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REady for BUSiness

Integrating and validating practical entrepreneurship skills in engineering and ICT studies

How to run a successful project

Branko Vučijak

Almeria, May 9 2019

STARTING THE PROJECT

- **So you won the project, CONGRATULATIONS!!!**

- **And now what?**

- **Be aware that:**

  - **Only you have to know all about your project, and you have to show that to all partners and get their confidence**

  - **Partners will rarely get deep into the project content, you have to lead them**

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STARTING THE PROJECT

- **Be aware that:**

    - **More experienced partners have several projects simultaneously, and thus do not have time to promptly respond**

    - **Less experienced partners have only your project with the team, but for lack of experience are not able to promptly respond**

    - **Some persons (team members) are much more focused to travel and staff payments than to their work results**

    - **Most of the engaged staff want to use travel for meetings also for cultural and networking purposes, how to get them active at these meetings?**

    - **All people have prejudice, that includes pre-assumptions on how the Erasmus+ CBHE works and these are very often completely wrong**

    - **All of these should be addressed already from the kick-off meeting**

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KICK-OFF MEETING

- **Prepare all presentations with KISS principle well in advance**

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studies

REBUS WP on
Project management

Steering Committee and Advisory Board

- Steering Committee (SC) as the collective management body

- Each partner will be represented by one SC member, members of the SC are named by partner organizations according to their internal rules

- The representative can be replaced by written notice to the project management by the body that has done the naming or by the legal representative of the partner organization

- SC chaired by the LP representative, SC elects a vice chairman

Steering Committee and Advisory Board

- SC face-to-face meetings approx. every 6 months

- Online meetings every two months between the two consecutive f2f meetings

- The SC Chairman will call SC meetings at least one month before the meeting date, while the meeting agenda will be sent to all SC members at least one week ahead of the meeting

- SC responsible for monitoring of the project implementation and for **deciding on any eventually needed substantial project changes**

- Regular project management related internal communication procedure adopted at the first SC meeting, so as monitoring principles with key performance indicators selected

- Working groups to deal with specific project tasks (WPs)

- **Advisory Board – WP Leaders**

Progress and final project report

- Project envisages two technical reports preparation and delivery to EACEA, progress and final project report

- Individual financial reports prepared by all partners will be consolidated by LP (based on instructions on costs eligibility and recording and reporting needs as given by the guidelines and presented at kic-off)

- The interim progress report at April 2018, will synthesize the achieved results of all WPs

- The final report is due at the end of the project

- Medium: PDF document

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PARTNERSHIP AGREEMENT

- **Mandatory, template provided by EACEA**

- **To be submitted to the Agency within 6 months of the signature of grant contract (Signed by the legal rep.)**

- **Joint** (one doc signed by all partners) **or Bilateral** (partner A + coordinating inst.)

- **Template** available to be adapted to specific needs of partnership

- **Comprehensive** : covering **all aspects** of the project:

  – The **partners role** and responsibilities;

  – **Financial Management;**

  – **Project Management;**

  – **Project Quality Assurance**;

  – **Student issues;**

  – **Decision/Conflict** resolution mechanisms.

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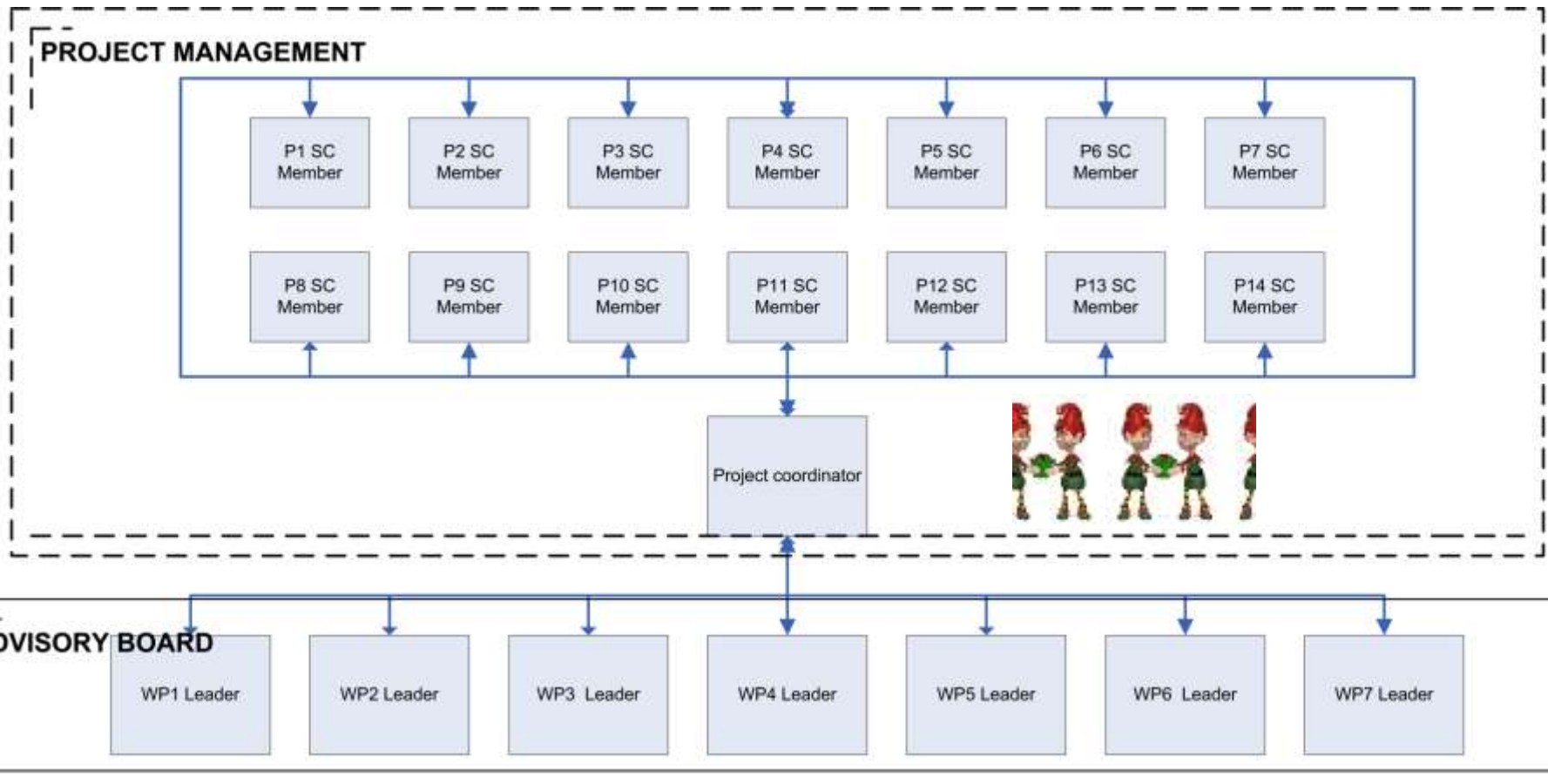## REBUS PROJECT COMMUNICATIONS – INTERNAL AND EXTERNAL

