



Project Management Handbook

Call/Topic: ERASMUS-EDU-2023-CBHE-STRAND-1
Project ID: 101128703

UNICATION

Unify Communication by International Projects in Cambodia and
Philippines

D1.4. Project Management Board

March 2024



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Introduction

The Project Management Handbook outlines the management structure and procedures adopted by the consortium. This document is approved by the Project Management Board and contains practical guidelines that all partners should adhere to, throughout the lifespan of the UNICATION project. This ensures quality and timely delivery of outputs for all members of the project. Included in the handbook are best practices on communication, operational procedures and quality management procedures. The present document is subject to changes during the implementation period of the project to accommodate emerging requirements.

Starting notes

Following the Erasmus+ Programme Guide, the present UNICATION Project Management Handbook aims to provide clear and comprehensive guidance to the Coordinator and the Partner Institutions on the entire process of project implementation, namely from signing the contract to finalising the project and after the EU funding ends. It contains information on reporting obligations, payments from the EU Funds and other programme-related requirements, set out in the Grant Agreement and Partnership Agreements. Besides this document, the project Grant Agreement and the Erasmus+ Programme Guide are the primary documents that should be complied with and referred to by the members of the project.

The implementation of the project is to be executed in accordance with the regulations and rules that correspond to the financial instruments of the programme.

The present Handbook describes the implementation rules for all partners of the UNICATION action under the "ERASMUS+ Capacity Building in the Field of Higher Education" programme, and presents their joint responsibilities. To ensure that all parties involved are committed to delivery of a high quality project, all roles, obligations and responsibilities need to be clearly understood and mutually agreed.

To prevent the loss of information and important documents, ensure strict compliance to the following:

- To all documents shared as templates, **a copy is created** and the changes are not made to the original template document;
- **Do not erase any of the folders/files** that were not added by your institution;
- In case a file undergoes an alteration, delete the first version only after the new version was added;

1. Erasmus+ Rules and Regulations

The grant will be signed and managed electronically, through the Funding & Tenders Portal Electronic Exchange System (accessible via your Funding & Tenders Portal account (Available at <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/myarea/projects>).

During the project life cycle and before the submission of the final beneficiary report, the EACEA can request the Interim, Progress or Periodic report(s) from the beneficiary.

The report templates are available in the EU platform: [Reference Documents | EU Funding & Tenders Portal \(europa.eu\)](#) .

INTRODUCTION

Over a 2-year period starting from December 2023, this project has a funding of three hundred forty-eight thousand four hundred twenty-four euros (348,424.00eur). Project Coordinator, WP leaders, Committees with specific competences have been provided budget allocation to carry out key activities, and to achieve the related outcomes.

The Grant is finalized to achieve specific objectives, therefore, it can only be spent exclusively for the purposes of the projects: travel costs and costs of stay to carry out project meetings, staff costs to implement the project activities, subcontracting costs to provide external services needed for the implementation of the project.

According to the Erasmus+CBHE principles, the grant awarded represents the European Union financial contribution to the project implementation, as well as the required co-funding from the beneficiary Institutions. As specified in the project description, UNICATION co-financing will be mainly based on staff working days and consumables required for dissemination purposes, as each partner will be asked to promote the initiative in the local, regional and national contexts.

The project management for Grant Management - IT How To - Funding Tenders Opportunities (europa.eu) must adhere strictly to its regulations: [Grant Management - IT How To - Funding Tenders Opportunities \(europa.eu\)](#). Despite efforts towards simplification, funding reliant on "budget-based" grants, involving reimbursement of actual, incurred costs, remains intricate and susceptible to errors. However, there's significant potential for streamlining. Lump sum funding, for instance, eliminates the need for detailed reporting of actual costs per project and reduces the burden of financial ex-post audits, marking a substantial reduction in administrative workload.

Furthermore, there's a notable shift in focus towards performance rather than solely financial management. This entails prioritizing the content of projects, including outcomes,

milestones, and deliverables. By emphasizing these aspects, the management approach becomes more outcome-oriented, ensuring that projects align closely with their intended objectives, resulting in tangible results.

Erasmus+ CBHE programme strives to have a positive impact on higher education in the EU and beyond, and prioritizes learning and teaching enhancement for the institutional development of universities. It also seeks to influence the process of sharing best practices in developing learning and teaching excellence across different national and academic contexts, and promoting their sustainable cooperation.

In this regard, it provides benefits for individuals and institutions by stimulating international mobility, strengthening the quality requirements for the mobility, and offering new opportunities to establish strong institutional partnerships in and outside the EU.

UNICATION is a Strand 1 project co-financed by the European Commission under the Erasmus + program, and aims to enhance the quality of higher education in developing countries through co-creation of innovative staff training, promoting inclusiveness, stimulating cooperation among institutions, and fostering regional cooperation through joint initiatives, in Cambodia and the Philippines.

The context of the project aligns with building alliances for cooperation, and sharing best practices between EU and non-EU institutions. The importance of transferring knowledge and best practices between European universities and developing countries is as important, or even more important, when it comes to Cambodia and the Philippines, countries with high population density, spread over remote areas, and which have had in recent years a great growth in higher education. However, and unlike other Southeast Asian countries, they still need to increase their internationalization and staff training practices. UNICATION will target these challenges by creating tools and preparing the HEI partners and their project teams to participate and develop successful international projects, thus contributing to their internationalization.

The project involves the development and implementation of learning documents, training modules, and practical methods to enhance the skills of higher education staff in communication, interculturality, and project management. Training targets various stakeholders including project managers, academic staff, administrative staff, and local actors linked to international projects. Implementation plans will ensure the application of newly acquired skills in project management and communication.

UNICATION emphasizes inclusive project training to help participants understand cultural dynamics, affecting individuals and societies. By incorporating inclusive ideas, higher education institutions become more competitive, promote workplace morale, and facilitate participation by marginalized individuals. Training sessions focus on building inclusive

projects, new approaches in international project management, and communication skills for project managers.

PROJECT INDICATORS

For the successful implementation of all project objectives, it is crucial to track the ongoing implementation and account for the feedback from all partners involved in order to measure and estimate the impact of the project.

During the project, participating universities are expected to provide regular updates on the status of the project; through continuous reporting.

The continuous reporting includes (see [Continuous reporting on milestones & deliverables - Online Manual - Funding Tenders Opportunities \(europa.eu\)](#)):

- progress in achieving milestones
- deliverables
- updates to the publishable summary
- response to critical risks, publications, communications activities, IPRs
- programme-specific monitoring information (if required).

Impact measurement is held on the basis of two parameters:

- outputs, i.e. direct effects of an action (project);
- outcomes, i.e. short and mid-term changes (during the project);

The effects of the UNICATION action will be defined on the basis of constant project monitoring, evaluation of its progress and delivered results, reporting and audit.

It is intended to provide the project consortium with quality standards, criteria and mechanisms, which will assure that the action is delivered in a consistent and high-quality manner, and the deliverables comply with the project objectives. It is necessary to frame the quality management system, quality assurance procedures and quality control (see Quality management).

It is of vital importance to ensure that the UNICATION action receives substantial visibility. On the whole, the coordinator must pay specific attention to the importance of dissemination, exploitation of results of the action and their visibility at a transnational level.

PROJECT VISIBILITY

Since EU grants are financed by public funds, EU Beneficiaries moreover are also expected to disseminate their project results. In this way, the projects can benefit a larger group of persons and reach wider target groups.

Project participants are therefore expected to upload results on dedicated results portals (accessible through the Portal Projects & Results page: [Dissemination & exploitation of project results - Online Manual - Funding Tenders Opportunities \(europa.eu\)](#)).

Under the publicity obligations, all partners are requested to inform the public, press and media of the action, which must be, in conformity with all agreements, clearly and visibly indicated (see Dissemination and Communication Plan).

