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**ERASMUS+ PROGRAMME, KEY ACTION 2
CAPACITY BUILDING IN HIGHER EDUCATION**

**Building Entrepreneurial Ecosystems to
Enhance Higher Education Value-Added for Better Graduate Employability
(BEEHIVE)**

**2nd PARTNER MEETING
17th - 20th July 2017**

MINUTES

**Venue: Universitas Indonesia, Depok Campus
Attendees: see list attached**

17th July 2017

1. Opening address by Dr Nining Soesilo, BEEHIVE project coordinator at UI. Nining welcomed the meeting participants to UI on behalf of the university management team and introduced shortly the university. She also introduced the present participants including Ms Destriani Nugroho, Programme Officer at the Delegation of the EU to Indonesia. Ms Nugroho expressed her gratitude for the invitation to visit the project and meet the partners. She also briefed them on her tasks and responsibilities linked to the management and administration of Erasmus+ projects in Indonesia.

Ms Christina Armutlieva, BEEHIVE project coordinator thanked the host institution's team for their hospitality and cooperation. She also presented shortly the new comers to BEEHIVE, namely Dr Melvin Ninal and Dr Sheryl Satorre from the University of Cebu (UC). Christina informed the partners that following the successful PIC validation of UC, on 15th July 2017 she had submitted to EACEA the official request for project consortium change. Sheryl took over the floor and made a presentation of UC with focus on the institution's entrepreneurship agenda and experience.

2. BEEHIVE project updates and recent developments

Christina made an overview of the project progress made between the project start in October 2016 and mid-July 2017 (a copy of the presentation is attached). For the time being, the

consortium members are still working on the activities in Work Package (WP) 2. In early 2017, the BEEHIVE project website was designed and kick-started. Following the kick-off meeting in February 2017, 9 project partner institutions have signed the Partnership Agreement and subsequently 9 advance project payments from VUM to the project partner institutions were processed. Following the official approval of EACEA concerning the composition change, UC will also sign a Partnership Agreement. Christina thanked the project team of IdeaSpace for their active networking and support in identifying UC as a project consortium member.

3. Project management and reporting

Christina proceeded with a presentation focussing on issues linked to project management and reporting on both institutional and consortium levels. A quick overview of the contractual documents and their precedence was made. Further to the contractual obligations, the structure and elaboration of the project's Progress Report that is due halfway through the project was discussed. It was mentioned that the Progress Report drafting should be considered a joint exercise prepared and submitted as a result of all project partners contribution. In the course of the discussion, Dr Delia Senoro from Mapua University raised the question of equipment purchase in the project. Christina explained that 2 separate independent tendering procedures should be initiated in the project, namely one in the Philippines combining the equipment to be purchased for all 3 partner universities, and one for Indonesia. The issue of VAT is considered a highly sensitive matter and unless an official document is issued for each of the partner universities stating that they could not recover the VAT costs, the applicable VAT costs will not be approved as eligible for reimbursement in the project.

The discussion of project management issues moved further to the mechanisms for project reporting within the consortium and the arrangements for payments from the project coordinating institution to the project partner organizations. The latter are subject to submission of regular project internal reports and partner claims for payment supported by relevant documentation.

Last but not least, an array of general administrative provisions was discussed. It was confirmed that the main project communication channels shall be emailing, sharing of files via dropbox as well as upload of important files through the Partner Login space placed on the project website. At least 3 webinars shall be organized per project year. Following the first 2 webinars held respectively on 17th November 2016 and in late May 2017, the partners agreed to e-meet next time on 21st September 2017 at 10:30 am CET. The webinar will be facilitated through the gotomeeting.com website. In regard with the project management structure, a Steering Committee was elected that will operate on the principle of rotation. As a result, the key project management responsibilities will be shared between the project coordinator, Dr Delia Senoro from Mapua University acting as local management facilitator in the Philippines, Dr Nining Soesilo acting as local management facilitator in Indonesia as well as Ms Kerry Quinlan representing WestBIC, the EU partners in the project as well the non-academic project partners. The partners present reaffirmed their commitment to the principles and values included in the BEEHIVE Code of Conduct (see attached).

