

Erasmus+ Programme
Capacity Building in Higher Education



Co-funded by
the European Union

Co-designing Learning for Impact-Focused Entrepreneurship (Co-LIFE)

(01 Jan '24 to 31 Dec '26)

Project Management Plan

October 2025

 LAB University of
Applied Sciences



ISDM
INDIAN SCHOOL
OF DEVELOPMENT
MANAGEMENT

 [Colifeproject.eu](https://colifeproject.eu)

 hello@colifeproject.eu

Document Information

Project acronym	Co-LIFE
Project name	Co-designing Learning for Impact-Focused Entrepreneurship
Project code	101127266 — Co-LIFE — ERASMUS-EDU-2023-CBHE
Document name	Co-LIFE_ Project Management Plan_30.10.25
Document title	Project Management plan
Versions	Version 3.0
Version 1.0	Deliverable 1.2
Deliverable description	Detailed implementation plan of the Management Plan. Online document in English.
Date of Delivery	30.10.2025
Work Package	WP1
Lead Beneficiary	LAB University of Applied Sciences
Type	Reports (R)
Dissemination Level	Public — fully open (PU)

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

Co-LIFE Project

The state of the environment and the economy require altering the way we approach business transactions (cf. the UN Sustainable Development Goals). Innovative sustainable interventions addressing social inequality and environmental degradation are required to create employment opportunities for sustainable growth. The Co-LIFE project aims to produce innovative educational measures in impact-focused entrepreneurship (IFE) in four (4) Indian HEIs. Project partner institutions in Europe and India have come together to co-develop educational content (course curriculum), learning materials, and novel innovative pedagogics to advance IFE-based education in India. This educational collaboration between Indian and EU-based HEIs (including students as co-developers) involves creating a tight stakeholder ecosystem in India and between India and the EU. The proposal involves local companies, non-academic organizations, and relevant stakeholders bringing innovative added value for social inclusion. This will produce positive social, economic, and environmental results through knowledge-sharing. Through close collaboration between HEIs, companies, and associations, e. g. via impact-focused entrepreneurship activities, the Co-LIFE project will create change in communities, in the short and long term. India needs sustainable interventions to exploit their demographics and vibrant ecosystem for entrepreneurial growth. The goal is Erasmus+ CBHE goals. Additionally, enhancing intercultural relations between the EU and India among HEIs, students, teaching staff, and local businesses and associations is an objective. HEIs and the ecosystem created in the project will benefit from exchanging best practices in learning and teaching methods and practical ideas towards employment and sustainable development in their respective areas.



Table of Contents

1.	Introduction and the Objectives of the Project Management Plan	5
2.	Project description	5
3.	Project management, Coordination and Governance.....	7
3.1	Project coordinating organization	7
3.2	Project Steering Group (PSG)	10
3.3	Work Package Leaders	10
3.4	Work package collaborators (WPC)	11
3.5	Advisory board	13
4	Continuous monitoring of implementation.....	16
4.1	Face-to-face meetings.....	16
4.2	Online meetings	17
4.3	Traking of tasks.....	18
4.4	Tracking of Deliverables and Milestones	0
4.5	Monitoring of the indicators	2
5	Activity timeline	4
6	Reporting and financial management.....	7
7	Rules and procedures for subcontracting and purchase of goods and services	8
8	Document Approval	9

1. Introduction and the Objectives of the Project Management Plan

The Co-LIFE Project Management Plan outlines the mechanisms for efficient and sound project management and continuous monitoring and control of project implementation. The Plan presents the project consortium's organizational structure and specifies the roles and responsibilities of the project partners. The aim of this document is to provide guidelines and procedures which should be followed within the Co-LIFE project to ensure that the project is delivered according to the Grant Agreement.

The main documents to be used as reference point in the process of project management and evaluation are as follows:

- The Grant Agreement with all its Annexes
- The Partnership Agreements and its Annexes
- Project Management Plan
- Erasmus+ program guidelines
- HEIs institutional procedures

2. Project description

The Co-LIFE consortium includes 8 higher education institutions (HEIs) from four countries: India, Finland, Denmark and Belgium, as follows:

BE NR/AE	BE/TP name	Acronym	Country
BE 001	LAB University of Applied Sciences	LAB	FI
BE 002	Laurea University of Applied Sciences	LAU	FI
BE 003	Aarhus University - Department of Business Development and Technology	AU-BTECH	DK
BE 004	Thomas More University of Applied Sciences	TM	BE
BE 005	Arch College of Design and Business	ARCH	IN
BE 006	Ecole Intuit Lab	EIL	IN

WP1: D 1.2 Project Management Plan

BE 007	Goa Institute of Management	GIM	IN
BE 008	Indian School of Development Management	ISDM	IN

All HEI partners have vast experience in the development and implementation of academic courses in the field of Social and Sustainable Entrepreneurship. The European HEIs have complementary expertise and previous experience in international programs, including the CBHE action. The Indian HEI partners are new to the CBHE action, representing different geographic areas in India and different urban contexts. Their expertise is well linked to the project topic and is reflected in the roles and tasks assigned to them. The consortium has established contact with relevant actors in the sector to guarantee that access to the latest data and tendencies is available throughout the project's lifespan and beyond.