Another pivotal issue in the EU visibility strategy is the web presence. In this respect, a website for the action must be created and maintained (at least during the project lifetime), as stipulated in the Grant Agreement. The website must be kept up-to-date with at least: a description of the project, the contact details of the coordinator, the list of beneficiaries, mention of the European Union's financial support with the relevant logo, and access to all results, when they become available.

External and internal channels of communication are to be maintained in the process of project implementation. It is indispensable that the project members openly and freely, respectfully and transparently communicate between themselves and with the coordinator. The contact list of the project members is structured and available from the very beginning of the project. Generally, all consortium members are to endorse regular and operative communication.

In this regard, Partnership Agreements play a formative role in declaring mutual commitment and agreeing on a set of principles that would ensure a productive and consistent cooperation within the framework of the action. It is based on sound understanding of the programme's provisions and structured to form administrative modalities that would contribute to the capacity building for the project. Partnership Agreements are to be submitted to the EACEA within the period of six months after the signature of the Grant Agreement.

RULES AND REGULATIONS

Erasmus+ projects have to abide by a wide range of institutional, national and EU rules on the various levels.

EU level:

Erasmus+ Programme Guide: This document outlines the general rules and guidelines for all Erasmus+ projects, including CBHE projects. It covers aspects such as eligibility criteria, funding rules, reporting requirements, and intellectual property rights.

(<https://erasmus-plus.ec.europa.eu/erasmus-programme-guide>)

The Erasmus+ Regulation: The legal framework governing the Erasmus+ program, defining its objectives, budget allocation, and implementation mechanisms. This regulation is established by the European Parliament and the Council of the European Union.

(<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32021R0817>, in summary:
<https://eur-lex.europa.eu/EN/legal-content/summary/erasmus-european-union-programme-for-education-training-youth-and-sport.html>)

Financial Regulation: Rules governing the financial management of EU funds, including Erasmus+ grants. This includes procedures for budgeting, accounting, auditing, and financial reporting. (<https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX%3A32018R1046> or
<https://op.europa.eu/en/publication-detail/-/publication/e9488da5-d66f-11e8-9424-01aa75ed71a1>)

Grant Agreement: A legally binding document between the EU and the Project Coordinator ULisboa. It specifies the terms and conditions of funding, project objectives, budget breakdown, reporting requirements, and other relevant details. (model GA:
https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/agr-contr/ls-mga_en.pdf)

All the above are available at the Funding and Tender Opportunities Portal (FTOP) Guidance and Documents section for the Erasmus+ program:
<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents?programmePeriod=2021-2027&frameworkProgramme=43353764>)

Intellectual Property Rights (IPR) Regulations: Guidelines on how intellectual property generated during the project should be managed and shared among partners. This ensures fair and equitable distribution of any innovations or outcomes resulting from the project. This - if used - may need the involvement of the Innovation (or similar) and/or Legal department of your Institution.

Project level:

Grant Agreement: As mentioned above, this document outlines the specific rules and obligations of the project consortium, including partners' roles and responsibilities, budget management procedures, and reporting deadlines. It has the amended proposal as an Annex. (the document is available from the UNICATION Drive)

Partnership Agreements: Agreements among the project partners detailing their contributions, roles, and responsibilities within the project. These agreements may cover aspects such as resource sharing, decision-making processes, communication protocols, and dispute resolution mechanisms. (you have a copy)

Reconciliation Body: In case of disputes or conflicts among project partners, a reconciliation body may be established within the project consortium. This body is responsible for mediating disputes and finding amicable solutions to conflicts, thereby ensuring smooth project implementation. This is regulated in the Partnership Agreement.

Court: In cases where disputes cannot be resolved internally, the project consortium may resort to legal mechanisms, such as arbitration or litigation, to address conflicts according to applicable laws and regulations. This is regulated in the Partnership Agreement.

Institution level:

Own Erasmus+ Procedural Rules: Each participating institution may have its own internal rules and procedures for managing Erasmus+ projects. These rules could include guidelines for project administration, financial management, reporting, and quality assurance. There may be a separate Erasmus+ Mobility Office (or similar), and that would only cover Erasmus+ KA1 projects to support the mobility of students, staff and teachers. These are not Key Action 2: Cooperation among organisations and institutions actions, such as CBHE.

Organisational Operating Regulations: Institutions will have broader operating regulations that govern their activities, including aspects such as international collaboration projects, purchase procedures (e.g. catering, or external services), internal approval processes, contracting with employees, partner selection criteria, administrative protocols for managing EU-fund etc).

Partner institution project managers are responsible for making sure these systems are managed so that they would not interfere with project implementation.

1.1. Project Implementation

1.1.1. Starting up the project

The project implementation starts only after the Grant Agreement is signed between the EACEA and the coordinator, executed on November 27, 2023. Therefore, the expenditure related to the project implementation is considered eligible from December 1, 2023. The project implementation period, defined by its start and end dates, is given in the Grant Agreement as 24 months from the project starting date: November 30, 2025.

1.1.2. Project management

To implement a project means to carry out activities proposed in the application form with the aim to achieve project objectives and deliver all intended results and outputs. It is of vital importance that all project members share the project vision, understand project objectives and plan, perform the tasks in a timely and excellent manner. Aside from the

implementation of the tasks, the processes of monitoring, reporting and communicating play an integral part of the project management (see Quality Plan and Dissemination and Communication Plan).

Project partnership is to set up the management of the action, which consists of the following bodies: Steering Committee (SC), Project Management Board (PMB), Dissemination Committee (DC), Quality Committee (QC) and Work Packages Leaders (WPL). All committees will have quarterly meetings.

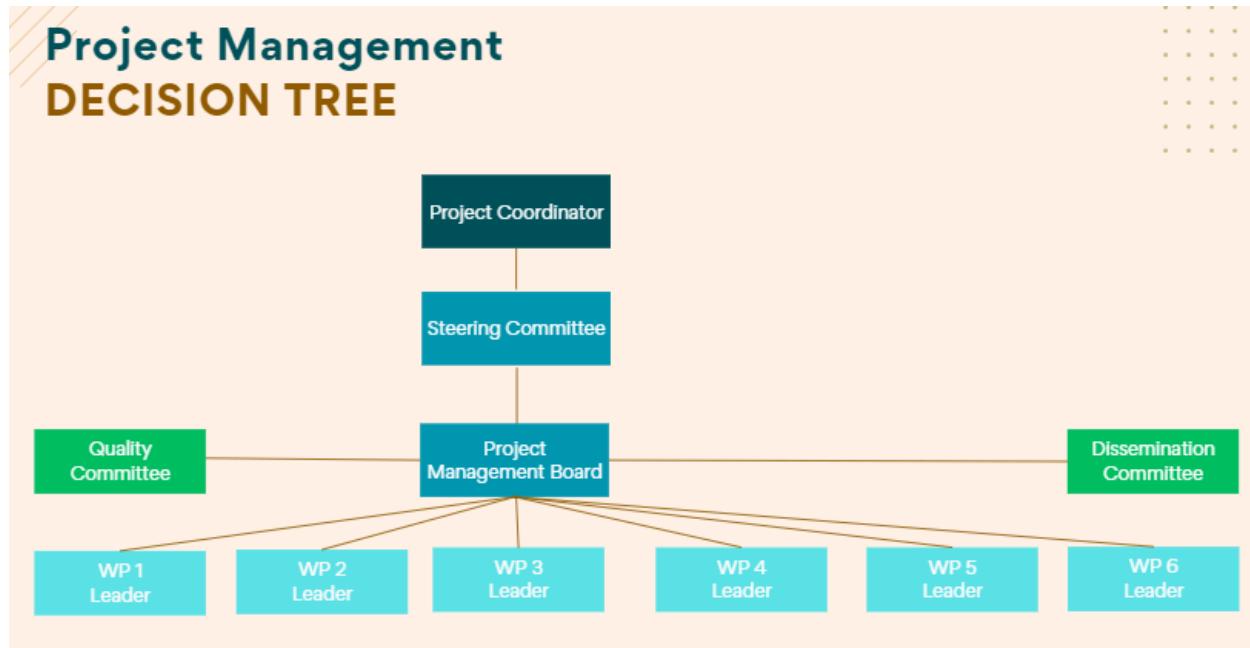


Figure 1 - Structuring the Project Management.

