

WP6 PROJECT MANAGEMENT

Project Management Plan (PMP)

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REVISION SHEET

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1. Executive summary

The aim of this Project Management Plan (PMP) is to provide key information and main guidelines regarding the implementation of the Elegant project to all stakeholders involved in its activities. The PMP aims to set the basis for a common understanding of objectives, deliverables, participation and timeline of project activities.

Elegant is a project funded within Erasmus+ Capacity Building in Higher Education (CBHE) programme of the European Commission. It involves four EU partner institutions, five universities and two business entities from Jordan and Lebanon. The aim of project is to improve the teaching and learning experience of students and enhance the employability of graduates by enhancing university-industry cooperation in Jordan and Lebanon. This will be achieved over three year period of project activities divided into several layers of activity:

- Operational: WP1: Establishment of university-enterprise cooperation network in partner universities; WP2: Implementation of new forms of industry-oriented education; WP3: Improving the human capacities of university staff and revising/upgrading the ICT curricula of partner universities and WP5: Sustainability and dissemination
- Quality assurance and monitoring: WP4: Quality control and monitoring
- Management: WP6: Project management

The PMP contains following information and guidelines:

- Relevant consortium information
- Project operations management
- Project financial management
- Project risk management

In preparation of PMP following relevant sources were consulted:

- Elegant Erasmus+ CBHE project proposal
- Elegant Partnership Agreement
- Guidelines for implementation and reporting of Erasmus+ CBHE projects found on Erasmus+ programme website.
- Publicly available project management plans of other CBHE projects

2. Introduction

2.1. Purpose of Elegant Project Management Plan

The Elegant Project Management Plan aims to provide key information and main guidelines regarding implementation of the Elegant project to all stakeholders involved in its activities. The PMP aims to set basis for a common understanding of objectives, deliverables, participation and timeline of project activities. The information contained within are relevant for all of project stakeholders including project team members, associated partners, invited participants in project activities and the Education, Audiovisual and Culture Executive Agency (EACEA) of European Union.

2.2. About Elegant project

Elegant is a project funded within Erasmus+ Capacity Building in Higher Education (CBHE) programme of the European Commission. The project aims to enhance university enterprise

cooperation in JO and LB in order to improve the teaching and learning experience of students and enhance the employability of graduates. The project responds to the widely recognised problem that university graduates often lack the employability skills needed by employers and, in addition, their knowledge in the field of ICT is behind the state of the art and below that of companies they want to work in. The project involves upgrading and updating the capacities of University staff and improving the curricula of at least ten subjects in each university. Study periods to EU universities will be arranged to provide the updating and upgrading opportunities for Jordanian and Lebanese academic and technical staff during which they can improve their own knowledge of the latest developments in their subjects and also upgrade the curricula of their subjects. The upgrading of curricula consists of enhancing both the scientific and technical skills of students as well as their employability skills. EU universities have been engaged in serious discussions about graduate employability and partner country staff can learn a great deal from this experience and take steps to produce 'work ready' graduates. EU staff will support the upgrading of curricula and engage in teaching in JO and LB institutions and help the internationalisation agenda.

2.3. Project objectives

The project aims to enhance university enterprise cooperation in Jordan and Lebanon in order to improve teaching and learning in partner universities, enhance the employability of graduates and create conditions for applied research cooperation and knowledge transfer between partner universities and enterprises. The general objectives of the project are:

- To stimulate the development of an enterprise cooperation culture at partner universities.
- To promote the sharing of good practice for establishing university-based Enterprise Liaison Offices, and developing new forms of industry-oriented education in a number of Jordanian and Lebanese Universities.
- To improve the ICT curricula and upgrade the capacities of academic and technical staff of partner universities.
- To develop a coherent information and communication strategy for the University communities within the local business environment.
- To develop a programme-strategy to support students to develop their master theses and internships with enterprises to enhance their employability

3. Elegant consortium

3.1. Consortium structure

The Elegant consortium is made of 11 partners of which 4 come from the EU Member States, 4 from Jordan and 3 from Lebanon. The partners are as follows (in the order as stated in Annex IV of Elegant Grant Agreement):

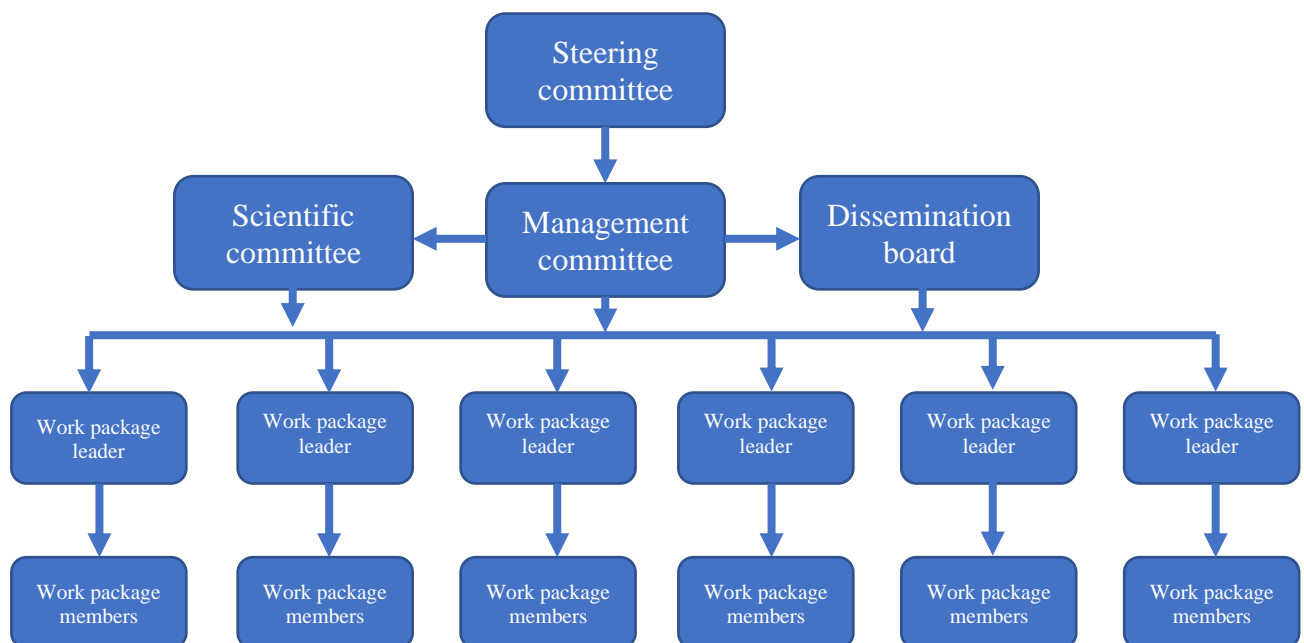
-
- P1: University of Dubrovnik (UNIDU) – Project Coordinator
- P2: Princess Sumaya University of Technology (PSUT)- Partner
- P3: Jordan University for Science and Technology (JUST) - Partner
- P4: Al Balqa Applied University (ABAU) - Partner
- P5: The Information and Communications Technology Association (INT@J) - Partner

- P6: Modern University for Business and Science- (MUBS) - Partner
- P7: Beirut Arab University –(BAU) - Partner
- P8: Syndicate of Computer Sciences (SCSL) - Partner
- P9: Staffordshire University (SU) - Partner
- P10: University Polytechnica delle Marche (UNIVPM) - Partner
- P11: Psicoglobal Co. (PSICOGLOBAL) - Partner

3.2. Governance bodies

The Elegant project application form defined under WP6 project governing bodies. There are three levels of interrelated project governance entities as defined in Figure 1 below:

Figure 1: Elegant governance structure



3.3. Roles and responsibilities

3.3.1. Elegant steering committee

The Steering Committee (SC) is the highest governing body of project. Its main task is overall project governance and oversight of project activities. The SC consists of all contact persons of the Elegant project and one representative of the senior staff of partner universities. The Steering Committee will have its first assembly during the project kick-off meeting. It is envisaged that SC meetings will take place at least once every six months. The SC will work closely with representatives of project coordinator in monitoring and assessing the progress of the project and intervene in case of need for any amendments. The preliminary list of SC tasks consists of:

- Establishing Quality Assurance Board
- Establishing Elegant Scientific Committee
- Approving Quality Assurance Plan

