Module 3:
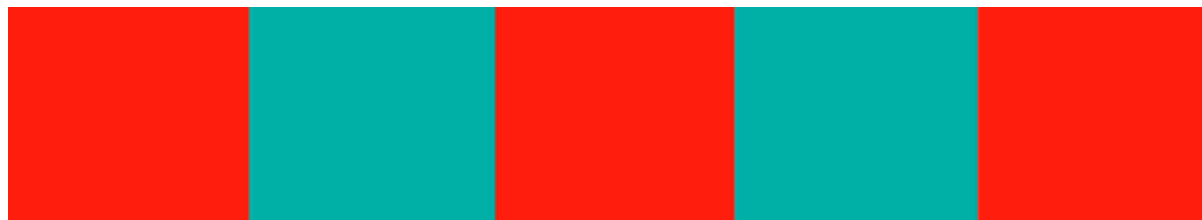# Funding Opportunities in Cooperation Programs

OBJECTIVES

- Know the main European cooperation programs

- Improve information and dissemination mechanisms among the university community

- Improve the preparation of international project proposals

- Exchange good practices on the technical, administrative and financial management of European projects
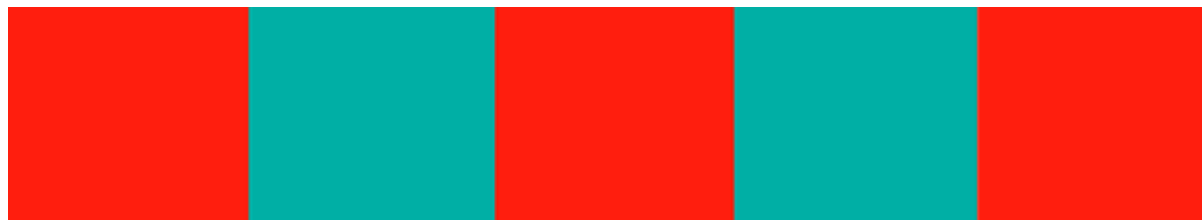
METHODOLOGY

- The theoretical training will be accompanied by practical exercises based on real cases to facilitate the understanding of the contents

- The module also plans to gather feedback from participants on the topics covered, exposing their experiences and exchanging good practices to encourage debate

- The training material to be used will be: power point presentations, web pages and practical exercises
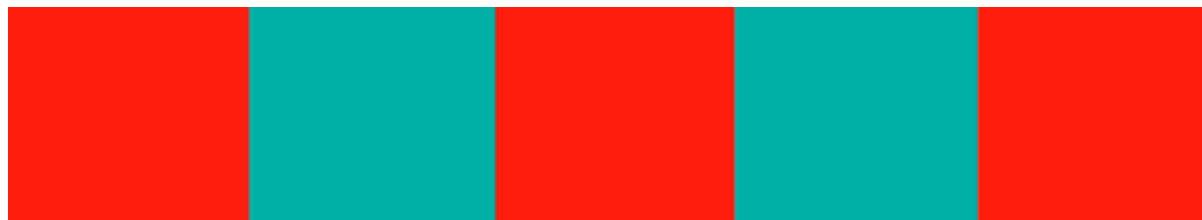
TOPICS

1. European Cooperation Programs

2. Practical training to prepare European projects

3. Technical management of European projects

4. Administrative and financial management of European projects

Topic 1:
European Cooperation Programs

Introduction:

❖ The European Commission offers funding for the development of international projects through different programs.

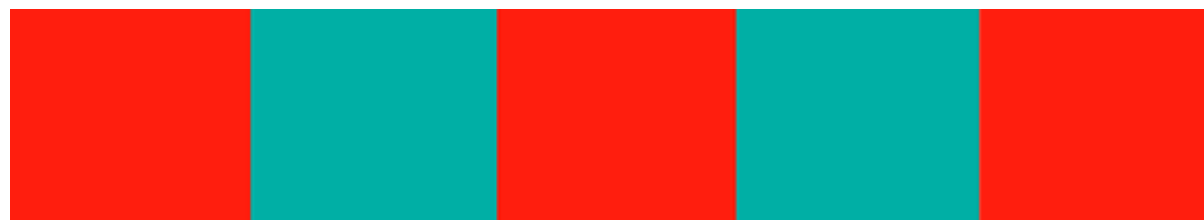❖ These programs, depending on their theme, are under different Directorate-General (Research, Justice, Education, etc.).

Main European Cooperation Programs:

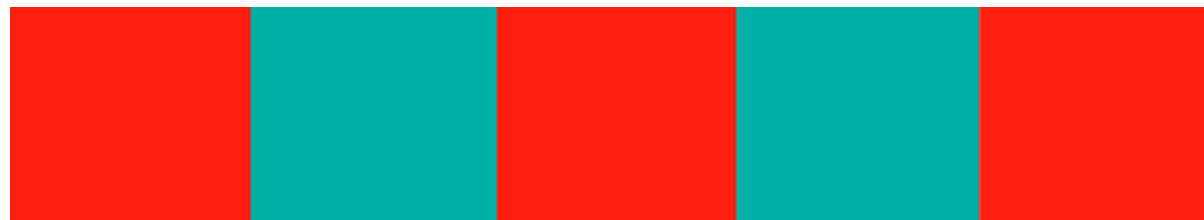| PROGRAMS	OBJECTIVES
ERASMUS+	European cooperation in Education, youth and sport and cooperation with Partner Countries
EUROPE CREATIVE	Support to the cultural and audiovisual sectors
RIGHTS, EQUALITY AND CITIZENSHIP	Strengthening gender equality, combating all forms of discrimination and combating racism
JUSTICE	Contribute to develop a European area of Justice based on mutual recognition and trust
ENI CBC MED	Cross-Border Cooperation in the Mediterranean

Main European Cooperation Programs including Vietnan:
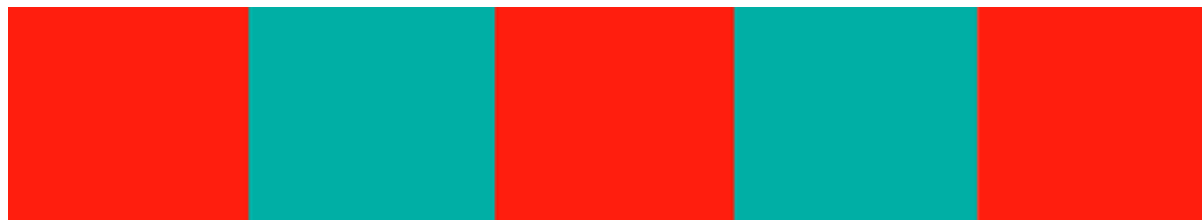
PROGRAM	ACCION	ROL
ERASMUS+	K1 Mobility of learners and staff	Partner
ERASMUS+	K1 Joint Master Degrees	Partner
ERASMUS+	K2 Capacity Building in Higher Education	Partner or coordinator
ERASMUS+	K2 Strategic Partnerships	Partner
ERASMUS+	K2 Knowledge Alliances	Partner
ERASMUS+	Jean Monnet Activities	Partner

Erasmus+: K1 Mobility of learners and staff

Objective: finance mobility projects in the field of education, training and youth to undertake a learning and/or a professional experience in another country. Decentralized action, managed through national agencies

Approximate date of the call: October
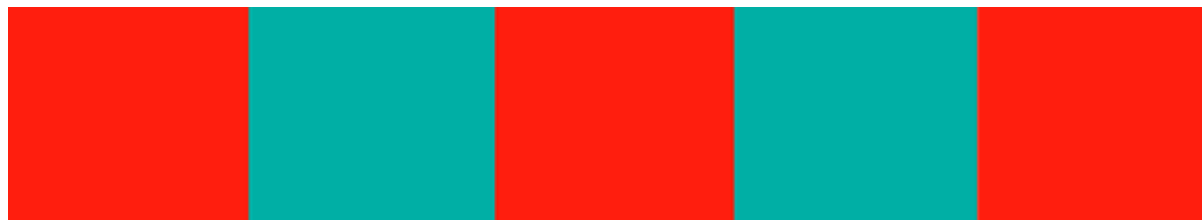
More information:

https://ec.europa.eu/programmes/erasmus-plus/

Erasmus+: K1 Erasmus Mundus Joint Master Degrees

Objective: Boost the attractiveness of the European Higher Education Area (EHEA), support the EU's external action in the field of higher education and improve the level of competences and skills of Master graduates and their employability
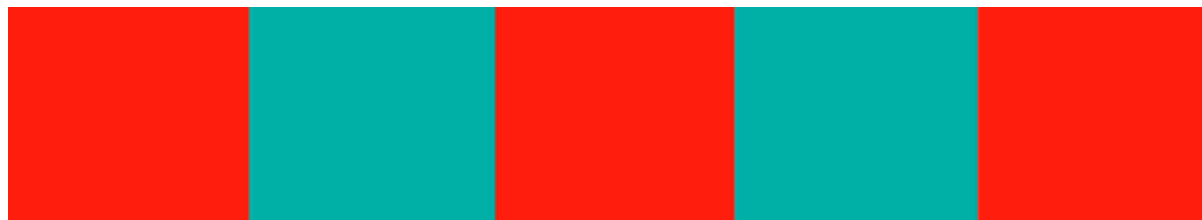
Approximate date of the call: October

More information: https://eacea.ec.europa.eu/erasmus-plus/actions/joint-master-degrees_en

Erasmus+: K2 Capacity Building in Higher Education

Objective: support eligible Partner Countries in addressing challenges in the management and governance of their higher education institutions
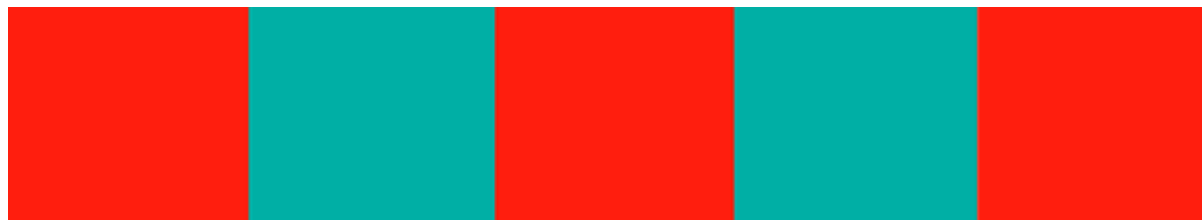
Approximate date of the call: October

More information: https://eacea.ec.europa.eu/erasmus-plus/actions/key-action-2-cooperation-for-innovation-and-exchange-good-practices/capacity-building-projects-in-field-higher-education_en

Erasmus+: K2 Strategic Partnerships

Objective: support the development, transfer and implementation of innovative practices