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PROJECT MANAGEMENT COMMUNICATIONS

DE + AT + BA partners

WPs IMPLEMENTATION COMMUNICATIONS

P_i CP for WP7 = P_i SC Member

Project coordinator

| WP1 Leader | WP2 Leader | WP3 Leader | WP4 Leader | WP5 Leader | WP6 Leader | WP7 Leader |

P1 CP for WP1 · P1 CP for WP2 · P1 CP for WP3 · P1 CP for WP4 · P1 CP for WP5 · P1 CP for WP6 · P1 CP for WP7

P14 CP for WP1 · P14 CP for WP1 · P14 CP for WP1 · P14 CP for WP1 · P14 CP for WP1 · P14 CP for WP1 · P14 CP for WP1

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ALL PROJECT COMMUNICATIONS

PROJECT MANAGEMENT

| P1 SC Member | P2 SC Member | P3 SC Member | P4 SC Member | P5 SC Member | P6 SC Member | P7 SC Member |
| P8 SC Member | P9 SC Member | P10 SC Member | P11 SC Member | P12 SC Member | P13 SC Member | P14 SC Member |

WORK PACKAGES IMPLEMENTATION

Project coordinator

ADVISORY BOARD

| WP1 Leader | WP2 Leader | WP3 Leader | WP4 Leader | WP5 Leader | WP6 Leader | WP7 Leader |

| P1 CP for WP1 | P1 CP for WP2 | P1 CP for WP3 | P1 CP for WP4 | P1 CP for WP5 | P1 CP for WP6 | P1 CP for WP7 |

| P14 CP for WP1 | P14 CP for WP1 | P14 CP for WP1 | P14 CP for WP1 | P14 CP for WP1 | P14 CP for WP1 | P14 CP for WP1 |

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PARTNERS CPs

	WP:	WP7 (STERRING COMITTEE)	
	Partners	WP7 CP (=SC member)	E-mail
P1	Mechanical Engineering Faculty University of Sarajevo, FBiH / UNSA	Branko Vucijak	vucijak@mef.unsa.ba
P2	dieBerater / dB	Holger Bienzle	h.bienzle@dieberater.com
P3	University FH Joanneum Gesellschaft M.B.H / FH JOANNEUM	Lilian Todter	lilian.todter2@fh-joanneum.at
P4	Blended learning institutions' cooperative - blinc eG	Tim Scholze	tscholze@bupnet.de
P5	University of Duisburg Essen / UDE	Esther Winther	esther.winther@uni-due.de; winthe...
P6	University of Palermo / UNIPA	Biagio Lenzitti	biagio.lenzitti@unipa.it
P7	Mechanical Engineering Faculty University of East Sarajevo, RS / UES	Goran Orasanin	goranorasanin@yahoo.com
P8	European University of Tirana / UET	Ketrina Cabiri	ketrina.cabiri@uet.edu.al
P9	University of Elbasan "Aleksander Xhuvani" / UEAXH	Altin Idrizi	altin.idrizi@uniel.edu.al; altinidrizi@...
P10	Universum College Prishtinë / UC	Uran Rraci	uran.rraci@universum-ks.org
P11	"Kadri Zeka" University in Gjilan / KZUG	Xhevdet Thaqi	xhevdet.thaqi@uni-gjilan.net
P12	Mechanical Engineering Faculty University of Montenegro, Podgorica / UOM	Jelena Jovanovic	sjelena@t-com.me
P13	Volga State University of Technology / Volga Tech	Eldar Alikramovic Kurbanov	kurbanovea@volgatech.net
P14	Siberian State University of Telecommunications and Informatics / SIBSUTIS	Boris Krouk	krouk@sibsutis.ru

