Project Management Handbook

Document Information

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02	21/11/2023	Second draft including partners' feedback
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Table of Contents

Introduction

This document is the contractual deliverable "D1.1 – Project Management Handbook" of the TEAMIT+ project. It has been prepared under Work Package 1 – Project Management, Coordination and Quality Assurance - which is led by ESTIA and supported by all TEAMIT+ partners.

The aim of this document is to provide guidance to the partners with regards to the project administrative and financial management, and to give them a clear overview of their tasks and deliverables.

Abbreviation list

The table below provides a list of the abbreviations used in the document.

Abbreviation	Full description
EAB	External Advisory Board
EACEA	European Education and Culture Executive Agency
EQR	External Quality Reviewer
KPI	Key Performance Indicator
PC	Project Coordinator
PMB	Project Management Board
QA	Quality Assurance Team
SC	Student Committee
SSO	Student Support Office
WP	Work Package
WP leaders	Work Package Leaders

Figure 1 List of abbreviations

Governance structure

Consortium bodies

The management structure comprises 10 consortium bodies as shown in the picture below:
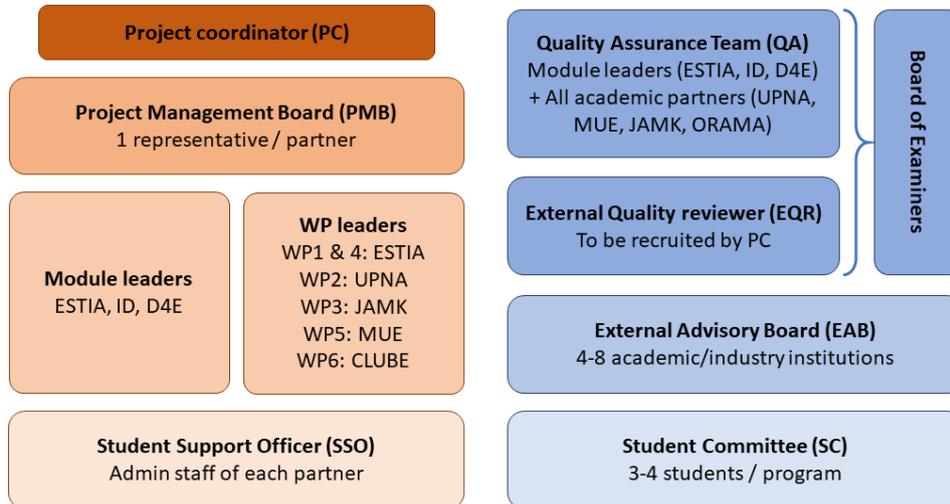
Figure 2 TEAMIT+ Management structure

Project Management Board (PMB)

The PMB consists of one representative of each partner. It is the decision-making and supervisory body. It will meet twice a year. In addition, video conferences will be held every two months to follow-up regularly the development of the project.

Project Coordinator (PC)

The PC is ESTIA, the legal entity acting as the intermediary between the partners and the EACEA.

Quality Assurance Team (QA)

The QA consists of one representative of the following partners:
  ⊕ ESTIA, ID and D4E as module leaders
  ⊕ UPNA, MUE, JAMK and ORAMA as academic partners

QA will supervise every quality aspect of the project. It will meet at least three times each programme year (before, during and after the programme implementation)

QA members are part of the Board of Examiners.

External Advisory Board (AEB)

The AEB will consist of four to eight members from the industry and academia that will be appointed by the PC with the assistance of the PMB at the beginning of the project. It will provide feedback on the quality of the programme. It will meet twice a year.

Student Committee (SC)

The SC will consist of three to four students will be elected by other students for the length of one TEAMIT+ training programme. They will be participants of the Social4Impact module and preferably they will have participated in the whole training program. The SC will provide feedback for the improvement of the teaching methodology, curricula and supporting services.

External Quality Reviewer (EQR)

An EQR will be contracted by the PC to analyse the relevance and the quality of the programme. He will support the consortium in the identification of EAB members and in the organisation of the EAB meetings. The EQR is a member of the Board of Examiners.

Board of Examiners

The Board of Examiners consists of the members of the QA (ESTIA, ID, D4E, UPNA, MUE, JAMK and ORAMA) and the EQR. It will supervise the project progress and the compliance with the schedule (execution of tasks, reports, results, deliverables, milestones).

Work Package Leaders (WP leaders)

WP Leaders are responsible for the quality of their work package. They oversee the monitoring and analyse the execution of their respective work package. WP leaders are as follows:

WP1	WP2	WP3	WP4	WP5	WP6
ESTIA	UPNA	JAMK	ESTIA	MUE	CLUBE

Module Leaders

Module Leaders are responsible for the quality of their programme module. Module leaders are as follows:

- ⊕ Module 1 – Rendezvous of Solidarity Innovations for the Planet: ID
- ⊕ Module 2 – 24H of Innovation for the Planet: ESTIA
- ⊕ Module 3 – Social4Impact : Europe Challenge: D4E

Student Support Office (SSO)

The SSO will consist of the administrative staff of the partners. It will be the help desk assisting students in their application process.

Consortium Body meetings

Consortium Bodies will meet as follows:

- ⊕ Project Management Board: twice a year[1]
- ⊕ Quality Assurance Team: at least three times each programme year[2]
- ⊕ External Advisory Board: twice a year

Meetings may be held online.

Project Work Plan, milestones, deliverables & indicators

TEAMIT+ is a 36-month project consisting of 6 work packages (WP). Two WPs deal with transversal activities such as management, quality assurance, communication, dissemination, and exploitation. The 4 other WPs contain the technical work of the project.

This section provides an overview (i) of the project schedule (GANTT chart), (ii) of the partners' involvement in the WPs & tasks, (iii) of the milestones and deliverables, and (iv) of the project indicators.