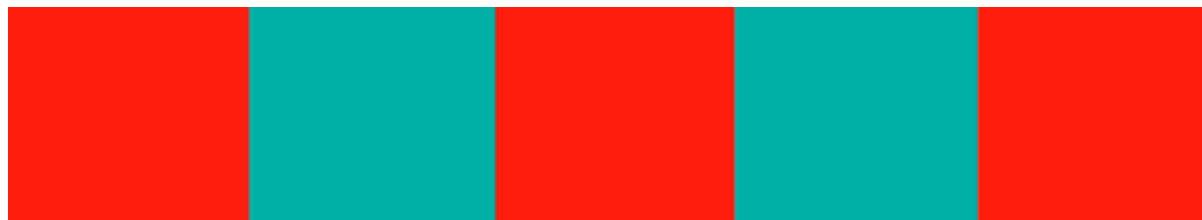**Approximate date of the call:** October

More information:
http://ec.europa.eu/programmes/erasmus-plus/opportunities-for-organisations/innovation-good-practices/strategic-partnerships_en

Erasmus+: K2 Knowledge Alliances

Objective: develop new, innovative and multidisciplinary approaches to teaching and learning

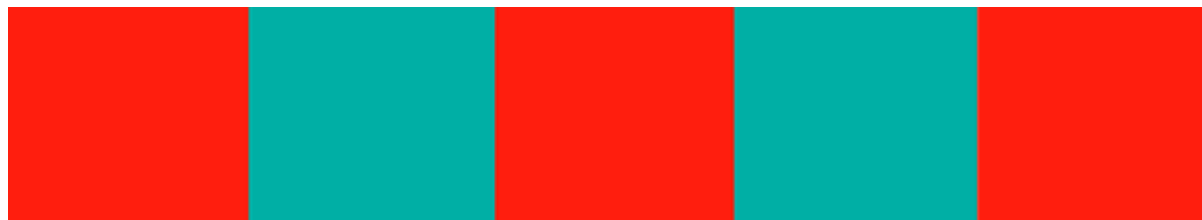**Approximate date of the call:** October

More information: https://eacea.ec.europa.eu/erasmus-plus/actions/key-action-2-cooperation-for-innovation-and-exchange-good-practices/knowledge-alliances_en

Erasmus+: Jean Monnet Activities

Objective: support innovation, cross-fertilisation and the spread of European Union content
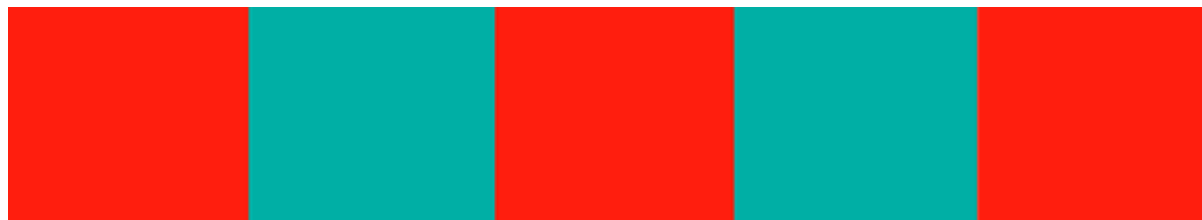
Approximate date of the call: October

More information: https://eacea.ec.europa.eu/erasmus-plus/actions/jean-monnet/jean-monnet-projects_en

Topic 2:
Practical training to prepare European projects

1. The project cycle

2. Conception of the idea

3. Formulation of the proposal

4. The consortium

5. Evaluation and selection of projects

1. The project cycle

1.1. Phases of the project

1.2. Before starting

1.1. Phases of the project

- Planning
- Evaluation
- Identification
- Implementation
- Formulation
- Financing

1.1. Phases of the project

Internal

- Planning
- Identification
- Formulation
- Implementation

External

- Financing
- Evaluation
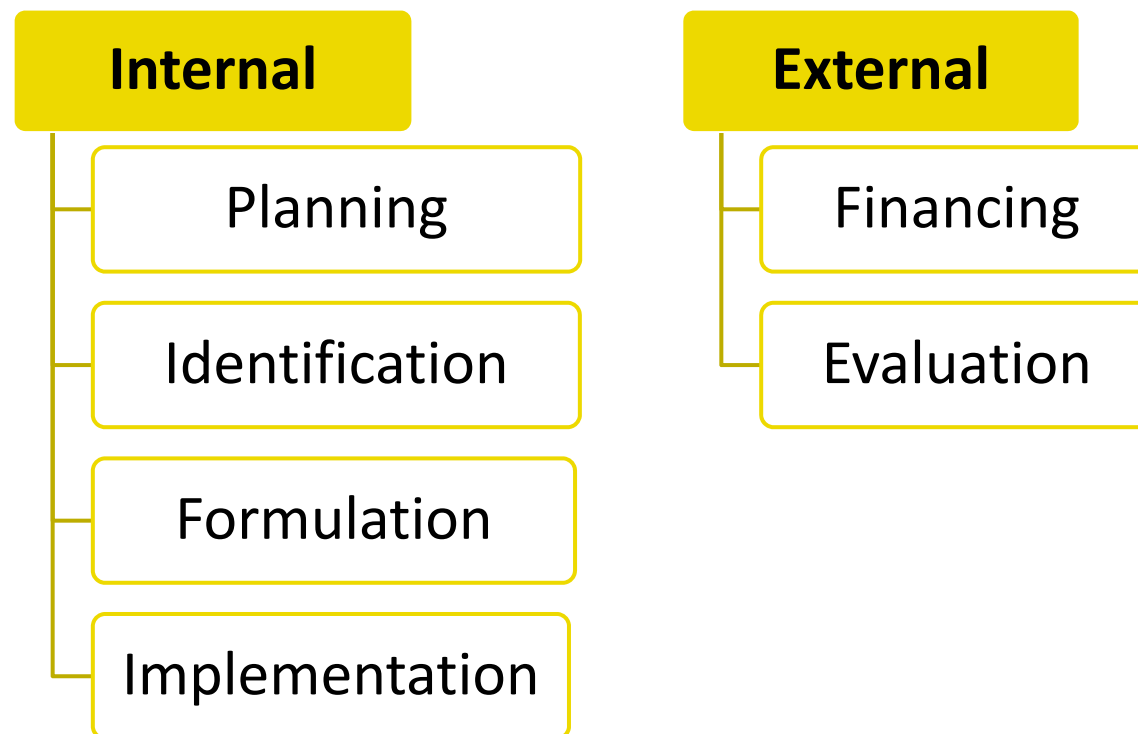
1.2. Before starting

> Planning:
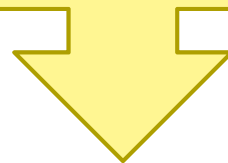> Is there sufficient time and resources to submit a project?

Identification ➡ 2-3 months (before the call is opened)

Formulation ➡ 2-3 months (term of the call)

Implementation ➡ 12-36 months (project execution period)

2. Conception of the idea

2.1. Identification of the main problems faced by beneficiaries

2.2. Identification of the affected community

2.3. Definition of the project idea

2.4. Search for the most appropriate program or action for the idea

2.1. Identification of the main problems faced by beneficiaries

SWOT:
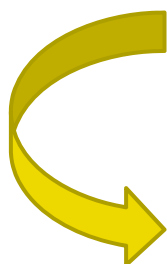
Weaknesses	Threats
Strenghts	Opportunities

2.1. Identification of the main problems faced by beneficiaries

SWOT:
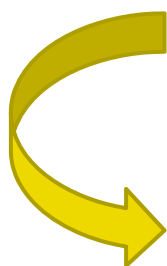
Possible Weaknesses:

- Distance of the population from centers

- Cultural factors

2.1. Identification of the main problems faced by beneficiaries

SWOT:
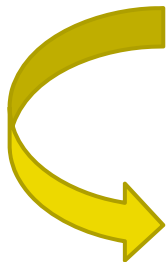
> **Possible Strengths**:
>
> - Efficient system of training grants
>
> - Suitable means of transport

2.1. Identification of the main problems faced by beneficiaries

SWOT:
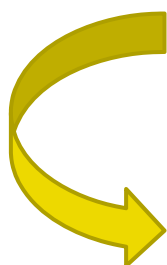
> **Possible Threats**:
>
> - Unstable Governments
>
> - Continuing regulatory changes

2.1. Identification of the main problems faced by beneficiaries

SWOT:
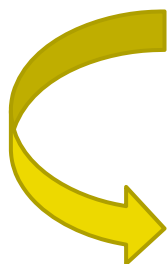
Possible Opportunities:

- Booming tourist sector

- Youthful population

2.2. Identification of the affected community

STAKEHOLDERS:

Constitutes the general public: companies, beneficiary institutions, associations.. that somehow are or may be affected by the problem identified.

2.2. Identification of the affected community

Potential stakeholders:

- Economic fabric of the area
- Town halls and associations
- Associations or groups of women involved
- Financial entities
- Chambers of Commerce
- Family nuclei
- Others…

2.3. Definition of the project idea

CAUSE AND EFFECT TREE:

2.3. Definition of the project idea

CAUSE AND EFFECT TREE:

```
                    ┌─────────────────────────┐
                    │      High female        │
                    │   unemployment rate     │
                    └─────────────────────────┘
                       │                    │
              ┌────────────────┐   ┌─────────────────────┐
              │    Lack of     │   │  Lack of Small and  │
              │    training    │   │    Medium-sized     │
              └────────────────┘   │     Companies       │
                       │           └─────────────────────┘
              ┌────────────────┐              │
              │  Distance of   │   ┌─────────────────────┐
              │ populations from│   │    Low rate of      │
              │    centers     │   │    savings in       │
              └────────────────┘   │     families        │
                                   └─────────────────────┘
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2.3. Definition of the project idea

We are going to ask for funding to solve a problem that we have identified and, therefore, we must prove that we offer a solution
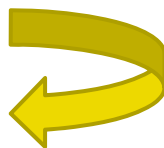
- Successful (will solve or improve the problem)
- Realistic (technically possible)
- Balanced (does not involve drastic changes in the beneficiaries)
- Participatory (has the actors involved)
- Economical (does not require a big budget)

2.4. Search for the most appropriate program or action for the idea

Find ways to finance the proposal

Analyze the possibilities of success of the proposal

Adapt the proposal to the priorities of the program
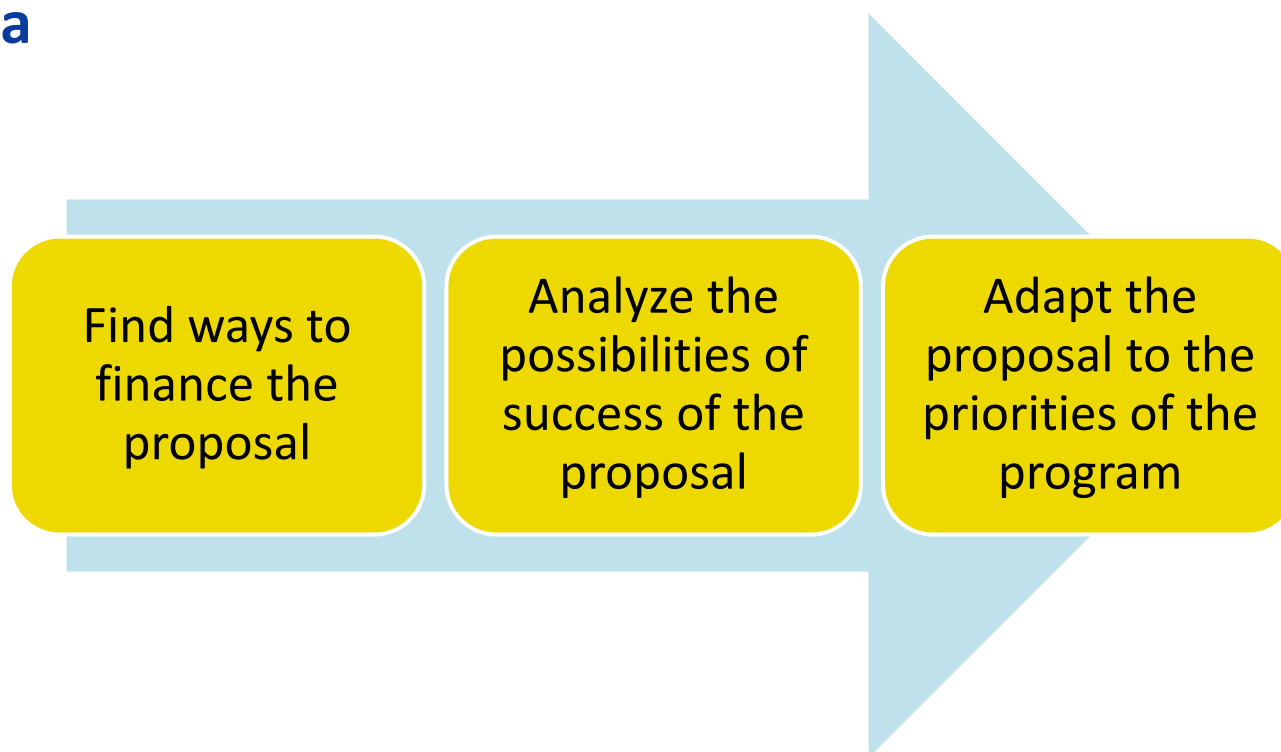
2.4. Search for the most appropriate program or action for the idea

Possible sources of financing for the proposal:

- Community Initiatives
- Structural Funds
- European action programs
- National, regional or local programs or actions
- Financial entities, companies ...

2.4. Search for the most appropriate program or action for the idea

Feasibility of the proposal:

- Does the financing allow the proper execution of the project?
- If co-financing is required, is there an alternate budget available?
- Is the proposal approval rate reasonable?

2.4. Search for the most appropriate program or action for the idea

Adaptation of the proposal (bottom-up approach):
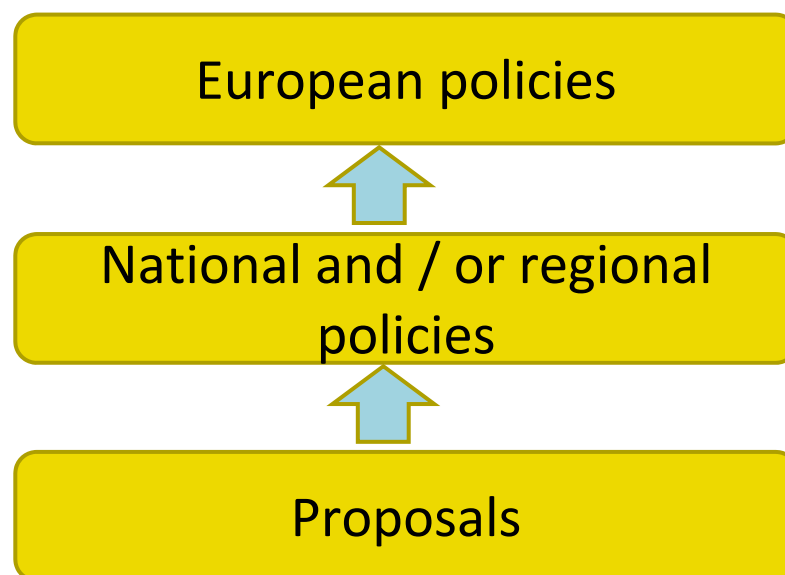
European policies

↑

National and / or regional policies

↑
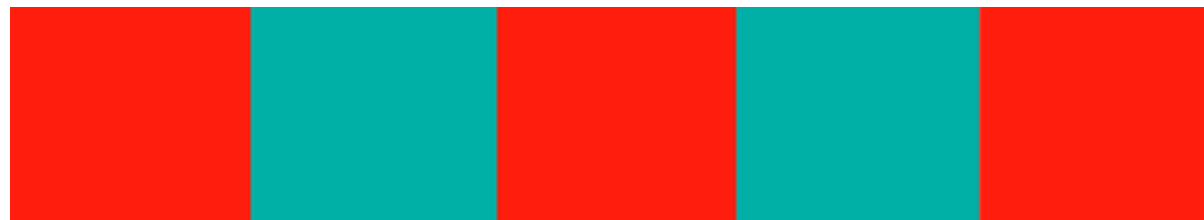
Proposals

3. Formulation of the proposal

3.1. Supporting documentation

3.2. Work planning

3.3. Good practices for writing proposals

3.1 Supporting Documentation

- References and background: reports, statistics, previous projects submitted and approved ..

- Regulations of the program or action: call, guide, FAQ ..

- Self-regulation: expenditure management rules, project management instructions, personnel restrictions ..

3.2. Work planning

- Management tools: forms, excel tables for budget ..

- Distribution of tasks between the team: contacts with partners, technical writing, budget writing, collection of institutional data ..

- Deadlines for each task: in advance to submit the proposal on time

3.3. Good practices for writing proposals

ASPECTS OF THE PROPOSAL:

- Good presentation: check grammatical errors, font type, size, spaces ..

- Well-structured: clarity in the objectives and results of the project

- Easy to read: use diagrams, charts and explanatory graphs

3.3. Good practices for writing proposals

PROJECT DESCRIPTION:

- Name: clear; must give an understanding of the content of the project; concept of European character

- Acronym: easy to remember and pronounce

- Aims and objectives: correspond to those of the program or action (if possible indicate 2 objectives)

- Summary: clearly justify the need for the proposal

3.3. Good practices for writing proposals

MANAGEMENT AND COMMUNICATION SYSTEM:

- Demonstrate experience in project management and especially in coordination of other European projects
- Ensure participation of partners in key decision-making (through steering committee or similar body)
- Balanced sharing of tasks between partners
- Use of new technologies as a priority means of communication between partners
- Face-to-face meetings coinciding with other activities

3.3. Good practices for writing proposals

BASIC MANAGEMENT STRUCTURE:

Project manager

Steering Committee

Quality Control Committee

3.3. Good practices for writing proposals

RELEVANCE :

3.3. Good practices for writing proposals

RELEVANCE: **Justification for the proposal**

- Define the identified problem (s) and how they are to be resolved or improved, respecting equal opportunities

- Explain why it is considered necessary to solve the identified problem (s)

- Explain why we submit the proposal (consistent with proposal summary) and the benefit of carrying out the project

- Demonstrate how it fits national and regional priorities

3.3. Good practices for writing proposals

RELEVANCE: **Justification of the partnership**

- Explain how the partnership was chosen and why (geographical distribution and different levels of skills and experience will be taken into account)

- Detail the role each partner will play in the project

- It is recommended to include partner who can contribute significantly (with their extensive experience or dissemination) without cost to the project

3.3. Good practices for writing proposals

RELEVANCE: **European added value**