EXTERNAL COMMUNICATIONS
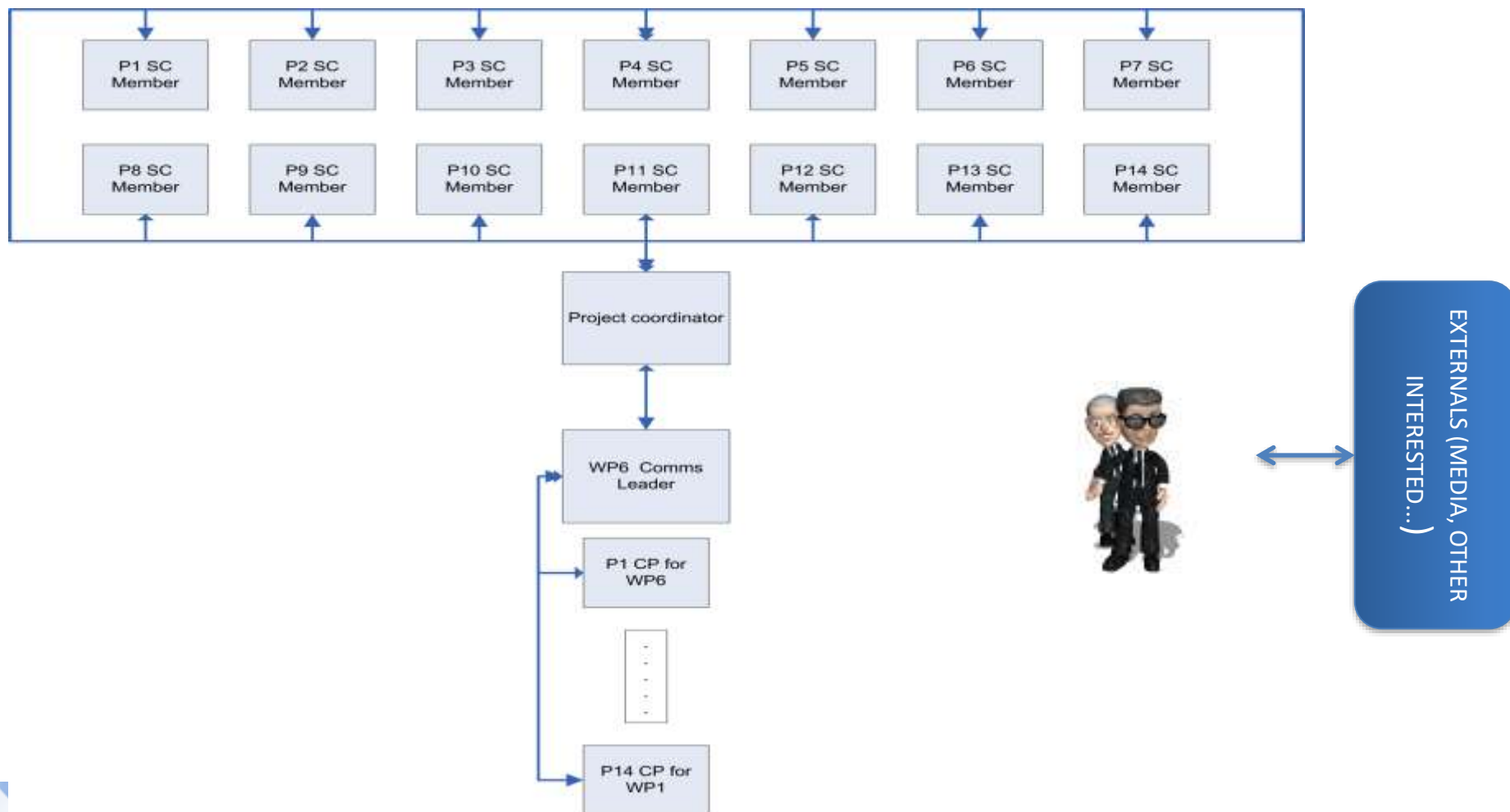
P1 SC Member	P2 SC Member	P3 SC Member	P4 SC Member	P5 SC Member	P6 SC Member	P7 SC Member
P8 SC Member	P9 SC Member	P10 SC Member	P11 SC Member	P12 SC Member	P13 SC Member	P14 SC Member

Project coordinator

WP6 Comms Leader

P1 CP for WP6

P14 CP for WP1

EXTERNALS (MEDIA, OTHER INTERESTED...)

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REBUS Financial management and reporting

Enlightening explanation!!

Erasmus+ office BiH message, March 2018:

- ***Project coordinator has similar role to partners as EACEA to all consortium:***

- *Project coordinator is NOT responsible for other partners, they are*

- *Project coordinator is NOT justifying partners' costs, they are responsible for that*

- *Partners **are responsible to be familiar with all rules**, all have access to guidelines*

- ***Partners** and not the Project might be asked to pay back some money for unjustified costs*

