



E+CBHE Projects Implementation, Monitoring and Management

Grant Holders Meeting CBHE projects 2023

6 February 2024

Managing CBHE Projects



EU grants management
- fully electronically
through the EU Funding
& Tenders Portal
(‘Portal’).



Grant agreement
rules, amendments



Monitoring
focus, procedures



**Working
Better
Together**

Overview

- ❖ **The CBHE Community**
- ❖ **Rules and regulations**
- ❖ **Implementing your project**
- ❖ **Monitoring your project**



The CBHE Community: your partners

The European Commission

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

EACEA

- Management of calls
- Supports and monitors project implementation

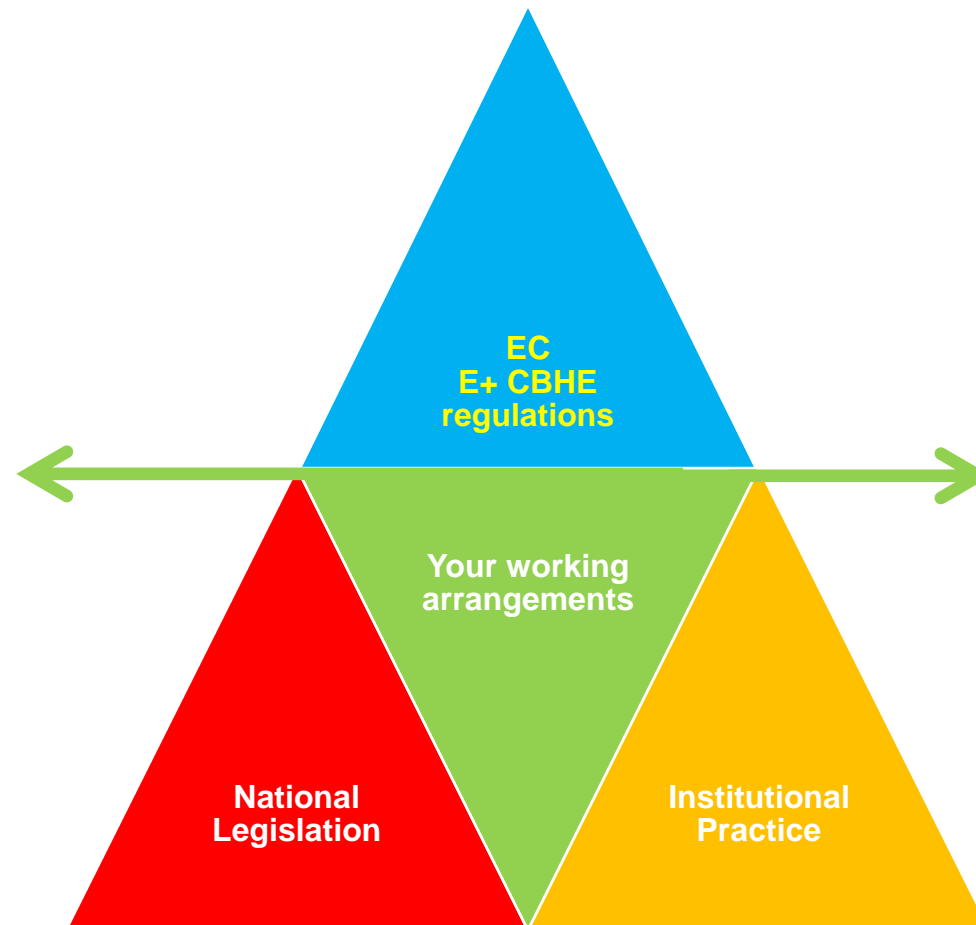
At national level

- **National Agencies**
- **Erasmus+ Offices**
- **Erasmus National Focal Points**
- **EU Delegations**

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;

E+ CBHE: Rules and Regulations



Grant Agreement – Legal Provisions

Role and obligations of the **Beneficiaries**

- **Multi-beneficiary** Grant Agreement



All beneficiaries are **jointly responsible**

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



Grant Agreement is composed of

Preamble

Terms and Conditions (including Data Sheet)

Annex 1 Description of the action

Annex 2 Estimated budget for the action

Annex 3 Accession forms

Annex 3a Declaration on joint and several liability of affiliated entities- if any

