

[Project Name and Number: Development and Implementation of Social Dimension Strategies in Armenia and Bosnia and Herzegovina through Cross-Regional Peer-Learning – 574139-EPP-1-2016-1-AM-EPPKA2-CBHE-JP]

AGENDA

Meeting title: TRAINING FOR UNIVERSITY STAFF AND GOVERNMENT REPRESENTATIVES

Date: JUNE 13-14, 2017

Venue: AMERICAN UNIVERSITY, YEREVAN

Participants: project partners of INCLUSION

Brief Summary:

Topics

- I. Presentation of results from the fact-finding phase (WP 1)
- II. WP 1: Benchmarking as a tool for planning and measuring progress in fostering the SD at PCUs
- III. Fostering the Social Dimension in Higher Education: Good practices and additional tools
- IV. World Café
- V. WP 2: Outlook/next steps
- VI. Quality Assurance
- VII. Consortium Meeting

Methodology

- Discussion of lessons learned based on real case scenarios from activities conducted under WP1;
- Poster presentations by students on the question “From your perspective as a student – what could/should be done at your university to support students from underrepresented groups?”
- World Café methodology for development of further ideas for action;
- Presentation of good practices from EU and beyond including presentation of available online resources.

Day 1: (13 June 2017, details of the meeting venue)

OUTLINE:

- Presentation of results from the fact-finding phase (WP 1)
- WP 1: Benchmarking as a tool for planning and measuring progress in fostering the SD at PCUs

REGISTRATION (11:00 – 11:30)

Please read: n/a

Please prepare and bring: bring presentations on memory stick

SESSION	TIME	TOPIC	PRESENTED BY:
Welcome	11:30 – 12:00	Welcome	Representatives from AUA (host) and YSAFA (coordinator)
		Introduction of participants	WUS Austria
I. Presentation of results from the fact-finding phase (WP 1)	12:00 – 12:15	Brief overview on main activities	Louise Sperl, Michaela Handke (WUS Austria)
a. Main findings from the literature review (KFU)	12:15 – 12:30	Overview and main findings (non-country-specific)	Lisa Heschl, Gregor Fischer (KFU)



[Project Name and Number: Development and Implementation of Social Dimension Strategies in Armenia and Bosnia and Herzegovina through Cross-Regional Peer-Learning – 574139-EPP-1-2016-1-AM-EPPKA2-CBHE-JP]

	12:30 – 12:45	Main findings regarding BiH	Jana Carkadzic, Dino Mujkic (SMOC)
	12:45 – 13:00	Main findings regarding Armenia	UNISON Representative(s) (tbc)
(13:00 – 13:15) BREAK			
b. Main findings from surveys and site visits (including poster presentation by students)	13:15 – 13:45	Presentation of survey results – overview and institutional good practices	Bridget Middlemas, Marlon Douglin (UoR)
	13:45 – 14:15	Site visit to UNTZ	Jasmina (UNTZ), student rep. (name tbc by UNTZ), Louise Sperl (WUS Austria)
	14:15 – 14:45	Site visit to UNT	Maya Djuric (UNT), student rep. (name tbc by UNT), Liesbeth Spanjers (UCLL)
(14:45 – 15:30) LUNCH			
b. Main findings from surveys and site visits (including poster presentation by students)	15:30 – 16:00	Site visit to AUA	AUA rep., student rep. (name tbc by AUA), Bridget Middlemas, Marlon Douglin (UoR)
	16:00 – 16:30	Site visit to YSAFA	YSAFA rep., student rep. (name tbc by YSAFA), Bridget Middlemas (UoR)
	16:30 – 16:45	Q/A	
c. Communalities and differences across PCUs	16:45 – 17:00	<ul style="list-style-type: none"> Underrepresented groups (UGs) at the 4 PCUs Roles and strategies at the 4 PCUs Measures to support UGs at the 4 PCUs Outreach to highschoools Entry points for the development of Social Dimension Strategies at PCUs (WP2) and inclusive learning/teaching (WP3) 	Louise Sperl (WUS Austria), Bridget Middlemas (UoR)
(17:00 – 17:15) BREAK			
II. WP 1: Benchmarking as a tool for planning and measuring progress in fostering the SD at PCUs	17:15 – 18:00	Benchmarking in INCLUSION <ul style="list-style-type: none"> General introduction to benchmarking Presentation of draft tool incl. proposed methodology Next steps 	Liesbeth Spanjers (UCLL), Bridget Middlemas (UoR)
FINAL REMARKS			



[Project Name and Number: Development and Implementation of Social Dimension Strategies in Armenia and Bosnia and Herzegovina through Cross-Regional Peer-Learning – 574139-EPP-1-2016-1-AM-EPPKA2-CBHE-JP]

Day 2: (14 June 2017, details of the meeting venue)

OUTLINE: (for the first day)

- **Fostering the Social Dimension in Higher Education: Good practices and additional tools**
- **World Café**
- **WP 2: Outlook/next steps**
- **Quality Assurance**
- **Consortium Meeting**

REGISTRATION (9:00 – 9:30)

Please read: n/a

Please prepare and bring: bring presentations on memory stick

SESSION	TIME	TOPIC	PRESENTED BY:
III. Fostering the Social Dimension in Higher Education: Good practices and additional tools	9:30 – 10:00	Measures to support students from underrepresented groups: Good practice examples from UoR and beyond	Bridget Middlemas, Marlon Douglin (UoR)
	10:00 - 10:15	Presentation of databases providing (good) practice examples on the Social Dimension (PL4SD and other)	Louise Sperl, Michaela Handke (WUS Austria)
(10:15 – 10:30) BREAK			
IV. World Café	10:30 – 12:00	World Café: Topics of discussion will be based on identified communalities/differences during fact-finding phase. Discussions will seek to identify further entry points for the upcoming development WP, in particular WP2.	Moderated by EU Partners
V. WP 2: Outlook/next steps	12:00 - 12:45	Launch of WP2: <ul style="list-style-type: none"> ○ Development of SD strategies for PCUs ○ Workshop at UCLL, Nov. 2017 ○ Discussion on options for equipment 	Bridget Middlemas, Marlon Douglin (UoR)
(12:45 – 13:30) LUNCH			
V. WP 2: Outlook/next steps	13:30 – 14:15	Discussion on options for equipment	Bridget Middlemas, Marlon Douglin (UoR)
VI. Quality Assurance	14:15 – 14:45	<ul style="list-style-type: none"> ○ Progress in implementing the INCLUSION WPs: Summary of inputs from WP leaders (based on WP reporting template) ○ Discussion of updates to risk log 	Michaela Handke, Louise Sperl (WUS AT)
(14:45 – 15:00) BREAK			
Coordination Meeting	15:00 – 17:30	<ul style="list-style-type: none"> ○ Technical and Operational Management (WP8) ○ Demonstration of INCLUSION web-site 	INCLUSION Management team
		<ul style="list-style-type: none"> ○ Reporting of major achievement for the currently running WPs (dates and deadlines) 	WP1 – WUS, WP5-WUS, WP6-AUA and UNT
		<ul style="list-style-type: none"> ○ Checking dates for events and deadlines for the upcoming WP2 	WP2-UoR



[Project Name and Number: Development and Implementation of Social Dimension Strategies in Armenia and Bosnia and Herzegovina through Cross-Regional Peer-Learning – 574139-EPP-1-2016-1-AM-EPPKA2-CBHE-JP]

		<ul style="list-style-type: none"> Financial management : Overall concept for the financial management Supporting documents: checklist and deadlines 	INCLUSION Management team
FINAL REMARKS			

LOOKING FORWARD TO MEETING YOU ALL!!!



INCLUSION Training 13 and 14 June 2017_NOTES

Presentations for individual sessions to be uploaded to dropbox

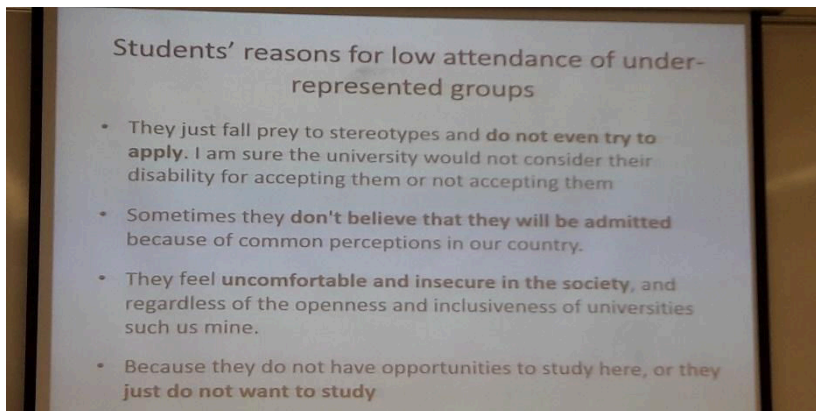
DAY I

Welcome, Representatives from AUA (host) and YSAFA (coordinator)
Introduction of participants, WUS Austria



- We welcomed approx. 30 persons with a variety of backgrounds, wide age range and many different experiences.

I. Presentation of results from the fact-finding phase (WP 1)



Brief overview on main activities, Louise Sperl, Michaela Handke (WUS Austria)

- This training marks the end of work package 1, which included fact-finding through literature review, staff/student surveys and site-visits to Armenia and BiH.
- Working in the training with different methods (world café method, discussions, poster presentations, presentation of good practices and cases (from EU and PCU partners)

a. Main findings from the literature review, Lisa Heschl, Gregor Fischer (KFU)

- Most literature reviewed was focusing on students/people with physical disabilities

- Social Dimension (SD) has been criticised for not been taken as seriously as other Dimensions of the Bologna Process
- It has become evident that the collection and evaluation of data is key to improving the implementation and enhancement of the SD.
- Use Moodle platform established for the INCLUSION project to upload and download relevant documents; maybe make a presentation on how to use Moodle, and put all presentations from the training onto Moodle to start using it more.
Need for resources to establish and implement new strategies – **Question for discussion: what can be done with little resources?**

Main findings regarding BiH, Jana Carkadzic, Dino Mujkic (SMOC)

- It was difficult to find country-specific literature on SD
- Law on HE does not contain provisions which regulate the rights of students from underrepresented groups
- Social inclusions policies are not harmonised across the country > **Question: what does this mean for implementation?**
- **Question: in your opinion - who are the main stakeholders in the short and mid-term in BiH?**
- It will be difficult to achieve tangible outputs; major work will be done in the field non-tangible outputs, mainly awareness raising.