- Approving Dissemination and Visibility Plan
- Analysis of reporting, dissemination and communication issues of the project
- Problem and conflict resolution within and outside of consortium and corrective activities
- Approval of changes in the consortium structure, partnership agreement or management committee of the consortium.
- Ensuring signing-off on project closure documents
- Ensuring closing of accounting and financial files
- Participating in project consortium meetings

3.3.2. Elegant management committee

A Management Committee (MC) is the smaller and more proactive body in charge of daily project activities. It consists of the Project Coordinator, Project Manager and Project Administrators in partner countries. The preliminary list of MC tasks consists of:

- Ensuring collection and transfer of the documentation for the financial management of project to the Coordinating institution.
- Arranging the foreign travel of partners from partner countries to EU institutions
- Monitoring realization of project activities and progress reporting to SC
- Preparing inputs for project reports to external bodies (EACEA) regarding Elegant project activities
- Coordinating purchase of equipment, financial and technical affairs of the project
- Coordinating activities of dissemination board and scientific committee of the project

3.3.3. Elegant scientific committee

Project scientific committee will be in charge of technical and specialist aspects of the project. Its membership will be finalised after discussions at the kick-off meeting. It is envisaged that each partner should delegate one member in the Elegant scientific committee. The responsibilities of this body will cover:

- Scientific input in construction of Elegant enterprise survey questionnaires
- Technical and specialist aspects of the curricula revision
- Consultation on the purchase of literature
- Expert opinions on the purchase of the equipment and software needed by the project

3.3.4. Elegant dissemination board

The dissemination board is responsible for offline and online dissemination of project activities and ensuring that it reaches the widest possible number of target groups' members. The board consists of one representative from each partner country university who also acts as local dissemination officer. The activities, structure and responsibilities of the dissemination board include:

- To coordinate offline and online dissemination activities as defined in Dissemination and visibility plan
- To prepare reports on dissemination activities of partners and consortium as a whole
- To monitor and validate undertaken dissemination and visibility activities of consortium and individual partner institutions.

3.3.5. Project coordinator

The responsibilities of Project coordinator (PC) encompass all contract-related activities towards the EACEA and third parties. The PC is responsible for smooth running and successful completion of an entire project. To this end, PC maintains communication with the assigned project officer in EACEA. The PC is also responsible for planning of project activities in a way that ensures their completion at acceptable quality level and within allocated budget limits. The preliminary list of PC activities includes:

- Developing project guiding documents such as Project Management Plan, Quality Assurance Plan and Dissemination and Visibility plan with assistance of other project partners
- Communication with EACEA on behalf of the Elegant consortium
- Formalization of Partnership agreement, handling of legal aspects of project
- Establishing of Elegant governing bodies with the assistance of project team
- Monitoring and control of the execution of project activities and their compliance with the approved application form and Grant agreement.
- Academic coordination of the project with the assistance of Scientific Committee.
- Planning and organization of project management meetings
- Preparation and submitting of project reports to relevant entities
- Maintaining communication with project partners
- Risk management and coordination of mitigating procedures within the project
- Management of daily project activities
- Reviewing results of reports on project technical, financial, quality and dissemination activities prepared by project governing bodies
- Coordinating purchase of equipment and software within the project
- Coordinating visits of staff from partner countries to EU institutions
- Coordinating creation and submitting of closing project reports
- Assisting with post-project audits
- Coordinating the archiving project data

3.3.6. Work package leaders

Successful completion of Work Package (WP) activities is direct responsibility of WP leaders. Each WP is assigned two leaders, one coming from EU (Programme) country and another coming from partner country. WP leaders have to work closely with SC, MC and PC and provide them with timely and relevant information on the progress of project activities and any risks or obstacles that might endanger successful completion of project. The functions of WP leaders are as follows:

- Acting as contact point between individual team members and Elegant governing bodies
- Developing detailed plan of WP activities on the basis of overall plan of project activities
- Coordinating WP team
- Taking part in planning, monitoring and reporting of WP activities
- Managing WP activities to ensure reaching of planned objectives, costs and deadlines
- Coordinating at WP level academic and technical progress of activities
- Collecting and providing to project governing bodies (SC, MC and PC) the required academic, technical, financial and administrative inputs for preparation of internal and external project reports
- Preparing and submitting periodical WP reports
- Maintaining communication with other WP leaders
- Managing all other daily WP activities
- Providing support to SC, MC and PC in closing out of project activities
- Assisting with post-project audits
- Assisting in archiving project data

3.3.7. Project members

Project members are responsible for performing project activities. They assist WP leaders, PC, MC and SC in successfully completing project within the established schedule and budget limits.

3.3.8. Project administrative team

At the level of each partner, one staff member will be responsible for the administrative activities and support PC and WP leader in all administrative issues. These issues include as follows:

- Daily management of administrative and financial activities at partner level
- Following budget and scheduling control system defined in Project Management Plan and Quality Assurance Plan
- Collect and store relevant project administrative data
- Monitor spending of allocated budget
- Prepare and submit documentation to PC for reimbursement of incurred costs for project related staff effort, traveling and purchase of equipment and software.

3.4. List of staff on the Elegant governance bodies

Table 1: Project Steering Committee

Partner	Role	Name	Email
UNIDU	Chair	Nebojša Stojčić	nstojcic@unidu.hr
UNIDU	Vice Chair	Iraj Hashi	ihashi@unidu.hr
PSUT	Member	Yazan Abuyaghi	abuyaghi@psut.edu.jo
PSUT	Member	Walid Abu Salameh	walid@psut.edu.jo
JUST	Member	Fahmi Abu Rub	abualrub@just.edu.jo
ABAU	Member	Tareq Azab	tazab@bau.edu.jo
ABAU	Member	Mohammed Alweshah	weshah@bau.edu.jo
INT@J	Member	Nidal Bitar	nidal.bitar@intaj.net
MUBS	Member	Bassem Kaissi	bkaissi@mubs.edu.lb
MUBS	Member	Alaaeddine Ramadan	aramadan@mubs.edu.lb
BAU	Member	Soubhi Abu Chahine	achahine@bau.edu.lb
BAU	Member	Adel Elkordi	a.elkordi@bau.edu.lb
SCSL	Member	Joumana Dargham	Joumana.Dargham@balamand.edu.lb
SU	Member	Abdel Hamid Soliman	A.Soliman@staffs.ac.uk
UNIVPM	Member	Giuseppe Canullo	g.canullo@staff.univpm.it
PSICOGLOBAL	Member	Marina Ventura	info@psicoglobal.eu

Table 2: Project Management Committee

Partner	Role	Name	Email
UNIDU	Project coordinator	Nebojša Stojčić	nstojcic@unidu.hr
UNIDU	Asst. project coordinator	Iraj Hashi	ihashi@unidu.hr
PSUT	Project manager	Yazan Abu-Yaghi	abuyaghi@psut.edu.jo
PSUT	Project administrator	Meena Dawaher	m.dawaher@psut.edu.jo

Table 3: Project Scientific Committee

Partner	Role	Name	Email
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UNIDU	Chair	Katija Vojvodić	katija.vojvodic@unidu.hr
UNIDU	Vice Chair	Iraj Hashi	ihashi@unidu.hr
PSUT	Member	Ashraf Qaddomi	a.ahmad@psut.edu.jo
JUST	Member	Ismail Hmeidi	hmeidi@just.edu.jo
ABAU	Member	Omar Alzubi	omaralzubi@gmail.com
MUBS	Member	Haitham Maarouf	hmaarouf@mubs.edu.lb
BAU	Member	Issam Damaj	i.damaj@bau.edu.lb

Table 4: Project Dissemination Board

Partner	Role	Name	Email
UNIDU	Chair	Nebojša Stojčić	nstojcic@unidu.hr
PSUT	Member	Meena Dawaher	m.dawaher@psut.edu.jo
JUST	Member	Ruba Hasan	haruba2014@gmail.com
ABAU	Member	Hussein al Ofeishat	ofeishat@bau.edu.jo
MUBS	Member	Ginan Saeed	gsaeed@mubs.edu.lb
BAU	Member	Amani Bsot	amani.bsot@bau.edu.lb

