



Erasmus+

Accelerating ICT students' startup development competence via interdisciplinary modular courses in the HEI curricula / UXiship

Project Manual



Hochschule Wismar, University of Applied Sciences (HSW), Wismar, Germany (DE-HSW)



Ekonomikas un kulturas augstskola, EKA University of Applied Sciences, Rīga, Latvia (LV-EKA)



Rostovskij Gosudarstvennyj Ekonomicheskij Universitet (RINH), Rostov State University of Economics, Rostov-on-Don, Russian Federation (RU-RSUE)



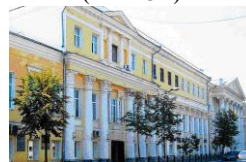
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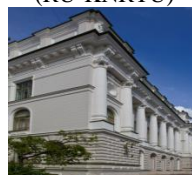
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Kazan National Research Technical University named after A.N. Tupolev (KNRTU-KAI), Kazan, Russian Federation (RU-KNRTU)



Peter the Great Saint-Petersburg Polytechnical University (SPBSPU), Saint-Petersburg, Russian Federation (RU-SPbPU)



Almaty Management University, Almaty, Kazakhstan (KZ-AlmaU)



Production-commercial company BETAR (BETAR), Chistopol, Russian Federation (RU-BETAR)

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1. ROLES AND TASKS IN THE WORK PACKAGES

Project partner no 1 - Hochschule Wismar, University of Applied Sciences (DE-HSW) Prof. Dr. Gunnar Prause, PhD Candidate/M.Sc. Christopher Meyer, Dr. Laima Gerlitz

Wismar University of Applied Sciences, acting as Grant Applicant of the project, retains the overall legislative and executive power and responsibility within project consortium for the implementation of all project activities. HSW will be responsible for the whole content and financial management of the project. HSW will appoint one member for project Steering Board, a project Coordinator, Financial Manager and two members for Monitoring Committee. Furthermore, HSW will support all project partners in the tactical coordination of the implementation process of the developed programme, will be responsible for the communication with relevant non-consortium organizations in coordinating capacity and competence building (WP1), and provision of internship training for partner university academic staff (WP2).

Special responsibilities of PP01: WP5 leader, Task 1.9 Leader, Task 2.6 Leader, Task 3.4 Leader. Task 5.2 Leader. Task 5.3 Leader, Task 5.4 Leader. Mentoring of PP06 and PP07 throughout the project.

Project partner no 2 - Tallinna Tehnikaülikool, Tallinn University of Technology – TalTech (EE-TUT)

Dr. Wolfgang Gerstlberger, PhD Candidate/M.Sc. Vera Gerasimova, M.A. Tarmo Tuisk, M.A. Tarlan Ahmadov

EE-TUT will be involved in all project activities. Special responsibilities of TUT in the project are:

- 1) Task Leader for 1.1 – Inventorial and gap analysis of relevant syllabi. The needs and demands of non-EU Universities shall be respected
- 2) Task Leader for 1.11 – Approval conference for created ICT-based entrepreneurship interdisciplinary module.
- 3) Task Leader for 5.1 – Inter-project Cooperation, coordination of the communication activities with other relevant to Entrepreneurship ERASMUS PLUS and other collaborative Projects, sharing the best practices, positive and negative experiences.
- 4) Mentoring partner country university along the curricula development within the project timeline, focusing on mentoring partners PP05, PP09;
- 5) Monitoring of the purchase phase in task 1.10.

Project partner no 3 - Ekonomikas un kulturas augstskola, EKA University (LV-EKA)

Dr.oec. Jelena Titko, Dr.oec. Inga Shina, Dr. oec, Rector Oksana Lentjushenkova

Besides provision of general mentoring of non-EU participants of the project, EKA will be responsible for the following tasks:

- 1) mentor task 1.2 leader on methodology analysis and improvement; evaluation of partner country universities ICT competence in accordance with methodology; participation in working groups' for selected subjects;
- 2) assessment of partner country universities equipment upgrade proposal;
- 3) task 1.6 leader;
- 3) project-long mentoring of PP04, PP08 in implementation of the workpackages;
- 4) assess the possibility to implement developed ICT-based entrepreneurial module in EU university to enhance education quality from the European angle;

- 5) monitoring of the purchase phase in WP1 (task 1.10);
- 6) facilitating IT-entrepreneurship module implementation in the post-project stage.

Project partner no 4 - Kazan National Research Technical University named after A.N. Tupolev – KAI (RU-KNRTU)

Dr. Alexey Lopatin, Dr. Sergey Lukankin, Dr. Anna Svirina

RU-KNRTU would play a leading role in establishing the platform for industry-university sustainable partnership in the field of engineering building a collaborative association between industry private companies (which employ RU-KNRTU graduates, and run collaborative practical-oriented research with the university), entrepreneurial university and non-profits.

RU-KNRTU will be responsible for the following activities in the project:

- 1) coordinating national consortium of Russian universities and industry partners;
- 2) WP3 (quality assurance) leader in collaboration with PP10 Betar on the basis of joint statistical quality measurement laboratory;
- 3) coordinate development of ICT-based entrepreneurship module curricula, focusing on soft skills facilitation (task 1.3);
- 4) facilitating equipment demand analysis and upgrade (task 1.10);
- 5) leading the process of guidelines development for developed module mutual recognition at partner universities as a part of academic network (task 2.4);
- 6) development of project marketing and dissemination materials (task 4.5).

Project partner no 5 - Rostovskij Gosudarstvennyj Ekonomicheskij Universitet (RINH), Rostov State University of Economics (RU-RSUE)

PhD in Physics and Mathematics Denis Karasev, Doctor of Technical Sciences, Professor Sergey Sokolov, PhD in Economics (2016), Associate Professor Tatiana Sinyuk

RU-RSUE actively participates in the development, testing and implementation of ICT-based entrepreneurship module development including both soft and hard skills development as the HEI possessing interdisciplinary competence in both fields

RU-RSUE will actively participate in all project activities. PP09 main responsibilities in the project are:

- 1) coordinating the work within Workpackage 4 – Dissemination along the project timeline;
- 2) facilitating content development and update of the subjects on ICT competence within the created interdisciplinary module in partner country universities (task 1.5);
- 3) enhancing revision of contents and methodology on the implementation stage of the project on the basis of CDIO approach (task 2.2);
- 4) creation of project corporate design and website according to the project timeline (task 4.2).

Project partner no 6 - Peter the Great Saint-Petersburg Polytechnical University – SPbSPU (RU-SPbPU)

Dr. Alexey Borovkov, Prof. Dr. Vladimir Glukhov, Dr. Dmitry Garanin

RU-SPbPU will actively participate in all project activities. PP06 main responsibilities in the project are:

- 1) special task – interaction with Russian Academic Excellence Project 5-100;
- 2) coordinating the work within Workpackage 1 – Preparation of the project;
- 3) facilitating methodology analysis and improvement in partner country universities (task 1.2);
- 4) development of the guidelines for project scaling (task 2.5);
- 5) facilitation of internal evaluation and quality control (task 3.1);
- 6) organizing the online accelerating platform website (task 4.3), updating the information on the website on regular basis and assessing the possibility to foster the project to National technology initiative platform.