Main findings regarding Armenia, Ani Asatryan (UNISON)

- Maybe even less documents available than in BiH; literature mostly focusing on (physical) disability representing a non-inclusive definition of “inclusion”
- Report on Inclusiveness of HE for Persons with Disabilities from UNISON (key document for the situation in Armenia): 37% of students with disabilities are female > even less access for women?
- The SD in HE in the EHEA – Armenia: support is mostly “only” in terms of financial support to students
- A comprehensive study on ALL underrepresented groups will be essential for further implementation of SD in Armenia

BREAK

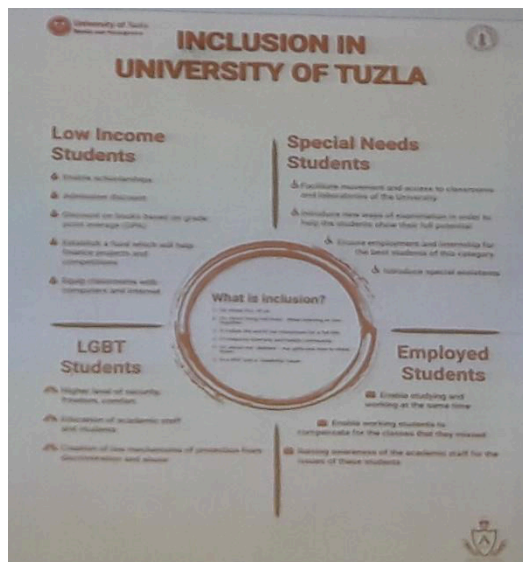
b. Main findings from surveys and site visits (including poster presentation by students)

Presentation of survey results – overview and institutional good practices, Bridget Middlemas, Marlon Douglin (UoR):

- The majority of students answering the survey were between 18-21 and female; 42 % of students had not heard about the SD (not surprising because it may not be called “SD” at individual universities)

- **Questions: What does benchmarking mean in the context of INCLUSION? What is a good time-range for planning?**

Site visit to UNTZ, Jasmina Altumbabic, Anisa (student representative UNTZ, surname tbc by UNTZ), Louise Sperl (WUS Austria):



- Underrepresented in the context of Tuzla: economically disadvantaged (from single parents or orphans), disabilities, LGBT, Roma communities, immigrant students, non-traditional students (part-time or full-time employed students)
- Must not rely on self-identification of groups only but also other means (need for awareness of groups, encouragement)
- No information on why students leave before the end of their programme
- Any further support to students needs to happen with current human capacities because hiring new staff for this is not possible
- Students need to be registered with their needs but do not/may not like to identify themselves in this way.
- Worked out a first set of recommendations for Uni Tuzla
- **Student recommendation (selection):** improve infrastructure (e.g. access to internet, more computers publicly available) to do project work, research paper etc.; re-negotiate exam modalities (e.g. for students with disabilities); raise awareness on LGBT community; employed students may need video and audio coverage for sessions missed
- **Questions: what are patterns for non-traditional students (Gender? Age?) What are the needs of Roma students?**

Site visit to UNT, Maya Djuric (UNT), student rep. (name tbc by UNT), Liesbeth Spanjers (UCLL):

- Working on WP 1 we realised that we do INCLUSION but we do not have a strategy
- Do an INCLUSION Incubator?
- Site-visit helped to understand the baseline and was also used for promotion of the topic at institutional and regional level
- We need more support in terms of counselling – what to do, what to buy, what to aim for?
- UR in the context of Travnik:



economically disadvantaged, disabilities, non-traditional students, single parents, from remote/rural areas

- Communication is very important at the university – management and staff have much personal contact with the students and are thus better aware of their needs.
- Training needs are similar to needs at Uni Tuzla
- **Student recommendations (selection):** form Promotion team for INCLUSION and disseminate positive cases; raising awareness amongst students (trainings); trainings for staff, promotion plans by students (conference in October 2017)

LUNCH

b. Main findings from surveys and site visits (including poster presentation by students)

Site visit to AUA, I. Madyaro (AUA representative), Syuzanna Davitavyan, Rita Keshishian, Anna Arzumanyan, Tamara Bayakhchian, Kharhatuz Uztanesyan (student representatives):

- AUA has already done a lot to meet the needs of people with special needs: e.g. parking spots, access to and around the building, restrooms
- Many questions and uncertainties: e.g. AUA's readiness and capacities to support non-mainstream students; what kind of groups are we talking about (do we e.g. include mental illnesses etc.)?, what data to collect?
- **Student recommendations (selection):** alternative accommodations for exams, test the building, adjust admission forms to take into consideration needs of students, create alternative scoring mechanisms/students from rural areas, raise more awareness, support groups, increase dialogue also with outside the university, provide psychological support, gather more data, parental support



Site visit to YSAFA, YSAFA representatives, Nana Gasparian, Mariam Khazarian, Varchulie Torozyan (student representatives):



- **Student recommendations:** access to buildings, emotional support, students who have children need more support; more support by peers
- YSAFA identified different UG: students from single parents or orphans, religious/ethnic minorities, international students (not speaking the language), students from rural areas, physical and mental disabilities, etc.
- Implement equality, different teaching/learning methods, right to education; improvement of support services, infrastructure, tight cooperation with schools/colleges
- Financial support to students with children (up to 1 year old toddlers)

c. Communalities and differences across PCUs, Louise Sperl (WUS Austria), Bridget Middlemas (UoR)

- Underrepresented groups (UGs) at the 4 PCUs: students from socio-economic disadvantaged groups
- Roles and strategies at the 4 PCUs: no strategies available yet but only informal policies
- Measures to support UGs at the 4 PCUs
- Outreach to high schools
- Entry points for the development of Social Dimension Strategies at PCUs (WP2) and inclusive learning/teaching (WP3)



BREAK



II. WP 1: Benchmarking as a tool for planning and measuring progress in fostering the SD at PCUs

Benchmarking in INCLUSION, Liesbeth Spanjers (UCLL), Bridget Middlemas (UoR):

- General introduction to benchmarking
- Presentation of draft tool incl. proposed methodology
- Next steps

FINAL REMARKS

Other comments:

- Provide access for students to Moodle?
- Upload presentations to Moodle
- Send benchmark draft by end of next week



DAY II

III. Fostering the Social Dimension in Higher Education: Good practices and additional tools



Measures to support students from underrepresented groups: Good practice examples from UoR and beyond; Bridget Middlemas, Marlon Douglin (UoR)

- How we do it at institutional and national level (clear expectations for all staff, key staff in all departments, networks etc.), 6 national frameworks
- Trainings for staff: introduction for learning and teaching, module and programme design, research supervision, mentoring
- Staff with inclusion responsibilities: e.g. disability coordinator, academic writing support person etc.
- UK-wide professional values for ALL academic and support staff
- Programmes are fully reviewed and revised regularly (including inclusive practice)
- Committee and working groups
- Inclusive curriculum design: references and examples used in the material, classroom settings etc.

Presentation of databases providing (good) practice examples on the Social Dimension (PL4SD and other); Louise Sperl, Michaela Handke (WUS Austria)

- What (good practice) examples are already out there that can be looked up online?

BREAK

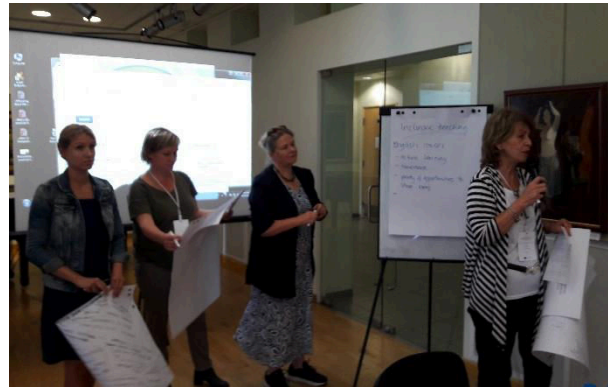
IV. World Café: Topics of discussion will be based on identified communalities/differences during fact-finding phase. Discussions will seek to identify further entry points for the upcoming development WP, in particular WP2, Moderated by EU Partners

Discussion on 5 tables:

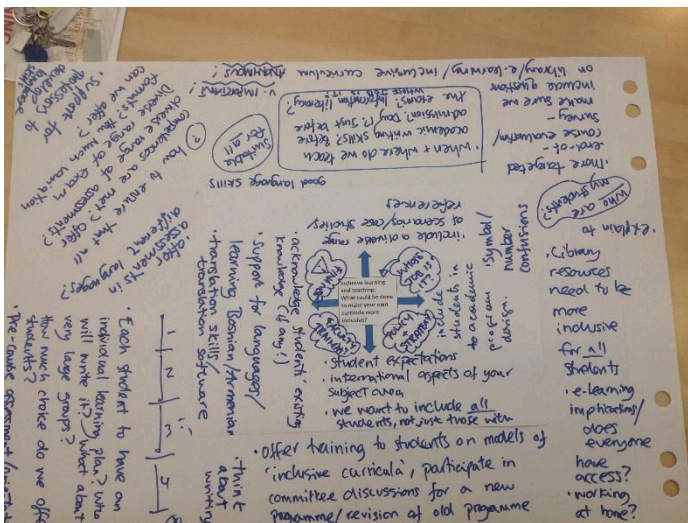
1. What can be done to ensure that students' voices are being heard and incorporated into the process of developing a SD strategy at university level?
2. What could be done at your university to enhance data collection on students from UGs and their needs?
3. Think of students that you know who did not feel "included". What could your university do differently?

Sub-questions which could be addressed:

- What can be done to motivate teaching staff (incentives/benefits) to provide support to students from UGs (e.g. providing individual consulting services, mentoring etc.)?
- What makes a good mentoring programme to you?
- In an ideal case scenario – how should effective and needs based consulting services for students from UGs look like?



4. Inclusive learning and teaching: What could be done to make your own curricula more inclusive?



Sub-questions which could be addressed:

- How/through which measures do you think the SD Strategy should address inclusive learning and teaching?
- What sort of training is being offered at your university to teaching/mgmt staff? Do any of these trainings relate to students from underrepresented groups? What would be needed in terms of training?

5. How can your university better reach out to potential students from UGs (e.g. at high school level)?

LUNCH

V. WP 2: Outlook/next steps

Discussion on options for equipment, Bridget Middlemas, Marlon Douglin (UoR)

- Mind mapping: Inspiration Version 9 - check out the website (mind maps, diagrams etc) translate into word document and/or power point

- Translation/subtitling software
- Monitoring/progress tracking systems
- Writing/reading/spelling support
- Docucam
- Lecture capture recording
- Audio loop and microphones

VI. Quality Assurance: Progress in implementing the INCLUSION WPs: Summary of inputs from WP leaders (based on WP reporting template) and Discussion of updates to risk log, Michaela Handke, Louise Sperl (WUS AT)

- Work packages progress reports are sent to WUS AT and shared with project coordinator
- Don't forget to discuss the risks/challenges you face/will be facing at your institution and share them with the consortium/project coordinator if you think it is important to be tackled at consortium level – don't keep your problems to yourself!