Table 5: WP leaders

WP	Name	Partner	Email
6	Nebojša Stojčić	UNIDU	nstojcic@unidu.hr
	Yazan Abuyaghi	PSUT	abuyaghi@psut.edu.jo
1	Yazan Abuyaghi	PSUT	abuyaghi@psut.edu.jo
	Giuseppe Canullo	UNIVPM	g.canullo@staff.univpm.it
2	Fahmi Abu Al Rub	JUST	abualrub@just.edu.jo
	Nidal Bitar	INT@J	nidal.bitar@intaj.net
	Bassem Kaissi	MUBS	bkaissi@mubs.edu.lb
	Joumana Dargham	SCSL	Joumana.Dargham@balamand.edu.lb
3	Abdel Hamid Soliman	SU	A.Soliman@staffs.ac.uk
	Soubhi Abou Chahine	BAU	achahine@bau.edu.lb
4	Marina Ventura	PSICOGLOBAL	info@psicoglobal.eu
	Fahmi Abu Al Rub	JUST	abualrub@just.edu.jo
5	Iraj Hashi	UNIDU	ihashi@unidu.hr
	Tareq Azab	ABAU	tazab@bau.edu.jo

3.5. Decision making procedures

All main project decisions should be made consensually in regular meetings of project governing bodies (Steering, Management, Scientific committees and Dissemination board). The decisions are made in voting procedure where each member of governing body making decision has one vote. In urgent situations, decisions can be made online through Zoom/Skype meeting or through messaging application chosen by body chair (WhatsApp/Viber etc.) All online meetings must be recorded and stored together with other project documents.

At each Project meeting (offline or online), no less than two-thirds of the Partners of the Project shall constitute a quorum, that is 8 Partners. Decision-making will be by qualified majority (greater than 66%) among the present Partners (one vote per Partner). In cases of online meetings each participant will be given period of two working days to respond. An absence of a response will be interpreted as support of the case.

4. Project activities workplan

4.1. Project activities and deliverables

Elegant activities are divided in six work packages covering thematic areas of preparation, development, quality, dissemination and sustainability and management. WP1 (preparation) will establish university-enterprise cooperation network in Jordan and Lebanon. WP2 and WP3 (development) will modernize curricula of institutions in partner countries and assist them in implementation of new forms of industry oriented education. Quality monitoring and control procedures will be developed and performed within WP4 to ensure the project quality. Throughout project duration dissemination activities will be undertaken within WP5. Finally, all management activities are grouped within WP6. In continuation we list the activities and deliverables of all six WPs.

4.1.1. WP1 - Establish University-Enterprise Cooperation Network in partner universities in JO and LB

WP1 aims at establishing the basis of University-Enterprise Cooperation network and lay the ground for other WPs to follow. The partner universities in Jordan and Lebanon have to assimilate the fundamental concepts of the project in order to be able to begin to develop a University-Enterprise cooperation culture, especially amongst academics. Instead of developing academic programmes in isolation from the outside world, they have to pay attention to the needs of enterprises employing their graduates and the requirements of the labour market in which their graduates have to compete. A number of steps have been designed to deal with this challenge. To begin with university staff, especially senior staff, have to be introduced to the practices of EU universities in the area of University-Enterprise cooperation and the benefits of cooperation with enterprises. This is achieved by organising a visits to EU universities at the beginning of the project with participants by senior staff (Presidents, vice presidents, deans, etc.) of partner universities to see how the cooperation is operationalise. Also, In the meantime preparations will be made for the practical establishment of the Liaison Offices in Jordanian and Lebanese partner universities. Partner country universities have to establish a mechanism through which they can cooperate with enterprises. For this purpose, a Liaison Officer appointed to run this Office. The Offices will be equipped with appropriate equipment and specially designed software. Liaison Officers will also visit EU partner institutions to observe the operation of University-Enterprise Cooperation and receive training for this position. Liaison Officers will prepare a programme of activities for the network of companies to cooperate with and sign MOUs with. The final step in this WP is to undertake a survey of enterprises in the two countries to identify the skill gaps of graduates in order to be able to revise the curricula with these skills embedded in them (WP3). The Liaison Officers will oversee the arrangements to identify organisations who can complete these surveys.

WP1 Tasks

- Task 1.1. Study visits from PCs to EU universities to learn about university-enterprise cooperation in EU universities, including senior staff of PC institutions.
- Task 1.2 Liaison Offices established and Liaison Officers appointed to promote the cooperation between the universities and companies.
- Task 1.3 Liaison Officers' visit EU partners to learn about their experience.
- Task 1.4 Liaison Officers develop a programme of activities and set up a network of companies to cooperate with and sign MOUs with.
- Task 1.5 Arrange Enterprise Surveys to identify skill gaps

WP1 Deliverables

- WP1 – D1.1. - Study visits from PCs to EU universities to learn about university-enterprise cooperation in EU universities, including senior staff of PC institutions.

- WP1 – D1.2. - Liaison Offices established and Liaison Officers appointed to promote the cooperation between the universities and companies.
- WP1 – D1.3. - Liaison Officers' visit EU partners to learn about their experience.
- WP1 – D1.4. - Liaison Officers develop a programme of activities and set up a network of companies to cooperate with and sign MOUs with.
- WP1 – D1.5. - Arrange Enterprise Surveys to identify skill gaps

4.1.2. WP2 - Implementation of new forms of industry-oriented education

The first step to develop University-Enterprise cooperation is to explain the experience of programme country institutions to a wide audience of teaching and administrative staff in the five partner country universities and two Associations. The Liaison Officers will arrange a programme of seminars for their University-Enterprise Cooperation network for students, staff and senior staff of enterprises to elaborate the issue of necessary skills expected of graduates. At the same time, as part of the activities of the Network, qualified staff of enterprises will offer lectures at universities. The Liaison Officers will also begin to organise placement for students, find companies where students can complete their projects and theses and if necessary train the enterprise staff to mentor these students. A special software to support virtual internship (which may even find places for students in foreign countries) will be commissioned. Finally, a competition will be launched to identify and reward the 'best student project' and the 'best mentor' to encourage students and enterprise mentors to engage in this process seriously.

WP2 Tasks

- Task 2.1 Workshop on University-Enterprise Links in JO and LB by EU partners
- Task 2.2 Organizing regular Workshops for students, staff and enterprise employees.
- Task 2.3 Company staff to give lectures at universities.
- Task 2.4 Preparing database of student's industry-oriented projects.
- Task 2.5 Finding placements for students.
- Task 2.6 Developing the framework and platform software for virtual internship.
- Task 2.7 Training mentors from industry at universities.
- Task 2.8 Competition to identify the "best student project" and the "best mentor".

WP2 Deliverables

- WP2 – D2.1. - Workshop on University-Enterprise Links in JO and LB by EU partners
- WP2 – D2.2. - Organization of regular Workshops for students, staff and enterprise employees
- WP2 – D2.3. - Company staff to give lectures at universities
- WP2 – D2.4. - Preparing database of student's industry-oriented projects
- WP2 – D2.5. - Finding placements for students
- WP2 – D2.6. - Developing the framework and platform for virtual internship
- WP2 – D2.7. - Training mentors from industry at universities
- WP2 – D2.8. - Competition "The best student project" and "The best mentor".

4.1.3. WP3 - Improving the human capacities of University staff and revise/upgrade the ICT Curricula in partner universities

This work package aims at developing and upgrading the capacities of the teaching staff of partner countries and also the curricula of their ICT programmes. Staff upgrading will take place by study visits to EU universities of 10 members of staff from each university. Teaching staff will not only learn about the latest developments in their own field, but will also revise the curricula of the

subjects they teach with a view to raise the technical level as well as embedding employability skills in their curricula. They will attend seminars on employability skills and graduate attributes in their host institution. They will also investigate the latest books and literature in their subjects and suggest a list of books to be purchased by the project for their Library. The revised curricula will be presented to the staff of cooperating companies in the University Enterprise Networks for consultation. Visiting EU colleagues will also be consulted on the final form of the revised curricula. EU colleagues will not only support the curriculum upgrading work but will also offer lectures to students on certain parts of the new syllabuses, thus exposing students to the pedagogical styles of EU universities. As part of the upgrading of the ICT programmes, the equipment in the IT Labs of partner country institutions will be upgraded with modern, latest model equipment. New books (including e-books) and literature will also be purchased for the Libraries of the five partner institutions in JO and LB.

