasks and associated deliverables, as indicated in the project proposal, is reproduced in appendix 2.

The Logical Framework Matrix - LFM, described in the submitted proposal, should also be regularly consulted.

The Work Package descriptions and deliverables are reproduced in appendix 3 of this deliverable for ease of reference.

These documents will be used as the main references points for the project implementation and management.

### 3.4. Project Deliverables

All project deliverables are associated with a specific work package task. It will be the responsibility of the WP Leader to coordinate the drafting of the deliverable and ensure the inputs of other partners where necessary.

Project deliverables are identified on the timeline. The description of the deliverables is included in the descriptive tables of the WPS, reproduced in appendix 3.

### 3.5. Project Milestones

Milestone number	Milestone name	Related work package(s)	Estimated date	Means of verification
1	Curricula updated analysis report published	WP1	M8	Deliverable 1.2
2	First internal annual report	WP7	M12	Report documents
3	10 courses available to be used and tested (not yet reviewed)	WP2	M13	Deliverable 2.2
4	New modules and courses implemented in the e-learning space	WP2	M14	Deliverable 2.4
5	Food safety labs implemented	WP2	M15	Deliverable 2.5
6	10 courses reviewed by Moroccan teachers	WP2	M22	Deliverable 2.2
7	Training of 32 Moroccan teachers finished	WP3	M23	Deliverable 3.2
8	MOOC available	WP3	M24	Deliverable 3.3
9	Progress report to EACEA	WP7	M23	Report documents

10	Pilot implementation of the Master Programme ready	WP4	M25	Deliverable 4.1, 4.2 and 4.3
11	Final project report	WP7	M36	Final report

Table 3 – Project Milestones

## 4. Internal Consortium Communication

### 4.1. File Sharing

In order to facilitate efficient internal communication among partners an electronic project management facility, Google Drive, will be used. The Google Drive folder “**FoSaMed**” has been created by the Project Manager (PM) team and was shared between the coordinators and administrative and financial managers of all partners.

Google Drive will capture the day to day activities of the project, facilitating the upload and circulation of draft and final documentation, templates, important references and other material, including:

- ◆ A list of consortium partners and their contact details, including e-mail address and phone number;
- ◆ An electronic directory for storage of project related documents, which can be uploaded, viewed and downloaded by all partners, including: the project timeline, project proposal and budget submitted, logos of the partner institutions and visual identity of the project, Project Management Handbook, Agreements, Quality Assurance Plan, Dissemination and Exploitation Plan, documents relating to the development of activities within the scope of the WPs, among other documents;
- ◆ A digital folder for archiving meeting documentation, including agendas, minutes, attendance lists, etc;
- ◆ An electronic directory for storage of project reporting, where all the templates can be downloaded by partners and where all the documents, proofs of expenditure and activities should be upload by each of the partners, in their respective folder;
- ◆ An electronic directory for storage of the final version of project deliverables.

Partners will be invited to provide their comments/opinions on draft versions of project-related documents, where appropriate. All partners should feel free to edit, upload information and update documents. However, particular care should be taken to avoid deleting data.

On the other hand, the project website can also, through an intranet system, support all the communication and activities and serve as an internal tracking workspace to store and exchange project’s documents, deliverables, action lists, working documents and track records.

The leaders of each WP will be responsible for periodically delivering activity progress reports.

### 4.2. E-mail correspondence

In recognition of the fact that many organisations participate in multiple projects under various international programmes, in addition to domestic projects, it is important that all e-mail



correspondence is headed with 'FoSaMed' in the title, followed by a short title giving context to the content contained therein, e.g. FoSaMed: [Subject].

It is recommended that each participant creates a dedicated 'FoSaMed' folder within his/her e-mail inbox, in order to facilitate ease of filing and referencing.

It is important to ensure that the relevant partners are included in the email communication. For example, where the subject matter may have an impact on the activities within another action or even another WP, other partners should be 'carbon copied' on the correspondence.

Partners are encouraged to retain all project emails including copies of sent emails.

The Project Manager coordinator (UEVORA) was created a contact list of Principal Investigators/Coordinators and day-to-day contacts. The coordinators will be responsible for keeping their team informed and for keeping the contact list up to date.

Day-to-day contacts should inform the Project Manager coordinator of any period when they will be out of contact, the dates of this and an alternative contact. In the absence of this information it will be assumed that the coordinator will be covering the absence and will deal with correspondence.

### 4.3. Project Meetings

Organisation of plenary meetings will be carried out by the Project Manager (UEVORA).

Throughout the project two main types of meetings will be held:

- ◆ Annual scheduled meetings of the Management Committee to take decisions related to the project strategies and main procedures and to discuss technical matters;
- ◆ Scientific Committee meetings whenever necessary;
- ◆ Ad-hoc meetings between the Project Manager and individual WP leaders to deal with specific tasks or issues. The PM can summon meetings, or these can be requested by individual partners.

Meetings may be held face-to-face or online. Considering the pandemic situation, resulting from COVID-19, the Management Committee and Scientific Committee meetings, during the first year of the project, will most likely take place online.

A free online meeting platform (Zoom, Microsoft Teams, etc.) will be chosen, in agreement between all partners. The reports of the meetings, automatically generated by the platform, should be downloaded, which will serve as evidence of their realization and confirmation of the attendance list. Participants in online meetings must identify themselves, with name, surname and partner institution, as in the example: Sónia Bombico\_UEVORA.

Six meetings of the consortium are planned to be held over the course of the project, at months 2, 14, 26 and 36. Three of those meetings will constitute a Management Committee meeting at months 2, 14 and 26.

A meeting agenda will be issued 2 weeks prior to the meeting (in draft format and allowing partners to make contributions). Minutes will be issued within 2 weeks of each meeting and uploaded to Google Drive. The PM provides a template for agendas and minutes of meetings, available on Google Drive.

Travel/accommodation details should be circulated by the host organisation of each face-to-face meeting, at least 8 weeks in advance of the meeting.



Meeting	Location	Estimated date	Date of completion*
Kick-off Meeting	Rabat	M2	Online meeting March 25, 2021
MC Meeting – 1 <sup>st</sup> Steering Committee Meeting	Évora	M2	Online meeting March 26, 2021
SC Meeting for assessment of needs	Kenitra	M4	Online meetings April 13, 2021 – MC preparatory meeting May 18, 2021 – MC and SC meeting
MC Meeting for Quality Plan	Meknes	M3	Online meetings April 7, 2021 – WP Leader and PM preparatory meeting
MC Meeting	-	M6	Online meeting July 28, 2021 – MC meeting
SC Meeting for Master Plan	Rabat	M9	-
SC Meeting	Évora	M10	-
MC Meeting	Barcelona	M14	-
SC Meeting	Barcelona	M19	-
SC Meeting	Rabat	M22	-
SC Meeting (FoSaMED Internacional Conference )	Kenitra	M25	-
MC Meeting	Rabat	M26	-
Final Meeting	Oujda	M36	-

Table 4 - Scheduled meetings, as recorded in the submitted proposal and updated.

\*Additional information regarding adjustments following the impossibility of face-to-face meetings (consequence of COVID-19)

## 4.4. Video-Conferences and E-meetings

In the interest of an efficient and transparent project programme and management, that video-conferences and E-meetings will be take place on a regular basis. Internal digital communication between the Project Manager (UEVORA) and the WP Leaders, and between these and all partners involved in the different tasks, should be frequent. Likewise, communication between the administrative and financial management teams of the various partners and the coordinator's management team must be constant.

As previously mentioned, a free online meeting platform (Zoom, Microsoft Teams, etc.) will be chosen.



## 4.5. Conflict Resolution

As a general rule, the approach to project management in FoSaMed will aim at a consensus building and promoting in order to ensure the maximum cooperation within the consortium. However, in the unlikely event that a conflict arises, a majority rules approach will be adopted so that the issue may be resolved through a fair and transparent decision-making process. Decisions will be taken according to the majority of votes (one vote per consortium partner). Where possible, issues will be resolved at WP level; with each consortium partner participant in the WP allocated one vote. Where the issue could not be resolved at the WP level then the matter will be reported to the AoP with appropriate supporting evidence, which may include a full report or a presentation of the main issues of contention. The MC will review the issue and report back with a final decision, which will be taken by majority vote, within one month from receipt of report/presentation. In the unlikely event that the MC cannot resolve a dispute within the consortium on a legal matter, the consortium agreement will provide for the use of a court of arbitration in a neutral country.

## 5. External Communication

Dissemination and Exploitation strategies will be implemented for the project. Communication strategy for visibility and capitalization for FoSaMed project will be detailed in the Dissemination and Exploitation Plan.

18

---

### 5.1. Dissemination and Exploitation Plan

UNIMED as Leader of the WP6 – Dissemination and Exploitation strategies – will be responsible for defining a Dissemination and Exploitation Plan. The D&E Plan will be shared among all partners and approved by the Assembly of Partners (AoP).

## 6. Quality control and monitoring

Quality Assurance (QA) measures will be implemented for the project. Procedures to ensure the highest standards of quality in project implementation will be detailed in the Quality Assurance Plan (QAP).

### 6.1. Quality Assurance Plan

ENA as Leader of the WP5 – Quality Plan – will be responsible for defining a Quality Assurance Plan (QAP) containing procedures and specific control checklists related to the process of internal monitoring and evaluation. The QAP will be shared among all partners and approved by the Management Committee (MC).



Progress quality control will be implemented by collecting information to determine whether the benchmarks are met and to identify obstacles encountered in realizing project objectives. Data (both quantitative and qualitative) for the quality assurance will be collected soon after the start of the project. The quality assessment tools will be defined by the Steering Committee and will be agreed by all partners. However, the instruments that will be used for the quality monitoring will be the followings: questionnaires, interviews, monitoring templates, online evaluation tests and tools to encourage self-evaluation and reflective thoughts.

The Quality Assurance Plan (QAP) will include a structured internal peer review system by which intermediate results and deliverables will have to be validated by project partners other than the ones delivering. Specific quality indicators will be detailed for each task. Failure to comply with the expected quality standards will translate into a management alert, which can eventually lead to corrective actions.

The quality control and monitoring strategy is an essential component of the project and provides inputs for improving the quality of all the phases of the project. The main aspects controlled by in terms of quality will be the following: the management of the project; the processes of the project (activities, meetings, communications); the outputs and the tangible products (learning materials, digital modules and the pilot implementation of the Master Programme); the project impacts on beneficiary universities, target groups and stakeholders; the project plans especially the plans for dissemination, exploitation and sustainability.

