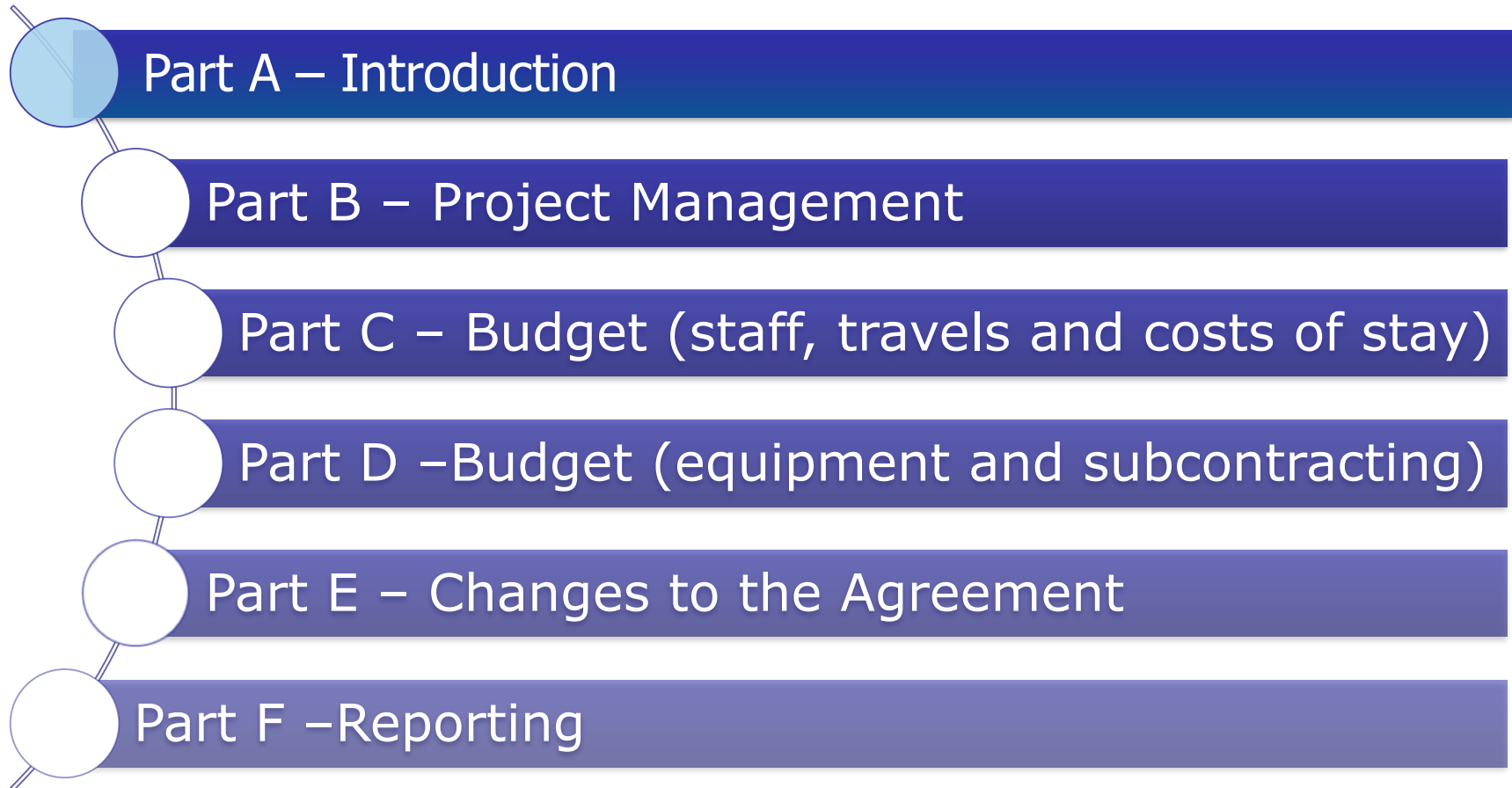




**Erasmus+
Capacity Building
in the field of Higher
Education**

**PROJECT
MANAGEMENT**
PART A – INTRODUCTION

Grant Holders' Meeting Brussels, 27-28 January 2020



Part A - Introduction

- 1. YOUR CBHE PROJECT...BUT WE ARE ALL PARTNERS**
- 2. THE RULING TRIANGLE: REGULATORY FRAMEWORK**
- 3. BUDGET OVERVIEW: BASIC PRINCIPLES**