WP3 Tasks

- Task 3.1 Developing the capacity of staff by study visits to EU universities
- Task 3.2 Revising the curricula of ICT programmes with the support of EU colleagues
- Task 3.3 Involving ICT companies in curriculum development
- Task 3.4 EU teaching staff to participate in revising the curricula and teaching
- Task 3.5 Purchasing appropriate equipment for partner universities

WP3 Deliverables

- WP3 – D3.1. - Developing the capacity of staff by study visits to EU universities
- WP3 – D3.2. - Revising the curricula of ICT programmes with the support of EU colleagues
- WP3 – D3.3. - Involving ICT companies in curriculum development.
- WP3 – D3.4. - EU teaching staff to participate in revising the curricula and teaching
- WP3 – D3.5. - Purchasing appropriate equipment for partner universities

4.1.4. WP4 - Quality Control and Monitoring

The aim of this WP is to ensure that all WPs are progressing satisfactorily according to the Work Plan and that a high quality is maintained for all activities. In the first three months of the project life a Quality Plan will be prepared by the Lead partners of this WP together with the Project Coordinator and presented to the Steering Committee for discussion and approval. This Quality Plan will be the basis of the quality assurance of the project. It will use various means of collecting information on the progress of the project (e.g., questionnaires to obtain feedback from partners and participants in the activities on project management, project progress, internal communication and cooperation within the consortium). They will put procedures into place to ensure that the quality of project results is high and that the needs and expectations of the different target groups are met. These tools will include questionnaires, interviews, expert opinion and focus groups and will be performed among students, staff, companies and other stakeholders. The Coordinator and Project Manager will monitor the progress continually, making two visits to partner countries (one to Jordan and the another to Lebanon) and all project partners. The leaders of this WP will prepare an Internal Evaluation Report in the second project year for the Steering Committee. The Report will be discussed at the meeting of the Committee in October 2021 and appropriate action will be taken if necessary. In addition to its internal monitoring procedures, the project will also have a monitoring report from an experienced External Evaluator who will be appointed to assist the Project Coordinator by monitoring the quality of project's results. The report of the External Evaluator will be discussed by the Steering Committee and submitted to EACEA.

WP4 Tasks

- Task 4.1 Preparation of a Quality Plan for the project
- Task 4.2 Monitoring visits by the Coordinator and the Project's QA leaders to partners Universities.
- Task 4.3 Evaluation of project results and quality by an External Evaluator

WP4 Deliverables

- WP4 – D4.1. - Preparation of a Quality Plan for the project
- WP4 – D4.2. - Monitoring visits by the Coordinator and the Project's QA leaders to partners Universities
- WP4 – D4.3. – Evaluation and reporting on project results and quality by an external evaluator

4.1.5. WP5 – Sustainability and Dissemination

The aim of this WP is to ensure that the project results are disseminated as widely as possible, that they impact as large a target group as possible and that the project is on a sustainable footing. These goals can be achieved if the publicity strategy of the project covers traditional as well as modern means of communication (including social media and on line media) and information sharing events are publicised in advance and are well attended. A project website will be designed at the beginning of the project and launched within the first two months of the project. A number of publicity material such as project brochure, posters, leaflets, Newsletters will be regularly produced and posted on the website. In the Dissemination Workshops, attempts will be made to invite representatives from other Capacity Building projects in Jordan and Lebanon in order to explore the synergies between the projects and draw overall lessons for future projects in partner countries. In addition to the dissemination and exploitation seminars, the project will organise two Final Project Conferences (one in Amman and one in Beirut) aiming to demonstrate the project's achievements and its sustainable basis to stakeholders as well as other HEIs, and relevant government agencies and ministries. This WP will be monitored using the following indicators: Individual Mobility Reports of EU partners participating in Dissemination Workshops; feedback from stakeholders about the level of awareness raising undertaken by the project management; feedback from participants in Dissemination Workshops.

WP5 Tasks

- Task 5.1 The launch and maintenance of Project website and social media accounts
- Task 5.2 Publications and development of dissemination materials (project brochure, posters, leaflets, Newsletters, etc.)
- Task 5.3 Media dissemination
- Task 5.4 National Exploitation seminars
- Task 5.5 Final conferences in Lebanon and Jordan

WP5 Deliverables

- WP5 – D5.1. - The launch and maintenance of Project website and social media accounts
- WP5 – D5.2. - Publications and development of dissemination materials (posters, leaflets, Newsletters, etc).
- WP5 – D5.3. - Media dissemination
- WP5 – D5.4. - National Exploitation seminars
- WP5 – D5.5. - Final conferences in Lebanon and Jordan

4.1.6. – WP6 - Management of the project

This WP aims at achieving the effective and transparent coordination and management of the project with a management structure and methodology that will ensure the timely implementation of activities and achievement of objectives. A Steering Committee composed of all contact persons of the project and the senior staff of partner universities will be responsible for the overall management and oversight of the project. A smaller and more proactive Management Committee, made up of the Project Coordinator, Project Manager, Project Administrators in each partner country, will look after the day to day affairs of the project. The Project Manager and the Project's Local Administrators in Jordan and Lebanon will work with all partners to ensure that all the documentation needed for the financial management for the project are collected and transferred to the Coordinating Institution safely. The administrators will also be responsible for arranging the foreign travel of Jordanian and Lebanese partners and making arrangements for receiving EU visitors in partner countries. The project will also have a Scientific Committee which will be responsible for technical and specialist aspects of the project such as the revised curricula and the purchase of books and equipment, the specification of various software needed by the project.

The kick-off meeting will be arranged in February 2020 to review the project aims, objectives and activities and ensure that all partners are familiar with all aspects of the project. Local Administrators for JO and LB will be appointed during this meeting, and training will be given to all contact persons in order to ensure that they are all fully informed about the financial and other rules and regulations governing the Key Action 2 Capacity Building in HE programme, as well as the project's financial and administrative procedures.

Partners have already agreed that the Mr Yazan Abuyaghi, Director of Finance at PSUT (who has extensive experience of EU programmes, particularly Tempus and Erasmus+ Capacity Building) will be the Project Manager and work closely with Prof Nebojsa Stojic, the Project Coordinator in UNIDU.

There will be two annual planning meetings at the start of the 2nd and 3rd years of the project with all members of the Steering Committee present. These meetings will enable the progress of the project to be reviewed and plans to be made taking into account the activities of the previous year. Between the annual meetings, members of the Management Committee will be in contact by Skype or video conferences on a monthly basis to ensure tight and continuous coordination and management. The Coordinator, Project Manager, supported by Project Administrators and Contact Persons from all partner institutions will be responsible for the Intermediate and Final Reports of the project. The former will be submitted in M18 and the latter in December 2022.

The Coordinating Institution will appoint an independent qualified Auditor to undertake an audit of the project towards the end of the third year of the project. All documents and project reports will be submitted to the auditor and any extra documentation needed will be provided by the Coordinating Institution.

WP6 Tasks

- Task 6.1 Kick-off Meeting.
- Task 6.2 Establishment and running of Steering, Management and Scientific Committees.
- Task 6.3 Attending the representative meeting in Brussels
- Task 6.4 Annual Planning and Monitoring meetings.
- Task 6.5 Academic, financial and administrative management of the project
- Task 6.6 Project Reports (intermediate and Final Report).
- Task 6.7 External Audit of the project

WP6 Deliverables

- WP6 – D6.1. - Kick-off Meeting

- WP6 – D6.2. - Establishment and running of Steering, Management and Scientific Committees and Dissemination Board
- WP6 – D6.3. - Attending “Project Representatives’ Meeting” in Brussels
- WP6 – D6.4. - Annual Planning and Monitoring meetings
- WP6 – D6.5. - Academic, financial and administrative management of the project
- WP6 – D6.6. - Project Reports (intermediate and Final Report)
- WP6 – D6.7. - External Audit of the project

4.2. Responsibilities of Partners

Distribution of responsibilities within Elegant consortium is made on the basis of expertise of individual partners. All partners will be involved in activities of all WPs but coordination of individual WPs will be as follows:

- PSUT and UNIVPM will be leaders of WP1
- JUST and MUBS and ABAU will be leaders of WP2, supported by the non-university partners IN@J and SCSL
- SU and BAU will be leaders of WP3
- JUST and PSICOGLOBAL will be leaders of WP4
- UNIDU and ABAU will be leaders of WP5
- UNIDU and PSUT will be leaders of WP6

4.3. Elegant workplan

Main control mechanism of project is its workplan. It defines different phases of the project and decomposes them into individual tasks. These are related to project timeline, resources and deliverables. Moreover, workplan enables assessment of interdependencies between different stages in project progress. Annual workplans are presented below.