Along with internal QA measures, an External Evaluator Expert (EE) for Quality Assurance will be selected and hired. Appointed by the Project Manager (PM) in accordance with the Consortium, the External Evaluator Expert will work to assess the progress and success indicators of the project and to improve the overall effectiveness of the results. The EE will analyse and interpret data about the project in order to identify achievements and areas of weakness and reports will be generated to indicate status and make recommendations. The External Evaluator Expert will present two evaluation reports, at month 18 and month 36, that will be discussed and analysed during the Management Committee meetings.

## 7. Ethical Considerations

### 7.1. Risk, Quality and Ethics Management

The FoSaMed project draws heavily on the participation of stakeholders involved in the area of agri-food industry and food safety.

It is crucial to consider the ethical and legal implications of the project activities. This includes matters of privacy, legality, authorisation, protection, ethics and general conduct regarding environmental data, personal information and research results.

The Project Manager (UEVORA) will have overall responsibility for the ethical management of the project. Each WP includes quality control, assessment and review as an integral component of the work. Included in this will be a strong focus on whether any ethical issues could arise. Any issues or questions that may arise in relation to ethics must be reported to the coordinator for final decision. The FoSaMed project coordinator is responsible for the proper documentation and review of any issue that arises which may have an ethical implication. The project reports will contain a comprehensive account of the ethics management over the duration of the reporting period.

The Quality Assurance Plan will establish procedures to ensure all ethical and legal issues are dealt with appropriately and will seek to ensure that all project activities are carried out in accordance with data protection and privacy directives. The plan will provide strict guidelines and requirements for dealing with data, persons and observations.

## 8. Project Progress Monitoring, Reporting and Budgets

### 8.1. Periodic Reporting and documents

Project Manager (UEVORA) will be responsible for communication with Executive Agency, including the submission of all project documentation and reporting.

Each partner is responsible for its time and resources ensuring proper support to the PM and to WP leaders, and will submit financial and administrative data to the PM. The manager and administrative staff costs, defined for each partner, was calculated based on the time, scope and estimated cost for the development of the activities by each WP leader and each participant in the different WPs.

For each reporting period, each partner shall provide UEVORA with all the information and documents required and, where appropriate with copies of all the necessary supporting documents. In addition, WP leader shall provide a WP results report (Table of Achieved/Planned Results).

All partners must keep time records of the hours worked on the action in accordance with the rules outlined for Erasmus + projects. Partners will report the person resource used by work package in the periodic monitoring reports.

All partners will provide a yearly progress report, in three reporting periods, at year 1 (month 1 to month 12), year 2 (month 1 to month 21) and year 3 (month 22 to month 36).

The first reporting period is an additional period that aims to control risks and familiarize all partners with the reporting procedures. The other two reporting periods correspond to the submission of formal periodic reports to the Executive Agency (progress report and final report).

These reports will enable the coordinator to monitor the technical progress of the project in relation to work package plans, deliverable submission and project milestones as well as providing an overview of resources committed by all partners.

As well as monitoring progress on achieving work plan objectives, the progress report also includes the financial report.

In each reporting period, all partners must deliver to the Project Manager (UEVORA) the reporting documents and the proofs of expenditure/activity. All documentation must be uploaded to Google Drive, in the Reporting folder, subdivided into 7 sub-folders, one for each partner. All documents must be delivered within 20 days after the end of each report period: 1<sup>st</sup> report period (from month 1 to month 12); 2<sup>nd</sup> report period (from month 1 to month 21) and 3<sup>rd</sup> report period (from month 22 to month 36).

These reports should include technical and financial information:

- ◆ WP results report – Table of Achieved/Planned Results (for WP Leaders);
- ◆ An individual financial statement;



◆ Other supporting documents:

#### STAFF

- ◆ CBHE Joint Declaration (one for each staff member and for each staff category)
- ◆ Timesheets (one for each staff member and for each staff category)
- ◆ Proof of relationship with the staff involved (employment contract or formal statement);
- ◆ Payslip

#### TRAVEL AND STAY COSTS

- ◆ Individual Travel Reports (one for each travel of each staff member)
- ◆ Boarding passes
- ◆ Hotel invoices
- ◆ Attendance list or certificate of participation/attendance

#### EQUIPMENT

- ◆ Invoice(s) for all purchased equipment

When the total value of the subcontract amounts to more than EUR 25,000, must be sent copies of the:

- ◆ subcontract
- ◆ invoice
- ◆ comparable offers

Note: Quotations from at least three suppliers must be obtained for all purchases of equipment and services in excess of EUR 25 000, irrespective of the budget heading.

#### SUBCONTRACTING

- ◆ Invoices, subcontracts and bank statements

In the case of travel activities of subcontracted service Provider:

- ◆ individual travel reports
- ◆ copies of travel tickets
- ◆ boarding passes
- ◆ invoices and receipts
- ◆ or for car travel - a copy of the internal regulations on the reimbursement rate per km. The aim of the supporting documentation is to demonstrate the actual cost of the travel and the fact that the trip actually took place.

When the total value of the subcontract amounts to more than EUR 25,000, must be sent copies of the:

- ◆ subcontract
- ◆ invoice
- ◆ comparable offers

With regard to timesheets must be taken into consideration the indicative input of consortium staff registered in the project proposal (E.7 Consortium partners involved and human resources required to complete the work packages – pp.69-73).

All templates of the documents for reporting are available in the Google Drive folder 'FoSaMed' and can be downloaded at the Erasmus + Beneficiaries Space, here: [https://www.eacea.ec.europa.eu/grants/2014-2020/erasmus/capacity-building-field-higher-education-2020\\_en#ecl-inpage-506](https://www.eacea.ec.europa.eu/grants/2014-2020/erasmus/capacity-building-field-higher-education-2020_en#ecl-inpage-506)

All rules and procedures defined in the [Erasmus + Program Guide](#) must be respected.

## 9. Visual identity and project references

All forms and templates produced within the scope of the project must include the name and acronym of the project and the reference to the Grant Agreement number:

FoSaMed – Enhancing Food Safety in the Mediterranean  
618518-EPP-T-2020-1-PT-EPPKA2-CBHE-JP

All deliverables and outputs produced within the scope of FoSaMed project, as well as the materials for the dissemination of project activities, must include the project logo, the European Union logo with the reference "Co-funded by the Erasmus+ Programme of the European Union" and the Grant Agreement number.

The following sentence must also be included in all plans and reports resulting from the project activities: "The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein."



# APPENDIX 1

## Project Timeline





# APPENDIX 2

## Work Plan

Notes:

= activity carried out in the Programme Country (Europe) | e.g. activity in Portugal for one week 1 =  
x activity carried out in the Partner Country (Morocco) | e.g. activity in Morocco for two weeks 2x



## WORK PLAN – YEAR 1

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
WP1 Task 1.1	<b>Assessment of needs</b>	6	1=	2X	2X	1X								
WP1 D. 1.1	Needs Assessment Report													
WP1 Task 1.2	<b>Curricula analysis</b>	6		1=		2X		2X	1X					
WP1 D. 1.2	Curricula Evaluation Report													
WP1 Task 1.3	<b>Preparation of the accreditation documents for the new Joint Master</b>	5							1=	1=	1X	1X	1X	
WP1 D. 1.3	Accreditation documents for the new Joint Master													
WP2 Task 2.1	<b>Design of the new Joint Master Programme on Food Safety</b>	9									1=	3X	3X	2=
WP2 D.2.1	Master Programme implementation plan													
WP2 Task 2.2	<b>Development of new learning materials</b>													
WP2 D.2.2	New modules and courses													
WP2 Task 2.3	<b>Development and installation of an e-learning space, and content uploading</b>													
WP2 D.2.3	e-learning space management guide													
WP2 D.2.4	New modules and courses implemented in the e-learning space													
WP2 Task 2.4	<b>Installation of food safety labs and workstations</b>	3							1X		1X			1X
WP2 D.2.5	Food safety labs upgraded or implemented													
WP2 D.2.6	Documents for Master accreditation													
WP3 Task 3.1	<b>Planning of ToT plan and creation of trainings materials</b>	3									1X		1=	1=
WP3 D.3.1	Best teaching practices manual/guidelines													



WP3 Task 3.2	<b>Teachers training</b>													
WP3 D.3.2	32 trained teachers													
WP3 Task 3.3	<b>MOOC (Massive Open Online Course) design and implementation</b>													
WP3 D.3.2	MOOC ready and online													
WP4 Task 4.1	<b>Announcement of the new joint master at the 4 Moroccan HEIs</b>													
WP4 D. 4.1	Announcement events to attract students													
WP4 Task 4.2	<b>Selection of students</b>													
WP4 D. 4.2	Student selection													
WP4 Task 4.3	<b>Joint Master Programme Implementation</b>													
WP4 D. 4.3	Report of the Pilot phase													
WP4 Task 4.4	<b>Monitoring of Master Implementation</b>													
WP4 D. 4.4	Validated Master curriculum (after the pilot)													
WP5 Task 5.1	<b>Internal Quality Assurance</b>	4	1=			1X			1=			1X		
WP5 D. 5.1	Quality Assurance Plan													
WP5 Task 5.2	<b>Quality Evaluation by an External Advisory Board</b>	2						1=					1X	
WP5 D. 5.2	Internal Quality Assurance Reports													
WP5 D. 5.3	External Advisory Board reports													
WP6 Task 6.1	<b>Dissemination and Exploitation plan</b>	6	2=	1X						2X		1X		
WP6 D.6.1	Dissemination and Exploitation Plan													
WP6 Task 6.2	<b>Creation of digital spaces, dissemination and exploitation activities and materials</b>	15	3=		2X		3=	1=	2X		2=		2X	
WP6 D.6.2	Design of the project logo and project visual identity													



WP6 D.6.3	Project Website													
WP6 D.6.4	Communication and dissemination materials	4		1=			1X		1=			1X		
WP6 Task 6.3	<b>Development of the collaborative network</b>	6		2X			1=	2X				1X		
WP6 D.6.5	Cooperation Agreements													
WP6 D.6.6	Dissemination and Exploitation Reports													
WP6 D.6.7	FoSaMed International Conference													
WP7 Task 7.1	<b>Project Start-Up</b>	1		1X										
WP7 D.7.1	Project Management Handbook													
WP7 Task 7.2	<b>Project coordination</b>	8	1=	3=		1X				2=		1X		
WP7 D.7.2	Coordination meetings/Minutes													
WP7 D.7.3	Partnership Agreement													
WP7 Task 7.3	<b>Administrative, logistic and financial management</b>	20	2=	2X	1=	1X	2=	2X	2=	1X	2=	2=	1X	2=
WP7 Task 7.4	<b>Project Closure</b>													
WP7 D.7.4	Annual and final reports for the EACEA													