The project has duration of 36 months (01.01.2024 – 31.12.2026). The activities in the project are organized in 8 Work Packages as follows:

WP Nbr	WP Label	WP Leader
WP 001	Management, Preparation and Quality	LAB
WP 002	Course curriculum development	ISDM
WP 003	IFE Learning Materials	LAU
WP 004	Creating IFE Pedagogical Ecosystem	ARCH
WP 005	Course piloting	TM
WP 006	Training	GIM
WP 007	Course redevelopment and implementation	AU-BTECH
WP 008	Dissemination and exploitation	EIL

In WP1 the project coordination and management bodies will be established, in order to ensure the general project coordination and monitoring of progress. WP2 will focus on development of the course outline based on the need assessment and the benchmarking of the partners' expertise. In WP3 educational materials, such as cases from entrepreneurs and the learning materials for the modules collected. WP4 will aim at establishing a network of the relevant stakeholder that will support the project. The aim of WP5 is to organize the first pilot of implementation of the new course and collect the feedback. WP6 will focus on the development of an educational model

suitable for teacher training. WP7 will integrate the lessons learnt into the second pilot and will make sure that the course will remain the curricula of the Indian partners. Finally, WP8 is concerned with the dissemination and exploitation of the project deliverables.

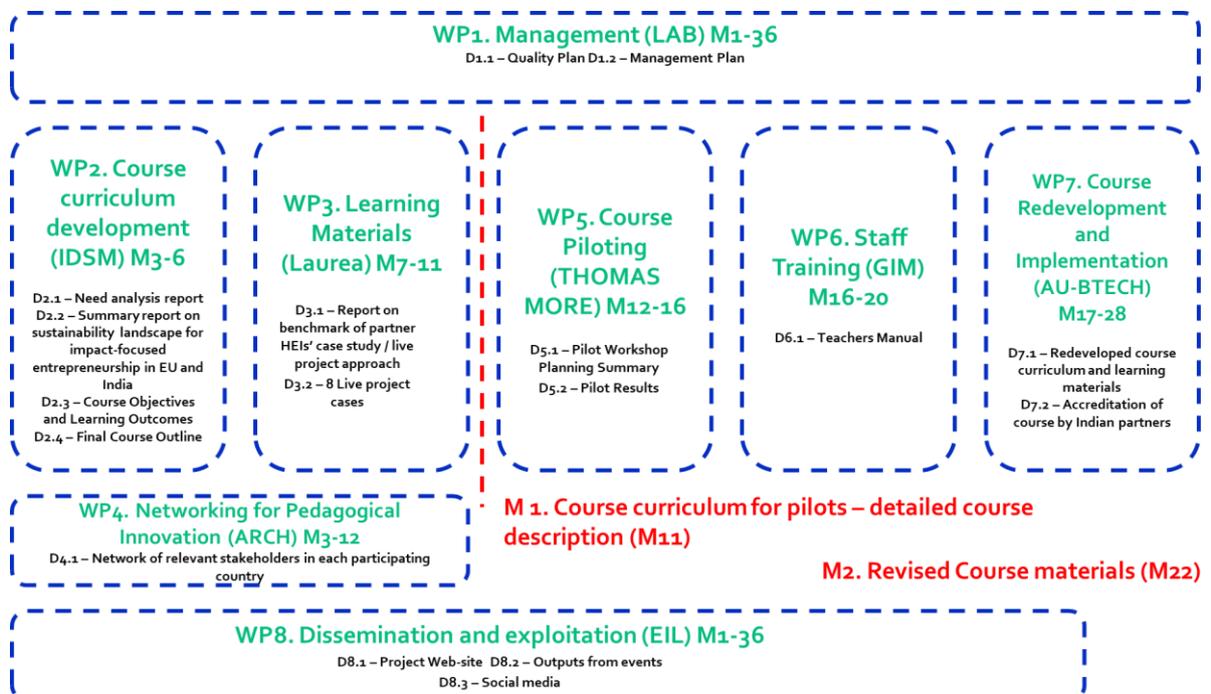


Figure 1. Chart of the Co-LIFE Work Packages

3. Project management, Coordination and Governance

The following project management structure was agreed and is applicable in the Co-LIFE project:

3.1 Project coordinating organization

The **project coordinating organisation** (LAB) is responsible for the overall management of the project and will work in close collaboration with all partners to guarantee that all the tasks agreed by the partners are completed and to achieve the project objectives with high quality and cost-effectively. Furthermore, LAB will facilitate communication and integration between the partners and ensure smooth operation of day-to-day activities of the project. This will include internal communication and coordination of decision-making

via the Advisory Board (AB), the Project Steering Group (PSG) and the Working Groups (WGs): conflict resolution, risk assessment and management in accordance with Quality Assurance Plan; administrative, financial, and technical monitoring and reporting to EU as indicated by the specific programme rules. LAB will also be responsible for coordinating the project reporting activities. As sole recipient of payments in the framework of the project, LAB ensures that all the appropriate payments are made to the project partners without unjustified delay. For the purposes of project management, the lead organization will hire a Project Manager, and a Financial Coordinator.

The tasks of the **Project Manager** include:

- Developing a detailed working schedule
- Overall management of the implementation of the project
- Taking decisions on implementation, in accordance with the work plan
- Coordinating the work of the other members of LAB project team and in the consortium
- Assigning responsibilities to the project partners
- Negotiation and problem solving both within the consortium and in relation to external stakeholders
- Reporting to EACEA
- Delegating tasks and responsibilities
- Analysing critical situations, threats and opportunities coming from the external environment and likely to affect implementation of the project at any stage
- Planning and managing changes
- Exercising control over budget and communication
- Evaluating the efficiency and success of the project.