Project partner no 7 - A. Baitursynov Kostanay State University – A. Baitursynov KSU (KZ-ABKSU)

Dr. Zhenis Zharlygassov, Dr. Igor Koshkin, Dr. Andrey Koval, PhD in Education Yelena Kandalina

KZ-ABKSU would facilitate establishing sustainable partnership among the consortium universities building a collaborative association strengthened by participation of private companies in Kostanay region (which employ ABKSU graduates, and run collaborative practical-oriented research with the university), entrepreneurial university and non-profits.

KZ-ABKSU will be responsible for the following activities in the project:

- 1) coordination of Kazakhstan university consortium along the project timeline;
- 2) development of sustainable guidelines for acceleration programme as a part of Workpackage 1 development (task 1.4);
- 3) updating ICT-based entrepreneurship module for engineering majors within Workpackage 2 implementation (task 2.1);
- 4) development and regular updating of communication and dissemination plan along the project timeline (task 4.1).

Project partner no 8 - Almaty Management University (KZ-AlmaU)

Assel Kurmantayeva, Dariya Nelidova, Daniyar Medetov

KZ-AlmaU will take part in all planned project activities, and especially will be responsible for:

- 1) task 1.8 leader, responsible for organizing and monitoring consortium’s work on cross-case analysis and cross-case development to assess existing best practices in relevant syllabi;
- 2) task 2.3 leader, responsible for implementation of developed ICT-based entrepreneurship module in partner universities;
- 3) active support to accreditation procedure of the developed module, since the KZ experts are actively involved by National Accreditation Agency (KZ) as external experts, thus possess necessary experience;
- 4) assistance to P05 (KZ-RII) to get implement a module as a part of Master level education, as according to national law RII is allowed to implement such programmes only on experimental basis;
- 4) task 4.6 leader, responsible for inter-project cooperation and dissemination of achieved results to Asian partners of AlmaU;
- 5) Preparation of a general plan including experience of HEI-partners.

Project partner no 9 - Sh. Yessenov Caspian State University of Technologies and Engineering – CSUTE (KZ-CSUTE)

PhD of Computer Science Amandyk Kartbayev, PhD of Computer Science Laula Zhumabayeva, Bauyrzhan Tynymbayev

CSUTE will be one of six partner-universities integrating the established platform into students training programme and an active member of the built collaborative network of KZ, RU, EC universities and partnering institutions within the project.

RII will be responsible for the following activities in the project:

- 1) special task – collaboration with Kazakhstan Ministry of Investments and Development, which is responsible for implementation of ICT-Kazakhstan main long-term activities;
- 2) coordinating the tasks of Workpackage 2 – Development (Implementation of ICT-based entrepreneurship module into engineering curricula on all education levels);
- 3) development of assessment criteria and evaluation catalogue in collaboration with academic and industry partners (task 1.7);
- 4) active involvement in quality assurance workpackage in terms of checking the developed results with industrial collaborators.

Project partner no 10 - Production-commercial company BETAR (RU-BETAR)

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2. SUMMARY OF WORK PACKAGES

Work Package	Type of WP	Title of WP	Start	End
WP1	Preparation	ICT-based entrepreneurial module for engineering students Development and Capacity Building	01.11.2019	14.10.2023
WP2	Development	ICT-based entrepreneurial module launch	01.06.2020	14.10.2023
WP3	Quality plan	Monitoring and Quality Control	01.02.2020	14.10.2023
WP4	Dissemination and exploitation	External Communication & Transferability	15.10.2019	14.10.2023
WP5	Management	Management and Coordination	15.10.2019	14.10.2023

3. LIST OF DELIVERABLES – OUTCOMES

Deliverables No.	Title	Type of Nature of deliverables	Language(s)	Delivery Date	Dissemination level
1.1	Inventorial and gap analysis of existing curricula	Report	English, Russian	M9	Institution, International
1.2	Methodology analysis and improvement	Teaching material, report	English, Russian	M11	Institution, International
1.3	Module curricula development (soft skills development)	Teaching material, report	English, Russian	M13	Institution, International
1.4	Acceleration program development (soft skills development)	Report	English, Russian	M15	Institution, international
1.5	Project implementation module development (hard skills development)	Teaching material, report, service/ product	English, Russian	M17	Institution, International
1.6	Content development/update of subjects	Teaching material, report	English, Russian	M10-M15	Institution, International
1.7	Creation of the criteria /evaluation catalogue	Teaching material, service/prod.	English	M12-17	Institution, International
1.8	Cross-Case Analysis and Cross-Case Development	Report	English, Russian	M14-18	Department/ Faculty, Institution International

1.9	Capacity and Competence Building	Event, Report	English, Russian	M5, 8, 15, 19, 23, 26, 31, 34	Institution, International
1.10	Equipment: demand analysis and upgrade	-	English, Russian	M12-23	Dept./ Faculty, Institution, International
1.11	Approval conference of developed ICT-based entrepreneurship module in eng. curr	Event	English, Russian	M17 (~Mar 2021)	Dept./ Faculty, Institution, International
2.1	ICT-based entrepreneurship module launch for testing	Teaching, Learning & Training materials, Report, Service/Prod.	National languages	M17-M23	Department/ Faculty, Institution
2.2	Revision of the Content and Methodology	Teaching & Learning Materials, Report	National languages	M18-M24	Department/ Faculty, Institution
2.3	Implementation of ICT-based entrepreneurship module	Teaching material, learning material, report, service	English, national languages	M25	Department, Institution, International
2.4	Guidelines for ICT-based entrepreneurship module mutual recognition in partner universities	Report	English	M26-M30	Department/ Faculty, Institution, International
2.5	Guidelines for Project Scaling	Report	English	M27-M34	Institution, International
2.6	Internship in EU companies	Report	English, Russian	M26, M31	Institution, International
3.1	Internal Evaluation and Quality control	Report	English, Russian	M6 (12, 18, 24, 30, 36)	Institution, International
3.2	Surveys: supply and demand sides	Report	English	M16-17	Institution, International
3.3	External Evaluation	Report	English	M21, 22, 24, 25, 26, 27, 28	Institution, International
3.4	Internal Financial Monitoring and External Audit	Report	English	M6, 12, 18, 24, 30, 36	Institution, International
4.1	Communication and Dissemination Plan (update)	Report	English	M3 (12, 24, 36)	Institution, International
4.2	Project Corporate Design & Website (update)	Service/ Product	English	M3 (12, 24, 36)	Institution, International
4.3	Online Acceleration Platform Design & Website (update)	Service/ Product	English	M3 (12, 13, 24, 36)	Institution, International

4.4	Dissemination events and UXiship Network creation	Event, Report	English	M11, M23, M35	Institution, International
4.5	Project Marketing and Dissemination Material	Event, Report	English	M3 (12, 24, 36)	Institution, International
4.6	Inter-Projects Cooperation	Event, Report	English	M3 (12, 24, 36)	National, International
5.1	Project Manual (creation, updating)	Report	English	M3 (15, 27, 35)	Department/ Faculty, Institution, National, International
5.2	Communication & Steering Board Meetings	Event, Report	English	M4, 11, 16, 22, 28, 34	Institution, International
5.3	Project Coordination & WP Management	Event, Report	English, Russian	M4, 11, 16, 22, 28, 34	Institution, International
5.4	Project financial management	Event, Report	English, Russian	M6, 12, 18, 24, 30, 36	Institution, International

The yearly work plans of the project are in **Annex V**, detailing the place and duration in weeks of each activity/ task.