## WORK PLAN – YEAR 2

Activities		Total duration (number of weeks)	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
Ref.nr/ Sub-ref nr	Title													
WP1 Task 1.1	<b>Assessment of needs</b>													
WP1 D. 1.1	Needs Assessment Report													
WP1 Task 1.2	<b>Curricula analysis</b>													
WP1 D. 1.2	Curricula Evaluation Report													
WP1 Task 1.3	<b>Preparation of the accreditation documents for the new Joint Master</b>													
WP1 D. 1.3	Accreditation documents for the new Joint Master													
WP2 Task 2.1	<b>Design of the new Joint Master Programme on Food Safety</b>													
WP2 D.2.1	Master Programme implementation plan													
WP2 Task 2.2	<b>Development of new learning materials</b>	18	3=	3=	2=	1X	2X	2=	1=	1X	2X	1=		
WP2 D.2.2	New modules and courses													
WP2 Task 2.3	<b>Development and installation of an e-learning space, and content uploading</b>	9	2=	2=	1X		1X		1x		1X	1=		
WP2 D.2.3	e-learning space management guide													
WP2 D.2.4	New modules and courses implemented in the e-learning space													
WP2 Task 2.4	<b>Installation of food safety labs and workstations</b>	8	2X	2X	2X		1x				1X			
WP2 D.2.5	Food safety labs upgraded or implemented													
WP2 D.2.6	Documents for Master accreditation													
WP3 Task 3.1	<b>Planning of ToT plan and creation of trainings materials</b>	2	1=	1X										
WP3 D.3.1	Best teaching practices manual/guidelines													



WP3 Task 3.2	<b>Teachers training</b>	12			1=	1X	2X	1=	2X	2X	2=	1X		
WP3 D.3.2	32 trained teachers													
WP3 Task 3.3	<b>MOOC (Massive Open Online Course) design and implementation</b>	10		2=	1X	1X		1X	2=	1X	1X		1=	
WP3 D.3.2	MOOC ready and online													
WP4 Task 4.1	<b>Announcement of the new joint master at the 4 Moroccan HEIs</b>	3										1X	1X	1X
WP4 D. 4.1	Announcement events to attract students													
WP4 Task 4.2	<b>Selection of students</b>	3												3X
WP4 D. 4.2	Student selection													
WP4 Task 4.3	<b>Joint Master Programme Implementation</b>													
WP4 D. 4.3	Report of the Pilot phase													
WP4 Task 4.4	<b>Monitoring of Master Implementation</b>													
WP4 D. 4.4	Validated Master curriculum (after the pilot)													
WP5 Task 5.1	<b>Internal Quality Assurance</b>	4				1=		1X		1X		1=		
WP5 D. 5.1	Quality Assurance Plan													
WP5 Task 5.2	<b>Quality Evaluation by an External Advisory Board</b>	2				1X						1=		
WP5 D. 5.2	Internal Quality Assurance Reports													
WP5 D. 5.3	External Advisory Board reports													
WP6 Task 6.1	<b>Dissemination and Exploitation plan</b>	4			2=					2X				
WP6 D.6.1	Dissemination and Exploitation Plan													
WP6 Task 6.2	<b>Creation of digital spaces, dissemination and exploitation activities and materials</b>	12	1X	2=		2X		1=		2X	1=	2=	1X	
WP6 D.6.2	Design of the project logo and project visual identity													



WP6 D.6.3	Project Website													
WP6 D.6.4	Communication and dissemination materials													
WP6 Task 6.3	<b>Development of the collaborative network</b>	<b>6</b>		<b>2X</b>			<b>1=</b>	<b>2X</b>				<b>1X</b>		
WP6 D.6.5	Cooperation Agreements													
WP6 D.6.6	Dissemination and Exploitation Reports													
WP6 D.6.7	FoSaMed International Conference													
WP7 Task 7.1	<b>Project Start-Up</b>													
WP7 D.7.1	Project Management Handbook													
WP7 Task 7.2	<b>Project coordination</b>	<b>8</b>	<b>1=</b>	<b>3=</b>		<b>1X</b>				<b>2=</b>		<b>1X</b>		
WP7 D.7.2	Coordination meetings/Minutes													
WP7 D.7.3	Partnership Agreement													
WP7 Task 7.3	<b>Administrative, logistic and financial management</b>	<b>20</b>	<b>2=</b>	<b>2X</b>	<b>1=</b>	<b>1X</b>	<b>2=</b>	<b>2X</b>	<b>2=</b>	<b>1X</b>	<b>2=</b>	<b>2=</b>	<b>1X</b>	<b>2=</b>
WP7 Task 7.4	<b>Project Closure</b>													
WP7 D.7.4	Annual and final reports for the EACEA													



## WORK PLAN – YEAR 3

Activities		Total duration (number of weeks)	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
Ref.nr/ Sub-ref nr	Title													
WP1 Task 1.1	<b>Assessment of needs</b>													
WP1 D. 1.1	Needs Assessment Report													
WP1 Task 1.2	<b>Curricula analysis</b>													
WP1 D. 1.2	Curricula Evaluation Report													
WP1 Task 1.3	<b>Preparation of the accreditation documents for the new Joint Master</b>													
WP1 D. 1.3	Accreditation documents for the new Joint Master													
WP2 Task 2.1	<b>Design of the new Joint Master Programme on Food Safety</b>													
WP2 D.2.1	Master Programme implementation plan													
WP2 Task 2.2	<b>Development of new learning materials</b>													
WP2 D.2.2	New modules and courses													
WP2 Task 2.3	<b>Development and installation of an e-learning space, and content uploading</b>													
WP2 D.2.3	e-learning space management guide													
WP2 D.2.4	New modules and courses implemented in the e-learning space													
WP2 Task 2.4	<b>Installation of food safety labs and workstations</b>													
WP2 D.2.5	Food safety labs upgraded or implemented													
WP2 D.2.6	Documents for Master accreditation													
WP3 Task 3.1	<b>Planning of ToT plan and creation of trainings materials</b>													
WP3 D.3.1	Best teaching practices manual/guidelines													



WP3 Task 3.2	<b>Teachers training</b>														
WP3 D.3.2	32 trained teachers														
WP3 Task 3.3	<b>MOOC (Massive Open Online Course) design and implementation</b>														
WP3 D.3.2	MOOC ready and online														
WP4 Task 4.1	<b>Announcement of the new joint master at the 4 Moroccan HEIs</b>														
WP4 D. 4.1	Announcement events to attract students														
WP4 Task 4.2	<b>Selection of students</b>														
WP4 D. 4.2	Student selection														
WP4 Task 4.3	<b>Joint Master Programme Implementation</b>	<b>32</b>	<b>3X</b>	<b>3X</b>	<b>3X</b>	<b>3=</b>	<b>3X</b>	<b>3X</b>	<b>2X</b>	<b>3X</b>	<b>2=</b>	<b>3X</b>	<b>3X</b>	<b>1X</b>	
WP4 D. 4.3	Report of the Pilot phase														
WP4 Task 4.4	<b>Monitoring of Master Implementation</b>	<b>4</b>	<b>1X</b>		<b>1=</b>			<b>1X</b>			<b>1=</b>				
WP4 D. 4.4	Validated Master curriculum (after the pilot)														
WP5 Task 5.1	<b>Internal Quality Assurance</b>	<b>4</b>				<b>1=</b>		<b>1X</b>		<b>1X</b>		<b>1=</b>			
WP5 D. 5.1	Quality Assurance Plan														
WP5 Task 5.2	<b>Quality Evaluation by an External Advisory Board</b>	<b>2</b>				<b>1X</b>						<b>1=</b>			
WP5 D. 5.2	Internal Quality Assurance Reports														
WP5 D. 5.3	External Advisory Board reports														
WP6 Task 6.1	<b>Dissemination and Exploitation plan</b>	<b>4</b>				<b>2=</b>				<b>2X</b>					
WP6 D.6.1	Dissemination and Exploitation Plan														
WP6 Task 6.2	<b>Creation of digital spaces, dissemination and exploitation activities and materials</b>	<b>10</b>	<b>2X</b>	<b>1=</b>		<b>2X</b>		<b>1=</b>		<b>1X</b>		<b>2=</b>	<b>1X</b>		
WP6 D.6.2	Design of the project logo and project visual identity														



WP6 D.6.3	Project Website													
WP6 D.6.4	Communication and dissemination materials													
WP6 Task 6.3	<b>Development of the collaborative network</b>	<b>8</b>		<b>2X</b>			<b>1=</b>	<b>2X</b>				<b>1X</b>	<b>2X</b>	
WP6 D.6.5	Cooperation Agreements													
WP6 D.6.6	Dissemination and Exploitation Reports													
WP6 D.6.7	FoSaMed International Conference													
WP7 Task 7.1	<b>Project Start-Up</b>													
WP7 D.7.1	Project Management Handbook													
WP7 Task 7.2	<b>Project coordination</b>	<b>8</b>	<b>1=</b>	<b>3=</b>		<b>1X</b>				<b>2=</b>		<b>1X</b>		
WP7 D.7.2	Coordination meetings/Minutes													
WP7 D.7.3	Partnership Agreement													
WP7 Task 7.3	<b>Administrative, logistic and financial management</b>	<b>20</b>	<b>2=</b>	<b>2X</b>	<b>1=</b>	<b>1X</b>	<b>2=</b>	<b>2X</b>	<b>2=</b>	<b>1X</b>	<b>2=</b>	<b>2=</b>	<b>1X</b>	<b>2=</b>
WP7 Task 7.4	<b>Project Closure</b>	<b>1</b>												<b>1X</b>
WP7 D.7.4	Annual and final reports for the EACEA													