1. Your CBHE project...but we are all partners

The European Commission

- Policy making, priority setting
- Budget allocation
- Impact evaluation

EACEA

- Management of calls
- Supports and monitors project implementation

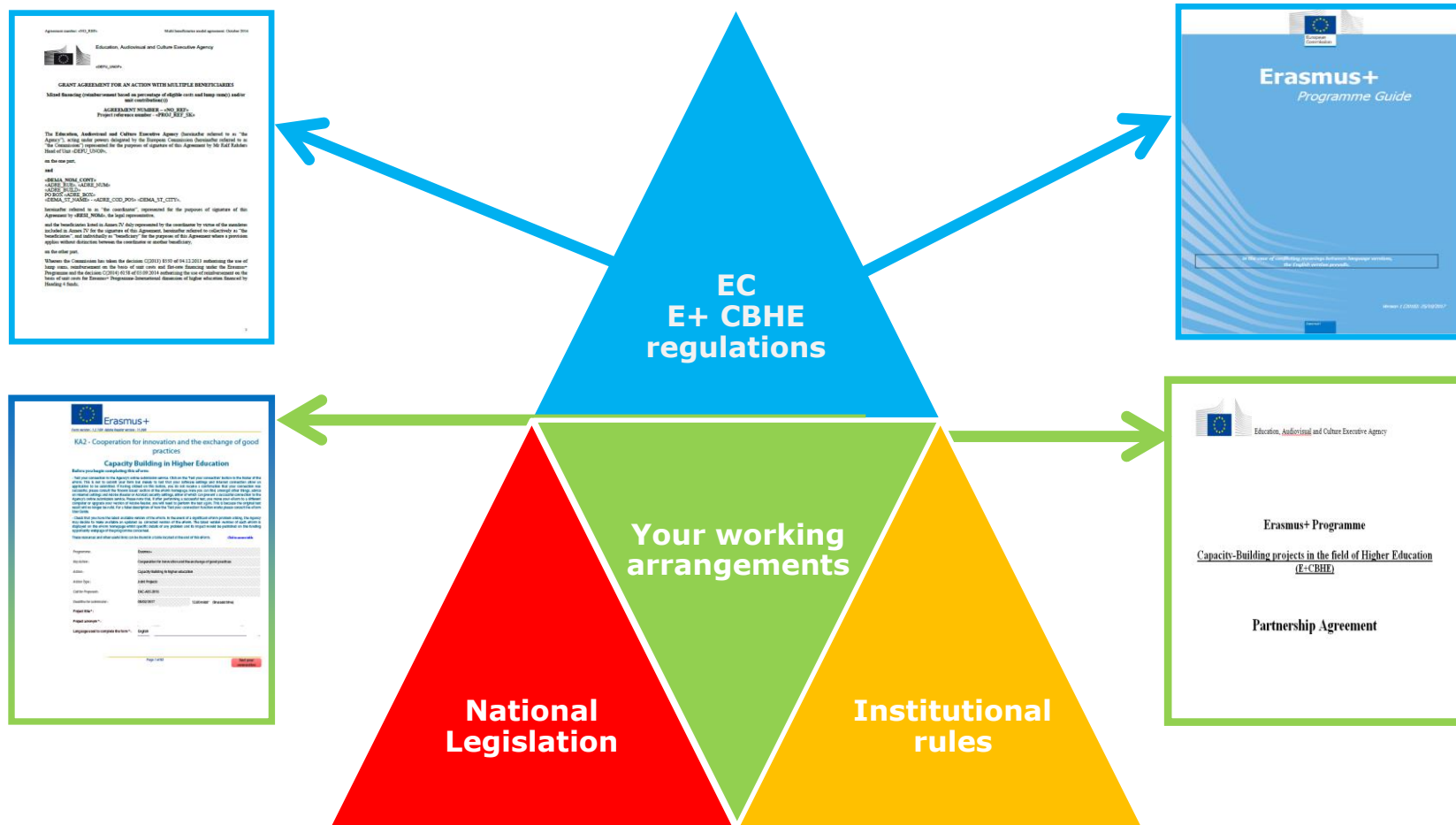
At national level

- **National Agencies** (Programme Countries)
- **Erasmus+ Offices** (ex-Tempus countries)
- **EU Delegations** (all Partner Countries).

Your Stakeholders

- National authorities, HEI services/depts in the partner orgs., target groups and final beneficiaries;
- Other CBHE projects in : your region / your HEI / your thematic area;

2. Regulatory Framework



2.1. Your Grant Application



- Forms **part of your Grant Agreement** (Annex I)
- Is the **basis of your partnership cooperation**
- Its implementation has to be **compliant with the three levels of external rules / regulations**

BEWARE!



Do not assume that all activities in your project application are automatically eligible.

Before taking any action, **please verify first that there are no doubts of eligibility on the specific activity.**



2.2. Grant Agreement – Legal Provisions

Role and obligations of the **Beneficiaries**

- **Multi-beneficiary** Grant Agreement
- **Mandates:** contractual link between EACEA and all beneficiaries

All beneficiaries are **jointly responsible**

- In case of recovery
- In case of audits, checks or evaluation in their premises
- **Only organisations** can be Beneficiaries

Partner country beneficiaries have **specific responsibilities**

2.3. Partner Country Partners

Are **responsible** for:

- Enhancing **relevance / added value** of the project results
- **Raising awareness & disseminating** results
- Involving **target groups and local stakeholders**
- **Ensuring implementation and sustainability** of the project results
- Respecting national requirements / **legal constraints**

2.4. Clarify the roles and know the rules

Coordinator

- **Oversees the implementation** of activities
- **Manages the funds** and ensures the **respect of CBHE rules**
- **Central communication point** with partners and stakeholders
- **in regular contact** with the EACEA (project officer)
- Submits **interim and final reports and requests for payment** to EACEA

Partners

- **Implement activities** under their responsibility
- **Support the coordinator** (e.g. providing information and supporting documents for reporting on time!)
- **Work in full transparency** with the coordinator (inform of any changes / delays)
- **Contribute to the dissemination** of the project results in their organisation, community and/or region

3. Budget overview

Co-funding principle

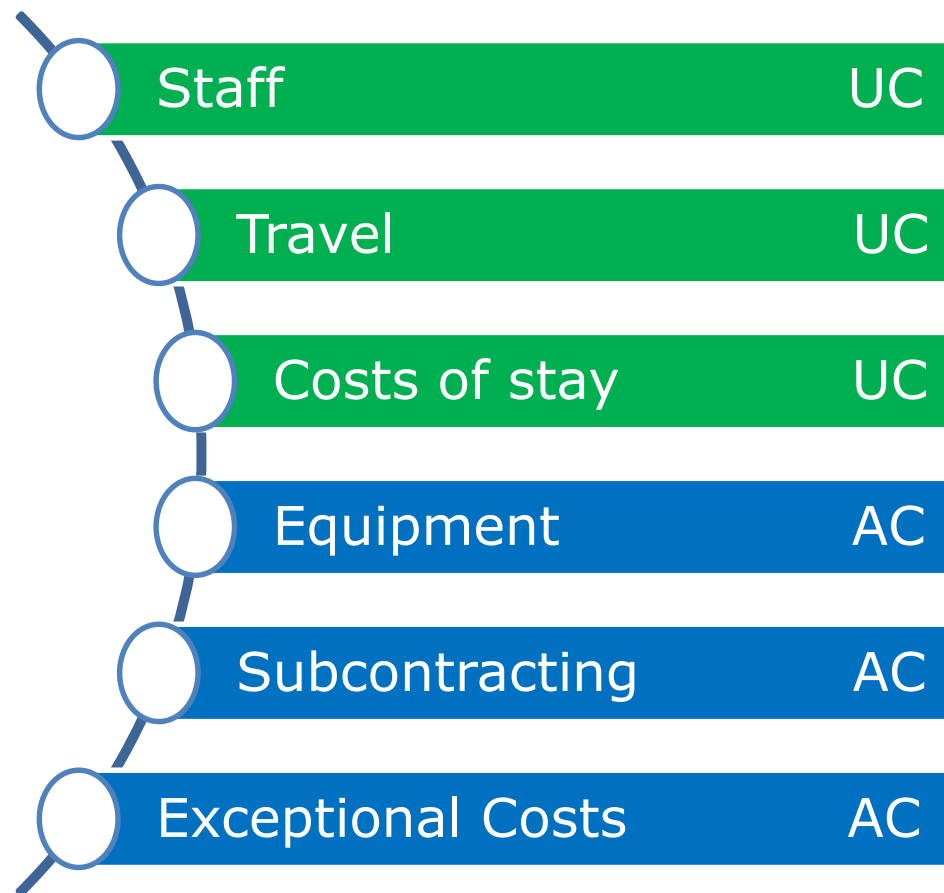
Grant awarded

≠

Total costs of the project

Unit Costs
(UC)