4. GUIDELINES FOR USE OF GRANT ON UNIT/ STAFF / TRAVEL AND STUDENT MOBILITY COSTS¹

4.1 Unit Costs

At reporting stage, at the end of the project, the actual contribution of the EU will be re-calculated globally for the overall project, using the unit cost (for salaries, travels and costs of stay) and real cost (for equipment and sub-contracting) approaches, on the basis of the actual activities carried out. The EU contribution to the different budget headings cannot exceed 110% of the absolute amount indicated in the Grant Agreement or its amendments.

4.2 Staff Costs

The applicant will estimate the staff workload required on the basis of the category of staff concerned and the number of days to be worked on the project, in relation to the activities, the work-plan and the outputs and results foreseen. Working days might include week-end, obligation and bank holidays. For the sake of estimating the budget, working days per individual will not exceed 20 days per month or 240 days per year. The estimation of the budget results from applying Erasmus+ contribution to unit costs for staff. It is independent from the actual remuneration modalities that will be defined in the partnership agreement and implemented by the beneficiaries.

The profile of staff involved in capacity-building projects is regrouped in four categories:

¹ For more information, please read: Erasmus+ Programme Guide 2020, for grants awarded in 2019 under Call EAC-A03-2018, https://eacea.ec.europa.eu/erasmus-plus/funding/key-action2-european-universities-2019_en

- **Managers** (staff category 1) (including legislators, senior officials and managers) carry out top managerial activities related to the administration and coordination of project activities.

- **Researchers, teachers and trainers (RTT)** (staff category 2) typically carry out academic activities related to curriculum/training programme development, development and adaptation of teaching/training materials, preparation and teaching of courses or trainings.

- **Technical staff** (staff category 3) (including technicians and associate professionals) carries out technical tasks such as book-keeping, accountancy and translation activities. External translation services and external language courses provided by sub-contracted non-consortium members should be classified as “Sub-contracting costs”.

- **Administrative staff** (staff category 4) (including office and customer service clerks) carries out administrative tasks such as secretarial duties.

Actual remuneration modalities of staff involved in the project will be defined jointly by the participating organisations, endorsed by the managers responsible for their employment and will be part of the partnership agreement to be signed among the partners at the beginning of the project.

Supporting Documents

At financial reporting stage, a duly filled-in staff convention for each person engaged by the project must be attached to the project accounts and retained by the co-ordinator as supporting documents. The conventions must be signed by the person concerned, then signed and stamped by the person responsible (e.g. the dean) in the institution where this person is normally engaged. For staff performing different categories of tasks a separate convention must be signed for each type of activity.

In addition, time-sheets have to be attached to each staff convention. They must indicate:

- the date of the service provided;
- the number of days worked on these dates;
- the tasks performed (short description) in relation to the activity plan.

The time-sheets must be signed by the person concerned and countersigned by the person responsible in the institution where this person is normally engaged. Supporting documents should not be sent with the financial report at the end of the project. The staff conventions (with supporting time-sheets) should, however, be retained with the project accounts.

At this stage, the Executive Agency will verify the eligibility of the activities implemented on the basis of the report sent by the co-ordinator. If there are doubts about any particular point, the Agency may request that all the supporting documents be forwarded.

The actual contribution of the EU will be re-calculated globally for the overall project, using the unit cost approach, on the basis of the actual human resources mobilised. The EU contribution to the staff costs cannot exceed 110% of the absolute amount indicated in the grant agreement or its amendments.

4.3 Travel costs and Costs of Stay

For the purposes of any financial evaluation and/or audit, beneficiaries will have to be able to justify / prove the following:

- the journeys are directly connected to specific and clearly identifiable project-related activities.
- the journeys actually took place (boarding pass, hotel invoices, attendance list, etc.). No justification will be requested as regards the actual costs of travels and costs of stay.

The actual contribution of the EU will be re-calculated globally for the overall project, using the unit cost approach, on the basis of the actual human resources mobilised. The EU contribution to travel costs

and costs of stay cannot exceed 110% of the absolute amount indicated in the grant agreement or its amendments.

4.3.1 Staff

Any category of staff (e.g. managers, RTT, technical and administrative staff) under official contract in the beneficiary institutions and involved in the project may benefit from financial support for travel and subsistence provided it is directly necessary to the achievement of the objectives of the project.

Travels are intended for the following activities:

Activities	Duration	Location of activity	Staff from PC-to PC	Staff from PC-to PgC	Staff from PgC-to PC	Staff from PgC-to PgC
Teaching / training assignments	Max. 3 months	Activities must take place in project beneficiaries' countries unless explicit prior written authorisation from the Agency	X	X	X	X
Training and retraining purposes			X	X	Not eligible	
Updating programmes and courses			X	X	X	X
Practical placements in companies, industries and institutions			X	X	Not eligible	
Project management related meetings			X	X	X	X
Workshops and visits for result dissemination purposes			X	X	X	X

PC = Partner Country

PgC = Programme Country

The duration of such travels must not exceed a maximum of three months.

4.3.2 Students

Students (at short cycle, first cycle (Bachelor or equivalent), second cycle (Master or equivalent) and third or doctoral cycle) registered in one of the beneficiary institutions may benefit from financial support for travel and subsistence provided it supports the achievement of the project's objectives. Travels for students must take place in a participating organisation or in another organisation under the supervision of a participating organisation.

They must be targeted normally at Partner Country students and intended for the following activities:

Activities	Duration	Location of activity	Student from PC- to PC	Student from PC-to PgC	Student from PgC-to PC	Student from PgC- to PgC
Study period	Min. 2 weeks - Max. 2 months	Activities must take place in or under the supervision of a beneficiary organisation	X	X	X	Not eligible
Participation in intensive courses			X	X	X	X
Practical placements, internships in companies, industries or institutions			X	X	X	Not eligible
Participation in short term activities linked to the management of the project (steering committees, coordination meetings, quality control activities, etc.).	Max. 1 week		X	X	X	X

PC = Partner Country

PgC = Programme Country

Prior authorisation from the Executive Agency is required if:

- the student concerned intends to carry out activities not described above;
- students are from Programme countries.

