



# PROJECT HANDBOOK

Project Title	UNICAC (598340-EPP-1-2018-1-ES-EPPKA2-CBHE-JP)
Output	9- Management and Coordination
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Author(s)	INCOMA



## TABLE OF CONTENTS

<b>1. INTRODUCTION</b>	4
<b>2. CONSORTIUM MEMBERS</b>	4
<b>2.1 CONTACT LIST – PROJECT ACTIVITIES</b>	5
<b>3. PROJECT AIM AND OBJECTIVES</b>	7
<b>4. MANAGEMENT AND COORDINATION</b>	7
<b>4.1. COMMUNICATION</b>	8
<b>4.2. STEERING MANAGEMENT COMMITTEE</b>	8
<b>4.3. EXTERNAL EVALUATOR</b>	9
<b>5. DURATION OF THE PROJECT</b>	10
<b>6. ACTIVITIES</b>	11
<b>6.1 SUMMARY</b>	11
<b>6.2 CHRONOGRAM</b>	12
<b>6.3. SHORT-TERM AND LONG-TERM INDICATORS</b>	16
<b>6.4- INDICATORS OF ACHIEVEMENT PER WP</b>	18
<b>6.4.1. WP1 - POLICY AND STRATEGIC PLANNING FOR CROSS- REGIONAL COOPERATION AND INTERNATIONALISATION IN HEI</b>	18
<b>6.4.2. WP2 - HUMAN CAPACITY BUILDING - INTERNATIONAL RELATIONS STAFF</b>	20
<b>6.4.3. WP3 - DEVELOPMENT OF POTENTIALS FOR INTERNATIONALISATION IN TEACHING/LEARNING/RESEARCH (T/L/R)</b>	24
<b>6.4.4. WP4 - INFRASTRUCTURAL MEASURES</b>	27
<b>6.4.5. WP5 - CROSS-REGIONAL NETWORK FOR INTERNATIONALISATION AND COOPERATION</b>	28
<b>6.4.6. WP6 - QUALITY CONTROL PLAN</b>	30
<b>6.4.7. WP7 - DISSEMINATION</b>	33
<b>6.4.8. WP8 - SUSTAINABILITY</b>	35
<b>7. WP9 - PROJECT MANAGEMENT</b>	38
<b>7.1 EVIDENCES FOR PROJECT JUSTIFICATION</b>	40
<b>7.1.1 TECHNICAL JUSTIFICATION</b>	40
<b>7.1.2 FINANCIAL JUSTIFICATION</b>	40
<b>7.2 PROJECT MANAGEMENT GROUP AND COORDINATION COMMITTEE</b>	40
	2



<b>7.3 PRACTICAL MANAGEMENT .....</b>	<b>41</b>
<b>7.5 FINANCIAL MANAGEMENT.....</b>	<b>42</b>
<b>7.5.1 STAFF COSTS LINKED TO PROJECT DEVELOPMENT ACTIVITIES.....</b>	<b>43</b>
<b>7.5.2 TRAINING MOBILITIES (TRAVEL COSTS AND COSTS OF STAY) .....</b>	<b>44</b>
<b>7.5.3 EVENTS .....</b>	<b>44</b>
<b>7.5.4 EQUIPMENT AND SUBCONTRACTING COSTS .....</b>	<b>45</b>
<b>7.6 REPORTS.....</b>	<b>45</b>
<b>7.6.1 INTERIM REPORT .....</b>	<b>45</b>
<b>7.6.2 FINAL REPORT .....</b>	<b>45</b>
<b>8. TEMPLATES OF IMPORTANT DOCUMENTS.....</b>	<b>46</b>
<b>8.1 OFFICIAL TEMPLATES, PROVIDED BY EACEA.....</b>	<b>46</b>
<b>8.2 TEMPLATES OF DOCUMENTS CREATED BY PROJECT COORDINATOR AND INCOMA. TO BE     USED DURING PROJECT LIFE.....</b>	<b>46</b>



## PROJECT MANAGEMENT PLAN

### 1. INTRODUCTION

The aim of this document is to clearly communicate the tasks, products, scheduled meetings, work load and reporting requirements of the UNICAC project and to provide a concise overview to the project consortium members and associated partners.

UNICAC (598340-EPP-1-2018-1-ES-EPPKA2-CBHE-JP) will last 36 months, from 15<sup>th</sup> January 2019 to 14<sup>th</sup> January 2022.

INCOMA will produce the first version of Project Management Plan and update it throughout the project lifecycle according to the project needs.

### 2. CONSORTIUM MEMBERS

The Consortium is composed of 11 institutions from 6 different countries (Spain, Italy, Finland, China, Uzbekistan and Tajikistan – hereinafter as partners' countries) with a vast experience in EU-funded projects and that have previously cooperated within the framework of such projects:

PARTNER Nº	NAME	ACRONYM	COUNTRY
1	University of Seville	US	ES
2	Università Degli studi di Torino	UNITO	IT
3	Laurea University of Applied Sciences	LAUREA	FI
4	TashkentUniversity of Information Technologie	TUIT	UZ
5	National University of Uzbekistan	NUUz	UZ
6	Khorog State University	KhoGU	TJ
7	Institute of Economy and Trade of Tajik State University	IET TSUC	TJ
8	Xinjiang University	XJU	CN



<b>9</b>	<b>Northwestern Polytechnical University</b>	<b>NPU</b>	<b>CN</b>
<b>10</b>	<b>Northwest A&amp;F University</b>	<b>NWAFU</b>	<b>CN</b>
<b>11</b>	<b>International Consulting and Mobility Agency SL</b>	<b>INCOMA</b>	<b>ES</b>

## 2.1 CONTACT LIST – PROJECT ACTIVITIES

In order to facilitate the contact among partners and ensure that all communication is sent to the all intervening parties, INCOMA (Quality assurance coordinator) has created a contact list with the details of all those involved in the development of project activities.

On a regular basis, e-mails related to the general development of project activities, will be sent to all the e-mail addresses contained in the following table. When certain questions refer to a specific partner and require direct contact with the activity coordinator, please do not include the rest of partners but include the project coordinator in the exchange of e-mails.

All partners should inform US and INCOMA of any changes in such list, so that it can be reviewed, updated and shared with the remaining partners.

<b>ACRONYM</b>	<b>PROJECT TEAM</b>	<b>E-MAIL</b>	<b>PHONE NR</b>	<b>Role in your organisation</b>
<b>US</b>	Inmaculada Vivas Tesón	ivivas@us.es	N/A	Professor
<b>UNITO</b>	Barbara D'Agati	barbara.dagati@unito.it	N/A	International office coordinator (SME dep.)
	Alice Centrone	francescaalice.centrone@unito.it	N/A	Professor
<b>LAUREA</b>	Minttu Rätty	minttu.raty@laurea.fi	+358400947765	Senior Lecturer
<b>TUIT</b>	Ahmed Yusupov	ayus@mail.ru	+998998664506	Manager, teacher
	Abdujalilov Javlonbek	interdep@tuit.uz	+998998032912	Head of IRO
<b>NUUZ</b>	Nilufar Sadullaeva	nilufar_sadullaeva@mail.ru	+998977117270	Manager, teacher



	Elvira Abdurashitova	elvira_abdurashitova@mail.ru	+998935163744	Teacher
<b>KHOGU</b>	Olga Sayfulloeva	olga.sayfulloeava@mail.ru	992 93 4162881	Vice rector of international relations
	Mohinav Ghafurova	g_mohinav@mail.ru	992 93502430	Specialist of project department
<b>IET</b>	Saidqosim Mukhtorov	s.mukhtorov@iet.tj	+992927878771	Manager, Head of IRO
	Inomjon Aminov	I_aminov@mail.ru	+992927709825	Vice-director on International affairs
<b>XJU</b>	Qing Tao	xjutao@qq.com	0086-13319853898	Professor
<b>NPU</b>	Shuxia Wang	shuxiaw@nwpu.edu.cn	086-17742499375	Assistant dean
	Guanfeng Wang	wangguanfeng@nwpu.edu.cn	086-17742499606	Staff
<b>NWAFU</b>	Fengxin Yan	yanfx@nwsuaf.edu.cn	0086-153-3928-5191	Professor
<b>INCOMA</b>	Juan Guerrero Caballero	jguerrero@incoma.net	+34 954.22.50.53	Project Manager
	Beatriz González del Valle	bgonzalez@incoma.net	+34 954.22.50.53	Project Officer



### 3. PROJECT AIM AND OBJECTIVES

UNICAC aims to enhance the potential for international cooperation among HEIs from UZ, TJ and CN through a set of capacity building activities for IROs in partner countries HEIs, thus contributing to better international networking and better exploitation of their potential cooperation in T/L/R. Project actions will address the benchmarking of potentials and development of national and regional recommendations for international cooperation; the enhancement of strategic, human and infrastructural capacities for the management of International Relations in participating HEIs as a model for the modernisation and development of institutional frameworks for International Relations in Uzbekistan, Tajikistan and China; and the development of a multi-regional network as a platform for a regular dialogue, and identification and exploitation of synergies in shaping International Relations in HEIs in central Asia and China.

### 4. MANAGEMENT AND COORDINATION

US with the support of INCOMA will be in charge of defining and communicating the Project Management Plan, including the procedures and formats to be used for monitoring and reporting purposes. US will also work on coordinating and valorising the partners' efforts, controlling the budget concept and proposing the corrective actions in case of deviations.

All partners will actively contribute to the overall project management action by:

- realising activities and tasks as defined in the project management plan and agreed with the leader per each Work package, activity and event;
- participating to the meetings and the conference calls;
- promoting active and participative communication.

Each partner will assign an Advisor that will participate in the Advisory Board (AB) and will commit to meet regularly per videoconference, to coordinate and report staff efforts and results fulfilment.

In order to ensure the compliance of the activities in line with the budget and the time foreseen, partners will be required to produce 2 reports per year including the monitoring and collection of the cost advancement of partners. The reports will contribute, and be integrated, respectively to the interim and final report. This procedure allows a premature detection of any deviation from the initial work plan and, consequently, takes the necessary measures to correct the situation in order to address the final objectives of the Project.

US will also assign a financial manager. This person will be in charge of communicating with the National Agency, produce the templates for the reports, allocate the due payments to the partners and justify all project costs as established in the Programme administrative and financial rules.



The Financial project manager will also attend all the partners meetings in order to clarify and sort out problems that may arise with each partner.

#### 4.1. COMMUNICATION

In order to have a fluent communication partners will communicate via Team Work (online platform). Furthermore, Team Work will be used as web based working area where partners will upload evidences, results, agreements, reports and other documents relevant for the project. Staff members involved in the development of project activities (see section 2.1) will receive an e-mail invitation to join UNICAC Team Work that will be private and only accessible through invitation.