Financial Management


```
                    ┌─────────────┐
                    │    COSTS    │
                    └──────┬──────┘
              ┌────────────┴────────────┐
         ┌────┴────┐              ┌──────┴──────┐
         │  UNIT   │              │   ACTUAL    │
         └────┬────┘              └──────┬──────┘
        ┌─────┴─────┐              ┌─────┴─────┐
  ┌─────┴────┐ ┌────┴─────┐  ┌─────┴────┐ ┌────┴─────────┐
  │Staff     │ │Costs of  │  │Equipment │ │Subcontracting│
  │costs     │ │travel    │  │          │ │              │
  │          │ │and stay  │  │          │ │              │
  └──────────┘ └──────────┘  └──────────┘ └──────────────┘
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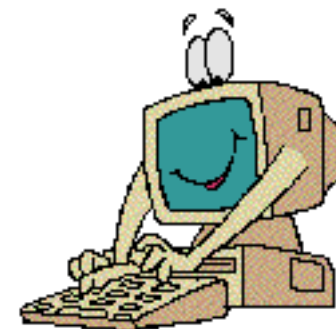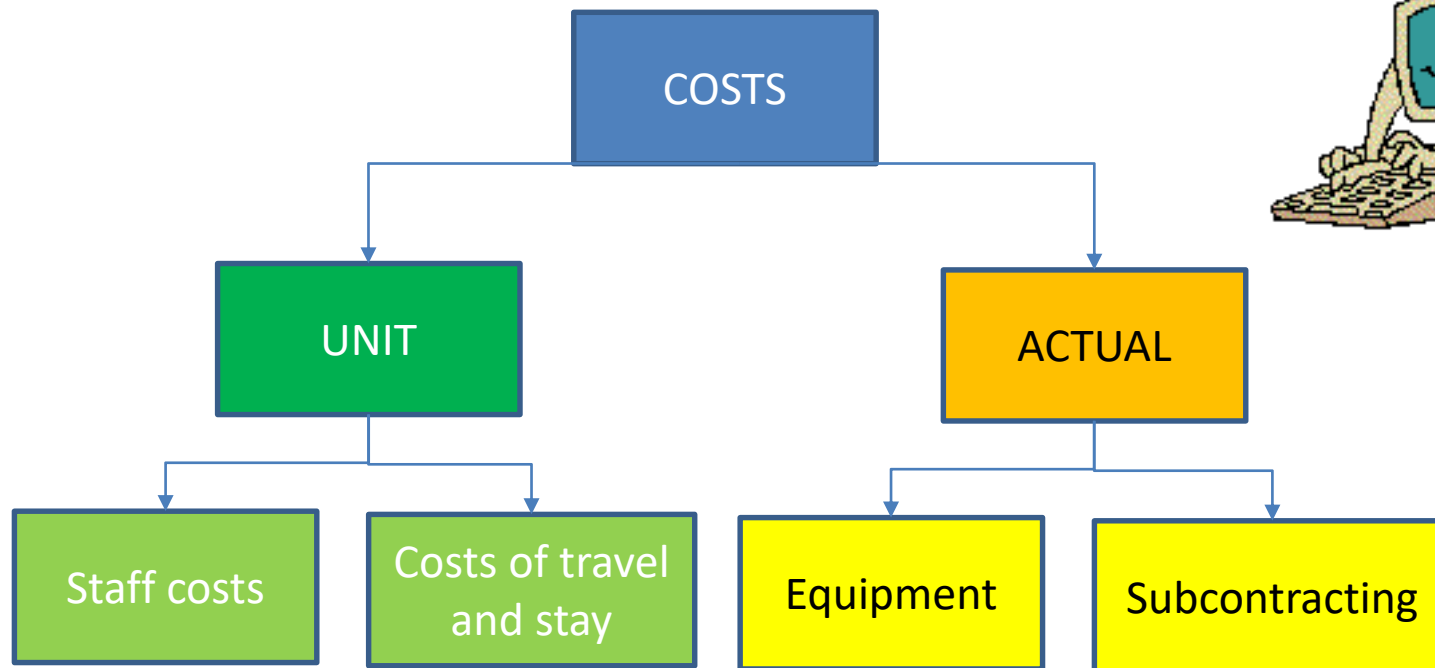
Project Budget Calculation & Reporting

5 Budget Categories

Staff   **UC**

Travel   **UC**

Costs of Stay   **UC**

Equipment   **AC**

Subcontracting AC

2 Allocation & Justification Methods

Actual Costs (AC)

Unit Costs (UC)

Other types of costs

(ex.: overheads costs, etc.) are not considered for the calculation of the grant.

Expected to be **covered by co-funding**

Actual costs: How did you **use** the grant ?

➤ Expenses (/costs) incurred
➤ Supporting documents=proof of expenses (invoices, proof of payment et)

Unit costs: what did you **achieve** with the grant?

➤ Result-based (/based on proof of activity)
➤ No need to prove the real expenditure
➤ But need to prove the "triggering event" (i.e.: the fact the activity has taken place (e.g. teaching, training)

Supporting documents for Actual Costs

Budget Headings	Supporting documents
Equipment	▪ Invoices ▪ Bank statements ▪ Tendering procedure: 3 quotations from different suppliers for expenses exceeding 25.000€
Sub-contracting	▪ Subcontracts ▪ Invoices ▪ Bank statements ▪ Tendering procedure: 3 quotations from different suppliers for expenses exceeding 25.000€

For details: See Guidelines for the Use of the Grant

Supporting documents for Unit Costs

Budget Headings	Supporting documents
Staff	▪ Formal employment contract ▪ Staff convention ▪ Time sheets ▪ Agendas ▪ Attendance / Participant lists ▪ Tangible outputs/products
Travel and Costs of Stay	▪ Individual Travel Report (ITR) ▪ Invoices, receipts, boarding passes ▪ Agendas ▪ Attendance / Participant lists ▪ Tangible outputs/products

Staff cost (3.3.1.1)

- Defined in EACEA Guidelines for the Use of the Grant on pages 29 to 31

- This cost is payed to all beneficiaries when they are performing tasks which are directly necessary to the achievement of the project objectives.

RE+ REMINDER

- Universities / institutions are project partners, not the employees – **when partners report travel or staff costs it relates to university / institution representative**

- Thus EACEA does not care whose travel is funded by the project, who is co-financed, what is the ticket cost, hotel level, do you want internally to share some travel costs … or anything similar, that is all partner's (university) internal matter

