

Online Kick-off Meeting

Minutes

WP1/ Task 1.1. / v2

March 26, 2020



DEVELOPMENT OF A MASTER PROGRAMME IN THE MANAGEMENT OF INDUSTRIAL
ENTREPRENEURSHIP FOR TRANSITION COUNTRIES

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Minutes

The online Kick-off meeting took place on the 12th and 13th of March 2020 and was structured around partner's presentations (which are available on the online project repository)

The main issues and action points that were discussed are described below.

WP1. Project management: Technical, financial and administrative issues (P1. USC)

Consortium

There is a discrepancy in the numbering of two partners throughout the project documentation (project application form, detailed project description, budget, etc.).

i For all intents and purposes P11 will be the Tajik State University of Commerce and P12 will be the Centre of Technologies of Academy of Sciences of Turkmenistan.

Partnership agreement

A Partnership Agreement proposal was produced by the Coordinator and has been circulated to the partners for revision and consideration. The PA can be adapted to the specific needs of each partner if required. Scanned copies of the signed PA must be submitted to the EACEA no later than 6 months from the time of signature of the GA (20/06/2020).

i All the partners will review and provide feedback on the Partnership Agreement by 31/03/2020

Financial provisions

The main financial provisions were discussed (budget overview, budget headings, unit and actual costs, budget flexibility, rules, payment modalities, etc.).

The original **budget** is under revision and an **amendment proposal** is being prepared in order to correct errors, to comply with CBHE regulations and to better fit the needs of the consortium for an efficient project implantation. The main changes proposed were presented, including the reallocation of the funds assigned for the Kick-off meeting to another face-to-face management meeting to take place in 2020.

In reference to the changes in the Equipment budget, one of the slides read "Removal of budget allocated to the Academy of Sciences of Turkmenistan (AST), following the rules of the EACEA." And "Redistribution of budget allocated to AST among other Turkmen partners". The second statement is a **mistake** and the Equipment budget was not reallocated to other Turkmen partners.

i The final budget amendment proposal will be forwarded to the Partners for consideration before it's formally submitted to the EACEA.

The consortium will strive to organize an additional face-to-face meeting to redeem for the cancellation the Kick-off meeting.

Reporting

The project reporting rules, structure, and mechanisms (both internal and to the EACEA) were presented. The internal reporting templates are made available on the online project repository.

i The preparation of the Technical Implementation Report and the Final report will be a joint exercise.

Internal reporting will take place every 6 months.

Project management and implementation

In order to involve all the partners in the management of the project a series of bodies will be defined: **Management Board, Academic Board, Dissemination Board, Entrepreneurship Centre Managers and Task Core Groups**. The role, composition and functioning of each of these bodies was discussed.

i Each partner will nominate representatives for each of the relevant boards by 20/03/2020

Online platforms will be set up in order to facilitate **internal communication and collaborate work**.

i The partners will inform the coordinator in case of any restrictions to the use of the proposed platforms

A detailed work plan was presented showing the tasks to be carried out, a calendarization/deadlines and the roles of each partner (see Annex I).

i The Work Plan takes the form of a spreadsheet that will be updated regularly.

Weaknesses and Risks

The main potential weaknesses and risks (those highlighted in the project application evaluation and by the project officers and those detected by the consortium) were discussed and are being addressed.

i With the goal of enhancing the involvement of Central Asian partners in the project leadership **P10 is proposed as the co-leader of WP3 and P11 as the co-leader of WP4**.

A **budget amendment** is being prepared trying to improve cost-effectiveness.

Central Asian partners will compile comprehensive reports detailing the **accreditation process** in each institution by 24/04/2020.

A detailed list of the **staff involved** in the project at each institution has been compiled and the partners commit to involve the necessary resources in order to adequately implement the project.

EACEA field monitoring

The consortium is informed about the upcoming field monitoring visit in Kazakhstan and about its purpose and the preparation needed for the same.



A field monitoring visit is planned to take place in Kazakhstan in April 2020.

Other considerations

The consortium is duly informed about the EU visibility requirement and the penalties applicable in case of poor/partial/late implementation or breach of the contractual obligations.

WP4. Quality Assurance (USC)

The presentation covered the main quality assurance procedures to be followed. This work package is horizontal to the project duration.

All project activities will be subject to a Quality Assurance procedure in order to ensure conformity with the objectives and results as they are foreseen in the project contract. P11 – (TSUC) will be appointed and will work closely with the Project Coordinator to ensure that the deliverables meet specifications and milestones.

The Quality Assurance Plan will further elaborate on the main types of quality assurance instruments to be used such a quality registers, monitoring forms, periodical reviews, etc.