Annex 4 Model for the financial statements

Annex 5 Specific rules (if applicable)



Action grant - lump sum form

Significant simplification potential:

- Despite all simplification, funding based on “budget-based” grants and reimbursement of actual, incurred costs stays complex and error-prone
- Lump sum contribution removes all obligations on actual, incurred cost reporting per project and financial ex-post audits – i.e. a major reduction of administrative burden
- Easier access to the programme: participants of different size and nature can easily participate

Focus on performance:

- Shift in focus from financial management and checking costs to content of the projects (outcomes, milestones and deliverables)

Action grant - lump sum form

- Work packages are *accepted if work packages are completed and the work is properly implemented by the beneficiaries and/or the results are achieved*. We can also accept them when all essential tasks have been completed, when equivalent tasks have been carried out, or when deviations have been justified.
- If it is not possible to complete a work package by the end of the project (e.g., for technical reasons or due to force majeure), you have the possibility to declare a work package as partially completed. The **lump sum is paid partially** in line with the degree of completion. The payment for the work package concerned will correspond to the percentage of completion accepted by the granting authority.

Contractual provisions related to

Conflict of interest (Art. 12)

Data Protection (Art. 15)

Publicity and Dissemination (Art. 17)

**Suspension, Termination and
Force majeure (Art. 31, Art 32, Art 35)**



Third countries not associated to E+

Are **responsible** for:



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



Inter-institutional cooperation projects

YOUR CONSORTIUM AGREEMENT

- **Objectives:**

- Formalise of **internal project and grant management procedures**
- **Institutional commitment** to the project
- **Partnership conflict** resolution

- **Negotiated with partners**

- **Signed by Legal Rep.**

- **Joint or Bilateral**



It should be specific to your consortium !

- **It's your document**
- **Discuss openly and frankly the constraints applying to coordinator and partners**
- **Describe the management of each work packages, when different choices apply**
- **Institutional bank accounts shall be used (no private accounts, no cash etc)**

What is an amendment?

The Agreement may be amended, unless the amendment entails changes to the Agreement which would call into question the decision awarding the grant or breach the principle of equal treatment of applicants. (art 39)

If there are any changes to:

- its **terms & conditions** (e.g. data or options specific to that agreement)
- its **annexes**

Amended provisions become an integral part of the agreement

Who can request an amendment?

The **coordinator** submits and receives requests for amendment on behalf of the beneficiaries (see Annex 3).

The **coordinator**:

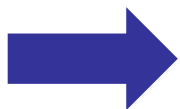
- Check that the consortium has reached agreement through an internal decision-making process, as set out in the consortium agreement (*e.g. unanimously or by simple or qualified majority*).
- Sign & submit the amendment on consortium's behalf
- The granting authority may request additional information.

Time to Amend (approval or rejection) : 45 days

Before asking for an amendment

Estimate the impact of the proposed change on the project:

- Compare this change/deviation with the initial work plan
- Make sure it stays within the scope of the project and complies with the programme's rules
- Who does it affect – one partner/the whole partnership?
- Does it have an effect on the project budget?
- Does it have an effect on the project timeframe?
- Any risk that the project will not deliver some of the planned outputs?
- Reflect on alternative solutions (fall-back plan)



Inform and ask your Project Officer for advice.

Amendment needed !

Changes involving beneficiaries

Adding a new beneficiary/affiliated/associated

Deletion of a beneficiary

Change involving the coordinator

Change of coordinator

Change in the bank account the coordinator uses for payments

Changes affecting the project or its implementation

Change to Annex 1

Change in the title of the project or its acronym, starting date, duration or reporting periods, transfer of tasks between beneficiaries

Amendment needed !

Changes involving the financial aspects of the grant

Change to Annex 2

New /additional activities to be subcontracted

Budget transfers

Within the same work package (increasing the share of one beneficiary and decreasing the share of another

Between work packages (increasing the share allocated to one work package and decreasing the share of another)

Resuming the action after GA suspension

Suspension

Amendment

Budget transfers



All budget transfers require an amendment!