REMINDER

- For travel costs, real costs of the accommodation (hotel cost or airplane tickets) does not matter at all, and **partners are NOT REPORTING these actual costs**

- If a staff member arrived to any meeting or training, even if used some free transport or is sleeping and dining at the cousin, he/she is entitled to unit costs based on justified number of days spent in total (e.g. 5 days for the meeting if arrived on Wednesday and depart on Sunday, not 6 or 7!)

- That money is justified for the university / institution, how it actually reimburses the person that travelled is not to be reported to REBUS

- The overall budgets from the accepted budget file of the submitted application predicted number of trips and travellers, partners will justify that money only if the university representative travelled to the destinations

RE+ REMINDER

- The same principle is applied to staff costs –reporting number of days worked, **NOT REPORTING actual payments** to persons – still any example of payment proof is needed (with any or hidden amount)

- All questions on real payments to these people, with or without VAT or other taxes, do not matter

- Reporting 100 days worked for WPs in some period means only that the person worked that many days for the project

- What amount of money is actually paid to these persons relates to internal rules, with country legal obligations, reported work days are approved if related deliverables are provided with high quality, based on unit fee per country

- This way **partners will justify payments for that number of days to the university / institution, actual payments to these people is the internal rule**
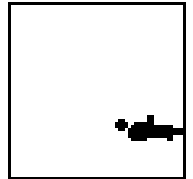
REMINDER

- Partnership Agrement, and later addendums, defined partners' budgets

- These budgets need to be justified, with documents presented in former slides, and aditionally all electronic documents **has also to be provided as certified copies**

- Amounts not justified will not be paid to partners, or **they will have even to pay back the difference**

- Project is co-financed by EACEA – thus **even if partner report more costs than own budget is, they should not expect to get that difference**, it is their own co-financing part

FOR AUDIT PURPOSES

- **Original documents**: All own financial documents

- **Certified copies:**

  - *Employment contracts* or certificates of employments

  - All *Timesheets and Joint Declarations*, for all the staff

  - *Examples of payments* to the staff engaged

  - All *Individual Travel Reports* for staff and students **WITH** all accompanying documents

  - All *subcontracting documents* (including offers, selection document, contract, payment proof and other)

  - All *equipment procurement documents* (including tender, offers, selection document, contract, payment proof and other)