Launch of WP2; Bridget Middlemas, Marlon Douglin (UoR)

Development of SD strategies for PCUs:

- Workshop upcoming in autumn in Leuven
- Start with institutional strategies and provide recommendations for national strategies by the end of the project

BREAK

Coordination Meeting

- BiH needs confirmation of equipment (from EACEA) and transfer of money for starting the procurement procedure
- Project coordinator will send the final equipment list to EACEA for approval by end of June
- Technical and Operational Management (WP8): send confirmation of working team and Board Members (with photo?)
- Continue using dropbox for management issues and Moodle for content related issues (teaching/learning materials, exchange of experience etc.), the website is set up for the public to communicate the project outputs to the public
- QM: template for WP progress report to be filled in by WP leaders as the WP progress and lead up to a final report on the WP in the end.
- Demonstration of INCLUSION web-site INCLUSION Management team: **provide feedback by Wednesday 23 June in case you have changes to suggest! Project Management team checks up the guidelines that are available online (see e.g. <http://www.w3.org/standards/webdesign/accessibility#doit>) for further information)**
- Checking dates for events and deadlines for the upcoming WP2: 9-10 Nov working dates (11 and 12 Nov travelling)
- Project Coordinator checks possibility for travel money for someone from UNISON to travel (for wheelchair travel)
- Financial management: Overall concept for the financial management; staff conventions are now called joint declaration (templates to be updated by PM); co-financing is compulsory (to be shown upon request for statistical purposes)
- Exchange rates should be taken from January 2017 (first instalment)

- Supporting documents: checklist and deadlines INCLUSION Management team; project coordinator checks again with Lana Karlova which documents actually have to be submitted, in order not to produce extra work



Thank you to the students who support this workshop with their time and energy!

1st Coordination Meeting

June 14, 2017

16:00

AUA

Type of meeting: 1st Coordination Meeting
Facilitator/Chair: INCLUSION Management team

Attendees: All partners see the ANNEX1

Minutes

Agenda item: Equipment Purchase for AM and BiH HEIs **Presenter:** Ruzanna Minasyan – YSAFA
Dino Mujkic – SMOC
Anahit Ordyan – AUA
Mariam Galstyan - AUA

Discussion:

It was discussed with AM and BiH partners to finalize the list for equipment for 4 HEIs (YSAFA, AUA, UNTZ and UNT) and send to EACEA for approval to purchase the equipment listed (as mainly it differs from the one in the proposal) and start the tendering procedure in Armenia and Bosnia and Herzegovina.

Conclusions:

The *finalized* lists from the HEIs (if changed) will be submitted to the management and forwarded to EACEA for the approval. No changes for UNTZ list. The list for UNT is ready for submission, while time is needed for the AM partners to finalize and send the list.

Action items	Partner responsible:	Deadline
✓ Submission of the final list for equipment	UNT, AUA, YSAFA	30 June 2017
✓ Submission of the united list to EACEA	INCLUSION MNGT	03 July 2017
✓ Transfers to AM and BiH for the purchase	INCLUSION MNGT	After the approval from Brussels

Agenda item: Operational and Technical Management: Official documentatation, operational and technical management within WP8 **Presenter:** INCLUSION MNGT TEAM

Discussion:

The second copies of Partnership agreements were given to the partners. The management team presented the list of missing documents – official letters from the partners on the establishment of the working groups. The partners were also asked to check the information on the GB member and contact member in the newly designed web-site and send the missing information and photos for the upload. The management team also presented the overall concept for the

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operational management of 8 workpackages and a scheme for ensuring accountability within the project. The detailed focus was on WP8, where the management team introduced the major activities conducted so far and the current status within the WP, and highlighted the next steps and activities. Technical management issues were also discussed focusing on the presentation of major communication channels (Web-site, dropbox, moodle, e-mail, etc.), visibility issues (logos, disclaimer, etc.) and internal documentation ensuring the smooth management of financial and technical issues within the project. The presentation for the Operational and Technical management is available in DROPBOX and annexed to this file.

Conclusions:

It was agreed to send the requested/missing information to the management team. The partners were also asked to use the templates prepared by the management team for the technical management (like agenda, minute, registration, PPT templates, etc).

Action items	Partner responsible	Deadline
✓ Submission of missing GB members	SMOC, ANSA, FMON	23 June 2017
✓ Submission of missing WGs	UNISON, SMOC, ANSA	23 June 2017

<u>Operational and Technical Management:</u>		
Agenda item:	<u>Dropbox and Moodle</u>	Presenter: INCLUSION MNGT

Discussion:

The partners raised the question of different platforms and the challenges of using several platforms for one project. For some of the partners DROPBOX was easier, for others - MOODLE was more practical.

Conclusions:

The consortium concluded: Moodle will be used for the content-wise management updating all the relating documents/developments, materials, etc. While Dropbox will be used for the financial and technical management (for uploading templates, reports, etc) and deliverables per WP. The lead partners and the management team will be responsible for the update of the DROPBOX.

Action items	Partner responsible	Deadline
✓ Update of the dropbox for the financial and technical management	MNGT team	constantly
✓ Update of the Dropbox in terms of WPs	Each WP leader	Once needed
✓ Upload and update in the MOODLE	Each WP leader, consortium partner	Once needed

<u>Operational and Technical Management:</u>		
Agenda item:	<u>Project web-site</u>	Presenter: INCLUSION MNGT TEAM

Discussion:

The newly designed web-site (www.inclusionerasmus.org) is available and open for further feedback and comments. The first draft was presented during the CM. The main feedback was to make it accessible and inclusive. UoR and UNISON commented on the main issues to be updated. The guidelines were also to be submitted to the IT specialists to consult and make respective changes.

Conclusions:

The management team will work together with WP lead partners and IT specialists on the web-site to make it more accessible. The results will be presented respectively.

Action items	Partner responsible	Deadline
✓ Feedback on the website	All	23 June 2017
✓ Photos for GB members	Missing ones	23 June 2017
✓ Photos from the previous events: site-visits and training	AUA, UNTZ, UNT	23 June 2017

Agenda item: Financial Management: Guiding notes **Presenter:** INCLUSION MNGT TEAM

Discussion:

The second part of the CM is devoted to the financial management within the project and the management team presented in details the overall concept for the financial management and all the requirements taking into account the general guidelines from EACEA for the ERASMUS+ projects. The consortium was presented the main budget headings within the project (staff costs, travel costs, costs of stay, equipment, subcontracting), co-financing issues, references and the list of supporting documents, exchange rate, missing documentation from partners from the previous travels and financial reporting for 2017 (including deadlines). The presentation is annexed to the file.

Budget headings: the management team presented the main requirements for claiming staff costs, travel costs, costs of stay, equipment and subcontracting. The list of supporting documents and required information was also presented. The discussion evolved mainly around the submission of the supporting documents (if there is a need to present them) **for unit costs** (staff and travel). The management team consulted the Guide for the Use of the Grant (3.4 Overview of supporting documents per heading, p36; 3.3. Unit costs, p28-34) and also presented the Internal Guide for the Financial and Technical management. The supporting documents and requirements for equipment and subcontract were also presented and discussed during the meeting. The stress was put to the **NO VAT** issue that should be ensured when purchasing equipment and subcontracting.

Co-financing: The co-financing is a must within the project and indicated in the Partnership Agreement Annex and is to be conducted by each of the partner institution. The amount for co-financing annually will be presented in the financial report by the end of each year.

Documents/references: The management team presented all the necessary documents and materials needed for the financial management of the project. The list for the supporting documents was also presented (extract from the GUIDE of the USE of the GRANT).

Exchange rate: The special attention was attached to the issue of exchange rate when making transfers. The consortium was again informed about the exchange rate for the INCLUSION until the second installment: it is **JANUARY 2017**.

Missing documents/requested documents: The management team requested the team to submit the requested documents according to the list for the events in 2017.

[Project Name and Number: Development and Implementation of Social Dimension Strategies in Armenia and Bosnia and Herzegovina through Cross-Regional Peer-Learning – 574139-EPP-1-2016-1-AM-EPPKA2-CBHE-JP]

Financial report/deadlines: The deadlines for the submission of the financial documents/claims were agreed with all consortium members.

Conclusions:

It was concluded:

- To submit the documents for staff costs: employment contract, joint declaration and timesheets to the management team.
- To update the supporting documents templates for staff costs and travel in the DROPBOX
- To provide the tangible deliverables for the staff costs.
- To prepare the evaluation tool checking the contribution of each partner within the WP implementation.
- To submit the required supporting documents for travel costs.
- To upload the documents for reference will be on the web-site.
- To circulate a general management mail on the current financial and technical issues.
- To finalize the template for the financial report.

It is also proposed by the management team to raise the issue of submitting the supporting documents and send the request to EACEA for clarification. The feedback will be circulated among all partners.

Action items	Partner responsible	Deadline
✓ Drafts for staff costs	Partners	30 June 2017
✓ Transfers for staff costs	Partners	Within a week after the deadline
✓ Submission of travel documents (both missing and for the training)	Partners	30 June 2017
✓ Financial report	Partners	15 December 2017

Other Information

Next steps

Upcoming event: Workshop within WP2

Dates: 8-11 November 2017 (9 and 10 will be the working days)

Venue: UCLL, Belgium

Participants per partner: please consult your budget

Additional information (if any)

The dissemination strategy within the project was also additionally discussed with AUA and UNT and agreed to prepare the strategy to circulate among all participants.

Please add if any

Special notes:

Please add if any



Erasmus+



American
University
of Armenia

Հայաստանի
Ամերիկյան
Համալսարան



EVALUATION REPORT

TWO-DAY TRAINING FOR UNIVERSITY STAFF AND GOVERNMENT REPRESENTATIVES

Yerevan, 13-14 June 2017

Project: INCLUSION - Development and Implementation of Social Dimension Strategies in Armenia and Bosnia and Herzegovina through Cross-regional Peer Learning

INTRODUCTION:

This report presents the evaluation results of the INCLUSION TWO-DAY TRAINING FOR UNIVERSITY STAFF AND GOVERNMENT REPRESENTATIVES in Yerevan which took place from 13-14 June 2017. The report is based on the written feedback of 12 project partners who attended the meeting.

The general purpose of the evaluation was to receive feedback from partners on:

- The usefulness of the meeting;
- The extent to which the meeting has fulfilled the partners' expectations;
- The organisation of the meeting;
- The preparatory information provided;
- The meeting objectives;
- The quality of the inputs provided;
- Possibilities for contributions and networking during the meeting.

This report is part of WP 5 - Quality control and monitoring.