The assigned **Financial Coordinator**:

- Is responsible for overall financial management of the primary accounting documents
- Is responsible for preparing regular financial reports on project activities
- Is responsible for overseeing the process of spending the grant in view of ensuring that it is being spent in accordance with the valid legislation, the signed Grant Agreement with EACEA and the approved project budget
- Prepares - together with the Project Manager - financial and accounting documents related to the project
- At the end of the project prepares a holistic financial report on project expenditures to be submitted to EACEA

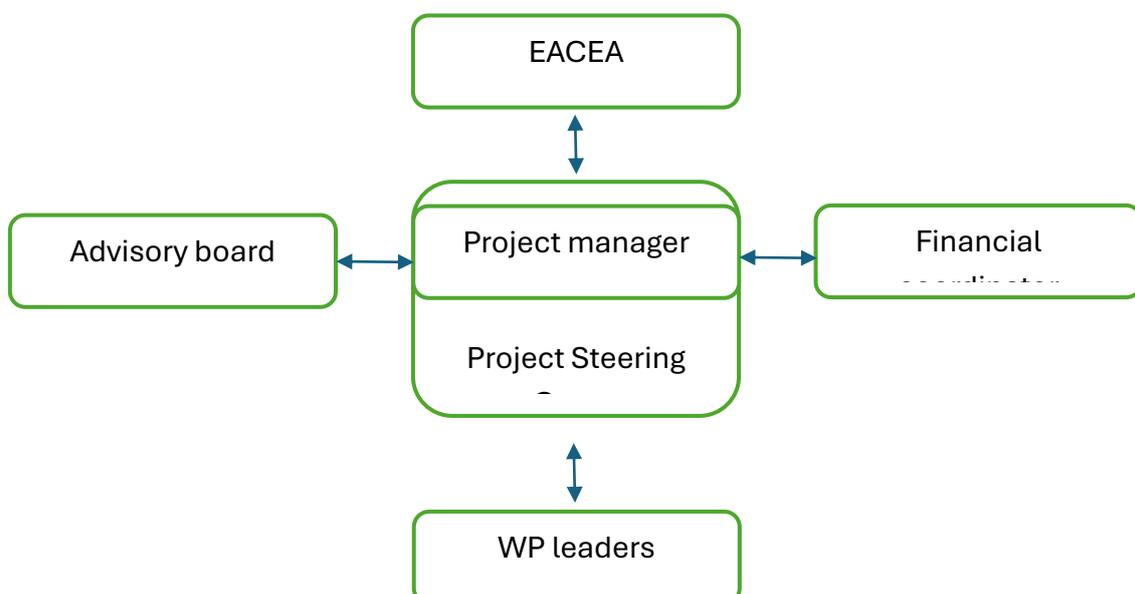
WP1: D 1.2 Project Management Plan

LAB implements its responsibilities by being a WP leader for WP1. Work Package 1, Management, Preparation and Quality will be run by LAB to guarantee smooth operation and progress of the project and on-going communication between project partners. WP 1 runs for the duration of the entire project. Effort has been made to ensure the quality, effectiveness, and innovativeness of the work plan, including the resources assigned to work packages, their objectives and the deliverables.

The activities in Work Package 1 include organization of the kick-off meeting and initial preparation; overall project management and coordination through Management Plan; quality assurance through Quality Plan, financial management and reporting according to the regulations of the Contracting Authority; and organizing Project Steering Group (PSG) & Advisory Board (AB) meetings and other internal communication between partners.

As a result of the activities in Work Package 1, the following two deliverables and outcomes will be produced during the project lifetime:

1. Quality Plan (D1.1): Detailed implementation plan of the Quality Plan. The Task Quality Plan will be led by LAB, with all HEIs contributing to designing the Quality Assurance Plan (QAP), including Risk Management Plan and Conflict Resolution Plan (part of QAP).
2. Management Plan (D1.2): Detailed implementation plan of the Management Plan.
3. Eight partners meetings
4. Steering group meetings: every month, excepting holidays, to discuss project progress and plan upcoming activities;
5. WP meetings, two per month, excepting holidays, to discuss WP tasks, responsibilities, deadlines and deliverables;
6. Project reports according to EACEA.



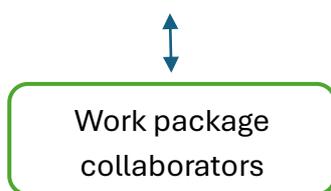


Figure 2. Co-LIFE project organizational structure

3.2 Project Steering Group (PSG)

In the process of project management and administration the project coordinating institution is supported by the **Project Steering Group**. The steering group was elected by the beginning of the project and consists of 8 members, one per each institution. Each participating HEI nominated one of the staff members to be a member in the PSG. The meetings of the PSG will take place once a month and they will be prepared and organised by the project manager. The main responsibilities of PSG together with the project manager and LAB are to ensure smooth and concise collaboration as well as to assure the progress of the project including the budget, outputs, deliverables, risk management and other practical issues on the operational level. In the Co-LIFE project all participating HEIs are equal and decisions will be made in a democratic way. In case of potential disagreements or conflicts that cannot be solved by discussions or other problem-solving methods, a vote will be organized. Each participating HEI will have one vote which ensures the equality of the participating HEIs. In potential extreme situations that are related to the budget, the project manager will have a decisive role.

3.3 Work Package Leaders

To support equity and democracy among the participants, each participating HEI will lead one WP and contribute to all others. Each participating HEI nominated individual staff members for each WP based on their personal expertise and interest. **Work Package Leaders** are in charge of the smooth implementation of project activities within the respective Work Packages and should ensure that deadlines in the Work Packages are respected in line with the approved project activities' timeline. The leaders are responsible for provision of evidence towards the project coordinating institution and should maintain good communication with the project partners involved within the different Work Packages. WP leaders will organize online meetings for these Working Groups (WG) twice a month. WGs related to each work package can additionally meet also offline and/or in hybrid form when it's included in a

particular WP task (e.g. in WPs 5 and 7). This will enable more cooperation between partners. WGs and the leading HEI are responsible for the achievement of their objectives, milestones, deliverables and activities within the set time frame and budget.