Actual Costs
(AC)



3.1 Payment and reporting

1st pre-financing: 50%

Upon entry into force of the GA 

2nd pre-financing: 40%

6 months from: 18th month (for 3-years projects)
12th month (for 2-years projects)

balance: max 10%

at Final Report stage

Progress Report by

20th months (3 years)
14th month (2 years)

Final Report within

2 months from the end of
the eligibility period

***Audit
Report***

Required
for all
grants



Erasmus+ Capacity Building in the field of Higher Education

Any Questions?

Contact our team:

EACEA-EPLUS-CBHE-PROJECTS@ec.europa.eu

Don't forget to mention your project number!



Erasmus+ Capacity Building in the field of Higher Education

PROJECT MANAGEMENT

PART B

Grant Holders' Meeting Brussels, 27-28 January 2020

- Part A – Introduction
- Part B – Project Management
- Part C – Budget (staff, travels and costs of stay)
- Part D – Budget (equipment and subcontracting)
- Part E – Changes to the Agreement
- Part F – Reporting

YOUR CBHE PROJECT



Your proposal

10%

Your project environment

90%

Different

- Personalities
- Countries (cultures, currencies, languages, time)
- Legal **requirements**
- Institutional **constraints**

Part E – Project Management

- 1. PROJECT IMPLEMENTATION**
- 2. QUALITY ASSURANCE**
- 3. DISSEMINATION OF RESULTS**
- 4. MONITORING**

1. PROJECT IMPLEMENTATION

1.1 INSTITUTIONAL COMMITMENT

Precondition for success!!!

- ✓ Ensure involvement of **key services** (academic authorities, Finance Department, International Office, Students & Staff)
- ✓ **On board from the start**
- ✓ Rely on the **expertise** in terms of administrative/financial constraints
- ✓ Set the basis for the **internal dissemination and plan the sustainability**

1.2 OWNERSHIP, ROLES & RULES

Be aware of:



- ✓ **Your role**
- ✓ **All project contractual and financial documents**
- ✓ **Your Institution's internal rules**
- ✓ **The national legislation & constraints**
- ✓ **Similar cooperation projects implemented in your institution and country**

...and be the owner of your project!

1.3 PARTNERSHIP AGREEMENT

- **Contractual obligation** (<6 months from GA)
- **Covers all aspects of the project:**
 - The partners role and responsibilities
 - Financial Management
 - Project Mgmt. and decision-making process
 - Project Quality Assurance
 - Decision/Conflict resolution mechanisms
- **National constraints/legislation**
- Must be **negotiated with partners** and signed **by the legal representatives**



2. QUALITY ASSURANCE

What?

- **Monitor process** (methodology and progress) and **results** (final outputs)
- Assess the **compliance of activities** and **results with the project objectives**
- Keep always in mind **the sustainability & impact of project results**

How?

- Establish a **Quality Plan** from the start
- Fix your **indicators** (LFM) **and tools** (Gantt charts, dashboards, SWOT analysis)
- **Plan internal and external quality review** on mechanism and deliverables from competent experts



3. DISSEMINATION OF RESULTS

What?

- Define **internal and external target groups** (incl. public authorities)
- Elaborate a specific **Dissemination Strategy** (What, Why, Who, How?)
- **Define the expected impact and measure it**

How?

- Project website (contractual obligation)
- Project flyers/leaflets/brochures
- Social Media, media releases, newsletters
- Public events, meetings seminars



Annex II E+ Programme Guide
A Practical Guide for beneficiaries

3.1 VISIBILITY OF PROJECT RESULTS

Legal requirements in the Grant agreement:

- Availability of **materials produced** > **Projects Results Platform**
- **Stickers** on purchased equipment
- Use correct **logo and disclaimers**
- See Agency's website:
https://eacea.ec.europa.eu/about-eacea/visual-identity_en



"This project has been funded with support from the European Commission. This publication [communication] 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".



3.2 IMPACT AND SUSTAINABILITY

What?

- **Focus on enhancing the capacities** of the partner institutions (better governance, new services) and individuals (competencies and skills)
- **Address key stakeholders** (university authorities, policy makers, labour market) to ensure their support to **exploit the results beyond the end of the project**

How?

- Measure your impact (expected and real) through LFM indicators
- Ensure **multiplier effects inside and outside your institutions** at regional and national level
- **Attract co-funding** or other forms of support

4. EACEA MONITORING and SUPPORT

- Support and advice
- Ensuring **the project is on track** and respects CBHE requirements
- **Supporting the partnership** during the project implementation
- **Anticipating difficulties**
- **Reviewing performance**



Desk monitoring & Field monitoring activities

4.1. EACEA FIELD MONITORING

- Annual Monitoring plan

- **Format**
 - ✓ Conducted by **EACEA / NEO / EU Delegation**
 - ✓ At coord. HEI / at Partner Country partner / during consortium meeting
 - ✓ **Interview of project team/ visit premises** (equipment)
 - ✓ **Recommendations** by EACEA to the partnership

- **Special emphasis on:**
 - ✓ Identification of best practices
 - ✓ Visibility / sustainability/impact of the results in the partner countries
 - ✓ Involvement of the partners and awareness of their roles and obligations

Monitoring intensity is based on a **"risk assessment"**



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Erasmus+ Capacity Building in the field of Higher Education

PROJECT MANAGEMENT

PART C – BUDGET
(STAFF, TRAVELS, COSTS OF STAY)

Grant Holders' Meeting Brussels, 27-28 January 2020

- Part A – Introduction
- Part B – Project Management
- Part C – Budget (staff, travels and costs of stay)
- Part D – Budget (equipment and subcontracting)
- Part E – Changes to the Agreement
- Part F – Reporting