Quality frameworks will be defined for each WP, establishing a set of standards to be complied by all partners.

The implementation of the Quality Plan will include continuous monitoring of all work packages, with focus on processes implementation. Three quality reviews will be produced to feed into the project progress reports and in the overall interim and final evaluation reports to the EACEA.

The project will be evaluated by a dedicated External Evaluator, who will be appointed after a comprehensive procedure. The External Evaluator must have expertise on the subject matter of the project. There will be one interim and one final evaluation exercises. These quality assessments will identify potential project shortfalls, methods to address them, potential process redesign needs and other project implementation changes.



P1 will compile the Quality Assurance Plan in close collaboration with P11 and P5.

P5 will set quality frameworks for each work package.

P11 will carry out the continuous monitoring providing 3 quality reviews.

All the partners will participate on the recruitment of the External Evaluator.

WP2. Market needs analysis (AYeconomics)

A detailed work plan for the implementation of this task was presented.

The market needs analysis consists on the one side of quantitative analysis based on the statistical data, constructing labour market and industrial indicators to analyse market characteristics from supply and demand side. At the macroeconomic level the analysis will comprise (a) the national and regional perspectives and urban data (employment and unemployment data, wage dynamics and regional migration) and (b) the sectoral perspective (trends in the sector, industrial output, job vacancies, wage dynamics and employment/unemployment data). At the microeconomic level the analysis will encompass (a) the university perspective on the supply side (graduates by gender, geography, age and work experience) and (b) the employer perspective on the demand side (number and types of enterprises, growth rate and wage).

The research will also involve a DELPHI analysis for assessing the skills that will be required in the future (through an online survey for key experts). This requires a list of stakeholders to be compiled (policy makers, firms, HEIs, research institutions, associations...). The survey will collect data on the share of employees facing skill shortage, hard to fill vacancies, types of skills that employers cannot find and training needs).



The partners that haven't done so, should submit all the data requested for the need analysis.

The workshop with experts (2.2) will be postponed due to the Coronavirus situation.

WP3. English Training Strategy (EKTSU)

On a first stage EKTSU collected information on the needs and wants of the learners in order to adequately design the Strategy. This English training strategy will be divided in two modules.

The first module will focus on a general English language training through an interactive multimedia online course with English Discoveries. This will have a total duration of 15 weeks spanning over 12 months. Students will take a placement test and the number of hours devoted per week will depend on their English level. Progress will be measured and evaluated through a

series of indicators (tests, e-surveys, completion of activities, etc.). EKTSU will develop a study plan and will tutor and orient the students.

The second module will be an English language course to empower teachers of Management, Marketing, Finance and Data Analysis to use English as a medium of Instruction. This will be implemented using the Moodle platform and will have a total duration of 10 weeks. The training activities of the course have been developed with the objective of adapting the learning process to the different abilities, needs and interests of the trainees. These activities will include (a) different practical activities distributed throughout the course, (b) weekly events (virtual face-to-face sessions, discussion forums, tests, peer assessment, reading of the complementary material, videos tutorials, presentations and webinars) and (c) a final research presentation where the knowledge acquired will be put into practice. These will be complemented with personal study and tutorship. The final qualification will consist of a final online test and a research presentation and the continuous evaluation of the progress and activities carried out throughout the 10 weeks of the course.



The timing of the course needs to be defined in detail in order for teachers to organise their availability.

At least 15-21 teachers per HEI should participate in the course.

EKTSU will compile a list of the teachers that will participate in the course and their English level by 31/03/2020

WP3. Content Development Strategy

The curriculum of the Master Programme will consist of 12 subjects framed in 4 thematic priorities: use of quantitative & qualitative information (Data), Business Management, Business Positioning and Engineering. Custom pedagogical methodologies will adapt to the specific environment of each HEI. High-quality, open-access study materials will be developed for the courses and will update continuously.

This WP will be developed in 5 phases. First, the definition of the Curriculum (June-October 2020), in 3 stages: the choice of subjects (June 2020, it will be determined by the Academic Board which will also assign the responsibility of content creation), the elaboration of the Syllabi (July-September 2020, the partner in charge of each subject will coordinate the elaboration of the syllabus that will be approved by the AB) and the presentation to stakeholders (October 2020, in Ashgabat, Dushanbe, Karaganda and Ust-Kamenogorsk). Second the Content Creation (October 2020-April 2021) with USC coordinating the effort of all the partners that will produce the final syllabi, course materials and teacher guides (the materials will be in English with brief summaries translated to local languages). Third, the Teacher Trainings, to take place in Santiago (Data & Management), Ljubljana (Business) and Naples (Engineering) in July 2021, lasting 2 weeks per block. Each local Master programme will allocate 3 teachers per subject and each teacher may be trained in more than one subject. Fourth, the Pilot Programme (May 2021-October 2021), in