	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	Total
Beneficiary A	250.000			50.000	300.000	250.000		300.000	1.150.000
Beneficiary B		250.000	350.000	50.000			100.000	150.000	900.000
Beneficiary C	100.000	100.000		50.000		280.000			530.000
Beneficiary D		120.000		50.000			100.000	150.000	420.000
Total	350.000	470.000	350.000	200.000	300.000	530.000	200.000	600.000	3.000.000

Transfer of amounts between work packages **only acceptable if:**

- Work packages **not** already **completed** (and declared in periodic report)
- **Justified** by the implementation of the action
- Amendment does **not call into question the decision** awarding the grant or breach the principle of equal treatment of applicants

MAIN STEPS

- Launch the Amendment Request
- Compose the Amendment
(introduce all the changes → "Amendment Clauses" selected automatically)
 - 3 documents generated automatically:
 - ☐ Amendment Request Letter
 - ☐ **Amendment Core** Letter
 - ☐ Grant Agreement Core
- Lock the data
- **EU Review** (mandatory step) → **EU officers revise the data**
- **EU Officers can validate or send back for revision**
- **If EU validation** → Sign & Submit (**PLSIGN Beneficiary**) the Amendment request to EU

Pre-requisite:

GA signed by EU



- For any questions related to an amendment request, please contact us immediately (via **your Funding & Tenders Portal account > My Project(s) > Actions > Manage Project > Process communications**)
- [Amendments - H2020 Online Manual \(europea.eu\)](https://europea.eu)



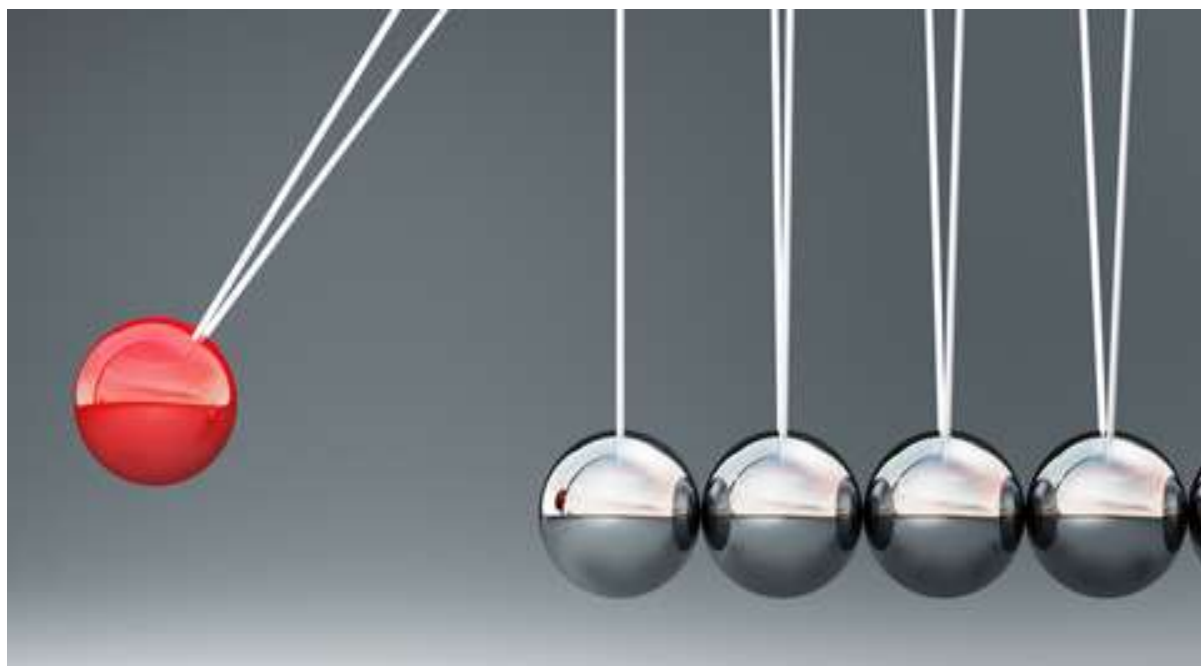
End of the first part

.....a bit of stretching

IDEA
PLAN
Creativity
Performance
STRATEGY
Business Performance
MANAGEMENT
IDEAS
MANAGE
STRATEGIC
FUTURE
Solutions
Ideas
RESULTS
BUSINESS PLAN
GOALS
Manage
TEAM
INNOVATION
VALUE-ADD
PLAN
Improve
PROBLEM SOLVING
Progressive
DYNAMIC
STRATEGY
FUTURE
MISSION
ACTIVITIES
SUCCESS

Implementation

Focus on the impact



How can we define impact?