Part B - Staff, travels and costs of stay

1. BUDGET OVERVIEW

2. STAFF COSTS

3. TRAVEL COSTS AND COSTS OF STAY

Budget overview: basic principles

Unit costs	Staff	Max 40% of total eligible costs
	Travel	No threshold
	Costs of stay	No threshold
Actual costs	Sub-contracting	Max 10% of total eligible costs
	Equipment	Max 30% of total eligible costs
	Exceptional costs	No threshold

TO BE or: ELIGIBLE costs

- **Incurred by the beneficiaries during the eligibility period**
- Foreseen in the **application/budget**
- In connection with action/necessary for **project implementation**
- **Identifiable, verifiable, recorded** in the accounting records
- Comply with **requirements of tax/national legislation**
- Reasonable, complying with **sound financial management**
(economy and efficiency)

NOT TO BE: INELIGIBLE costs


- *equipment such as: furniture, motor vehicles, alarm systems*
- *costs linked to the purchase of real estate*
- *activities not in project beneficiaries' countries (Annex IV), unless prior authorisation*
- *Exchange losses*
- *in kind contribution*
- *excessive expenditure*
- *deductible VAT*

Unit Cost - definition

Fixed contribution multiplied by number of units,
based on "Triggering events" (activities/outputs)

Declared unit costs → **proofs of activities implemented**



Grant management cycle	UNIT COST	ACTUAL COSTS
Grant allocation	Based on <u>estimated work programme</u>	Based on the <u>estimated budget</u>
<p style="text-align: center;">↓</p> Grant Implementation	Beneficiary's own FINANCIAL "RECIPE" 	Record <u>costs actually incurred</u>
<p style="text-align: center;">↓</p> Justification of the Grant	Based on <u>activities actually implemented</u>	Based on <u>costs actually incurred</u>

Staff Costs

Contribution to beneficiary institutions for Staff* performing tasks necessary to achieve the objectives of the project

Unit cost = amount in Euro per working day per staff (not linked to the actual level of remuneration in the salary slip)

Calculation ➡ 3 variables: staff category, country, number of days

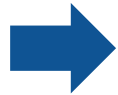
a) Categories: Managers, Researchers/Teachers/Trainers, Technical, Administrative ➡ *nature of work performed, not status of individual*

b) Country in which staff is employed, independently of where tasks are executed

c) Number of days proportioned to the work carried out => *can not exceed 20 days per month or 240 days per year*

Staff Costs - Example

A staff employed in Lithuania performing teaching activity for 3 days:



222 Euro (3 unit costs of 74 Euro each)

One working day according to national legislation (7 to 8 hours)

In principle max. 20 days/month or 240 days/year

Staff Costs – Employment contracts

MUST be : in line with national legislation
individuals employed/assigned in «beneficiaries» listed in the Grant Agreement

Individuals : employed or assigned

Employed: employment contract

Assigned: self-employed person or secondment
(civil contract, a free-lance contract, an expert contract, a service contract etc)

- Conditions:**
- the person works under conditions similar to those of an employee
 - the result of the work belongs to the Institution
 - the costs are similar to staff with employment contract within the institution

Supporting Documents

Staff Costs

- *Joint Declaration (EACEA template)*
- *Time-sheets (EACEA template)*
- Proof of formal contractual relationship
- Evidence justifying workload and activities/outputs (e.g. attendance lists , tangible outputs / products)

To keep with project accounts

To send with Final Financial statement:

Any prior authorisation from the Agency



JOINT DECLARATION (1/2)

JOINT DECLARATION

Ref. No...... **Project No.**

The reference number must correspond to the progressive numbering indicated in the financial statements of the final report

FROM
 Hereinafter "the Institution"*

AND Name:.....
 Address:|.....

 Hereinafter "the Staff member"*

THE INSTITUTION AND THE STAFF MEMBER HEREBY CERTIFY THAT:

1. The Institution is a member of the partnership for the above-mentioned project.
2. The Staff member is either:
 - employed by the Institution YES/NO
 - or
 - a natural person ** assigned to the project on the basis of a contract against payment YES/NO
3. The Institution and Staff member agree that the Staff member has worked on this project and performed the following duties during the project's eligibility period.

	<i>dd/mm/yy</i>		<i>dd/mm/yy</i>
FROM		TO	

Please describe the outputs produced (short overall indication since detailed information has to be given in the accompanying time-sheet):

.....

.....

.....

JOINT DECLARATION (2/2)

4. Please complete the following information.

Staff category (Manager / Researcher, Teacher, Trainer / Technician / Administrative staff)	
Country of the Institution	
Number of days worked and charged to the project (according to time-sheet)	

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

Done in

Date

Name

Function

Institution

Staff member name

Signature and Stamp of the Institution

Signature of the Staff member

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

*** A natural person (individual) can be assigned to the action also on the basis of e.g. a civil contract, a free-lance contract, an expert contract, a service contract with self-employed person ("in house consultant) or a secondment to the Institution against payment. The costs of such natural persons working under the action may be assimilated to the costs of personnel, if:*

- (i) the person works under conditions similar to those of an employee (in particular regarding the way the work is organised, the tasks that are performed and the premises where they are performed); and*
- (ii) the result of the work belongs to the Institution (unless exceptionally agreed otherwise); and*
- (iii) the costs are not significantly different from the costs of staff performing similar tasks under an employment contract within the institution*



European
Commission

TIMESHEET

Add Row	Delete Row	PROJECT TIMESHEET
----------------	-------------------	--------------------------

Project number :	
Surname :	
First Name :	
Institution :	
Country :	
Position :	
Staff Category :	

Year	Month	Number of Days	Work Package	Description of tasks performed and outputs produced

Total days:		0		

Signature of the staff member :

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

Travel Costs and Costs of Stay

Travel/stay for staff/students participating in eligible activities related to the achievement of the project

Calculation: 3 variables ➡ travel distance (travel costs), duration (costs of stay) and type of participant (staff/student)

Staff

- Under contract with beneficiary
- Travels intended for the activities listed in the E+ Programme Guide
- Duration: Max. 3 months

Students

- Registered under beneficiary institutions
- Duration: Min. 2 weeks – Max. 3 months (Max. 1 week for short term activities linked to the management of the project)

Eligible activities ➡ *Erasmus+ Programme Guide (CBHE section)*



Travel costs

*Travel from home institution to venue of activity
(project beneficiaries' countries)*

Travel distance calculator:

http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm

Calculation ➡ unit cost corresponding to applicable distance band

7 distance bands (see Erasmus+ Programme Guide - CBHE section)

Examples

CASE 1

Participant from Madrid (ES) takes part in activity in Rome (IT)