Table 7: Elegant workplan for project year 1

Activities		Total duration (no of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
1	Preparation													
1.1	Study visits from PCs to EU universities to learn about university-enterprise cooperation in EU universities, including senior staff of PC institutions.	7			2X	1=	1=	2X	1=					
1.2	Liaison Offices established and Liaison Officers appointed to promote the cooperation between the universities and companies.	20					4X	2X	4X	2X	4X	2X		2X
1.3	Liaison Officers' visit EU partners to learn about their experience.	2					2X	1=		1=				
1.4	Liaison Officers develop a programme of activities and set up a network of companies to cooperate with and sign MOUs with.	23							5X	4X	5X	4X		5X
1.5	Arrange Enterprise Surveys to identify skill gaps	12								4X	4X	4X		
2	(Development) Implementation of new forms of industry-oriented education													
2.1	Workshop on University-Enterprise Links in JO and LB by EU partners	6			2=,4X									
2.2	Organizing regular Workshops for students, staff and enterprise employees.	11						5X		2X		4X		
2.3	Company staff to give lectures at universities.	8											4X	4X
2.4	Preparing database of student's industry-oriented projects.	20								4x	4X	4X	4X	4X
2.5	Finding placements for students.	14						2X	2X	2X	2X	2X	2X	2X
2.6	Developing the framework and platform software for virtual internship.	12					2X	2X	2X	2X	2X			2X
2.7	Training mentors from industry at universities.													
2.8	Competition to identify the "best student project" and the "best mentor".													
3	Development :Improving the human capacities of University staff and revise/upgrade the ICT Curricula in partner universities													
3.1	Developing the capacity of staff by study visits to EU universities	4											1=,1X	1=1X
3.2	Revising the curricula of ICT programmes with the support of EU colleagues													
3.3	Involving ICT companies in curriculum development													
3.4	EU teaching staff to participate in revising the curricula and teaching													
3.5	Purchasing appropriate equipment for partner universities	16						1=,2X	1=,2X		2X	1=,2X	1=,2X	2X
4	(Quality) Quality Control and Monitoring													
4.1	Preparation of a Quality Plan for the project	12		2=,4X	2=,4X									



4.2	Monitoring visits by the Coordinator and the Project's QA leader to partners Universities.	6					1X		2X		1X		1X	1X	
4.3	Evaluation of project results by an experienced external evaluator.	2									1=,1X				
5	Sustainability and Dissemination														
5.1	The launch and maintenance of Project website and social media accounts.	14		2=4X	1X	1X	1X			1=,1X		1X		1=,1X	
5.2	Publications and development of dissemination materials (posters, leaflets, Newsletters, etc.).	8				1=,1X	1=,1X						1=,1X	1=,1X	
5.3	Media dissemination	3		1X					1X						1X
5.4	National Exploitation seminars														
5.5	Final conferences in Lebanon and Jordan														
6	Management of the project														
6.1	Kick-off Meeting.	6		2X,2=	1X,1=										
6.2	Establishment and running of Steering, Management and Scientific Committees.	1			1X										
6.3	Attending the representative meeting in Brussels	2		2=											
6.4	Annual Planning and Monitoring meetings.														
6.5	Academic, financial and administrative management of the project	20	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X		1=,1X
6.6	Project Reports (intermediate and Final Report).														
6.7	External Audit of the project.														

Table 8: Elegant 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	Preparation													
1.1	Study visits from PCs to EU universities to learn about university-enterprise cooperation in EU universities, including senior staff of PC institutions.													
1.2	Liaison Offices established and Liaison Officers appointed to promote the cooperation between the universities and companies.	20	2X	2X	2X	2X	2X	2X	2X	2X			2X	2X
1.3	Liaison Officers' visit EU partners to learn about their experience.													
1.4	Liaison Officers develop a programme of activities and set up a network of companies to cooperate with and sign MOUs with.	20	2X	2X	2X	2X	2X	2X	2X	2X			2X	2X
1.5	Arrange Enterprise Surveys to identify skill gaps													
2	(Development) Implementation of new forms of industry-oriented education													
2.1	Workshop on University-Enterprise Links in JO and LB by EU partners	8		2=,4X	1X				1X					
2.2	Organizing regular Workshops for students, staff and enterprise employees.	12		4X		4X			4X					
2.3	Company staff to give lectures at universities.	15			5X		5X		5X					
2.4	Preparing database of student's industry-oriented projects.	36	4X	4X	4X	4X	4X	4X	4X	4X	4X			
2.5	Finding placements for students.	32		4X	4X	4X	4X	4X	4X	4X	4X			
2.6	Developing the framework and platform software for virtual internship.	22	2X	2X	2X	2X	1X	4X	4X	4X	1X			
2.7	Training mentors from industry at universities.	5	1X		1X		1X		1X		1X			
2.8	Competition to identify the "best student project" and the "best mentor".	18									1=,4X	4X	4X	1=,4X
3	Development :Improving the human capacities of University staff and revise/upgrade the ICT Curricula in partner universities													
3.1	Developing the capacity of staff by study visits to EU universities	80	4=4X	4=4X	4=4X	4=4X	4=4X	4=4X	4=4X	4=4X			4=4X	4=4X
3.2	Revising the curricula of ICT programmes with the support of EU colleagues	68	1=5X	1=5X	1=5X	1=5X	1=5X	1=5X	1=5X	1=5X	4X	4X	1=5X	1=5X
3.3	Involving ICT companies in curriculum development	32	2X	2X	2X	2X	2X	2X	2X	2X	4X	4X	2X	2X
3.4	EU teaching staff to participate in revising the curricula and teaching	17	2=,2X		2=,2X		2=,2X		2=,2X				2=,2X	1X



3.5	Purchasing appropriate equipment for partner universities	10	1=,2X	1=,2X	1=,2X					1X				
4	(Quality) Quality Control and Monitoring	1			1X									
4.1	Preparation of a Quality Plan for the project	2		2X										
4.2	Monitoring visits by the Coordinator and the Project's QA leader to partners Universities.													
4.3	Evaluation of project results by an experienced external evaluator.	12	1=,2X				1=,2X			1=,2X				1=,2X
5	Sustainability and Dissemination	4	1=,1X					1=,1X						
5.1	The launch and maintenance of Project website and social media accounts.													
5.2	Publications and development of dissemination materials (posters, leaflets, Newsletters, etc.).	8			1X	1X	1X		1=,1X		1X		1=,1X	
5.3	Media dissemination	8				1=,1X	1=,1X					1=,1X	1=,1X	
5.4	National Exploitation seminars	2						1X						1X
5.5	Final conferences in Lebanon and Jordan	2		1X					1X					
6	Management of the project													
6.1	Kick-off Meeting.													
6.2	Establishment and running of Steering, Management and Scientific Committees.													
6.3	Attending the representative meeting in Brussels													
6.4	Annual Planning and Monitoring meetings.													
6.5	Academic, financial and administrative management of the project	6	2=,4X											
6.6	Project Reports (intermediate and Final Report).	24	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X
6.7	External Audit of the project.	15				2=,3x	2=,3x	2=,3x						



Table 9: Elegant 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	Preparation													
1.1	Study visits from PCs to EU universities to learn about university-enterprise cooperation in EU universities, including senior staff of PC institutions.													
1.2	Liaison Offices established and Liaison Officers appointed to promote the cooperation between the universities and companies.	18	2X	2X	2X	2X	2X	2X	2X	2X	2X			
1.3	Liaison Officers' visit EU partners to learn about their experience.													
1.4	Liaison Officers develop a programme of activities and set up a network of companies to cooperate with and sign MOUs with.	18	2X	2X	2X	2X	2X	2X	2X	2X	2X			
1.5	Arrange Enterprise Surveys to identify skill gaps													
2	(Development) Implementation of new forms of industry-oriented education													
2.1	Workshop on University-Enterprise Links in JO and LB by EU partners													
2.2	Organizing regular Workshops for students, staff and enterprise employees.	12		4X		4X			4X					
2.3	Company staff to give lectures at universities.	12			4X		4X		4X					
2.4	Preparing database of student's industry-oriented projects.	12	4X	4X	4X									
2.5	Finding placements for students.	32		4X	4X	4X	4X	4X	4X	4X	4X			
2.6	Developing the framework and platform software for virtual internship.	4	1x			1x			1x			1x		
2.7	Training mentors from industry at universities.	3	1X		1X		1X							
2.8	Competition to identify the "best student project" and the "best mentor".	9	1=,2X				1=,2X			1=,2X				
3	Development :Improving the human capacities of University staff and revise/upgrade the ICT Curricula in partner universities													
3.1	Developing the capacity of staff by study visits to EU universities	24	3=,3X	3=,3X	3=,3X	3=,3X	3=,3X	3=,3X	3=,3X	3=,3X				