Supporting documents

At financial reporting stage, for each journey, an Individual Mobility Report must be attached to the project accounts and retained by the co-ordinator as supporting documents. Supporting documentation will have to be attached to each mobility report in order to demonstrate the fact that the trip actually took place (e.g. travel tickets, boarding passes, invoices, receipts, attendance list). It will not be necessary to prove the actual cost of the travel.

Supporting documents should not be sent with the financial report at the end of the project. The Individual Mobility Reports should, however, be retained with the project accounts.

At this stage, the Executive Agency will verify the eligibility of the activities implemented on the basis of the report sent by the co-ordinator. If there are doubts about any particular point, the Agency may request that all the supporting documents be forwarded.

4.3.3 Specific rules for Travel Costs

The grant contributes to the travel of staff and students involved in the project, from their place of origin (home institution within the partnership) to the venue of the activity and return (including visa fee and related obligatory insurance, travel insurance and cancellation costs if justified). Financial support will be provided only for travels that are directly related to the achievement of the objectives of the project. Activities and related travels must be carried out in the project beneficiaries' countries. Any exception to this rule must be authorized by the Agency.

Please note that the unit costs for travel also cover cancellation costs. Therefore, it is strongly recommended to purchase travel tickets including cancellation insurance. Except for cases of "force majeure" or exceptional and duly justified cases, only unit costs for travel which actually took place can be reported and charged to the project. Prior written authorisation from the Agency is required in these cases.

For each participant, the grant is calculated by applying for each travel the unit cost corresponding to the applicable distance band. Each unit cost corresponds to a fixed amount in Euro per travel per person.

In order to apply the correct unit cost, the beneficiary must identify the travel distance of a one-way travel (from their place of origin - home institution within the partnership - to the venue of the activity) using the distance calculator supported by the European Commission (http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm). The travel distance identified will be used to calculate the corresponding unit cost. Each unit cost applied will contribute to the costs of travel for the round trip, regardless of the expenses actually incurred.

If the place of departure is different from the place of the home institution, a prior authorization from the Agency is needed.

In the context of a circular travel (e.g.: a participant leaves his/her place of departure A in order to participate in a project activity in another location B, and then leaves B to participate immediately in a second project activity in a third location C, before returning directly to his/her place of departure A), the grant contribution to the travel costs will be calculated with the sum of:

- The unit cost amount corresponding to the distance band from A to B
- +
- The unit cost amount corresponding to the distance band from B to C

In case of circular travel, the final travel (in order for the participant to return to his/her original place of departure) is never taken into account for the calculation of the grant contribution to the travel costs. This is due to the fact that the unit cost amounts used for calculating the grant contribution are already covering return trips.

Please note that the notion of circular travel implies a project activity in each destination and does not apply to air travels with stopover(s).

No financial contribution will be granted for travels of less than 100 km.

The calculation of the grant is based exclusively on the application of unit costs and is independent from the actual costs incurred for the travel. The unit cost amounts defined to cover staff and students travel costs will be used for determining the final eligible grant resulting from the analysis of the final report. However, for the implementation of the activities during the eligibility period specified in the Agreement, beneficiaries are free to define their own modalities for the reimbursement of the travel costs incurred by their staff/students.

4.3.4 Specific rules for Costs of Stay

Costs of stay can be reported for staff or students involved in the project for activities taking place outside the city of the participant's home institution. These costs contribute to the subsistence, accommodation, local and public transport such as bus and taxi, personal or optional health insurance. Financial support will be provided only for costs of stay that are directly related to the achievement of the objectives of the project. Activities must be carried out in the project beneficiaries' countries. Any exception to this rule must be authorised by the Agency.

Unit costs to be applied for staff are different from unit costs for students:

- For each staff, the grant is calculated by applying the unit cost corresponding to the applicable duration of the activities (in days), up to the 14th day of activity / between the 15th and 60th day / between the 61st day and up to 3 months. Each unit cost corresponds to a fixed amount in Euro per day per participant.

- For each student the grant is calculated by applying the unit cost corresponding to the applicable duration of the activities (in days), up to the 14th day of activity / between the 15th and 60th day. Each unit cost corresponds to a fixed amount in Euro per day per participant.

In order to apply the correct unit cost, the beneficiary must identify the duration in days of the activity (including the travel from their place of origin to the venue of the activity and vice-versa) and apply the corresponding unit costs as defined in Annex I of these Guidelines. Each unit cost applied will contribute to the costs of stay regardless of the expenses actually incurred.

Although no financial contribution will be granted for travels of less than 100 km, the corresponding costs of stay are eligible.

The calculation of the grant is based exclusively on the application of the unit costs and is independent from the actual costs incurred for the stay. The unit costs amounts defined to cover staff and students costs of stay will be used for determining the final eligible grant resulting from the analysis of the final report. However, for the implementation of the activities during the grant agreement period, beneficiaries are free to define their own modalities for the reimbursement of the costs of stay incurred by their staff/students.

5. GUIDELINES FOR USE OF GRANT ON EQUIPMENT, SUBCONTRACTING, CO-FINANCING PRINCIPLE, INELIGIBLE COSTS²

5.1 Equipment

The EU grant may be used to support the purchase of equipment. Only the purchase of equipment which is directly relevant to the objectives of the project can be considered as eligible expenditure. This could include, for example, (e-)books and periodicals, fax machines, photocopying machines, computers and peripherals (including notebooks/laptops and tablettes), software, machines and equipment for teaching purposes, laboratory supplies (teaching purposes), video-projectors (hardware) and video-presentations (software), television sets, installing/setting up of communication lines for internet connection, access to databases (libraries and electronic libraries outside the partnership) and clouds, equipment maintenance, insurance, transport and installation costs.

Equipment is intended exclusively for the Partner Country Higher Education Institutions which are included in the partnership where it must be installed as soon as practically possible. The equipment must be recorded in the inventory of the institution where it is installed. This institution is the sole owner of the equipment.

- Equipment should be instrumental to the objectives of the project and should therefore be purchased at the beginning of the project implementation period and not later than 12 months before the end of the project.
- Under no circumstances may equipment be purchased for any Programme Country institution/organisation or for nonhigher education institutions in the Partner Countries.
- Hiring of equipment may be considered eligible, but only in exceptional and duly justified circumstances and provided it does not continue beyond the duration of the Grant Agreement.

² For more information, please read: Erasmus+ Programme Guide 2020, for grants awarded in 2019 under Call EAC-A03-2018, https://eacea.ec.europa.eu/erasmus-plus/funding/key-action2-european-universities-2019_en

- Considering the particular nature of the Capacity Building action under the Erasmus+ programme, the total purchase cost of the equipment will be taken into account and not the equipment's depreciation.