  - P*roofs* that the equipment is *recorded in accounting books*

TO DO AFTER ANY MEETING

- Scan and send supporting documents for costs of travel and stay (for the last meeting) withthe completed ITR in the next 7 days to vucijak@mef.unsa.ba

- Fill in time sheets regularly month by month, fill in and sign the Joint declaration for all these months, and send both for all staff to vucijak@mef.unsa.ba

Important note:
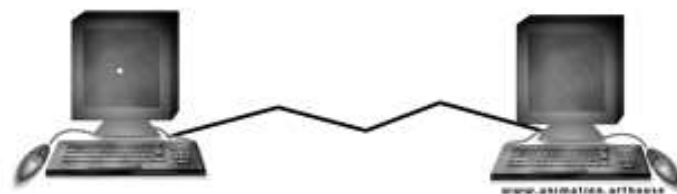Please keep your own original documents for 5 years after project is over

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REBUS WP on
Dissemination and exploitation of the project
results

Development of project visual identity and project promotional instruments

- Includes creation of WP core team and preparation of communication guidelines for partners

- Project logo

- The main deliverables

  – Guidelines for partners

  – Project visual identity (project logo, uniform templates for internal and external project communication)

  – Creation of REBUS web-page (www.rebusproject.net)

  – Promotion of the project via social networks

  – Publishing and distributing project brochures (ENG + local) and newsletters

Dissemination Strategy (DS)

- Background analysis and definition of goals in order to anchor methodology of the DS with outreach agenda

- Outreach agenda, aiming delivering key messages to critical audiences, will represent the core part

- Will focus to defined goals and respective timeline, building targeted communications around

National Info days

- National info days for each of participating partner countries with pilots presentations will be organized

- Partner countries local languages

Interim and final report on dissemination and exploitation

- The interim evaluation report on the dissemination and exploitation produced at the project half time

- It synthesise the results of all dissemination and exploitation activities

- The final evaluation report is due at the end of the project
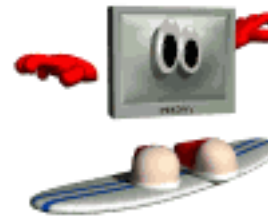
- Medium: PDF document

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REBUS WP on
Quality Assurance

Internal Quality Assurance:

➢ Follow up of meetings and trainings

➢ Monitoring of activities and achieved milestones and deliverables, PDCA methodology used to ensure that activities are in line with the project objectives

➢ Gantt chart periodically adjusted

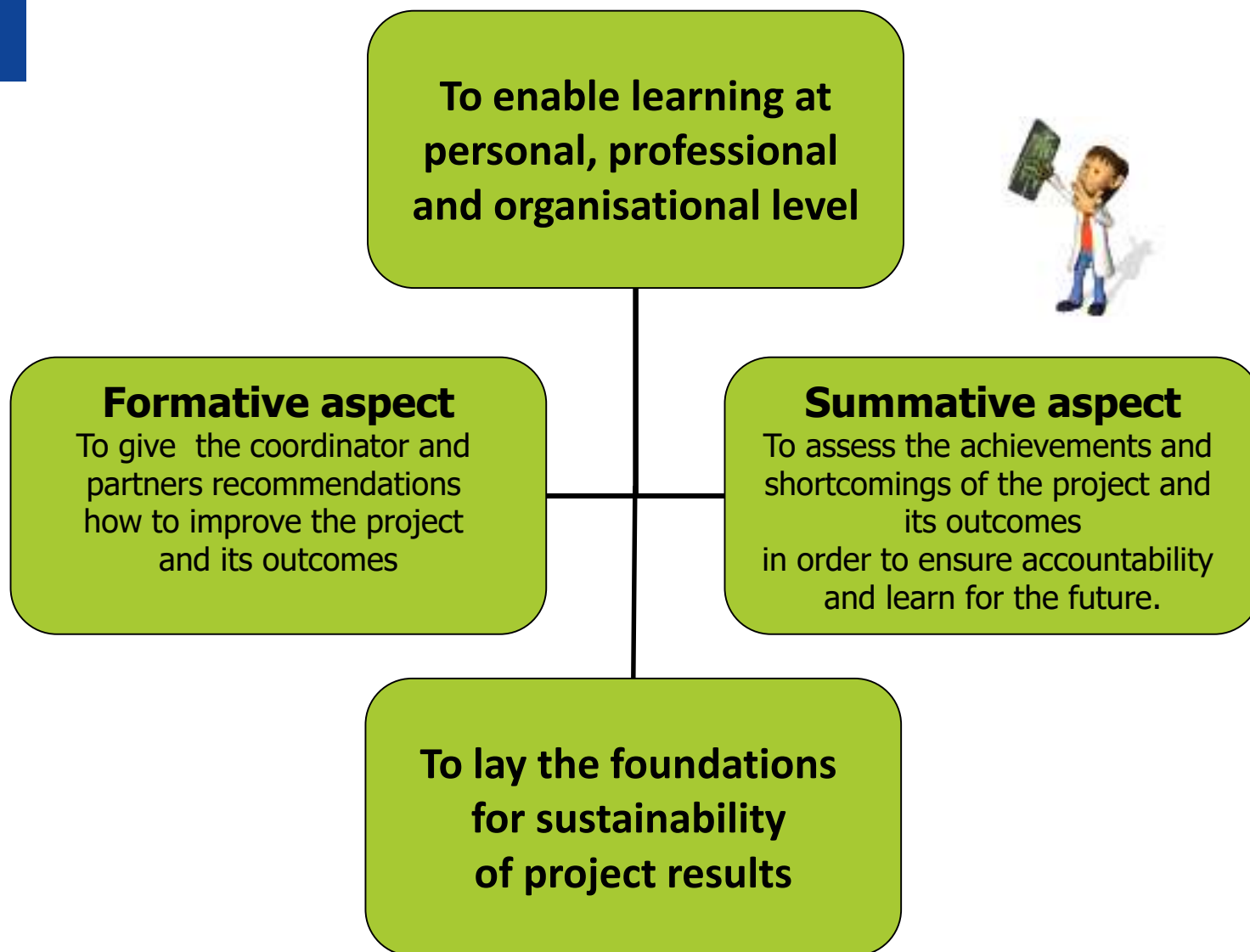➢ Internal peer review of the quality of the REBUS SC and online meetings, trainings and products

External Evaluation:

➢ Alumni and representatives from businesses

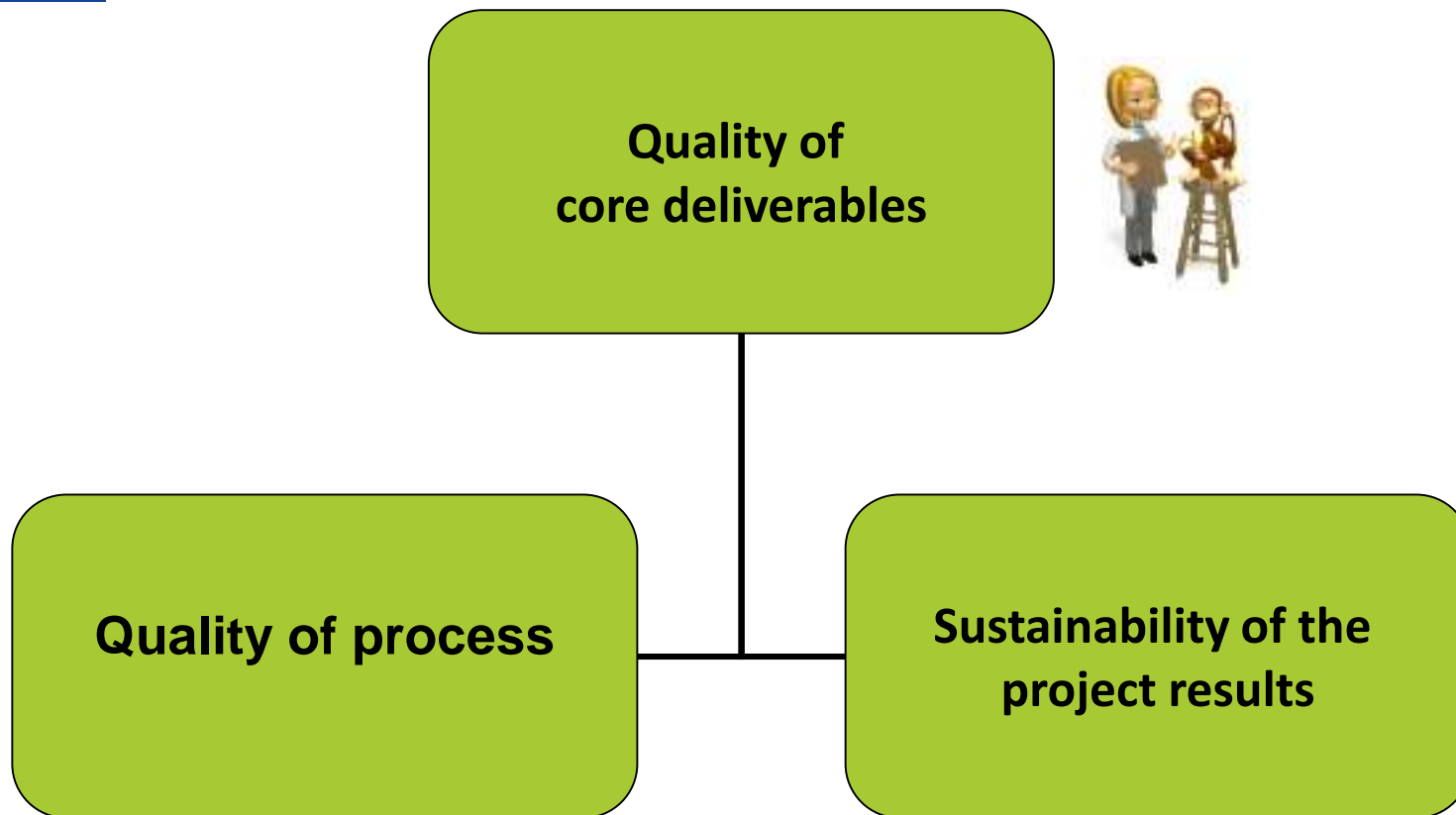➢ Subcontracting for External Evaluation for the (product and) impact evaluation

WHY EVALUATE REBUS?

To enable learning at personal, professional and organisational level

Formative aspect
To give the coordinator and partners recommendations how to improve the project and its outcomes