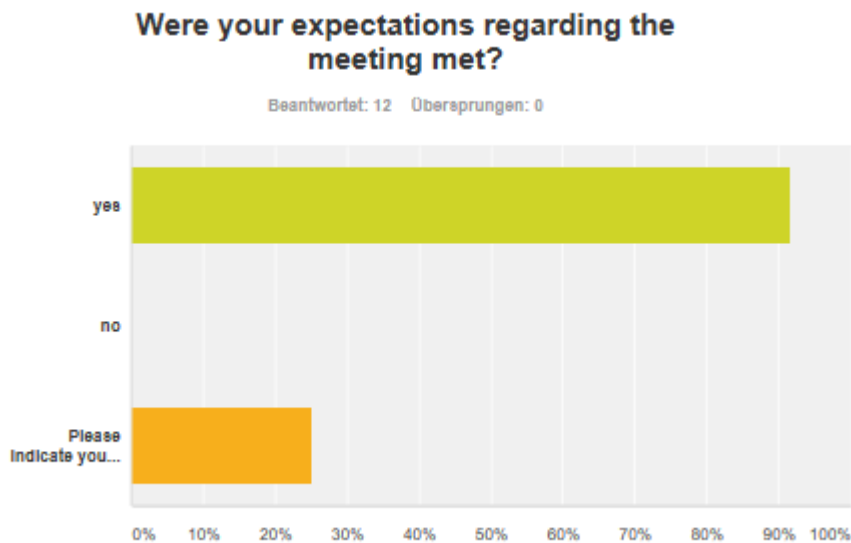
Erasmus+



American
University
of Armenia

Հայաստանի
Ամերիկյան
Համալսարան

1. Were your expectations regarding the meeting met?



Please indicate your expectations:

- Open communication, professional access.
- Provision of agendas prior to training
- Active participation of Ministries



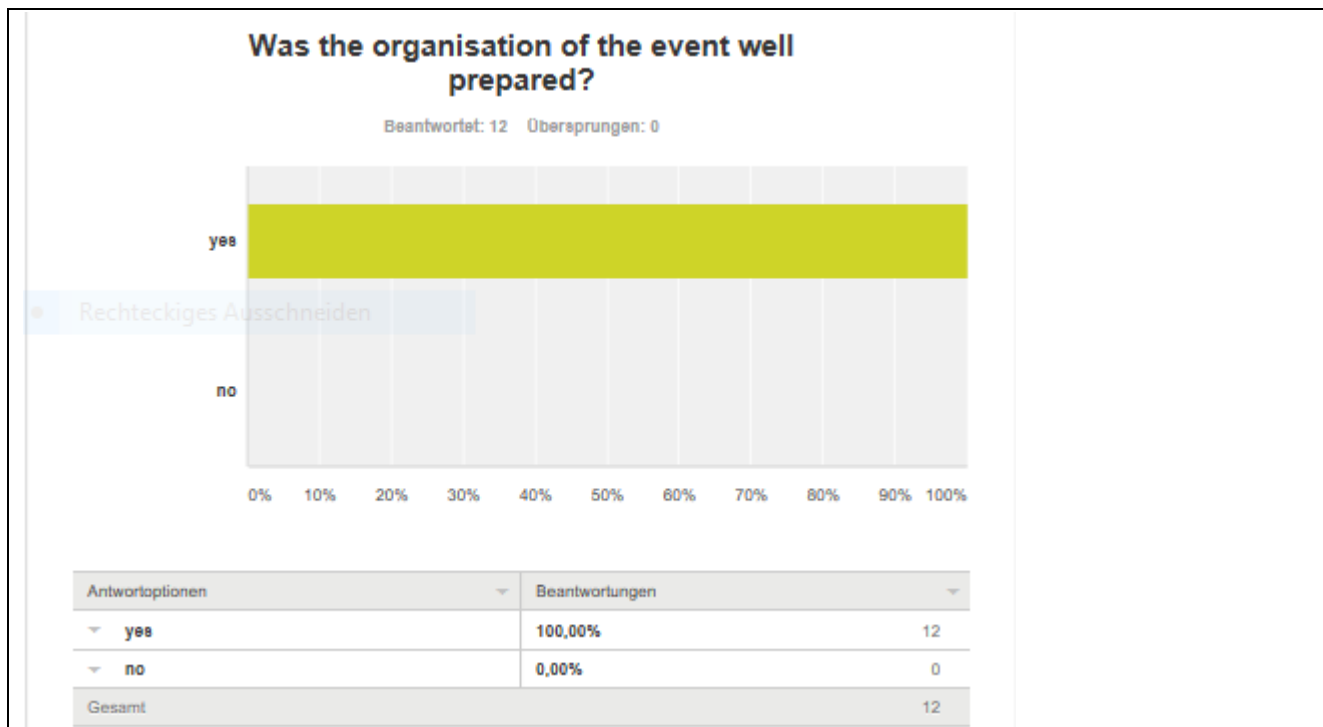
Erasmus+



American
University
of Armenia

Հայաստանի
Ամերիկյան
Համալսարան

2. Was the organisation of the event well prepared?



Comments:

- excellent venue, good organisation.



Erasmus+



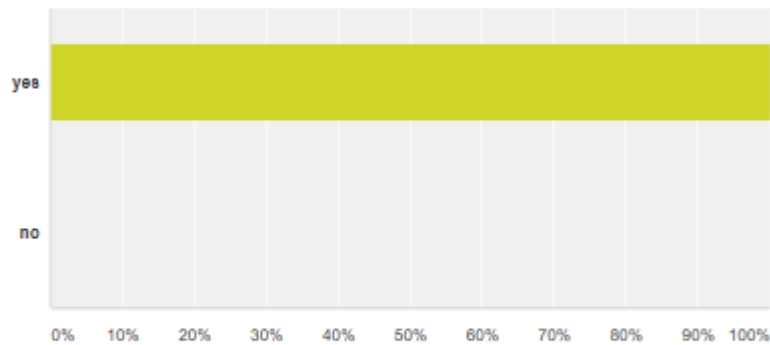
American
University
of Armenia

Հայաստանի
Ամերիկյան
Համալսարան

3. Was the information provided by the organizers in advance sufficient?

Was the information provided by the organizers in advance sufficient?

Beantwortet: 12 Übersprungen: 0



Antwortoptionen	Beantwortungen	
yes	100,00%	12
no	0,00%	0
Gesamt		12



Erasmus+



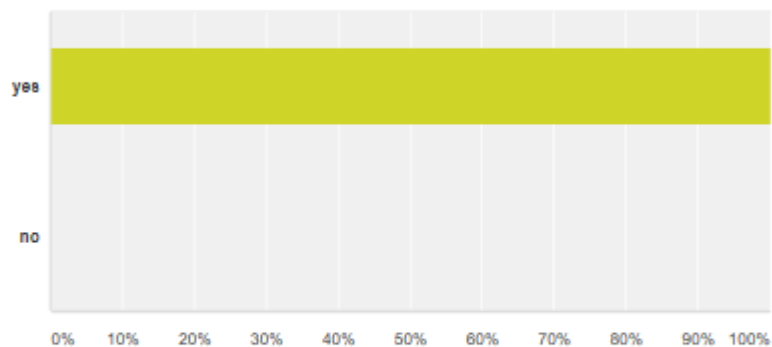
American
University
of Armenia

Հայաստանի
Ամերիկյան
Համալսարան

4. Were the objectives of the event clearly stated?

Were the objectives of the event clearly stated?

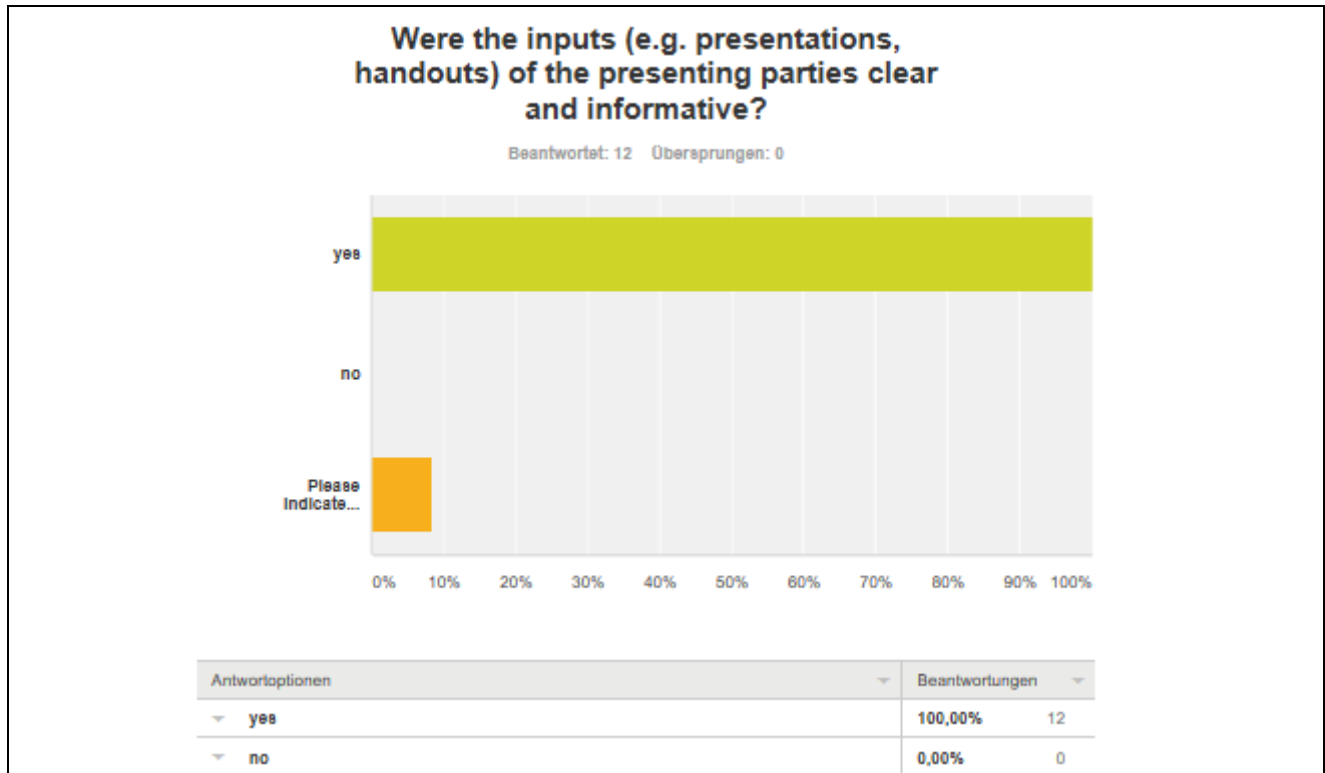
Beantwortet: 12 Übersprungen: 0



Antwortoptionen	Beantwortungen	
yes	100,00%	12
no	0,00%	0
Gesamt		12



5. Were the inputs (e.g. presentations, handouts) of the presenting parties clear and informative?



Please indicate presentations which you found particularly useful:

- a good range of useful sessions.
- the management meeting on day 2 might have been better with an agenda, so that we could see in advance what was to be discussed.