1.1.2.1. Committees

***Project Management Board (PMB)** will have more direct authority over the project's daily operations. It focuses on practical implementation, resource management, operational issue resolution, progress tracking, and activity coordination.

Composition: 2 person per partner

Function:

- Provides strategic guidance for the project as a whole.
- Makes decisions related to resource allocation, budgeting, and overall project planning.

- Monitors the progress of various work packages to ensure alignment with project objectives.
- Resolves high-level issues and risks affecting the project as a whole.

It is responsible for:

- Progress Reports: Preparing and submitting regular progress reports to EACEA, detailing the status of different tasks and activities.
- Financial Management: Providing detailed financial information as requested by EACEA, ensuring efficient accountability for received funds.
- Problem Resolution: Communicating any significant issues, delays, or challenges that may impact the project's progress.
- Change Requests: If there is a need to alter the project's initial plan, the Project Management Board discuss and finalise the change and the Project Coordinator communicates these requests with EACEA.
- Responsibility for communicating with EACEA

Steering Committee (SC) is generally responsible for activities focusing on providing strategic guidance, supervision, and high-level decision-making.

Composition: 1 people per partner

Function:

- Provides strategic guidance and supervision for the project as a whole.
- Reviews and approves significant decisions proposed by the PMB.
- Monitors the project's compliance with institutional goals or broader policies.
- May analyze progress reports and assess the project's overall impact on participating institutions.

Some typical responsibilities of the SC include:

- Strategic Guidance: Defining the project's strategic direction in alignment with the overall goals of the institution or the Erasmus Plus program. Ensuring the project aligns with institutional goals and policies.
- High-Level Decision Making: Approving significant decisions proposed by the Project Management Board (PMB) or other project bodies. Resolving strategic issues affecting the set of objectives, goals, activities, and the project's overall impact.
- Progress and Results Supervision: Monitoring the project's overall progress towards established strategic goals. Assessing the project's results and impact on the involved institutions and academic community.

- Strategic Risk Management: Identifying barriers (national, local legal, regulatory, etc.) and developing how the project should respond to these (overcome, mitigate).
- External Communication and Representation: Representing the project at institutional, national, or international levels. Ensuring effective communication between the project and external stakeholders.
- Approval of Significant Objective Changes: Assessing and approving significant changes to the set of objectives, goals, activities, or project strategies.
- Coordination with Other Initiatives and Policies: Coordinating the project with other relevant institutional initiatives or policies.

***Quality Committee (QC)** is focused on ensuring academic, methodological, and implementation quality.

Role: The Quality Committee is responsible for ensuring and monitoring the overall quality of the project's activities and results.

Composition: 5 people, 1 from each European partner, 1 from BSU, and 1 from UHST

Typical Activities:

- Developing standards and quality criteria for project activities.
- Continuous evaluation and monitoring of the project's progress against established quality criteria.
- Implementing internal and external assessment mechanisms to ensure result quality.
- Developing continuous improvement strategies based on external evaluator quality assessment results.
- Collaborating with partners to ensure quality standards are consistently maintained across all project activities.
- Cooperating with an external quality assurance subcontractor.

***Dissemination Committee (DC)** is focused on sharing the project's results, products, and impacts with a broader audience.

Role: The Dissemination Committee is responsible for planning and executing information dissemination strategies for the project.

Composition: 6 people, 1 from each European partner, 1 from UP, 1 from PPIU, 1 from NUM

Typical Activities:

- Developing a communication and dissemination plan to identify target audiences and key messages.
- Creating dissemination materials such as brochures, presentations, videos, to effectively communicate project objectives and results.

- Organizing events, workshops, webinars, and other activities to present and discuss project results.
- Maintaining an online presence through websites, social media, blogs, and other platforms to regularly share updates and relevant information.
- Collaborating with relevant organizations and networks to maximize dissemination impact.

1.1.2.2. Daily Operations

The WP leader **The Project Coordinator** takes the following responsibilities:

- to oversee the implementation of activities;
- to manage the funds of the project;
- to ensure the respect of CBHE rules;
- to serve as a key communication center with project partners and external stakeholders;
- to stay in a regular contact with the EACEA (through the Project Officer);
- to submit reports and payment requests to EACEA.

Each **WP Leaders** undertake to:

- implement activities that fall under their responsibility according to the work plan;
- assist the coordinator, e.g. provide information and supporting documentation to guarantee timely reporting;
- work in full transparency with the coordinator (inform about any changes and/or delays);
- contribute to the dissemination of the project results in their organization, community and/or region.

All assigned WP leaders, who take on responsibility for preparing the work packages, are approved at the first coordination meeting.

2. Communication

Communication is an important and integral part of the project implementation. It is essential for the success of the project and hence requires a solid and elaborate planning in order to correctly link the project communication objectives to the specific project objectives.

All activities foreseen in the Project Work Plan must be consistent with other project activities, serving as an inevitable tool for the partnership to reach the main project goal(s) as well as for ultimate spread of the information about project results and achievements in all partner regions.

The rules and recommendations included to help projects plan and implement their communication activities successfully can be found in the UNICATION Dissemination and Communication Plan (Deliverable 6.1).

As the project is run by different expert and managerial bodies to achieve the objectives, efficient communication strategy among the project partners and the formed groups should be guaranteed.

The primary communication channel is **email**. All the official information regarding contacts for each WP and deliverables will be sent by the coordinators via e-mail to the partners, according to the data provided on the Drive [Team and Contacts file](#). When a partner wants to communicate with the coordination, it is important to direct the message to the three members of the team using the following e-mail addresses:

- Natacha Moniz - natachamoniz@tecnico.ulisboa.pt
- Susana Santana - susanasantana@tecnico.ulisboa.pt
- Marta Tejada - marta.tejada@tecnico.ulisboa.pt

For more informal questions and immediate issues, Whatsapp groups were created, including the members of each partner institution.

A [shared drive](#) is available to accommodate all the documents of the project and to ease collaborative work. In case of any issues accessing this tool, please contact the coordination.

3. Dissemination

First and foremost, the information on all projects within the framework of the Erasmus+ Programme is available to the general public on the Erasmus+ and Creative Europe dissemination platform websites. However, it is vital that all project partners disseminate their project results, facilitate further exploitation of their results and communicate about the project to the public through all media instruments (see Dissemination and Communication Plan (Deliverable 6.1)).

The dissemination and exploitation plans are to be regularly reviewed in the process of project implementation by measuring the success of the dissemination and exploitation activities already carried out.

For a cohesive and clear dissemination, all the main logos for the project and each partner are available in the [shared drive](#), on the [Image](#) folder.

Templates for Agenda, Minutes, Report, List of participants (Attendance List), Certificate of participation (if required).

4. Meetings and events

MEETINGS

During the lifetime of the project, quarterly virtual meetings (via Zoom or Teams) are held with the partners. Ad hoc virtual meetings are held whenever necessary. Besides these virtual meetings, the Project Coordinator is responsible to convene presentiel meetings with the participation of all partners. The first such meeting (Kick-off Meeting) has already been done. Other meetings are scheduled for the months M12 (Training@Lisbon) and M18(Mentoring@Asia), and M24 (Final Seminar@Phillipines).