All e-mails should be identified with the project name and topic in its subject.

Examples:

UNICAC – KOM

UNICAC – WP1

Other types of online communication (such as Skype or Zoom) are complementary and will be used when necessary. Additionally, Skype/Zoom meetings will be carried out on a regular basis and may also be set-up to solve any matters that require urgent attention.

On the other hand, if and when is considered appropriate, partners may also be contacted by phone (as per the contact list provided in section 2).

Online communication is complemented by face-to-face interaction during project meetings and events.

#### 4.2. STEERING MANAGEMENT COMMITTEE

The Consortium set-up a Steering Management Committee, consisting of one authorised member per partner that was defined to support and enhance cooperation and coordination processes.

PARTNER	SMC MEMBER	GENDER
Universidad de Sevilla (US)	Inmaculada Vivas Tesón	Female
Università degli Studi di Torino (UNITO)	Barbara D'Agati	Female
Laurea-Ammattikorkeakoulu Oy (LAUREA)	Minttu Rätty	Female
Toshkent Axnorot Texnologiyalari Universiteti (TUIT)	Ahmed Yusupov	Male
Mirzo Ulug'bek Nomidagi O'zbekistonmilliy Universiteti (NUUZ)	Nilufar Sadullaeva	Female





<b>Khorog State University Named Aftermyonsho Nazarshoev (KHOGU)</b>	Olga Sayfulloeva	Female
<b>Institute of Economy and Trade of Tajik State University of Co (IET)</b>	Saidqosim Mukhtorov	Male
<b>Xinjiang University (XJU)</b>	Qing Tao	Male
<b>Northwestern Polytechnical University (NPU)</b>	Shuxia Wang	Female
<b>Northwest A&amp;F University (NWAFU)</b>	Fengxin Yan	Male
<b>International Consulting and Mobility Agency (INCOMA)</b>	Juan Guerrero Caballero	Male

INCOMA will periodically monitor the activities of the Committee to ensure its proper functioning.

#### 4.3. EXTERNAL EVALUATOR

The project foresees an external evaluation by an independent expert with technical expertise and experience in the project topic and evaluation. The external evaluator will be subcontracted based on the publication of the Terms of Reference that will include specific information regarding the objectives, criteria, questions and indicator required for the evaluation.

External evaluator will focus on the technical evaluation of activities, results (intermediate and final results) and impacts of the project as well as insights, feedback about the direction of the works and recommendations for improvement.

This external evaluator will use online tools (emails, videoconferences) and will also participate in key activities and meetings at local and national levels.



## 5. DURATION OF THE PROJECT

Project month	Year	Month	From	To
M1	1	1	15/01/2019	14/02/2019
M2	1	2	15/02/2019	14/03/2019
M3	1	3	15/03/2019	14/04/2019
M4	1	4	15/04/2019	14/05/2019
M5	1	5	15/05/2019	14/06/2019
M6	1	6	15/06/2019	14/07/2019
M7	1	7	15/07/2019	14/08/2019
M8	1	8	15/08/2019	14/09/2019
M9	1	9	15/09/2019	14/10/2019
M10	1	10	15/10/2019	14/11/2019
M11	1	11	15/11/2019	14/12/2019
M12	1	12	15/12/2019	14/01/2020
M13	2	1	15/01/2020	14/02/2020
M14	2	2	15/02/2020	14/03/2020
M15	2	3	15/03/2020	14/04/2020
M16	2	4	15/04/2020	14/05/2020
M17	2	5	15/05/2020	14/06/2020
M18	2	6	15/06/2020	14/07/2020
M19	2	7	15/07/2020	14/08/2020
M20	2	8	15/08/2020	14/09/2020
M21	2	9	15/09/2020	14/10/2020
M22	2	10	15/10/2020	14/11/2020
M23	2	11	15/11/2020	14/12/2020
M24	2	12	15/12/2020	14/01/2021
M25	3	1	15/01/2021	14/02/2021
M26	3	2	15/02/2021	14/03/2021
M27	3	3	15/03/2021	14/04/2021
M28	3	4	15/04/2021	14/05/2021
M29	3	5	15/05/2021	14/06/2021
M30	3	6	15/06/2021	14/07/2021
M31	3	7	15/07/2021	14/08/2021
M32	3	8	15/08/2021	14/09/2021
M33	3	9	15/09/2021	14/10/2021
M34	3	10	15/10/2021	14/11/2021
M35	3	11	15/11/2020	14/12/2021
M36	3	12	15/12/2021	14/01/2022



## 6. ACTIVITIES

### 6.1 SUMMARY

The implementation of the activities will allow the realisation of 8 Work Packages (WP), which are complemented by events (ME) and learning/teaching/training activities (LTTA), as demonstrated in the overview provided below:

	WP	WP NAME	PARTNER RESPONSIBLE
<b>PREPARATION</b>	<b>WP1</b>	Policy and Strategic Planning for Cross-regional cooperation and Internationalisation in HEI	US
<b>DEVELOPMENT</b>	<b>WP2</b>	Human Capacity Building - International Relations Staff	UNITO
	<b>WP3</b>	Development of Potentials for Internationalisation in Teaching/Learning/Research (T/L/R)	LAUREA
	<b>WP4</b>	Infrastructural Measures	IET
	<b>WP5</b>	Cross-Regional Network for Internationalisation and Cooperation	TUIT
<b>QUALITY CONTROL</b>	<b>WP6</b>	Evaluation and Quality Assurance	INCOMA
<b>DISSEMINATION &amp; SUSTAINABILITY</b>	<b>WP7</b>	Dissemination	INCOMA
	<b>WP8</b>	Sustainability	KHOGU
<b>MANAGEMENT</b>	<b>WP9</b>	Project Management	US

Furthermore, INCOMA will collaborate in the preparation of the interim and final reports of UNICAC project. The internal dates for partners to send to INCOMA the required documents are as follows:

TYPE OF REPORT	PARTNERS' DEADLINE TO SEND DOCUMENTS	ELIGIBILITY PERIOD
Interim Report	01/07/2020	From 15/01/2019 to 14/07/2020
Final Report	15/01/2022	From 15/07/2020 to 14/01/2022



## 6.2 CHRONOGRAM

MONTH START DATE																																						
		Y1												Y2												Y3												
WP	ACTIVITY	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36	
WP1	Policy and Strategic Planning for Cross-regional cooperation and Internationalisation in HEI																																					
1.1.1.	Analysis and preparation of materials																																					
1.1.2.	Introductory seminar: Policy and Strategic Planning for Cross-regional cooperation and Internationalisation in HEI																																					
1.2.1.	Practical missions to EU HEIs																																					
1.2.2.	Development of study materials for self-study																																					
1.3.1.	Preparation of Workshop about Strategic Plans for Internationalisation (SPI)																																					
1.3.2.	Workshop on preparation of Strategic Plans for Internationalisation (SPI)																																					
1.4.1.	Drafting and review of SPI in each PC HEI																																					
1.4.2.	Presentation of draft SPIs and recommendations to SPI in each PC HEI																																					
WP2	Human Capacity Building - International Relations Staff																																					
2.1.1.	Staff selection procedures and identification of learning needs																																					
2.1.2.	Development of training materials																																					
2.2.	1st Training Module: Organisation and Management of IROs																																					
2.3.	2nd Training Module: International Cooperation Agreements and Networks and Funding Opportunities																																					
2.4.	3rd Training Module: Academic teaching and research cooperation related tools, methodologies and best practices.																																					
2.5.	4th Training Module: EU-Central Asia-China cooperation with special focus on HE																																					
2.5.1.	Training in Management of Mobility actions																																					
2.6.	Practical Training of IR staff																																					
2.7.	Development and publishing of Practical Toolkit: Organisation and Management of IR and IC																																					



MONTH START DATE		15/01/2019												15/02/2019												15/03/2019												15/04/2019												15/05/2019												15/06/2019												15/07/2019												15/08/2019												15/09/2019												15/10/2019												15/11/2019												15/12/2019												15/01/2020												15/02/2020												15/03/2020												15/04/2020												15/05/2020												15/06/2020												15/07/2020												15/08/2020												15/09/2020												15/10/2020												15/11/2020												15/12/2020												15/01/2021												15/02/2021												15/03/2021												15/04/2021												15/05/2021												15/06/2021												15/07/2021												15/08/2021												15/09/2021												15/10/2021												15/11/2021												15/12/2021											
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WP	ACTIVITY	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36																																																																																																																																																																																																																																																																																																																																																																																																												
3.1.1.	Working groups creation													=X	=X	=X																																																																																																																																																																																																																																																																																																																																																																																																																																	
3.1.2.	Virtual working group meetings															=X	=X	=X	=X																																																																																																																																																																																																																																																																																																																																																																																																																														
3.1.3.	In-depth analysis and benchmarking of internationalisation and cooperation potentials in T/L/R															=X	=X	=X	=X																																																																																																																																																																																																																																																																																																																																																																																																																														
3.2.1.	Preparation of the seminar "Raising Standards in T/L through international cooperation"																	=X	=X	=X																																																																																																																																																																																																																																																																																																																																																																																																																													
3.2.2.	Implementation of seminars in PC HEIs																			X																																																																																																																																																																																																																																																																																																																																																																																																																													
3.3.1.	Preparation of the seminar "Boosting Research Capacities through International Cooperation"																	=X	=X	=X																																																																																																																																																																																																																																																																																																																																																																																																																													
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3.4.	Development, publishing and distribution of the best practices book "International Cooperation in T/L/R"																				=X	=X	=X	=X																																																																																																																																																																																																																																																																																																																																																																																																																									
3.5.	National and Cross-regional Recommendations for International Cooperation in T/L/R																				=X	=X	=X	=X	=X	=X	=X																																																																																																																																																																																																																																																																																																																																																																																																																						
3.6.	Design of Cooperation framework																						=X	=X	=X																																																																																																																																																																																																																																																																																																																																																																																																																								
3.7.1.	Coaching and PhD supervision																		=	=	=	=	=	=	=	=	=	=	=	=	=	=	=	=	=	=	=																																																																																																																																																																																																																																																																																																																																																																																																												
3.7.2.	PILOT TESTING: Mobility actions of students and professors																							=X	=X	=X	=X	=X	=X	=X	=X	=X	=X	=X	=X	=X																																																																																																																																																																																																																																																																																																																																																																																																													
3.7.3.	Identification of joint collaborative projects																								=X	=X	=X	=X	=X	=X	=X	=X	=X	=X	=X	=X	=X	=X	=X																																																																																																																																																																																																																																																																																																																																																																																																										