- Explain how the project contributes to strengthening relations and cooperation between EU and third country

- Indicate alignment with European policies, such as the European 2020 Strategy

3.3. Good practices for writing proposals

RELEVANCE: **Innovative character**

Explain how it differs from previous projects applied to the same problems, based on

➡️ Import experience from another geographic area

➡️ Introduce new methods, products and processes

3.3. Good practices for writing proposals

QUALITY :

3.3. Good practices for writing proposals

QUALITY: **Aims and Objectives**

Must match project description :

| Problems | Objectives | Actions | Results |

3.3. Good practices for writing proposals

QUALITY: **Metodology**

- Indicate the proposed activities, framed in work packages, and explain how they will be carried out

- Include indicators and expected results

3.3. Good practices for writing proposals

QUALITY: **Budget**

- Adjusted to the activities that are proposed to be carried out

- Do not approach limits per item (leave a reasonable margin)

- Demonstrate how to save costs: using new technologies, concentrating events ..

- Distribution of funds to partners (except for security issues)

3.3. Good practices for writing proposals

QUALITY: **Monitoring and Evaluation**

- Mechanisms of control and internal evaluation from the beginning of the project ➡️ Quality Plan

- Mechanisms of correction of deviations:
  - ➤ What happens if a partner falls?
  - ➤ What happens if a partner does not justify their work?
  - ➤ What happens if the project schedule can not be met?
  - ➤ What happens if the actual expenses are higher than the budget?

3.3. Good practices for writing proposals

IMPACT:

- Describe impact indicators:
  - ➢ Agreements and networks
  - ➢ Manuals and publications
  - ➢ Seminars, workshops and conferences
  - ➢ Pilot projects ...

- Recommend multiplier effect:
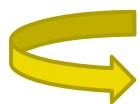
  The results reach groups and areas different from the original ones of the project

3.3. Good practices for writing proposal

DISSEMINATION:

Detail the dissemination strategy to be developed :

- ➢ Why it is necessary?
- ➢ When will it take place?
- ➢ What contents will be disseminated?
- ➢ How it will be done?

3.3. Good practices for writing proposals

DISSEMINATION:

Why?	• To ensure the performance of European investment • To put value on the "innovation laboratory" of the European programs • To promote the European added value of the program

3.3. Good practices for writing proposals

DISSEMINATION:

When?	• At the beginning: to respond to the needs of the target group • During: the experience gained may be useful to others • At the end: to sensitize target groups

3.3. Good practices for writing proposals

DISSEMINATION:

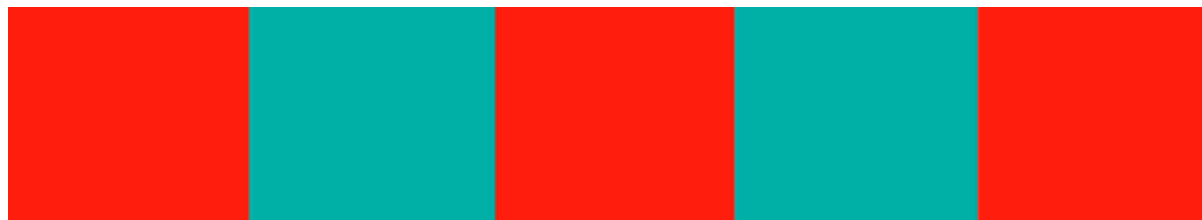| What?	- The results funded - The processes of development of the results or methodologies used - The stages of the project, which may have different types of diffusion

3.3. Good practices for writing proposals

DISSEMINATION:

How?	• Press • Brochures, publications, manuals .. • Internet • Fairs and Exhibitions • Seminars, round tables and conferences

3.3. Good practices for writing proposals

SUSTAINABILITY:

- Establish agreements and a network among the partners that guarantees the continuity of the cooperative relationship

- Include training plans to replicate the results in the institutions themselves

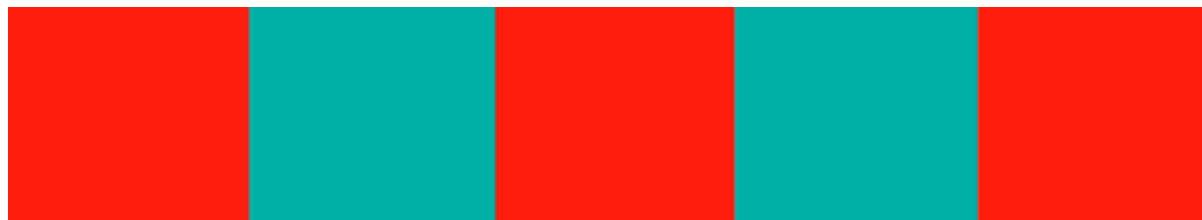- Involve institutional bodies that commit themselves to fulfill their commitments

3.3. Good practices for writing proposals

MATRIX OF THE LOGICAL FRAMEWORK :

| General objective |
| Specific objectives |
| Products and results |
| Indicators |
| Sources of verification |
| Risk factors |

3.3. Good practices for writing proposals

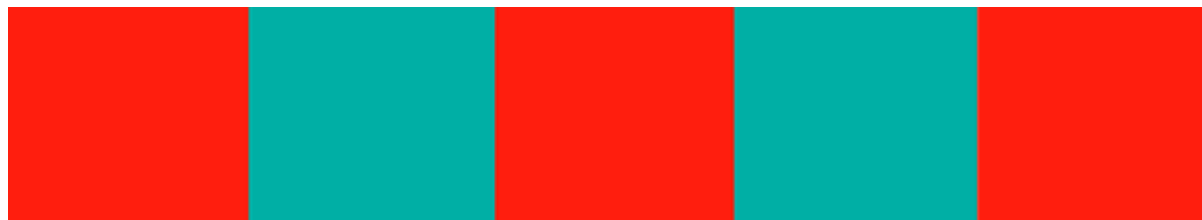MATRIX OF THE LOGICAL FRAMEWORK : **General objective**

- It is the set of generic intentions and desires that are intended to be achieved through the project (for example: increase of, decrease of, improvement of ..)

- To achieve this, it proposes concrete (specific) objectives with transferable outcomes for the target group

3.3. Good practices for writing proposals

MATRIX OF THE LOGICAL FRAMEWORK: **Specific objectives**
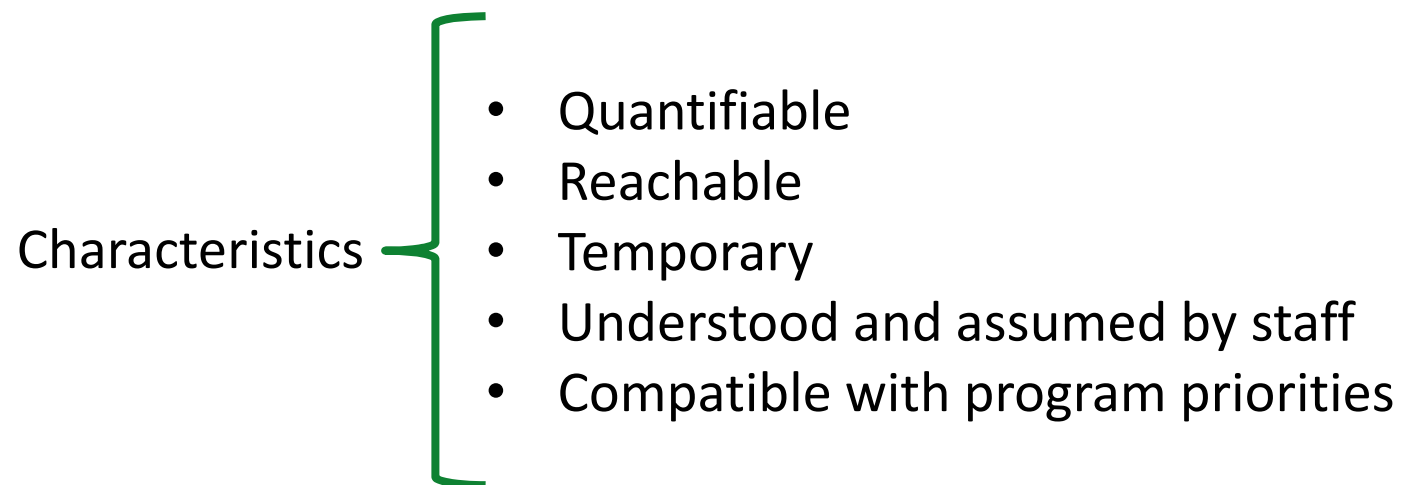
Characteristics
- Quantifiable
- Reachable
- Temporary
- Understood and assumed by staff
- Compatible with program priorities

3.3. Good practices for writing proposals

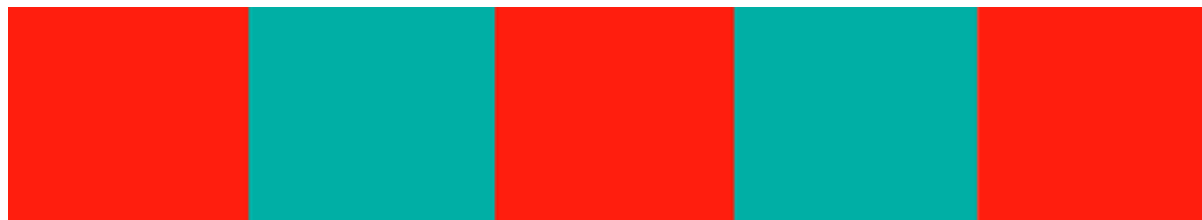MATRIX OF THE LOGICAL FRAMEWORK: **Products and results**

- Must be indicated in the activities to be carried out

- It is necessary to distinguish between products (tangible) and results (intangible), both transferable to the target groups

3.3. Good practices for writing proposals

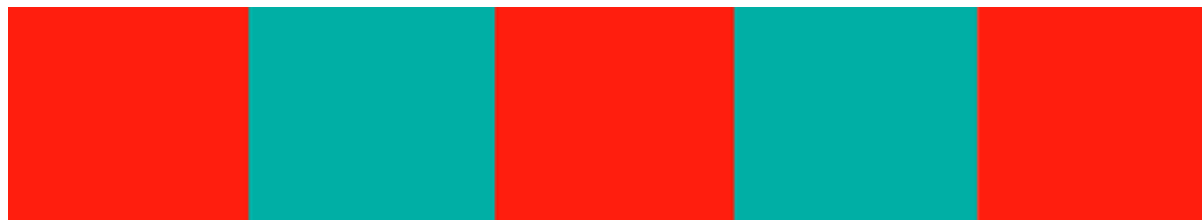MATRIX OF THE LOGICAL FRAMEWORK: **Indicators**

- At least one for each objective

- For general objective ➡ generic indicators, without specifying measure

- For specific objectives ➡ concrete indicators, consistent with the expected results

- For products / results ➡ those foreseen in activities

3.3. Good practices for writing proposals

MATRIX OF THE LOGICAL FRAMEWORK: **Sources of verification**

- Documents or instruments from which the information or measurement of the indicators is extracted (minutes, reports, web..)

- If they are external they must be reliable

3.3. Good practices for writing proposals

MATRIX OF THE LOGICAL FRAMEWORK: **Risk Factors**