# APPENDIX 3

## Work Package Descriptions



Work package type and ref.nr	<b>PREPARATION</b>	<b>1</b>
Title	<b>Curricula analysis and assessment of needs</b>	
Related assumptions and risks	<ul style="list-style-type: none"> <li>-System bureaucracy</li> <li>-Partner agreement signed</li> <li>-Widespread stakeholder engagement and cooperation</li> <li>-Timely accreditation of the new Joint Master Programme</li> </ul>	
Description	The aim of this WP is to analyse the current curricula of the four Moroccan universities, along with their teaching methods and needs	
Tasks	<p><b>Task 1.1</b>  <b>Assessment of needs (M1-M5)</b>  A preliminary assessment of needs was done previously to the submission of this project proposal. In fact, a needs analysis preliminary survey was performed prior to the writing of the present proposal to support the formulation of its main objectives. The following questionnaire was prepared by UEVORA and answered by all four Moroccan HEIs.</p> <p><u>Needs Analysis-Preliminary Survey to the four Moroccan HEIs:</u></p> <ul style="list-style-type: none"> <li>-Which is your priority area regarding Food Safety: Food Microbiology or Food Chemistry?</li> <li>-Food Safety Labs: what are your institution’s main assets in terms of laboratory equipment?</li> <li>-Food Safety Labs: what are your institution’s main needs in terms of laboratory equipment?</li> <li>-Number of undergraduate courses and students in the area of Food Science&amp; Technology?</li> <li>-Number of master courses and students in the area of Food Science&amp; Technology?</li> <li>-Number of teachers in the area of Food Science&amp; Technology and their area of expertise?</li> <li>-Specific training subjects needed for teachers?</li> <li>-Does your HEI have specific protocols or other liaisons with the Food Industry sector in Morocco? How many enterprises, in which specific food industry subsectors, and which of them would be willing to collaborate with the new Master Programme, for example receiving students for training?</li> <li>-How can your HEI support the new Master Programme after the end of the ERASMUS+ Project?</li> </ul> <p>The <b>Scientific Committee (SC)</b>, composed by a group of teachers from all HEIs (European and Moroccan), and UEVORA staff, will analyse the results from this preliminary survey at a shared discussion with all project partners. Furthermore, the survey will be expanded to include:</p> <ul style="list-style-type: none"> <li>-interviews and survey to teachers and students from the four Moroccan HEIs;</li> <li>-interviews and questionnaires to different stakeholders in the Food Safety sector, namely private industries, enterprises, NGO, etc., in cooperation with FENAGRI.</li> </ul> <p>These questionnaires and interviews will be drafted by the SC.</p>	



	<p>The questionnaires will be filled out in paper copies or sent by e-mail. The SC, with the support of UEVORA, will analyse the results, and compile the inputs received from the stakeholders. The final output of this task will be a written <i>Needs Assessment Report</i>, which will serve as the basis for the designing of a new joint Master Programme, directed to the needs of the Food Safety sector, promoting knowledge connecting scientific and technical research and labour market.</p> <p><b>Task 1.2</b>  <b>Curricula analysis (M2-M7)</b>  The SC will perform an updated evaluation of the current curricula offered in the four Moroccan universities. Furthermore, the UEVORA and UB teams will specifically do a one-week tour through the four Moroccan HEIs to evaluate their effective teaching conditions and facilities and assess the specific methodological needs of each HEI. The curricula of each Moroccan HEI will be particularly scanned for their ability in achieving more general aims, as well as specific goals. This evaluation will also focus on teaching methods, student-teacher interaction, classroom interactions and other dynamics of the teaching and learning processes. The evaluation process will be performed by the SC in close cooperation and with the support of the <b>Moroccan Teaching Group (MTG)</b> and will be supervised by UEVORA. The evaluation process will be developed through:</p> <ul style="list-style-type: none"> <li>-the analysis of the existing curricular units and courses;</li> <li>-the analysis of the currently implemented teaching methods;</li> <li>-the analysis of the existing learning materials and facilities.</li> </ul> <p>Moreover, a <i>Curricula Evaluation Report</i> will be written covering the status of current curricula and teaching methods, including their needs. This report will serve as a guideline to enhance quality of both teaching and learning processes, and contribute to modernise the offered courses, in particular to help in the designing of the new joint Master Programme, directed to the needs of the four Moroccan HEIs in accordance with the needs identified in the previous task for the Food Safety sector.</p> <p><b>Task 1.3.</b>  <b>Preparation of the accreditation documents for the new Joint Master (M7-M12)</b>  The final aim of this WP will be to prepare the <i>Accreditation documents for the new Joint Master</i> to be implemented in the four Moroccan HEIs.</p>		
<b>Estimated Start Date (dd-mm-yyyy)</b>	01-02-2021	<b>Estimated End Date</b>	31-07-2021
<b>Lead Organisation</b>	IBN		
<b>Participating Organisation</b>	all project partners		
<b>Costs</b> <i>Please explain the necessary costs for this WP: What</i>	- European HEIs travel and stay costs for support the curricula analysis and assessment of needs in Morocco: work planning meeting at IBN Tofail University (Kenitra) and one-week tour		

<i>travels are necessary? If equipment is requested, explain why it is required. If subcontracting is necessary, explain why the task cannot be performed by the partner.</i>	through the four Moroccan HEIs to evaluate their effective teaching conditions and facilities -Staff time of local technicians for stakeholders' interviews -Staff time (IBN technicians) for assessment of needs and curricula analysis reports -Staff time for European HEIs technicians support the assessment of needs and curricula analysis tasks
---	--

### Deliverables/results/outcomes

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr <b>1.1.</b>	
	Title	<b>Needs Assessment Report</b>
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material <input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	This report will summarise the results of the survey regarding needs assessment performed to evaluate the Food Safety sector, including Moroccan HEIs, and stakeholders, and identify their needs and existing gaps. The reported results will be used to plan and design the new joint Master Programme.
	Due date	M5
	Languages	English
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	Different stakeholders in the Food Safety sector, namely private industries, enterprises, NGO, etc., in cooperation with FENAGRI.	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr <b>1.2.</b>	
	Title	<b>Curricula Evaluation Report</b>
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material <input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	This report will summarise the results of the survey of needs assessment performed to evaluate the level of staff expertise on Food Safety, as well as facilities and conditions, which exist in the four Moroccan HEIs involved. Furthermore, it should identify needs and gaps. The reported results will be used to plan and design the new joint Master Programme.



	Due date	M7
	Languages	English
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other	
	<i>selected 'Other', please identify these target groups.  (Max. 250 words)</i>	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr <b>1.3.</b>	
	Title	<b>Accreditation documents for the new Joint Master</b>
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material <input type="checkbox"/> Event <input type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	Preparation by the Moroccan partner HEIs of the necessary documents to submit the new Joint Master Programme for accreditation.
	Due date	M12
	Languages	French
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other	
	<i>If you selected 'Other', please identify these target groups.  (Max. 250 words)</i>	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> National <input type="checkbox"/> International



Work package type and ref.nr	<b>DEVELOPMENT</b>	<b>2</b>
Title	<b>Curriculum design and development</b>	
Related assumptions and risks	<ul style="list-style-type: none"> <li>- Adequate training technology</li> <li>- Timely and effective installation of the food safety labs</li> <li>-Willingness of Moroccan teachers to accept and adopt the proposed courses and methodologies</li> <li>- Institutional and legal approval for new joint master’s degree</li> </ul>	
Description	<p>The specific goal of this WP is to develop, improve and update the curricula of the four Moroccan HEIs by developing a new joint high-quality Master Programme, based on the <i>Needs Assessment</i> and <i>Curricula Evaluation</i> reports published in WP1.</p>	
Tasks	<p><b>Task 2.1</b>  <b>Design of the new Joint Master Programme on Food Safety (M9-M12)</b>  A first meeting of the Scientific Committee (SC) will take place at Rabat (IAV) to outline the structure of the new joint Master Programme on Food Safety and to define main aims and specific goals.  The new Master Programme will be implemented in the four Moroccan HEIs involved in the project, each of them being responsible for specific modules to be defined during this meeting.  This new Master will comply with the Bologna process requirements, in order to achieve international academic recognition.  The new joint Master curriculum will have a modular structure. Existing courses in the involved Moroccan HEIs will be considered, and Moroccan and EU partner HEIs will be responsible for the new courses to be implemented, according to their expertise, know-how and advanced technology on the field.  The Moroccan members of the SC will oversee all documentation needed for the accreditation of the Master.  Post-graduate students from all four Moroccan Universities in the fields of Food Safety and Technology will be involved in the Master Programme.  Master students will be taught advanced and integrated multidisciplinary approaches and methodologies and will be expected to be able to further develop their knowledge, as well as problem-solving directed skills.</p> <p><b>Task 2.2</b>  <b>Development of new learning materials (M13-M22)</b>  According to the results of a preliminary survey carried out by UEVORA during the drafting of the project proposal, the following modules and courses have been selected to upgrade the scientific knowledge and technical abilities of Moroccan teachers and improve the skills of the Master students.</p> <p><u>Quality and preservation of raw materials</u>  Raw food materials quality includes nutritional, sensory, hygienic-toxicological, and technological points of view. Methods suitable for control of individual classes of food components. Technological principles of food production and preservation.</p> <p><u>Food hygiene and safety</u>  Maintenance of food safety and public health requires surveillance of the food supply chain based on knowledge of the physiology, ecology and</p>	



	<p>epidemiology of foodborne pathogens, including bacteria, viruses and parasites.  Food as a substrate. Environmental, storage and processing factors. Detection methods: innovative approaches. Food pathogens management strategies. Emergency management: natural, accidental, or intentional introduction.  Most common food chemical contaminants including toxins, biogenic amines, aromatic polycyclic hydrocarbons, among others. How to prevent and control their formation.</p> <p><u>Microbiological food safety</u>  Biology and epidemiology of foodborne microorganisms of public health significance, including bacteria, yeasts, fungi, protozoa and viruses, and food spoilage microorganisms; microbiological hazards; the microbiology of food preservation and food commodities; fermented and microbial foods; principles and methods for the microbiological examination of foods; microbiological quality control, and quality schemes.</p> <p><u>Chemical food safety</u>  Description of properties and function of components in food: Carbohydrates, proteins, lipids, water, colours, aroma compounds, vitamins and minerals.  Chemical composition, structure, biochemistry and quality of important foods: fruit, vegetables, meat/fish, bread, milk.  Quality degrading processes in foods.  Chemical hazards.  Toxins, heavy metals.  Chemical preservatives, food preservation.</p> <p><u>Food safety: control systems and regulation</u>  Hazard Analysis and Critical Control Points (HACCP)  Risk evaluation, management and communication  Hazard assessment: hazard identification, hazard characterisation, hazard evaluation  Risk assessment: hazard identification, dose-response assessment, exposure assessment, and risk characterization.  Risk management: risk evaluation, emission and exposure control, and risk monitoring.  Risk analysis, namely risk assessment, risk management, and risk communication.</p> <p><u>Food quality, nutrition, and health</u>  Diet  Management and prevention of fraud in high quality products  Definition of nutrition, diet and health  Types of diets. "We are what we eat"  Energy, nutrients and nutritional recommendations  How Does Food Impact Health?  Healthy food  health and sport  health and food related diseases</p> <p><u>Aromatic and Medicinal Plants in Food Preservation</u>  Aromatic and medicinal plants traditionally used for cooking. Properties of aromatic and medicinal plants with interest in food preservation.</p>
--	--



Antimicrobial properties of aromatic and medicinal plants. Use of aromatic and medicinal plants' essential oils in food preservation.

#### Scientific Writing

Students will be introduced to the scientific language needed to write a scientific manuscript to be published in an international peer-reviewed journal.