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### 6.3. SHORT-TERM AND LONG-TERM INDICATORS

SHORT TERM IMPACT	TARGET GROUPS/POTENTIAL BENEFICIARIES	QUANTITATIVE INDICATORS	QUALITATIVE INDICATORS
International Mobility for training and Cooperation – Pilot testing	<ul style="list-style-type: none"> <li>- Students</li> <li>- Professors</li> <li>- PhD students</li> </ul>	<ul style="list-style-type: none"> <li>- 62 students participate in the international mobility.</li> <li>- 28 professors and not academic staff participate in the international mobility.</li> <li>- Virtual mobilities: Professors from HEI partners provide coaching to 14 PhD students from PC HEIs.</li> </ul>	<ul style="list-style-type: none"> <li>- Support from EU partners;</li> <li>- Collaboration between EU and PC HEI throughout the process and identification of forms of future collaboration;</li> <li>- Evaluation of Satisfaction of actors involved.</li> </ul>
Capacity building activities for IRO staff members	<ul style="list-style-type: none"> <li>- Staff members from IRO in PC HEIs;</li> <li>- Representatives of HEIs from PC not directly involved in the project</li> </ul>	<ul style="list-style-type: none"> <li>- PC HEIs involve 2 staff members in each of the 4 training modules;</li> <li>- PC HEIs involve 1 staff member in the practical training for IR staff;</li> <li>- Up to 5 staff from other PC HEIs not directly involved in the project will participate in each of the 4 training modules;</li> <li>- 1 staff member from each EU partner involved in the 4<sup>th</sup> Training Module (WP2);</li> <li>- PC HEIs involve 2 staff members in the training and Management of Mobility Projects (During the 4<sup>th</sup> training).</li> </ul>	<ul style="list-style-type: none"> <li>-Development and publishing of Best Practices Manual (Practical Toolkit): Organisation and Management of IROs and IC.</li> <li>-Representatives of PC HEIs not directly involve in the project access to Best Practices Manual: Organisation and Management of IROs and IC.</li> <li>- All partners actively involved in collaborative training “EU- Central Asia-China cooperation with special focus on HE” (4<sup>th</sup> Training in P2)</li> </ul>
Seminars	<ul style="list-style-type: none"> <li>- IRO technicians and technical coordinators</li> <li>- Entire academic community in PC, including professors and students</li> <li>- Other education actors in PC.</li> </ul>	<ul style="list-style-type: none"> <li>- 1 Seminar in each PC HEI about “Raising Standards in T/L through international cooperation”</li> <li>- 1 Seminar in each PC HEI about “Boosting Research Capacities through International Cooperation”</li> <li>- 15 staff from PC HEIs will participate in each seminar;</li> <li>-Up to 5 staff from other PC HEIs will participate in each seminar.</li> </ul>	<ul style="list-style-type: none"> <li>- Development, publishing and distribution of the best practices book “International Cooperation in T/L/R”;</li> <li>- Development of National Recommendations for International Cooperation in T/L/R in PC;</li> <li>- Other education actors in PC participate in the seminars.</li> </ul>





LONG TERM IMPACT	TARGET GROUPS/POTENTIAL BENEFICIARIES	QUANTITATIVE INDICATORS	QUALITATIVE INDICATORS
Collaboration agreements between partner HEIs	<ul style="list-style-type: none"> <li>- Management staff of International Relations and/or International Cooperation;</li> <li>- Staff members from IROs (technicians and technical coordinators);</li> <li>- Indirect: Entire students and academic community of the involved universities.</li> </ul>	- 3 agreements: They should be signed by partners' LEARs.	Development and signing of collaboration agreements between partner HEIs
Creation of a libraries' exchange system	<ul style="list-style-type: none"> <li>- Professors</li> <li>- Students</li> <li>- Librarians</li> <li>- Administrative staff</li> </ul>	<ul style="list-style-type: none"> <li>- 1 Capacity Building training organized by P1.</li> <li>- Set up of a Libraries' exchange system.</li> </ul>	Creation of a libraries' exchange system
Cross-regional network	<ul style="list-style-type: none"> <li>- Wider public including PC HEIs not directly involved in the project;</li> <li>- International academic community</li> <li>- Social partners (enterprises, NGOs),</li> <li>- Students</li> <li>- Professional organisations;</li> <li>- National and international networks.</li> </ul>	<ul style="list-style-type: none"> <li>- Joint International Conference: International Cooperation policies and Strategies in HEIs (at least 60 participants) – IET TSUC (TJ)</li> <li>- Joint International Conference: Cooperation in Teaching/Learning/ Research (at least 60 participants)- NPU (CN)</li> <li>- Final Network Conference (at least 80 participants). TUIT with the support from NUUZ (UZ)</li> <li>- 1 specific session about ERASMUS+ in each conference.</li> </ul>	Cross-regional network



## 6.4- INDICATORS OF ACHIEVEMENT PER WP

### 6.4.1. WP1 - POLICY AND STRATEGIC PLANNING FOR CROSS- REGIONAL COOPERATION AND INTERNATIONALISATION IN HEI

The objective of WP1 is to equip Partner Countries (PC) HEIs with solid strategic expertise in the development and implementation of coherent institutional internationalisation cooperation policies. The main result of WP1 will be the definition, revision and adaptation of Strategic Plans for International Cooperation (SPIC) in the involved PC HEIs, including considerations of their needs and local context, internationalisation potentials and goals, definition of success indicators and remedial actions.

#### Activity 1.1 – Introductory seminar: Cross- regional cooperation and Internationalisation Strategies in HEIs

INDICATORS	
<b>DELIVERY DATE(S)</b>	Analysis and preparation of materials – M1 to M3 Introductory seminar – M3
<b>PARTICIPANTS/TARGET GROUPS</b>	7 technicians (1 per PC HEI) and 7 technical coordinators (1 per PC HEI) of International Relations and International Cooperation - 14 participants in total
<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Analysis and preparation of materials</li> <li>- Implementation of an introductory seminar in Seville, Spain</li> <li>- Collection of feedback on the quality of the activity</li> <li>- INCOMA will carry out an additional onsite observation (Evaluation and Quality Control)</li> </ul>
<b>PARTICIPATING INSTITUTIONS</b>	Hosting institution: US Participating institutions: All partners Evaluation and Quality Control: INCOMA
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	<ul style="list-style-type: none"> <li>- Materials produced</li> <li>- Agenda</li> <li>- Certificate of attendance awarded to participants</li> <li>- Participants satisfaction survey</li> <li>- Attendance list</li> </ul>

#### Activity 1.2 – Practical Missions to transfer Knowledge

INDICATORS	
<b>DELIVERY DATE(S)</b>	<ul style="list-style-type: none"> <li>- Practical 3-day missions to US, HWU and FHJ – M4</li> <li>- Development of materials for self-study and preparation – M4 to M8</li> </ul>
<b>PARTICIPANTS/TARGET GROUPS</b>	7 technicians (1 per PC HEI) and 7 technical coordinators (1 per PC HEI) of International Relations and International Cooperation - 14 participants in total



<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Practical 2-day missions to US, UNITO and LAUREA</li> <li>- Materials for self-study and preparation</li> <li>- Collection of feedback on the quality of the activity</li> </ul>
<b>PARTICIPATING INSTITUTIONS</b>	<p>Hosting institutions: US, UNITO and LAUREA</p> <p>Participating institutions: TUIT, NUUZ, KhoGU, IET TSUC, XJU, NPU, NWAUFU.</p> <p>Evaluation and Quality Control: INCOMA</p>
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	<ul style="list-style-type: none"> <li>- Materials produced for self-study</li> <li>- Agenda</li> <li>- Certificate of attendance awarded to participants</li> <li>- Participants satisfaction survey</li> <li>- Attendance list</li> </ul>

### Activity 1.3 – Workshop on preparation of SPIC

INDICATORS	
<b>DELIVERY DATE(S)</b>	M11
<b>PARTICIPANTS/TARGET GROUPS</b>	16 participants in total: 1 IR technician and 1 IR technical coordinator from each HEI in TJ and CN); 2 participants from TUIT (1 IR technician and 1 technical coordinator - national mobility) and 2 participants from the hosting institution (1 IR technician and 1 IR technical coordinator); plus 2 experts from US.
<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Development of training materials</li> <li>- Delivery of a 5-day workshop in Tashkent (UZ)</li> <li>- Collection of feedback on the quality of the activity</li> </ul>
<b>PARTICIPATING INSTITUTIONS</b>	<p>Hosting institution: NUUZ (UZ)</p> <p>Participating institutions: TUIT, NUUZ, KhoGU, IET TSUC, XJU, NPU, NWAUFU</p> <p>Trainer: US</p> <p>Evaluation and Quality Control: INCOMA</p>
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	<ul style="list-style-type: none"> <li>- Materials produced</li> <li>- Agenda</li> <li>- Certificate of attendance awarded to participants</li> <li>- Participants satisfaction survey</li> <li>- Attendance list</li> </ul>

### Activity 1.4 – Drafting and review of Strategic Plans for International Cooperation (SPIC)

INDICATORS	
<b>DELIVERY DATE(S)</b>	<ul style="list-style-type: none"> <li>- First version of SPIC – M14 to M22</li> <li>- Revision of SPIC – M20</li> <li>- Final version of SPIC – M25</li> </ul>
<b>PARTICIPANTS/TARGET GROUPS</b>	SPIC target groups include: staff members (technical coordinators and technicians) working in International Relations and International



	Cooperation, HEI managerial staff responsible for IR and/or IC and the entire academic community, including students and teaching staff
<b>OUTPUTS/RESULTS</b>	- Development of Strategic Plans for International Cooperation (SPIC) in all 7 PC HEIs
<b>PARTICIPATING INSTITUTIONS</b>	TUIT, NUUZ, KhoGU, IET TSUC, XJU, NPU, NWAUFU Support from EU partners
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	- Materials produces (interim and final versions of SPIC; documents supporting the presentation of SPIC) - Documents supporting the online consultation process

#### 6.4.2. WP2 - HUMAN CAPACITY BUILDING - INTERNATIONAL RELATIONS STAFF

The objective of WP2 is to provide the staff of PC IROs (technical coordinators and technicians) with managerial expertise and specific skills in several thematic areas related to the efficient administration of IRO and development of IR and IC policies and services. This will be achieved by specific training prepared and delivered by EU HEI staff members participating in the project.