Additional meetings will take place according to the needs of each working group, and to accommodate the execution of each task and deliverable.

For every meeting, the main decisions, conclusions and takeaways should be registered in **meeting minutes**, following the template available and according to the guidelines below:

1. **Minutes** template is available on the project [shared drive](#) in: [Templates](#) > [DOC](#) > [Minutes - WPx Mx DD.MM.202x](#).
2. All the sections of the template must be filled in (except for the date and time of the following meeting, if this information is not yet available).
3. The name of the document must include the number of the work package, the number of the meeting and the date according to the format **Minutes - WPx Mx DD.MM.202x**.
4. After the minutes are complete, the document should be saved on the shared drive, inside the respective work package folder: [WPX](#) > [Meetings](#).
5. In case the minutes are not finalised during the meeting, it is regarded as final after one week of their upload date. It is the responsibility of participants to suggest corrections, omissions etc in this period. The minutes are finalized by the organizer.
6. The organizer of the meeting notifies participants and Coordinator when the meeting minutes document is uploaded to the Drive, in email.

For each meeting, the WP coordinators are responsible for designating the minutes-taker of the minutes, who may be the same person or alternating.

The organizer of the meeting shares the Agenda for each meeting with all the participants in advance (at least 7 days) via email. Participants can suggest Agenda items.

Virtual events should be recorded for quality management and to assist in clarifying disputes. Screenshots should be made in any case to record the participation at the meeting (see more information in [Keeping records - Online Manual - Funding Tenders Opportunities \(europa.eu\)](#)

EVENTS

The mentioned events can include national, transnational, conferences, or others where member(s) may be invited to present project-related information.

For all in-person events, all the templates required to ensure an effective and coherent organization, dissemination and further monitorization, are available on the [shared drive](#) in [Templates](#) > [ALL PRESENTIAL EVENTS](#).

5. Report

The Project Coordinator (IST/ULisboa) is directly responsible for the formal reporting on the project. However, it is mandatory for each partner to support this activity (see Partnership Agreement 2 Responsibilities of Parties/2.1General principles).

Moreover, the consortium of the UNICATION made a joint decision to elaborate an internal reporting system (IRS) for consistent monitoring of the project progress and financial management within the consortium (template in the Drive).

The consortium work plan is the basic document for reporting about the project progress. This work plan determines the time limits for performing the tasks. While dealing with the WP and preparing the report, the assigned leader is to pay utmost attention to meeting the deadline. The work plan lists the activities, deliverables and WP Leaders, as well as provides information on the planned involvement of consortium partners and their estimated workload.

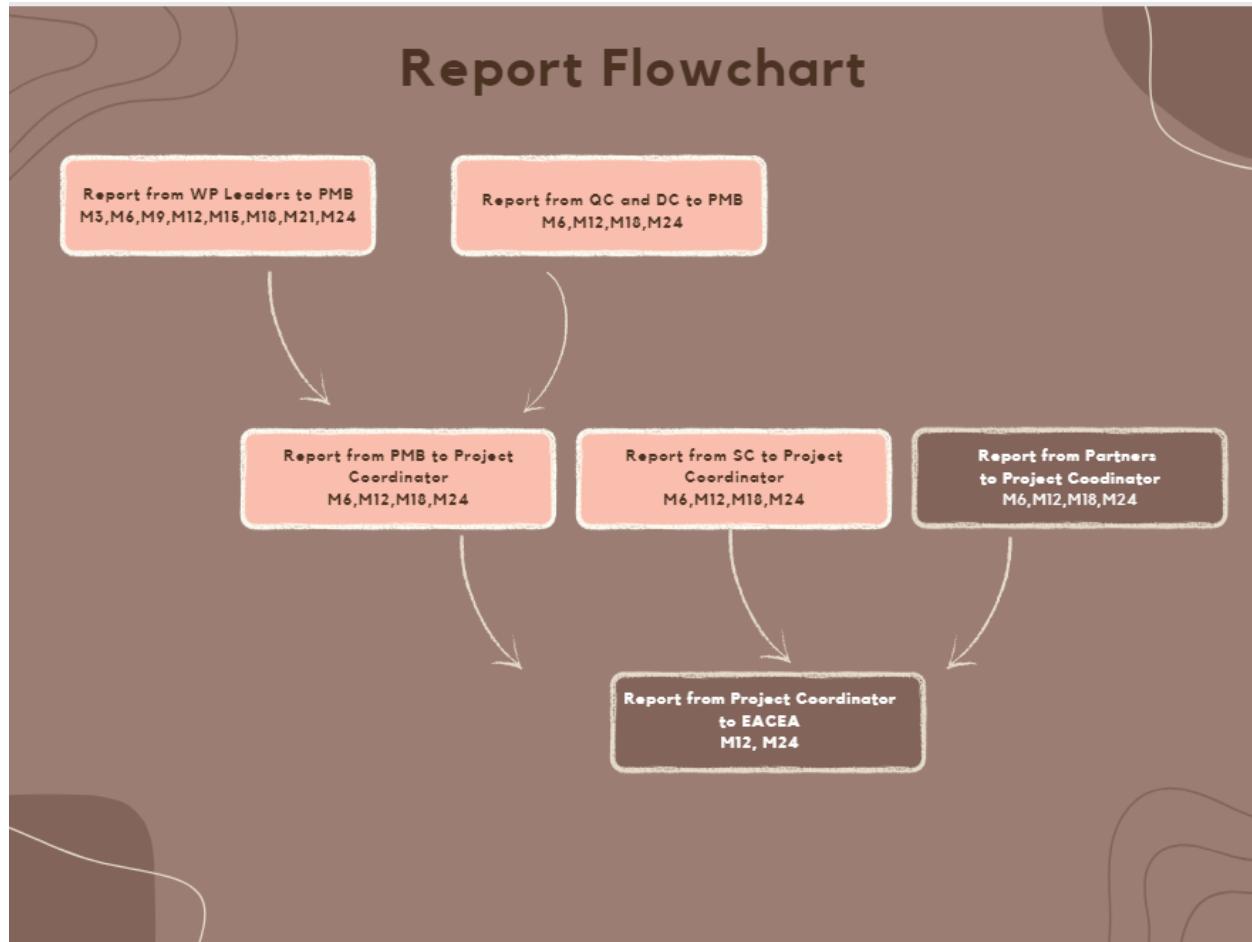


Figure 2 - Reports Flowchart

The proposal template ([Drive](#)) provides a permanent access to the ongoing development of the project by giving a clear picture of its progress with work packages (further WP), and their deliverables, milestones and expenses.

Consortium Continuous reporting (M3,M6,M9,M12,M15,M18,M21,M24)- The beneficiaries must continuously report on the progress of the action (e.g. deliverables, milestones, outputs/outcomes, critical risks, indicators, etc; if any), in the Portal Continuous Reporting tool and in accordance with the timing and conditions it sets out (as agreed with the granting authority).

Report from WPL

The Report to the PMB will have to be sent by each WPL in: M3,M6,M9,M12,M15,M18,M21,M24 (Template on the [Drive](#)). The project management has to be an efficient system and should always stay flexible to the current needs and changing circumstances, as the project is rarely

implemented with no deviations from the initial plan. The risk Table will have to be updated in each report (M3,M6,M9,M12,M15,M18,M21,M24) from the WP leader (see [Completing the Critical Risks - IT How To - Funding Tenders Opportunities \(europa.eu\)](#)). The Internal Report will be inside the WP Leader Template in the Drive).

Report from Partners

The report Will have to be sent by each Partner to the Project Coordinator in M6, M12, M18 and M24 (Template in the [Drive](#)).