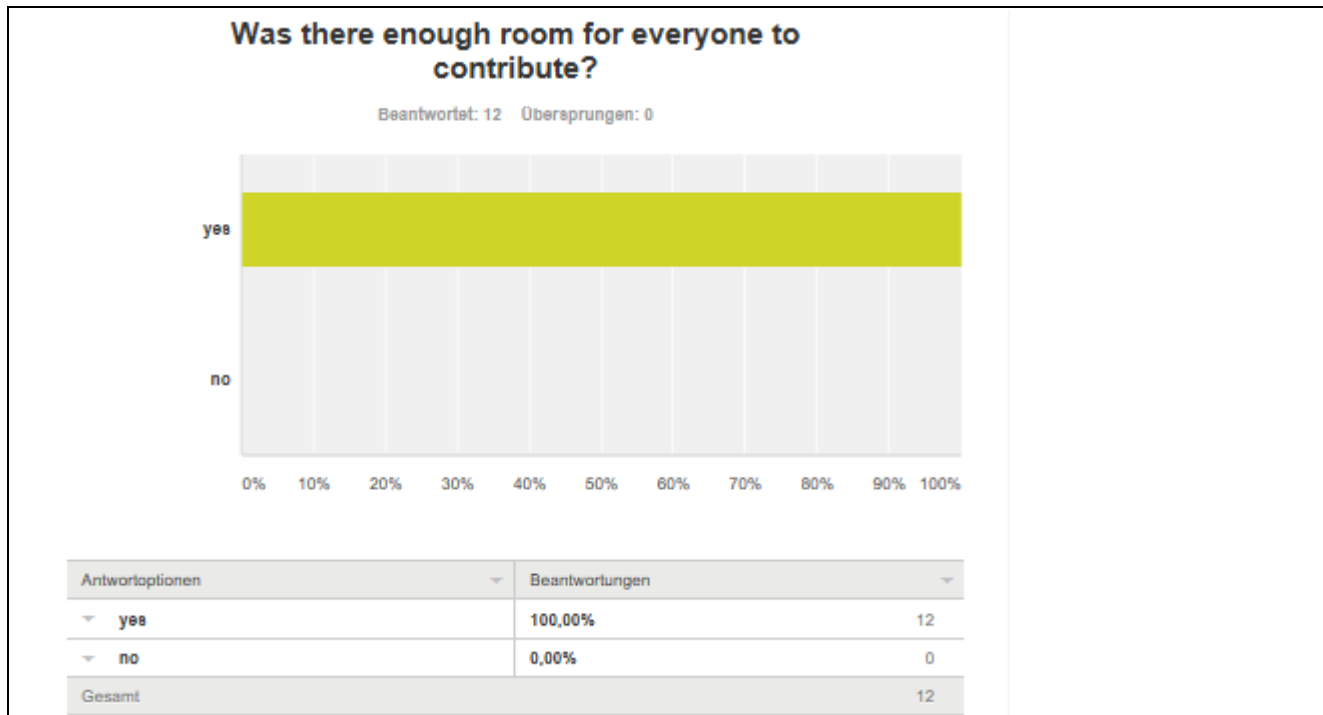
Erasmus+



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of Armenia

Հայաստանի
Ամերիկյան
Համալսարան

6. Was there enough room for everyone to contribute?



Comments:

- WUS's world café idea was great and it worked well.



Erasmus+



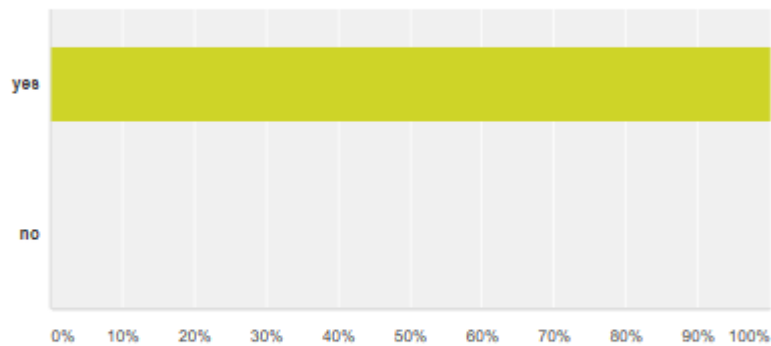
American
University
of Armenia

Հայաստանի
Ամերիկյան
Համալսարան

7. Was there enough room for networking among project partners?

Was there enough room for networking among project partners?

Beantwortet: 12 Übersprungen: 0



Antwortoptionen	Beantwortungen
yes	100,00% 12
no	0,00% 0
Gesamt	12

Comment

- perhaps lunchtimes were too short



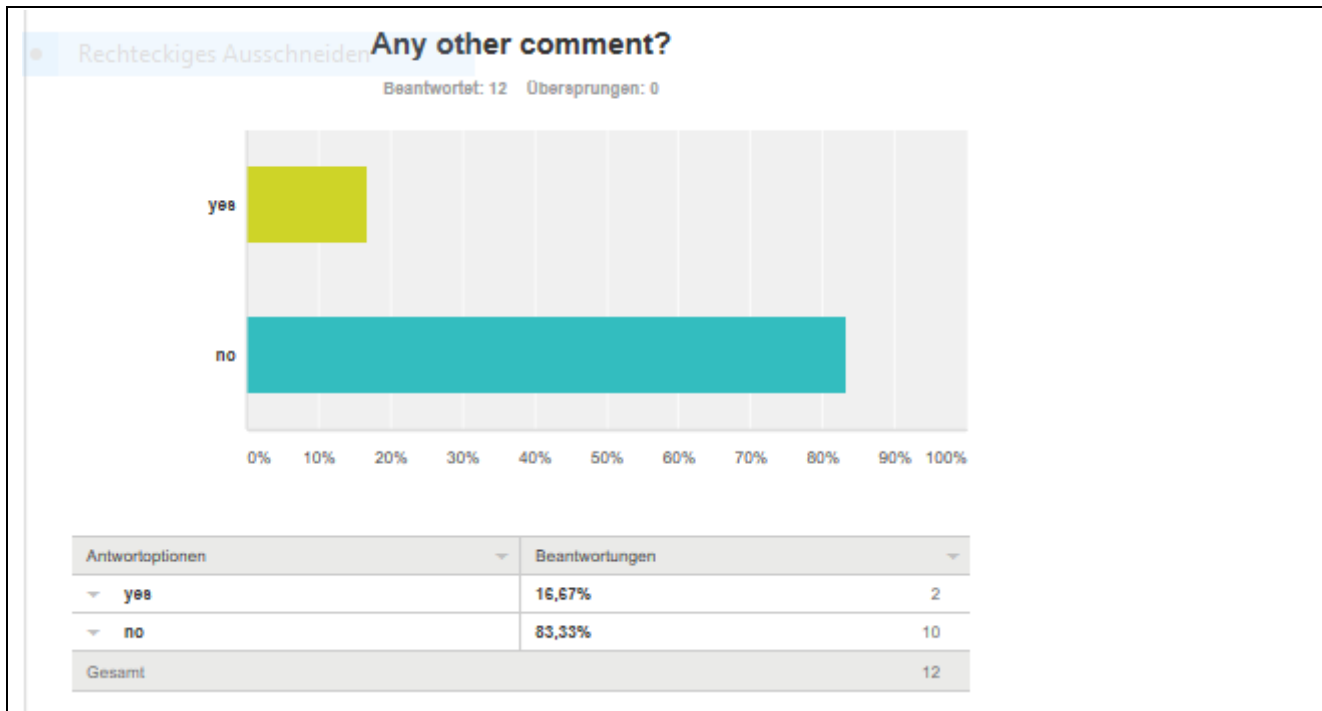
Erasmus+



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of Armenia

Հայաստանի
Ամերիկյան
Համալսարան

8. Any other comments?



Comments:

- thanks to AUA for a successful event.

10. Summary of the evaluator

Participants fully agreed that their expectations regarding the meeting were met. Main expectations included to: (i) present results from fact finding from surveys and site visits (WP1), (ii) main findings from the literature review, (iii) Fostering the Social Dimensions in Higher education: Good practices and Additional tools, e.g. World Café; etc. Participants also fully agreed that the meeting was well prepared. Information provided by the organizers in advance was considered sufficient and participants felt that the objectives of the event were clearly stated.

Inputs (such as presentations, handouts, world café) of the presenting parties were considered clear, informative and productive. Participants also fully agreed that there was enough room for everyone to contribute as well as for networking among project partners, although lunchtimes were short. In this context one participant also mentioned that day 2 (workshops) was very good and provided plenty of time for discussion.

Participants recommended to follow a workshop format also for future events (rather than presentations). Participants also mention that they expect ministries to be more actively involved in discussions. AUA was praised for it provided logistically well-organised event.



PROJECT FINANCIAL MANAGEMENT

GUIDING NOTES

INCLUSION MANAGEMENT TEAM

OUTLINE

Budget Headings

Staff costs

Travel costs and Costs of Stay

Equipment

Subcontracting

Co-financing

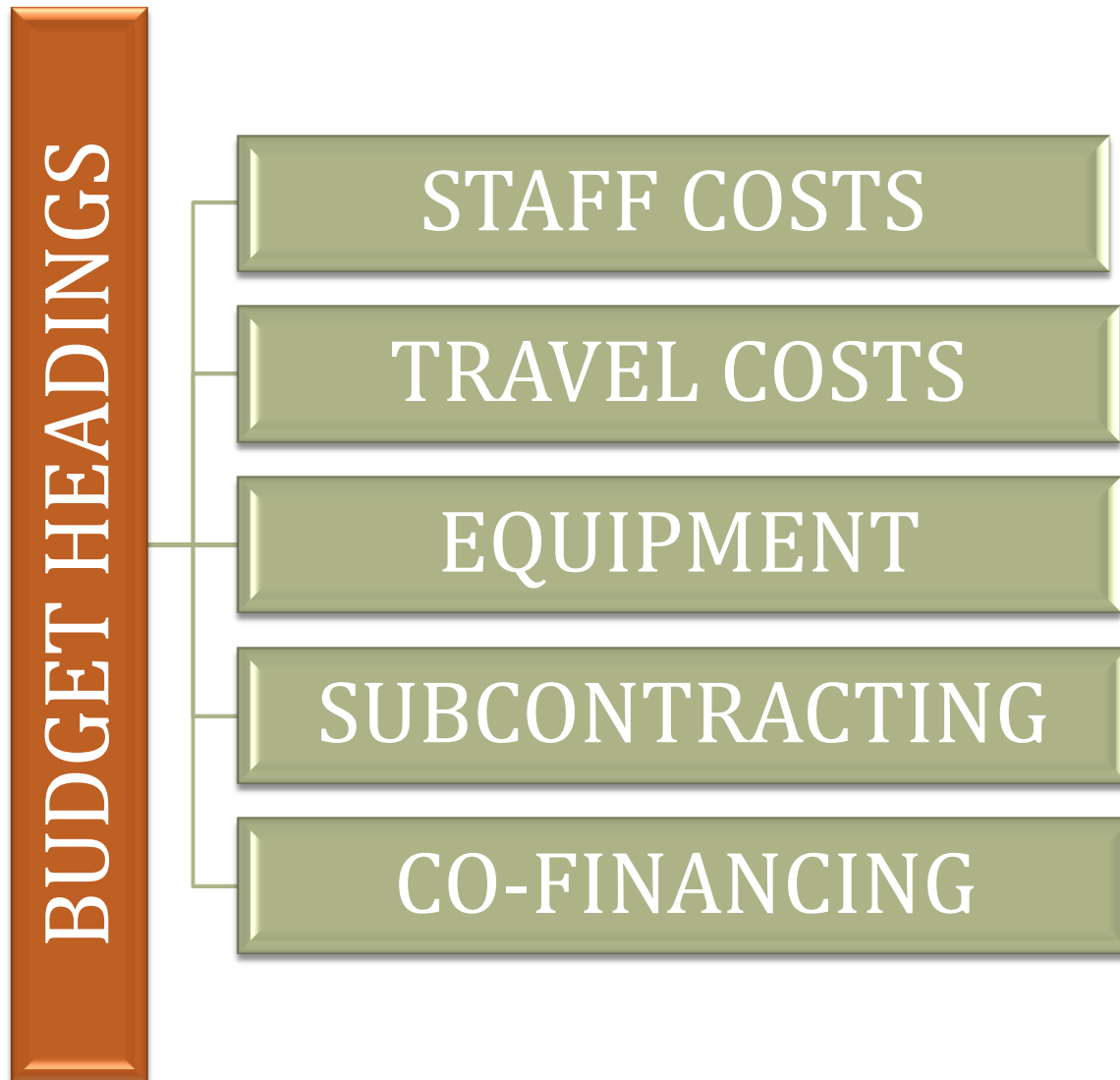
Documents/References

Exchange rate

Calculations and missing documents

Financial reporting for 2017

Budget Headings



STAFF COSTS

Official frame

- ☐ Official contract on employment*
- ☐ Budget breakdown (ANNEX I)

Supporting documents

- ☐ Staff convention
- ☐ Timesheet

Evidence

- ☐ Deliverables
- ☐ Outcomes/outputs

Payment

- ☐ Twice per year (JULY&DECEMBER)
- ☐ Payslips

**for special conditions please see the letter from EACEA*

STAFF COSTS DAILY RATES

COUNTRY	MANAGER	RESEARCHER	TECHNICAL	ADMINISTRATIVE
ARMENIA	€47,00	€33,00	€22,00	€17,00
BOSNIA & HERZEGOVINA	€108,00	€80,00	€57,00	€45,00
AUSTRIA	€294,00	€241,00	€190,00	€157,00
BELGIUM	€280,00	€214,00	€162,00	€131,00
UNITED KINGDOM	€280,00	€214,00	€162,00	€131,00



- ❑ Daily rates are fixed in the Guidelines for the Use of the Grant and are accepted within INCLUSION
- ❑ If a partner accepts other rates (lower than accepted), the policy should be fixed in the ANNEX VI to the PA

TRAVEL COSTS

Official frame

- ☐ Official contract
- ☐ Budget breakdown (ANNEX I)

Supporting documents

- ☐ Individual Travel Report
- ☐ Travel docs (ticket, boarding..)