##### Activity 2.1 – Detailed Training Plan

INDICATORS	
<b>DELIVERY DATE(S)</b>	- Staff selection procedures and identification of learning needs – M3 to M6 - Development of training materials – M5 to M8
<b>PARTICIPANTS/TARGET GROUPS</b>	Technical staff from IRO from PC HEI
<b>OUTPUTS/RESULTS</b>	- Staff selection - Definition of learning needs - Distribution of topics between the partners and selection of trainers (EU partners) - Development of training materials
<b>PARTICIPATING INSTITUTIONS</b>	US, UNITO, LAUREA, in coordination with TUIT, NUUZ, KhoGU, IET TSUC, XJU, NPU, NWAUFU
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	- Training materials produced - Documents supporting the definition of Learning results - Detailed training plan

##### Activity 2.2 - 1<sup>st</sup> Training Module: Organisation and Management of IROs

INDICATORS	
<b>DELIVERY DATE(S)</b>	M8
<b>PARTICIPANTS/TARGET GROUPS</b>	A total of 16 participants - 1 IR technician and 1 IR technical coordinator from each HEI in TJ and CN; 2 participants from NUUZ (1 IR technician and 1 technical coordinator - national mobility) and 2 participants from



	the hosting institution (1 IR technician and 1 IR technical coordinator); plus 2 experts from UNITO. Additionally, 5 free places will be offered to the local environment of the host institution (students, staff of local HEIs not directly involved in the project)
<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Organisation of the 1<sup>st</sup> Training Module in Tashkent (UZ)</li> <li>- Collection of feedback on the quality of the activity</li> <li>- INCOMA will carry out a direct onsite monitoring (Evaluation and Quality Control)</li> </ul>
<b>PARTICIPATING INSTITUTIONS</b>	Hosting institution: TUIT Participating institutions: NUUz, KhoGU, IET TSUC, XJU, NPU, NWAUFU Trainer: UNITO Evaluation and Quality Control: INCOMA
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	<ul style="list-style-type: none"> <li>- Materials produced</li> <li>- Agenda</li> <li>- Certificate of attendance awarded to participants</li> <li>- Participants satisfaction survey</li> <li>- Attendance list</li> </ul>

### Activity 2.3 - 2<sup>nd</sup> Training Module: International Cooperation Agreements and Networks and Funding Opportunities

INDICATORS	
<b>DELIVERY DATE(S)</b>	M9
<b>PARTICIPANTS/TARGET GROUPS</b>	A total of 16 participants - 1 IR technician and 1 IR technical coordinator from each HEI in UZ and CN); 2 participants from KhoGU (1 IR technician and 1 technical coordinator - national mobility) and 2 participants from the hosting institution (1 IR technician and 1 IR technical coordinator); plus 2 experts from LAUREA. Additionally, 5 free places will be offered to the local environment of the host institution (students, staff of local HEIs not directly involved in the project).
<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Organisation of the 2<sup>nd</sup> Training Module in Khujand (TJ)</li> <li>- Collection of feedback on the quality of the activity</li> </ul>
<b>PARTICIPATING INSTITUTIONS</b>	Hosting institution: IET TSUC Participating institutions: NUUz, KhoGU, IET TSUC, XJU, NPU, NWAUFU Trainer: LAUREA Evaluation and Quality Control: INCOMA
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	<ul style="list-style-type: none"> <li>- Materials produced</li> <li>- Agenda</li> <li>- Certificate of attendance awarded to participants</li> <li>- Participants satisfaction survey</li> <li>- Attendance list</li> </ul>



**Activity 2.4 - 3<sup>rd</sup> Training Module: Academic teaching and research cooperation tools, methodologies and best practices.**

INDICATORS	
<b>DELIVERY DATE(S)</b>	M11
<b>PARTICIPANTS/TARGET GROUPS</b>	<p>A total of 16 participants - 1 IR technician and 1 IR technical coordinator from each HEI in UZ and TJ); 2 participants from XJU and NWAUFU (1 IR technician and 1 technical coordinator - national mobility) and 2 participants from the hosting institution (1 IR technician and 1 IR technical coordinator); plus 2 experts from US.</p> <p>Additionally, 5 free places will be offered to the local environment of the host institution (students, staff of local HEIs not directly involved in the project)</p>
<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Organisation of the 3<sup>rd</sup> Training Module in Xi'an (CN)</li> <li>- Collection of feedback on the quality of the activity</li> </ul>
<b>PARTICIPATING INSTITUTIONS</b>	<p>Hosting institution: NPU</p> <p>Participating institutions: NUUz, KhoGU, IET TSUC, XJU, NPU, NWAUFU</p> <p>Trainer: US</p> <p>Evaluation and Quality Control: INCOMA</p>
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	<ul style="list-style-type: none"> <li>- Materials produced</li> <li>- Agenda</li> <li>- Certificate of attendance awarded to participants</li> <li>- Participants satisfaction survey</li> <li>- Attendance list</li> </ul>

**Activity 2.5 - 4<sup>th</sup> Training Module: EU- Central Asia – China cooperation with special focus on HE**

INDICATORS	
<b>DELIVERY DATE(S)</b>	M11
<b>PARTICIPANTS/TARGET GROUPS</b>	<p>A total of 16 participants - 1 IR technician and 1 IR technical coordinator from each HEI in UZ, TJ and CN; 1 participant from each EU HEI in ES, IT and FI plus 1 expert from INCOMA.</p> <p>This training will be followed by a workshop about the management of international mobility actions with a duration of 2 days to be delivered by INCOMA in IT.</p> <p>Additionally, 5 free places will be offered to the local environment of the host institution (students, staff of local HEIs not directly involved in the project)</p>
<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Organisation of the 4<sup>th</sup> Training Module in Torino (IT)</li> <li>- Collection of feedback on the quality of the activity</li> </ul>
<b>PARTICIPATING INSTITUTIONS</b>	<p>Participating institutions NUUz, KhoGU, IET TSUC, XJU, NPU, NWAUFU</p> <p>Trainer: INCOMA</p> <p>Evaluation and Quality Control: INCOMA</p>



<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	<ul style="list-style-type: none"> <li>- Materials produced</li> <li>- Agenda</li> <li>- Certificate of attendance awarded to participants</li> <li>- Participants satisfaction survey</li> <li>- Documents supporting the delivery of the training</li> </ul>
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#### Activity 2.6 - Practical Training of IR staff

INDICATORS	
<b>DELIVERY DATE(S)</b>	M10 and 11
<b>PARTICIPANTS/TARGET GROUPS</b>	<p>7 PC HEI technical coordinators/technicians (1 participant per PC HEI) to the seminar on the management of mobility actions.</p> <p>1 participant from NUUZ, 1 participant from TUIT and 1 participant from NWAUFU will go to US; 1 participant from KhoGU and 1 participant from IET TSUC will go to UNITO; 1 participant from NPU and 1 participant from XJU will go to LAUREA.</p>
<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Seminar about the management of mobility actions organised and delivered by INCOMA.</li> <li>- Practical training in EU HEIs' IRO (2 staff members will visit US, 2 will visit UNITO and 2 will visit LAUREA)</li> <li>- Collection of feedback on the quality of the activities</li> <li>- INCOMA will carry out an additional onsite observation in Seville (Evaluation and Quality Control)</li> </ul>
<b>PARTICIPATING INSTITUTIONS</b>	All partners
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	<ul style="list-style-type: none"> <li>- Materials produced</li> <li>- Certificate of attendance awarded to participants</li> <li>- Participants satisfaction survey</li> <li>- Attendance list</li> </ul>

#### Activity 2.7 – Practical Toolkit: Organisation and Management of IR and IC

INDICATORS	
<b>DELIVERY DATE(S)</b>	M8 to M12
<b>PARTICIPANTS/TARGET GROUPS</b>	Target groups include: Staff members and management staff involved in International Relations and/or International Cooperation in PC; the entire university community in PC.
<b>OUTPUTS/RESULTS</b>	- Practical Toolkit that will serve as a guidebook on the organisation, modernisation and management of IR and IC within HEI
<b>PARTICIPATING INSTITUTIONS</b>	All partners
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	- Materials produced (interim and final version of Practical Toolkit)





### 6.4.3. WP3 - DEVELOPMENT OF POTENTIALS FOR INTERNATIONALISATION IN TEACHING/LEARNING/RESEARCH (T/L/R)

The objective of WP 3 is to foster internationalisation in T/L/R and show the benefits of opening HEI to international experiences in these essential aspects of the lives of HEI. The core of activities foreseen will take place during Y2, because it is assumed that the human capacity building under WP2 is finished. As we plan to give a positive and practical orientation to the approach to this WP, we have planned a pilot cooperation and coaching by EU partners during Y2 and Y3.

#### Activity 3.1 - Benchmarking of internationalisation and cooperation potentials in T/L/R

INDICATORS	
<b>DELIVERY DATE(S)</b>	<ul style="list-style-type: none"> <li>- Creation of Working Groups - M13 to M15</li> <li>- Virtual Working Groups meetings – M15 to M18</li> <li>- In-depth analysis – M15 to M18</li> </ul>
<b>PARTICIPANTS/TARGET GROUPS</b>	Target groups include: Staff members and management staff involved International Relations and International Cooperation; entire university community in PC HEI, including students and professors; library staff in charge of research; other educational institutions in PC.
<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Creation of working groups (WG), also including interested non-beneficiary HEI</li> <li>- Realisation of virtual WG's meetings that will take place online to save costs.</li> <li>- In-depth analysis and identification of best practices in T/L/R</li> </ul>
<b>PARTICIPATING INSTITUTIONS</b>	All partners
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	Materials and outputs produced by the Working Groups: <ul style="list-style-type: none"> <li>- minutes from the virtual WG meetings</li> <li>- best practices identified</li> </ul>

#### Activity 3.2 - On-site seminar "Raising Standards in T/L through international cooperation"

INDICATORS	
<b>DELIVERY DATE(S)</b>	<ul style="list-style-type: none"> <li>- Preparation – M17 to M19</li> <li>- Implementation of the seminar – M19</li> </ul>
<b>PARTICIPANTS/TARGET GROUPS</b>	Each PC HEI will involve 5 participants in the seminar, including institutional participants (IR and IC technicians, technical coordinators and management staff, professors and students) and participants from other PC HEI
<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Preparation of seminar materials</li> <li>- Organisation of one on-site seminar in each PC HEI (US will send 2 experts to implement the seminars in CN; UNITO will send 2 experts to implement in the seminars in TJ; and LAUREA will send 2 experts to implement the seminars in UZ)</li> </ul>





	- Collection of feedback on the quality of the activity
<b>PARTICIPATING INSTITUTIONS</b>	Hosting institutions: NUUz, KhoGU, IET TSUC, XJU, NPU, NWAUFU Trainers: US, UNITO, LAUREA Evaluation and Quality Control: INCOMA
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	- Materials produced - Agenda - Certificate of attendance awarded to participants - Participants satisfaction survey - Attendance list