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[1] Bidart, France (2 meetings, 1st Kickoff & 6th); Pamplona, Bilbao Spain (2 meetings, 3rd & 5th); Kozani, Greece (2 meetings, 4th & 7th); Jyvaskyla, Finland (1 meeting, 2nd)
[2] Before, during and after the programme implementation

GANTT Chart

TEAMIT+ GANTT chart — months sept-23 (M1) through août-26 (M36)

WP 1 - Project Management, Coordination and Quality Assurance
- T1.1. Consortium operating procedures definition
- T1.2. Project administration: Administrative and financial management
- T1.3. Consortium meetings
- T1.4. Project reporting
- T1.5. Risk management
- T1.6. Creation of QA Team and Tools
- T1.7. Quality Assurance and External Quality Reviewer
- T1.8. Creation of External Advisory Board

WP2 - Territorial diagnosis at European Level for the creation of cooperatives
- T2.1 Initial territorial diagnosis of the challenges
- T2.2 Entrepreneurial attitudes and the pre-existing connections between vocational (…)
- T2.3 Difficulties for the creation of multinational, intercultural and virtual cooperatives
- T2.4 Identification of the institutional complications for (…) workers
- T2.5 Research about plausible solutions(…) to incentive the creation of (…) cooperatives

WP3 - Creation of applied methodologies for TEAMIT+ training programme
- T3.1 Define the "learning by creating" Learning Model for the training
- T3.2 Definition of (…) the module on climate change awareness and environmental issues
- T3.3 Definition of (…) the module on creativity and impact innovation
- T3.4 Definition of (…) the module teampreneurship

WP4 - TEAMIT+ Training programme design
- T4.1 Design of Module 1
- T4.2 Design of Module 2
- T4.3 Design of Module 3

WP5 - Implementation of the TEAMIT+ training offer
- T5.1 Coordinate and co-create the learning objectives into the proposed set of activities
- T5.2 Recruitment of participants
- T5.3 Implementation of the course content

WP6 - Communication Dissemination Exploitation and Sustainability of TEAMIT+
- T6.1 Promotion of the project and its results
- T6.2 Creation of a network of impact entrepreneurs
- T6.3 Positioning of the project at European level
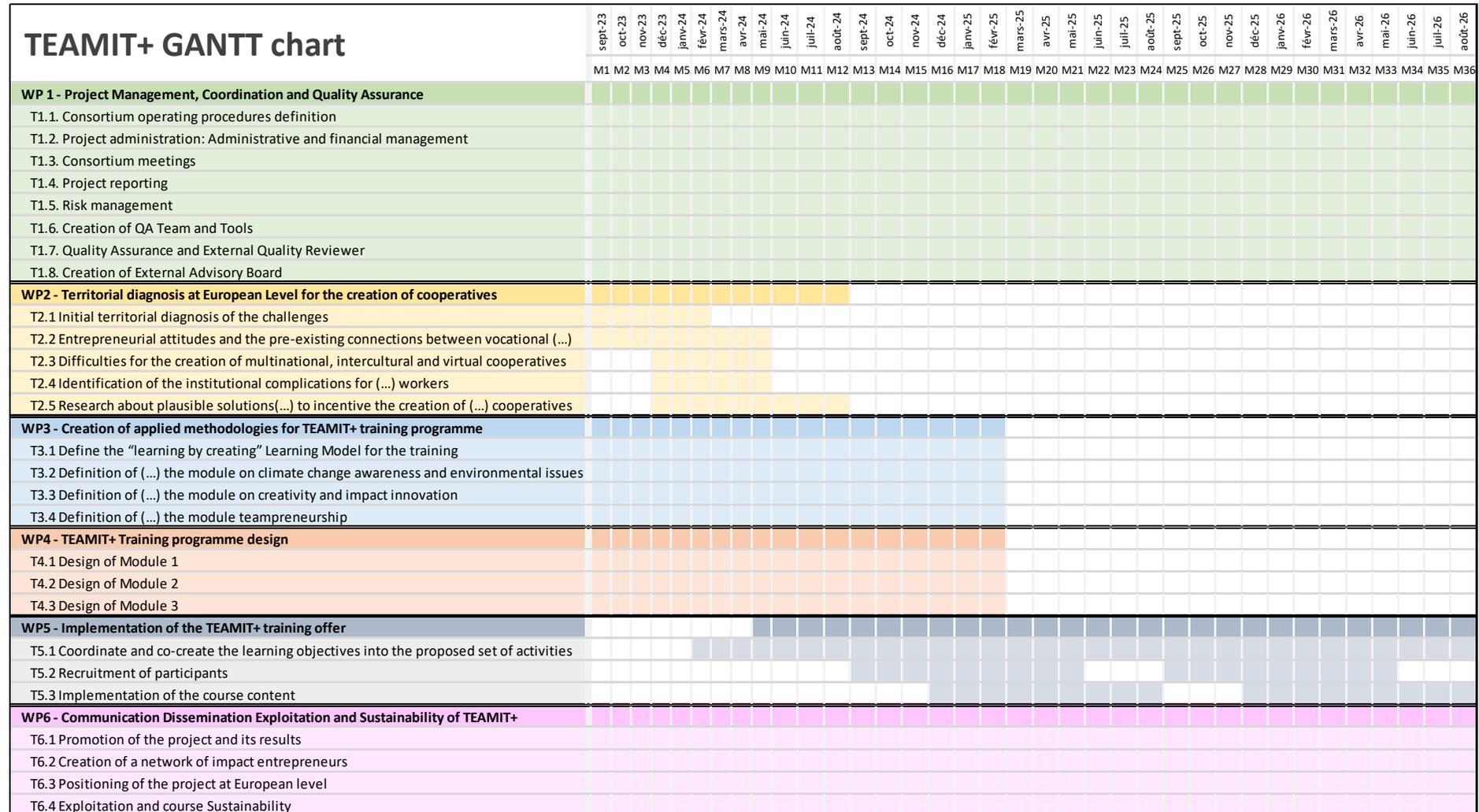- T6.4 Exploitation and course Sustainability

Figure 3 TEAMIT+ GANTT chart

TEAMIT+

Partner's involvement

The table below gives an overview of the WP & Tasks and the partners involved.

