CB HE operational management rules and procedures

How to successfully implement the project?

22 November 2023
Faculty of Management of Herceg Novi

Your CB HE project

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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 (EU countries and third countries associated
- Erasmus+ Offices (third countries not associated)
- EU Delegations (all Partner countires)

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;

Focus on third countries not associated to the programme

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

Partnership agreement

❖ Formalize of **internal project and grant management procedures**

❖ **Covers all aspects of the project**:

- The partners role and responsibilities

- Financial Management

- Project management 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**

*Deliverable at the latest **6 months after signature of G.A**.*

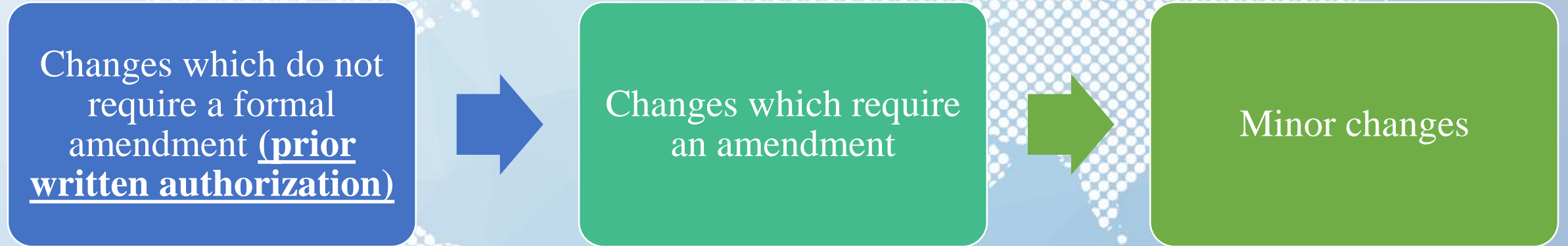# Clarify the roles and know the rules

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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
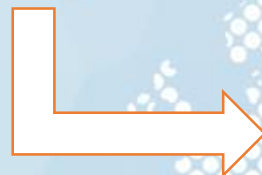
Changes to the agreement

Types of changes:

Changes which do not require a formal amendment **(prior written authorization)** → Changes which require an amendment → Minor changes

In doubt, please contact your EACEA project officer.

Project implementation

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**

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!

Quality assurance

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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

Dissemination of results

What?		How?
• Define internal and external target groups (incl. public authorities)		• Project website (contractual obligation)
• Elaborate a specific Dissemination Strategy (What, Why, Who, How?)		• Project flyers/leaflets/brochures
• Define the expected impact and measure it		• Social Media, media releases, newsletters
		• Public events, meetings seminars

Visibility of project results

Legal requirements in the Grant agreement:

– Availability of materials produced
– Stickers on purchased equipment
– Use correct logo and disclaimers
– See Agency's website:

https://eacea.ec.europa.eu/about-eacea/visual-identity_en

Project outputs must indicate the EU funding. All materials must carry the Erasmus+ logo and mention "Co-funded by the Erasmus+ Programme of the European Union".

REMEMBER

Upload the results of the project to the Erasmus+ Dissemination Platform:
https://ec.europa.eu/programmes/erasmus-plus/projects

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Impact and sustainability

MAKE A POSITIVE IMPACT

How can we define impact?

- **Effects of the project** on:
- Individuals,
- Institutions,
- Education systems.

- They have to introduce a **positive, visible, sustainable change.**

What do we expect in terms of sustainability?

- Whatever has been created by the project should **continue after the project;**
- HEIs will be willing to **fund their maintenance and renewal;**
- A project should not be a one man show: **institutional ownership is essencial**!

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

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Maximizing the 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: behavior, practices, procedures, values, decision making

Long term changes in: policies, legislation, economy, society, technology, environment

Equipment

- Equipment is **instrumental to project activities.**
- To be purchased **not latter than 12 months before the end of the project.**
- **Identical equipment/amount** for every single partner is **unrealistic** and shows no links with real needs of HEIs.

New budget type

Lump sum

Significant **simplification potential:**

• Despite all simplification, funding based on "budget-based" grants aka reimbursement of actual, incurred costs stays complex and error-prone

• Lump sum funding removes all obligations on actual, incurred cost reporting per project and financial ex-post audits – i.e. a major reduction of administrative burden

Focus on **performance**:

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

Reporting

Continuous reporting (CR)

- During the active period of the project (and beyond)
- CR data to be entered regularly (periodic uploading of results

Periodic reporting (PR)

- Specific reporting periods leading (or not) to payments
- Linked to reporting & payments
- Mid term, 18 months or 24 months

Continuous reporting: Grant Management Portal

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

Reporting obligations

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Additional Pre-financing Report

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

| Technical report | Pre financing request |

2nd prefin

Final periodic report

| Final technical report | Final Summary Financial statement |

Final payment

Electronic submission via the F&T portal.

Ex-post controls

Checks, reviews, 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, etc.)

No more financial audits by the Commission.

Ex-post controls

One needs

- Project related documents
- Publications, milestones, deliverables
- Who did that?
- Any document providing that the work was done as detailed in Annex 1 of GA

One doesn't need to show to the AGENCY

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

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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

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

EACEA field monitoring

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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)

Format of the visits:

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

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Good luck with your project implementation! ☺

Thank you for your attention!
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ANY QUESTIONS?