- **Effects** of project results on:
 - ✓ individuals, institutions
 - ✓ education systems
- They have to introduce a **positive, visible, sustainable** change



Impact for whom ?

CBHE action is targeting **Third Countries HEIs** as **main beneficiaries**:



- **Consequences for some activities such as dissemination**
- **Added value of European HEIs:**

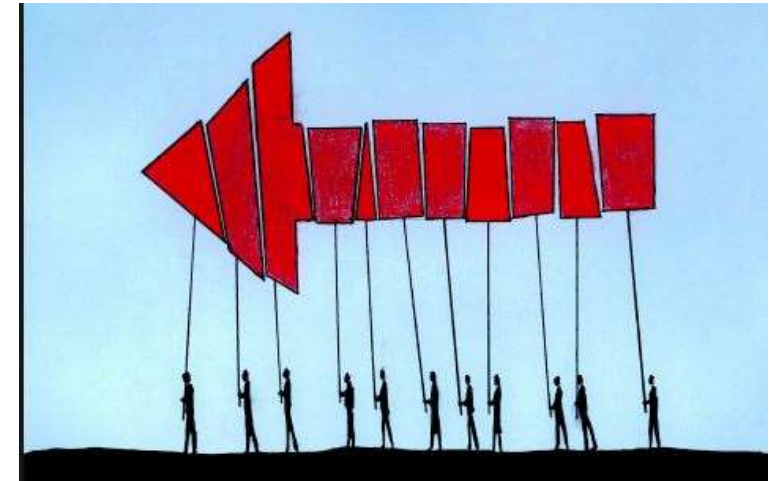


Need to avoid
2 opposites



Ownership by Third Countries HEIs

- ✓ Ensure that the Third Countries teams **know the whole project** steps and are **involved in the main WPs**
- ✓ Ensure that in each partner Institution there is enough info on the project and **open access to all interested and motivated staff**



- ✓ **Parallel work vs collaborative work**
- ✓ Strike the right **balance** between **leading the partners** and **empower them**, including the less experienced ones

Maximizing impact

Widen impact:

Impact on institutions:

modernization of HEIs and reforming HE

Impact on economy: development of third countries, creation of jobs

Societal impact: public policies and society

Impact in different times

Short term changes in:

knowledge, skills, aspirations, attitudes, awareness

Medium term changes in:

behaviour, practices, procedures, values, decision making

Long term changes in:

policies, legislation, economy, society, technology, environment

Measuring impact

Surveys

Effective measures for communication of results

Stories of change

A **collection of stories tracking the change** that the project contributed to. They may illustrate different target group perspectives.

Qualitative Assessments

Interviews to beneficiaries and partners about what they consider as a significant change produced by the project

What we expect in terms of sustainability



- Whatever has been created by the project should continue after the end of the eligible period
- Facts, figures and evidence of the provisions in place described in the FR
- HEIs continuing to fund maintenance of results (platforms, hubs, etc.)

A project should not be a one-man show: **institutional ownership is essential**

What we **don't** expect for sustainability

- Good intentions, no practical arrangements
- Statement signed by the Rector, but provisions remaining on paper



- Counting on "sequel" projects

Projects updating courses in existing curricula

New
curriculum

- Not relevant, if not taught.
- Implemented in **all HEIs**.
- Train a **substantial n° of teachers**.
- Followed by a significant n° of **students in year 3** of the project.
- Involvement of **industrial partners**.
- Visible in all HEIs' websites as an E+ result.

Projects updating courses in existing curricula

Update of
courses in
existing
curricula

- Priority to update **compulsory** courses
- A reasonable **number of ECTS** updated **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

Deliverables

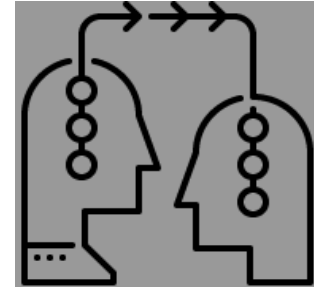
For **each updated/new course**, EACEA expects to receive:

- ✓ Learning outcomes
- ✓ Teaching methodology
- ✓ Number of credits allocated (ECTS or others)
- ✓ Manuals and textbooks to be used by learners
- ✓ Curricula using the updated subject and related n° of students