In the event of purchasing equipment over €25.000, and less than €144.000, the beneficiaries must obtain competitive tenders from at least three suppliers and retain the one offering the best value for money, observing the principles of transparency and equal treatment of the potential contractors and taking care to avoid conflicts of interests. For purchase of equipment over €144.000 national legislations will be applicable. The beneficiaries may not split the purchase of equipment into smaller contracts below the threshold.

Applicants should be aware of the fact that the procurement and delivery of equipment to Partner Country institutions is often a rather complex procedure and this should be taken into consideration at the planning stage.

5.2 Subcontracting

Subcontracting is intended for specific, time-bound, project-related tasks which cannot be performed by the consortium members themselves. It includes self-employed / free-lance experts. Sub-contracting to external bodies should be very occasional. The specific competences and particular expertise needed to reach the project objectives should be found in the consortium and should determine its composition. Sub-contracting for project-management related tasks is therefore not allowed.

Typical activities which may be sub-contracted are (provided they are not carried out by beneficiaries' staff):

- Evaluation activities and auditing
- IT courses
- Language courses
- Printing, publishing and dissemination activities
- Translation services
- Web design and maintenance

In all cases, tasks to be subcontracted have to be identified in the proposal (based on relevant supporting information, along with clear reasons as to why the task cannot be carried out by the beneficiaries) and the estimated amount entered in the budget. Sub-contracting initially not foreseen in the budget will need prior written approval from the Agency during project implementation.

In the event of subcontracting over €25.000, and lower than €144.000, the beneficiaries must obtain competitive tenders from at least three suppliers and retain the one offering best value for money, observing the principles of transparency and equal treatment of potential contractors and taking care to avoid conflicts of interests. For subcontracting over €144.000 national legislations will be applicable. The beneficiaries may not split the purchase of services into smaller contracts below the threshold.

Subcontracting must be done on the basis of a contract, which should describe the specific task being carried out and its duration. It must include a date, project number and the signature of both parties.

Staff members of co-beneficiaries are not allowed to operate in a subcontracting capacity for the project.

The actual travel costs and costs of stay related to subcontracted service providers have to be declared under the subcontracting budget heading and be justified and documented.

5.3 Co-financing principle

A grant financed from the Union budget must not have the purpose or effect of producing a profit within the framework of the project carried out by the beneficiary. Profit is defined as surplus calculated at the payment of the balance, of receipts over the eligible costs of the action or work programme, where receipts are limited to the Union grant and the revenue generated by that action or work programme²⁴⁸. The no-profit principle does not apply to grants provided in the form of a unit cost, a lump sum or a flat-rate financing, including scholarships, neither to grant requests that do not exceed 60 000 EUR. For the purpose of calculating the profit generated by the grant, co-financing in the form of contributions in kind will not be taken into account.

Furthermore, an EU grant is an incentive to carry out a project which would not be feasible without the EU financial support, and is based on the principle of co-financing. Co-financing implies that the EU grant may not finance the entire costs of the project; the project must be funded by sources of co-financing other than the EU grant (e.g. beneficiary's own resources, income generated by the action, financial contributions from third parties).

When the EU grant is provided in the form of a unit cost, a lump sum or a flat-rate financing - this is the case for most of the Actions covered by this Guide - the principles of no-profit and co-funding are ensured by the Commission for the Action as a whole in advance when it defines the rates or percentages of such units, lump sums and flat-rates. The respect of the nonprofit and co-financing principles is generally assumed and therefore, applicants do not have to provide information about sources of funding other than the EU grant, nor they have to justify the costs incurred by the project.

However, the payment of the grant based on the reimbursement on the basis of contribution to unit costs, lump sums, or flat-rate financing is without prejudice to the right of access to the beneficiaries' statutory records. Where a check or audit reveals that the generating event has not occurred (e.g. project activities not realised as approved at application stage, participants not taking part in the activities, etc.) and an undue payment has been made to the beneficiary on a grant based on the reimbursement on the basis of contribution to unit costs, lump sums, or flat-rate financing, the National or Executive Agency shall be entitled to recover up to the amount of the grant. Similarly, if the activities undertaken or the outputs produced are of insufficient quality, the grant may be reduced partly or in full even if the activities have taken place and are eligible.

In addition, for statistical and monitoring purposes the European Commission may carry out surveys on samples of beneficiaries aimed at quantifying the actual costs incurred in projects funded based on the reimbursement on the basis of contribution to unit costs, lump sums, or flat-rate financing.

5.5 Ineligible costs

The following costs shall not be considered eligible:

- return on capital;
- debt and debt service charges;
- provisions for losses or debts;
- interest owed;
- doubtful debts;
- exchange losses;
- VAT, when it is considered as recoverable under the applicable national VAT legislation (see above paragraph on Value Added Tax);
- costs declared by the beneficiary and covered by another project or work programme receiving an EU grant (see also above paragraph on eligible indirect costs);
- excessive or reckless expenditure;
- contributions in kind;
- in the case of renting or leasing of equipment, the cost of any buy-out option at the end of the lease or rental period;

□ costs of opening and operating bank accounts (including costs of transfers from/to the National or Executive Agency charged by the bank of the beneficiary).

In addition to the ineligible costs list under Part C, the following costs shall not be considered eligible for Capacity-building projects:

- equipment such as: furniture, motor vehicles of any kind, equipment for research and development purposes, telephones, mobile phones, alarm systems and anti-theft systems;
- costs of premises (purchase, heating, maintenance, repairs etc.);
- costs linked to the purchase of real estate;
- depreciation costs.

6. SUPPORTING DOCUMENTS

When required, readable copies (not originals) of the supporting documents must be sent. If there are doubts on any particular point, the Agency may request that all the supporting documents be forwarded.

Submitting the required supporting documents is an integral part of the agreement obligations and failure to submit one or more documents may lead to a request for reimbursement of the corresponding expenses.

Copies of subcontracts and invoices exceeding EUR 25 000 must be sent with the Final Report.

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.

Overview of supporting documents per budget heading is provided in the table below.