- Indicate expected risks and how we will correct them

- They will be taken into account in the control and evaluation of the results

3.3. Good practices for writing proposals

WORKPLAN:

- Adjusted in time and budget (take into account academic calendars of partners)

- Distribute activities and work packages in a balanced way

- Budget based on principles of efficiency, equity and economy (subcontracting only where necessary)

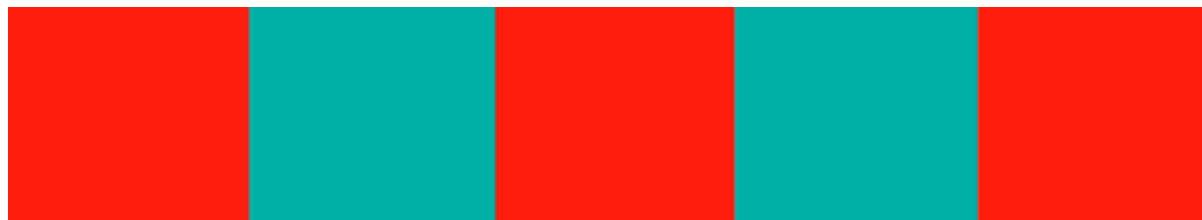## 3.3. Good practices for writing proposals

WORKPLAN:

Important

The results and activities included in the proposal are binding for the execution and evaluation of the project and any changes that occur must be adequately justified

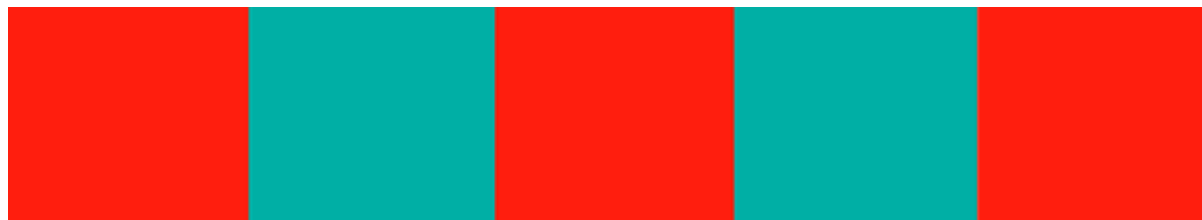## 3.3. Good practices for writing proposals

WORKPLAN:

- Adjusted Basic work packages:
  - Management: from the beginning
  - Diffusion: from the beginning
  - Sustainability: second half of the project
  - Control and evaluation: internal every year, external at the end

- Other work packages, depending on the expected objectives:
  - Training: first or second year
  - Strategic planning: from the beginning
  - …

4. The consortium

4.1 Importance of the consortium

4.2. Main characteristics of the consortium

4.3. Ways to find partners

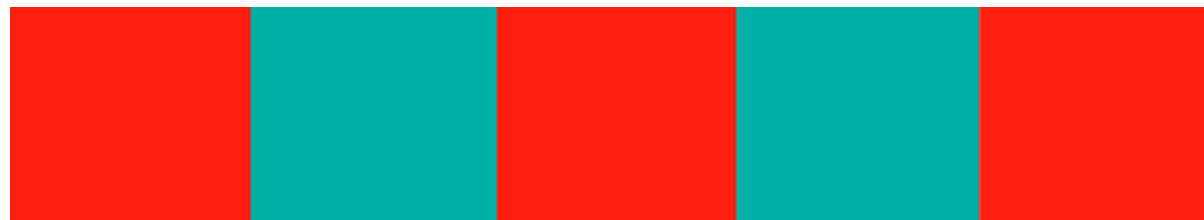## 4.1. Importance of the consortium

- The correct choice of the partners guarantees the fulfillment of the objectives and therefore the success of the project

- Each geographical area has a different success rate with respect to the proposals submited: some are very competitive

4.1. Importance of the consortium

- Erasmus + Program Countries: EU, Macedonia, Iceland, Liechtenstein, Norway and Turkey

- Erasmus + partner countries:
  - Regions 1,2,3 and 4: EU neighboring countries
  - Region 6: Asia
  - Region 7: Central Asia
  - Region 8: Latin America
  - Region 9: Iraq, Iran and Yemen
  - Region 10: South Africa
  - Region 11: ACP countries (Asia, Caribbean, Pacific)
  - Regions 12 and 13: industrialized countries
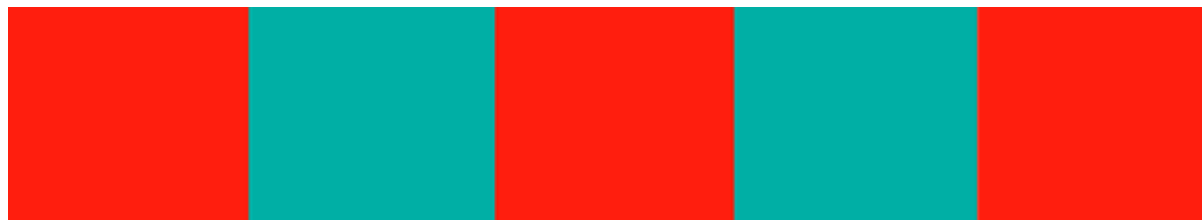
4.2. Main characteristics of the consortium

- Balanced geographical distribution: all partners must belong to different geographic areas, from Europe or the target country

- Non-European partners:
  - Distinct level of experience and knowledge
  - Different size
  - Different specialization
  - It is advisable to include partners from remote non-centric areas

4.2. Main characteristics of the consortium

- Roles of partners consistent with their experience and expertise
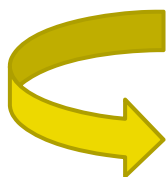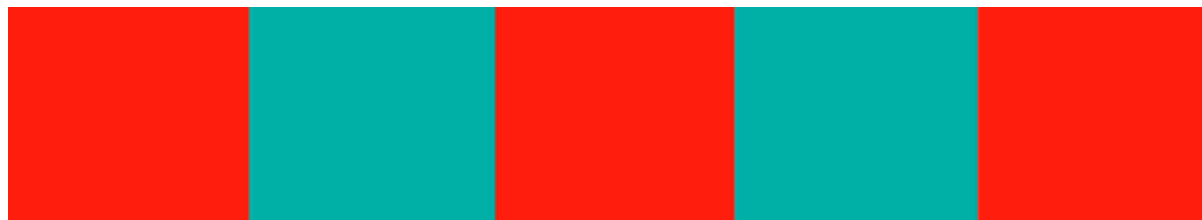
If they have participated in other projects they could develop similar activities to take advantage of the experience acquired
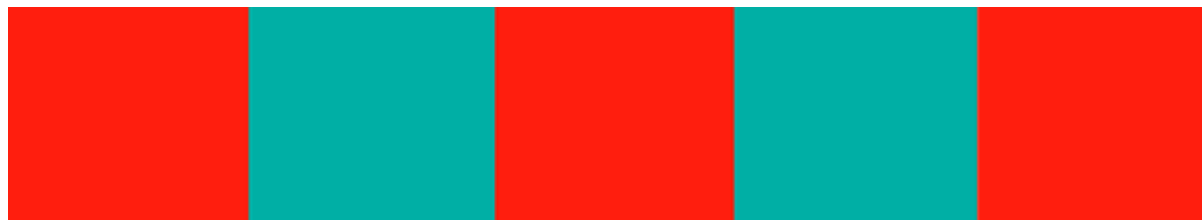
4.3. Ways to find partners

● Preferably:

➢ Partners with whom we have worked before on other projects
➢ Partners with whom we have previously worked in mobility or cooperation programs
➢ Partners with whom we have previously signed agreements
➢ Partners recommended by partners with whom we have worked before on other projects

4.3. Ways to find partners

- Databases:
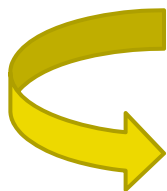
There are no specific databases for finding partners of the Action Capacity Building, so consult the available ones according to the regions of interest.

4.3. Ways to find partners

Address	Regions
Approved Tempus projects (2008-2013): http://eacea.ec.europa.eu/tempus/results_compendia/projects_description_en.php	1,2,3,4 y 7
Erasmus Mundus Projects: http://eacea.ec.europa.eu/erasmus_mundus/results_compendia/compendia_en.php	6,8 y 9
Erasmus + contact points in the National Agencies (ICPs): http://eacea.ec.europa.eu/erasmus-plus/contacts/international-erasmus-plus-contac-points_en	Para todas
National Erasmus + Offices (NEOs): http://eacea.ec.europa.eu/erasmus-plus/contacts/national-erasmus-plus-offices_en	1,2,3,4 y 7
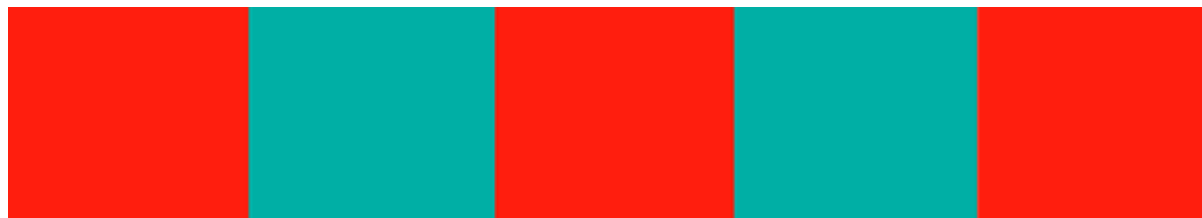
5. Evaluation and selection of projects

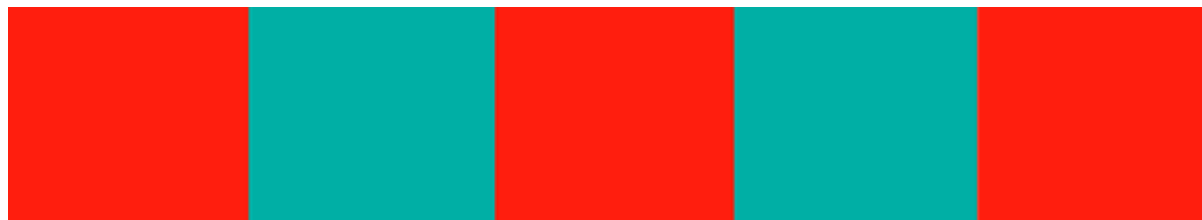5.1. Award criteria

5.2. Analysis of the evaluation report

5.3. Contractualization of approved projects

5.1. Award criteria

- Relevance of the project

- Quality of project design and implementation

- Quality of equipment and cooperation agreements

- Impact and sustainability

- Quality of the design and implementation of special mobility actions

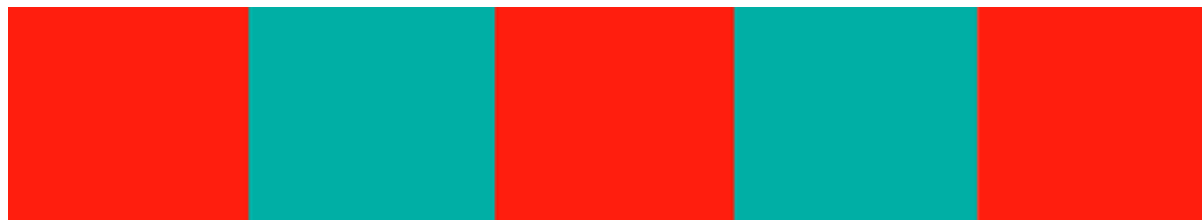## 5.2. Analysis of the evaluation report

Approved project	Rejected project

Analyze weaknesses to try to make improvements; will be indicated in the reports

Analyze weaknesses to improve the proposal if it is decided to submit it again

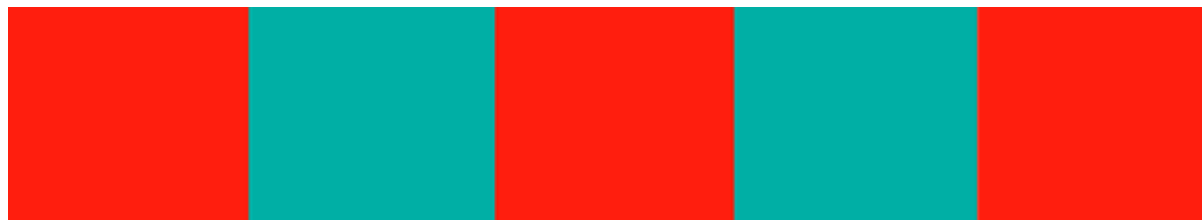## 5.3. Contractualization of approved projects

- If the approved budget is lower than requested or require adjustment in some costs:
  - ➢ Reformulate budget
  - ➢ Wait for new contract
  - ➢ Sign the legal representative and send it in duplicate

- If requested budget is approved:
  - ➢ Sign the legal representative and send it in duplicate

Topic 3:
Technical management of European projects
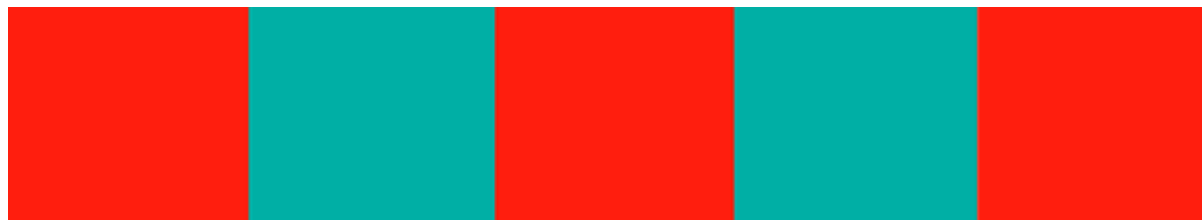
1. Information to partners

2. Partnership Agreements

3. Start and coordination meetings

4. Monitoring and evaluation of the project

1. Information to partners

1.1. What information should be provided?

1.2. When should it be provided?

1.3. How will it be delivered?

1.1. What information should be provided?