4. Financial management progress review

In the afternoon, the project partners discussed in detail various matters linked to the financial management of the project (presentation attached). For starters, an overview of the general financing principles in the project was provided with a focus on the principle of co-funding and the combination of unit costs and actual costs. The project coordinator clarified the opportunities for financial modifications to the approved project budget. A special attention was paid to the 10% rule as well as the 40% - 30% - 10 % limitations linked to the staff costs, equipment costs and subcontracting costs' headings.

When discussing the matter of staff costs eligibility and payment in BEEHIVE, Delia raised a question about the profile of the persons that could be remunerated in the project. Dr Marthinson Villanueva from Mapua asked if part of the staff costs in WP2 could be paid to IT experts involved in summarizing and processing the data collected. Christina confirmed that as long as the persons concerned are employees of the project partner institutions and provided the relevant supporting documentation and evidence is in place, they could receive remuneration for their work in the project within the staff costs heading limitations.

Ms Ilaria Regiani from Marconi University asked a question on how are the number of working days to be calculated. Christina informed the partners that according to the Guidelines for the Use of the Grant, 1 working day is defined according to the applicable national legislation. For instance, in Bulgaria 1 working day consists of 8 hours. There is a chance that in the other countries included in the project, the figure of 8 hours slightly differs and this is something each of the partners need to clarify with their Financial Departments at home.

The discussion on project financial management covered also the required supporting documents for each of the headings (staff costs, travel costs, costs of stay, equipment and subcontracting costs). Special attention was paid to the issue of equipment purchase in the project, which is subject to tendering procedures to be initiated in the Philippines and Indonesia. The issue of VAT was also thoroughly discussed. The project coordinator explained that according to the Grant Agreement the costs of VAT are considered ineligible for reimbursement unless a specific official document is issued by the respective national authorities confirming that the university concerned cannot recover VAT.

In the end of the session, the financial management discussion focussed on the applicable exchange rates in the project. The project coordinator demonstrated how the partners in countries not applying the euro could calculate the costs to incur and report in the project through the InforEuro link available on the website of the European Commission (http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/index_en.cfm).

5. Quality panel (WP7)

The panel was facilitated by the project team of University of Thessaly, Greece, which acts as WP7 leader in the project. During the panel, Ms Anna Zygoura joined the discussion online to present the Quality Control Plan in the project. The latter aims to identify the quality standards that are relevant to the project's main objectives and to determine how they can be satisfied. It sets the quality targets and ensures that all produced actions and deliverables are in accordance with the set project specifications. Furthermore, it determines the structures responsible for various quality control activities and lays out a communication plan. Last but not least, the Quality Control Plan is aimed at ensuring and enhancing the transparency and accountability in the project.

In her presentation (see attached), Anna addressed the criteria for measuring the quality of different types of activities, outputs and outcomes based on the quantitative and qualitative indicators in the LFM. Furthermore, she presented the mechanism for control over milestone achievements, which include the so called Milestone Achievement Reports (one per WP, 9 in total) and the Midterm and Final Evaluation Reports to be produced in the project. The process of quality control and quality assurance in the processes entail the involvement of all project partners. In terms of tasks distribution in WP7, Anna mentioned the roles of the Quality Management Board, the Steering Committee and its quality related tasks, the WP leaders and the External Evaluator to be hired as soon as possible in the project as initially planned in the application form.

With regard to the External Evaluator, Anna presented shortly the draft of the Call for Expression of Interest (EOI) aimed at identifying and hiring the most suitable service provider. Christina added that it would be useful to extend the selection criteria by including also a criterion of good knowledge of the higher education sector. The total costs of 15000 EUR

envisaged for the External Evaluator in the initial project budget include the total costs to the paid to the selected external evaluator for all project related activities to be completed. These include, inter alia, staff costs as well as costs for travel and stay during the workshop in Ireland in October 2018 to be facilitated by the External Evaluator.