3.4 Work package collaborators (WPC)

For each work package, a dedicated group of work package collaborators was assigned in the beginning of the project. Each partner filled in the names of the people contributing to each work package. This allowed to schedule the WP meetings and invite the correct people into the meetings.

WP	Lead er	LAB	ISDM	Laure a	ARCH	TM	GIM	AU	EIL
WP 1	LAB	WPC 1, WPC 2, WPC 3	WPC 4, WPC 5, WPC 6, WPC 7, WPC 8	WPC 9, WPC 10	WPC 11, WPC 12, WPC 13, WPC 14	WPC 15, WPC 16	WPC 17	WPC 18, WPC 19, WPC 20	WPC 21, WPC 22, WPC 23, WPC 24
WP 2	ISDM	WPC 1, WPC 2	WPC 8	WPC 9, WPC 10, WPC 25	WPC 11, WPC 12, WPC 13, WPC 14	WPC 15, WPC 16	WPC 17, WPC 26, WPC 27	WPC 18, WPC 19, WPC 20	WPC 21, WPC 22, WPC 23, WPC 24
WP 3	Laure a	WPC 1, WPC 2, WPC 3	WPC 8	WPC 9, WPC 10, WPC 25	WPC 11, WPC 12, WPC 13, WPC 14	WPC 15, WPC 16	WPC 17, WPC 26, WPC 27, WPC 28	WPC 18, WPC 19, WPC 20	WPC 21, WPC 22, WPC 23, WPC 24
WP 4	ARCH	WPC 1, WPC 2, WPC 3	WPC 8	WPC 9, WPC 10	WPC 11, WPC 12, WPC 13, WPC	WPC 15, WPC 16	WPC 26, WPC 27	WPC 30, WPC 19	WPC 21, WPC 22, WPC 23,

WP1: D 1.2 Project Management Plan

					14, WPC 29				WPC 24
WP 5	TM	WPC 1, WPC 2, WPC 3	WPC 4, WPC 5, WPC 6, WPC 7, WPC 8	WPC 9, WPC 10	WPC 11, WPC 12, WPC 13, WPC 14, WPC 29	WPC 15, WPC 16, WPC 31, WPC 32	WPC 17, WPC 26, WPC 27, WPC 28	WPC 18, WPC 19, WPC 20, WPC 30	WPC 21, WPC 22, WPC 23, WPC 24
WP 6	GIM	WPC 1, WPC 2	WPC 4, WPC 5, WPC 6, WPC 7, WPC 8	WPC 9, WPC 10	WPC 11, WPC 33, WPC 13, WPC 14, WPC 29	WPC 15, WPC 16	WPC 17, WPC 26, WPC 27, WPC 28	WPC 18, WPC 34, WPC 19	WPC 21, WPC 22, WPC 23, WPC 24
WP 7	AU	WPC 1, WPC 2	WPC 4, WPC 5, WPC 6, WPC 7, WPC 8	WPC 9, WPC 10	WPC 11, WPC 12, WPC 13, WPC 14, WPC 29	WPC 15, WPC 16	WPC 17, WPC 26, WPC 27	WPC 34, WPC 35, WPC 36, WPC 19	WPC 21, WPC 22, WPC 23, WPC 24
WP 8	EIL	WPC 1, WPC 2, WPC 3	WPC 4, WPC 5, WPC 6, WPC 7, WPC 8	WPC 9, WPC 10	WPC 11, WPC 12, WPC 13, WPC 14, WPC 29	WPC 16	WPC 28	WPC 37, WPC 38, WPC 19, WPC 20	WPC 21, WPC 22, WPC 23, WPC 24

3.5 Advisory board

In addition, an **Advisory Board (AB)** will be established to ensure the progress of the project according to plan and to verify that deliverables and the budget are kept on track. The aim of the Advisory Board and the pedagogical ecosystem (built in WP 4) is to support the project staff to better understand working life matters, the operational environment, and ecosystems in India as well as the local needs and challenges in the region. The AB consists of both, pre-selected organisations and companies that have expertise and experience in the field of CSR (Corporate Social Responsibility) and/or Impact Focus Entrepreneurship as well as academics of the participating HEIs. The preselected companies include the following organizations:

- **Haqdarshak Empowerment Solutions Pvt. Ltd., Delhi, India.** Haqdarshak delivers a digital-first, scalable platform that empowers underserved families and micro-businesses by simplifying access to social welfare, financial inclusion services and embedded business support. Leveraging AI-driven multilingual discovery tools, extensive scheme-mapping (5 000+ government and private programs) and field-agent networks, the company enables real-time discovery-to-fulfilment of benefits, credit, insurance and entrepreneurship development. With a mission to eradicate generational poverty by 2030, Haqdarshak has reached millions of families, unlocked billions in benefits and trained tens of thousands of women to earn livelihoods. <https://www.haqdarshak.com/>
- **Jaipur Rugs, Jaipur, India.** Jaipur Rugs, founded in 1978 by Nand Kishore Chaudhary, is a globally acclaimed brand based in Jaipur, known for its exquisite, handcrafted rugs and carpets. The company combines traditional craftsmanship with contemporary designs, offering a wide range of luxurious and sustainable floor coverings. With a strong focus on empowering rural artisans, Jaipur Rugs connects over 40,000 weavers from India's villages to international markets, promoting fair trade and preserving the art of hand-knotting. Celebrated for its quality and innovation, Jaipur Rugs has become a symbol of elegance and social impact in the global home décor industry.
- **IKIGAIA, Lappeenranta, Finland.** Ikigaia accelerates the transformation of scientific ideas into viable solutions, connecting inventors, entrepreneurs, and stakeholders to turn innovations into thriving businesses. Our global ecosystem unites universities, startups, corporations, and investors to foster collaboration and tackle critical challenges. Specializing in intellectual property validation, material innovation commercialization, and navigating the "valley of death," we ensure groundbreaking ideas reach their full potential in U.S., European, and Asian markets. With a proven track record, Ikigaia bridges discovery