WP/Tasks	Leader	ESTIA	UPNA	MUE	JAMK	CLUBE	D4E	ID	ORAMA	KKOOP	KAYA
WP 1 - Project Management, Coordination and Quality Assurance	**ESTIA**	X	X	X	X	X	X	X	X	X	X
T1.1. Consortium operating procedures definition	ESTIA	X	X	X	X	X	X	X	X	X	X
T1.2. Project administration: Administrative and financial management	ESTIA	X	X	X	X	X	X	X	X	X	X
T1.3. Consortium meetings	ESTIA	X	X	X	X	X	X	X	X	X	X
T1.4. Project reporting	ESTIA	X	X	X	X	X	X	X	X	X	X
T1.5. Risk management	ESTIA	X	X	X	X	X	X	X	X	X	X
T1.6. Creation of QA Team and Tools	ESTIA	X	X	X	X	X	X	X	X	X	X
T1.7. Quality Assurance and External Quality Reviewer	ESTIA	X	X	X	X	X	X	X	X	X	X
T1.8. Creation of External Advisory Board	ESTIA	X	X	X	X	X	X	X	X	X	X
WP2 - Territorial diagnosis at European Level for the creation of cooperatives	**UPNA**	X	X	X	X	X	X	X	X	X	
T2.1 Initial territorial diagnosis of the challenges	UPNA	X	X	X	X	X	X	X	X	X	
T2.2 Entrepreneurial attitudes and the pre-existing connections between vocational (…)	UPNA	X	X	X	X	X	X	X	X	X	
T2.3 Difficulties for the creation of multinational, intercultural and virtual cooperatives	UPNA	X	X	X	X	X	X			X	
T2.4 Identification of the institutional complications for (…) workers	UPNA	X	X	X	X	X	X			X	
T2.5 Research about plausible solutions(…) to incentive the creation of (…) cooperatives	UPNA	X	X	X	X	X	X			X	
WP3 - Creation of applied methodologies for TEAMIT+ training programme	**JAMK**	X	X	X	X	X	X	X	X	X	X
T3.1 Define the "learning by creating" Learning Model for the training	JAMK	X	X	X	X	X	X	X	X	X	X
T3.2 Definition of (…) the module on climate change awareness and environmental issues	ID	X	X	X	X		X	X			
T3.3 Definition of (…) the module on creativity and impact innovation	ESTIA	X	X	X	X		X	X			
T3.4 Definition of (…) the module teampreneurship	D4E	X	X	X	X		X	X			X
WP4 - TEAMIT+ Training programme design	**ESTIA**	X	X	X	X	X	X	X	X	X	X
T4.1 Design of Module 1	ID	X	X	X	X	X		X			
T4.2 Design of Module 2	ESTIA	X	X	X	X	X		X			
T4.3 Design of Module 3	D4E	X	X	X	X	X	X	X	X	X	X
WP5 - Implementation of the TEAMIT+ training offer	**MUE**	X	X	X	X	X	X	X	X	X	X
T5.1 Coordinate and co-create the learning objectives into the proposed set of activities	MUE	X		X	X		X	X			
T5.2 Recruitment of participants	MUE	X	X	X	X	X	X		X		
T5.3 Implementation of the course content	MUE	X	X	X	X	X	X	X	X	X	X
WP6 - Communication Dissemination Exploitation and Sustainability of TEAMIT+	**CLUBE**	X	X	X	X	X	X	X	X	X	X
T6.1 Promotion of the project and its results	CLUBE	X	X	X	X	X	X	X	X	X	X
T6.2 Creation of a network of impact entrepreneurs	CLUBE	X	X	X	X	X	X	X	X	X	X
T6.3 Positioning of the project at European level	CLUBE	X	X	X	X	X	X	X	X	X	X
T6.4 Exploitation and course Sustainability	ESTIA	X	X	X	X	X	X	X	X	X	X

Figure 4 Partners' involvment in WPs and tasks

Milestones

Milestone Nr	Milestone name	Lead beneficiary	Due date	
			Project Month	**Calendar date**
1	Methodology description	JAMK	18	1/03/2025
2	Design of the TEAM IT training programme	ESTIA	18	1/03/2025
3	Successful completion of TEAMIT+ training edition 1	MUE	24	1/09/2025
4	Successful completion of TEAMIT+ training edition 2	MUE	36	1/09/2026
5	Development of promotion material	CLUBE	6	1/03/2024

Figure 5 List of milestones

Deliverables

The table below provides the list of deliverables, the lead partner and their due dates.

Del. No.	Deliverable name	Lead partner	Due date	
			Project Month	**Calendar date**
D1.1	Project management handbook	ESTIA	3	30/11/2023
D1.4	Quality Assurance Plan	ESTIA	3	30/11/2023
D6.1	Project website	CLUBE	3	30/11/2023
D6.2	Dissemination & Exploitation Plan	ESTIA	3	30/11/2023
D2.1	Initial Territorial analysis of the social and economic challenges and pre-existing conditions	UPNA	6	29/02/2024
D3.1	Definition of the scientific background of "learning by creating" methodology & its evaluation tools	JAMK	6	29/02/2024
D6.5	Communication and promotional Material	CLUBE	6	29/02/2024
D6.8	Events report	ESTIA	6	29/02/2024
D3.3	Coaching guidelines for a successful learning by creating pedagogy	JAMK	10	30/06/2024
D2.2	Common challenges report	UPNA	12	31/08/2024
D3.4	Definition of the conceptual basis of module 1	ID	17	31/01/2025
D3.5	Definition of the conceptual basis of Module 2	ESTIA	17	31/01/2025
D3.6	Definition of the conceptual basis of Module 3	D4E	17	31/01/2025
D1.2	Interim assessment of the project	ESTIA	18	28/02/2025
D3.2	TEAMIT+ Innovation and Impact teampreneurship Passport design	ESTIA	18	28/02/2025
D4.1	Learning tools and contents on environmental issues and climate change	ID	18	28/02/2025
D4.2	Learning tools on Impact's creativity and innovation methods	ESTIA	18	28/02/2025
D4.3	Learning tools on Intercultural and impact teampreneurship	D4E	18	28/02/2025
D6.3	Dissemination & Exploitation Plan (update M18)	ESTIA	18	28/02/2025
D6.6	Communication and promotional Material (Update M18)	CLUBE	18	28/02/2025
D6.9	Events report (Update M18)	ESTIA	18	28/02/2025

D5.3	Module 1&2 summary reports (1st edition)	ID	24	31/08/2025
D5.1	Social4Impact course conclusion videos	D4E	25	30/09/2025
D1.3	Final assessment of the project	ESTIA	36	31/08/2026
D5.2	Social4Impact course conclusion videos V2	D4E	36	31/08/2026
D5.4	Module 1&2 summary reports (2nd edition)	ID	36	31/08/2026
D5.5	Climate commitments booklet	ID	36	31/08/2026
D5.6	TEAMIT+ replicability guideline	ESTIA	36	31/08/2026
D6.4	Dissemination & Exploitation Plan (update M36)	ESTIA	36	31/08/2026
D6.7	Communication and promotional Material (Update M36)	CLUBE	36	31/08/2026
D6.10	Events report (Update M36)	ESTIA	36	31/08/2026
D6.11	TEAMIT+ White Book	KAYA	36	31/08/2026

Figure 6 List of deliverables

Key Performance Indicators (KPIs)

KPIs are list in the table below. KPIs which can be related to the work of some partners are assigned to these partners in section "Tasks, deliverables, KPIs and consortium bodies per partner.