18th July 2017

Workshop Towards the Entrepreneurial University

1. Data collection results in WP2

The 2nd project meeting continued with the 1st day of the 3-day Workshop Towards the Entrepreneurial University (deliverable 2.3). In the beginning of the morning session, Christina explained that the main purpose of the 3-day workshop would be to benefit from the opportunity for face-to-face collaboration and to achieve significant progress in WP2. The discussions shall cover issues of consistency, methodology, design of the 2 Reports as well as presentation, publication and dissemination of the Reports.

For starters, the partners in Indonesia and the Philippines were invited to share their experience with the data collection in WP2. Following the finalization of the benchmarking tool/questionnaire in early April 2017, the partners in the 2 Partner Countries proceeded to data collection. Dr Delia Senoro, Dr Richel Lamadrid and Dr Sheryl Satorre reported on the challenges they have had in this process. The length of the questionnaire, the respondents' busy agenda as well as some potential respondents' failure to appreciate the benefits of being involved in this data collection process were among the main problems the partners had to deal with. One of the solutions for attracting more and more respondents was to reach out to various universities by initially having the BEEHIVE universities' most senior managers contact their peers at the respective universities.

Regarding the questionnaire's length, Christina confirmed that the document's 49 questions require indeed a lot of efforts and time on the part of the respondents as well as from the BEEHIVE partners collecting the data. On the other hand, the National Benchmarking Reports on the progress towards adoption and implementation of the entrepreneurial university concept are expected to cover all main aspects of this concept. Furthermore, any statement or conclusion concerning trends on national level shall be supported through convincing amount of data. Despite all initial difficulties, the 4 BEEHIVE partner institutions in the Philippines manage to collect in total 27 questionnaires which largely exceeds the indicator of 15 questionnaires per Partner Country initially planned in the application form.

The partners in Indonesia reported on additional challenges they had faced in the process of data collection in WP2. Due to the country's large size, they were forced to collect data mainly online. The latter is not considered a common practice in Indonesia and according to Debby Lubis from BINUS only after initiating a personal contact over the phone some of the universities had agreed to contribute to the data collection. Often more than 1 extensive phone calls had to be made in order to collect and register properly data. Only after provision of detailed explanations and information on the project over the phone, some of the universities agreed to contribute. Another problem that made the process of data collection even more time-consuming was the need to translate the questionnaire into Bahasa Indonesia and subsequently the collected responses into English. Nining from UI made raised the issue of the questionnaire's certain points being unclear. In particular, she referred to the questions where statistical data is gathered. Based on her and her colleagues' experience, providing an answer on a scale of 1 to 10 generated many questions among the respondents. Christina mentioned that this method of numerical data collection was borrowed in BEEHIVE benchmarking tool from the HEINNOVATE questionnaire. She also agreed that more clear instructions on how to address the numerical

questions should have been provided at the time of the questionnaire design. Regardless of the problems faced, the 2 BEEHIVE partner universities in Indonesia managed to contact and collect data from more than 15 universities. Christina outlined the exceptional results the partners in Philippines and in Indonesia have achieved in terms of data collection in WP2. The 27 questionnaires collected by the 4 partners in the Philippines exceed almost twice the original plans and expectations. On the other hand, each of 2 Indonesian universities collected a very high number of questionnaires per institution despite the language barrier and all the other difficulties earlier discussed.

2. Design and methodology of the National Benchmarking Reports

The 2 Reports to be produced in the project shall follow the same design and methodology. Furthermore based on the initial project plans, work linked to the elaboration of the 2 Reports shall be fairly distributed between the partners. The partner institutions in the 2 Partner Countries will be naturally engaged in the analysis of data collected in their own country. It was agreed that the analysis shall be carried out in the light of and according to the 4 areas/aspects outlined in the application form, namely:

- (1) entrepreneurial approaches and attitudes applied in the governance of the universities in both PCs including organisation design, decision making mechanisms, existing opportunities for leveraging external funding,
- (2) stakeholder management mechanisms at the universities in the 2 PCs including regional and local partnerships, business links, alumni engagement, social enterprises, student ownership,
- (3) knowledge transfer including spin-offs, incubators and intellectual property policies in place in the universities of the 2 PCs;
- (4) entrepreneurship education provided at the universities in the 2 PCs including pedagogy, staff development, cross campus initiatives, student start-up examples.