and deployment, translating research into applications and enabling industries to adopt cutting-edge technologies.

- **Helsinki Region Environmental Services (HSY), Helsinki, Finland.** HSY provide municipal water supply and waste management services, as well as information on the Helsinki metropolitan area and the environment. Together with you HSY will create the most sustainable urban area in the world.
- **Vitra, Birsfelden (Switzerland).** A visionary leader in designer furniture and public-space solutions, Vitra unites timeless design heritage with contemporary innovation. From iconic classics by the Eames and Panton to contemporary works by Morrison and Jongerius, Vitra crafts living-and-working environments that blend aesthetics, functionality and durability. Through a unique integration of architecture, manufacturing and design culture, Vitra makes global-quality design essential and accessible across homes, offices and public spaces.
- **Penduka, Windhoek (Namibia).** A transformative social-enterprise empowering women artisans in Namibia through skills training, craftsmanship and entrepreneurship. With a mission to generate sustainable livelihoods, Penduka weaves creativity with social inclusion, enabling women from underserved communities to thrive and build independent careers while preserving culturally-rich handmade traditions.
- **Bhagirath Gramvikas Pratishthan, Zarap (Kudal), Maharashtra.** A dedicated rural-development NGO founded in 2004 that empowers over 100 villages in the Sindhudurg district through integrated programmes in water, energy, habitation, agriculture and livelihood (WEHAB). With initiatives spanning biogas installations, organic and collective farming, skill development, girls' education and micro-enterprises, the organisation helps stem rural-to-urban migration and catalyse sustainable community-led growth.
- **AAK AB, Malmö (Sweden).** A global leader in specialty plant-based oils and fats solutions, AAK was formed through the merger of Aarhus United (Denmark) and Karlshamns AB (Sweden), combining more than 150 years of expertise in natural oil innovation. The company co-develops sustainable, value-adding ingredients that enhance taste, texture, and nutritional profiles across food, nutrition, and personal-care industries. With production sites in Europe, Asia, and the Americas and a strong sustainability agenda, AAK partners with global brands to transform ideas into scalable, plant-based solutions — from seed to shelf.

The aim of the organization and company representatives that are working in the field will be to support the project with their expertise and to ensure that the deliverables and outputs are relevant, useful, impactful and up to date.

WP1: D 1.2 Project Management Plan

The aim of the academic members of the AB will be to ensure the high academic quality of the outputs, deliverables and the pedagogical solutions that will be developed, tested, and used in the project, and that they are relevant to the European and Indian reform targets. The AB will meet twice a year, and the meetings will be prepared and organized by the project manager.

4. Continuous monitoring of implementation

The continuous monitoring of implementation includes:

- Monitoring of the project activities in accordance to the project timeline and the scope of activities.
- Quality assurance of deliverables, milestones, meetings and events according to the Quality Plan.
- Monitoring of the project indicators

Monitoring of the project activities is organized in the excel file which contains the following sheets:

- Schedule of the face-to-face meetings
- Schedule of the online steering group meetings and WP meetings for ongoing year
- Tracking of tasks
- Tracking of deliverables
- Tracking of indicators
- Gantt chart

4.1 Face-to-face meetings

The schedule of the face-to-face meetings was agreed between the partners in the very beginning of the project , and the calendar invitations were sent to each partner staff members by the project manager. The list and the agenda of each meeting are as following:

2024							
Dates	Year	Meeting purpose / Agenda	WP	Mode	Time	Location	Attendees
19th Jan	2024	One meeting before kick off	WP1	online	2:30 (IST)		All Team members
5th to 9th feb	2024	kick off meeting	WP1	offline		Mumbai	3 Team members
22nd to 27th sep	2024	Context meeting Denmark		offline		Denmark	(1 steering group member + 1 Team member will attend)
2025							
Dates	Year	Meeting purpose / Agenda	WP	Mode	Time	Location	Attendees
26th to 1st Feb	2025	Workshop/ Pilot 1	WP5&WP6	offline		Goa	(6 Indian students (Masters) & 2 teacher) + 2 European Students + 1 teacher
23rd to 29th March	2025	Workshop/ Pilot 1	WP5&WP6	offline		Mumbai	(6 students (Masters) & 2 teacher) + 2 European Students + 1 teacher
12th to 18th Oct	2025	Training the trainers	WP6&WP7	offline		Belgium	2 Teachers
2026							
Dates	Year	Meeting purpose / Agenda	WP	Mode	Time	Location	Attendees
26th Jan to 1st Feb	2026	Workshop/ Pilot 2	WP7	offline		Jaipur	(6 Indian students (Masters) & 2 teacher) + 2 European Students + 1 teacher
22nd to 28th March	2026	Workshop/ Pilot 2	WP7	offline		New Delhi	(6 Indian students (Masters) & 2 teacher) + 2 European Students + 1 teacher
24th Aug to 29th Aug / 31st Aug to 5th Sep	2026	Closing Event	WP1&WP8	offline		Finland	All Team members

Face-to-face meetings are organized around certain Work Packages and WP leaders organize workshops. Project manager collects participation information, meeting notes and to-do-lists.