Madrid - Rome (1365 Km): unit cost (distance band 500/1999 Km): 275 €

CASE 2

Participant from Madrid takes part in activities first in Rome and then in Kiev (circular travel)*

Madrid - Rome (1365 Km): unit cost (distance band 500/1999 Km): 275 €

+

Rome - Kiev (1680 Km): unit cost (distance band 500/1999 Km): 275 €

= 550€

Exceptional Costs (financed under actual costs)

→ **EXPENSIVE TRAVEL COSTS OF PARTICIPANTS**

If for a specific travel, the UC contribution represents less than 65% of the actual/real travel costs, financial support under the budget heading "exceptional costs" can be claimed. This financial support is limited to a maximum of 80% of the actual/real costs

Example:

13-17 Feb 2019 ➡ Almaty (KZ) – Plovdiv (BG)
Distance in km (distance calculator) ➡ 4.197 km
Cost of flight: 1.321€
Unit cost: 820€ (less than 65% of actual cost of flight, which is 858,65€)
Exceptional cost (replacing unit cost) ➡ 1.056,80€ (= 80% of the actual cost of flight)

As all other budget headings, "Exceptional costs" can be increased without amendment by up to 10% as compared to the amount mentioned in the G.A. Any other circumstances (including where no Exceptional costs have been foreseen) will require an amendment



Costs of stay

Staff/students activities outside city of their home institution

Calculation:

number of days of activities (including travel) = Number of unit costs

Unit costs for **staff** \neq unit costs for **students**

Staff	120 €	70 €	50 €
DAYS	Up to 14 th day	15 th – 60 th	61 st – 3 months
		15 th – 90 th	
Students	55 €	40 €	

Examples

A staff (Paris): activity in Brussels during 2 days (inc. travel)

➡ **Max. 2 unit costs of 120 € (TOTAL: 240 €)**

A staff (Paris): activity in Brussels during 20 days (inc. travel)

➡ **Max. 14 unit costs of 120 € + 6 unit costs of 70 € (TOTAL: 2.100 €)**

A student (Paris): activity in Berlin during 22 days (inc. travel)

➡ **Max. 14 unit costs of 55 € + 8 unit costs of 40 € (TOTAL: 1.090 €)**

Supporting Documents

Travel and Costs of Stay

- *Individual Travel Report (EACEA templates) + Supporting documents*
 - (e.g. travel tickets, boarding passes, invoices, receipts, proof of attendance in meetings, agendas, tangible outputs/products, minutes)*
- *Non-exhaustive list*

Exceptional costs

Proof of the actual cost of the travel

To keep with project accounts

To send with Final Financial statement:

Any prior authorisation from the Agency



Erasmus+ Capacity Building in the field of Higher Education

Any Questions?

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**Erasmus+
Capacity Building
in the field of Higher
Education**

**PROJECT
MANAGEMENT**

**PART D – BUDGET –
EQUIPMENT AND
SUBCONTRACTING**

Grant Holders' Meeting Brussels, 27-28 January 2020

- Part A – Introduction
- Part B – Project Management
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- Part F – Reporting

PART D – BUDGET - EQUIPMENT AND SUBCONTRACTING

1. EQUIPMENT
2. SUBCONTRACTING
3. RULES APPLICABLE

ACTUAL COSTS - DEFINITION

Expenses actually incurred

(Documented and justified with corresponding level of cost)

Example:

Reported cost (laptops) of 1.500 EUR

=

Supporting documents to the value of 1.500 EUR



EQUIPMENT

RELEVANT TO THE OBJECTIVES OF THE PROJECT AND FORESEEN IN THE APPLICATION

- **Total purchase cost** (no depreciation)
- Exclusively for **Partner Country Higher Education Institutions**
- Recorded in the **inventory** of the institution
- Labelled with **E+ stickers** (to be printed by beneficiaries)
- Purchased and installed **not later than 12 months before the end of the project**

Co-funded by the
Erasmus+ Programme
of the European Union



Equipment **not foreseen** in the application?
(Serious) **Delays** in the purchase/instalment?



**Prior authorisation
From the Agency !**

SUBCONTRACTING

Implementation of specific tasks, by third party, to which a contract is awarded by one/several beneficiaries

Examples:

- Evaluation activities/auditing
- IT courses, Language courses
- Printing, publishing and dissemination activities
- Translation services
- Web design and maintenance

Not foreseen in the application? → Prior authorisation from Agency



Tasks that cannot be performed by Beneficiaries
NO project-management related tasks

SUPPORTING DOCUMENTS

Equipment

- Invoice(s) and proofs of payment
- > EUR 25.000 < EUR 134.000: tendering procedure and three quotations from different suppliers
- EUR 134.000: procedure according to national legislation
- Registration in the inventory

Subcontracting

- Invoice(s), subcontracts and proofs of payment
- > EUR 25.000 < EUR 134.000: tendering procedure and three quotations from different suppliers
- EUR 134.000: procedure according to national legislation
- Travel activities of subcontracted service provider: copies of travel tickets, boarding passes, invoices and receipts

To keep with project accounts

To send with Final Financial statement:

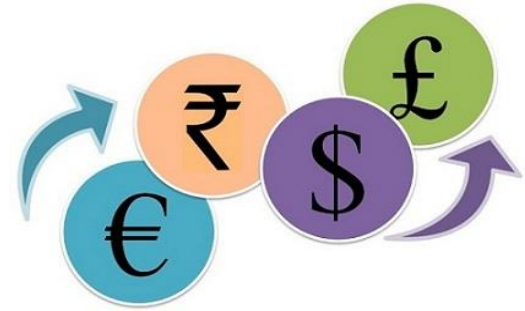
>EUR 25.000: invoices, (subcontracts for subcontracting), competitive offers
Any prior authorisation from the Agency

VAT (VALUE ADDED TAX)

- VAT can only be claimed if it cannot be recovered by a beneficiary
- If VAT is claimed under the project, in case of sampling of supporting documents, the Agency/Auditor will request an official document from **national tax authorities** stating that the institution concerned can not recover VAT
- **Alternative options:**
 - ✓ *Specific declaration of refused claim for reimbursement by tax authorities*
 - ✓ *Declaration on honour from institution concerned accompanied by an expert statement (e.g. certified auditor)*

EXCHANGE RATE

Which exchange rate should be applied?