Partners are subject to internal reporting in order to deliver information for monitoring purposes of the project progress:

- WP
- Description
- Deliverable
- Milestone
- Means of verification
- Revision Date
- Real date
- Máx Grant Euros
- Staff total n.º persons
- Máx Grant/staff costs Euros
- Máx Grant/Travel, accommodation and subsistence
- Máx Grant other goods

Figure 3- Template of Partner internal report (Drive location)

IST	WP	Description	Deliverable	Milestone	Means of verification	Revision Date	Real date	Max Grant Euros	Staff total n.º persons	Max Grant/staff costs Euros	Max Grant/Travel, accom and sub	Max Grant other goods
	WP1	Management and Quality						33,860,00 €	6 (4/0/0/2)	24000	4160	7000
	WP1	All activities included in WP1 staff costs, travel costs, costs of stay for kick-off meeting in Cambodia		MS1	Meetings with presentations and participation lists	M3,M6,M12	M3					
	WP1	Staff costs related to Management (PMB, SC) and internal quality reports (QC)	D1.1		Minutes of the meetings (Online and presential) and internal reports	M6, M12						
	WP1	Staff costs related to creation, discussion and approval of Quality Plan	D1.2		The quality plan will outline the quality culture philosophy to be embraced by the consortium providing all details for monitoring and checking quality (templates, deadlines, tools etc.) throughout the project.	M3	M4					
	WP1	Staff costs related with External Quality Evaluation	D1.3		External evaluator Report	M12						
	WP1	Staff costs related to the External Quality Tender		MS2	Selection of the External evaluator	M6	M4					
	WP1	Staff costs related with the creation and approval of Project Management Handbook	D1.4		Project handbook will outline the management structure and procedures adopted by the consortium	M3	M3					
	WP2	Preparation						9,437,00 €	3 (1/0/1/1)	9800		
	WP2	Staff costs related with Defining survey questions		MS3	Survey Template	M1	M2					
	WP2	Staff costs related with identification of survey target groups		MS4	List of Asian people that will reply to the survey (name, role, emails)	M2	M2					
	WP2	Staff costs related with Survey completed		MS5	List of responses	M6						
	WP2	Staff costs related with Surveys results Analysis	D2		Report with the data analyze and graphics from surveys results	M6						
	WP3	Training of trainees						9,437,00 €	3 (0/2/1/0)	9800		
	WP3	Staff costs related with the Selection of Asian Trainees		MS6	List of selected Trainees for WP3	M9						
	WP3	Staff costs related with identification of case-studies/Virtual Training		MS7	List of Project ideas	M9						
	WP3	All activities included in staff costs, travel costs, costs of stay for Training the trainees WS in Lisbon		MS8	Training Programme and Attendance list	M12	M13					
	WP3	Staff costs related with Report on Trainings WS	D3.1		Methodology and training materials (for each training module)	M12	M10					
	WP6	Dissemination and Exploitation						7,627,00 €	1 (0/1/0/0)	3500	4420	
	WP6	Staff costs related with Dissemination Plan and activities related to DC			Minutes of the meetings (Online and presential) and internal reports	M6, M12						
	WP6	All costs related to Dissemination of Kick-off meeting in Cambodia			Printed material, cultural trip, welcome kit, coffee break, lunch...	M6						
	WP6	Staff costs related with Dissemination and social media accounts management (Creation and update of social media accounts)			n.º posts, n.º visualizations, n.º videos, n.º interviews	M6, M12						
	WP6	Dissemination and communication Plan	D6.1		The DC activity will be implemented from the project's beginning and will accompany all activities for communication and dissemination.	M3	M4					
	WP6	Subcontracting costs related with Project website design and maintenance	D6.2		Build the project website, keep it up to date and care about its maintenance	M6						
	WP6	All costs related to Dissemination in the Training of Trainees @Lisbon			Printed material, cultural trip, welcome kit, coffee break, lunch...	M12						

Report from Committees

To upload the Mid Term and Final report (covering M1-M12, M13-M24, respectively), it is necessary to have internal reports every 6 months from the Consortium Bodies (reports from bodies will have to be updated in the Drive)- M6, M12, M18, M24:

- Project Management Board: [Report PMB](#)
- Steering Committee: [Report SC](#)
- Dissemination Committee: [Report DC](#)
- Quality Committee: [Report QC](#)

In PMB meetings, the PMB Team will have to ask the WP Leaders to report with the template, until 15 days early the PMB meeting takes place.

a) Project Coordinator Reports

Portal Continuous Reporting (Sigma)

The Project Coordinator must submit periodic reports (following the schedule set out in the Grant Agreement). When these are due, they must be submitted directly in the Periodic Reporting Module of the Portal Grant Management System (see [Reports & payment requests - Online Manual - Funding Tenders Opportunities \(europa.eu\)](#)).

According to Art. 21 of the Grant Agreement, the beneficiaries must continuously report on the progress of the action (e.g. deliverables, milestones, outputs/outcomes, critical risks, indicators, etc; if any), in the Portal Continuous Reporting tool and in accordance with the timing and conditions it sets out (as agreed with the granting authority).

Figure 4- Platform Report

SyGMA - System for Grant Management - Google Chrome

https://ec.europa.eu/research/participants/grants-app/reporting/DLV-101128292

n0069px [EXTERNAL]

Grant Management

Project Continuous Report

101128292 (UNICORN) ERASMS-LS Project Summary Deliverables Milestones Critical Risks Dissemination Communication Events and Activities Financial Information to 3rd parties

Call: ERASMS-EDU-2023-CBHE
Topic: ERASMS-EDU-2023-CBHE-STRAND-1

Deliverables and Other Reports ⓘ

For each deliverable, a single file (max 524KB) can be uploaded.

All actual delivery dates (or new due date for late deliverables, together with an explanation for the delay). In the Comments, please indicate if the deliverable was achieved as planned or not.

The labels used mean:

- Public – fully open
- Sensitive – limited under the conditions of the Grant Agreement
- EU classified – RESTRICTED-UE/EU-RESTRICTED, CONFIDENTIAL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444. For items classified under other rules (e.g. national or international organization), please select the equivalent EU classification level.

Show Filters Clear Filters

work package	deliverable	deliverable id	deliverable name	description	Lead beneficiary	Type	disseminat.	due date	New due date	Delivery date	Approval date	Status
WP1	D1.1	01	Management and internal quality repc	Minutes of the meetings and internal reports: ...	ULUSBO	R	SEN	30 Nov 2025				Pending
WP1	D1.2	02	Quality Plan	The quality plan will outline the quality culture, ...	ULUSBO	R	SEN	29 Feb 2024	31 Mar 2024			Pending
WP1	D1.3	03	External Quality Assurance	External Quality Assurance Report, including ...	ULUSBO	R	SEN	30 Nov 2025				Pending
WP1	D1.4	04	Project Management Handbook	Project handbook, including reporting dates 13 and 24, ...	ULUSBO	R	SEN	30 Nov 2025				Pending
WP1	D1.5	05	Mid-term Progress Report	Mid-term Progress Report, including reporting dates 13 and 24, ...	ULUSBO	R	SEN	31 Dec 2024	31 Mar 2024			Pending
WP2	D2.1	04	Surveys results analysis	Report with the data analysis and graphics from ...	ULUSBO	R	SEN	31 May 2024				Pending
WP3	D3.1	05	Report on Trainings WS	Methodology and training materials (for each tr...)	UCA	R	SEN	30 Nov 2024				Pending
WP4	D4.1	06	Cambodia - National Multiplex Trainin	Training presentations	NJAM	R	SEN	31 Jul 2025				Pending
WP4	D4.2	07	Cambodia - International projects pro	Draft of proposal documents with project case-st...)	NJAM	R	SEN	30 Sep 2025				Pending
WP5	D5.1	08	Philippines - National Multiplex Traini	Training presentations	UPS	R	SEN	31 Jul 2025				Pending
WP5	D5.2	09	Philippines - International projects pro	Draft of proposal documents with project case-st...)	UPS	R	SEN	30 Sep 2025				Pending
WP6	D6.1	010	Dissemination and communication Pla	The DC activity will be implemented from the pr...)	PPRU	R	SEN	29 Feb 2024	31 Mar 2024			Pending
WP6	D6.2	011	Project website and social media acc	Build the project website, keep it up to date a...)	PPRU	DEC	PU	31 May 2024				Pending
WP6	D6.3	012	Dissemination material and events	Media and Printed material (social media posts,...)	PPRU	R	PU	30 Nov 2025				Pending
WP6	D6.4	013	Recommendations for Exploitation	The UNICATING final seminar will aim to present...)	PPRU	R	PU	30 Nov 2025				Pending