- The complete application

- The letter of approval or rejection

- The Grant Agreement

- The intermediate and final reports and their evaluation

- Any information of interest (internal or external) for the implementation of the project

1.2. When should it be provided?

Before starting

At the beginning of the project

During the project

At the end of the project
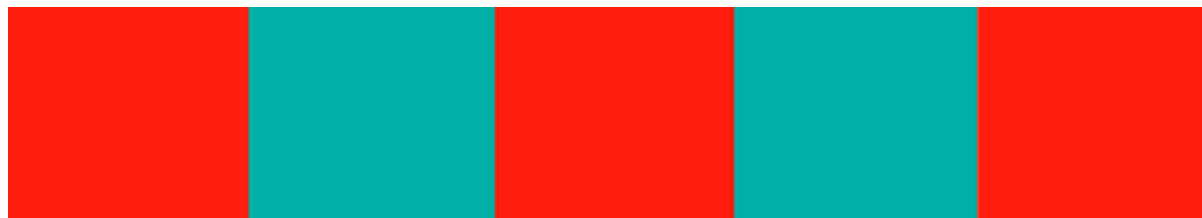
1.2. When should it be provided?

Before starting :

- The complete application
- Any information regarding the resolution

1.2. When should it be provided?

At the beginning of the project:

- The resolution, whether approving or rejecting
- The Grant Agreement

1.2. When should it be provided?

During the project:

- Instructions or Manual of Management
- Minutes of meetings and results of the project
- Intermediate and final reports and evaluation
- Any information of interest for the implementation of the project

1.2. When should it be provided?

At the end of the project:

- Evaluation of the final report
- Any information regarding the dissemination of results

1.3. How will it be delivered?

- **By email:**
  - ➢ When web page with intranet is not yet available
  - ➢ When it affects one or more partners

- **By publishing on the intranet:**
  - ➢ When you already have a web page with an intranet
  - ➢ When it affects all partners

2. Partnership agreements

2.1. Elaboration

2.2. Approval

2.3. Incidences

2.1. Elaboration

Documents to consider

Content
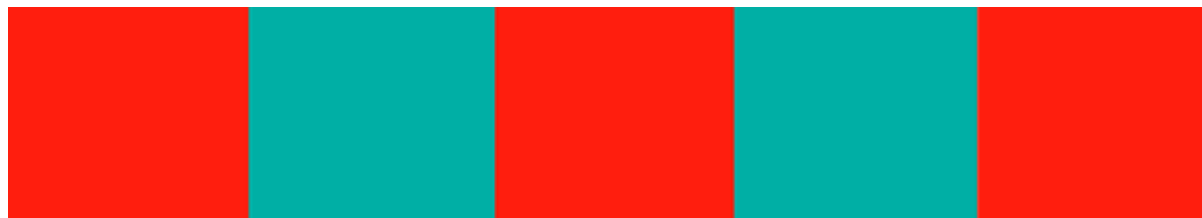
2.1. Elaboration
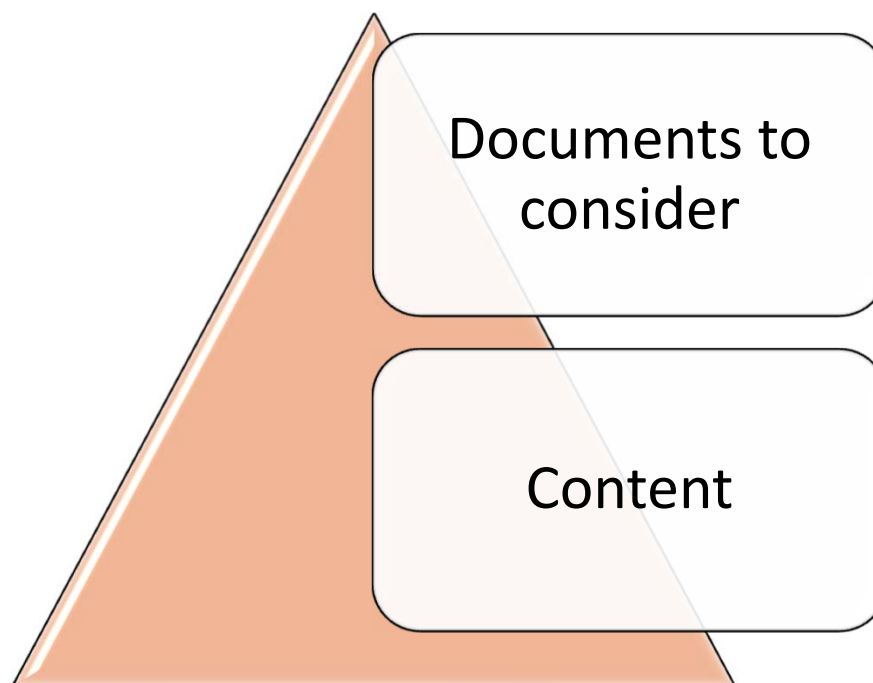
Documents to consider:

- The Grant Agreement (included in the Partnership Agreement as an Annex)

- The model of Partnership Agreement

- Application

- Financial Rules of our institution

2.1. Elaboration

Content:

- Rights and obligations of partners
- Roles and responsibilities to perform in the work plan
- Modalities of management and decision making
- Rules for Financial Management
- Mechanisms for reporting
- Mechanisms for conflict resolution
- Communication strategy
- Sustainability Strategy
- Any other relevant issues to implement the project

2.1. Elaboration

Content:

- Rights and obligations of partners
- Mechanisms for reporting
- Mechanisms for conflict resolution
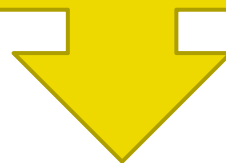
MODEL OF PARTNERSHIP AGREEMENT

2.1. Elaboration

Content:

- Roles and responsibilities to be performed in the work plan
- Modalities of management and decision making
- Communication strategy
- Sustainability Strategy

APPLICATION

2.1. Elaboration

Content:

● Rules for Financial Management
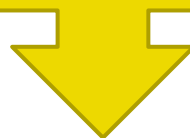
REGULATIONS OF THE COORDINATING INSTITUTION

2.2. Approval

- Send draft to partners for consensus

- If required by the institution, request legal report

- Preferably individual agreements, as it allows for the:
  - ➢ Transfer of funds without the delay of any one partner harming the others
  - ➢ Adapt each agreement to the peculiarities or legal requirements of each specific partner (under equality criteria)

2.3. Incidences
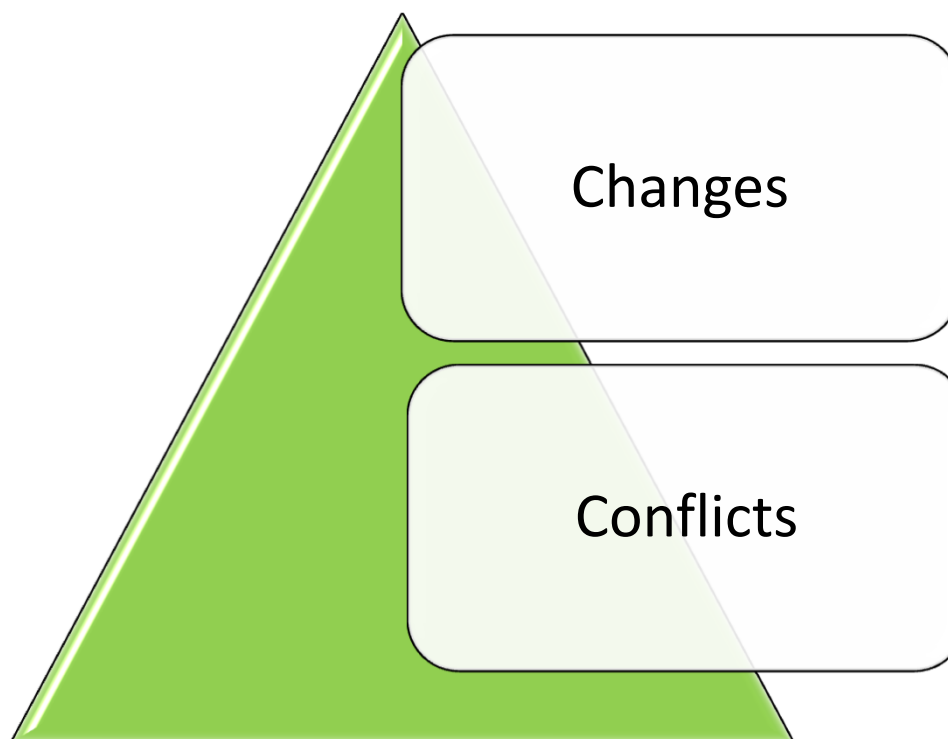
2.3. Incidences

Changes:

- If there is any doubt about the need for Amendment: consult the European Commission

- Elaborate Amendment to the Partnership Agreement and agree with partners involved

- Request a legal report if required by the institution

2.3. Incidences

Conflicts:

- Try to resolve it directly with the partner or partners involved

- If it is due to the lack of justification or incorrect justification of an activity propose the solution and, if it is not in agreement, submit it to the approval of the Steering Committee

- Communicate the outcome of the conflict resolution to the European Commission, indicating that it will be included in the intermediate or final report

3. Start and coordination meetings

3.1. Planning

3.2. Start meeting

3.3. Coordination meetings

3.1. Planning

- Adjust as much as possible to the scheduled date

- If the meeting is face-to-face: consult with the host institution the available dates

- Provide 2-3 alternative dates so that members can choose

- Send the information corresponding to the points to be treated in advance

3.1. Planning

IMPORTANT:
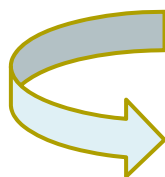
The dates of the face-to-face meetings should be set well in advance to reduce the cost of travel

3.2. Start meeting

Objectives:

- That all partners are better known

- Jointly analyze the objectives and activities of the project

- Set final schedules

- Adopt the essential decisions for the start up of the project

3.2. Start meeting

Information to be provided

BEFORE	AFTER
• Rules for Financial Management	• Minutes of the meeting

3.2. Start meeting

Information to be provided before:

- Rules for financial management, which should explain:

  - ➢ Transfer of funds to partners: concepts and calendar
  - ➢ Modalities of payment: reimbursement of expenses incurred
  - ➢ Documents and material to be submitted for justification

3.2. Start meeting

Information to be provided after:

- Minutes of the meeting indicating:

  - ➢ Name and home institution of attendees
  - ➢ Date, place and time
  - ➢ Treated issues
  - ➢ Interventions and agreements adopted
  - ➢ If possible, date and place of next meeting

3.2. Start Meeting

Agreements to be adopted:

- Schedule or updated Work Plan

- Management structure (according to the approved project)

- Methods of communication

3.3. Coordination meetings

Objectives:

- Jointly analyze the progress of the activities initiated

- Establish schedules for upcoming activities

- Approve corrections in the schedule of activities if necessary

- Clarifying possible doubts about technical or financial justification

3.3. Coordination meetings

Information to be provided:

BEFORE	AFTER
• Progress Report on Activities Initiated • List of activities to be carried out	• Minutes of the meeting

3.3. Coordination meetings

Modalities of Meetings:
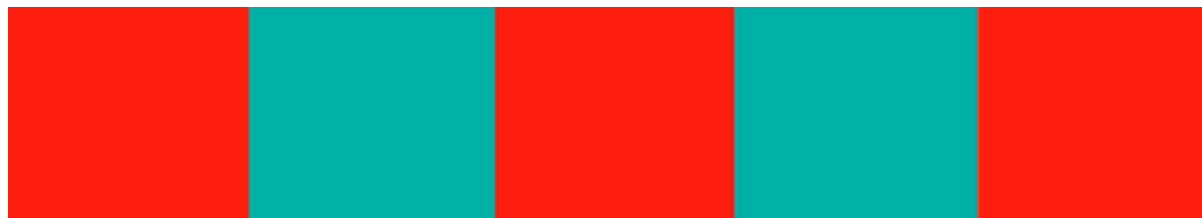
- VIRTUAL:
  - When there is no event and 3-6 months have elapsed since the last meeting (depending on the schedule)
  - The IT teams of the partners must be coordinated

- FACE-TO-FACE:
  - When it matches an event (depending on the schedule)

4. Monitoring and evaluation of the project

4.1. Control and monitoring of activities

4.2. Evaluation of results

4.3. Technical Justification

Monitoring

PROJECT

Justification
(intermediate)

Justification
(final)

Evaluation
(external)

Evaluation (internal)
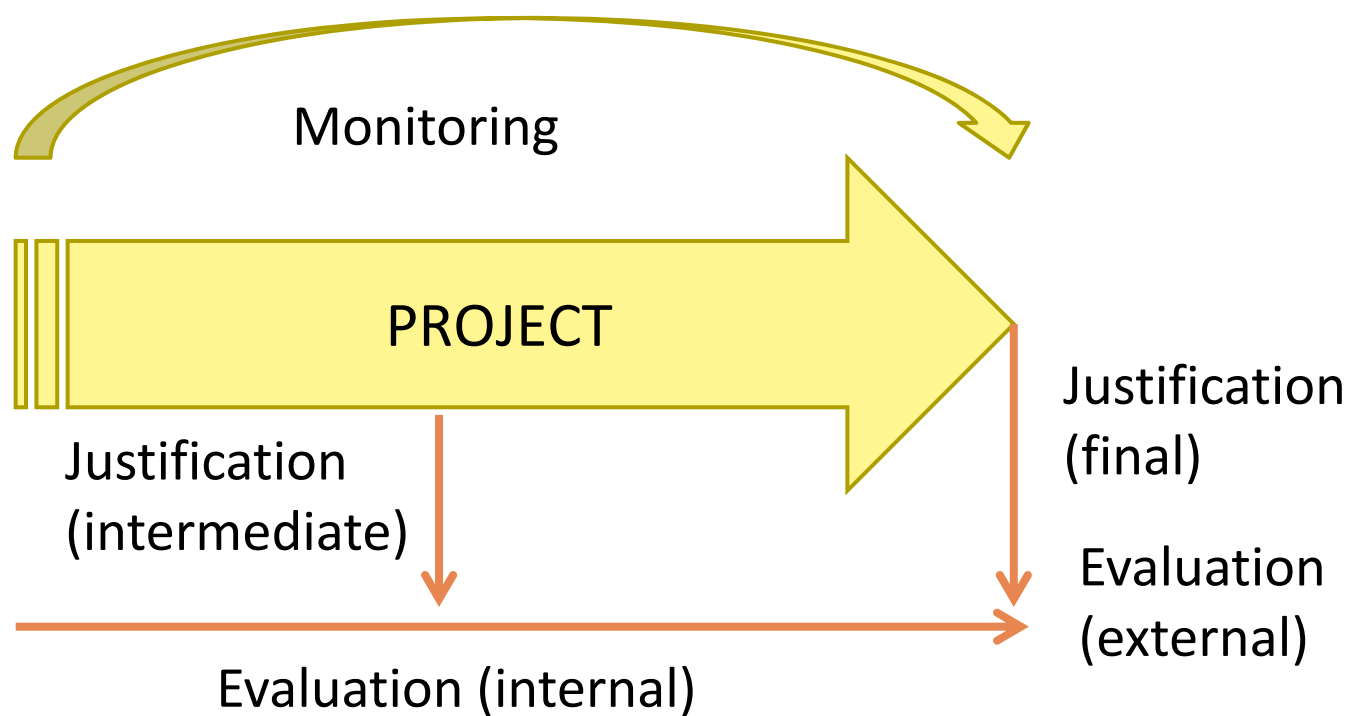
4.1. Control and monitoring of activities

- Ensure, through permanent contact with the responsible partner, that each activity or work package will be developed according to the schedule

- If necessary, get involved in the concrete activity by taking the initiative, after notifying the responsible partner

- It is advisable for the coordinator to review the documents and material to be used for the development of the activities before their dissemination among the partners

4.2. Evaluation of results

INTERNAL
- It can be done by a partner (recommended)
- If it is done by a partner: charged in Staff cost
- It is carried out throughout the project

EXTERNAL
- It can not be done by a partner
- It is charged in Subcontracting cost
- It is carried out at the end of the project

4.2. Evaluation of results

Internal evaluation:

● OBJECTIVES:
  ➢ Evaluate the quality of the results and the progress of the activities (in line with what is foreseen in the project)
  ➢ Propose correction mechanisms if necessary

● FUNCTIONING:
  ➢ It is recommended to take decisions through a specific evaluation body, better if the members are not involved in the project

4.3. Technical Justification

- Each activity has predicted results and indicators

- In order to justify the activities, it is necessary to present documented evidence

- The supporting documentation will depend on the type of activity:

It is advisable to indicate in the Management Manual the supporting documentation for each activity

4.3. Technical Justification

Examples of supporting documents:

Events	Staff Mobility training	Student Mobility
Agenda	Program	Call and Resolution
Sign-up sheets	Sign-up Sheets	Agenda or Work Plan
Certificates of participation	Certificates of participation	Certificate of participation
Photos	Photos	Photos
Presentations or material used	Report of activities carried out	Report of activities carried out

Topic 4:
Administrative and financial management
of European projects

1. Fundraising

2. Dissemination of information

3. Preparation of proposals

4. Administrative and financial management

1. Fundraising

Why is necessary to search for financing?

- It is complicated to identify the best opportunities so that professors and researchers can obtain funds to develop their projects

- Some programs do not permit charged specific cost (such as staff cost or equipment) so we can obtain funds from different programs for a project

1. Fundraising

How to find financing?

- Consult official bulletins daily: regional, national and European ones

- Periodically, check web pages for annual calls

- Subscribe to specialized bulletins or magazines

- Attend information meetings (Info Days) about international programs: Capacity Building, Horizon 2020..

2. Dissemination of information

Why is necessary to disseminate the information?

- Professors and researchers have not time to search funds to develop their projects

- The deadline for applications is usually short

2. Dissemination of information

How to disseminate the information?

- Elaborate a brief summary of relevant information about the call

- Publish this summary on the international relations web page

- Send **quickly** the summary to those interested through distribution lists

3. Preparation of proposals

Who prepares the proposal?

- The professor responsible for the project write the proposal in regard to the technical content

- Administrative staff (normally from the international office) complete de institutional data (information of the institution, about other projects, the bank number..)

3. Preparation of proposals

Who submits the proposal?

- Administrative staff verify that the project meet the minimum requirements and send the proposal to the legal representative for signing

- The professor responsible submit the proposal when the application is online

- Administrative staff send the proposal to the European Commission by mail if required and send a copy to the professor responsible

4. Administrative and financial management

4.1. Documents to consider

4.2. Receipt of funds and transfer of funds to partners

4.3. Financial Rules

4.4. Supporting documents

4.1. Documents to consider

- The application

- The Program Guide and the guidelines for the action

- The Grant Agreement (for coordinators)

- The Partnership Agreement (for partners)

- The Frequently Asked Questions (FAQ)

- Financial rules of our institution