Key Performance Indicator	Units of Measurements	Target Value
People trained per TEAMIT+ training edition	Nº of participants per module	Per training: Module 1 (200), Module 2 (400) and Module 3 (40)
Students feedback on the modules	Satisfaction Rate measured in the questionnaires completed after the modules	At least 80% of students satisfied or very satisfied
Profile of the applicants guarantees inclusive education	Type of profile of the applicants	60% HE, 25% VET, 15% others (job seekers, etc) / 50% Men and 50% Women / 20% immigrants
On-Time Completion Percentage	% of tasks completed in accordance with timeline established during the design of the Modules	90%
Replicability of the TEAMIT+ training programme	TEAMIT+ replication guideline	1 TEAMIT+ replication guideline
	TEAMIT+ white book	1 TEAMIT+ white book
	Nº of coaches that will be trained and will have access to the methodology developed in TEAMIT+	10 coaches per edition
Green, digital and resilience skills taught	Nº of green, digital and resilience skills included in the training programme	Green skills = 8 / Digital skills = 4 / Resilience skills = 6
Green, digital and resilience skills acquisition	Nº of TEAMIT+ Innovation and Impact Teampreneurship Passports granted	Per training: Module 1 (200), Module 2 (400) and Module 3 (40)

Increased environmental awareness	% of the participants who consider that their knowledge on climate change and environmental issues have improved after the event after Module 1	At least 80% of the participants
Boost of local initiatives to address environmental climate or societal issues	Commitment Booklets developed	4 Commitment Booklets per edition (1 per country involved) / 8 in total
	Nº of local initiatives derived from Module 1 are visualized through short presentations	At least 10 local initiatives
Increase collaboration between participants and businesses	Real business challenges overcome in Module 2	30 to 40 real challenges (60 to 80 in total)
	Nº of actors (enterprises, associations, local authorities) attending to Module 1 event	At least 10 actors per edition
Cooperative business projects arising from TEAMIT+	Nº of cooperative business projects involving people from different backgrounds	In Module 3, 20 business projects in total (10 teams in each edition, and there will be 2 editions)
Increase the sustainability and transferability of the TEAMIT+ training programme	Nº of HE and VET centres reached	25 HE and 20 VET centres
	Nº of agreements closed with other institutions for their involvement in future editions	Around 20 agreements: 5 HE institutions; 5 VET institutions; 10 business entities, cooperatives, associations or NGOs
	Nº of volunteers trained for the replication of Module 1 in different countries	About 24 young volunteers from New Aquitaine in total
Communicate the impact of project outcomes	Number of local, regional, national and international venues where TEAMIT+ results are presented	20 approximately
	Project website views	25 000 views
	Number of brochures and newsletters	1 Brochure, 1 generic poster and 12 newsletters (one every 3 months).
	Number of followers, number of interactions and shares in social media	Facebook, Twitter, LinkedIn: >500 followers, >2,000 interactions and shared in social media.
	Number of Press Conferences and Press Releases	1 Press Conference & 5 press releases
	Number of presentation days	12 presentation days with Educational institutions (3 per country), > 4 for companies and entrepreneurs (1 per country) and > 4 for the different administrative levels (1 per country).
	Number of final event	Mixed Final Event and 3 national promotional campaigns leaded by MUE, ESTIA and JAMK
	Number of external European Events attended	3 events

	Number of scientific publications	2 papers
Quality of the different materials produced	Quality in accordance with the [Standards and Guidelines for Quality Assurance in the EHEA](#), the [European Approach for Quality Assurance of Joint Programmes the EQAVET](#)	Standards established in the Quality Assurance guidelines completed in all the documents

Figure 7 List of KPIs

Reporting & payments, and monitoring

Reporting and monitoring are two important tasks of the project management and are vital to ensure a timely implementation of the project. This section describes :

⊕ how the project progress will be reported to the EACEA and how project partners are invited to report their work to the coordinator.

⊕ How the coordinator will monitor the project progress

Reporting

Continuous reporting

Continuous reporting is a contractual obligation. To ensure the continuous reporting, project partners will:

⊕ Report their progress through the delivery of deliverables to the coordinator who will upload them to the Portal Continuous Reporting tool;

⊕ Share their communication, dissemination and exploitation activities with all other partners, in particular with WP6 leader (CLUBE) and the coordinator;

⊕ Share any achievement towards the Key Performance Indicators with the coordinator;

⊕ Report any critical risk for the project implementation they may encounter to the WP leaders and the coordinator;

⊕ Provide inputs to the internal activity reports (M12 and M24).

For the deliverable reports, partners should use the template which has been developed as part of the project visual identity and is available on the sharepoint. The management handbook has been written using the first version of the project deliverable template.

Formal reporting to the EACEA and payments

TEAMIT+ is divided in two reporting periods as follows:

⊕ Reporting period 1: From 1 September 2023 to 28 February 2025 (M1 - M18)

⊕ Reporting period 2: From 1 March 2025 to 31 August 2026 (M19 to M36)

A report on the project progress shall be submitted to the EACEA 60 days after the end of each reporting period.

Reporting period	Type of report	Deadline to deliver the report	Deadline for the EACEA to pay
1	Additional prefinancing report	29 April 2025	28 June 2025
2	Periodic report	30 October 2026	29 December 2026

Both reports consist of a technical part and a financial part. The coordinator will distribute payments among partners after receiving it from the EACEA at the end of reporting periods.

Technical part

Templates for these reports are provided by the EACEA. The coordinator will start collecting inputs to the reports one month before the end of the reporting period.

Financial part

TEAMIT+ is funded on a lump sum basis. In lump sum grants, project reviews do not focus on financial and budgetary aspects (no reporting on the actual costs) but on technical aspects and on the completion of tasks and work packages.

The following payments will be made to the coordinator during the project (i.e. excluding the pre-financing payment which was made before the start of the project):

⊕ an additional pre-financing payment at the end of reporting period 1
⊕ the payment of the balance at the end reporting period 2 (final payment)

- **Additional prefinancing report**

The coordinator shall report the consumed amount of the pre-financing paid before the start of the project. This is done through a statement on the use the first pre-financing instalment which will be as follows:

STATEMENT ON THE USE OF THE FIRST PRE-FINANCING INSTALMENT

(To be filled out by the coordinator)

The undersigned :

- declares that 50 % of the first pre-financing instalment of EUR 2.00 paid for Grant Agreement 107697, This is a mockup for project with number 107697 for TEST and 107697 TEST [ABAC: ABACBUDT] have been used,

- declares that this is based on substantiated data (bank slip/treasury account) provided by each beneficiary,

- certifies that the information contained in the periodic report is full, reliable and true, and is substantiated by adequate supporting documentation that will be produced upon or in the context of checks, reviews, audits and investigations,

- requests a second pre-financing payment of EUR 8.00 for 107697, This is a mockup for project with number 107697 for TEST and 107697 TEST [ABAC: ABACBUDT].

Figure 8 Example of statement on the use of the first pre-financing

The coordinator will ask each partner to provide a statement on the use of the first pre-financing signed by their authorised financial representative in order to substantiate the statement made on behalf of the consortium. The coordinator will then compile all statements to report the amount used by the consortium on the reporting platform.

More information about the additional prefinancing report is available here.

- **Periodic report**

The financial part of the periodic report will consist in reporting the status of work packages.