Another purpose of this course is to teach students how to write a successful grant proposal when applying to national or international financing sources.

All courses will be developed by the EU HEIs (UEVORA and UB) together with the MTG and will be taught in English.

#### **Task 2.3**

##### **Development and installation of an e-learning space, and content uploading (M13-M22)**

The aim of this task is to design, develop and implement the e-learning space to be used by project partners, teachers and students.

The e-learning space will be linked directly to the project website. The design of the system will start at the beginning of the project and the implementation and development will continue until its end. The website will have associated an information system (intranet) for project management and exchange of documentation and reports.

The modules prepared in **Task 2.2** will be set up at e-learning space. Additionally, it will be possible to include existing courses or modules but also new ones. A specific module on English language will be created.

Different tools will be put in, namely discussion forums, instant messages, online news and announcements. Teachers will manage and promote learning and increase the level of interactions with students.

Teachers and students will have the possibility of allocating their blogs in the website, in order to promote the exchange of ideas, news and information, which may be relevant for the project participants and for all those engaged in educational matters and Food Safety related issues.

The installation of the e-learning space/website will be subcontracted by UEVORA. At the end of the project the management and hosting of the website will be transferred to one of the local HEIs. A guide or manual on how to use the e-learning space and how to manage users and courses on the e-learning space will be prepared by EU partners to be used by the Moroccan HEI partners.

This guide will be used by 4 people (one from each Moroccan HEI) belonging to the local MTG that, supported by EU partners, will become the local points of contact for teachers and students for questions related to e-learning system during the pilot implementation of the new joint Master Programme.

#### **Task 2.4**

##### **Installation of food safety labs and workstations (M7-M22)**

Each of the four Moroccan HEI partners will be equipped with a modern food safety lab to evaluate and control food safety with two main domains: "Food Microbiology" and "Food Chemistry", depending on the Moroccan HEI, considering the curricula evaluation report (**Task 1.1**), the most relevant local food industries in the region of each HEI, and the specific feedback from stakeholders.



	<p>Considering the previous survey, the main needs in terms of equipment for laboratories correspond to the following domains for each institution: Food Chemistry - IAV and ENA; Food Microbiology - UMP; and both domains for IBN.</p> <p>These new food safety labs will be intensively used both for teaching and learning (by teachers and students), as well as for research and possible extension activities and services to the local communities (by researchers).</p> <p>The idea behind the project is to train local staff from the four Moroccan Universities to autonomously manage the Master on Food Safety over time. Along with the training of academic staff, the project wants to install a food safety lab in each university to ensure the possibility for students to have hand-on sessions and practical activities. In order to grant to the country a higher coverage of skills, each University will specialize in one field and these labs will be equipped along with this specialization. This will grant Moroccan students in the future the opportunity to study in one or another university depending on their specialization. The distribution of items for the labs has been done in the phase of preparation of the proposal along with the expertise and experience of UEVORA. In the implementation phase, a specific study over the needs of each university will be conducted and the equipment list will be revised, based on the principle of appropriateness and cost-effectiveness.</p> <p>Each Moroccan partner HEI will be also equipped with 8 workstations (one for each trained teacher). The workstations will be equipped with hardware and software (such as data analysis, and spectra analysis) to be used by students, teachers and researchers.</p>		
<b>Estimated Start Date (dd-mm-yyyy)</b>	01-07-2021	<b>Estimated End Date</b>	31-10-2022
<b>Lead Organisation</b>	UEVORA		
<b>Participating Organisation</b>	all academic partners		
<p><b>Costs</b>  <i>Please explain the necessary costs for this WP: What travels are necessary? If equipment is requested, explain why it is required. If subcontracting is necessary, explain why the task cannot be performed by the partner.</i></p>	<p>-Travel and stay costs for the meeting for Master plan at Rabat          -EU staff time for the preparation of 10 web module and development of digital learning materials          -Subcontracting for video lessons and e-learning space development by UÉvora          -Equipment: 32 workstations equipped with hardware and software (8 computers for each Moroccan University); equipment to upgrade the food safety labs of the 4 Moroccan HEIs.</p> <p>Specific laboratory equipment needed and to be purchased, taking into account the budget limits for the acquisition of equipment established and the definition of the priorities of each institution, after the assessment of needs report:</p> <ul style="list-style-type: none"> <li>- Partner institution [IAV]: High Performance Liquid Chromatography (HPLC); Chromatographical Columns; Kjeldhal system; Milk scan; Water purificator; Rotavapor; Sonicator</li> <li>- Partner institution [IBN]: Ultra pure water purifier; Autoclave Drying and sterilization oven; Bacteriological incubator; CO2 incubator; Water baths with cover Microbiological safety cabinet class II; Magnetic agitator; Vortex shaker; Platform orbital shaker; Refrigerated centrifuge; Electrophoresis tanks; Inverted microscope; Upright microscope; freezer for storage of reagents;</li> </ul>		



	<p>Standard refrigerator for storing reagentes; Ice machine; Microplate reader; Analytical balance; Double beam UV/visible spectrophotometer; Micropipettes; Ball mill; Dispenser for bottles; Soxhlet extractor – Lenz and NM-100 Plus ultra-pure hydrogen generator - Vici DBS.</p> <p>- Partner institution [ENA]: Gas chromatograph; High-performance liquid chromatography system; analytical sieve shakers circulating water bath, orbital shaker and laboratory centrifuge.</p> <p>- Partner institution [UMP]: biosafety cabinet type II (1); culture incubators (2); Refrigerated centrifuge; chromameter and viscosimeter.</p>
--	--

### Deliverables/results/outcomes

	Work Package and Outcome ref.nr <b>2.1.</b>	
<b>Expected Deliverable/Results/Outcomes</b>	Title	<b>Master Programme implementation plan</b>
	Type	<input checked="" type="checkbox"/> Teaching material <input type="checkbox"/> Event <input type="checkbox"/> Learning material <input checked="" type="checkbox"/> Report <input type="checkbox"/> Training material <input checked="" type="checkbox"/> Service/Product
	Description	The Master Programme implementation plan will define the structure of the new curriculum, and all steps needed for its development and implementation. Moreover, the implementation plan will include a sort of business plan, proposing different funding strategies to guarantee the maintenance of the Master Programme after the end of the project, thus enabling the Master to be successful at the long-term.
	Due date	M12
	Languages	English
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	All project partners.	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input type="checkbox"/> International	

	Work Package and Outcome ref.nr <b>2.2.</b>	
<b>Expected Deliverable/Results/Outcomes</b>	Title	<b>New modules and courses</b>
	Type	<input checked="" type="checkbox"/> Teaching material <input type="checkbox"/> Event <input checked="" type="checkbox"/> Learning material <input checked="" type="checkbox"/> Report <input checked="" type="checkbox"/> Training material <input checked="" type="checkbox"/> Service/Product
	Description	10 new online courses on "Food Safety" will be developed and implemented on the e-learning space. Each course will include video lectures, slides, pdf files, homework assignments and questions.

		The new educational material will be made freely accessible.
	Due date	M13-10 courses available to be used M22-10 courses reviewed by Moroccan teachers
	Languages	English
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other	
	<i>If you selected 'Other', please identify these target groups. (Max. 250 words)</i>	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> International	

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr <b>2.3.</b>	
	Title	<b>e-learning space management guide</b>
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Event <input type="checkbox"/> Learning material <input checked="" type="checkbox"/> Report <input type="checkbox"/> Training material <input type="checkbox"/> Service/Product
	Description	A guide or manual on how to use the e-learning space and how to manage users and courses on the e-learning space will be prepared by EU partners together with the MTG to be used by the Moroccan HEI partners. This guide will be used by 4 people (one from each Moroccan HEI) belonging to the local MTG that, supported by EU partners, will become the local points of contact for teachers and students for questions related to e-learning system during the pilot implementation of the new joint Master Programme.
	Due date	M12
	Languages	English
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other	
	<i>If you selected 'Other', please identify these target groups. (Max. 250 words)</i>	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input type="checkbox"/> International	



<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr <b>2.4.</b>	
	Title	<b>New modules and courses implemented in the e-learning space</b>
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material <input type="checkbox"/> Event <input type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	<p>The e-learning software will be installed on the Moroccan HEIs servers.</p> <p>The e-learning space will be linked to the project website.</p> <p>The 10 new courses developed by EU partners together with the MTG will be implemented in the e-learning space</p>
	Due date	M14
	Languages	English
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input checked="" type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	All project partners.	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> International	

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr <b>2.5.</b>	
	Title	<b>Food safety labs upgraded or implemented</b>
	Type	<input checked="" type="checkbox"/> Teaching material <input checked="" type="checkbox"/> Learning material <input checked="" type="checkbox"/> Training material <input type="checkbox"/> Event <input type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	<p>Each of the four Moroccan HEI partners will be equipped with new equipment for the food safety labs (see the list of necessary equipment mentioned above). These new equipment for the food safety labs will be intensively used both for teaching and learning (by teachers and students), as well as for research and possible extension activities and services to the local communities (by researchers).</p> <p>Each Moroccan partner HEI will be also equipped with 8 computer workstations (one for each trained teacher) to be used by students, teachers and researchers.</p>
	Due date	<p>M15-M22</p> <p>It is intended that all equipment will be installed in month 15, but a longer deadline is set up to month 22 for any logistical difficulties that may arise.</p>
	Languages	not applicable

<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups.  (Max. 250 words)</i>		
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional	<input type="checkbox"/> National <input type="checkbox"/> International

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr		<b>2.6.</b>
	Title	<b>Documents for Master accreditation</b>	
	Type	<input type="checkbox"/> Teaching material <input checked="" type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	The Moroccan members of the Scientific Committee (SC) will submit all the documents needed for the accreditation of the new joint Master Programme by the Moroccan Ministry of National Education, Higher Education and Scientific Research.	
	Due date	M21	
	Languages	French	
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups.  (Max. 250 words)</i>		
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input type="checkbox"/> International