Evidence

- ☐ Registration lists
- ☐ Presentations, minutes
- ☐ Hotel invoice

Payment

- ☐ Once a year to the partner
- ☐ Per event to individual
- ☐ Payment orders

COSTS OF STAY DAILY RATE



N OF DAYS	STUDENT	STAFF
1	55,00 EUR	120,00 EUR
2	110,00 EUR	240,00 EUR
3	165,00 EUR	360,00 EUR
4	220,00 EUR	480,00 EUR
5	275,00 EUR	600,00 EUR
6	330,00 EUR	720,00 EUR
7	385,00 EUR	840,00 EUR
8	440,00 EUR	960,00 EUR
9	495,00 EUR	1 080,00 EUR
10	550,00 EUR	1 200,00 EUR
11	605,00 EUR	1 320,00 EUR
12	660,00 EUR	1 440,00 EUR
13	715,00 EUR	1 560,00 EUR
14	770,00 EUR	1 680,00 EUR



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of the European Union

DISTANCE	AMOUNT
<i>0 KM-99 KM</i>	0,00 EUR
<i>100 KM-499 KM</i>	180,00 EUR
<i>500 KM-1999 KM</i>	275,00 EUR
<i>2000 KM - 2999 KM</i>	360,00 EUR
<i>3000 KM - 3999 KM</i>	530,00 EUR
<i>4000 KM - 7999 KM</i>	820,00 EUR
<i>8000 KM - and more</i>	1 100,00 EUR

TRAVEL COSTS DISTANCE CALCULATOR



FROM - TO	DISTANCE	AMOUNT
Yerevan-Travnik	2000km-2999km	360,00 EUR
Yerevan-Tuzla	2000km-2999km	360,00 EUR
Yerevan-Sarajevo	2000km-2999km	360,00 EUR
Yerevan-Mostar	2000km-2999km	360,00 EUR
Yerevan-Graz	2000km-2999km	360,00 EUR
Yerevan-London	3000km-3999km	530,00 EUR
Yerevan-Diepenbeek	3000km-3999km	530,00 EUR

http://ec.europa.eu/programmes/erasmus-plus/resources_en#tab-1-4

EQUIPMENT

Official frame

- ☐ Tender procedure
(from 25 000 EUR-134 000 EUR)
- ☐ Budget Breakdown (ANNEX I)

Supporting documents

- ☐ Contracts (also on ENG)
 - ☐ Invoices
- ☐ Act on Delivery and Acceptance

Evidence

- ☐ Inventory record
- ☐ Sticker on Equipment

Payment

- ☐ Payment orders



Equipment



Education, Audiovisual and Culture Executive Agency

Erasmus+ Higher Education - International Capacity Building

Brussels, 03/03/2017

VAT EXEMPTION

TO WHOM IT MAY CONCERN

The Education, Audiovisual and Culture Executive Agency, acting under powers delegated by the Commission of the European Union, confirms that the EU funded project 574139-EPP-1-2016-1-AM-EPPKA2-CBHE-JP

Number of the Agreement: 2016-3686

Applicant Organisation: YEREVAN STATE ACADEMY OF FINE ARTS STATE NON COMMERCIAL ORGANIZATION (AM)

Title: Development and Implementation of Social Dimension Strategies in Armenia and Bosnia and Herzegovina through Cross-regional Peer Learning INCLUSION

having as partners within the consortium, the following organisations:

- AMERICAN UNIVERSITY OF ARMENIA (AM)
- FEDERAL MINISTRY OF EDUCATION AND SCIENCE - FEDERATION OF BOSNIA AND HERZEGOVINA (BA)
- HAYASTANI USANOGHAKAN AZGAYIN ASOTSIATSIA (AM)
- JAVNA USTANOVA UNIVERZITET U TUZLI UNIVERSITAS STUDIORUM TUZLAENSIS (BA)
- MINISTRY OF EDUCATION AND SCIENCE OF THE REPUBLIC OF ARMENIA/ HAYASTANI HANRAPEUTYAN KRUTYAN EV GITUTYAN NAKHARARUTYUN (AM)
- MINISTRY OF LABOUR AND SOCIAL AFFAIRS OF RA (AM)
- ROEHAMPTON UNIVERSITY LBG (UK)
- SARAJEVO SUSRET KULTURA (BA)
- UC LIMBURG (BE)
- UNISON NGO FOR SUPPORT OF PEOPLE WITH SPECIAL NEEDS (AM)
- UNIVERSITAET GRAZ (AT)
- UNIVERZITET U TRAVNIKU (BA)
- WORLD UNIVERSITY SERVICE-OSTERREICHISCHES KOMITEE VEREIN (AT)

is awarded a grant in the framework of the Erasmus+ Capacity Building in the field of Higher Education Programme for the period of 15/10/2016 to 14/10/2019⁹.

Within the framework of an Erasmus+ Capacity Building project all equipment purchased and any provision of services in a non-EU Member State can be exempt from taxes (including VAT), duties and charges, if a Common Framework agreement (Financing agreement in the case of the Partner

Countries in the Western Balkans) has been signed between the European Commission and the country concerned.

The present certificate cannot be used to purchase equipment or services exempt from taxes (including VAT) within the European Union. However, equipment purchased within the EU with a view to being immediately exported to Partner Countries in the framework of the Erasmus+ Capacity Building programme may be exempted from taxes (including VAT), duties and charges in accordance with the normal rules.

Ralf RAHDER
Head of Unit

Template on the list



Co-funded by the
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of the European Union

[Grant Agreement Number 2016-3686/001-001]

[Project Name and Number: Development and Integration of Social Dimension Strategies in Armenia and Bosnia and Herzegovina through Cross-Regional Peer-Learning - 574139-EPP-1-2016-1-AM-EPPKA2-CBHE-JP]

N	Type of equipment	Specification of the equipment	Justification (why do you need it?)	Quantity	AMOUNT (EUR)	
					Amount per unit	TOTAL
1						
2						
3						
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99						
100						

Signature of the legal representative

Place

Date

SUB-
contracting

Official frame

- ☐ Tender procedure
(from 25 000 EUR-134 000 EUR)
- ☐ Budget Breakdown (ANNEX I)

Supporting
documents

- ☐ Contracts (date/amount/task)
 - ☐ Invoices
 - ☐ Acts

Evidence

- ☐ Product/service
- ☐ Outcome/output

Payment

- ☐ Payment orders



Co-financing

Co-financing is compulsory within INCLUSION

Amount is indicated in the ANNEX I – Budget breakdown

Same documentation is to be provided (for audit purposes)

The co-financing must be reported annually



3.4 Overview of supporting documents per budget heading

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

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

References

1992
al computer formalism to
as heisinki fi
n G. Kango, 2003
ntactic classification of Swahili verbal ex
v African gu se/aa/pdfs/aa03020.pdf
v African gu se/aa/pdfs/aa03044.pdf
Ahmad Kipacha, 2006
he impact of morphological alternation of
v as ger-berlin.de/index.html/pu
Lena Lindfors, 2003
arker in Swahili (PDF), Unk
us se/ling/zaa



Erasmus+ Programme

Capacity-Building projects in the field of Higher Education
(E+CBIHE)

Guidelines for the Use of the Grant

For grants awarded in 2016 under Call EAC/A04/2015

Guide for the Use of the Grant

- Is a part of the GA
- Available in Dropbox WP8 - Financial management folder



PROJECT TECHNICAL AND FINANCIAL
MANAGEMENT
GUIDELINES

Guide on Financial and Technical Management

- Templates are attached
- Available in Dropbox WP8 – Financial management folder



Presentation on Financial Management

- Available in Dropbox WP8 – Financial management folder



EXCHANGE RATE

Exchange rate is fixed within INCLUSION project

All transfers other than EUR should be calculated taking into account the rate fixed by EACEA for the month of the first pre-financing: **JANUARY 2017**

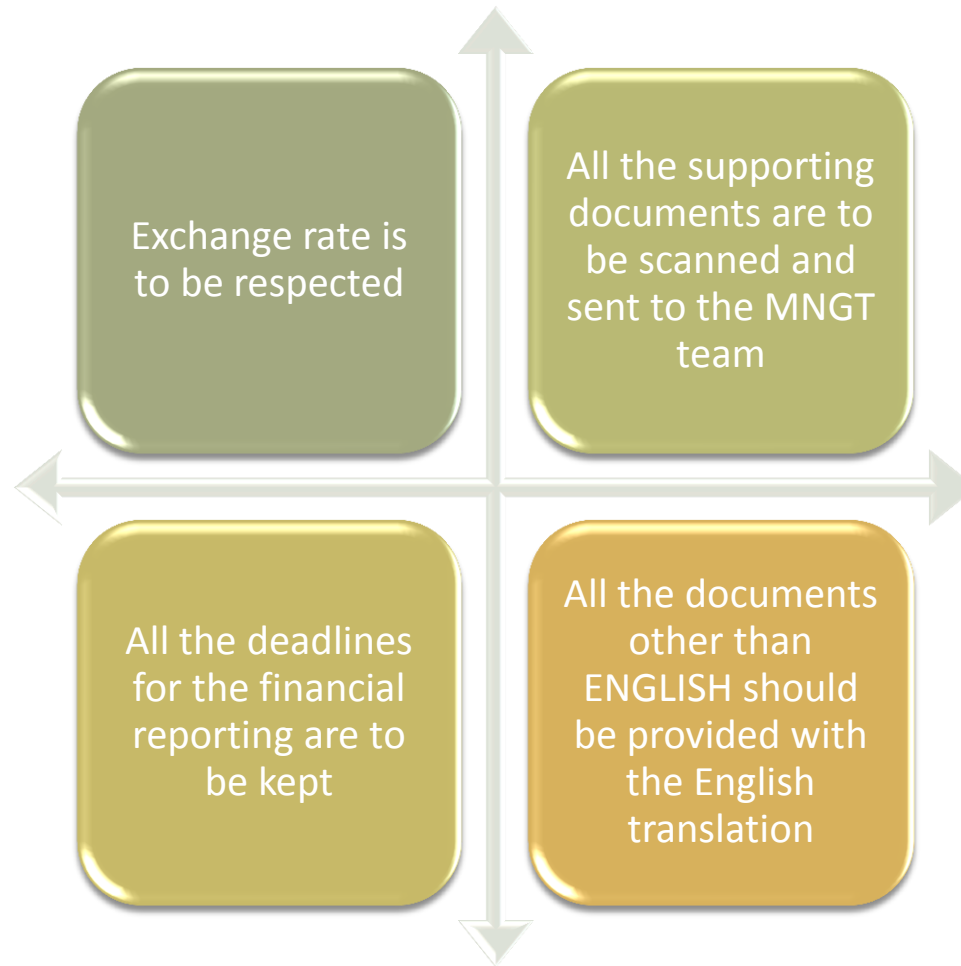
The rate will be changed only when the second pre-financing is received.