The coordinator will report the status of the WP as "completed", "not completed" or "partially completed". If a WP is "partially completed", the coordinator will indicate a percentage of completion. The percentage of completion corresponds to the share of activities carried out. It does not correspond to the share of objectives achieved (i.e., it is independent of a positive or negative outcome of the work). The completion of work packages in lump sum grants is based on the activities carried out, irrespective of the results obtained or objectives achieved.

A WP should be declared as completed when the work has been carried out as described in the description of action (Annex 1 of the Grant Agreement). It can also be declared as completed if some elements are missing, as long as all essential tasks have been completed, and/or equivalent tasks have been carried out, and/or when deviations have been duly justified.

A WP should be declared as partially completed if essential parts have not been carried out and not been replaced with equivalent work. In this case, the percentage of completion declared should correspond to the share of activities that have been carried out. The percentage of completion declared corresponds to the percentage of payment requested. The payment for the WP concerned will correspond to the percentage of completion accepted by the granting authority.

Once the coordinator as completed the status of WP, the reporting platform will automatically generate one Financial Statement for all partners.

More information about the reporting process in case of lump sum grants is available here.

Payments

- **Additional prefinancing**

The coordinator will distribute the additional prefinancing proportionally to the partners.

If the statement on the use of the initial prefinancing payment shows that less than 70% was used, the amount of the additional prefinancing will be reduced by the difference between the 70% threshold and the amount used. In this case, when distributing the additional prefinancing to partners, the coordinator will reduce the amounts to be paid to the partners that have used less than 70% of their initial prefinancing.

The coordinator may withhold the payment of the additional prefinancing to a partner in the following cases:
- The partner has not delivered inputs to a deliverable due by the end of reporting period 1 and is delaying its delivery;
- The partner has not delivered all required inputs to complete a WP which should be completed by the end of reporting period 1 and is delaying its completion.

- **Final payment**

The final payment (payment of the balance) reimburses the eligible lump sum contributions claimed for the implemented WPs. The payment is subject to the approval of the periodic report and the WPs declared. WPs (or parts of them) that have not been delivered or cannot be approved will be rejected by the EACEA. The latter will first calculate the 'accepted EU contribution' for all reporting periods by calculating the lump sum contributions for the approved WPs. After that, the EACEA will take grant reductions into account, if any. The resulting amount will be the 'total accepted EU contribution'. The final payment is then calculated by deducting the total amount of the (initial and additional) pre-financings already made, from the final grant amount. If the balance is positive, it will be paid to the coordinator who will distribute it among partners. If the balance is negative, it will be recovered by the EACEA through the coordinator.

If the total grant amount is reduced due the (partial or complete) rejection of WPs, the Project Management Board will identify the partners responsible for their rejection and calculate the reductions that should be applied to responsible partners.

Monitoring

The coordinator has developed a set of monitoring tools that will help to keep track of the project progress, to collect inputs to the progress reports (both internal reports and reports to the EACEA) and to identify any potential deviation from the work plan.

Deadline calendar and monitoring sheet

The coordinator has set up an agenda with events on the dates of all project deadlines and reminders ahead of the events. Milestone and deliverable deadline events and reminders are shared with the lead partner responsible for the milestone/deliverable and the relevant WP Leader. When getting reminders, the coordinator will send an email to the lead partner to collect information on the progress of the milestone/deliverable. The WP Leader will be in Cc to ensure that he/she gets the information too.

In addition, the coordinator created a monitoring sheet in which all milestones and deliverables are listed to keep track of:
- ⊕ The deadlines;
- ⊕ The remaining time before the deadline (with automated colour codes);
- ⊕ The actual delivery date to the EACEA;
- ⊕ The date when the milestone/deliverable is shared with the partners;
- ⊕ The date when the deliverable is made available on the project website (in case of public deliverables) or on the sharepoint (in case of non-public deliverables).

KPI Scoreboard

The performance of the project implementation will be monitored using a scoreboard in which, for every KPI, the implemented values will be looked at against the target values.

Tasks, deliverables, KPIs and consortium bodies per partner

In this section, each partner will find:
- ⊕ The tasks that they lead and those to which they contribute;
- ⊕ The deliverables for which they are the lead partner;
- ⊕ Their contributions to the achievement of the project KPIs;
- ⊕ The consortium bodies in which they are involved.

ESTIA

ESTIA Tasks

ESTIA is the lead partner for the following tasks:

- ⊕ T1.1. Consortium operating procedures definition (Sept. 2023 – Aug. 2026)
- ⊕ T1.2. Project administration: Administrative and financial management (Sept. 2023 – Aug. 2026)
- ⊕ T1.3. Consortium meetings (Sept. 2023 – Aug. 2026)
- ⊕ T1.4. Project reporting (Sept. 2023 – Aug. 2026)
- ⊕ T1.5. Risk management (Sept. 2023 – Aug. 2026)
- ⊕ T1.6. Creation of QA Team and Tools (Sept. 2023 – Aug. 2026)
- ⊕ T1.7. Quality Assurance and External Quality Reviewer (Sept. 2023 – Aug. 2026)
- ⊕ T1.8. Creation of External Advisory Board (Sept. 2023 – Aug. 2026)
- ⊕ T3.3 Definition of (…) the module on creativity and impact innovation (Sept. 2023 – Feb. 2025)
- ⊕ T4.2 Design of Module 2 (Sept. 2023 – Feb. 2025)
- ⊕ T6.4 Exploitation and course Sustainability (Sept. 2023 – Aug. 2026)

ESTIA is involved in all other tasks.

Deliverables

ESTIA is the lead partner for the following deliverables:

- ⊕ D1.1 - Project management handbook (November 2023)
- ⊕ D1.4 - Quality Assurance Plan (November 2023)
- ⊕ D6.2 - Dissemination & Exploitation Plan (November 2023)
- ⊕ D6.8 - Events report (February 2024)
- ⊕ D3.5 - Definition of the conceptual basis of Module 2 (January 2025)
- ⊕ D1.2 - Interim assessment of the project (February 2025)
- ⊕ D3.2 - TEAMIT+ Innovation and Impact teampreneurship Passport design (February 2025)
- ⊕ D4.2 - Learning tools on Impact's creativity and innovation methods (February 2025)
- ⊕ D6.3 - Dissemination & Exploitation Plan - update M18 (February 2025)
- ⊕ D6.9 - Events report - Update M18 (February 2025)
- ⊕ D1.3 - Final assessment of the project (August 2026)
- ⊕ D5.6 - TEAMIT+ replicability guideline (August 2026)
- ⊕ D6.4 - Dissemination & Exploitation Plan - update M36 (August 2026)
- ⊕ D6.10 - Events report - Update M36 (August 2026)

KPIs

The contribution of ESTIA to KPIs is as follows:

People trained per TEAMIT+ training edition	Nº of participants	220 (Module 2 – training edition 1)
Replicability of the TEAMIT+ training programme	TEAMIT+ replication guideline	1 TEAMIT+ replication guideline

Green, digital and resilience skills taught	Nº of green, digital and resilience skills included in the training programme	Green skills = 4 out of 8 / Digital skills = 4 out of 4 / Resilience skills = 3 out of 6
Green, digital and resilience skills acquisition	Nº of TEAMIT+ Innovation and Impact Teampreneurship Passports granted	400 (Module 2)
Increase collaboration between participants and businesses	Real business challenges overcome in Module 2	30 to 40 real challenges (60 to 80 in total)
Increase the sustainability and transferability of the TEAMIT+ training programme	Nº of HE and VET centres reached	5 HE and 4 VET centres
Increase the sustainability and transferability of the TEAMIT+ training programme	Nº of agreements closed with other institutions for their involvement in future editions	1 HE institution; 1 VET institution; 1 business entity, cooperative, association or NGO
Communicate the impact of project outcomes	Number of local, regional, national and international venues where TEAMIT+ results are presented	2
Communicate the impact of project outcomes	Number of Press Conferences and Press Releases	1 press release
Communicate the impact of project outcomes	Number of presentation days	2 with Educational institutions
Communicate the impact of project outcomes	Number of final event	Mixed Final Event and 3 national promotional campaigns leaded by MUE, ESTIA and JAMK
Communicate the impact of project outcomes	Number of external European Events attended	1 event

Consortium Bodies

ESTIA is involved in the following consortium bodies:

- ⊕ Project coordinator
- ⊕ Project Management Board
- ⊕ Quality Assurance Team
- ⊕ Board of Examiners
- ⊕ WP Leaders (WP1 & 4)
- ⊕ Module Leaders (Module 2)
- ⊕ Student Support Office

UPNA

UPNA Tasks

UPNA is the lead partner for the following tasks:

- ⊕ T2.1 Initial territorial diagnosis of the challenges (Sept. 2023 – Feb. 2024)
- ⊕ T2.2 Entrepreneurial attitudes and the pre-existing connections between vocational (…) (Sept. 2023 – May. 2024)
- ⊕ T2.3 Difficulties for the creation of multinational, intercultural and virtual cooperatives (Sept. 2023 – May. 2024)
- ⊕ T2.4 Identification of the institutional complications for (…) workers (Sept. 2023 – May. 2024)
- ⊕ T2.5 Research about plausible solutions (…) to incentive the creation of (…) cooperatives (Sept. 2023 – Aug. 2024)

UPNA is involved in all other tasks apart from T5.1 Coordinate and co-create the learning objectives into the proposed set of activities.

Deliverables

UPNA is the lead partner for the following deliverables:

- ⊕ D2.1- Initial Territorial analysis of the social and economic challenges and pre-existing conditions (February 2024)
- ⊕ D2.2 - Common challenges report (August 2024)

KPIs

The contribution of UPNA to KPIs is as follows:

Increase the sustainability and transferability of the TEAMIT+ training programme	Nº of HE and VET centres reached	5 HE and 4 VET centres
Increase the sustainability and transferability of the TEAMIT+ training programme	Nº of agreements closed with other institutions for their involvement in future editions	1 HE institution; 1 VET institution; 1 business entity, cooperative, association or NGO
Communicate the impact of project outcomes	Number of local, regional, national and international venues where TEAMIT+ results are presented	2
Communicate the impact of project outcomes	Number of Press Conferences and Press Releases	1 press release
Communicate the impact of project outcomes	Number of presentation days	2 with Educational institutions
Communicate the impact of project outcomes	Number of scientific publications	2 papers

Consortium Bodies

UPNA is involved in the following consortium bodies:

⊕ Project Management Board
⊕ Quality Assurance Team
⊕ Board of Examiners
⊕ WP Leaders (WP2)
⊕ Student Support Office

MUE

MUE Tasks

MUE is the lead partner for the following tasks:

⊕ T5.1 Coordinate and co-create the learning objectives into the proposed set of activities (Feb. 2024 – Aug. 2026)
⊕ T5.2 Recruitment of participants (Sept 2024 – May 2025 & Sept. 2024 – May 2026)
⊕ T5.3 Implementation of the course content (Dec. 2024 – Aug. 2025 & Dec. 2024 – Aug. 2026)

MUE is involved in all other tasks.

Deliverables

MUE is not the lead partner for any deliverable.

KPIs

The contribution of MUE to the KPIs is as follows:

Increase the sustainability and transferability of the TEAMIT+ training programme	Nº of HE and VET centres reached	5 HE and 4 VET centres
Increase the sustainability and transferability of the TEAMIT+ training programme	Nº of agreements closed with other institutions for their involvement in future editions	1 HE institution; 1 VET institution; 1 business entity, cooperative, association or NGO
Communicate the impact of project outcomes	Number of local, regional, national and international venues where TEAMIT+ results are presented	2
Communicate the impact of project outcomes	Number of presentation days	2 with Educational institutions
Communicate the impact of project outcomes	Number of final event	Mixed Final Event and 3 national promotional campaigns leaded by MUE, ESTIA and JAMK

Communicate the impact of project outcomes	Number of external European Events attended	1 event

Consortium Bodies

MUE is involved in the following consortium bodies:

- ⊕ Project Management Board
- ⊕ Quality Assurance Team
- ⊕ Board of Examiners
- ⊕ WP Leaders (WP5)
- ⊕ Student Support Office

JAMK

JAMK Tasks

JAMK is the lead partner for T3.1 Define the "learning by creating" Learning Model for the training (Sept. 2023 – Feb 2025).

JAMK is involved in all other tasks.

Deliverables

JAMK is the lead partner for the following deliverables:

- ⊕ D3.1 - Definition of the scientific background of "learning by creating" methodology & its evaluation tools (February 2024)
- ⊕ D3.3 - Coaching guidelines for a successful learning by creating pedagogy (June 2024)

KPIs

The contribution of JAMK to KPIs is as follows:

People trained per TEAMIT+ training edition	N° of participants	70 (Module 2 – training edition 1)
Increase the sustainability and transferability of the TEAMIT+ training programme	N° of HE and VET centres reached	5 HE and 4 VET centres
Increase the sustainability and transferability of the TEAMIT+ training programme	N° of agreements closed with other institutions for their involvement in future editions	1 HE institution; 1 VET institution; 1 business entity, cooperative, association or NGO
Communicate the impact of project outcomes	Number of local, regional, national and international venues where TEAMIT+ results are presented	2

Communicate the impact of project outcomes	Number of Press Conferences and Press Releases	1 press release
Communicate the impact of project outcomes	Number of presentation days	2 with Educational institutions 1 for companies and entrepreneurs 1 for the different administrative levels
Communicate the impact of project outcomes	Number of final event	Mixed Final Event and 3 national promotional campaigns leaded by MUE, ESTIA and JAMK
Communicate the impact of project outcomes	Number of external European Events attended	1 event