### Activity 3.3 - On-site seminar “Boosting Research Capacities through International Cooperation”

INDICATORS	
<b>DELIVERY DATE(S)</b>	- Preparation – M17 to M19 - Implementation of the seminar – M19
<b>PARTICIPANTS/TARGET GROUPS</b>	Each PC HEI will involve 5 participants in the seminar, including institutional participants (IR and IC technicians, technical coordinators and management staff, professors and students) and participants from other PC HEI
<b>OUTPUTS/RESULTS</b>	- Preparation of seminar materials - Organisation of one on-site seminar in each PC HEI (US will send 2 experts to implement the seminars in UZ; UNITO will send 2 experts to implement in the seminars in CN; and LAUREA will send 2 experts to implement the seminars in TJ) - Collection of feedback on the quality of the activity.
<b>PARTICIPATING INSTITUTIONS</b>	Hosting institutions: NUUz, KhoGU, IET TSUC, XJU, NPU, NWAUFU Trainers: US, UNITO, LAUREA Evaluation and Quality Control: INCOMA
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	- Materials produced - Agenda - Certificate of attendance awarded to participants - Participants satisfaction survey - Attendance list

### Activity 3.4 - Best Practices Book: International Cooperation in T/L/R

INDICATORS	
<b>DELIVERY DATE(S)</b>	M20 to M23
<b>PARTICIPANTS/TARGET GROUPS</b>	Target groups include: IR and IC technicians, technical coordinators and management staff; the entire university community at PC HEI, including professors and students; other interested PC HEI
<b>OUTPUTS/RESULTS</b>	- Publication and distribution of the Best Practices Book on International Cooperation in T/L/R
<b>PARTICIPATING INSTITUTIONS</b>	All partners



<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	- Materials produced (interim and final version of Manual)
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### Activity 3.5 - National and Cross-Regional Recommendations for International Cooperation in T/L/R

INDICATORS	
<b>DELIVERY DATE(S)</b>	M20 to M26
<b>PARTICIPANTS/TARGET GROUPS</b>	Target groups include: PC HEI participating in the project and other non-beneficiary PC HEI
<b>OUTPUTS/RESULTS</b>	- Development and approval of national recommendations (NR) in UZ, TJ and CN as well as Regional recommendations to support cooperation among those three countries or others in Central – Asia and China.
<b>PARTICIPATING INSTITUTIONS</b>	All partners
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	- Materials produced (interim and final version of National and Regional Recommendations)

### Activity 3.6 - Design of the UNICAC cooperation framework

INDICATORS	
<b>DELIVERY DATE(S)</b>	M22 to M24
<b>PARTICIPANTS/TARGET GROUPS</b>	Target groups include: PC HEI participating in the project and other non-beneficiary PC HEI
<b>OUTPUTS/RESULTS</b>	- Design of the UNICAC cooperation framework will be based on the outcomes of BP identification (3.1) and the seminars (3.2 and 3.3) and will also take into consideration the NR developed in PC (3.5).
<b>PARTICIPATING INSTITUTIONS</b>	All partners
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	- Materials produced (interim and final version of cooperation framework)

### Activity 3.7 - Pilot Testing: Mobility actions of students and professors

INDICATORS	
<b>DELIVERY DATE(S)</b>	- Coaching and PhD supervision – M18 to M36 - Pilot testing – M23 to M34 - Identification of collaborative projects – M20 to M36
<b>PARTICIPANTS/TARGET GROUPS</b>	- Coaching and PhD supervision in PC - 14 young researchers (2 from each PC HEI)



	<ul style="list-style-type: none"> <li>- Mobilities of students and professors. A total of 62 students will spend 2 weeks in international HEI and 28 professors will spend 1 -2 weeks in international HEIs.</li> </ul>
<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Coaching and PhD supervision in PC, with no extra mobilities (online/virtual)</li> <li>- Mobilities of students and professors in order to test the possibilities of cross-regional (Central Asia - China) and international (Europe-Central Asia - China) mobility cooperation</li> <li>- Identification of 3 joint collaborative projects</li> <li>- Collection of feedback on the quality of the activity</li> <li>- INCOMA will carry out an additional onsite observation in Seville (Evaluation and Quality Control)</li> </ul>
<b>PARTICIPATING INSTITUTIONS</b>	All partners
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	<ul style="list-style-type: none"> <li>- Materials produced (identification of collaborative projects)</li> <li>- Certificate of attendance awarded to participants</li> <li>- Participants satisfaction survey</li> <li>- Attendance list</li> <li>- Mobility report</li> </ul>

#### 6.4.4. WP4 - INFRASTRUCTURAL MEASURES

WP4 includes infrastructure up-grading in the PC IROs with the necessary equipment and also the development of a Libraries' exchange system, which is a highly cost-efficient and effective mean to get a free access to existing national and international research sources and databases.

##### Activity 4.1 - Upgrading of IR infrastructure

<b>INDICATORS</b>	
<b>DELIVERY DATE(S)</b>	<ul style="list-style-type: none"> <li>- Structural office upgrading – M8 to M12</li> <li>- Setting-up and updating of IROs webpages – M11 to M15, M21, M27 and M33</li> </ul>
<b>PARTICIPANTS/TARGET GROUPS</b>	<p>Direct participants include IRO and IT staff members from PC HEI and US</p> <p>Target groups are the different beneficiaries of IRO in PC HEI</p>
<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Structural office upgrading by purchase and installation of equipment in the early phase of the project</li> <li>- Setting-up and updating of IRO webpages</li> <li>- The work will be done online between the IT department of US and PC HEIs</li> </ul>
<b>PARTICIPATING INSTITUTIONS</b>	US, NUUz, KhoGU, IET TSUC, XJU, NPU, NWAUFU



<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	<ul style="list-style-type: none"> <li>- Documents supporting the upgrading of equipment</li> <li>- Documents supporting the setting-up of webpages (screenshots, links, etc.)</li> </ul>
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#### Activity 4.2 - Creation of Libraries' exchange system

INDICATORS	
<b>DELIVERY DATE(S)</b>	M20 and M21
<b>PARTICIPANTS/TARGET GROUPS</b>	Direct participants include IRO and IT staff members from PC HEIs and US Target groups are the different beneficiaries of IROs in PC HEIs
<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Purchase of equipment</li> <li>- Us will organise and host one visit for PC HEIs- 1 participant per PC HEI- 4 working days.</li> </ul> The rest of the work will be done online to save costs.
<b>PARTICIPATING INSTITUTIONS</b>	US, NUUz, KhoGU, IET TSUC, XJU, NPU, NWAUFU
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	<ul style="list-style-type: none"> <li>- Documents supporting the creation of the international library gateway (screenshots, links, etc.)</li> </ul>

#### 6.4.5. WP5 - CROSS-REGIONAL NETWORK FOR INTERNATIONALISATION AND COOPERATION

The creation of a Cross- Regional Network for Internationalisation and Cooperation is a leading objective of this proposal. The network should serve as a platform for a multi-regional and international dialogue about the international cooperation in Higher Education, provide opportunities for finding synergies between its members and strengthen ties.

The establishment of the network will start early in the project with the overall definition of its mission and membership policy. Also, it is foreseen the establishment of a permanent Network Secretariat.

#### Activity 5.1 - Network creation

INDICATORS	
<b>DELIVERY DATE(S)</b>	M7 to M15
<b>PARTICIPANTS/TARGET GROUPS</b>	Target groups include: EU and PC HEIs staff members (technical coordinators and technicians) and management staff involved in International Relations and International Cooperation; the entire university community of EU and PC HEI, including students and professors; HEI not directly involved in the project



<b>OUTPUTS/RESULTS</b>	- Discussion and development of the network mission, membership policy, financing and definition of a Permanent Secretariat
<b>PARTICIPATING INSTITUTIONS</b>	All partners
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	<ul style="list-style-type: none"> <li>- Documents supporting the network creation and the definition of its main aspects</li> <li>- Documents supporting the management of membership requests</li> <li>- Document containing the network mission, membership policy, financing and promotion</li> </ul>

### Activity 5.2 - Network Conferences

<b>INDICATORS</b>	
<b>DELIVERY DATE(S)</b>	<ul style="list-style-type: none"> <li>- First network conference – M17</li> <li>- Second network conference – M26</li> <li>- Final conference – M35</li> </ul>
<b>PARTICIPANTS/TARGET GROUPS</b>	<p>All partners will participate in the Conferences: PC HEIs participate with 2 participants (1 technician and 1 technical coordinator) except for the Final Conference where 3 participants will be involved.</p> <p>Target groups include: PC HEI staff members (technical coordinators and technicians) and management staff involved in International Relations and International Cooperation; the entire university community of EU and PC HEI, including students and professors; HEI not directly involved in the project.</p> <p>Attendees: 60 participants in 1<sup>st</sup> and 2<sup>nd</sup> Conference. 80 participants for the Final Conference.</p>
<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- First network conference on “Internationalisation policies and Strategies in HEIs” – Khujand (TJ)</li> <li>- Second network conference on “Cooperation in T/L/R - Xi’an (CN)</li> <li>- Final network conference - Tashkent (UZ)</li> <li>- Collection of feedback on the quality of the events</li> </ul>
<b>UZ</b>	All partners
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	<ul style="list-style-type: none"> <li>- Materials produced</li> <li>- Agenda</li> <li>- Certificate of attendance awarded to participants</li> <li>- Participants satisfaction survey</li> <li>- Attendance list</li> <li>- Inclusion of the activity in the dissemination matrix</li> </ul>



#### 6.4.6. WP6 - QUALITY CONTROL PLAN

INCOMA will be the partner responsible for the Evaluation and Quality Assurance. Nevertheless, all the remaining partners will be involved in the activities and will provide appropriate support to the activity leader.

During the first partner meeting, INCOMA will discuss and agree with all partners the Evaluation and Quality Assurance, subsequently preparing and sharing the Evaluation and Quality Assurance Plan.

INCOMA will produce the evaluation tools for project meetings, events and training activities and will share them with the remaining partners. When required, and especially when INCOMA does not participate the event or activity that will be evaluated, hosting partners will ensure that evaluation questionnaires or forms are collected and will send them to INCOMA, thus supporting project evaluation.

The Quality Control will be an integral part of the project in order to ensure that objectives are met in the most effective way. This will be achieved through the implementation of the following activities.