The date on the INVOICE is to be considered for the rate exchange.



PLEASE NOTE!!!

inclusion 





FOR THIS EVENT

inclusion 

TRAVEL COSTS

- ITR
- Ticket to Yerevan
- Boarding to/from Yerevan
- Train/travel document
- Airport transfer receipt

FROM - TO	DISTANCE	AMOUNT
Travnik-Yerevan	2000km-2999km	360.00 EUR
Tuzla-Yerevan	2000km-2999km	360.00 EUR
Sarajevo-Yerevan	2000km-2999km	360.00 EUR
Mostar-Yerevan	2000km-2999km	360.00 EUR
Graz-Yerevan	2000km-2999km	360.00 EUR
London-Yerevan	3000km-3999km	530.00 EUR
Diepenbeek-Yerevan	3000km-3999km	530.00 EUR

COSTS OF STAY

- Hotel invoice

N OF DAYS	STUDENT	STAFF
4	220.00 EUR	480.00 EUR

All the documents are to be scanned and sent to the management team within 2 weeks after the event

MISSING FROM PREVIOUS TRAVELS



Project title:	Development and Implementation of Social Dimension Strategies in Armenia & Bosnia and Herzegovina through Cross-Regional Peer-Learning					
Project No:	574139-EPP-1-2016-1-AM-EPPKA2-CBHE-JP					
Missing travel documents per event						
	Event name	Country	Place	Start date	End date	Missing documents from
1	Kick-off meeting	Yerevan	AUA	12/1/16	12/2/16	UoR
2	Brussels meeting	Brussels	EU commission	1/25/17	1/26/17	SMOC
3	Site-visits_BiH	Travnik	UNT	5/3/17	5/6/17	UCLL
4	Site-visits_BiH	Tuzla	UNTZ	4/24/17	4/27/17	WUS
5	Site-visits_AM	Yerevan	AUA, YSAFA	5/9/17	5/12/17	UoR

Please, do not forget to send the supporting documents from this travel as well

2017

FINANCIAL REPORT
15 DECEMBER

Staff costs

July and December 2017

1st payment:

30.06.2017 draft documents from partners

15.07.2017 payment

2nd payment:

01.12.2017 draft documents from partners

15.12.2017 payment from the project

Travel costs and costs of stay

KOM – December 2016, Yerevan

Brussels KOM – January 2017, Brussels

Site-visits to AM and BiH – April-May 2017, Yerevan, Tuzla, Travnik

Training – June 2017, Yerevan

Workshop – November 2017, Diepenbeek

30 JUNE 2017

01 DECEMBER 2017

Equipment

Lists to be finalized and purchase transfers will be done

Template for the financial report will be available soon!



TODAY'S SOCIAL DINNER

inclusion

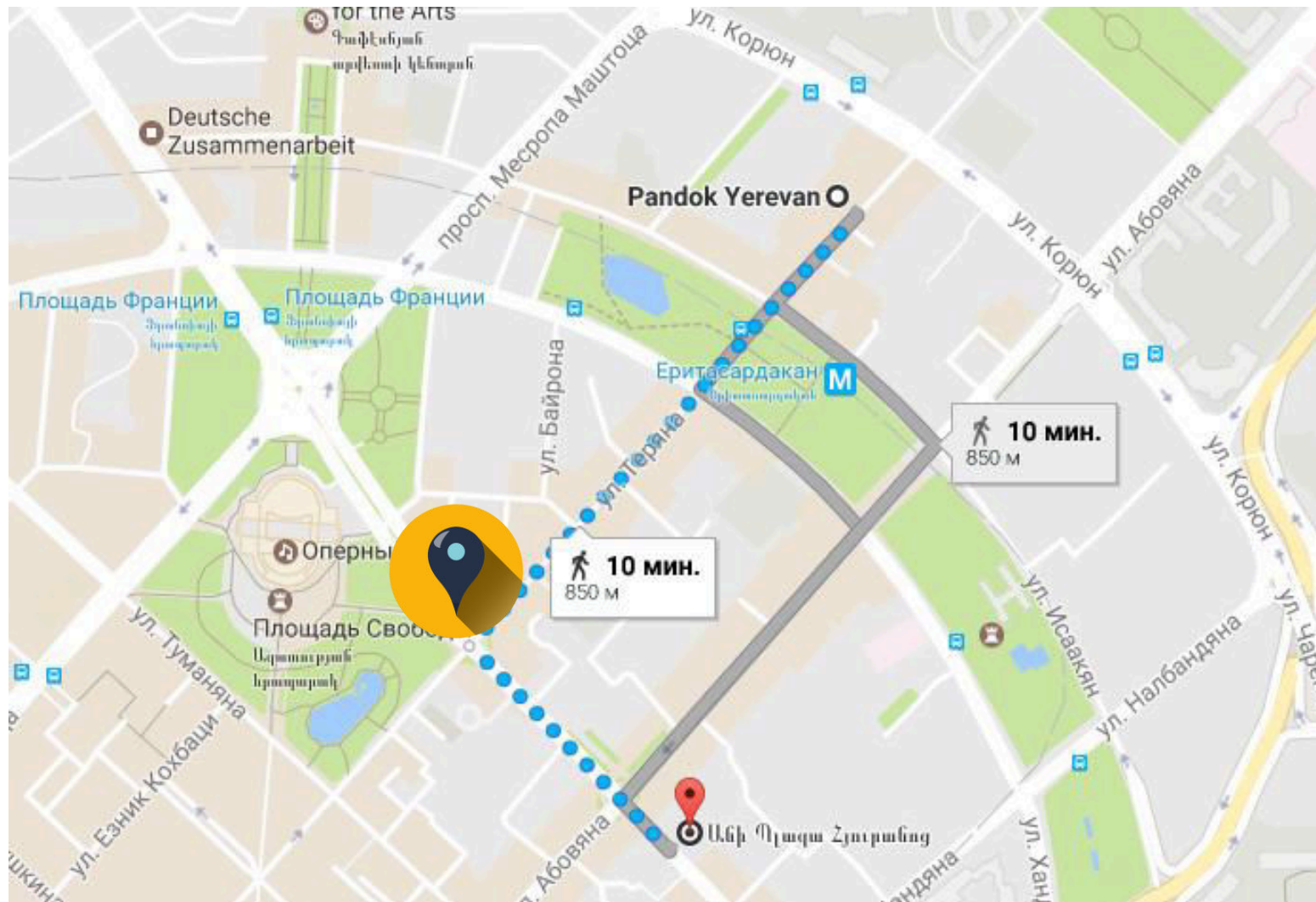


ADDRESS: 91/1 Teryan street, Yerevan 0009, Armenia

Time: 19:00

Self-payment: about 10 000-11 000 AMD each

TODAY'S SOCIAL DINNER **inclusion**





PROJECT OPERATIONAL & TECHNICAL MANAGEMENT

GUIDING NOTES

INCLUSION MANAGEMENT TEAM

OUTLINE Official documentation

Operational management

Technical management

Web-site demo

OFFICIAL DOCUMENTATION

PARTNERSHIP
AGREEMENT



- ☐ Signed and stamped
- ☐ *Please take* your second copy from the management team



WORKING TEAM



- ☐ Official letters on working teams – *please send the missing ones*
- ☐ GB member photos – *please send*