Summative aspect
To assess the achievements and shortcomings of the project and its outcomes
in order to ensure accountability and learn for the future.

To lay the foundations for sustainability of project results

QUALITY OF CORE DELIVERABLES

Four levels:

❖ **Coordinator** (C): The Coordinator takes overall responsibility for managing the project and monitoring its progress towards the set objectives.

❖ **Work Package Leaders** (WPL): The WPL verifies the deliverables he/she is responsible for at set milestones

❖ **Target Groups** (TG): Students and HE teachers are asked to give feedback on the quality of deliverables in the piloting

❖ **External Evaluators** (EE): External evaluators will be appointed to assess the quality, appropriateness and adequacy of the core deliverables

What did you appreciate most during the project meeting?

SUSTAINABILITY - EU DEFINITIONS

Sustainability is the capacity of the project to **continue and use its results beyond the end of the funding period**. The project results can then be used and exploited in the longer-term, perhaps via **commercialisation, accreditation or mainstreamin**g. Not all parts of the project or results may be sustainable and it is important to view dissemination and exploitation as a progression that extends beyond the duration of the project, and into the future.
(Erasmus+ Programme Guide)

Exploitation means to ***use and benefit from something****. For Erasmus+ this means maximising the potential of the funded activities, so that the* ***results are used beyond the lifetime of the p****roject… supporting European policies in the field of education, training, youth and sport. Results should be developed in such a way that they can be* ***tailored to the needs of others****;* ***transferred to new areas****;* ***sustained*** *after the funding period has finished; or used to* ***influence future policy and practice****.*

(Erasmus+ Programme Guide)

SUSTAINABILITY

To enhance the sustainability potential of REBUS through taking on a new perspective on project sustainability which:

- ❖ Goes beyond the 'dissemination and exploitation' approaches typical for EU funding programmes

- ❖ Focuses on organisational development aspects

- ❖ Foresees systemic interventions at the level of the project, the organisation and the external stakeholder environment

- ❖ Involves careful planning and evaluation of sustainability issues at all stages of the project life cycle

OBSTACLES TO SUSTAINABILITY, TO AVOID:

It is always really difficult to predict the future and how the estimated results actually realize

No staff resources in times of economic crisis

Limited nature of a project vs permanent organisational activities

Lack of planning

There are no common tools/methods. Everybody has their own way to work

Project results are too far from organisations' everyday activities and goals