4.2 Online meetings

The schedule of the online meetings was agreed in the very beginning of the project: One PSG meeting and two WP meetings per month on Fridays. The concrete dates corrected for the holidays were sent to the each partner staff calendars by the project manager. The schedule for 2024 is as follows:

Date	CET/CEST	EET/EEST	IST	WP number
23.2.2024	12:00	13:00	16:30	steering group
1.3.2024	12:00	13:00	16:30	WP4
8.3.2024	12:00	13:00	16:30	WP8
15.3.2024	12:00	13:00	16:30	WP3
22.3.2024	12:00	13:00	16:30	steering group
26.4.2024	12:00	13:00	15:30	WP5
3.5.2024	12:00	13:00	15:30	
17.5.2024	12:00	13:00	15:30	
24.5.2024	12:00	13:00	15:30	WP3
31.5.2024	12:00	13:00	15:30	steering group
7.6.2024	12:00	13:00	15:30	WP2&WP8
14.6.2024	12:00	13:00	15:30	steering group
30.8.2024	12:00	13:00	15:30	steering group
6.9.2024	12:00	13:00	15:30	WP5&WP4
13.9.2024	12:00	13:00	15:30	
20.9.2024	12:00	13:00	15:30	
4.10.2024	12:00	13:00	15:30	WP3
11.10.2024	12:00	13:00	15:30	WP5
25.10.2024	12:00	13:00	15:30	steering group

15.11.2024	12:00	13:00	16:30	WP3&WP6
22.11.2024	12:00	13:00	16:30	WP4&WP5
29.11.2024	12:00	13:00	16:30	steering group
13.12.2024	12:00	13:00	16:30	steering group

Each meeting is recorded and the recordings are kept on the OneDrive available for all partners. For each steering group meeting project manager prepares agenda and the slides, which cover the progress of the project tasks since the last meeting and proposed actions (to-do-list) for the following month, overview of deliverables and indicators. WP-related meetings are hosted by the WP leaders and include the discussions regarding details of the implementation. Materials of the meetings (recordings, notes and presentations) are also available for partners after WP meetings on OneDrive.

4.3 Tracking of tasks

Tracking of tasks is implemented in the excel file, which includes information about task, additional steps and allows for monitoring of contribution to the task by WP collaborators. The table below represents the task tracking tool:

Activities planned:														
W P No	Task No	Title	Start date	End date	Description of the activities	Status of the activity								Link to the file
						LAB	LAU REA	AU- BTE CH	TM	ARC H	EIL	GIM	ISD M	
W P1	1.1.	Kick off	1.1.2024	31.3.2024	Organize and participate in the Kick-off									
	1.2.	Quality plan	1.1.2024	31.3.2024	Draft and review QP									
	1.3.	Project planning, coordination and management	1.1.2024	31.3.2024	Draft and review PMP									
	1.4.	Financial management and reporting	1.1.2024	31.12.2024	Participate in the meeting of financial coordinators									

WP1: D 1.2 Project Management Plan

					or watch the recording									
	1.5	Organising PSG & AB meetings and other internal communication between partners	1.4.2024	30.6.2024	Create AB and schedule meetings									
	N/A	Data Management Plan			Draft and review the DMP									
W P2	N/A	Need analysis	10.2.2024	30.4.2024	Completed before the project									
	2.1.	Developing an understanding of the sustainability business	10.2.2024	31.3.2024	The partners input (about institution, courses offered at									

WP1: D 1.2 Project Management Plan

		landscape across EU and India			HEI and in the country)									
	2.2.	Developing a draft course outline	10.2.2024	31.3.2024	Provide samples of the courses and lists of topics									
	2.3	Reviewing the draft course outline and preparing the final course outline	10.2.2024	31.3.2024	Provide feedback									
	2.4	Finalising evaluation methods and strategies	10.2.2024	31.3.2024	Provide feedback									

WP1: D 1.2 Project Management Plan

W P3	3.1.	Benchmark of case studies	10.2.2024	31.3.2024	Each HEI will provide an example of case learning (a previous course they have implemented)									
	3.3.	Template for learning materials	15.3.2024	31.3.2024	Laurea provides a template for the pilot case									
	3.3	Designing learning materials	15.3.2024	15.1.2024	Each HEI will provide a case for the pilot course.									
W P4		Creating IFE Pedagogical Ecosystem	10.2.2024	31.12.2024	List of stakeholders (2 per EU HEI, 3 per Indian HEI)									

WP1: D 1.2 Project Management Plan

		Implementing the ecosystem	10.2.2024	31.12.2024	List of stakeholders (2 per EU HEI, 3 per Indian HEI)									
			10.2.2024	31.12.2024	Google form for stakeholders to collect information about their interest									
			10.2.2024	31.12.2024	MOU template (provided by ARCH)									
W P5	5.1.	Planning and execution of the workshop week	1.10.2024	31.3.2024	Each partner provides input into preservice preliminary roadmap									

WP1: D 1.2 Project Management Plan

5.2	Organisatio n of the digital platform for the international teams			LAB organizes the MOOC, and each partner contributes materials to each module										
5.3	Execution of mid-point online presentation moments			Coaches and GIM organize meeting with the case companies										
5.5	Planning and execution of the final presentation			Coaches prepare teams for the final presentation										
5.6	Feedback and reflection on Pilot from			AU-BTECH collects qualitative and										