##### Activity 6.1 – Evaluation and Quality Assurance Plan

INDICATORS	
<b>DELIVERY DATE(S)</b>	-Evaluation and Quality Assurance Plan– M1 to M2
<b>PARTICIPANTS/TARGET GROUPS</b>	-Beneficiaries and participants in the different training activities and events
<b>OUTPUTS/RESULTS</b>	- Set-up of the Advisory Board (1 member per participating country – 7 members in total) - Collection of feedback and inputs
<b>PARTICIPATING INSTITUTIONS</b>	All partners, Advisory Board members
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	- Evaluation and Quality Assurance Plan

##### Activity 6.2 - Internal Evaluation

INDICATORS	
<b>DELIVERY DATE(S)</b>	M2 to M36
<b>PARTICIPANTS/TARGET GROUPS</b>	Beneficiaries and participants in the different training activities and events
<b>OUTPUTS/RESULTS</b>	- Collection of feedback on the quality of events and training activities - Implementation of direct on-site observation and monitoring of events and training activities - Mid-term and final evaluation reports
<b>PARTICIPATING INSTITUTIONS</b>	All partners



<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	- Evaluation reports produced
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### Activity 6.3 – External Evaluation

INDICATORS	
<b>DELIVERY DATE(S)</b>	M2 to M36
<b>PARTICIPANTS/TARGET GROUPS</b>	Independent expert
<b>OUTPUTS/RESULTS</b>	- Technical evaluation of activities, results and impacts of the project + feedback about the direction of the works and recommendations for improvement.
<b>PARTICIPATING INSTITUTIONS</b>	All partners
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	- Evaluation reports produced

### Activity 6.4 – Financial audit

INDICATORS	
<b>DELIVERY DATE(S)</b>	M2 to M36
<b>PARTICIPANTS/TARGET GROUPS</b>	Consortium members
<b>OUTPUTS/RESULTS</b>	- Financial audit at the end of project execution
<b>PARTICIPATING INSTITUTIONS</b>	All partners
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	- Financial audit report



## CHRONOGRAM EVALUATION ACTIVITIES

	YEAR 1												YEAR 2												YEAR 3											
Activity	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36
Evaluation and Quality Assurance Plan																																				
Internal Evaluation																																				
External Evaluation																																				
Financial Audit																																				





#### 6.4.7. WP7 - DISSEMINATION

INCOMA, will be responsible for defining a Dissemination Plan with the support of the remaining partners. All partners will be actively involved in the dissemination of UNICAC.

To guarantee the high potential for multiplication and to disseminate the project results at institutional, national and international levels, dissemination activities are an integral part of the project and will be implemented from the very beginning. The project foresees multiple awareness raising actions both internally (at the level of the involved institutions) and externally (national and international level).

Particular attention has been paid to the dissemination actions at national level of the PC in order to ensure that the impact of the project goes beyond the institutions directly involved. In relation to this and regarding the special nature of the project, quite a large part of activities is integrated within the Development and Sustainability WPs (e.g. Network activities and conferences, several national roundtables).

The Dissemination Plan prepared by INCOMA will be updated throughout the project lifecycle according to the needs detected and will include all templates created.

#### Activity 7.1 – Project visual identity

INDICATORS	
<b>DELIVERY DATE(S)</b>	<ul style="list-style-type: none"> <li>- Develop and implementation of marketing strategies – M1 to M36</li> <li>- Newsletters – M6, M12, M18, M24, M30 and M36</li> </ul>
<b>PARTICIPANTS/TARGET GROUPS</b>	Target groups include: Wider public including PC HEI not directly involved in the project, international academic community, Social partners (enterprises, NGOs), Students community; Professional organizations and national and international networks
<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Development and dissemination of project marketing materials including a project book and a comprehensive project marketing package (project logo, posters, leaflets, brochures, promotional material for round tables &amp; info events, standard press releases);</li> <li>- Electronic newsletters every 6 months. Newsletters will be accompanied by press releases in newspapers on a regular basis.</li> </ul>
<b>PARTICIPATING INSTITUTIONS</b>	All partners
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	<ul style="list-style-type: none"> <li>- Documents supporting the marketing materials produced</li> <li>- Newsletters produced</li> <li>- Inclusion of activities in the dissemination matrix</li> </ul>



### Activity 7.2 - Project and Network Webpage

INDICATORS	
<b>DELIVERY DATE(S)</b>	M2 to M36
<b>PARTICIPANTS/TARGET GROUPS</b>	Target groups include: Wider public including PC HEI not directly involved in the project, international academic community, Social partners (enterprises, NGOs), Students community; Professional organisations and national and international networks
<b>OUTPUTS/RESULTS</b>	- Development and regular update of the project (and network) webpage as a platform for electronic project presentation, external and internal dissemination and efficient communication
<b>PARTICIPATING INSTITUTIONS</b>	All partners
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	- Documents supporting the creation of the webpage (screenshots, links, etc.) - Agreement for the update of project webpage

### Activity 7.3 - Internal Information Workshops

INDICATORS	
<b>DELIVERY DATE(S)</b>	M4, M15 and M26
<b>PARTICIPANTS/TARGET GROUPS</b>	Each institution is expected to involve a total of 75 participants, including: students, teaching staff, administrative staff, staff members and management staff involved in International Relations and/or International Cooperation and third party PC HEI not directly involved in the project.
<b>OUTPUTS/RESULTS</b>	- Organisation and implementation of 3 short internal information workshops with the duration of half a day, to disseminate information about the IRO and their services - Collection of feedback on the quality of the event
<b>PARTICIPATING INSTITUTIONS</b>	-Participating institutions: NUUz, KhoGU, IET TSUC, XJU, NPU, NWAUFU -Evaluation and Quality Control: INCOMA
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	- Materials produced - Agenda - Certificate of attendance awarded to participants - Participants satisfaction survey - Attendance list - Inclusion of the activity in the dissemination matrix

### Activity 7.4 – Central Asia & China Universities Convention

INDICATORS	
<b>DELIVERY DATE(S)</b>	M35



<b>PARTICIPANTS/TARGET GROUPS</b>	<p>All partners will participate in the Educational Fair with 3 participants (2 technicians and 1 technical coordinator). For cost-efficiency reasons, it will coincide with the Final Conference (WP5) and the last Steering Committee meeting (WP9). 2 working days.</p> <p>Target groups include: Wider public including PC HEI not directly involved in the project, international academic community, Social partners (enterprises, NGOs), Students community; Professional organizations and national and international networks.</p> <p>At least 80 participants are expected to attend.</p>
<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Organisation of a Central Asia &amp; China Universities Convention in Tashkent (UZ)</li> <li>- Collection of feedback on the quality of the event</li> <li>- INCOMA will carry out an additional onsite observation (Evaluation and Quality Control)</li> </ul>
<b>PARTICIPATING INSTITUTIONS</b>	All partners
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	<ul style="list-style-type: none"> <li>- Materials produced</li> <li>- Agenda</li> <li>- Certificate of attendance awarded to participants</li> <li>- Participants satisfaction survey</li> <li>- Attendance list</li> <li>- Inclusion of the activity in the dissemination matrix</li> </ul>

#### 6.4.8. WP8 - SUSTAINABILITY

WP8 is devoted to actions supporting and ensuring long-term maintenance of project results. While several actions supporting sustainability are integrated within the Dissemination and Development WPs, further sustainability and exploitation activities are planned, including the development of National Roundtables in in PC, the final presentation of SPIC and Cross- Regional Cooperation in each PC HEI, the official approval of created IR structures, signing of collaboration agreements and the agreement on the long-term maintenance, functioning, financing and membership of the network.

KhoGU will be the partner responsible for the project sustainability. Nevertheless, all partners will be involved in the activities and will provide appropriate support to the activity leader.

During the first partner meeting, KhoGU will discuss and agree with all partners relevant aspects related to the project sustainability.

#### Activity 8.1 - National Roundtables in PC

INDICATORS	
<b>DELIVERY DATE(S)</b>	M7, M14 and M25



<b>PARTICIPANTS/TARGET GROUPS</b>	A total of 75 participants, including: students, teaching staff, administrative staff, staff members and management staff involved in International Relations and/or International Cooperation and third-party PC HEI not directly involved in the project.
<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Organisation 3 National Roundtables per partner country, with the objective to raise awareness about the project results and to spark national debate, to facilitate involvement of third parties in project activities, to disseminate the project results at national level</li> <li>- Collection of feedback on the quality of the event</li> </ul>
<b>PARTICIPATING INSTITUTIONS</b>	<ul style="list-style-type: none"> <li>-Participating institutions: NUUz, KhoGU, IET TSUC, XJU, NPU, NWAFU</li> <li>-Evaluation and Quality Control: INCOMA</li> </ul>
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	<ul style="list-style-type: none"> <li>- Materials produced</li> <li>- Agenda</li> <li>- Certificate of attendance awarded to participants</li> <li>- Participants satisfaction survey</li> <li>- Attendance list</li> <li>- Inclusion of the activity in the dissemination matrix</li> </ul>

#### Activity 8.2 – Institutional Implementation of created structures and strategies

INDICATORS	
<b>DELIVERY DATE(S)</b>	<ul style="list-style-type: none"> <li>- Official approval of created IR structures – M7 to M27</li> <li>- Final adoption of SPIC - M25 to M27</li> </ul>
<b>PARTICIPANTS/TARGET GROUPS</b>	<p>Target groups include: Management staff members involved In International Relations and/or International Cooperation; staff members involved in International Relations and/or International Cooperation (technicians and technical coordinators);</p> <p>Indirectly: the entire university community of PC HEI as beneficiaries of the new strategies and structures.</p>
<b>OUTPUTS/RESULTS</b>	- Final approval and institutional incorporation of the developed IR/IC structures and strategies
<b>PARTICIPATING INSTITUTIONS</b>	-Participating institutions: NUUz, KhoGU, IET TSUC, XJU, NPU, NWAFU
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	<ul style="list-style-type: none"> <li>- SPIC adopted in each institution</li> <li>- Documents supporting the official approval of created structures and strategies</li> </ul>

#### Activity 8.3 – Network long-term Mission and Strategy

INDICATORS	
<b>DELIVERY DATE(S)</b>	M14 to M36
<b>PARTICIPANTS/TARGET GROUPS</b>	<p>Direct: Members of the Network</p> <p>Indirect: Entire national and international universities community, Social partners and student associations</p>



<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Signing of the agreement/memorandum by the participant institutions to institutionalise the network;</li> <li>- Promotion of the network membership and administration of requests for participation in the network (Secretariat);</li> <li>- Final agreement on the functioning, financing and structure of the Network.</li> </ul>
<b>PARTICIPATING INSTITUTIONS</b>	All partners
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	<ul style="list-style-type: none"> <li>- Agreements signed among participating institutions</li> <li>- Agreement on the functioning, financing and structure of the network</li> <li>- Documents supporting the final adoption of the network mission, long-term strategy, structure and membership policy</li> </ul>

#### Activity 8.4 - Collaboration agreements between partner HEI

INDICATORS	
<b>DELIVERY DATE(S)</b>	M3 to M31
<b>PARTICIPANTS/TARGET GROUPS</b>	<p>Direct: management staff of International Relations and/or International Cooperation; staff members from IRO (technicians and technical coordinators)</p> <p>Indirect: Entire students and academic community of the involved universities</p>
<b>OUTPUTS/RESULTS</b>	- Development and signing of collaboration agreements between partner universities as a basis for exploitation of results and continuity of actions tested during the project
<b>PARTICIPATING INSTITUTIONS</b>	All partners
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	- Agreement signed among institutions



## 7. WP9 - PROJECT MANAGEMENT

The objective of WP9 is to ensure the smooth strategic and operational project implementation by implementing several measures, as detailed below. Apart of the Steering Management Committee, the management of the project is mainly directed by US as Project coordinator, and INCOMA, as partner responsible of the Quality Control. Partners are expected to provide all the needed proofs of each activity conducted. In general, the partner organizer of an activity will collect all the supporting evidences.