Consortium Bodies

JAMK is involved in the following consortium bodies:

- ⊕ Project Management Board
- ⊕ Quality Assurance Team
- ⊕ Board of Examiners
- ⊕ WP Leaders (WP5)
- ⊕ Student Support Office

CLUBE

CLUBE Tasks

CLUBE is the lead partner for the following tasks:

- ⊕ T6.1 Promotion of the project and its results (Sept. 2023 – Aug. 2026)
- ⊕ T6.2 Creation of a network of impact entrepreneurs (Sept. 2023 – Aug. 2026)
- ⊕ T6.3 Positioning of the project at European level (Sept. 2023 – Aug. 2026)

CLUBE is involved in all other tasks apart from the following:

- ⊕ T3.2 Definition of (…) the module on climate change awareness and environmental issues
- ⊕ T3.3 Definition of (…) the module on creativity and impact innovation
- ⊕ T3.4 Definition of (…) the module teampreneurship
- ⊕ T5.1 Coordinate and co-create the learning objectives into the proposed set of activities

Deliverables

CLUBE is the lead partner for the following deliverables:

- ⊕ D6.1   Project website (November 2023)
- ⊕ D6.5   Communication and promotional Material (February 2024)
- ⊕ D6.6   Communication and promotional Material - Update M18 (February 2025)
- ⊕ D6.7   Communication and promotional Material - Update M36 (August 2026)

KPIs

The contribution of CLUBE to KPIs is as follows:

Increase the sustainability and transferability of the TEAMIT+ training programme	Nº of agreements closed with other institutions for their involvement in future editions	1 business entity, cooperative, association or NGO
Communicate the impact of project outcomes	Number of local, regional, national and international venues where TEAMIT+ results are presented	2
Communicate the impact of project outcomes	Project website views	25 000 views
Communicate the impact of project outcomes	Number of brochures and newsletters	1 Brochure, 1 generic poster and 12 newsletters (one every 3 months).
Communicate the impact of project outcomes	Number of followers, number of interactions and shares in social media	Facebook, Twitter, LinkedIn: >500 followers, >2,000 interactions and shared in social media.
Communicate the impact of project outcomes	Number of Press Conferences and Press Releases	1 Press Conference & 1 press release
Communicate the impact of project outcomes	Number of presentation days	1 with Educational institutions 1 for companies and entrepreneurs 1 for the different administrative levels

Consortium Bodies

CLUBE is involved in the following consortium bodies:

⊕ Project Management Board
⊕ WP Leaders (WP6)
⊕ Student Support Office

D4E

D4E Tasks

D4E is the lead partner for the following tasks:

⊕ T3.4 Definition of (…) the module teampreneurship (Sept. 2023 – Feb. 2025)
⊕ T4.3 Design of Module 3 (Sept. 2023 – Feb. 2025)

D4E is involved in all other tasks apart from the following:

⊕ T4.1 Design of Module 1
⊕ T4.2 Design of Module 2

Deliverables

D4E is the lead partner for the following deliverables:

- ⊕ D3.6   Definition of the conceptual basis of Module 3 (January 2025)
- ⊕ D4.3   Learning tools on Intercultural and impact teampreneurship (February 2025)
- ⊕ D5.1   Social4Impact course conclusion videos (September 2025)
- ⊕ D5.2   Social4Impact course conclusion videos V2 (August 2026)

KPIs

The contribution of D4E to KPIs is as follows:

People trained per TEAMIT+ training edition	Nº of participants	40 (Module 3)
Green, digital and resilience skills taught	Nº of green, digital and resilience skills included in the training programme	Green skills = 2 out of 8 / Digital skills = 4 out of 4 / Resilience skills = 6 out of 6
Green, digital and resilience skills acquisition	Nº of TEAMIT+ Innovation and Impact Teampreneurship Passports granted	40 (Module 3)
Cooperative business projects arising from TEAMIT+	Nº of cooperative business projects involving people from different backgrounds	In Module 3, 20 business projects in total (10 teams in each edition, and there will be 2 editions)
Increase the sustainability and transferability of the TEAMIT+ training programme	Nº of agreements closed with other institutions for their involvement in future editions	1 business entity, cooperative, association or NGO
Communicate the impact of project outcomes	Number of local, regional, national and international venues where TEAMIT+ results are presented	2

Consortium Bodies

D4E is involved in the following consortium bodies:

- ⊕ Project Management Board
- ⊕ Quality Assurance Team
- ⊕ Board of Examiners
- ⊕ Module Leaders (Module 3)
- ⊕ Student Support Office

ID

ID Tasks

ID is the lead partner for the following tasks:

- ⊕ T3.2 Definition of the conceptual and methodological framework of the module on climate change awareness and environmental issues (Sept. 2023 – Feb. 2025)
- ⊕ T4.1 Design of Module 1 (Sept. 2023 – Feb. 2025)

ID is involved in all other tasks apart from the following:

- ⊕ T2.3 Difficulties for the creation of multinational, intercultural and virtual cooperatives
- ⊕ T2.4 Identification of the institutional complications for (…) workers
- ⊕ T2.5 Research about plausible solutions (…) to incentive the creation of (…) cooperatives
- ⊕ T5.2 Recruitment of participants

Deliverables

ID is the lead partner for the following deliverables:

- ⊕ D3.4 - Definition of the conceptual basis of module 1 (January 2025)
- ⊕ D4.1 - Learning tools and contents on environmental issues and climate change (February 2025)
- ⊕ D5.3 - Module 1&2 summary reports - 1st edition (August 2025)
- ⊕ D5.4 - Module 1&2 summary reports - 2nd edition (August 2026)
- ⊕ D5.5 - Climate commitments booklet (August 2026)

KPIs

The contribution of ID to KPIs is as follows:

People trained per TEAMIT+ training edition	Nº of participants	200 (Module 1)
Green, digital and resilience skills taught	Nº of green, digital and resilience skills included in the training programme	Green skills = 5 out of 8 / Digital skills = 3 out of 4 / Resilience skills = 1 out of 6
Green, digital and resilience skills acquisition	Nº of TEAMIT+ Innovation and Impact Teampreneurship Passports granted	200 (Module 1)
Increased environmental awareness	% of the participants who consider that their knowledge on climate change and environmental issues have improved after the event after Module 1	At least 80% of the participants
Boost of local initiatives to address environmental climate or societal issues	Commitment Booklets developed	4 Commitment Booklets per edition (1 per country involved) / 8 in total
Boost of local initiatives to address environmental climate or societal issues	Nº of local initiatives derived from Module 1 are visualized through short presentations	At least 10 local initiatives