Reimbursement basis	Budget Headings	Documents to retain with project accounts	Documents to be sent with the Final report
ACTUAL COSTS	<i>Equipment</i>	<ul style="list-style-type: none"> ▪ Invoices ▪ Bank statements ▪ Tendering procedure for expenses exceeding 25.000€ ▪ Proof that the equipment is recorded in the inventory of the institution 	<ul style="list-style-type: none"> ▪ Invoices and three quotations from different suppliers for expenses exceeding 25.000€ ▪ Any prior authorisation from the Agency
	<i>Subcontracting</i>	<ul style="list-style-type: none"> ▪ Subcontracts ▪ Invoices ▪ Bank statements ▪ Tendering procedure for expenses exceeding 25.000€ ▪ Tangible outputs/products* 	<ul style="list-style-type: none"> ▪ Subcontracts, invoices and three quotations from different suppliers for expenses exceeding 25.000€ ▪ Any prior authorisation from the Agency
UNIT COSTS	<i>Staff</i>	<ul style="list-style-type: none"> ▪ Formal employment contract ▪ Staff convention ▪ Time sheets ▪ Salary slips* ▪ Agendas* ▪ Attendance / Participant lists* ▪ Tangible outputs/products* ▪ Minutes of meetings* 	<ul style="list-style-type: none"> ▪ No supporting documents should be sent with the Final report, except for any prior authorisation from the Agency
	<i>Travel and Costs of Stay</i>	<ul style="list-style-type: none"> ▪ Individual Travel Report (ITR) ▪ Invoices, receipts, boarding passes* ▪ Agendas* ▪ Attendance / Participant lists* ▪ Tangible outputs/products* ▪ Minutes of meetings* 	<ul style="list-style-type: none"> ▪ No supporting documents should be sent with the Final report, except for any prior authorisation from the Agency
<p>For all grants, a Certificate on the action's financial statements and underlying accounts ("Report of Factual Findings on the Final Financial Report – Type II") must be sent with the Final report (see Annex VII of the Agreement).</p>			

** Examples of supporting documents. Please note that in the case of unit costs this list cannot be exhaustive as it depends on the actual outputs of the project and the quality of the documentation provided. As a general rule, please keep all possible results to be able to show-case your activities.*

7. TIMETABLE FOR REPORTING

Reporting is a contractual obligation that has to be fulfilled by all the beneficiaries.

Although it is the coordinator's responsibility to submit the reports and their mandatory supporting documents in due time, the completion of the reports and the validation of the information they contain is a responsibility that falls under each of the beneficiaries that compose the project partnership. As a result, the preparation, drafting, circulation and final validation of the report's content - and more particularly for what concerns the description of the activities and the justification on the use of the grant – is an exercise that must be launched well in advance of the report's submission deadline.

The progress report on the implementation of the action will have to be submitted half way through the eligibility period at the latest:

- for the projects of a contractual period of 3 years on **14/05/2021** at the latest.

The reporting forms for the progress report on the implementation of the action are available on the website of the Agency and consist of the following:

- a "Technical report on the implementation of the project" (description of the progress made, statistics and indicators, tables of achieved/planned outcomes, etc.) as specified in Annex V of the Agreement;
- a "Summary report for publication"
- a "Statement of the costs incurred ('intermediate Financial Statement')" as specified in Annex VI of the Agreement and,
- a "Request for payment of the second pre-financing" (to be submitted only when 70% of the first pre-financing has been spent) as specified in Annex VI of the Agreement.

The Final report on implementation of the action will have to be submitted at the latest two months after the end of the contractual period:

- for the projects of a contractual period of 3 years on **14/11/2022** at the latest.

The report forms for the final reporting are available on the website of the Agency and consist of the following:

- "Final Technical report on the implementation of the project" (description of the results and achievements, statistics and indicators, table of achieved outcomes, etc.) as specified under Annex V of the Agreement;
- "Summary report for publication"
- "Final Financial Statement and Request for payment" - including the financial tables for each budget heading and the required supporting documents (see sections 3.2 and 3.3 below for the type of supporting documents to be submitted under each budget heading) - as specified under Annex VI of the Agreement;
- (Audit) Certificate on the action's financial statements and underlying accounts ("Report of Factual Findings on the Final Financial Report – Type II") as specified under Annex VII of the Agreement.

Annex I. Unit costs

PROGRAMME COUNTRIES

	Manager	Teacher/Trainer /Researcher	Technician	Administrative staff ¹
<i>AMOUNTS IN EURO PER DAY</i>				
Denmark, Ireland, Luxembourg, Netherlands, Austria, Sweden, Liechtenstein, Norway	294	241	190	157
Belgium, Germany, France, Italy, Finland, United Kingdom, Iceland	280	214	162	131
Czech Republic, Greece, Spain, Cyprus, Malta, Portugal, Slovenia	164	137	102	78
Bulgaria, Estonia, Croatia, Latvia, Lithuania, Hungary, Poland, Romania, Slovakia, former Yugoslav Republic of Macedonia, Turkey	88	74	55	39

PARTNER COUNTRIES

	Manager	Teacher/Trainer /Researcher	Technician	Administrative staff ⁶
<i>AMOUNTS IN EURO PER DAY</i>				
Israel	166	132	102	92
Albania, Argentina, Bosnia and Herzegovina, Brazil, Chile, Colombia, Kosovo ² , Lebanon, Libya, Mexico, Montenegro, Peru, Serbia, Territory of Ukraine as recognised by international law, Thailand, Uruguay, Venezuela	108	80	57	45
Afghanistan, Azerbaijan, Bolivia, China, Costa Rica, Ecuador, El Salvador, Georgia, Guatemala, Iran, Iraq, Jordan, Kazakhstan, Morocco, Palestine ³ , Panama, Paraguay, South Africa, Territory of Russia as recognised by international law	77	57	40	32
Algeria, Armenia, Bangladesh, Belarus, Bhutan, Burma/Myanmar, Cambodia, Cuba, (DPR) Korea, Egypt, Honduras, India, Indonesia, Kyrgyzstan, Laos, Malaysia, Maldives, Moldova, Mongolia, Nepal, Nicaragua, Pakistan, Philippines, Sri Lanka, Syria, Tajikistan, Tunisia, Turkmenistan, Uzbekistan, Vietnam, Yemen	47	33	22	17

¹ Students can work for the project and their salaries can be paid from Staff costs (administrative staff) provided that they have signed a work contract with a consortium member institution.

² This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

³ This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on this issue.

UNIT COSTS FOR TRAVEL AND COSTS OF STAY

THESE UNIT COSTS ARE NOT APPLICABLE FOR THE "SPECIAL MOBILITY STRAND"

TRAVEL COSTS⁴

Travel distances must be calculated using the distance calculator supported by the European Commission:
http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm

The beneficiary must identify the distance of a one-way travel to calculate the amount of the EU grant that will support the round trip. Financial support will be provided only for travels that are directly related to the achievement of the objectives of the project.

Distance band	Unit cost per participant
Between 100 and 499 KM	180 EUR
Between 500 and 1999 KM	275 EUR
Between 2000 and 2999 KM	360 EUR
Between 3000 and 3999 KM	530 EUR
Between 4000 and 7999 KM	820 EUR
8000 KM or more	1100 EUR

COSTS OF STAY⁵

Costs of stay are based on the duration of the activities of the participants.

<u>STAFF</u>	Unit cost per day per participant	<u>STUDENT</u>	Unit cost per day per participant
Up to the 14 th day of activity +	120 EUR	Up to the 14 th day of activity +	55 EUR
Between the 15 th and the 60 th day of activity +	70 EUR	Between the 15 th and the 60 th day of activity	40 EUR
Between the 61 st day of activity and up to 3 months	50 EUR	Between the 61 st day of activity and up to 3 months	Not Eligible

⁴ Example: if a person from Madrid (Spain) is taking part in an activity taking place in Rome (Italy), the beneficiary will calculate the distance from Madrid to Rome using the distance calculator (1365,28 Km), then apply the unit cost for the corresponding distance band, i.e. 500/1999 Km. This unit cost will be a fixed contribution of 275 Euros that will cover the costs of travel from Madrid to Rome and return.