3.2	Revising the curricula of ICT programmes with the support of EU colleagues	24	3=,3X	3=,3X	3=,3X	3=,3X	3=,3X	3=,3X	3=,3X	3=,3X				
3.3	Involving ICT companies in curriculum development	16	2X	2X	2X	2X	2X	2X	2X	2X				
3.4	EU teaching staff to participate in revising the curricula and teaching	16	2=,2X		2=,2X		2=,2X		2=,2X					
3.5	Purchasing appropriate equipment for partner universities	3			1X		1X			1X				
4	(Quality) Quality Control and Monitoring													
4.1	Preparation of a Quality Plan for the project													
4.2	Monitoring visits by the Coordinator and the Project's QA leader to partners Universities.	9	1=,2X				1=,2X			1=,2X				
4.3	Evaluation of project results by an experienced external evaluator.	6	1=,1X					1=,1X			1=,1X			
5	Sustainability and Dissemination													
5.1	The launch and maintenance of Project website and social media accounts.	10	1X	1X	1X		1=,1X		1X		1=,1X		1=,1X	
5.2	Publications and development of dissemination materials (posters, leaflets, Newsletters, etc.).	10		1=,1X	1=,1X					1=,1X	1=,1X		1=,1X	
5.3	Media dissemination	2				1X								1X
5.4	National Exploitation seminars	2	1X				1X							
5.5	Final conferences in Lebanon and Jordan	4								2=2X				
6	Management of the project													
6.1	Kick-off Meeting.													
6.2	Establishment and running of Steering, Management and Scientific Committees.													
6.3	Attending the representative meeting in Brussels													
6.4	Annual Planning and Monitoring meetings.	6	2=,4X											
6.5	Academic, financial and administrative management of the project	24	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X	1=,1X
6.6	Project Reports (intermediate and Final Report).	31	1=,1X		1X		1X	4=,4X	4=,4X	4=,4X	4=,5X	4=,5X	4=,5X	4=,5X
6.7	External Audit of the project.	18											4=,5X	4=,5X

4.4. Project activities management procedure

As indicated earlier, there are three layers of project activities defined as operational, quality assurance and monitoring and management. The management flow of activities among these layers is defined as follows:

- Operational tasks are allocated to task members from partner organizations by WP leader
- WP leaders report to PC and MC on a monthly basis the progress of ongoing tasks
- WP leaders submit deliverables of each completed task to PC
- PC is responsible for delivery of completed task deliverables to relevant project committees.
- The final approval of task deliverables is made by responsible project committee (Management, Scientific or Dissemination board).
- Completion of all tasks within WP is also subject to approval of Elegant Steering committee
- The rejection of deliverable by a relevant committee will be communicated to WP leader.
- In monthly reporting WP leaders will use WP monthly report templates available as Annex to this plan.

5. Project financial management

The information contained in this section pertains to the financial rules for the grant management. Guidelines aim to provide consortium members with information that will enable them efficient and successful management of the financial issues as well as provision of all documents relevant for financial monitoring, reporting and audits. To this end, definitions of different cost categories, instructions for preparation of financial tables and a list of required supporting documents to justify incurred costs are provided. Although Guidelines for the use of Grant for Grants awarded in 2019 are not available in Beneficiaries section of funding entity the document closely follows guidelines provided for projects funded in previous rounds of Erasmus+ CBHE programme.

5.1. General provisions

- The grant is calculated on the basis of actual costs for budget headings Equipment and Subcontracting and on the basis of Unit costs for budget headings Staff Costs, Travel costs and Costs of stay
- For actual costs, financial reporting will be based on the principle of the expenses actually incurred which will need to be duly documented
- For unit costs, financial reporting will be based on the principle of the triggering event. Proof is required that the activities have been actually and properly implemented and/or that the expected outputs have been produced. The level of spending will not have to be justified.
- All partners agree to adopt the rates suggested in the Erasmus+ Programme Guide of Unit costs for budget headings Staff costs, Travel costs and Costs of stay.
- Not all activities and the costs planned under the awarded maximum project budget are automatically approved by the EACEA. The EACEA reserves the right to re-evaluate the justification provided that the declared activities or outputs are questionable.
- Original supporting documents must be kept at the partner institutions. Readable scanned copies must be sent to the PC along with the project documentation and submitted with the final report and financial statement when specifically requested.
- The list of supporting documents to be kept are available under each budget heading.
- Submitting the required supporting documents is an integral part of the Grant agreement and Partnership agreement.

- The PC may adjust the estimated budget by transfers between budget headings provided that this adjustment of expenditure does not affect the implementation of the action, the total awarded grant is not exceeded and the adjusted amount for one or more headings is not increased by more than 10% of the initial amount.
- The PC will transfer funds to project partners in instalments defined in Partnership agreement.
- All payments from PC to project partners will be made in EUR
- Equipment, software and literature costs are applicable to partners from partner countries only.

5.2. Financial reporting

Project partners will practice continuous financial reporting on a semi-annual basis. This will enable evaluation of the eligibility of reported costs and implementation of necessary corrective actions. The financial report with supporting documents is the precondition for the transfer of the next instalment from PC to the partner institution. In preparation of the financial report partners will use financial report template provided in Excel form by the European Commission. This template contains sheets for staff costs, travel costs and costs of stay, equipment costs and co-financing (if applicable).

The following documents should be provided to the Coordinator every six months together with the Status report:

- Supporting documents that directly justify the actual number of eligible units for project implementation support:
 - Proof of the nature of employment status of the staff accounted such as employment contract, payment slip etc.
 - Proof of the number of days worked on the project: A timesheet for the person on a monthly basis
- Supporting documents that directly justify the eligible activities:
 - Proof of activities undertaken and outputs produced
 - Proof of partnership meetings
 - Proof of events/conferences
 - Proof of equipment/software/literature purchase
 -

In preparing financial report partners will save the file in following format: "(month)(year)(financial_statement for)(partner name acronym)". (Example: a financial statement for UNIDU for January 2020 should be saved as "January20 financial_statement for UNIDU").

5.3. Exchange rates

All expenses of partner institutions from countries where Euro is not domestic currency will have to convert expenses made in local currency into the EUR. During the project implementation only two exchange rates can be used for the conversion of currencies into the EUR:

- From the beginning of the eligibility period until the date of receipt of the second pre-financing from the EACEA the exchange rate of November 2019 (the month of the first pre-financing payment) will be applied. The rate to be applied is the monthly accounting rate established by the European Commission and published on its website: <http://ec.europa.eu/budget/inforeuro>

- From the date of receipt of the second pre-financing until the end of the eligibility period the rate of month of the second pre-financing will be applied.

5.4. Staff costs

5.4.1. Eligible staff costs

Eligible staff costs fall under any of the four different project-related task categories defined in the Table 10 below as necessary for the achievement of the objective of the project. These staff costs will be calculated on the basis of the tasks performed and not on the status of the person. The applicable staff categories are:

- Managers that carry out managerial activities related to the administration and coordination of project activities.
- Researchers, teachers and trainers that carry out academic activities
- Technical staff including technicians and associate professionals involved in book-keeping, accountancy, translation and other technical activities.
- Administrative staff working on administrative duties (e.g. secretarial duties).

5.4.2. Unit staff costs (EUR)

Table 10: Daily unit staff costs (EUR)

Country	Country Code	Manager	Teacher/ Trainer/ Researcher	Technician	Admin
Croatia	HR	88	74	55	39
Italy/UK	IT/UK	280	214	162	131
Jordan	JO	77	57	40	32
Lebanon	LB	108	80	57	45
Portugal	PT	164	137	102	78

5.4.3. Supporting documents for staff costs

- Joint declaration is document pertinent to all members employed in the project. An individual member is required to complete this Joint declaration form immediately upon completion of assigned duty and to submit it to the team leader. The conventions have to be signed by the person concerned, signed and stamped by the person responsible in the institution where this person is engaged to work on the project. For staff performing different tasks within the project a separate convention must be signed for each task type. The joint declaration template is available in annex to this document and in resources section of project website intranet.
- A Project Time Sheet is applicable to all project members. Individual members are required to download this time sheet and regularly update it at the end of each month worked on the project. One project sheet is for one role. The project time sheets have to be submitted along with the joint declaration form after the completion of team member's duties. Project time sheet template is available in annex to this document and in resources section of project website intranet.