<b>Work package type and ref.nr</b>	<b>DEVELOPMENT</b>	<b>3</b>
<b>Title</b>	<b>Training of Teachers (ToT)</b>	
<b>Related assumptions and risks</b>	<ul style="list-style-type: none"> <li>-Suitable settings and learning environment</li> <li>-Adequate training technology</li> <li>-Willingness of teachers to be effectively trained</li> <li>-Teachers' English Proficiency to allow their training in English</li> </ul>	
<b>Description</b>	<p>The main and final aim of this task and the focus of the whole project is to build capacities, to improve scientific and technical knowledge and to be able to transfer it to the labour market.</p> <p>This WP has the following goals:</p> <ul style="list-style-type: none"> <li>-identification and transference of the best teaching practices;</li> <li>-improvement of learning processes;</li> <li>-analyse the technological and methodological framework;</li> <li>-implementation of international teaching methodologies;</li> <li>-upgrade technical skills;</li> <li>-share of knowledge on Food Safety between EU and Moroccan HEI partners.</li> </ul> <p>Moroccans HEIs will select 32 teachers (8 from each local university), which will be the MTG. These teachers will follow the training for the technical and the methodological upgrading.</p> <p>The more active and participative teachers will be involved in the implementation of the Master frontal lessons. The project will ensure technological efficiency to all trained teachers equipping them with a new fast workstation to avoid any uncomfortable settings.</p>	
<b>Tasks</b>	<p><b>Task 3.1</b>  <b>Planning of ToT plan and development of training materials (M9-M14)</b>  Training of Teachers (ToT) will be planned by UEVORA and UB, and both EU HEIs will be responsible for creating all the new training materials. UEVORA and UB will be involved in a <u>5-day Workshop at UEVORA</u>. The topic of this workshop will be on how to enhance quality in higher education following EU education policy applied to Food Safety. The WS is developed for and with Moroccan teachers.</p> <p>Teacher needs for capacity building will be assessed in the following ways:</p> <ul style="list-style-type: none"> <li>-Student Assessment;</li> <li>-Teacher Assessment;</li> <li>-Background questionnaires.</li> </ul> <p>During these days, EU teachers and the <b>MTG</b> will apply an interactive approach, will exchange their experiences and test innovative learning methodologies. Following this workshop UEVORA and UB will be in charge of creating some guidelines on the best teaching practices.</p> <p><b>Task 3.2</b>  <b>Teachers training (M15-M22)</b>  This task will be carried out in three main steps:  <u>Individual following of the online courses</u>  At this phase the selected teachers will study the web materials implemented on the e-learning space.  <u>5-day Workshop at UB</u>  According to the needs assessed at the UEVORA workshop (<b>Task 3.1</b>), and the feedback on the studying of the individual online courses, the selected Moroccan teachers will have the opportunity to improve their teaching and</p>	



	<p>learning methodologies and upgrade their technical through on-site lessons with EU teachers, from both UEVORA and UB.</p> <p><u>5-day Workshop at IAV</u></p> <p>The selected Moroccan teachers will give experimental frontal lessons for the EU trainers and will be evaluated for their performance.</p> <p>This step will also serve as an auto-evaluation for UEVORA and UB trainers, who have prepared the different courses.</p> <p><b>Task 3.3</b>  <b>MOOC (Massive Open Online Course) development and implementation (M14-M24)</b></p> <p>Design of a MOOC (Massive Open Online Course) to engage local stakeholders, with the help of FENAGRI, and citizens on Food Safety in Morocco, with the joint participation of European and Moroccan teachers.</p>		
<b>Estimated Start Date (dd-mm-yyyy)</b>	01-09-2021	<b>Estimated End Date</b>	31-12-2022
<b>Lead Organisation</b>	UB		
<b>Participating Organisation</b>	all project partners		
<b>Costs</b> <i>Please explain the necessary costs for this WP: What travels are necessary? If equipment is requested, explain why it is required. If subcontracting is necessary, explain why the task cannot be performed by the partner.</i>	<ul style="list-style-type: none"> <li>-EU staff time for monitoring of training, preparation and development of workshops and teachers training</li> <li>-Morocco and EU staff travel and stay costs for 5 days workshop at Évora University</li> <li>-Staff time for local teachers training</li> <li>-Morocco and EU staff travel and stay costs for 5 days workshop at UB University</li> <li>-Morocco and EU staff travel and stay costs for 5 days workshop at IAV</li> <li>-Subcontracting for digital resources for the MOOC development by UÉvora</li> <li>-Staff time (EU and Moroccan HEIs) for development of MOOC contents</li> </ul>		

### Deliverables/results/outcomes

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr		<b>3.1.</b>
	Title	<b>Best teaching practices manual/guidelines</b>	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	Manual/Guidelines published after the completion of the following events and to publish their conclusions: 5-day Workshop at UEVORA 5-day Workshop at UB 5-day Workshop at IAV	
	Due date	M12	

	Languages	English
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other	
	<i>If you selected 'Other', please identify these target groups.  (Max. 250 words)</i>	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr		<b>3.2.</b>
	Title	<b>32 trained Moroccan teachers</b>	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	Certificates of attendance will be awarded to the 32 selected Moroccan teachers of the MTG that followed the 10 online courses on Food Safety implemented in the e- learning space.	
	Due date	M23	
	Languages	English	
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>If you selected 'Other', please identify these target groups.  (Max. 250 words)</i>		
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input type="checkbox"/> Local <input type="checkbox"/> Regional	<input type="checkbox"/> National <input type="checkbox"/> International



<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr <b>3.3.</b>	
	Title	<b>MOOC ready and online</b>
	Type	<input checked="" type="checkbox"/> Teaching material <input checked="" type="checkbox"/> Learning material <input checked="" type="checkbox"/> Training material <input type="checkbox"/> Event <input type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	MOOC (Massive Open Online Course) on Food Safety in Morocco available online for free.
	Due date	M24
	Languages	English
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input checked="" type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	Stakeholders and every interested citizen with an Internet connection.	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional
		<input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International



<b>Work package type and ref.nr</b>	<b>DEVELOPMENT</b>	<b>4</b>
<b>Title</b>	<b>Pilot implementation of the Master Programme</b>	
<b>Related assumptions and risks</b>	-Attractiveness of the new curriculum to many potential students -English Proficiency of teachers and students applying for the New Joint Master -institutional and legal approval of the new joint degree	
<b>Description</b>	The aim of this WP is to implement the new joint Master Programme on Food Safety. Strong marketing and communication strategies, as well as intensive knowledge transfer stimulus will be emphasised, in order to stress the importance of linking academy (Master Programme). Furthermore, the frequency of this Master Programme will open opportunities for the graduated students due to its international character, and high quality.	
<b>Tasks</b>	<p><b>Task 4.1</b>  <b>Announcement of the new joint Master at the 4 Moroccan HEIs (M22-M24)</b>  Different communication strategies will be used by Moroccan HEI partners to promote student recruitment for the new joint Master Programme, including:  - promotion at the universities' websites, the project website, the project network, social networks;  - local radio and newspaper advertising;  - organization of promotion events at each Moroccan HEI, namely Info-Days.</p> <p><b>Task 4.2</b>  <b>Selection of students (M24)</b>  20 places for Moroccan postgraduate students will be available in the new joint Master Programme.  Potential candidates should preferably have a Degree/Diploma on Agronomical, Biological or Veterinary Sciences.  The selection of candidates will be based on the analysis of their CVs, their motivation letters and an interview. High proficiency in spoken and written English is required.  All four Moroccan HEI partners will be charge of the selection process.  To promote equity and inclusion in the access to education, two places will be saved for candidates with economic difficulties (such as lower income families or others). These students will be supported by the social services of the local universities, which may provide free places in a student dormitory and free canteen meals.</p> <p><b>Task 4.3</b>  <b>Joint Master Programme Implementation (M25-M36)</b>  The master will be carried out following as determined in Task 2.1. The more participative Moroccan trained teachers will be actively involved in the development of Master lessons. They will use the learning materials already existent in the e-learning space and will implement new ones. EU teachers will also participate in the Master implementation through web conferences and Open-Day web lessons.  The Master will have the duration of two-years (4 semesters), including:  1-frontal lessons, and hands-on practical lessons, in newly installed food safety labs at each local HEI partner;  2-individual study using the online courses available at the e-learning space;  3-an internship period in the last semester;  Activities 1 and 3 will take place in all four Moroccan HEIs, and students must</p>	



	<p>apply for one of them according to their specialisation interests.  The plan for the internship period will be defined during the project implementation, in the attempt to involve stakeholders from the job market and in line with the possibilities of each university and according to the cooperation agreements that were established, with the support of FENAGRI. The basic principle will also be to grant to students a real “labour world” opportunity, along with the new skills developed by the Moroccan HEIs in the most cost-effective way.  At the end of the Master students will obtain 120 ECTS (European Credit Transfer and Accumulation System).</p> <p><b>Task 4.4</b>  <b>Monitoring of Master implementation (M25-M36)</b>  UEVORA and UB teachers will always be virtually available and will also evaluate the effective implementation of the Master Programme on site. IAV, as leader this WP will be in charge for defining a tailored strategy for monitoring the quality standard of the Master implementation, with the contribution of all Partners.</p>		
<b>Estimated Start Date (dd-mm-yyyy)</b>	01-10-2022	<b>Estimated End Date</b>	14-01-2024
<b>Lead Organisation</b>	IAV		
<b>Participating Organisation</b>	all academic partners		
<b>Costs</b> <i>Please explain the necessary costs for this WP: What travels are necessary? If equipment is requested, explain why it is required. If subcontracting is necessary, explain why the task cannot be performed by the partner.</i>	-EU staff travel and stay costs to Morocco (Rabat) in the scope of the implementation of Master programme -Staff time of local teachers to perform lectures in the scope of Master’s implementation -EU Staff time for webinars in the scope of Master’s implementation -IAV staff time for coordination of Master’s implementation and report of the Pilot implementation phase -Staff time for all other academic partners in the scope of Master’s implementation		

### Deliverables/results/outcomes

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr		<b>4.1.</b>
	Title	<b>Announcement events to attract students</b>	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	Organisation of different events: -4 Info Days (one in each Moroccan HEI)	

	Due date	M22-M24
	Languages	English
<b>groups</b>	<input type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input type="checkbox"/> Trainees <input type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other	
	<i>selected 'Other', please identify these target groups.  (Max. 250 words)</i>	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> National <input type="checkbox"/> International

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr		<b>4.2.</b>
	Title	<b>Student selection</b>	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	The selection will be undertaken by all Moroccan HEI partners. 20 motivated students coming from studies on Agronomical, Biological or Veterinary Sciences will be selected based on their CV, motivation letter, and interview. Good knowledge of the English language will be mandatory. A recruitment policy promoting gender equality will be implemented. To further promote equity and inclusion, two places will be saved for candidates with economic difficulties, and one for a physically disabled candidate.	
	Due date	M24	
	Languages	English	
<b>groups</b>	<input type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input type="checkbox"/> Trainees <input type="checkbox"/> Administrative staff <input type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other		
	<i>selected 'Other', please identify these target groups.  (Max. 250 words)</i>		
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input type="checkbox"/> Local <input type="checkbox"/> Regional	<input type="checkbox"/> National <input type="checkbox"/> International