4.2. Receipt of funds and transfer of funds to partners

Receipt of funds

● In most projects the budget is received in three payments:

1. 50%: once the Grant Agreement is signed, at the beginning of the project
2. 40%: after sending the progress report, as long as you have spent at least the 70% of the first payment
3. The final payment, once the final report has been approved by the European Commission (it can be 10% or less in case some expenses incurred are considered ineligible)

4.2. Receipt of funds and transfer of funds to partners

Transfer of funds to partners

- The European Commission recommends transferring funds to partner but is not obligatory

- The coordinator institution is the final responsible for the grant received and the correct execution of the project, so he decides the concepts to be transferred and the payment schedule based on:

  ➢ The rules of economic management of the institution
  ➢ The trust in partner institutions and their regulations

Modalities of financial management of the grant

Transfer of funds	Advantages	Disadvantages
Transfer all the budget in advance	- Reduces workload	- Increases risks in case of incorrect justification
Transfer only unit costs in advance	- Partners do not need to advance the budget - The risk for incorrect justification is limited	- Increases workload (because of real cost: equipment and subcontracting)
Transfer budget once the expenses are justified	- Reduces workload - Reduces risks in case of incorrect justification	- Partners have to advance the budget

4.3. Financial Rules

General Rules

- All activities and expenses incurred for the implementation of the project must be made and dated within the execution period

- The expenses must be eligible and must be taken into account the list of ineligible expenses established in each program

- It is necessary to justify the entire budget even though the final payment has not been received

it is not necessary to advance the money since the EU does not require evidence of the actual payment of staff cost

4.3. Financial Rules

Budget Items →

On the basis of unit cost
- Staff cost
- Travel Cost
- Cost of Stay

On the basis of actual cost
- Equipment
- Subcontracting
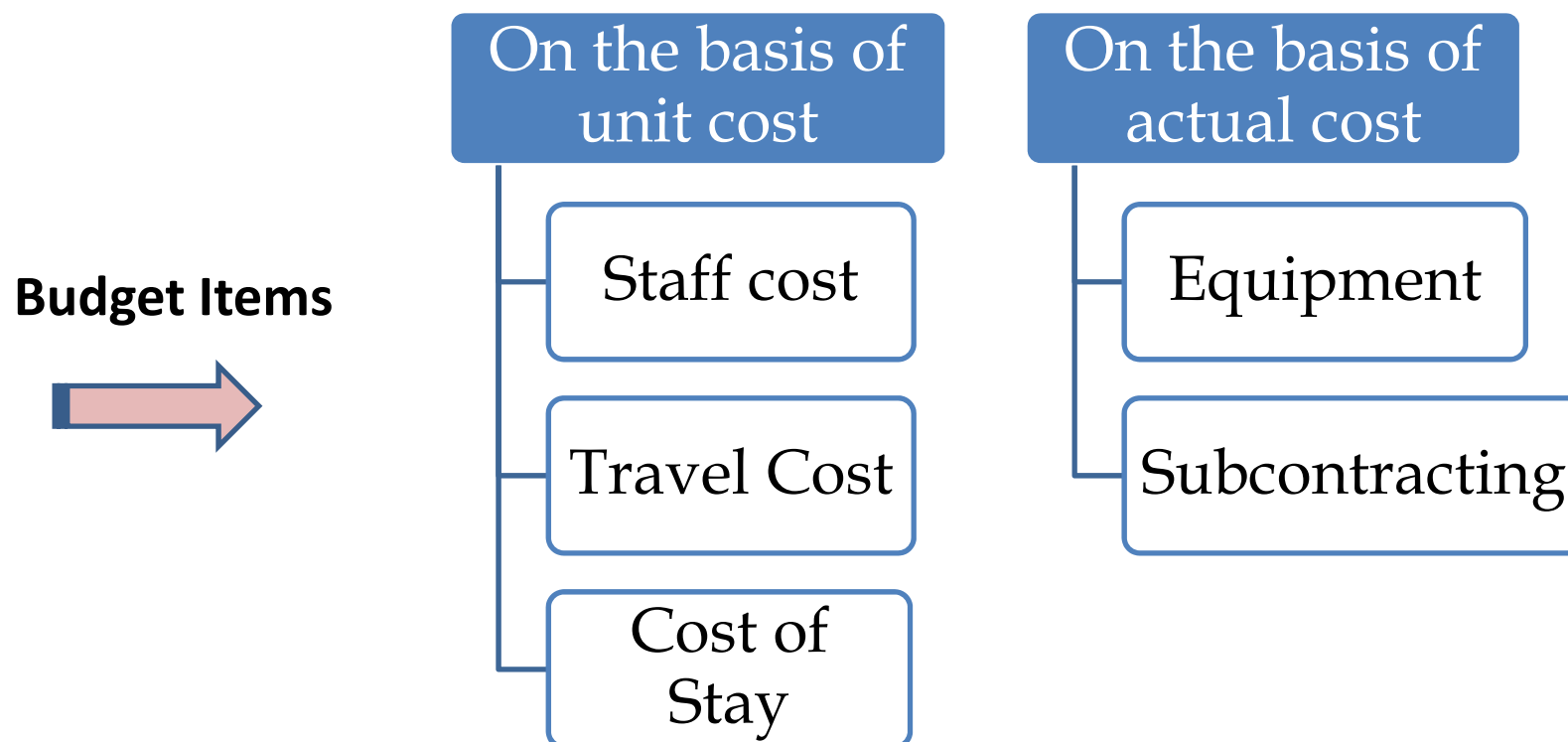
4.3. Financial Rules

Staff Cost

- Payment of Staff Cost will follow the usual remuneration policy of the beneficiary

- Each unit cost correspond to an amount in Euro per working day per staff
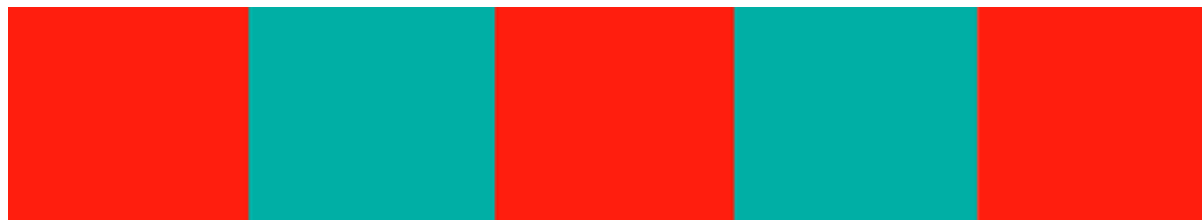
- The calculation is independent from the actual remuneration of the staff involved

- The existence of a formal employment relationship between the employee and the beneficiary institution is required
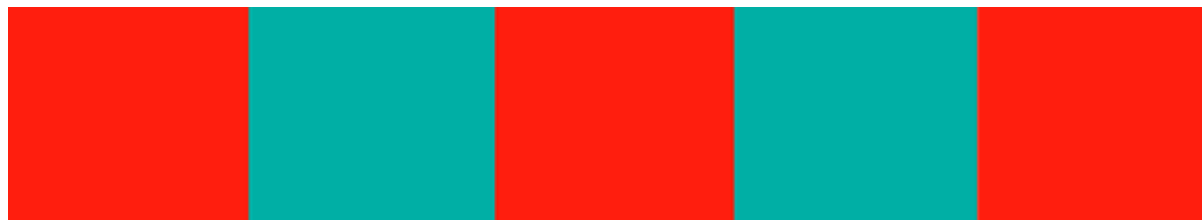
4.3. Financial Rules

Travel Cost

- The amount allocated includes expenses for visas, travel, insurance an cancellation if they are justificied

- The insurance should cover:

  - ➢ Travel insurance
  - ➢ Liability insurance
  - ➢ Accident and serious illness
  - ➢ Death insurante (including repatriation)

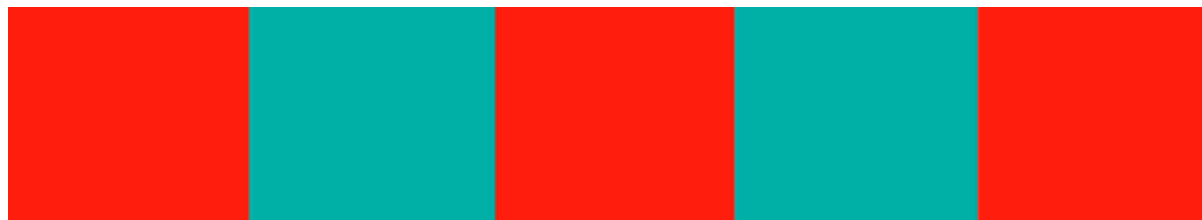# 4.3. Financial Rules

Cost of Stay

- The amount allocated includes expenses for subsistence, accomodation, local and public transport, such as bus and taxi

- The cost is calculated taking into account the duration in days, indepent from the time of arrival or departure

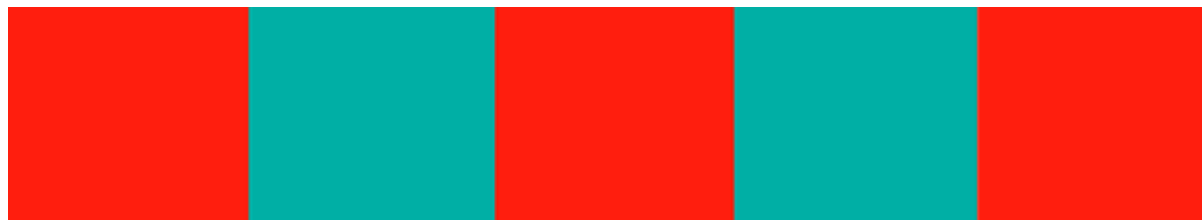## 4.3. Financial Rules

Equipment

- Necessary for the development of the activities and included in the proposal

- Can only be purchased for beneficiary institutions (partner countries)

4.3. Financial Rules

Subcontracting

- Necessary for the development of the activities and included in the proposal

- Only for services that the partners can not carry out

4.4. Supporting documents
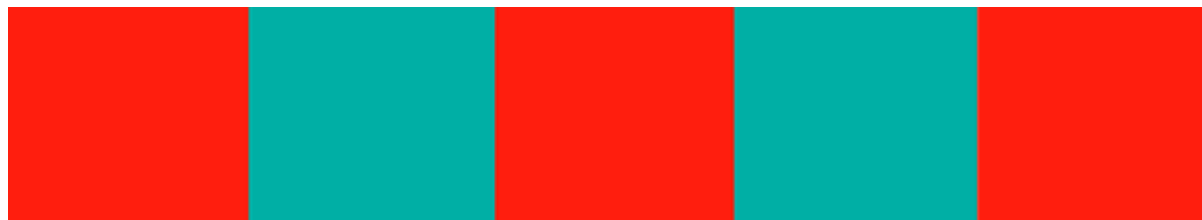
Methods of justification:

UNIT COST
- Beneficiaries will have to prove that the activities have been implemented
- Beneficiaries will have not to justify the cost actually incurred

ACTUAL COST
- Beneficiaries will have not to justify the cost actually incurred

4.4. Supporting documents

Staff Cost

- A Staff Convention, signed by person performing the activity and for the responsible in the institution

- The time sheets controlling the activities, signed by person performing the activity and for the responsible in the institution

- Copy of the formal contractual employment or a certificate stating the existence of an employment relationship between the participant and the institution

4.4. Supporting documents

Travel Cost and Cost of Stay

- A Individual Travel Report, signed only by the participant

- Proof that the travel and the activity took place (boarding passes, travel tickets, proof of attendance in meetings and events..)

- Copy of the insurance policy

- Copy of the formal contractual employment or a certificate stating the existence of an employment relationship between the participant and the institution

4.4. Supporting documents

Equipment

- Original Invoice

- Justification of invoice payment

- Certificate of registration in the inventory of the material supplied

- Photo of the material with the label provided by the EU clearly visible

4.4. Supporting documents

Subcontracting

- Original Invoice

- Contract or service agreement with the provider

- Justification of invoice payment

Thanks for your attention!!

Rosario López Ruiz

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University of Seville

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