Increase collaboration between participants and businesses	Nº of actors (enterprises, associations, local authorities) attending to Module 1 event	At least 10 actors per edition
Increase the sustainability and transferability of the TEAMIT+ training programme	Nº of agreements closed with other institutions for their involvement in future editions	1 business entity, cooperative, association or NGO
Increase the sustainability and transferability of the TEAMIT+ training programme	Nº of volunteers trained for the replication of Module 1 in different countries	About 24 young volunteers from New Aquitaine in total
Communicate the impact of project outcomes	Number of local, regional, national and international venues where TEAMIT+ results are presented	2
Communicate the impact of project outcomes	Number of presentation days	1 with Educational institutions 1 for companies and entrepreneurs 1 for the different administrative levels

Consortium Bodies

ID is involved in the following consortium bodies:

⊕ Project Management Board
⊕ Quality Assurance Team
⊕ Board of Examiners
⊕ Module Leaders (Module 1)
⊕ Student Support Office

ORAMA

ORAMA Tasks

ORAMA does not lead any tasks.

ORAMA is involved in all other tasks apart from the following:

⊕ T2.3 Difficulties for the creation of multinational, intercultural and virtual cooperatives
⊕ T2.4 Identification of the institutional complications for (…) workers
⊕ T2.5 Research about plausible solutions (…) to incentive the creation of (…) cooperatives
⊕ T3.2 Definition of (…) the module on climate change awareness and environmental issues
⊕ T3.3 Definition of (…) the module on creativity and impact innovation
⊕ T3.4 Definition of (…) the module teampreneurship
⊕ T4.1 Design of Module 1
⊕ T4.2 Design of Module 2
⊕ T5.1 Coordinate and co-create the learning objectives into the proposed set of activities

Deliverables

ORAMA is not the lead partner for any deliverable.

KPIs

The contribution of ORAMA to KPIs is as follows:

People trained per TEAMIT+ training edition	Nº of participants	50 (Module 2 – training edition 1)
Increase the sustainability and transferability of the TEAMIT+ training programme	Nº of HE and VET centres reached	5 HE and 4 VET centres
Increase the sustainability and transferability of the TEAMIT+ training programme	Nº of agreements closed with other institutions for their involvement in future editions	1 HE institution; 1 VET institution; 1 business entity, cooperative, association or NGO
Communicate the impact of project outcomes	Number of local, regional, national and international venues where TEAMIT+ results are presented	2
Communicate the impact of project outcomes	Number of presentation days	2 with Educational institutions

Consortium Bodies

ORAMA is involved in the following consortium bodies:

- ⊕ Project Management Board
- ⊕ Quality Assurance Team
- ⊕ Board of Examiners
- ⊕ Student Support Office

KKOOP

KKOOP Tasks

KKOOP does not lead any tasks.

KKOOP is involved in all other tasks apart from the following:

- ⊕ T3.2 Definition of (…) the module on climate change awareness and environmental issues
- ⊕ T3.3 Definition of (…) the module on creativity and impact innovation
- ⊕ T3.4 Definition of (…) the module teampreneurship
- ⊕ T4.1 Design of Module 1
- ⊕ T4.2 Design of Module 2
- ⊕ T5.1 Coordinate and co-create the learning objectives into the proposed set of activities
- ⊕ T5.2 Recruitment of participants

Deliverables

KKOOP is not the lead partner for any deliverable.

KPIs

The contribution of KKOOP to KPIs is as follows:

Increase the sustainability and transferability of the TEAMIT+ training programme	Nº of agreements closed with other institutions for their involvement in future editions	1 business entity, cooperative, association or NGO
Communicate the impact of project outcomes	Number of local, regional, national and international venues where TEAMIT+ results are presented	2
Communicate the impact of project outcomes	Number of Press Conferences and Press Releases	1 press release
Communicate the impact of project outcomes	Number of presentation days	1 with companies and entrepreneurs

Consortium Bodies

KKOOP is involved in the following consortium bodies:

- ⊕ Project Management Board
- ⊕ Student Support Office

KAYA

KAYA Tasks

KAYA does not lead any tasks.

KAYA is involved in the following tasks:
- ⊕ T1.1. Consortium operating procedures definition
- ⊕ T1.2. Project administration: Administrative and financial management
- ⊕ T1.3. Consortium meetings
- ⊕ T1.4. Project reporting
- ⊕ T1.5. Risk management
- ⊕ T1.6. Creation of QA Team and Tools
- ⊕ T1.7. Quality Assurance and External Quality Reviewer
- ⊕ T1.8. Creation of External Advisory Board
- ⊕ T3.1 Define the "learning by creating" Learning Model for the training
- ⊕ T3.4 Definition of (…) the module teampreneurship
- ⊕ T4.3 Design of Module 3
- ⊕ T5.3 Implementation of the course content
- ⊕ T6.1 Promotion of the project and its results

⊕ T6.2 Creation of a network of impact entrepreneurs
⊕ T6.3 Positioning of the project at European level
⊕ T6.4 Exploitation and course Sustainability

Deliverables

KAYA is the lead partner for D6.11 - TEAMIT+ White Book (August 2026)

KPIs

The contribution of KAYA to KPIs is as follows:

Replicability of the TEAMIT+ training programme	TEAMIT+ white book	1 TEAMIT+ white book
Increase the sustainability and transferability of the TEAMIT+ training programme	Nº of agreements closed with other institutions for their involvement in future editions	1 business entity, cooperative, association or NGO
Communicate the impact of project outcomes	Number of local, regional, national and international venues where TEAMIT+ results are presented	2
Communicate the impact of project outcomes	Number of presentation days	1 for the different administrative levels

Consortium Bodies

KAYA is involved in the following consortium bodies:

⊕   Project Management Board
⊕   Student Support Office

Internal communication

Writing emails

When writing emails to other project members, partners are invited to start the subject of their emails with the project acronym. For example, the subject of an email about Deliverable 1.1 would be as follows: TEAMIT+ : Deliverable 1.1

A contact list of all project members is regularly updated by the coordinator. Partners are invited to refer to the list to get the latest contact details of other project members.

A distribution list has been set up by the coordinator: teamit.consortium@estia.fr. When writing an email to the whole consortium, partners are invited to us this distribution list to make sure all project members will receive the email.

SharePoint

A SharePoint has been set up to host all relevant project documents and make them easily accessible to all project members.

Conclusions

Management procedures have been set-up to ensure an efficient and timely implementation of the project. This includes the definition of a governance structure, of the project work plan as well as reporting and monitoring procedures. Furthermore, tasks, deliverables, and KPIs have been identified for each partner so that they can refer to the document and easily find the parts of the project in which they are involved. Finally, internal communication tools have been set up to facilitate the communication between the partners.