two stages: the student enrolment (May 2021-August 2021, coordinated with the actions of the Dissemination Strategy and enrolling between 15 and 21 students in each local programme) and the roll-out (August 2021-June 2022, providing feedback analysis after the first semester). Finally, the Post-Pilot phase (June 2022-December 2022), in three stages: the follow-up reports (June 2022, one per CA academic partner assessing the structure, delivery, content, learning and assessment methods, etc.), the follow-up meeting (July 2022, in Santiago with the attendance of all the partners in order to come up with improvement and optimization proposals) and the content update (September 2022-December 2022, led by USC with the involvement of all partners in the preparation of a Handbook for further development of the online and offline content and update of activities).



There can be variations in the Curriculum depending on the market need analysis (1 to 3 subjects). This will be approved by the Academic Board in July 2020.

A stakeholder meeting will be held in CA in October 2020 to present de Curriculum.

Some partners mentioned availability problems to host or attend the teacher trainings. The date of each training can be adapted depending on the time of finalization of the content development and considering the availability of the staff involved.

The list of teachers that will participate in the training should be submitted to USC before 24/04/2020, indicating the block(s) where they will be trained and their weekly availability for the months of June and July 2021.

The certification and accreditation process needs to be started as soon as possible. Central Asian partners will compile comprehensive reports detailing the accreditation process in each institution by 24/04/2020).

WP3. Sustainability strategy (TSUC)

The main aim of the Sustainability Strategy is to help effectively integrate the Master Programme in the Institutions and make the program attractive to students in the long term. The Sustainability Strategy will be developed in line with the Dissemination Strategy and Entrepreneurs Strategy. It will be structured around 4 main elements: Funding diversification, Communication and Partnership, Evaluation, innovation, modernization and Recruitment process.

It will define mechanisms for funding diversification via fees payed by students, public funding and private funding. It will also define communication and partnership avenues with authorities (for governmental support, i.e. financial and accreditation), institutions (academic exchange, resource sharing and cross-promotion) and other stakeholders (i.e. paid internships and training in companies) and it will delve into the evaluation, innovation and modernization of Master Program and the recruitment process (present and future demands, attractiveness of the program, student mobility, online tools, etc.).

A detailed action plan for the SS will be developed indicating specific the specific actions to be undertaken in each HEI for the 4 main elements described.

WP3. Entrepreneur Centres Strategy (KEUK)

The Strategy describes the main goals and objectives of the Centres, including the following:

- improving the organization and efficiency of the educational process, strengthening the practical training of students, master`s and PhD students through the development of strategic partnerships
- coordinating joint activities of its member organizations and enterprises for training, retraining and professional development of specialists
- developing research work in the field of activity of departments with the involvement of all the academic stakeholders.
- providing mechanisms for the professional orientation of students and improving the employment of graduates

The ECS also defines in detail the main functions of the Centres as well as the functions of the participating Departments and Entrepreneurs.

The development of the centres will be carried out using two different models:

- The Centres as a new structural unit, for application at Universities that did not have previously existing entities of this type.
- The Centres on the basis of a previously existing structure, for application at Universities that count with similar structures.



KEUK will provide detailed analysis on the current status of Technoparks at CA partners: its main objectives, activities, level of developments, cooperation and etc.

WP5. Dissemination Strategy (AST)

A draft DS was prepared and presented in M1 by AST.

The presentation emphasized the importance of dissemination to promote the project activities and expand the project results and outcomes to a multitude of audiences. The DS describes the objectives, planned target groups and channels as well as indicators to measure the performance of the project` planned activities.

- Development of professional network
- Promotion of the Master Programme
- Sustainable model for the Master Programme
- Web site and visual identity
- Social media and communication
- Articles and publications



- Dissemination, promotional campaigns, info and open days.

Different dissemination levels, methods and media are established for specific target audiences (administrations/policy makers, society, HEIs/Technocentres/Research structures and Entrepreneurs/Industry/Businesses).

The DS includes a detailed plan of dissemination activities to be carried out and the results of these will be monitored permanently. The final version of the Dissemination Strategy and associated work plan will include a monitoring and evaluation plan.

A proposal for the structure of the project website is presented.

AOB. Since the logo is the main visual identity element of the project, the partners were invited to submit logo proposal if they wished.



All the partners shall provide P6 with the list of specific dissemination activities to feed into the Dissemination Strategy by 31/03/2020

All the partners will review and provide feedback on the DS by 31/03/2020

An online poll will be set up for the selection of the project logo 27/03/2019