<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr <b>4.3.</b>	
	Title	<b>Report of the Pilot implementation phase</b>
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material <input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	After the pilot implementation of the new Joint Master Programme, a full report will be prepared including a SWOT analysis.
	Due date	M36
	Languages	English
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other	
	<i>selected 'Other', please identify these target groups. (Max. 250 words)</i>	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input checked="" type="checkbox"/> Regional <input type="checkbox"/> International	

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr <b>4.4.</b>	
	Title	<b>Validated Master curriculum (after the pilot phase)</b>
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material <input type="checkbox"/> Event <input type="checkbox"/> Report <input checked="" type="checkbox"/> Service/Product
	Description	After the pilot implementation of the Master Programme, the new curriculum will be validated and implement in all four Moroccan partner HEIs.
	Due date	M36
	Languages	English/French
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other	
	<i>selected 'Other', please identify these target groups. (Max. 250 words)</i>	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input type="checkbox"/> International	

<b>Work package type and ref.nr</b>	<b>QUALITY PLAN</b>		<b>5</b>
<b>Title</b>	<b>Quality evaluation</b>		
<b>Related assumptions and risks</b>	Existence of administrative structures able to support the building of quality assurance systems.		
<b>Description</b>	The aim of this WP is to ensure the quality of the project through a quality control mechanism that will receive critical iterative feedback.		
<b>Tasks</b>	<p><b>Task 5.1</b>  <b>Internal Quality Assurance (M1-M36)</b>  The internal quality mechanism will involve all project partners through project meetings, virtual communications through email and others, feedback from stakeholders and target groups (mainly students and teachers). ENA in close collaboration with UEVORA will be responsible for defining a <b>Quality Assurance Plan (QAP)</b> containing procedures and specific control checklists related to the process of monitoring and evaluation. The QAP will be shared among all partners and approved by MC at the beginning of the project. The internal quality monitoring activities will concern the on-going assessment of performance and progress of the outputs, outcomes and objectives of the project. All project partners will participate in the monitoring of the internal quality, but mostly the Moroccan partners that will involve target groups and local stakeholders.  For assuring the quality of the didactic modules, teacher frontal lessons, a QA test will be also implemented in the same e-learning space.  The results of the on-going assessment will be prepared by ENA in collaboration with UEVORA and will be discussed during the MC and the periodical Coordination meetings.</p> <p><b>Task 5.2   It was requested to change this task to the EACEA.</b>  It becomes <b>External Quality Evaluation</b> instead of <b>Quality Evaluation by an External Advisory Board (M6-M36)</b>  UNIMED and UEVORA will assist the Management Committee in selecting and recruiting the External Evaluation Expert that will be actively involved in approving the quality of the project outputs and deliverables, and supporting the implementation of project activities, while maintaining their independence.  This task requires a subcontract for one external expert that will be responsible for monitoring the quality of the educational contents, reports and public outcomes and deliverables of the project. This external quality control will be achieved by giving the external expert access to project documentation and results, as well as the data collected during the internal quality monitoring mechanism (<b>Task 5.1</b>). The results of the external quality monitoring will be presented in final evaluation report which will be discussed and analysed by the Management Committee.</p>		
<b>Estimated Start Date (dd-mm-yyyy)</b>	15-01-2021	<b>Estimated End Date</b>	14-01-2024
<b>Lead Organisation</b>	ENA		
<b>Participating</b>	all project partners		

<b>Organisation</b>	
<b>Costs</b> <i>Please explain the necessary costs for this WP: What travels are necessary? If equipment is requested, explain why it is required. If subcontracting is necessary, explain why the task cannot be performed by the partner.</i>	-EU and Morocco staff travel and costs for meeting for quality plan in ENA at Meknes -Staff time of local technicians (ENA) for stakeholders' interviews and for the Internal Quality Assurance reports -Staff time for European and other Moroccan HEIs support the Internal Quality Assurance tasks -Subcontracting for External Quality Evaluation, by UEvora

### Deliverables/results/outcomes

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr <b>5.1.</b>	
	Title	<b>Quality Assurance Plan</b>
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material <input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	The quality plan specifically refers to the internal evaluation of quality and is intended to: -evaluate project goals, objectives, strategies, and timelines; -assess impact; -assess critical factors to overcome risk management; -evaluate results and achievements using quality indicators.
	Due date	M3
	Languages	English
<b>groups</b>	<input type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	All project partners.	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input type="checkbox"/> Local <input type="checkbox"/> Regional <input type="checkbox"/> National <input type="checkbox"/> International



<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr <b>5.2.</b>	
	Title	<b>Internal Quality Assurance Reports</b>
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material <input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>Internal Quality Assurance Reports will be produced, one mid-term (to allow possible corrective actions) and one final (as a summative project evaluation).</p> <p>These documents report the results of the quality control on the different activities of the project and a set of recommendations to be taken into consideration in the implementation of the project, to make sure activities match the required quality standards.</p>
	Due date	M18, M36
	Languages	English
<b>groups</b>	<input type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	All project partners.	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input type="checkbox"/> International	

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr <b>5.3.</b>	
	Title	<b>External Quality reports</b>
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material <input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	Annual reports made by the selected key external experts on the evaluation of internal performance and external impact of the project.
	Due date	M18 and M36
	Languages	English
<b>groups</b>	<input type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	All project partners.	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input type="checkbox"/> International	

<b>Work package type and ref.nr</b>	<b>DISSEMINATION &amp; EXPLOITATION</b>	<b>6</b>
<b>Title</b>	<b>Dissemination &amp; Exploitation strategies</b>	
<b>Related assumptions and risks</b>	<ul style="list-style-type: none"> <li>- Commitment to cooperation agreements</li> <li>- Efficient collaborative network</li> <li>- Effective involvement of stakeholders, though the engagement of the non-academic partner, FENAGRI</li> </ul>	
<b>Description</b>	<p>The aim of this WP is to disseminate all project actions and activities and to develop an international cooperation network able to foster innovation and address new societal and environmental challenges.</p>	
<b>Tasks</b>	<p><b>Task 6.1</b>  <b>Dissemination and Exploitation plan (M1-M36)</b>  Dissemination will start at the beginning of the project and last throughout the project. UNIMED will oversee the different dissemination strategies in close collaboration with UEVORA and IAV (at the local level). IAV will be the local facilitator of the dissemination and exploitation activities. However, every project partner will be involved in the dissemination of information about the project at different levels: within the partnership itself, at national level within Morocco and at international level (mainly addressed to universities, research institutions and employer sectors).</p> <p><b>Task 6.2</b>  <b>Creation of digital spaces, dissemination and exploitation activities and materials (M1-M36)</b>  Dissemination will be guaranteed through the following activities:</p> <ul style="list-style-type: none"> <li>- design of the project logo and project visual identity;</li> <li>- development of project promotional and information materials for communication and dissemination.</li> <li>- creation and maintenance of the e-learning space/website;</li> <li>- creation and management of social networks (Facebook page, etc);</li> <li>- preparation of press releases for the media;</li> <li>- periodical communications to stakeholders by digital means (e-mail) and in person;</li> <li>- organization of a big dissemination conference (M25), before the implementation of the Master Programme, a three-day International Congress held in IBM University;</li> <li>- organization of promotion events at each Moroccan HEI, such as Open-Days, in the scope of the implementation of the Master Programme;</li> <li>- additional participations in national and international conferences;</li> <li>- publication of scientific papers and reports;</li> <li>- networking with local stakeholders and other local and international HEIs.</li> </ul> <p><b>Task 6.3</b>  <b>Development of a collaborative network (M1-M36)</b>  UNIMED will be responsible for this task and will be directly supported by IAV (at the local level) and UEVORA.  This task aims to establish an educational network on Food Safety among the involved Moroccan universities (by means of a local cooperation agreement) and other stakeholders and project partners (with an international cooperation agreement) to develop a collaborative network, spreading educational initiatives and internationalisation in Morocco, as well as creating</p>	



	opportunities to attract other funding resources and students, and promote the cooperation beyond the end of the project. FENAGRI will play an important role in supporting the development of this collaborative network.		
<b>Estimated Start Date (dd-mm-yyyy)</b>	15-01-2021	<b>Estimated End Date</b>	14-01-2024
<b>Lead Organisation</b>	UNIMED		
<b>Participating Organisation</b>	all project partners		
<b>Costs</b> <i>Please explain the necessary costs for this WP: What travels are necessary? If equipment is requested, explain why it is required. If subcontracting is necessary, explain why the task cannot be performed by the partner.</i>	<p>-Travel and stay costs for participation in the FoSaMED International Conference at IBN Tofail University in Kenitra</p> <p>-UNIMED staff time for managing and updating the website and communicating the results of the project</p> <p>-Subcontracting for website design, project logo and visual identity, printing, publishing and development of other communication materials, by UNIMED.</p> <p>- Printing &amp; publishing and development of other communication materials within the scope of Master's implementation and holding local events to promote the new Master and the collaborative network, by IAV.</p>		

### Deliverables/results/outcomes

	Work Package and Outcome ref.nr		<b>6.1.</b>
	<b>Title</b>	<b>Dissemination and Exploitation Plan</b>	
	<b>Type</b>	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
<b>Expected Deliverable/Results/Outcomes</b>	<b>Description</b>	<p>A guide for all Partners on how to disseminate project results, particularly defining a strategy for dissemination and promotion of the project for the target groups.</p> <p>This document describes the dissemination objectives, the target group for the project, a plan and strategy for dissemination activities and an indication of dissemination tools and products to be designed and used. The document also defines the performance indicators to evaluate the efficacy of the dissemination and exploitation activities.</p>	
	<b>Due date</b>	<p>M3- First version</p> <p>The plans will be reviewed and updated, if necessary, every 6 months.</p>	
	<b>Languages</b>	English	
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students		



		for publications developed by teachers, researchers, technicians and students during the master preparation project, the future master editions and afterwards. Additionally, the website will have associated an information system (intranet) for project management and exchange of documentation and reports. The project website will be linked to the e-learning space. The website will be frequently updated and the number of accesses to the website will be monitored.
	Due date	M4
	Languages	English
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input checked="" type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	All project partners, stakeholders, researchers, other local/national HEIs	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input checked="" type="checkbox"/> Regional <input checked="" type="checkbox"/> International	

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr <b>6.4.</b>	
	Title	<b>Communication and dissemination materials</b>
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Event <input type="checkbox"/> Learning material <input type="checkbox"/> Report <input type="checkbox"/> Training material <input checked="" type="checkbox"/> Service/Product
	Description	Production of promotional materials of the project, such as project brochures, flyers, roll-up for project events, posters for project dissemination events, among other. Production of information materials for communication and dissemination of the outputs of the project, such as scientific posters for participation in conferences; scientific contents for the website (video and other digital resources) and publications (scientific papers, reports and e-Working Papers).
	Due date	M1-M36, whenever necessary and throughout the project
	Languages	English
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	