WP1: D 1.2 Project Management Plan

		Pilot participants			quantitative data									
W P6	6.1	Training Programme by experts in the field of social and sustainable entrepreneurship and pedagogy			Prepare Modules on the teaching methods									
					Prepare MOOC (LAB)									
					Draft and review the teaching manual									
	6.2	Creating a community of trainers			Each partner invites staff to the training									
W P7	7.1	Collection of results/												

WP1: D 1.2 Project Management Plan

		feedback from 1st implementation												
	7.2	Revision and adjustment of course materials												
	7.3	Implementation of course materials across the Indian HEIs network												
	7.4	Second Implementation of Course Unit												
	7.5	Accreditation of course by Indian Partners												

WP1: D 1.2 Project Management Plan

W P8	8.1.	Website development	10.2.2024	31.3.2024	Finalize the website (EIL). Each partner provide the input for the website									
	8.2.	Social media management	10.2.2024	31.3.2024	Create LinkedIn and Facebook profiles									
	N/A	Templates for deliverables and teaching	10.2.2024	31.10.2024	Presentation template									
			10.2.2024	31.10.2024	Deliverable template									
	8.3	Showcase events	10.2.2024	31.12.2026	EIL collects students testimonials and blogs									

WP1: D 1.2 Project Management Plan

	8.4	Documentin g the project	10.02.202	31.12.202 6	EIL collects the photos and videos from the events										
--	-----	--------------------------------	-----------	----------------	--	--	--	--	--	--	--	--	--	--	--

4.4 Tracking of Deliverables and Milestones

The excel file includes information about the deliverables, WP leader and the deadline. The status of each deliverable is updated during the project steering group meetings. Work package leaders collect input to the deliverable from work package collaborators and send the draft to the steering group for feedback. Once the feedback is collected, and deliverable updated according to the feedback, the deliverable undergoes the Quality Assurance process (review) according to the Quality Assurance plan and is uploaded to the Platform.

WP No	Deliverable Related No	Deliverable Name	Lead Beneficiary	Due Date
WP1	D1.1	Quality Plan	LAB UAS	31 Mar 2024
WP1	D1.2	Management Plan	LAB UAS	31 Mar 2024
WP2	D2.1	Need analysis report	ISDM	30 Apr 2024
WP2	D2.2	Summary report on sustainability landscape for impact-focused entrepreneurship in EU and India	ISDM	30 Jun 2024
WP2	D2.3	Course Objectives and Learning Outcomes	ISDM	30 Jun 2024
WP2	D2.4	Final Course Outline	ISDM	30 Jun 2024
WP3	D3.1	Report on benchmark of partner HEIs' case study / live project approach	LAUREA UAS	30 Sep 2024
WP3	D3.2	8 Live project cases	LAUREA UAS	30 Nov 2024
WP4	D4.1	Network of relevant stakeholders in each participating country	ARCH	31 Dec 2024
WP5	D5.1	Pilot Workshop Planning Summary	THOMAS MORE	30 Apr 2025
WP5	D5.2	Pilot Results	THOMAS MORE	30 Apr 2025
WP6	D6.1	Teachers Manual	GIM	31 Aug 2025
WP7	D7.1	Redeveloped course curriculum and learning materials	AU-BTECH	30 Apr 2026
WP7	D7.2	Accreditation of course by Indian partners	GIM	30 Apr 2026
WP8	D8.1	Project Web-site	EIL	31 Mar 2024
WP8	D8.2	Outputs from events	EIL	31 May 2026
WP8	D8.3	Social media	EIL	30 Nov 2024

Project Milestones:

Milestone No	Milestone Name	WP No	Lead Beneficiary	Means of Verification	Delivery Date
1	Revised Course Material	WP7	AU-BTECH	Course descriptions and course materials.	31 Oct 2025
2	Course Curriculum for the Pilot	WP3	LAUREA UAS	Detailed course description and course materials to be used during the first pilot.	30 Nov 2024

4.5 Monitoring of the indicators

The table of the indicators in the excel file contains information about the target and realized number of the indicators. The indicators are monitored on the half-way of the activities leading to the indicators.

General objectives indicators	Target	Realized	Measuring
A new mindset of sustainable entrepreneurship in India among partner HEI staff	100		
A new mindset of sustainable entrepreneurship in Indian students	600		
Co-LIFE project dissemination activities, number of companies	100		
Increase in transactions between India and the EU, people reached	50000		
Specific objectives indicators			
accredited course of 6 ECTS points on impact-focused entrepreneurship	1		
students participating in the pilots	60		Students enrollments
Indian HEI participants in teachers training	100		Teachers enrolled to the MOOC
Long-term impact, students participaint in the course yearly	200		
ecosystem for pedagogical innovation impact on companies and associations (mid term)	100		Teachers enrolled to the MOOC
ecosystem for pedagogical innovation impact on companies and associations (end of project)	200		Teachers enrolled to the MOOC
Dissemination activities impact (at closing website), staff, companies, other	50000		website visits, conferences, SoMe performance
Direct short-term influence in programme country HEI & associated partner staff	20		project staff
Indirect long-term effect in programme country HEIs by closing of project website in 2030	4000		website visits, conferences, SoMe performance
Deliverables indicators			

WP2: 6 ECTS credit course on IFE	1		accreditation
WP3: live cases based on local needs	8		Life cases
WP4: companies, SPOs, associations in Co-LIFE network	20		MOUs
WP5 & WP7: students take part in pilots	60		Students enrollments
WP6: HEI and network organisation staff will participate in training event	100		Teachers enrolled to the MOOC
WP8: persons influenced by dissemination activities	50000		website visits, conferences, SoMe performance

5. Activity timeline

According to the Application the following deadlines for completion of the tasks, deliverables and milestones have been identified in the eight Work Packages.