Projects impacting Governance

For the new structures/services, **funds and dedicated staff** must be **secured before the end of the project**, to ensure **their mission does not remain just on paper**



Trainings must **produce tangible outputs**:

- ✓ creation of a strategy, policy docs, organisational chart
- ✓ Operationalisation of a new service, Center, Hub, Focal points

Key elements for Strand 3

Steering role of the Ministry

regardless of the number of WPs led

Visible impact at systemic level

Mainstreaming of good results at national level

Inclusiveness

Concerns **vulnerable** **groups:**
minorities, migrants, economically
disadvantaged students, physically
impaired students, girls/women, etc.



In this regard the
CBHE action **needs**
to deliver more.

NOT TOO LATE TO REINFORCE THIS ASPECT !

Relations between HEIs and socio-economic sector

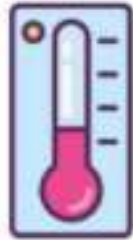
Success depends on **constant** and **tight links** with **business partners**



Internships for students are a **key element** to be ensured in **all** targeted Third Countries

Agreements with industrial and commercial partners to be signed and implemented **by every HEI**

Equipment



Equipment is **instrumental to project activities.**

To be **purchased not later than 12 months before the end of the project**
(Programme Guide)



Quality Assurance / Quality Control

What ?

Processes and
outcomes

When?

On time to prevent
mistakes

Against?

Required
standards

Quality Assurance

✓ The **QA Plan**: go for a **short** and **authentic** one.

We see so many copied/pasted that remain on paper !

It is **not a theoretical dissertation**, but a practical document listing **your tools** and **procedures**.

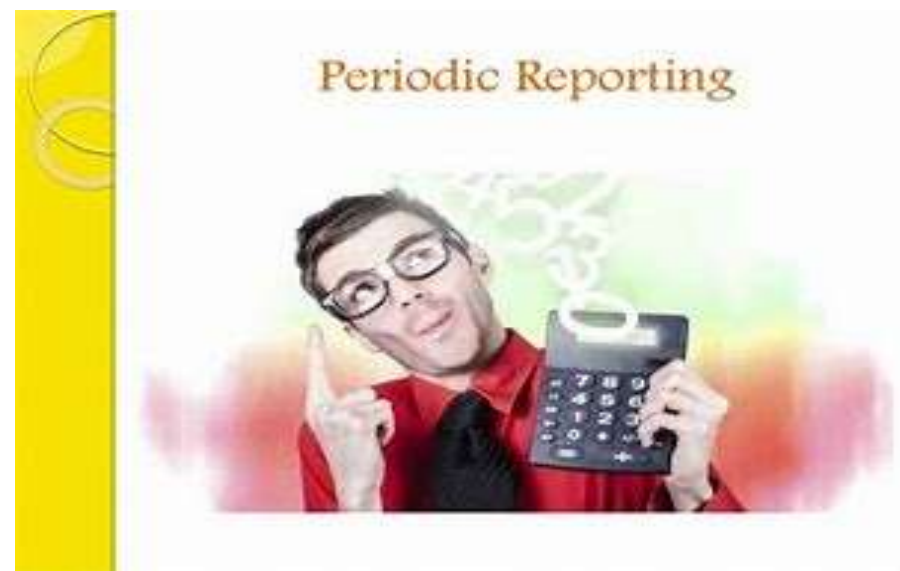
Avoid repeating general info on the project.



✓ **External expert: leave your comfort zone:**
look for a **genuinely independent expert** !

- Transparent and timely recruitment
- Experience in EU projects not necessary

E+CBHE Project Monitoring



EACEA Monitoring and Support

A **Project Officer (PO)** has been assigned with the objective of monitoring your project:

- Ensuring **the project is on track** and respects CBHE requirements
- **Supporting the partnership** during the project implementation
- **Anticipating difficulties**
- **Identifying best practices**



How?