	All project partners, stakeholders, researchers, other local/national HEIs		
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr <b>6.5.</b>		
	Title	<b>Cooperation Agreements</b>	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material <input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product	
	Description	<p>Three cooperation agreements will be prepared by the Management Committee and signed by all project partners:</p> <ul style="list-style-type: none"> <li>-one agreement between the involved Moroccan HEIs;</li> <li>-one agreement with FENAGRI;</li> <li>-one agreement between all project partners.</li> </ul> <p>The aim of these signed agreements is to encourage scientific cooperation and promote cooperation between project partners, beyond the end of the project, in order to sustain an international collaborative network.</p>	
	Due date	M25	
	Languages	English	
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	All project partners, including the associated partners.		
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr <b>6.6.</b>	
	Title	<b>Dissemination and Exploitation Reports</b>
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material <input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	Dissemination and Exploitation reports describing the dissemination and exploitation activities undertaken along the life of the project and (when possible) reporting the impact on the Moroccan food sector and society produced by each activity.
	Due date	M12, M24, M36
	Languages	English

<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	All project partners, stakeholders, researchers, other local/national HEIs		
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr		<b>6.7.</b>
	Title	<b>FoSaMed International Conference</b>	
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material	<input checked="" type="checkbox"/> Event <input type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	UNIMED in strict collaboration with the 4 Moroccan HEIs and all other project partners, will organised an International Conference dedicated to the meeting and discussion with local, national, regional and international stakeholders. FENAGRI will collaborate in the dissemination of this Conference among stakeholders. The Master Programme will be presented in this Conference. Project results will be presented and participants will be invited to visit the FoSaMed website.	
	Due date	M25	
	Languages	English	
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input checked="" type="checkbox"/> Students <input checked="" type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input checked="" type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other		
	All project partners, stakeholders (local companies, local institutions,), decision makers, special guests, general public		
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional	<input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International



<b>Work package type and ref.nr</b>	<b>MANAGEMENT</b>	<b>7</b>
<b>Title</b>	<b>Project Management</b>	
<b>Related assumptions and risks</b>	<ul style="list-style-type: none"> <li>- Partner agreement signed</li> <li>-Cooperation and timely provision of documentation</li> </ul>	
<b>Description</b>	<p>This WP comprises all management tasks necessary for an adequate execution of the project activities, in order to schedule and complete them efficiently and successfully.</p> <p>The project management will ensure effective communication with the European Commission, as well as between all involved partners. It will also ensure the organizational, financial and administrative management of the project consortium.</p> <p>To avoid risks essential information will be given on time and the communication between partners will be strengthened and addressed by regular project meetings, but also using the multiple communication tools available nowadays, such as telephone, email, skype and video conference.</p>	
<b>Tasks</b>	<p><b>Task 7.1</b>  <b>Project Start-Up (M2)</b>  The purpose of project start-up is to create a solid basis for management of the project, both through systematic project planning and through effective team building.  The preparation and signature of the Partnership Agreement will be one of the project's first tasks.  We will have a kick-off meeting of the project in Rabat (IAV), Morocco (M2).  All project participants will attend this meeting. The objective is that everyone gets to know each other and that the project tasks are to be specifically discussed and assigned.  The compositions of the Scientific Committee(SC), and the MTG of the project will be defined in this first overall meeting.</p> <p><b>Task 7.2</b>  <b>Project coordination (M1-M36)</b>  The Management Committee (MC) will include the seven contact persons (one from each project partner) and will meet in person on an annual basis in different locations (UEVORA-M2; UB-M14; IAV-M26). Additionally, the MC will meet virtually, whenever appropriate.  In these meetings the MC will plan and review project activities, strengthen networking between project partners, develop the annual project workplan and budget, as well as discuss other financial and administrative issues.  A Project Management Handbook illustrating the management and reporting procedures to be followed by all Partners will be prepared and circulated at the beginning of the project. It will serve as a reference for all Partners and as a guideline for the PM to monitor the progress of the project against the Workplan and take corrective actions where necessary. The Project Management Handbook will be produced to summarize all meetings, discussions and agreements reached by all project partners.  The project coordinator UEVORA, supported by all partners, will be responsible for managing all strategies and activities related to the coordination of the project at all levels (European Commission, Consortium, Management Committee, Scientific Committee, External Advisory Board), in</p>	



	<p>order to achieve project objectives and finish project deliverables on time and with the required quality.</p> <p>UEVORA will further support the Management Committee in controlling the work progress and budget allocation and it will guarantee the effective communication and commitment of all partners through periodically meeting and contacting them frequently via telephone, email, or skype.</p> <p>UEVORA, supported by all partners, will be in charge writing the progress and final technical reports for the European Commission.</p> <p>Each WP leader shall provide a final WP report, i.e. an executive report, which includes grids, track record of activities and tasks performed, providing the information needed to be included in progress and final technical reports.</p> <p><b>Task 7.3</b>  <b>Administrative, logistic and financial management (M1-M36)</b>  This task includes the day-to-day management of the project, such as administration and evaluation and monitoring, financial reporting, purchases and payments. All partners are involved in this task under the supervision of UEVORA. Since the beginning of the project the coordinator UEVORA will provide full support to local partners to explain and expand on all administrative and financial arrangements for a correct and rational project management.</p> <p>This task also includes all logistic arrangements and the implementation of procedures needed to support, define and carry out all project activities (preparation of travels, organization of meetings, workshops, accommodation, etc.), as well as logistic and other support needed for teaching and learning activities.</p> <p>All partners will be cooperatively involved in supporting this task under the coordination of UEVORA and the help of the local Didactic Group in particular for the didactic and Mobility activities. An external financial audit is required and will also be done, in order to ensure a proper financial management.</p> <p><b>Task 7.4</b>  <b>Project closure (M36)</b>  We will have a final meeting of the project in Université Mohammed Premier (UMP), in Morocco (M36).  All project participants will attend this meeting.  This meeting will intend to evaluate the project results, and promote networking between project partners, encouraging the planning of potential future projects in cooperation.</p>		
<b>Estimated Start Date (dd-mm-yyyy)</b>	15-01-2021	<b>Estimated End Date</b>	14-01-2024
<b>Lead Organisation</b>	UEVORA		
<b>Participating Organisation</b>	all project partners		
<b>Costs</b> <i>Please explain the necessary costs for this WP: What travels are necessary? If</i>	<ul style="list-style-type: none"> <li>-Travel and stay costs for Kick-off meeting at IAV in Rabat</li> <li>-Travel and stay costs for 3 Management Committee meetings (1 meeting in Evora, 1 meeting in Barcelona and 1 meeting in Rabat)</li> <li>-Travel and stay costs for final meeting at Université Mohammed Premier in Oujda</li> <li>- UÉVORA satff time for administrative and financial management; and</li> </ul>		



<i>equipment is requested, explain why it is required. If subcontracting is necessary, explain why the task cannot be performed by the partner.</i>	coordination of the project -Staff time for project management and administration (for all other partners) -Subcontracting for financial audit, by UEVORA
---	---

### Deliverables/results/outcomes

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr <b>7.1.</b>	
	Title	<b>Project Management Handbook</b>
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material <input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	The Management Handbook will be produced to summarize all meetings, discussions and agreements reached by all project partners and not included in the Coordination meetings/Minutes. This Handbook will illustrate the management and reporting procedures to be followed by all Partners.
	Due date	M2
	Languages	English
<b>groups</b>	<input type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	All project partners	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input type="checkbox"/> International	

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr <b>7.2.</b>	
	Title	<b>Coordination meetings/Minutes</b>
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material <input checked="" type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	Management Committee meetings to assess the development of the project. The agendas for the meetings will be arranged ahead and agreed by all partners. In each meeting, the results achieved in each WP will be evaluated and the following activities will also be organised. Each meeting will be monitored



		through appropriate questionnaires to assess project quality and receive feedbacks. In first meeting (M2), the Management Committee will be established, and the Partner Agreement will be agreed and signed by all partners.
	Due date	M2, M14, M26
	Languages	English
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	All project partners.	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input type="checkbox"/> International	

<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr <b>7.3.</b>	
	Title	<b>Partnership Agreement</b>
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Event <input type="checkbox"/> Learning material <input checked="" type="checkbox"/> Report <input type="checkbox"/> Training material <input type="checkbox"/> Service/Product
	Description	Transnational agreement to be signed by all project partners in order to fix and describe the scheduled activities and responsibilities according to the EACEA Agreement.
	Due date	M2
	Languages	English
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input type="checkbox"/> Other	
	<i>Selected 'Other', please identify these target groups. (Max. 250 words)</i>	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input type="checkbox"/> Local <input type="checkbox"/> National <input checked="" type="checkbox"/> Institution <input type="checkbox"/> Regional <input type="checkbox"/> International	



<b>Expected Deliverable/Results/Outcomes</b>	Work Package and Outcome ref.nr <b>7.4.</b>	
	Title	<b>Annual and final reports for the EACEA</b>
	Type	<input type="checkbox"/> Teaching material <input type="checkbox"/> Learning material <input type="checkbox"/> Training material <input type="checkbox"/> Event <input checked="" type="checkbox"/> Report <input type="checkbox"/> Service/Product
	Description	<p>The reports will include a description of all activities undertaken within the project's framework, as well as administrative and financial issues.</p> <p>The WP final reports provided by each WP leader will be taken into account to produce these technical reports.</p> <p>UEVORA will be in charge of the submission of annual and final reports to the EACEA.</p> <p>All project partners will be responsible for providing all the requested documents and will be asked to contribute to the contents of the reports.</p>
	Due date	M12, M24, M36
	Languages	English
<b>groups</b>	<input checked="" type="checkbox"/> Teaching staff <input type="checkbox"/> Students <input type="checkbox"/> Trainees <input checked="" type="checkbox"/> Administrative staff <input checked="" type="checkbox"/> Technical staff <input type="checkbox"/> Librarians <input checked="" type="checkbox"/> Other	
	All project partners	
<b>Dissemination level</b>	<input checked="" type="checkbox"/> Department / Faculty <input checked="" type="checkbox"/> Institution	<input checked="" type="checkbox"/> Local <input checked="" type="checkbox"/> Regional
		<input checked="" type="checkbox"/> National <input checked="" type="checkbox"/> International





Food Safety in the Mediterranean

[fosamed.eu](http://fosamed.eu)



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

EUROPEAN PARTNERS



MOROCCAN PARTNERS



ASSOCIATED PARTNER