Timetable:

ACTIVITY	YEAR 1				YEAR 2				YEAR 3			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
WP1 Management, Preparation and Quality												
Task 1.1 – Kick off												
Task 1.2 – Quality plan												
Task 1.3 – Project planning, coordination and management												
Task 1.4 – Financial management and reporting												
Task 1.5 – Organising PSG & AB meetings and other internal communication between partners												
WP2 Course Curriculum Development												
Task 2.1 – Developing an understanding of the sustainability business landscape across EU and India												
Task 2.2 – Developing a draft course outline												
Task 2.3 – Reviewing the draft course outline and preparing the final course outline												
Task 2.4 – Finalising evaluation methods and strategies												
WP3 IFE Learning Materials												
Task 3.1 – Benchmark of case studies												
Task 3.2 – Template for learning materials												

Task 3.3. – Designing learning materials													
WP4 Creating IFE Pedagogical Ecosystem													
Task 4.1 – Preparing networking activities and designing the ecosystem framework													
Task 4.2 – Utilising the ecosystem													
WP5 Course Piloting													
Task 5.1 – Planning and execution of the workshop week													
ACTIVITY	YEAR 1				YEAR 2				YEAR 3				
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	
Task 5.2 – Organisation of the digital platform for the international teams													
Task 5.3 – Execution of mid-point online presentation moments													
Task 5.4 – Planning and execution of the final presentation													
Task 5.5 – Feedback and reflection on pilot from pilot participants													
WP6 Training													
Task 6.1 – Training programmes													
Task 6.2 – Creating community of trainers													
WP7 Course Redevelopment and Implementation													
Task 7.1 – Collection of results from first implementation													
Task 7.2 – Revision and adjustment of course materials													
Task 7.3. – Implementation of course materials across the Indian HEIs network													
Task 7.4 – Second implementation of course unit													

Task 7.5 – Accreditation of course by Indian partners												
WP8 Dissemination and Exploitation												
Task 8.1 – Website development												
Task 8.2 – Social media management												
Task 8.3 – Showcase events												
Task 8.4 – Documenting the project												

6. Reporting and financial management

The reporting is conducted according to the Article 21 of the Grant Agreement and the Manual and includes Continuous reporting and Periodic reporting.

Continuous reporting includes:

- Updates to the Project Summary (for publication), which contains the overall description of the project and gives readers a clear idea of what the project is about.
- Progress in achieving deliverables in accordance with the schedule set out for them.
- Progress in achieving milestones in accordance with the schedule set out for them.
- Critical Implementation Risks and Mitigation Actions. At the end of each period beneficiaries should give the state of play of every risk identified in Annex 1 and if necessary give new mitigation measures.
- Dissemination Activities carried out in the context of the project, including dissemination activities mentioned in the proposal and new ones.
- Communications Activities carried out in the context of the project.
- Events and trainings organized in the project.

Continuous reporting is performed via the Continuous Reporting Module on the EU Funding & Tenders Portal.

Periodic reporting includes technical reports and financial statements and submitted according to the following schedule in accordance to the Grant Agreement:

Reporting periods			Type	Deadline
RP No	Month from	Month to		
1	1 01.01.2024	18 30.06.2025	Additional prefinancing report	60 days after end of reporting period (29.08.2025)
2	19 (01.07.2025)	36 (31.12.2026)	Periodic report	60 days after end of reporting period (01.03.2027)

The **technical part** includes an overview of the action implementation. It must be prepared using the template available in the Portal Periodic Reporting tool.

The **financial part** of the additional prefinancing report includes a statement on the use of the previous prefinancing payment. The financial part of the periodic report includes the financial statement (consolidated statement for the consortium). The financial statement will contain the lump sum contributions for the work packages that were completed during the reporting period.

The costs for the project need to be allocated according to national rules and organization's internal rules. The annex 4 from the Grant Agreement (Model for the financial statements) will be used for reporting expenditure. The costs are calculated/monitored by real costs, arose in the accounting records. The project material and accounting records will be available and archived. The reports must be sent on time in the Funding & Tenders portal according to the timetable presented in the Grant Agreement.

7. Rules and procedures for subcontracting and purchase of goods and services

The procurement of goods and services will be executed in line with the Erasmus+ CBHE programme's tendering procedures as stipulated in the Grant Agreement. The financial reporting of goods and services purchased in the project is based on the principle of actual expenses incurred. The actual costs incurred shall be documented and reported in line with the requirements and procedures applicable in the Erasmus+ CBHE programme. Where the value of a contracts awarded is over 25 000.00 EUR, the project partners should launch a tendering procedure and obtain competitive offers from at least three suppliers. Project partners are requested to retain the offer representing best value for money, observing the principles of transparency and equal treatment of potential contractors and taking care to avoid conflicts of interests. The mechanisms for award of contracts and tendering procedures are to be clarified with the project coordinating institution in advance and the project partners commit to follow these and to collect and provide the necessary evidence to support the procedures' proper completion. Every organization needs also to follow own internal rules for tendering process.

8. Document Approval

This Project Management Plan for the Co-LIFE Project has been reviewed and approved by project manager and the Project Steering Group members.