- Regular **communication** with the coordinator (communication tool or on-line meetings)
- **Assessment of reports** and **deliverables**, requests for **amendment**
- **Visits to projects** (ad hoc visits and in the context of cluster meetings)

Reinforced monitoring based on **"risk assessment"**

Project Implementation Monitoring: Reporting

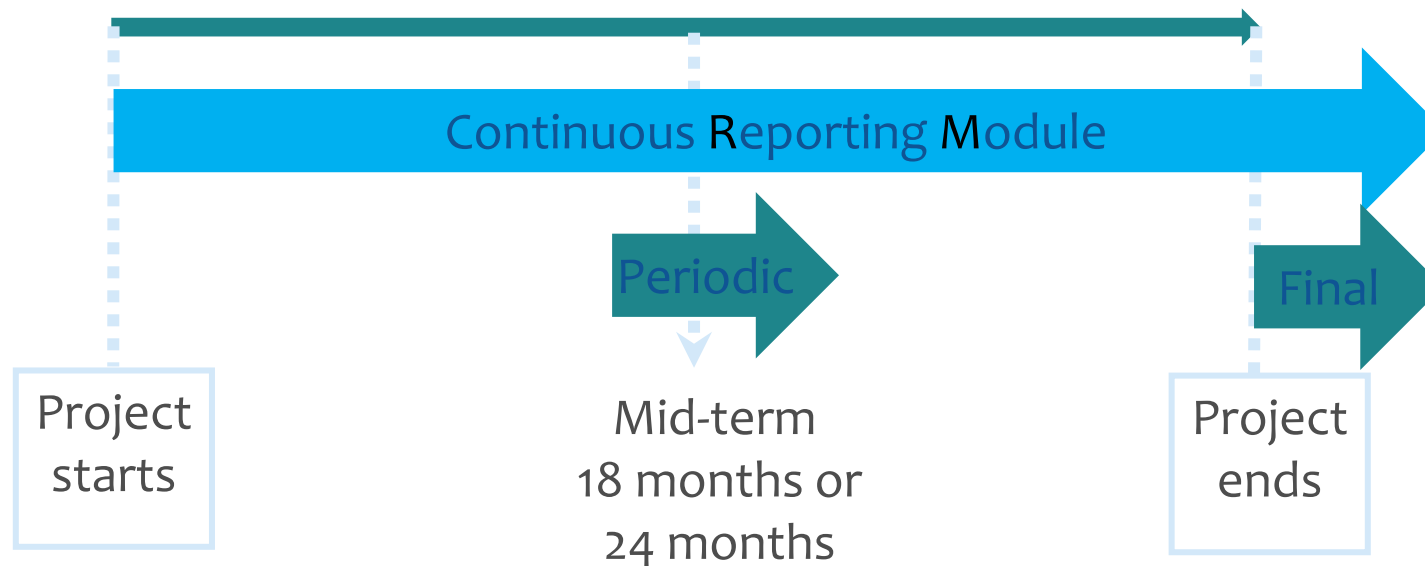
- This “**continuous reporting**” (**CR**) task takes place during the active period of the project (and beyond).
- The “**Periodic reporting**” (**PR**) related to specific **reporting periods** leading (or not) to **payments**.

CR data has to be
entered regularly by the
Project

PR linked to reporting &
payments

Continuous Reporting vs Periodic Reporting

- **Continuous** Reporting Module (periodic uploading of results)
- **Periodic** Reporting Module (linked to payment)



Grant Management Portal- Continuous reporting

The screenshot displays the 'Grant Management Services' portal for the European Commission. The header includes the European Commission logo and the text 'RESEARCH & INNOVATION'. A user profile for 'Barbara GONZALEZ LOBO' is visible in the top right. The main content area is titled 'MY PROJECT' and features a sidebar with project details and a central panel for 'Continuous Reporting'.

Project Details (Left Sidebar):

- Call: ERASMUS-JMO-2021-HEI-TCH-RSCH
- Type of Action: ERASMUS-LS
- Acronyms:
- Current Phase: Grant Management
- Number:
- Duration: 36 months
- CA based on the: ERASMUS+ Lump Sum Grants MGA --
- Mono/Multi: 1.null
- Start Date: 01 Feb 2022
- Estimated Project Cost: €0.00
- Requested EU Contribution: €24,000.00
- Contact: Khadija NOURI

Continuous Reporting (Main Panel):

- Launch new interaction with the EU (+)
- Timeline: 01 Feb 2022 (Started) to Completed
- Continuous reporting data
- Process documents
- Process communications
- Process history

Grant Management Dashboard (Bottom):