Difficult to integrate the project results/outputs as a part in the daily operations of an organisation

When a project ends, the next projects starts

The project has not been originally planned as part of the normal operations of the organization in question.

Quite often we try to reach too huge objectives and effect everything in one project

BOSS

*Conventional project design focuses on the **end of project status** (**EOPS**), which does not indicate whether conditions are favourable for continued benefit flows*
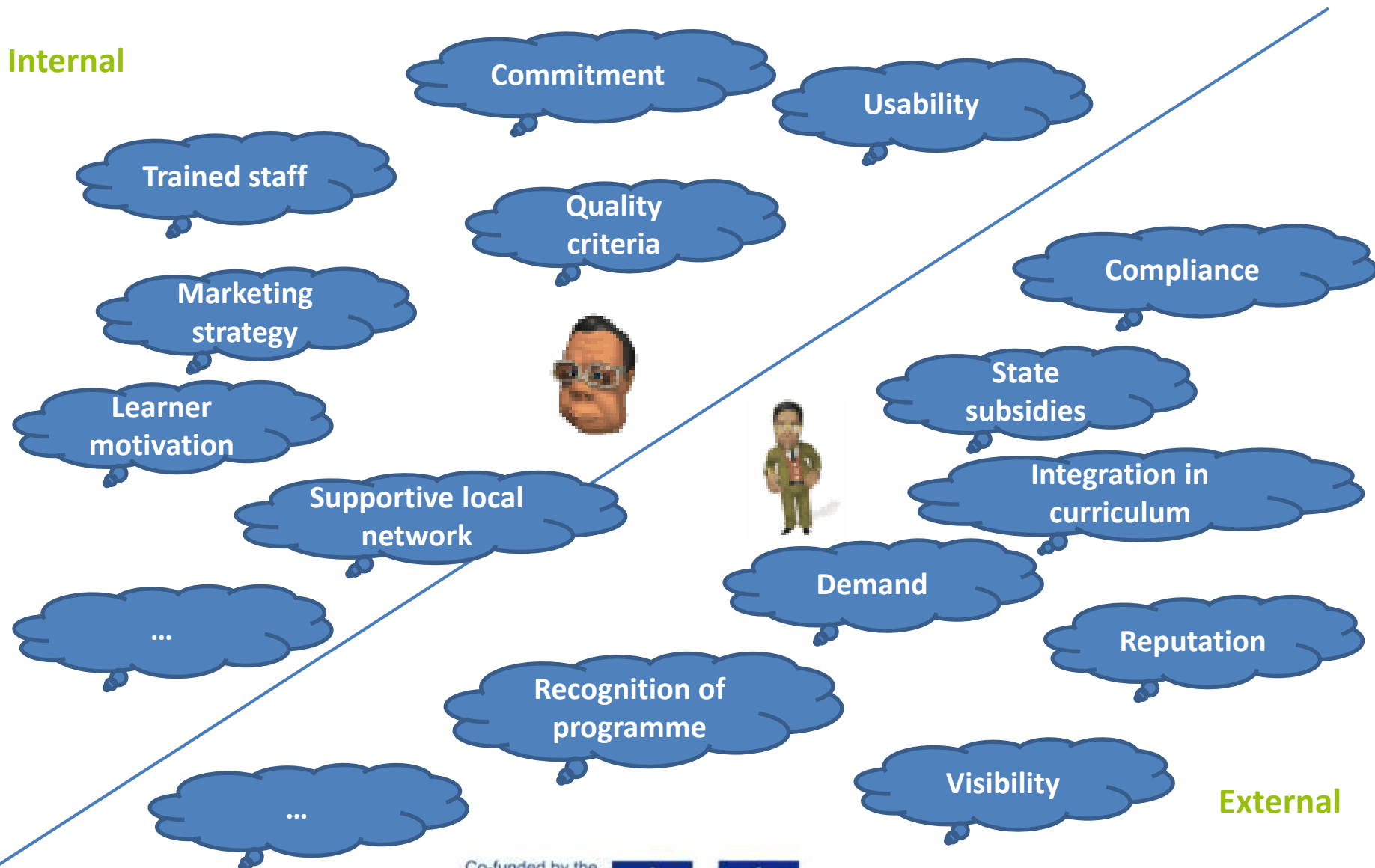
*Sustainability concerns suggest that the logical framework be modified to articulate and measure **beginning of sustainability status** (**BOSS**)*

In other words, by project termination are the critical factors in place which are necessary prerequisites to sustainability?
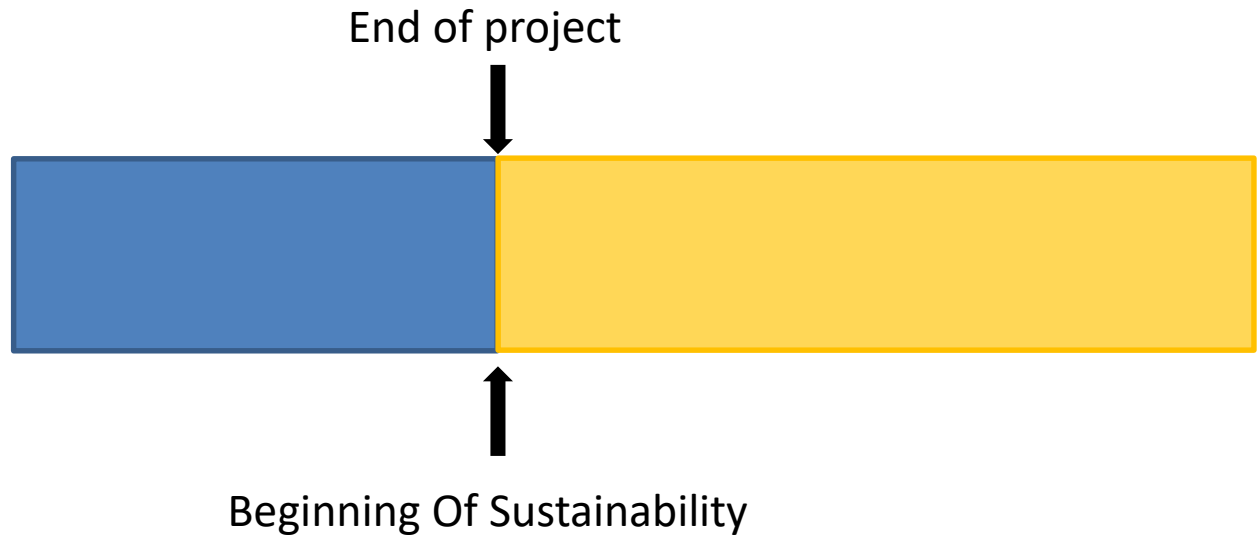
Marcus Ingle (1994)

Internal

Commitment

Usability

Trained staff

Quality criteria

Compliance

Marketing strategy

State subsidies

Learner motivation

Integration in curriculum

Supportive local network

Demand

…

Reputation

Recognition of programme

Visibility

External

…

WHAT MOST PROJECTS EVALUATE

PROJECT OUTCOMES	CONCRETE ACTIVITIES
The changes that the project can bring about	Project tasks needed to achieve outcomes

EVALUATION ASPECTS	
Quality	Project management
Innovation	Progress made
Usability	Cooperation process
Reach-out	Partner satisfaction
…	…

Now Serving 0001

TAKE A NUMBER 9359

= Focus on project only

THE RIGHT PERSPECTIVE

End of project

Beginning Of Sustainability

REBUS deliverables / results - examples
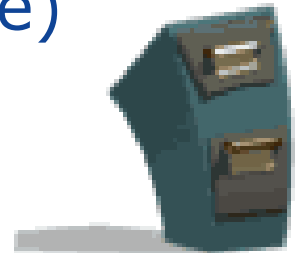
EXAMPLES OF RESULTS

- Transnational Research Report

- Inventory of sub-competences

- Competences' Reference Systems, Competence framework

- Learning Objects and Modules:

  – Entrepreneurship learning modules

  – Module about Personal competences consisting of 3 Units

  – Module about Social competences consisting of 2 Units

  – Module about organisational competences consisting of 3 Units

  – Module about intercultural competences consisting of 5 Units

- Staff training and counselling

EXAMPLES OF RESULTS

- National pilots, with certificates for those students completing the learning project (new competences validation system in place)

- New courses/modules at nine non-EU universities

- Very effective Students' study visit to Essen, Graz and Palermo

- Quality evaluation strategy and reports

EXAMPLES OF RESULTS

- REBUS visibility:

  - project logo, templates for communication, REBUS web-page, promotion of the project via social networks, publishing and distributing project brochures and newsletters

  - Dissemination Strategy

  - More than 10 Conference papers, kind of partners of 2 conferences (Jahorina, Tirana)

  - National Info days yet to come

  - **Project now presented on International Staff Week in Almeria !!! (as example for the CBHE project preparation and implementation)**