- Requests for payment and financial statements must be **in euros**.
- Beneficiaries with general accounts in a currency other than the euro must convert costs incurred in another currency into euros at the average of the daily exchange rates published in the Official Journal of the European Union, determined over the corresponding reporting period, available at: <http://www.ecb.europa.eu/stats/exchange/eurofxref/html/index.en.html>
- Beneficiaries with general accounts in euros must convert costs incurred in another currency into euros in accordance with their usual accounting practices.

TENDERING PROCUREMENT OF GOODS/SERVICES

Less than 25.000 €

•Best value for money

25.000 € - 134.000 €

•Tendering procedure

More than 134.000 €

•National Legislation



Foundations

(or other autonomous legal entities)

Costs of Foundations (or other autonomous legal entities), if not listed in Annex IV of the Grant Agreement, cannot be allowed and become ineligible for reimbursement. This concerns all costs (staff, travels, costs of stay, equipment and subcontracting)



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PROJECT MANAGEMENT

PART E – CHANGES TO THE AGREEMENT

Grant Holders' Meeting Brussels, 27-28 January 2020

- Part A – Introduction
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- Part D – Budget (equipment and subcontracting)
- Part E – Changes to the agreement
- Part F – Reporting

TYPES OF CHANGES

- Changes which do not require a formal amendment
 - ➔ Prior written authorisation
- Changes which require an amendment
- Minor changes

In doubt, please contact your EACEA project Officer

PRIOR WRITTEN AUTHORISATIONS (no amendment required)

PRINCIPLE

Exceptional exemptions to general CBHE rules IF:

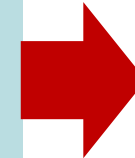
- duly justified
- prior written authorisation from EACEA

EXAMPLES

- Activities/subcontracting not planned in application
- Travel from different departure point than “home institution”
- Mobility outside countries of partnership
- Hiring of equipment
- Significant changes to equipment list
- Dissemination activities in programme countries
- Duration of mobility contrary to CBHE rules
- Student activities other than study periods, courses, practical placements, project management activities
- Etc.

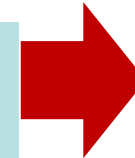
CHANGES REQUIRING AN AMENDMENT

- Legal status of beneficiaries
- Legal name of beneficiaries
- Address of beneficiaries



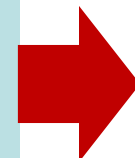
**PARTICIPANT
PORTAL**

- Contact person of coordinating institution



EMAIL

- Coordinating institution
- Partnership composition
- Eligibility period
- Budget breakdown
- Legal representative of coordinating institution
- Bank account of coordinating institution
- Work programme



**EMAIL WITH
SCANNED
LETTER**

signed by legal
representative

**At the very
latest 1
month
before
project end**

BEFORE ASKING FOR AN AMENDMENT

Estimate the impact of the proposed change on the project:

- Work plan
- Objectives
- Partnership
- Budget
- Timeframe
- Outputs
- Alternative solutions ?

Principle: the application is the baseline for project implementation

EXTENSION OF THE ELIGIBILITY PERIOD

Information
to be
provided

- Justification for the extension
- Updated work programme with explanation
- Revised budget allocation (if applicable)
- Revised distribution of tasks (if applicable)
- New proposed project end date
- Length of extension



CHANGE IN THE PARTNERSHIP

Information to be provided

Basic info

- Explanatory letter from coordinator's legal representative
- Date at which the change will take effect
- Revised budget per beneficiary
- Revised distribution of tasks

New partner

In addition to the basic info:

- Acceptance letter from the new beneficiary's legal rep.
- Mandate signed by new beneficiary
- Acceptance letters from the legal reps of all beneficiaries
- Validated PIC number of new beneficiary
- Contact details of new beneficiary

Partner with- drawal

In addition to the basic info:

- Explanatory letter from the legal representative of the withdrawing beneficiary
- E-mail/letter showing that the partnership has been informed

TRANSFERS BETWEEN BUDGET HEADINGS

**Increase
< 10%**

No formal amendment required

➔ Inform your EACEA Project Officer

Amendment required



The CBHE ceilings must be respected:

**Increase
> 10%**

Staff costs

Max 40% of the maximum grant

Equipment

Max 30% of the maximum grant

**Sub-
contracting**

Max 10% of the maximum grant



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**Erasmus+
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Education**

**PROJECT
MANAGEMENT**
PART F – REPORTING

Grant Holders' Meeting Brussels, 27-28 January 2020

- Part A – Introduction
- Part B – Project Management
- Part C – Budget (staff, travels and costs of stay)
- Part D – Budget (equipment and subcontracting)
- Part E – Changes to the Agreement
- Part F – Reporting

Part F - Reporting

- 1. FINANCIAL MONITORING AND REPORTING**
- 2. CALCULATION OF THE FINAL GRANT**
- 3. GOOD PRACTICES**
- 4. NARRATIVE PART OF THE REPORT**
- 5. AUDITS**

1. Financial Monitoring and Reporting

eacea.ec.europa.eu/erasmus-plus/beneficiaries-space_en



Financial statement (Excel spreadsheet)



Reporting



Progress Report

Final Report

Statement on the use of the previous pre-financing and request for second pre-financing

To submit together with an *Audit Certificate (Report of Factual Findings on the Final Financial Report - Type II)*



Financial monitoring tool

When? During project implementation

1.1. Financial Statement

- It must be signed by the **legal representative** of the coordinating institution
- It must be submitted by the coordinating institution, but all beneficiaries listed in Annex IV of the Grant Agreement are **responsible for information and data declared**
- Information included should be **correct, clear, complete and detailed** (clear description of activities performed by staff members, details of subcontracted activities etc.)