Deliverables

By signing the Partnership Agreement, each Partner is responsible for helping the Project Coordinator contribute in filling in the reports requested by EACEA (mid-term and final report). The Project Coordinator is responsible for updating them directly in the Portal's Periodic Reports tool. The project Coordinator confirms (on behalf of the consortium) that:

- the information provided is complete, reliable and true
- the lump sum contributions declared are eligible (in particular, the work packages have been completed, that the work has been properly implemented and/or the results were achieved in accordance with Annex 1 of PA
- the proper implementation and/or achievement can be substantiated by adequate records and supporting documents that will be produced upon request in the context of checks, reviews, audits and investigations.

Portal Periodic reporting (SYGMA) M12 and M24 - Technical reports and financial statements

Currently, there are two periodic reports planned, which are at the mid term and at the end of the project, covering the totality of the project. The report is to be submitted within 60 (calendar) days of the end of the reporting period, which is counted from the last day of the implementation period. [We may want to specify that actual date here.]

At the end of each reporting period, each beneficiary will receive a notification to complete:

- Their contribution to the Technical Part (this is common for all beneficiaries in the project)
-
- Their contribution to the Status of Work Packages (this is common for all beneficiaries in the project)

The technical part includes an overview of the action implementation (see [How to complete your technical part of the periodic report - IT How To - Funding Tenders Opportunities \(europa.eu\)](#)). It must be prepared using the template available in the Portal Periodic Reporting tool. The Coordinator will use this online form.

For more information about reporting please see [Reporting process – Lump sum - IT How To - Funding Tenders Opportunities \(europa.eu\)](#).

Financial Report

The financial part of the periodic report includes:

- the financial statement (consolidated statement for the consortium)

The financial statement must contain the lump sum contributions indicated in Annex 2 of the GA, for the work packages that were completed during the reporting period.

The Coordinator will require the provision of financial reports from Partners one (1) month before the actual deadline for reporting in a template shared on the UNICATION Drive.

For the last reporting period, the beneficiaries may also declare partial lump sum contributions for work packages that were not completed (e.g. due to force majeure or technical impossibility).

Lump sum contributions which are not declared in a financial statement will not be taken into account by the granting authority, which means the total eligible cost amount will be accordingly decreased.

For EACEA reports, it is compulsory to attach the financial information, as indicated above (financial statement). The report from each partner will have to be every 6 months, through the upload of a financial template with the % expenses by WORKPAGE (see the [financial template](#) available on the shared drive).

Accurate and effective financial management is carried out under the lead of the project coordinator – Natacha Moniz of IST/ULisboa, ULisboa is the grant applicant and mediating organisation among the EU partner universities, the Asian partner universities, and the Project Officer delegated by the Commission.

GRANT PAYMENT

The total project budget is distributed among all participants, taking into account the needs and potential costs for the effective implementation of specific project tasks (Partnership Agreement. Annex I).

The Grant that was and will be transferred to the Coordinator in two instalments corresponding to:

- 70% of the total project cost (Initial prefinancing);
- 30% of the total grant (Final payment);

The 1st (or initial) pre-financing must be transferred by EACEA to the Coordinator 30 days from entry into force of the Grant Agreement. The balance will be transferred only in case of successful implementation of the activities foreseen in the UNICATION project, after the successful approval of the mid term report (to be submitted at M12 and the final), and the final report (to be submitted at the end of the project M24) (implementation period).

The total balance (remaining sum from the awarded Grant) will be transferred by EACEA only in case the full approval of the periodic reports. The payment of the total balance also requires that the Consortium successfully implemented all the activities and deliverables and results foreseen in the UNICATION project, and – very importantly – properly documented in the reports. In case of weak implementation of the project activities or in case of partial expenditure of the grant awarded, EACEA may reject the final report and will use the mechanism set out in the GA to determine the amount of the balance. This may result in recovery, that is, if the Commission finds a negative balance, it may request the repayment of the Grant it has disbursed as prefinance.

In order to claim the payment for the last pre-financing, the UNICATION Consortium is required to declare the expenditure of the 70% of the 1st instalment. A detailed description of the costs incurred and a request for payment must be attached to the Final Report (M24).

This fundamental document will serve to support the implementation of the UNICATION project with a clear financial management, and to provide all the supporting documents requested by EACEA, with the aim to guarantee the consistency between the results achieved and the related costs declared.

The continuous reporting and final reports will be submitted by IST/ULISBOA, as Coordinator; nevertheless each partner is committed to contribute to the overall financial reporting by providing data and supporting documents related to its own Institution.

Acronym	WP 001 Management and Quality	WP 002 Preparation	WP 003 Training the trainers: Learning by doing	WP 004 Mentoring in International Project (Cambodia)	WP 005 Mentoring in International Project (Philippines)	WP 006 Dissemination and Exploitation	Maximum Grant Amount
Ulisboa	33 860	9 437	9 437	11 498	9 071	7 627	80 931
UCA	13 347	6 655	18 201	12 847	10 419	8 301	69 769
UP	5 663	1 733	13 559	1 059	10 516	6 423	38 954
BSU	5 663	1 733	13 559	1 059	6 934	7 338	36 286
PPIU	3 582	1 733	13 559	6 934	1 059	20 946	47 813
UHST	4 796	1 733	13 559	6 934	1 059	7 348	35 429
NUM	3 582	1 733	13 559	11 960	1 059	7 348	39 242
Consortiu	70 493	24 759	95 435	52 291	40 118	65 329	348 424

Figure 5 - Budget breakdown per WorkPackage.

In order to be able to report the 70% of the 1st pre-financing at M12, the Consortium should have completed the following activities and declare the following costs incurred:

- Travels and Events are planned in order to involve all partners into the academic mobility and follow geographical balance amongst participating countries, taking into consideration the relevant budget costs.
- Coordination meetings, retraining of the selected academic and administrative staff for the trainings, workshops, national dissemination conferences and dissemination events will be held in hybrid mode as the proposal is approved.

Figure 6 - WP1 tools

WP1 Tools to be used for financial reporting

A blank boarding pass template. At the top, it says 'BOARDING PASS'. Below that are three rows for 'GATE', 'CLOSES', and 'SEAT'. To the right, there's a box for 'PASSENGER FROM:' with 'FLIGHT DATE TIME' below it. At the bottom, there's a box for 'GATE:', 'CLOSES:', and 'SEAT:'.

alamy Image ID: 62606101
www.alamy.com

**EMPLOYMENT
CONTRACT AGREEMENT**

EMPLOYER

- This Employment Contract Agreement (hereinafter referred to as the "Agreement") is entered into on the _____ day of _____, 20_____, by and between _____, hereinafter referred to as the "Employer", and _____, hereinafter referred to as the "Employee", and _____, hereinafter referred to as the "Worker".

TERMS AND RESPONSIBILITIES

- During the employment period, the Employee shall have the responsibility to produce the following items:
 1. _____
 2. _____
 3. _____
 4. _____
 5. _____
 6. _____
 7. _____
 8. _____
 9. _____
 10. _____
- The Parties agree that no representation provided in this Agreement may be construed to

THE END

EVENT EVALUATION

THANKS FOR ATTENDING OUR EVENT! HOW DID WE DO?