The following task distribution was agreed among the partners in terms of the results and topics to be developed and presented in the 2 Reports:

Questionnaire part	EU partner	Partner in ID	Partner in PH	Report aspect
A	VUM	UI	UC	1
B	WESTBIC	UI	SLU	4
C	RU/VUM*	UI	SLU	4
D	UT	BINUS	IS	3
E	MARCONI	BINUS	UC	3
F	VUM	BINUS	MAPUA	2
G	MARCONI	BINUS	MAPUA	2

*Following the meeting, VUM and RU agreed that the project coordinating institution will take over the task of RU related to the analysis of data collected in part C of the questionnaire in both Partner Countries.

In the afternoon, the Partner Countries partners split in 2 groups and worked on the summary and finalization of the data collected. As agreed at the 2nd project webinar, for practical purposes all data collected has to be copied in an excel table. The partners in the Philippines jointly finalized the table with data collected from 27 universities. The partners from Indonesia reported on having collected data from more than 15 universities and assured the consortium

that the finalized excel sheet with the complete data collected in Indonesia will be circulated among the partners in August at the latest.

In the end of the working day, the project coordinator engaged in individual consultations on various project management and financial questions.

19th July 2017

Workshop Towards the Entrepreneurial University

During the 3rd day of the project meeting, the partners continued with the discussion of various practical issues linked to the elaboration of the 2 Reports in WP2. It was agreed that the structure of both Reports should be consistent and identical. Technically, the 2 Reports will follow the same methodology and design. The key differences in the Reports will be conclusions made based on the collected data analysis. It was also suggested to include in the introductory part a one-pager on the national context for the respective country. UI (Nurul) and Mapua (Delia) agreed to prepare the relevant parts. The unified structure of the 2 Reports was finalized and agreed upon with input of all present partners. In particular, Richel from SLU contributed to this activity.

1. Introduction
1.1. BEEHIVE project short presentation
1.2. National Benchmarking Report's rationale (objectives, research questions, target groups)
1.3. National context
1.4. Conceptual framework (thematic approach, 4 areas of analysis)
2. Methodology
2.1. Research design (descriptive survey; qualitative and quantitative methods)
2.2. Instrument (questionnaire design and content)
2.3. Respondents profile and geographical spread
2.4. Data analyses (statistical tools and qualitative analyses methods)
3. Results and discussion
3.1. Findings (thematic approach, 4 areas, 7 criteria groups interpretation)
3.2. Conclusions
3.3. Implications
3.4. Limitations
3.5. Recommendations
4. References

The total length of each of the 2 Reports should be at least 20 pages. In order to prepare Reports that meet both the quantitative and qualitative indicators, it was suggested that the analysis of each the question results should not exceed 1 page. During the 2nd morning session the partners discussed also the methodology for summarizing the results from the qualitative questions. The following scheme was agreed:

1, 2	highly irrelevant
3, 4	irrelevant

5, 6	neutral
7, 8	moderately relevant
9, 10	strongly relevant

During the workshop, the partners discussed also the issue of intellectual property of the 2 Reports. The project coordinator referred to the project's Grant Agreement articles dealing with this matter. The latter is furthermore included in the Partnership Agreement as well.

The issue of intellectual property in general as well as how it relates to entrepreneurial initiatives and knowledge transfer in academic settings was raised by George from University of Thessaly. He outlined the importance of having in place national legislation and institutional policies that regulate the intellectual property and patent issues and prevent potential conflicts. This matter was also touched upon during the informal discussion that the project partners had with a student from BINUS who had been invited to present his start-up and the product (fermented green tea). The student start-up was supported through BINUS Entrepreneurship Center and was started as a small family business. The patent of the product which is becoming more and more popular with local consumers was recently registered and the student shared the challenges he had faced with this procedure.