For audits and to justify salary rates for staff costs the following documents have also to be provided:

- For staff remunerated by the project directly (full-time, part-time, occasional or top-up of regular salary):
 - Employment contract
 - Proof of payment (i.e. bank statement)
- For staff remunerated through its normal salary (i.e. Erasmus+ CBHE related tasks are part of the regular assignment at the university):
 - Employment contract
 - Proof that the task is part of regular assignment
 - Salary slips
 - Proof of payment (i.e. bank statement)
 - Additional supporting documents subject to national and/or institutional regulations

5.5. Travel costs and costs of stay

Eligible travel costs and costs of stay cover the costs of travel and subsistence allowances of staff and students participating in activities directly related to the project objectives. Travels are intended for the following activities:

- Teaching/training assignments
- Training and retraining purpose
- Updating programme and courses
- Practical placements in companies, industries and institutions
- Project management related meetings
- Workshops and visits for result dissemination purposes.

5.5.1. Eligible travel costs

The grant contributes to the travel of staff and students involved in the project from their place of origin (home institution) to the venue of activity and return. It includes visa fee and related obligatory insurance, travel insurance and cancellation costs if justified. If a travel is necessary to obtain a visa, the relevant unit costs for travel and, if applicable, costs of stay can be claimed.

The travel costs is calculated on the basis of travel distance of a one-way travel from their home institution to the venue of the activity. The distance can be determined at <http://ec.europa.eu/programmes/erasmusplus/tools/distanceen.htm>

In the case of circular travel (e.g. travelling from city A to city B to a project meeting and from city B to city C to a project meeting) the travel costs will be a sum of the unit costs for travel from city A to city B and for travel from city B to city C. The distance between city A and city C will not be used in the calculation since the unit costs provided also cover return leg of trip. Stopover is not applicable.

5.5.2. Unit costs for travel

Table 11: Unit travel costs

Distance	Travel Cost (Euro)
<u>Less than 100 KM</u>	<u>20</u>
100 KM - 499 KM	180
500 KM - 1999 KM	275
2000 KM - 2999 KM	360
3000 KM - 3999 KM	530
4000 KM - 7999 KM	820

8000 KM or more	1500
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5.5.3. Costs of stay

This budget heading is meant to provide each participant in a mobility with a daily allowance for covering of costs of subsistence, accommodation, local and public transport or optional health insurance.

5.5.4. Unit costs of stay

Table 12: Unit costs of stay

Number of Nights	Staff (EUR)
1	120
2	240
3	360
4	480
5	600
6	720
7	840
8	960

Note: Valid until 14th day of travelling.

5.5.5. Supporting documents for travel costs and costs of stay

Individual travel report (ITR) is intended for project team members who have travelled for the purpose of project activities. Individual members are required to complete ITR form for each trip and to submit it to team leader along with the invitation letter, boarding passes and other travel documents and hotel receipts to reimburse own travel costs and costs of stay. The ITR template is available in annex to this document and in resources section of project website intranet.

5.6. Equipment costs

5.6.1. Eligible equipment costs

The purchase of equipment which is directly relevant to the objectives of the project can be considered as eligible expenditure. The equipment must:

- Be exclusively for the partner country higher education institutions indicated in the partnership agreement
- Be for teaching and not for research purposes
- Be recorded in the inventory of the institution where it is installed and who is the sole owner of the equipment
- Comply with the rule of origin

5.6.2. Supporting documents for equipment costs

- Invoice(s) and bank statement(s) for all purchased equipment
- Proofs of tendering procedure and three quotations from different suppliers for purchases above EUR 25.000 but below EUR 134.000
- Proofs of tendering procedure applied according to national legislation for purchases above EUR 134.000.

- Certificate of origin for equipment of a unit cost above EUR 5.000
- Proof that VAT is not deductible (if VAT exemption is not obtained and VAT costs are charged to the project budget)
- Proof of payment

The purchase cannot be split into smaller contracts below the threshold.

5.7. Subcontracting costs

5.7.1. Eligible subcontracting costs

Subcontracting is implementation of specific project tasks by a third party to which a service contract has been awarded by consortium or one or several partners. Its purpose is specific, time-defined project related task that cannot be performed by the members. The reimbursement of subcontracting costs takes place on the basis of the eligible costs actually incurred.

5.7.2. Supporting documents for equipment costs

- Invoice(s), subcontract(s) and bank statement(s)
- For travel activities of subcontracted service provider, copies of travel tickets, boarding passes, invoices and receipts that demonstrate that the activities took place
- Proofs of tendering procedure and three quotations from different subcontractors for a subcontract above 25.000 EUR but below 134.000 EUR
- Proofs of tendering procedure applied according to a national legislation for a subcontract above 134.000 EUR
- Tangible outputs

5.8. Procedures for Reimbursement and Budget Transfer

5.8.1. Reimbursement

An individual member is responsible for initiating his/her own payment requests by submitting monthly timesheets and/or travel reports to his/her team leader who will check and approve requests and process internal payments for the approved request. Team leaders at the level of institution are responsible for keeping records locally and submitting their financial report along with the copy of supporting document on a monthly basis to project coordinator. Unless correction is needed, PC will record all received financial reports and documents. PC is responsible for preparing six-month financial reports for SC and MC and mid-term and final financial reports to EACEA that require SC approval prior to submission.

5.8.2. Transfer of budget funds

The schedule of budget transfers is defined in project Partnership agreement. For each payment, responsible person at partner team initiates the payment request by filling a payment request form signed and stamped by the partner's legal representative. The signed request form will be submitted to PC along with supporting documentation. Unless the correction is required, PC will process the payment and inform SC and MC.

6. Internal project communication

At all levels of project management communication is highly encouraged among project members. This section defines guidelines for efficient internal information flow. Its aim is to ensure a regular, frequent and simultaneous communication for all team members. The internal communication can be ensured by virtual way and by periodic face-to-face meetings. Various channels will be exploited to make communication effective.

6.1. Periods for response and casting a vote

As mentioned in previous sections, all main project decisions will be made during the regular face-to-face meetings. There may be also exceptional circumstances and urgent cases that require immediate decisions to move the project forward. In such exceptional cases, PC and WP leaders will communicate with related members via email and/or one of common messaging services (Viber, WhatsApp etc.) for discussion and reaching of the decision. If a voting procedure is required, e-mail voting will be applied. The members will have two days to cast their vote. An absence of a response will be interpreted as a vote for the case.

6.2. Communication channels

6.2.1. Meetings

A face-to-face meeting is the most effective way of communication. Regular project meetings should take place every six months. Each meeting should consist of meetings of all project committees and boards. If possible WP meetings should take place at the same time. These meetings should facilitate making of main decisions, analyse the progress of project activities, approve intermediate and final outputs, assign actions and analyse quality, dissemination and budget issues. After each meeting the host organization will prepare and submit the meeting minutes to the PC for approval. The report will be available in internal part of the project website to all project team members. WP leaders can also call their WP meetings at other times. Occasionally, video conferences will take place to evaluate progress, identify major problems and coordinate project related interactions among the WP leaders and team members. Partners should use Meeting minutes and Meeting attendance sheet templates available in annex to this document and in resources section of project website intranet.

6.2.2. Email communication

Correspondence by e-mail is done following the Elegant mailing list. The mailing list is distributed among partners in *.xls file formats. Additional mailing lists are and will be created for dissemination and exploitation purposes according to the project needs in the different phases of the project. Partners are asked to inform the PC regularly about changes of team members or e-mail addresses, in order to keep the mailing list updated and maintain the information flow. Elegant partners are also asked to keep the PC informed about the advancements of project activities and the decisions taken with other partners (e.g. by making him/her reading in copy messages exchanged with other partners of WP leaders).