### Activity 9.1 - Project Management structures

INDICATORS	
<b>DELIVERY DATE(S)</b>	M1 and M2
<b>PARTICIPANTS/TARGET GROUPS</b>	Consortium members
<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Setting up of the Steering Committee, including agreement on its mission and working principles;</li> <li>- Nomination of project officers in each partner institution;</li> <li>- Signing of internal collaboration agreements between the partners;</li> <li>- Agreement on operational management and reporting principles.</li> </ul>
<b>PARTICIPATING INSTITUTIONS</b>	All partners
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	<ul style="list-style-type: none"> <li>- Agreements signed</li> <li>- Project management plan including contact details of project officers</li> </ul>

### Activity 9.2 – Overall Management and Reporting

INDICATORS	
<b>DELIVERY DATE(S)</b>	M1 to M36
<b>PARTICIPANTS/TARGET GROUPS</b>	Consortium members
<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Setting and follow up of the plan for the implementation of project activities (updated work plan);</li> <li>- Regular reporting (every 3 months by project partners to US (coordinator), mid-term reports to EACEA (prepared by US every 6 months and approved by the SC);</li> <li>- Ongoing supervision concerning implementation of project activities in PC (local project coordinators together with US);</li> <li>- Continuous communication between the partners &amp; potential trouble shooting.</li> </ul>
<b>PARTICIPATING INSTITUTIONS</b>	All partners



<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	
---	--

### Activity 9.3 - Coordination Meetings

UNICAC foresees a total of 4 transnational project meetings financed under the Erasmus+ programme. Each consortium meeting also contemplates the participation of 3 staff members of the organising partner and EU partners will participate with 2 staff members. SC meetings will have a duration of 2 working days.

Additionally, one Virtual Kick Off Meeting in M2 to update the project strategies, procedures and discuss about 1<sup>st</sup> year work plan.

Each 6 months Virtual Management Meetings will be held in order to discuss operational project progress and further steps.

INDICATORS	
<b>DELIVERY DATE(S)</b>	<ul style="list-style-type: none"> <li>- Virtual Kick Off Meeting – M2</li> <li>- Virtual Management meetings: <ul style="list-style-type: none"> <li>M6</li> <li>M12</li> <li>M18</li> <li>M24</li> <li>M30</li> <li>M35</li> </ul> </li> <li>- Steering Committee Meetings: <ul style="list-style-type: none"> <li>M3- Seville (ES)</li> <li>M17- Khujand (TJ)</li> <li>M26 – Xi'an (CN)</li> <li>M35 – Tashkent (UZ)</li> </ul> </li> </ul>
<b>PARTICIPANTS/TARGET GROUPS</b>	Consortium members
<b>OUTPUTS/RESULTS</b>	<ul style="list-style-type: none"> <li>- Virtual Kick Off Meeting</li> <li>- Virtual Management Meetings</li> <li>- Steering Committee Meetings (coinciding with other activities and events for cost-efficiency reasons – Introductory Seminar and Network Conferences)</li> </ul>
<b>PARTICIPATING INSTITUTIONS</b>	All partners
<b>SUPPORTING DOCUMENTS/TECHNICAL REPORTING</b>	- Meeting minutes

## **7.1 EVIDENCES FOR PROJECT JUSTIFICATION**

All partners are requested to provide evidences for the technical justification of the project activities which have been developed during the project lifecycle, as specified in each project activity (please, see section 6.4). It is also important to the financial justification, as stated in section 7.5.

### **7.1.1 TECHNICAL JUSTIFICATION**

15 days after the end of the activity, all partners will have to send the scanned documents together with the required evidences. Each partner will have to keep the original documents during 5 years after the end of the project.

Each activity requires different technical justification, such as: didactic materials, photos, screenshots, website links, drafts, etc.

### **7.1.2 FINANCIAL JUSTIFICATION**

Section 7.5 specifies all financial documents and evidences that each partner must collect and send by type of activity (staff cost, training mobilities, events, equipment and subcontracting costs).

Like the technical justification, the documentation for the financial justification should be submitted scanned by e-mail at first and then by post to the coordinator, once it is confirmed that it is correct.

15 days after the end of the activity, partners will have to send the scanned documents together with the required evidences by post to the following address:

Unidad de Proyectos Internacionales  
Centro Internacional de la Universidad de Sevilla  
Avda. Ciudad Jardín, 20-22. 41005-Sevilla, España

## **7.2 PROJECT MANAGEMENT GROUP AND COORDINATION COMMITTEE**

The strategic supervision of the project implementation and related decisions will be taken by the Coordination Committee, composed by a coordinator and 1 technician from each partner institution.

The Committee will be led by the US (ES) and will be responsible for the strategic coordination of the project and the decision-making strategy on project implementation, partial reviews (mid-term) and adoption of recommendations and evaluations of the Quality Control Committee, coordinated by INCOMA, progressive planning and adjustments as necessary.



Decisions will be taken by simple majority, requiring the presence of at least 5 partners, including the coordinator. In case of disagreement, the coordinator will propose a democratic solution, attending to the advice of EACEA and consulting with the Educational Organizations if necessary.

The composition of the Coordination Committee is indicated in section 3.

Four meetings of the Coordination Committee will be held:

M3- Seville (ES)  
M17- Khujand (TJ)  
M26 – Xi'an (CN)  
M35 – Tashkent (UZ)

Whenever a meeting of the Coordination Committee is held, the host partner of that meeting must prepare minutes with the results of that meeting using the template provided.

### **7.3 PRACTICAL MANAGEMENT**

Each partner will have a project leader. The coordinator (US), together with INCOMA as Quality Coordinator, will be responsible for the administrative management including coordination of reports, budget implementation and communication with EACEA. The partners of the partnership will be required to submit regular reports on the implementation of the activities to the coordinator.

In order to facilitate efficient communication between the partners, a list of contacts of the people involved in the development of the project activities has been created, as indicated in section 3, and work will be done through the TeamWork platform that has been created for this purpose.

Likewise, specific planning/ control techniques will be applied using the scale planning (for one week, 1 month and 6 months).

Finally, the issues about the management of the Project will also be discussed at each partner meeting.

### **7.4 COORDINATION MEETINGS**

Also, online meetings will be organized to discuss the management of the project on a regular basis (every 4-6 months) in addition to the meetings of the Steering Committee (4 face-to-face). For reasons of cost efficiency, the Steering Committee will coincide with other project activities (conferences, events).

The planned coordination meetings are:

- Virtual coordination meetings - whenever deemed necessary

- The planned Steering Committee meetings will be used to discuss the management of the project (M3, M17, M26 and M35).

The management of the project will be coordinated by the US with the support of INCOMA and will be developed throughout the project.

Whenever a virtual coordination meeting is held, the US will prepare minutes with the results of the meeting, using the template provided.

## 7.5 FINANCIAL MANAGEMENT

The Erasmus+ programme defines two types of expenditure: unit costs and real costs.

The unit cost is a fixed contribution which is multiplied by the specific number of units to cover the costs arising from the execution of a specific activity or task. Unit costs are: staff costs (number of working days), travel costs (calculated on the basis of the distance between the place of departure and the destination) and costs of stay (duration of stay).

Real costs will be those arising from subcontracting and equipment, so the eligible amounts will correspond to the amounts on the invoices.

This section details the documents that all partners must provide for the financial justification of the project according to the type of cost: staff, travel and costs of stay (training mobilities), equipment and subcontracting.

15 days after the end of the activity, the partners will have to send the scanned documentation as well as all the required proofs which will then have to be sent to the coordinator by post to the following address:

Unidad de Proyectos Internacionales  
Centro Internacional de la Universidad de Sevilla  
Avda. Ciudad Jardín, 20-22. 41005-Sevilla, España

On the other hand, as for the transfer of funds, the US will transfer to the partners the funds for the management of the staff, travel and stay expenditures according to the following payment schedule:

Payment	Percentage	Dates	Requirements
1st	50%	After the reception of the first payment by the EACEA.	Once the partner has submitted the Partnership Agreement signed by its legal representative.



2nd	40%	After the approval of the interim report and the reception of the second payment by the EACEA.	As long as the partner: <ul style="list-style-type: none"> <li>- Has submitted to the US all the required information within the deadline set out in the Partnership Agreement,</li> <li>- Has completed all the activities planned for the first period,</li> <li>- Has spent at least 70% of the first payment.</li> </ul>
3rd	10% or final balance	After the approval of the final report and the transfer of the last payment by the EACEA.	As long as the partner: <ul style="list-style-type: none"> <li>- Has submitted to the US all the required information within the deadline set out in the Partnership Agreement,</li> <li>- Has completed all the activities planned for that period,</li> <li>- Has spent the entire amount allocated.</li> </ul>

### 7.5.1 STAFF COSTS LINKED TO PROJECT DEVELOPMENT ACTIVITIES

- Timesheets for the activities carried out calculated by unit costs according to staff category (Timesheets - Annex 1). These sheets shall be signed by the person concerned and by the head of the institution.

The Timesheet template has been provided by EACEA, the Executive Agency responsible for the management of the Erasmus+ programme, and shall be completed in English. Partners should not make any changes to the structure of the document.

- Personnel agreement for each participant and, in case the same person carries out activities of different categories, an agreement for each category. These agreements must be signed by the person concerned and then signed and sealed by the person in charge of the institution.