Name *

How did you participate? *

Please rate the following: *

Event Usefulness	<input type="radio"/>				
Time Management	<input type="radio"/>				
Refreshments	<input type="radio"/>				

Will you join us next year? *
 Yes
 Maybe
 No

What can we do better?



5.1. Costs

As a consequence of the Lump Sum funding, there is no need to justify actual costs. Declared unit costs must be supported with proof of activities implemented.

Budget items based on contribution to unit costs are a compensation given to the University for performing tasks necessary to achieve the objectives of the project. Financial reporting is based on the principle of the “triggering event”. Beneficiaries will have to prove that the activities have actually and properly been implemented and the output produced. However, it will not have to report on the use of the funds (Erasmus+ Programme Guide).

For staff costs beneficiaries must prove that any category of staff reported are under official contract with the beneficiary Institutions and involved in the project activities (Erasmus+ CBHE, Guidelines for the Use of the Grant), providing PDF doc with copy of the employment contract of each team member (one time only) in the [corresponding folder](#) in the shared drive.

For travel and stay costs beneficiaries must prove that (providing the docs in the [expenses folder](#)):

- the journey actually took place, providing a PDF doc with copy of boarding pass for each member (for each travel);
- the journeys are connected to specific and clearly identifiable project-related activities (Erasmus+ CBHE, Guidelines for the Use of the Grant);

About Subcontracting, this expense refers to the implementation of specific project related tasks, which cannot be performed by the Consortium members themselves.

Subcontracting costs must comply with the following conditions:

- allowed for the implementation of specific tasks, by a third party (can be self-employed /free-lance expert), to which a contract is awarded by one/several beneficiaries
- the contract must be specific, time-bound, and for one or more project-related tasks.

The criteria to report natural persons under staff costs or subcontracting budget items are clearly explained in the Erasmus+ CBHE Guidelines for the Use of the Grant, and can be summarised as follow:

- Natural persons can be reported under Staff Costs budget items if the salary, the working conditions, and the tasks are similar to those of employees registered under a beneficiary institution.
- Companies or individuals can be reported under Subcontracting Costs when performing “external services” to the beneficiary, and their contractual conditions differ from employees belonging to partner Institutions.

Subcontracting costs have been already defined in the project description and will be award to support the achievement the following deliverables:

- external services for meeting organisation
- translation of documents • printing materials
- external evaluator
- Project website

Supporting documents are intended to provide evidence of the activities implemented (tender, minutes of approval contract, copy of contract, reports from Partner with stamp)

SUPPORTING DOCUMENTS	NOTES
a. subcontracts	To be provided to the Coordinator
b. tendering procedure	To be provided to the Coordinator
c. tangible outputs/products	To be provided to the Coordinator

Figure 7 -Supporting documents to be provided.

Record-keeping (see [Keeping records - Online Manual - Funding Tenders Opportunities \(europa.eu\)](#)):

The Partners (Beneficiaries) must – at least until the time-limit set out in the GA Data Sheet (see list below) – keep records and other supporting documents to prove the proper implementation of the action (achievement of the results as described in Annex 1); Partners do not need to keep specific records on the actual costs incurred.

The records and supporting documents must be made available upon request or in the context of checks, reviews, audits or investigations.

If there are on-going checks, reviews, audits, investigations, litigation or other pursuits of claims under the Agreement, the Partners must keep these records and other supporting documentation until the end of these procedures.

The beneficiaries must keep the original documents. Digital and digitalised documents are considered originals if they are authorised by the applicable national law. The granting authority may accept non-original documents if they offer a comparable level of assurance.

If a Partner breaches any of its obligations under this Article, lump sum contributions insufficiently substantiated will be ineligible and will be rejected, and the grant may be reduced.

Standard time-limits after project end (for X years after final payment)

Confidentiality: 5

Record-keeping: 5

Reviews: 5

Audits: 5

Extension of findings from other grants to this grant: 5

Impact evaluation: 5

Preliminary, it can be said that if the Project is completed by the end of November 2025, then the balance is expected to be paid (final payment) to Coordinator in the first quarter of 2026, so that the records should be kept until the end of year 2031.

Stemming from the GA ('The beneficiaries must ensure that their contractual obligations under GA Articles 11 (proper implementation), 12 (conflict of interest), 13 (confidentiality and security), 14 (ethics), 17.2 (visibility), 18 (specific rules for carrying out action), 19 (information) and 20 (record-keeping) also apply to the subcontractors.'), PMB needs to set up a methodology to ensure that these conditions are met by any partner that subcontracts. This can take the form of a simple checklist. This may involve partners discussing their own internal procedures.

6. Quality Management

6.1. Workflow

To ensure coherence of all the work presented during meetings and events, presential and online, all presentations presented should follow a template, according to the following steps:

1. **Presentations** template, available on the [shared drive](#) in: [Templates](#) > [PPT](#) > [UNICATION PPT Template](#).
2. Name the file according to the proposed model: To differentiate draft and finished versions of documents, the name of the file must follow the structure: **WPX_{“draft” or “finished”}_{product name}_DD.MM.202X**.
3. Save the file on the shared drive in: *Key Documents > Administrative > Partner Folder*.

6.2. Monitoring and Reports

The quality management evaluation and reports, as well as the external evaluator reports, will also be available to all partners in the [shared drive](#), in the folder [Reports](#).

For more information about the Quality management system please consult the Quality Plan (Deliverable 1.2).

7. Project Changes

If there are any changes to the Grant Agreement (e.g. data or options specific to that agreement) or its annexes, they must be done through a formal amendment directly in the Portal (see [Amendments - Online Manual - Funding Tenders Opportunities \(europa.eu\)](#)).

7.1. Minor changes in the content of the project

Minor changes of the work plan that do not affect the strategic approach of the project and do not put at risk the completion of the project by the end date are considered minor changes and need PMB/EC Project Officer confirmation.

Minor adjustments of the content can refer to:

- timing,
- duration,
- location or format of activities,
- number (only increase or merging is allowed) and/or format of deliverables or outputs
- changing equipment to be used for reaching the project objectives, ensuring the same quality of the activity.

7.2. Major changes to the work programme

An amendment request is only necessary for major changes to the work programme. In this case, the request should include a justification of the changes together with a revised work programme in "track changes" in order to make it clear what changes are made between the former and new work programme. If applicable, a revised budget allocation and a revised distribution of tasks per beneficiary must be submitted.

7.3. Budget reallocation

Beneficiaries are allowed to adjust the estimated budget by transfers between themselves and between the different budget categories. This adjustment does not require an amendment of the Agreement.

However, the beneficiaries may not add costs relating to subcontracts not provided for in Annex 1, unless such additional subcontracts are approved by the Agency.

As an exception, the coordinator may, in agreement with the beneficiaries, when carrying out the action, adjust the estimated budget by transfers between categories of eligible costs.

7.4. Extension of the project duration

An extension of the eligibility period may be accepted only under exceptional circumstances, and if the Agency considers the extension justified. Extensions must be requested at the latest one month before the end of the eligibility period and only one extension of a maximum of 12 months may be granted during the lifetime of the project.

The extension of the eligibility period will not have an impact on the grant awarded.

A modification of the eligibility period also implies a modification of the deadlines for submission of reports and other documents specified in the Agreement.

8. Audit of the project

The granting authority may carry out audits on the proper implementation of identified deliverables and compliance with the obligations under the Agreement.

Such audits may be started during the implementation of a specific activity or action until the time-limit indicated in the project (more information in Art. 25- Checks, Reviews, Audits and investigations of the Grant Agreement).