ANNEX VI - FINAL FINANCIAL STATEMENT

Project Number	
-----------------------	--

Budget Headings	1. Grant Awarded (in EUR)	Please fill in the Project Number	Budget Spent (in EUR)
1. Staff Costs	0,00		0,00
2. Travel Costs	0,00		0,00
3. Costs of Stay	0,00		0,00
4. Equipment Costs	0,00		0,00
5. Subcontracting Costs	0,00		0,00
6. Exceptional Costs	0,00		0,00
Total Grant requested from the European Union	0,00		0,00

DISTRIBUTION OF THE GRANT BY ORGANISATION (in EUR)

Partner N°	Name of Partner	Country	Role Code	Programme Country / Partner Country	1. Staff Costs	2. Travel Costs
P1					-	-
P2					-	-
P3					-	-
P4					-	-
P5					-	-
P6					-	-
P7					-	-
P8					-	-
P9					-	-
P10					-	-
P11					-	-
P12					-	-
P13					-	-

1.2. Costs and Activities

- Costs declared in the Financial Statement must be incurred (and related activities must be necessary for the project) during **project eligibility period**
- They should be verifiable and **recorded in the accounting records** of each beneficiary
- For each cost claimed, corresponding **supporting documents** must be available upon request
- Costs must be incurred and declared **only by beneficiaries** listed in Annex IV of the Grant Agreement

2. Calculation of the Final Grant

Assessment:

- A) financial statements
- B) eligibility of activities implemented
- C) eligibility of declared expenses

Assessment:

potential penalties applied on maximum grant

Final Grant =

LOWEST VALUE between maximum grant reduced by penalty(ies) and result of examination 1

Positive value:
BALANCE PAYMENT

FINAL GRANT **MINUS** PRE-FINANCINGS

Negative value:
RECOVERY

Grant **will never exceed maximum amount** indicated in Grant Agreement

2.1. Which type of penalties can be applied and how?

POOR, PARTIAL OR LATE IMPLEMENTATION

- REDUCTION RATE UP TO 75% DEPENDING ON THE SCORING AT FINAL REPORT ASSESSMENT STAGE

NON-COMPLIANCE WITH EU VISIBILITY REQUIREMENTS

- REDUCTION RATE OF 20%

BREACH OF CONTRACTUAL OBLIGATIONS

- REDUCTION RATE OF 20%



Co-funded by the
Erasmus+ Programme
of the European Union

3. Good Practices

3.1. Payments

- Within the framework of the project, all payments should be made via the **banking system (no cash payments!)** and should be traceable
- Transfers between project beneficiaries have to be made to **institutional bank accounts** of the beneficiary institutions listed in Annex IV of the grant agreement
- Direct payments from the coordinating institution to staff members of other institutions **are not permitted**

3.2. Supporting documents for the final report

- For all costs incurred, each beneficiary must keep all relevant supporting documents with its records and must have **a proper and ordered archiving system**
- In case of **sampling of supporting documents** requested by the Agency, the coordinator has to provide copies of documents following a coherent referencing
- Documents have to be submitted numbered and **divided per budget heading and per partner organisation**



EXCHANGE RATE WRONGLY APPLIED



BUDGET TRANSFERS EXCEEDING 10% WITHOUT AMENDMENT



PURCHASE OF EQUIPMENT AT THE END OF THE PROJECT



MISSING SUPPORTING DOCUMENTS



MISSING DOCUMENTS ON VAT (IF APPLICABLE)



MISSING OR UNCLEAR PROOFS OF EMPLOYMENT

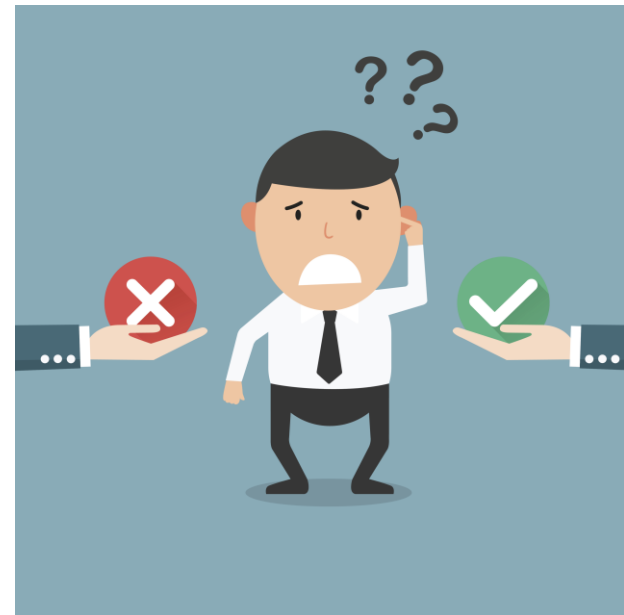


MISSING DOCUMENTS ON TENDERING PROCEDURES



TRAVELS OUTSIDE COUNTRIES OF THE PARTNERSHIP WITHOUT PRIOR AUTHORISATION FROM THE AGENCY

3.3 Main recurrent mistakes



4. Narrative Part of the Report

4.1. Progress + Final Report

- All documents available on Agency website in **Beneficiaries' Space**
- Narrative files: **Technical implementation report** (e-report) and **Table of achieved / planned results**
- **Guiding questions** in « CBHE e-reports explanatory note »
- **Reports prepared jointly** by the consortium members
- **Submitted by the coordinating institution** to the Agency

4.2. Recommendations for Good Narrative Reports

- **Answer the questions** of the « CBHE e-reports explanatory note »
- Concentrate on **what has been achieved** (no copy-pasting from the application!)
- Provide clear information on achieved **results** (with links to outputs with open access)
- Be precise and use **clear indicators** (nr of courses, credits, students, participants, etc) -> with reference to Logical Framework Matrix
- Give concrete information on **sustainability** of project results

4.3. Erasmus+ Project Results Platform

- **Obligation to publish project results** on the Erasmus+ Project Results Platform (at final report stage)
- **Results** = tangible outputs of project activities
e.g. courses, curricula, teaching materials, databases
- These **are not results**: descriptions of project activities, internal project documents, promotion materials,...
- Results **reviewed by the Agency** before publication
- Approval of results is a **condition for approving the final report**

5. Audits

- Projects may be audited by external auditors for A period up to 5 years from the project closure
- Auditors will perform audits on the premises of the project coordinator or other beneficiaries
- Auditors will check in detail that all relevant supporting documents (originals) are available, that costs are recorded in the accounting records and that payments have been made correctly

IN CASE OF UNJUSTIFIED COSTS AND PAYMENTS A RECOVERY ORDER IS ISSUED!

Final Remarks

- **Start filling the financial statement** from the start of the project!
- **Collect copies of supporting documents** on a regular basis!
- Respect **eligibility rules!**
- Pay attention to the **quality of the narrative reporting!**



Erasmus+ Capacity Building in the field of Higher Education

Any Questions?

Contact our team:

EACEA-EPLUS-CBHE-PROJECTS@ec.europa.eu

Don't forget to mention your project number!