The staff agreement template (Annex 2) has been provided by EACEA, the executive agency responsible for the management of the Erasmus+ programme and should be completed in English. Partners should not make any changes to the structure of the document.

- Copy of the employment contract or certificate of the existence of an employment relationship between the participant and the institution.

### **7.5.2 TRAINING MOBILITIES (TRAVEL COSTS AND COSTS OF STAY)**

- Individual Travel Report for each participant and each trip made, calculated by unit costs.

The Individual Travel Report template (Annex 3) has been provided by EACEA, the Executive Agency responsible for the management of the Erasmus+ programme and should be completed in English. Partners should not make any changes to the structure of the document.

- Copies of boarding cards, tickets, hotel bills or documentary proof of travel (trip and stay) made:
  - The amount allocated for travel expenses includes: visa fees, travel expenses, insurance and trip cancellation, if duly justified;
  - The amount allocated for living expenses includes: daily allowance, accommodation, local and public transport such as bus or taxi;
  - The cost of the stay is calculated taking into account the duration in days - regardless of the time of departure and arrival of each participant.
- Copies of compulsory insurance policies required for participants travelling abroad. Such insurance must cover the following:
  - Travel,
  - Civil liability,
  - Accidents and serious illness,
  - Death and repatriation.
- Satisfaction surveys of each participant (template provided by INCOMA, coordinator of quality activities).

### **7.5.3 EVENTS**

The institution organizing the event must do and then send a scanned copy to US and INCOMA the following evidences:

- Detailed agenda of the event according to the template provided by INCOMA, coordinator of dissemination activities;
- Signature sheet according to the template provided by INCOMA, coordinator of dissemination activities;
- Certificate of attendance for each participant prepared by the host institution according to the template provided by the coordinator;

- Photos of the event;
- Dissemination report / Dissemination matrix based on the template provided by INCOMA, coordinator of the dissemination activities;
- Satisfaction surveys of each participant (template provided by INCOMA, coordinator of the quality activities).

#### **7.5.4 EQUIPMENT AND SUBCONTRACTING COSTS**

The costs of equipment allocated in the budget for the beneficiary will be paid directly by the beneficiary to the company where the purchase has taken place. The beneficiary will have to meet the document requirements of eligibility of the Grant Agreement and the general Erasmus+ rules and regulations. The first payment to the beneficiary will include 50% of the total equipment costs if any, and the second the 40%. The money for equipment, in the amounts set forth only will be transferred once that the invoice has been approved by the University of Sevilla.

The costs of subcontracting allocated in the budget for the beneficiary will be paid directly by the beneficiary to the company where the purchase has taken place. The first payment to the beneficiary will include 50% of the total subcontracting costs if any, and the second the 40%. The money for subcontracting, in the amounts set forth only will be transferred once that the invoice has been approved by the University of Sevilla.

### **7.6 REPORTS**

#### **7.6.1 INTERIM REPORT**

By 1<sup>st</sup> July 2020, each partner shall send to the coordinator the documentation related to the implementation of the activities covering the period from 15 January 2019 to 14 July 2020, following the indications and templates provided by the coordinator (i.e. the period of eligibility of expenses and payments shall include from 15 January 2019 to 14 July 2020).

#### **7.6.2 FINAL REPORT**

By 15 January 2022, each partner shall send to the coordinator the documentation to facilitate the preparation of the final report, including information on the implementation of the activities foreseen in the project, and covering the period from 15 July 2020 to 14 January 2022, or the end date of the project if it has been extended, following the indications and models provided by the coordinator.

## **8. TEMPLATES OF IMPORTANT DOCUMENTS**

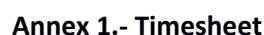
The document templates prepared in the framework of the project must be used by all partners in the preparation of any document related to the project. To avoid duplication of contents, many of the models will be included in the dissemination plan.

### **8.1 OFFICIAL TEMPLATES, PROVIDED BY EACEA**

- Timesheet template (annex 1);
- Joint Declaration (annex 2);
- Individual Travel Report (annex 3).

### **8.2 TEMPLATES OF DOCUMENTS CREATED BY PROJECT COORDINATOR AND INCOMA. TO BE USED DURING PROJECT LIFE**

- Word document template (annex 4);
- Power Point template (annex 5);
- Meeting minutes template (annex 6);
- Agenda template (annex 7);
- Attendance list template (annex 8);
- Dissemination Matrix template (annex 9);
- Press release template (annex 10);
- Report template (annex 11);
- Report of the mobility activity template (annex 12);
- Certificate of participation template (annex 13).

[illegible]

<sup>1</sup> Please refer to Section 3.3.1.1 (Staff costs) of the Guidelines for the Use of the Grant. Time-sheets have to be attached to each Joint Declaration.

Signature of the staff member :

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

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## Annex 2.- Joint Declaration

### ANNEX II

#### 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 and is part of its payroll system 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)	

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

Done in ..... Date .....

Name .....

Function .....

Institution .....

Staff member name .....

Signature and Stamp of the Institution

Signature of the Staff member

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

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





### Annex 3.- Individual Travel Report

#### ANNEX III - 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: .....  
Nationality: .....  
Home institution: .....  
Staff position/student year of study at home institution: .....

##### (2) TYPE OF ACTIVITY (Tick as appropriate)

###### STAFF

- ☐ Teaching/training assignment  
☐ Training and retraining purposes  
☐ Updating programmes and courses  
☐ Practical placements in companies, industries and institutions  
☐ Project management related meetings  
☐ Workshops and visits for result dissemination purposes

###### STUDENTS

- ☐ Study period  
☐ Participation in intensive courses  
☐ Practical placements, internships in companies, industries or institutions  
☐ Participation in short term activities linked to the management of the project

##### (3) DETAILS OF THE TRAVEL

<b>PERIOD*</b>	From (Depart date) (dd/mm/yy)	To (Return date) (dd/mm/yy)
<b>PLACE OF DEPARTURE**</b>	HOME INSTITUTION .....	
	COUNTRY ..... CITY .....	
<b>PLACE OF DESTINATION/ LOCATION OF ACTIVITY</b>	HOST INSTITUTION .....	
	COUNTRY ..... CITY .....	
<b>TRAVEL DISTANCE***</b>	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.html](http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.html) from place of departure to location of activities)

##### (4) DETAILS OF THE ACTIVITY

<b>DATES</b> (excluding travel)	From (date): .....	To (date): .....
<b>DESCRIPTION OF ACTIVITY(IES) PERFORMED</b> (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 4.- Word document template



# DOCUMENT TITLE

## HEADING LEVEL 1

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## HEADING LEVEL 2

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## HEADING LEVEL 3

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1

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## Annex 5.- Power Point template



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## Annex 6.- Meeting minutes template



### ACTIVITY/EVENT NAME MINUTES

DATE(S): XXXX

PLACE: XXX

PARTICIPANTS: XXXX

#### DAY 1 - DATE

##### SESSION NAME

Session content

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#### DAY 2 - DATE

##### SESSION NAME

Session content

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**DEADLINES:**

PARTNER	ACTIVITY	DATE



## Annex 7.- Agenda template



### ACTIVITY: AGENDA AGENDA

DATE(S):

PLACE:

DAY 1 - DATE

Time	Session/Activity	Responsability



## Annex 8.- Attendance list template



### ATTENDANCE LIST

EVENT:

DATE:

PLACE:

INSTITUTION	PARTICIPANT NAME AND SURNAME	E-MAIL ADDRESS	SIGNATURE

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1



## Annex 9.- Dissemination Matrix template



DISSEMINATION MATRIX					
PARTNER NAME					
ACTIVITY	LOCATION (PLACE, CITY)	DATE	TARGET AUDIENCE	PARTICIPANTS OR PEOPLE REACHED	REPORTING MATERIAL <sup>1</sup>
Brief description of the event:					

Add rows as necessary

<sup>1</sup>For each dissemination activity, reporting material must be included as an Annex.  
Example: Annex 1 - attendance list and photos.

<sup>1</sup>  
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### ANNEXES

For each dissemination activity, please attach supporting documents. For in-presence dissemination activities, please include photos, the attendance list and copy of materials distributed. For online dissemination activities, please include a screenshot and a link to the publication.

#### ANNEX 1

(Please include/paste here supporting documents)

#### ANNEX 2

(Please include/paste here supporting documents)

#### ANNEX 3

(Please include/paste here supporting documents)

Add annexes as necessary

<sup>2</sup>  
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## Annex 10.- Press Release template



# PRESS RELEASE

## EVENT NAME

DATE:

PLACE:

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## Annex 11.- Report template

DOCUMENT NAME	
Project title	UNICAC 598340-EPP-1-2018-1-ES-EPPKA2-CBHE-JP
WP	
Delivery date	
Author(s)	

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INDEX

HEADING LEVEL 1 ..... 3

HEADING LEVEL 2 ..... 3

HEADING LEVEL 3 ..... 3

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UNICAC

DOCUMENT TITLE

HEADING LEVEL 1

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HEADING LEVEL 3

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## Annex 12.- Report of the mobility activity template



### MOBILITY REPORT

PARTICIPANT NAME	
ACTIVITY	
HOSTING PARTNER	
SENDING PARTNER	
DATE(S) OF THE ACTIVITY	

1. DESCRIPTION OF THE MOBILITY

*(Include relevant information about the stay, implemented activities, duration of the mobility, individual preparatory activities...)*

2. LOGISTIC

*(Include all the information regarding dates, travel itinerary, accommodation...)*

3. RESULTS OF THE MOBILITY

*(Describe the benefits of the mobility both at personal and professional levels and of intercultural exchange)*

4. DIFFICULTIES

*(If applicable, describe the possible difficulties encountered)*

5. COMMENTS AND SUGGESTIONS

*(Other comments, recommendations or suggestions and aspects that should be improved in future activities of the mobility according to your opinion)*

*Thank you for your cooperation!*

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## Annex 13.- Certification of participation template



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### CERTIFICATE OF ATTENDANCE

(PARTICIPANT NAME AND SURNAME), from (University name), has participated in the activity (activity name), implemented in (city, country) from (start date) to (end date).

The abovementioned activity was implemented within the framework of UNICAC (598340-EPP-1-2018-1-ES-EPPKA2-CBHE-JP), an initiative funded by the European Commission through the Erasmus+ programme, Key-Action 2, Capacity Building in the field of Higher Education, coordinated by the University of Seville and in which (university name) participates as a Consortium member.

(location), (date).

(stamp)

\_\_\_\_\_  
(signature)

(Project manager or technical coordinator at \_\_\_\_\_)

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LOGO OF INSTITUTION  
ISSUING THE CERTIFICATE

[communication] reflects the views only  
information contained therein