In the afternoon, the partners continued the discussions on project progress and cooperation in the framework of a joint retreat to Taman Mini Indonesia Indah that was organized by the host university.

20th July 2017

Workshop Towards the Entrepreneurial University

In the morning session of the last project meeting day at UI, the partners discussed the schedule of activities that remain to be completed in WP2. It was agreed to have the 2 Reports published by the end of October 2017 and prior to the 3rd project meeting to take place in Rome in early November 2017. In regard with the activities in WP7, the 2 Reports' quality will be assessed and validated by project direct and indirect target groups representatives. Christina suggested that the partners use an online feedback form for this purpose that will be developed and circulated via email or through surveyMonkey.com along with the files of the Reports. The Reports will be published on the project website and pdf copies of these will need to be sent away to a very large number of universities, public authorities, private companies and business start-up supporting organizations in Indonesia and the Philippines. An overall positive feedback from peers and external stakeholder will be considered a key indicator for progress in WP2.

Reporting of the activities completed in WP2 includes all kind of evidence collected in regard with the 5 deliverables. Debby Lubis representing BINUS that acts as WP2 leader would be in charge of collecting all questionnaires filled out in WP2.

The results of WP2 and in particular the 2 Reports to be produced will contribute to the achievement of the 1st project objective, namely to map out the progress of universities in Indonesia and the Philippines towards an alignment with the entrepreneurial university concept. Furthermore, these will be used as a stepping-stone for work in WPs 3, 4, 5 and 6.

In the 2nd morning session, the partners took part in the Dissemination and Exploitation panel (WP8). Following the kick-off meeting in February 2017, the project website was designed and developed. Through the Partner Login button, it offers various levels of access. Christina suggested to make various project partners project website administrators as well so they could contribute to the website's dynamic content development and the project's active online presence.

Over the next couple of months, BEEHIVE apps for both Android and Apple Store will be developed. The BEEHIVE app will be integrated with the project website. To avoid duplication with the project website's role and objectives, the BEEHIVE app will need to offer a different type of information and services. Since the main target group of the BEEHIVE apps will be the students of the project Partner Countries' universities, the project partners from BINUS suggested to organize and facilitate a quick informal survey among their students to identify their main expectations from an app aimed to provide support and knowledge in the field of entrepreneurship and business start-up. The deadline for collecting feedback from students was scheduled for the end of September 2017.

In the framework of the Dissemination and Exploitation panel, the partners distributed tasks concerning the publication of newsletters in the project (5 in total). Kerry from WestBIC, Ireland agreed to prepare the 1st BEEHIVE newsletter that shall be published in September 2017 at the latest. Another dissemination issue that was raised during the panel was the need to publish at least 30 media publications on BEEHIVE in various project countries with the aim to raise awareness on the project and the benefits it brings to the students of partner universities involved.

In the afternoon session, the partners went through the project agenda in WPs 3, 4, 5 and 6. Christina informed the partners that the colleagues at RU are already working on the setting up the agenda and developing the content of the workshop in WP3 to take place in Rome in November 2017. At the moment, the project teams of RU and VUM are also working on identifying the most suitable and best-value-for-money technical solution for the MOOC to be prepared and delivered in WP3.

In regard with WP3 and the upcoming 3rd project meeting, Ilaria from Marconi University briefed the partners on the practical arrangements linked to the meeting. The meeting will take place between 7th and 10th November (Monday, 6th November day of arrival; Saturday, 11th November, day of departure).

The plenary session of the last meeting day was concluded with the delivery of certificates. In the afternoon, the partners visited the Business Incubator at UI. Nurul who acts as Director of the Incubator showed the partners around and presented the activities the incubator is currently involved in. The project partners visited the BEEHIVE space assigned to host the BEEHIVE accelerator and talked to students currently working on and developing their business ideas at UI Business Incubator.