ERASMUS-LS	Project Summary	Deliverables	Milestones	Critical Risks	Dissemination activities	Communication Activities	Events and Trainings	Financial support to 3rd parties
Call: ERASMUS-JMO-2021-HEI-TCH-RSCH Topic: ERASMUS-JMO-2021-MODULE	✗	i	i	✓	✓	✓	✓	✓

Left Sidebar Navigation:

- Latest Legal Data
- Active Processes
- Document Library
- Communication Centre
- Archived Processes

Manuals:

- H2020 ONLINE MANUAL
- ONLINE MANUAL

- Project Summary
- Deliverables
- Milestones
- Critical risks
- Dissemination activities
- Communication activities
- Events and Trainings

Deliverables



- Deliverables should be **regularly uploaded** as work is performed and before the reporting deadline
- No specific deadline for the assessment by PO before the periodic reporting deadline

- **Due date changes: no amendment required**
- **"Sensitive" or "Public"**
- **"Accept" or "Reject" - depending on QUALITY**

Useful links



- **Online Manual**

[Continuous reporting on milestones & deliverables – Online Manual - Funding Tenders Opportunities \(europa.eu\)](#)

- **IT How To**

[Continuous Reporting - IT How To - Funding Tenders Opportunities \(europa.eu\)](#)

Reporting Obligations

Mid-Term Report

(within **60 days** after the end of the reporting period)

- *Technical report*



Final Periodic Report

(within **60 days** after the end of the reporting period)

- *Final Technical Report*
- *Final Summary Financial statement*



*Final
payment*

Article 21 of the GA

Article 22 of the GA

Electronic submission via the F&T Portal

The Agency may terminate the Grant Agreement, in case reports are not submitted on time.

Periodic Report: parts A & B

Part A – CR tabs in SYGMA

- Summary for Publication
- Deliverables,
- Dissemination Activities, Risks, etc.

Info entered in the IT Tool
through the **Continuous
Reporting module**

Part B – Narrative part

- *Explanation of the work carried out and overview of progress*
- *Update of the plan for exploitation and dissemination of results*
- *Explanations on deviations from DoA*

Submitted in a PDF through
the **Periodic Reporting
module**

The periodic report should be prepared by the consortium participants together and submitted by the Coordinator

How will the Work Packages be assessed?

A **work package** (WP) is a major sub-division of the project (group of activities)

- ✓ Has an objective and expected outcome
- ✓ Can have multiple deliverables

Will be **assessed on** the basis of :

- ✓ Activities carried out
- ✓ Quality of the Deliverables
- ✓ Achievement of objectives and expected outcomes

WPs: « Completed » Vs « Not completed »

Completed

- All essential tasks/deliverables have been completed
- Equivalent tasks have been carried out reaching the same results
- All partners have completed it
- If deviations, they have been duly justified

NOT Completed

- Can be finished and declared later on, in the subsequent report
- Partially completed – show the percentage of completion. Needs to be explained in the final report

Ex-post controls

Checks, reviews and audits for:



Proper implementation of the action (e.g. technical/project review)



Compliance with the other obligations of the grant:



Data protection



IPR obligations



Visibility of EU funding



Other obligations (e.g. ethics, values, conflict of interest etc.)

Ex-post controls

Which documents need to be shown to the AGENCY



- ☐ Project related documents
- ☐ Publications, milestones, deliverables
- ☐ Who did what?
- ☐ ...any document proving that the work was done as detailed in Annex 1 of grant agreement

Which documents **don't need to be shown to the AGENCY**



- ☐ Time sheets
- ☐ Pay slips or employment contracts
- ☐ Depreciation policy
- ☐ Travel invoices
- ☐to show or prove actual costs

EACEA FIELD MONITORING

Aim of Field Monitoring

- Check that the project advances **according to the work plan**
- Check that **partners are fully involved** in the project
- **Prevent problems** due to weak project implementation
- Special emphasis on the **visibility / sustainability/impact** of the project results in the partner country(/-ies)



EACEA FIELD MONITORING

Format of the visits

- Conducted by **EACEA / External Experts / EU Delegations**
- At coord. HEI / at Partner Country / during consortium meeting
- **Interview of project actors / visit premises** (equipment if any)
- **Recommendations** to the partnership

Thank you



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