In recognition of the fact that many organisations participate in multiple projects under various European and international programmes, in addition to domestic projects, it is important that all email correspondence is headed with 'ELEGANT' in the title, followed by a short title giving context to the content contained therein, e.g. ELEGANT: [Subject]. It is recommended that each participant creates a dedicated 'ELEGANT' folder within his/her email inbox, in order to facilitate ease of filing

and referencing. It is important to ensure that the relevant partners are included in the email communication. For example, where the subject matter may have an impact on the activities within another action or even another WP, other partners should be ‘carbon copied’ on the correspondence. Partners are encouraged to retain all project emails including copies of sent emails. Day-to-day contacts should inform the coordinator of any period when they will be out of contact, the dates of this and an alternative contact. In the absence of this information it will be assumed that the partner will be covering the absence and will deal with correspondence.

6.2.3. Project website

The official project website (<https://www.elegant-project.eu/>) has been created from the beginning in order to facilitate the project management, the exchange of project documentation and for dissemination and exploitation purposes. It is not only source of project information but a structured central document repository for meeting minutes and presentations, deliverable drafts, dissemination material drafts, project internal documentation and other relevant information including links to relevant articles, blogs and papers. The website has a password protected area for material of confidential nature and internal communication. A Google Drive space will also be created to facilitate communication and exchange material (which are too large for email attachments) between partners. Partner team leaders are responsible to request access to the Website and the Google Drive for their project members to the Project Administrator (Ms Meena Dawaher- PSUT). The password-protected area will appear under the tap “Document repository” allowing the logged in members to access and share documents internally under different categories: forms, gallery, presentation and reports.

7. Project risk management

Project risk is defined as an event or a condition that has a potential to affect the achievement of the project objectives negatively. Risk management plan identifies potential threats in the early stage, prepares corrective actions for their prevention and mitigation. WP leaders are required to continuously monitor potential risks within their WPs and propose mitigation measures according to the guidelines and procedures defined in this section. Potential risk of all WPs were identified already in the preparation stage of the project. However, risk management is an ongoing process throughout the project duration which means that the plan has to be updated continuously. It is the duty of WP leaders to inform PC without delay about the rise of a potential risk. PC should report all major risk situations to MC and SC and keep them updated on the progress in mitigation of created risks.

7.1. Risk assessment form

The institution responsible for each activity of the project is responsible for assessing the risks associated with that activity and completing a risk assessment form prior to the commencement of that activity. The form should be submitted to the PC.

Table 13: Risk assessment form

Risk no.	Description	WP and activity	Risk assessment			Mitigation measures	Risk owner
			Likelihood	Impact	Level		

7.2 Risk management procedure

7.2.1. Risk identification

Events, conditions and conflicts with a potential to impede the delivery and to reduce the quality of deliverables can be classified as project risks. Preliminary list of risks was created already in the application form. All additional risks must be identified and recorded in the risk assessment form.

7.2.2. Risk assessment

Following risk identification, the assessment of individual risks should take place. This assessment should contain the likelihood of risk occurrence and its potential impact on the success of the project. The impact can take form of one of the following:

- Project outcomes are delayed or reduced
- Project output quality is reduced
- Timeframes are extended
- Costs are increased

Likelihood of occurring can be categorized in one of following levels:

- Most likely – chances of occurrence above 70%
- Likely – chances of occurrence between 30% and 70%
- Unlikely – chances of occurrence below 30%

Impact can also be categorized into three levels with respect to its potential of impact on project costs, schedule or performance:

- High
- Medium
- Low

Based on its likelihood and impact potential risks can be grouped in a form of risk assessment matrix. Risks that fall in critical, significant and moderate levels will require risk response planning including a risk mitigation and contingency plan. Priority is given to the critical and significant risks.

Table 14: Risk assessment matrix

Likelihood	Impact		
	Low	Medium	High
Unlikely	Mild	Mild	Moderate
Likely	Mild	Moderate	Significant
Most likely	Moderate	Significant	Critical

7.3.3. Risk response planning

For each major risk, one of the following approaches will be used to address it:

- Avoid – eliminate the threat by eliminating the cause
- Mitigate – identify ways to reduce the probability of the impact of the risk
- Accept – no action taken

The project team will identify ways to prevent the occurrence of risk or reducing its impact. For each major risk that requires mitigation or acceptance, a course of actions will be outlined for the worst case scenario of risk taking place in order to minimize its impact.

8. The deliverable templates

Table 15: List of document templates

Document name	Annex
Work package quartely report	Annex I
Joint declaration (CBHE Joint Declaration)	Annex II
Project time sheet	Annex III
Individual travel report	Annex IV
Meeting minutes report	Annex V
Meeting attendance sheet	Annex VI
Risk assessment form	Annex VII

Annex I: Work package monthly report





Work package monthly report



Title and reference number of the work package (WP)

Indicators of achievement and or/performance as indicated in the project proposal

Activities carried out to date for the achievement of this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement

Activities to be carried out for the achievement of this outcome (entire project period: 2 or 3 years)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress

Changes that have occurred in this result since the original proposal:



TABLE OF ACHIEVED / PLANNED RESULTS

<u>Title and reference number of the work package (WP)</u>	
<u>Indicators of achievement and or/performance as indicated in the project proposal</u>	

Activities carried out to date to achieve this result:

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement

Activities to be carried out to achieve this outcome (before the end of the project)

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress

Changes that have occurred in this result since the original proposal:

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Annex II: Joint declaration

JOINT DECLARATION

Ref. No.....

Project No.



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:

- The Institution is a member of the partnership for the above-mentioned project.
- 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
- 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.

dd/mm/yy		dd/mm/yy	
FROM		TO	

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

.....
.....

- 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)	

- 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.....

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:*

- 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*
- the result of the work belongs to the Institution (unless exceptionally agreed otherwise); and*
- the costs are not significantly different from the costs of staff performing similar tasks under an employment contract within the institution*



Annex III: Project time sheet



Annex IV: Individual travel report

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.**

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	STUDENTS
<input type="checkbox"/> Teaching/training assignment	<input type="checkbox"/> Study period
<input type="checkbox"/> Training and retraining purposes	<input type="checkbox"/> Participation in intensive courses
<input type="checkbox"/> Updating programmes and courses	<input type="checkbox"/> Practical placements, internships in companies, industries or institutions
<input type="checkbox"/> Practical placements in companies, industries and institutions	<input type="checkbox"/> Participation in short term activities linked to the management of the project
<input type="checkbox"/> Project management related meetings	
<input type="checkbox"/> Workshops and visits for result dissemination purposes	

(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)	
.....	
.....	
.....	

SIGNATURE OF THE PARTICIPANT

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

Date:.....

Signature:





Annex V: Meeting minutes report

				Co-funded by the Erasmus+ Programme of the European Union
Meeting subject:				
Date of meeting:		Time:		
Minutes prepared by:		Location:		
1. Attendance at the meeting				



Name		Institution	
1.			
2.			
3.			
4.			
5.			
2. Purpose of the meeting			
3. Meeting agenda			
4. Meeting notes, decisions, issues			
5. Action items			
Action		Assigned to	Due date
6. Attachments (documents/handouts to bring, reading etc.)			
Description		Prepared by	
7. Next scheduled meeting			
Date:		Time:	
Location:			


Annex VI: Meeting attendance sheet

					Co-funded by the Erasmus+ Programme of the European Union
Meeting attendance sheet					
Meeting subject:					
Date of meeting:		Time:			
Location:					
Name	Surname	Institution	E-mail	Signature	





Annex VII: Risk assessment form

ELEGANT <small>Enhancing Teaching, Learning and Graduate Employability through University-Enterprise Cooperation</small>			 Co-funded by the Erasmus+ Programme of the European Union				
Risk assessment form							
Prepared by:							
Date of report:							
Risk no.	Description	WP	Risk assessment			Mitigation measures	Risk owner
			Likelihood	Impact	Level		



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Note:

Likelihood of occurring can be categorized in one of following levels:

- Most likely – chances of occurrence above 70%
- Likely – chances of occurrence between 30% and 70%
- Unlikely – chances of occurrence below 30%

Impact can also be categorized into three levels with respect to its potential of impact on project costs, schedule or performance:

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Table 14: Risk assessment matrix

Likelihood	Impact		
	Low	Medium	High
Unlikely	Mild	Mild	Moderate
Likely	Mild	Moderate	Significant
Most likely	Moderate	Significant	Critical