⁵ Example: if a staff from Paris (France) is taking part in an activity in Brussels (Belgium) during 20 days, the beneficiary will apply 14 unit costs of 120 Euros each + 6 unit costs of 70 Euros each, for a total of 2.100 Euros.

Annex II. Staff convention³

JOINT DECLARATION

Ref. No..... **Project No. 609870-EPP-1-2019-1-DE-EPPKA2-CBHE-JP**
 The reference number must correspond to the progressive numbering indicated in the financial statements of the final report

FROM
 Hereinafter "the Institution"*

AND Name:
 Address:

 Hereinafter "the Staff member"*

THE INSTITUTION AND THE STAFF MEMBER HEREBY CERTIFY THAT:

1. The Institution is a member of the partnership for the above-mentioned project.
2. The Staff member is either:
 - employed by the Institution
 YES/NO
 or
 - a natural person ** assigned to the project on the basis of a contract against payment YES/NO
3. The Institution and Staff member agree that the Staff member has worked on this project and performed the following duties during the project's eligibility period.

	<i>dd/mm/yy</i>		<i>dd/mm/yy</i>
FROM		TO	

Please describe the outputs produced (short overall indication since detailed information has to be given in the accompanying time-sheet):

.....

4. Please complete the following information.

Staff category (Manager / Researcher, Teacher, Trainer / Technician / Administrative staff)	
Country of the Institution	
Number of days worked and charged to the project (according to time-sheet)	

5. This declaration does not alter in any way the employment conditions/assignment already existing between the Institution and the Staff member and is established solely for the purpose of justifying the Staff costs that the Institution will charge to the *Erasmus+ Capacity Building in Higher Education* grant.

Done in Date

Name.....

Function.....

³ Please download Time sheet in Excel format from http://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space/capacity-building-in-higher-education_en (Reporting -> Other documents)

Institution

Staff member name

Signature and Stamp of the Institution

Signature of the Staff member

**The declaration must be signed by the person concerned, then signed and stamped by the person responsible in the Institution where this person worked for the project. The Institution must be a member of the partnership.*

*** A natural person (individual) can be assigned to the action also on the basis of e.g. a civil contract, a free-lance contract, an expert contract, a service contract with self-employed person ("in house consultant) or a secondment to the Institution against payment. The costs of such natural persons working under the action may be assimilated to the costs of personnel, if:*
(i) the person works under conditions similar to those of an employee (in particular regarding the way the work is organised, the tasks that are performed and the premises where they are performed); and
(ii) the result of the work belongs to the Institution (unless exceptionally agreed otherwise); and
(iii) the costs are not significantly different from the costs of staff performing similar tasks under an employment contract within the institution

Annex III. Time sheet⁴

Add Row		Delete Row		PROJECT TIMESHEET	
Project number :	609870-EPP-1-2019-1-DE-EPPKA2-CBHE-JP				
Surname :					
First Name :					
Institution :					
Country :					
Position :					
Staff Category :					
Year	Month	Number of Days	Work Package	Description of tasks performed and outputs produced	
Total days:		0			

Signature of the staff member :

Signature of the person responsible in the institution (where the staff member is employed) :

⁴ Please download Time sheet in Excel format from http://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space/capacity-building-in-higher-education_en (Reporting -> Other documents)

Annex IV. Individual travel report⁵

INDIVIDUAL TRAVEL REPORT for travel costs and costs of stay

To be filled in by *each participant*

In case of circular/multiple travels, please fill in separate Individual Travel Reports.

Ref. No.....Project No. 609870-EPP-1-2019-1-DE-EPPKA2-CBHE-JP

The reference number must correspond to the progressive numbering indicated in the financial statements in the final report

(1) PERSONAL DATA

Surname: Forename:

Home institution:

Staff position/student year of study at home institution:

(2) TYPE OF ACTIVITY (Tick as appropriate)

STAFF

<input type="checkbox"/>	Teaching/training assignment
<input type="checkbox"/>	Training and retraining purposes
<input type="checkbox"/>	Updating programmes and courses
<input type="checkbox"/>	Practical placements in companies, industries and institutions
<input type="checkbox"/>	Project management related meetings
<input type="checkbox"/>	Workshops and visits for result dissemination purposes

STUDENTS

<input type="checkbox"/>	Study period
<input type="checkbox"/>	Participation in intensive courses
<input type="checkbox"/>	Practical placements, internships in companies, industries or institutions
<input type="checkbox"/>	Participation in short term activities linked to the management of the project

(3) DETAILS OF THE TRAVEL

PERIOD*	From (Depart date) (dd/mm/yy)	To (Return date) (dd/mm/yy)
PLACE OF DEPARTURE**	HOME INSTITUTION	
	COUNTRY..... CITY.....	
PLACE OF DESTINATION/ LOCATION OF ACTIVITY	HOST INSTITUTION	
	COUNTRY..... CITY.....	
TRAVEL DISTANCE***	Km	

**Please indicate period of travel from departure to return to place of origin*
*** If different from Home institution please enclose authorisation from the Agency*
****Travel distance in Km (One-way travel using distance calculator:http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm) from place of departure to location of activities*

(4) DETAILS OF THE ACTIVITY

DATES (excluding travel)	From (date):..... To (date):
DESCRIPTION OF ACTIVITY(IES) PERFORMED (brief description of the activities performed)	

⁵ Please download Time sheet in Excel format from http://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space/capacity-building-in-higher-education_en (Reporting -> Other documents)

.....
.....
.....
.....
.....
.....

SIGNATURE OF THE PARTICIPANT

I hereby declare that I have been carrying out the above-mentioned activities.

Date:.....
.....