Reporting periods:

- 1) From month 1 to 18 (or to 12 for 2-year projects)
- 2) From month 1 to end of the project

Reporting requirements:

- 1) Within 2 months from end of reporting 1: progress report
- 2) Within 2 months from end of the project: final report

Payment modalities:

1st pre-financing: 50%

Upon entry into force of the GA ✍

Request must be submitted within:

- 6 months from end of period 1 (3y projects)
- 3 months from end of period 1 (2y projects)
- *Amount will be 40% of grant awarded or less if actual budget spent is below 70% of 1st pre-financing paid*

2nd pre-financing: max 40%

balance

At final reporting stage



Exchange rate

1) General accounts NON EURO: the average rate in the reporting period

Reporting period 1 = month 1 until submission of request for second prefinancing

Reporting period 2 = month 1 to 36 / 24 = the whole project eligibility period

2) General accounts EURO: usual practices of your institution



ERASMUS+

CBHE Grant Holders

Meeting

Brussels, 27 January 2020

Operational Management

Anila Troshani, Carla Giulietti

A4 EACEA

Focus on 2 important elements

- **Partnership Agreement:**
 - ✓ Submitted to EACEA on time (max: 6 months after GA signature)
 - ✓ Quality of the document, duly considering specificities of each partner HEIs
- **Active sharing** (= sound understanding) of all **information and main documents** among all academic partners

1 consortium

1 responsibility

1 accountability

Tips and hints for PA

1. Avoid opposite cases such as:

- Signining the PA at the kick off meeting
- Being late in submission

Instead:

- ✓ Discuss openly and frankly at the kick-off, with bilateral sessions (coordinator & partner), if needed
- ✓ Go back to your HEI with concrete plans to discuss with your academic authorities
- ✓ Fine-tune through Skype meetings with each partner

2. Possibility to draft it in French

3. Don't forget that a co-funding from your side is expected

Key elements for structural projects

Steering role of the Ministry

regardless of the number of WPs led

Demonstrated impact at systemic level

to make evident the difference with Joint Projects

Mainstreaming of good results at national level

About budget distribution

Budget headings



Increase of 10% of each heading automatically granted by the GA



For an increase of more than 10%, an amendment has to be requested and fully justified

Among partners

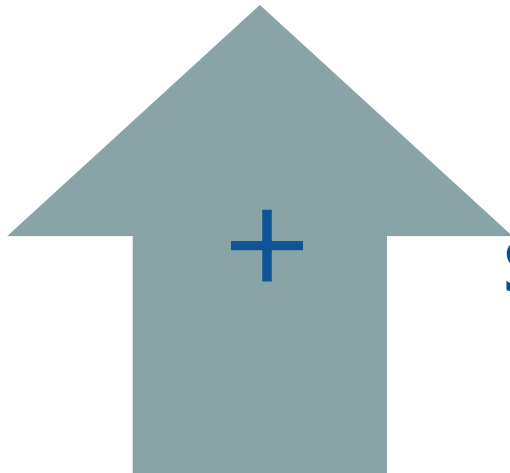


Adjustments of the same order are possible



For modifications transforming the substance of the project, you need to ask explicitly EACEA's agreement

Sustainability ...



Based on facts, figures and evidence
Secured before the end of the project



Good intentions
Provisions on paper
Counting on « sequel » projects

Curriculum development projects

New curriculum

- **Not a translation/copy** of an **existing curriculum**
- Not considered, if not accredited
- **Train a substantial n° of teachers** to ensure sustainability
- Followed by a significant n° of students, **during year 3 of the project**
- Involvement of industrial, economic, social partners
- **Efficient and targeted promotion**; new curriculum showcased in all HEIs' websites

Update of subjects in existing curricula

- Update of **optional** subjects considered differently for assessing the impact
- When proposing the update of XX subjects, we expect that **all subjects** are implemented **in all partner universities**
- Same requirements for n° of staff trained, n° of students taking updated subjects, involvement of industrial partners and implementation during year 3

For all curriculum development projects

- ❖ For each updated subject, EACEA expects to receive:
 - ✓ Syllabus
 - ✓ Learning outcomes
 - ✓ Teaching methodology
 - ✓ Number of credits allocated
 - ✓ Manuals to be used by learners
 - ✓ List of curricula where the updated subject is taught (and relative n° of students)
- ❖ In due time these elements have to be uploaded in the Erasmus+ Project Results Platform

Selecting an external expert

- ❖ Selected through a **genuine open call published as large as possible** (ex: websites of all partners, specific channels used at national level, etc.)
- ❖ Even if costs is less than 25.000 €, EACEA is interested to know how best value for money was ensured
- ❖ To give an **authentic** and **useful** opinion, s/he must be a specialist if the field dealt by the project
- ❖ Experience in EU funded project is not relevant for **assessing the quality of outputs**

Projects strengthening relations between HEIs and socio-economic sector

- ❖ **Success** of this category of projects depending on **constant and tight links** with **business partners**
- ❖ If needed, **associated partners** can be upgraded to **full partners** to reinforce their input in project activities
- ❖ We expect **agreements signed with industrial and commercial** partners not to remain on paper after submission of final report; instead, they continue to be **updated and enriched**

Equipment

- ❖ Equipment is **instrumental to project activities**. To be **purchased not later than 12 months before the end of the project** (see Programme Guide page 309)
- ❖ Requests to modify the list of equipment say a lot about your project !
- ❖ We encourage the acquisition of **specialized** equipment

Benchmarking reports...

...are not

A patchwork of
old papers

A collage of
documents
conceived for
other purposes

...require

Comparing practices,
expertise and challenges

Structure, organisation
of information and
infographics to underline
the comparative analysis

Deliverables of the WP 1

Regardless of their name and character (Final Need Analysis, State-of-the-art Report, Mapping of...) all WP 1 deliverables need careful attention for:

- **Format** and **structure**
- **Recent** data and information
- **Quality of content**
- Meticulous **proof-reading**

Bear in mind they will have to be published in the Erasmus+ Results Platform !



thank you

merci
obrigado
grazie
gracias
kiitos
спасиби
tack
köszönöm
хвала
danke
ačiū
Dank u
hvala vam
tak
teşekkür ederim
bakka þér
σας ευχαριστώ
ddiolch 'ch
dëkuj
dziękuje
תודה
Đakujem
hvala
blagodarya
Tapadh leibh
falemmnderit
спасибо
trugarez
multumesc
tanan teid
Дзякуй
Vi благодарам
謝謝
धन्यवाद
Go raibh maith agaibh
Pablies