OPERATIONAL MANAGEMENT



PREPARATION

WP1

- CAPACITY BUILDING

DEVELOPMENT

WP2

- GUIDELINES/MASTER PLANS & INSTITUTIONAL MECHANISMS

DEVELOPMENT

WP3

- DEVELOPMENT OF MECHANISMS FOSTERING ACCESS OF DISADVANTAGED GROUPS

DEVELOPMENT

WP4

- CAPACITY BUILDING RELATED TO THE HUMAN & PHYSICAL RESOURCES

QUALITY PLAN

WP5

- QUALITY CONTROL AND MONITORING

DISSEMINATION

WP6

- DISSEMINATION

SUSTAINABILITY

WP7

- SUSTAINABILITY

MANAGEMENT

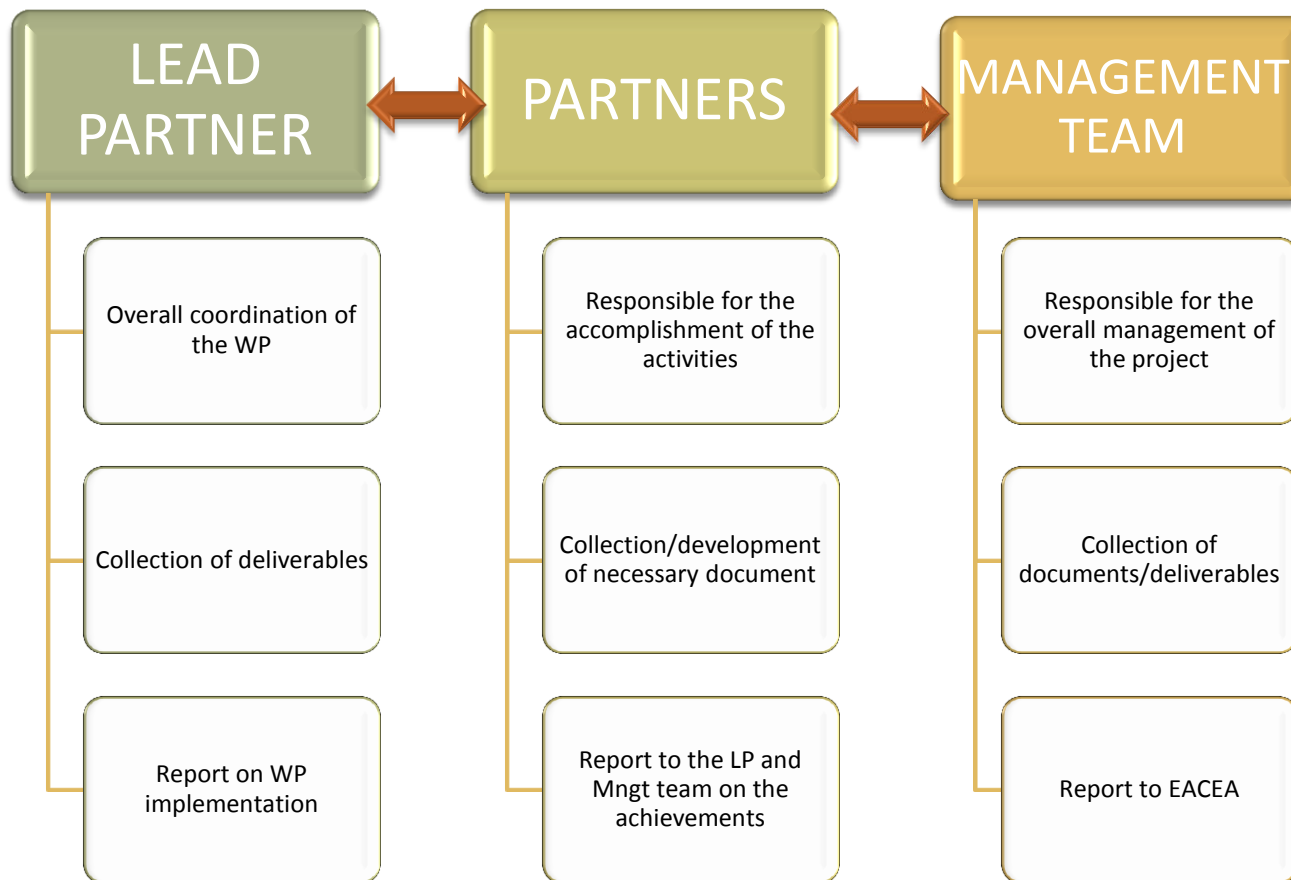
WP8

- MANAGEMENT

OPERATIONAL MANAGEMENT



Workplans per WP



MANAGEMENT

inclusion 

Project GB
KOM
CMs
Consolidated workplans on
each WP
Records on financial reports
Records on day-to-day
management

Governing Board
Kick-off meeting
6 coordination meetings
Workplans on each WP
Financial management
Day-to-day management
Day-to-day coordination

WP8: MANAGEMENT
LEAD: YSAFA, AM

MANAGEMENT

Current status

inclusion 

GOVERNING BOARD

GB is established

Members/photos in the web-site

KICK-OFF MEETING

2-3 DECEMBER 2016, AUA, RA

completed

6 COORDINATION MEETING

1st CM during the training in June 2017

Next CMs to be organized together with the events

MANAGEMENT

Current status

inclusion 

WORKPLANS PER WP

WP1-WP8 developed by Lead Partners

To be updated before the launch of each WP

FINANCIAL MANAGEMENT

Documentation and transfers per heading per partner

For the three years

DAY-TO-DAY MANAGEMENT

Documentation and reporting per WP per partner

For the three years

TECHNICAL MANAGEMENT



COMMUNICATION

- ☐ E-mail: socincl.coord@gmail.com & includi.mngt@gmail.com
- ☐ DROPBOX
- ☐ Web-site - www.inclusionerasmus.org

VISIBILITY

- ☐ WEBSITE
- ☐ LOGO
- ☐ DISCLAIMER on Publications
- ☐ PROJECT and E+ LOGOs
- ☐ Project number: **574169-EPP-1-2016-1-AM-EPPKA2-CBHE-JP**



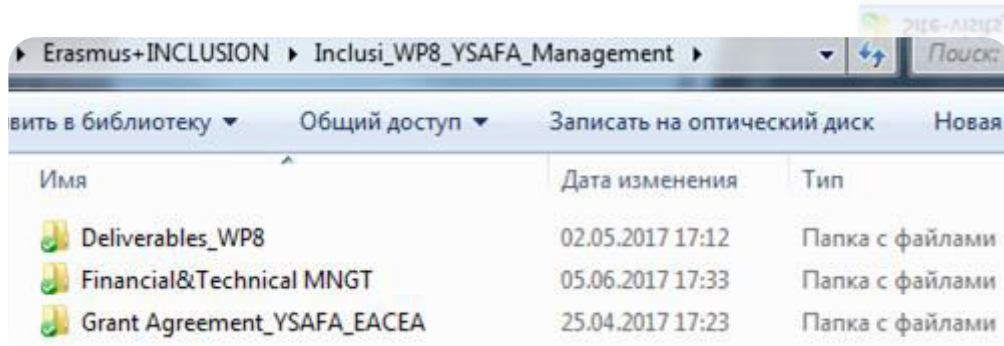
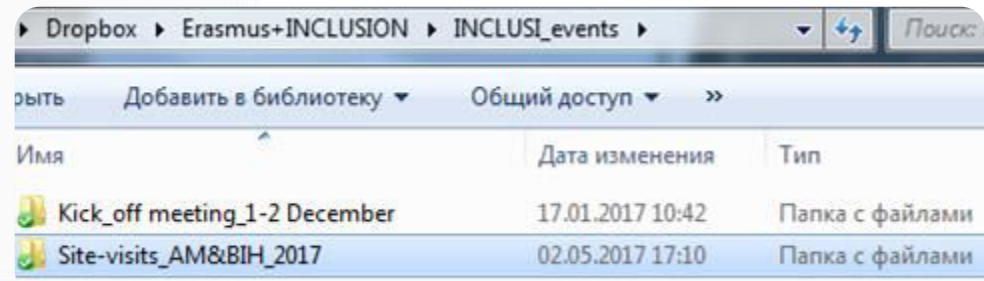
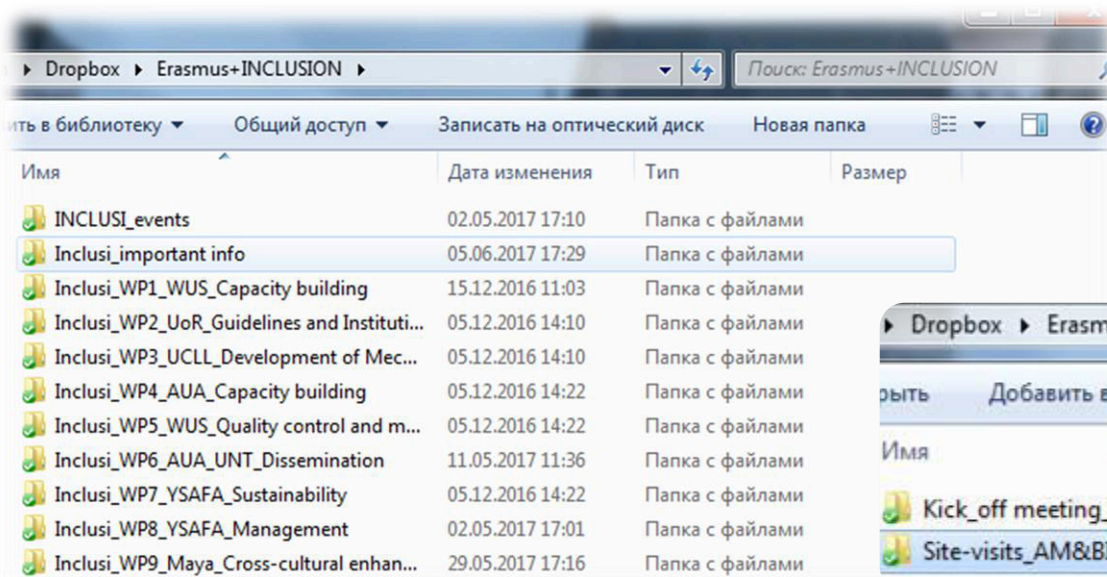
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of the European Union

INTERNAL RULES & DOCUMENTS

- ☐ Guidelines on Financial and Technical management
- ☐ Minutes/Record template
- ☐ Registration list – template
- ☐ Presentation template */recommended/*
- ☐ Agenda template */recommended/*



inclusion 



- ☐ You can upload documents per WP
- ☐ Lead Partners are responsible for the update of their WPs
- ☐ DO COPY and PASTE to your desktop the FILES

INTERNAL DOCUMENTS



Agenda - template



AGENDA

Meeting title:

Date:

Venue:

Participants:

Brief Summary:

Day 2 (note details of the meeting venue)

OUTLINE: (for the first day)

REGISTRATION (hours)

Please read:
Please prepare and bring:

SESSION	TIME	TOPIC	PRESENTED BY:
(hours) BREAK			
(hours) LUNCH			

Please provide:

[illegible]

students
community
role
feedback
partnership
learning
management
staff
respect
diversity

inclusi:n

inclusi:n Date, place

Content by the
European Programme
of the European Union

inclusi:n

OUTLINE

- text
- text
- text
- text
- text


students
community
role
feedback
partnership
learning
management
staff
respect
diversity


inclusi:n

THANK YOU!!!

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
UNIVERSITY OF
BIRMINGHAM

[Direct Agreement Number: 2016-2066/101/101]

[Project Name and Number: Development and Implementation of Social Enterprise Strategies in Armenia and Russia and Kazakhstan through Cross-National Peer-Learning: 1-011819-01 | 01-Jan-2016-31-Dec-2016]

Minutes

Agenda Item:	Presenter:	
Discussion:		
[Click here to enter text]		
Conclusions:		
[Click here to enter text]		
Action Items	Partner responsible	Deadline
✓		
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Agenda Item:	Presenter:	
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Conclusions:		
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Action Items	Partner responsible	Deadline
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Discussion:		
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Conclusions:		
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Action Items	Partner responsible	Deadline
✓		
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[Short Agreement Number: 2019-2086 / 05 / 01]

[Project Name and Number: Development and Implementation of Social Innovation Strategies to Address and Eliminate Homelessness through Co-Design] [Funding Source: 2019-2086 / 05 / 01-2019-2086 / 05 / 01]

Appendix Item:		Presenter:
Discussion: [Click here to enter text]		
Conclusions: [Click here to enter text]		
Action items ✓ ✓ ✓	Partner responsible	Deadline
Appendix item:		Presenter:
Discussion: [Click here to enter text]		
Conclusions: [Click here to enter text]		
Action items ✓ ✓ ✓	Partner responsible	Deadline
Other Information		
Next steps [Click here to enter text]		
Additional information (if any) [Click here to enter text]		
Special notes: [Click here to enter text]		


Minute - template

Minute - template



[Grant Agreement Number 2016-3686/001-001]

[Project Name and Number: Development and Implementation of Social Dimension Strategies in Armenia and Bosnia and Herzegovina through Cross-Regional Peer-Learning - 574139-EPP-1-2016-1-AM-EPPKA2-CBHE-IP]



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REGISTRATION LIST

N	ACRONYM	INSTITUTION NAME	PARTICIPANT NAME	E-MAIL ADDRESS	SIGNATURE
1					
2					
3					
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**All the templates are available in DROPBOX – WP8*

NEWS

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



Fact finding was conducted at
Armenian and Bosnian HEIs

inclusionerasmus.org/inclusion-management-team-conducted-local-meeting-on-financial-and-technical-issues/



INCLUSION management team
conducted local meeting on



YSAFA is the Coordinator of a
new Erasmus+ Inclusion project

inclusion



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THANK YOU!!!

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WORKSHOP

13-14 June 2017
AUA, Yerevan,
Armenia