Signature:

Annex V. Yearly work plans

Activity carried out in the Programme Country:

= (E.g. activity in Germany for one week in the first month of the project: 1= under M1)

Activity carried out in the Partner Country:

X (E.g. activity in Russia for three weeks in the second month of the project: 3X under M2)

Workplan for project 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													
1.1	Inventorial and gap analysis of existing curricula	20		3X	3X	3X	1X	2=X	2=X	2=X	2=X			
1.2	Methodology analysis and improvement	11					2=	1=	1=	2=X	1=X	1=X	1=X	1=X
1.3	ICT hard skills development structure and tools creation	9						1=	1=	2=X	1=X	1=X	1=X	1=X
1.4	Acceleration programme assessment and development	9						1=	1=	2=X	1=X	1=X	1=X	1=X
1.5	Entrepreneurial soft skills development structure and tools creation	9						1=	1=	2=X	1=X	1=X	1=X	1=X
1.6	Content development/update of subjects	13									2=X	4=X	4=X	3=X
1.8	Cross-Case Analysis and Cross-Case Development	10						2=	2=X	2=X	2=X	2=		
1.9	Capacity and Competence Building	4								2X			2X	
3.1	Internal Evaluation and Quality control	4					1=X			1X			1=X	1X
3.2	Surveys: supply and demand sides	2					1X			1X				
3.4	Internal Financial Monitoring and External Audit	4					1=X	1=X					1=X	1=X
4.1	Communication and Dissemination Plan (update)	4	2X	2=X										
4.2	Project Corporate Design & Website (update)	10	3X	2=X	2=X	2=X							1=X	
4.3	Online Acceleration Platform Design and Website	10		3X	2=X	2=X	2=X						1=X	

4.4	Events and UXiship Network Creation	2			1=X							1X		
4.5	Project Marketing and Dissemination Material	2										1=X	1=X	
4.6	Inter-Projects Cooperation	7	2=	1=	1=X	1=X						1=X	1=X	
5.1	Project Manual (creation, updating)	6	2=	2= 2X										
5.2	Internal Communication & Steering Board Meetings	6	1=X	1=X			1=			1=X	1=X			1=X
5.3	Project Coordination & WP Management	12	1=X	1=X	1=X	1=X	1=X	1=X	1=X	1=X	1=X	1=X	1=X	1=X
5.4	Project Financial Management	6					1=	2=				1=	2=	

Workplan for project year 2

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
1.1	Inventorial and gap analysis of existing curricula	0												
1.2	Methodology analysis and improvement	6	2=X				1X	1X	1=X	1=X				
1.3	ICT hard skills development structure and tools creation	7	2=X			1X	1X	1X	1=X	1=X				
1.4	Acceleration programme assessment and development	7	2=X			1X	1X	1X	1=X	1=X				
1.5	Entrepreneurial soft skills development structure and tools creation	7	2=X			1X	1X	1X	1=X	1=X				
1.6	Content development/update of subjects	15	1=X	2=X	2=X	2=X	2=X	2=X	2=X	2=X				
1.7	Creation of the criteria /evaluation catalogue	5								1=X	2=X	2=X		
1.8	Cross-Case Analysis and Cross-Case Development	2		1=X	1=X									
1.9	Capacity and Competence Building	6			2X				2X				2X	
1.10	Equipment: demand analysis and upgrade	8		1X	1X			1X	1X			1X	1X	2X
1.11	Approval conference of developed ICT-based entrepreneurial module in curricula	1										1X		
2.1	ICT-based entrepreneurial module launch for testing	15	1=X	1=X	1=X	2X	2X	2X	2X	2X	2X			
2.2	Revision of the Content and Methodology	5		1X	1X	1=X	1=X	1=X						
2.3	Implementation of ICT-based entrepreneurial module in engineering curricula	8								1X	1X	2X	2X	2X
2.4	Guidelines for Entrepreneurship module mutual recognition in partner universities	5								1X	1X	1=X	1=X	1=X
3.1	Internal Evaluation and Quality control	4					1=X	1X					1=X	1X
3.2	Surveys: supply and demand sides	2					1X	1X						
3.3	External Evaluation	3					1=X	1X				1=X		

3.4	Internal Financial Monitoring and External Audit	4					1=X	1=X				1=X		1=X
4.1	Communication and Dissemination Plan (update)	2	1=X									1=X		
4.2	Project Corporate Design & Website (update)	2	1=X									1=X		
4.3	Online Acceleration Platform Design and Website (update)	2	1=X									1=X		
4.4	Events and UXiship Network Creation	3					1=X	1=X				1=X		
4.5	Project Marketing and Dissemination Material	4				2=X						2=X		
4.6	Inter-Projects Cooperation	4					1=X	1=X				1=X	1=X	
5.1	Project Manual (creation, updating)	2		1=X									1=X	
5.2	Internal Communication & Steering Board Meetings	6	1=	1=X			1=X	1=X					1=X	1X
5.3	Project Coordination & WP Management	12	=X	=X	=X	=X	=X	=X	=X	=X	=X	=X	=X	X
5.4	Project Financial Management	4					1=	1=				1=	1=	

Workplan for project year 3

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
1.1	Inventorial and gap analysis of existing curricula	0												
1.2	Methodology analysis and improvement	6					2=X	2=X	1=X					
1.3	ICT hard skills development structure and tools creation	7				2=X	2=X	2=X	1=X					
1.4	Acceleration programme assessment and development	7				2=X	2=X	2=X	1=X					
1.5	Entrepreneurial soft skills development structure and tools creation													
1.6	Content development/update of subjects	6							2=X	2=X	2=X			
1.7	Creation of the criteria /evaluation catalogue	2	1=X	1=X										
1.8	Cross-Case Analysis and Cross-Case Development	0												
1.9	Capacity and Competence Building	6			2=X				2=				2X	
1.10	Equipment: demand analysis and upgrade	0												
1.11	Approval conference of developed ICT-based entrepreneurial module in engineering curricula	0												
2.1	ICT-based entrepreneurial module launch for testing	4	2X	2X										
2.2	Revision of the Content and Methodology	8	2=X	2=X	2=X	2=X								
2.3	Implementation of ICT-based entrepreneurial module in curricula	16	2X	2X	2X	2X	2X	2X	2X	2X				
2.4	Guidelines for Entrepreneurship module mutual recognition in partner universities	10					1=	1=	1=	1=X	2=X	2=X	2=X	
2.5	Guidelines for Project Scaling	10					1=	1=	1=	1=X	2=X	2=X	2=X	
2.6	Internship in engineering EU companies	4		2=					2=					
3.1	Internal Evaluation and Quality control	8					1=X	1X					1=X	1X
3.2	Surveys: supply and demand sides	2					1X	1X						

3.3	External Evaluation	6	1X	1X			1X	1X					1X	1X
3.4	Internal Financial Monitoring and External Audit	4					1=X	1=X					1=X	1=X
4.1	Communication and Dissemination Plan (update)	2	1=X										1=X	
4.2	Project Corporate Design & Website (update)	2	1=X										1=X	
4.3	Online Acceleration Platform Design and Website (update)	2	1=X										1=X	
4.4	Events and UXiship Network Creation	6					1=X	1=X			1=X	1=X	1=X	
4.5	Project Marketing and Dissemination Material	2				1=X							1=X	
4.6	Inter-Projects Cooperation	6					1=X	1=X					1=X	1=X 1=X
5.1	Project Manual (creation, updating)	2		1=X									1=X	
5.2	Internal Communication & Steering Board Meetings	6	1=	1=X			1=X	1=X					1=X	1X
5.3	Project Coordination & WP Management	12	=X	=X	=X	=X	=X	=X	=X	=X	=X	=X	=X	X
5.4	Project Financial Management	6					1=	1=			1=	1=	1=	1=