Audit is a regular and obligatory element of Erasmus+ CBHE project cycle. It takes place at the midterm and final stage of the project implementation, and accompanies the final report and request for payment of the balance. The cost of the certification is a direct cost and may be charged in the respective category of the budget, as specified in the call for proposal and in the detailed budget tables attached to the project proposal/application.

The Auditor has a contractual relationship solely with the beneficiary. The Auditor does not have a contractual relationship with the Agency and the Agency will not intervene in any dispute between the Auditor and the beneficiary.

Each beneficiary is free to choose a qualified external Auditor, including its statutory external Auditor, provided that the following cumulative requirements are met:

- The external Auditor must be independent from the beneficiary;
- The external Auditor must be qualified to carry out statutory audits of accounting documents in accordance with national legislation implementing the Directive on statutory audits of annual accounts and consolidated accounts or any European Union legislation replacing this Directive. A beneficiary established in a third country must comply with equivalent national regulations in the audit field.

The Auditor tender must be launched until M3 of the project and will be chosen until M4 (see all [External Evaluator documents](#) in the shared drive).

The Auditor's role is to report factual findings and form an independent opinion on the compliance of the costs declared in Mid term and Final Report with the provisions of the Grant Agreement.

The Agency may at any time during the Grant Agreement and up to five years after the completion of the project, arrange for audits to be carried out, as explained in article II.27 of the Grant Agreement.

The Agency may, during the implementation of the action or afterwards, carry out technical and financial checks and audits to determine that the beneficiaries are implementing the action or project activities properly. and are complying with the obligations under the Agreement.

In order to ensure sound financial management and compliance with the Grant Agreement rules, the Granting Authority will perform project reviews and financial audits on participants (see [Checks, audits, reviews & investigations - Online Manual - Funding Tenders Opportunities \(europa.eu\)](#)).

For lump sum grants, since they do not use actual costs, there will be no financial audits focusing on costs. Reviews will focus on the technical implementation of the action or other aspects of the Grant Agreement.

9. Project Closure

Final report

The Periodic Reporting Module (and periodic reports) are also used for the final report (report for the last reporting period, to close the grant). The system behaviour, screens and documents used are the same.

The project closure encompasses a combination of both financial, organisational and content-related (deliverables, etc.) information on the project. That means:

- I. making sure that the results and impacts of the project have been achieved in comparison to the targets proposed in the application;
- II. paying attention to indicators and the completion of all work packages;
- III. creating final reporting by all project partners on the activities they have carried out;
- IV. coordination of all project partners and the lead partners, ensuring that all results have been achieved.

Project closure means that all problems need to be resolved. Utmost attention should be paid to the differences between the first-level checks during the project, and checks at the end of the project¹⁶.

WP1 Leader together with the SC will monitor whether the project has implemented all activities and achieved all deliverables and outputs proposed in the application.

If the consortium failed to achieve all of the targets, which have been set at the start of the project, it is necessary to do the following:

- I. include it as early as possible in progress reports;
- II. show clear evidence that the project has learnt from the failure;
- III. describe the actions taken to ensure that overall objectives will not be affected.

During the closure period, project partners normally concentrate on communicating the project achievements and its success, legacy and future. It usually puts an emphasis on dissemination activities. This focus should primarily involve the following steps:

- I. Showcasing success, e. g. providing evidence, testimonials and stories collected during the project;
- II. Presenting a concise summary, i.e. creating a final outline to communicate the product to the target audiences, which would give an overview of what the project managed to change from its start to its end;
- III. Providing accessibility to the knowledge and outputs produced by the project, i.e. it needs to be ensured that the key information is easily accessible by relevant target groups. Usually, it is done on a project website and social media.

The initial administrative step is the accumulation of all official project records. These records include all expenses reports, documents, papers, photographs or other documentary materials made or received by the project partnership in connection with the implementation of the project. These records are generally kept by the WPLeader responsible for each WP. Most important documents are also to be uploaded to the project website to ensure that these materials are available for distribution and do not disappear after the project closure.

In order to receive the final payment, it is necessary to submit all final reports, which should include the following:

- I. Executive summary (2-3 pages) with quantitative and qualitative indicators.
- II. Information on the achievements of the project with regard to the project and programme objectives and results, durability of the project's outputs, as well as information about any challenges faced by the partnership during the implementation of the project.
- III. How the project results and outputs will be communicated and disseminated to the public following the closure period.
- IV. Continuation of the project activities within the consortium.
- V. Contribution to the future development of the Erasmus+ programme.

The retention of all data will be ten years after the end of the project in consideration of the following legal obligations/constraints:

- I. the time limit for potential appeal from applicants or beneficiaries not selected to receive a grant;
- II. the time limit for potential audits to selected projects;

III. the obligation to evaluate the impact of the Programmes, as provided in the Decisions establishing the programmes.

Each partner will name the person/department responsible for the retention of project documents.

For more information see [Beneficiary Termination Reporting - IT How To - Funding Tenders Opportunities \(europa.eu\)](https://europa.eu).

9.1. Sustainability of the project

First of all, impact and sustainability are viewed as the ability of the consortium to continue the mission of the project into the future.

The created project website will play a proactive role in promoting best practices at the universities in the long run. They will further support the development of innovative and inclusive pedagogies.

To project the sustainability of the UNICATION, it is important to measure its impact through Logical Framework Matrix (LFM)¹ indicators and attract different forms of further support.

LFM is a clear statement of:

- What the project can accomplish (outputs)
- The important results expected in the short to medium-term (purpose) and in the long term (goal)

The Log-Frame horizontal logic: Aims measured by indicators through information collected and presented in specified means of verification.

Summary of the intervention logic:

- Goal: The higher level objective towards which the project is expected to contribute (mention target groups).
- Purpose: The effect, which is expected to be achieved as the result of the project.
- Outputs: The results that the project management should be able to guarantee (mention target groups).

¹ UNICATION proposal LFM is available in the 'Proposal Docs" folder as 'LFM UNICATION.docx':
https://docs.google.com/document/d/15QQiWM4IDBXU72e54Azuk1kXADPeEM6N/edit?usp=drive_link&oid=100287154757341454879&rtpof=true&sd=true

Figure 8 - Impact and Sustainability of the project.

NARRATIVE SUMMARY OF THE INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS AND PREREQUISITES
Goal (general objective) <i>Identify the broader objective to which this project contributes</i> <ul style="list-style-type: none"> • promote and strengthen international projects by staff/teachers/ researchers in HEI from Cambodia and Philippines 	<ul style="list-style-type: none"> • raise awareness for the benefits and impact of the international projects from staff, teachers and researchers in Cambodia and Philippines HEIs • local and regional recognition of UNICATION efforts 	<ul style="list-style-type: none"> • feedback by HEI Key stakeholders to the presentation of the international projects proposals ideas • social media posts, <u>n°</u> of conferences/seminars invitations 	<ul style="list-style-type: none"> • presentation of the trainees to the HEI key stakeholders • website and social media accounts for UNICATION
Purpose (specific Objectives) <i>List the specific objectives that projects shall achieve</i> <ul style="list-style-type: none"> • Development of the training modules in the 3 topics of the International Projects communication for the cultural differences, social and economic contexts of Cambodia and Philippines • Training by trainees workshops to promote awareness and further involve local community stakeholders in the Asian partners • Reduce the internationalization gap among HEIs (at country, regional and global levels) • Enhance skills for staff from International Offices in Cambodia and Philippines • Large dissemination of the project with the emphasis in 	<ul style="list-style-type: none"> • number of training modules developed and number of trainees • number of replies to the surveys issue • number of participants and institutions in workshops • number of participants, target groups involved in the final seminar • promotional materials developed: statistic of website and social media posts/links and followers • increase number of professionals involved in the project, increase the number of organizations enterprises between HEI in the public higher education 	<ul style="list-style-type: none"> • surveys results • trainings descriptors and validation by "Learning by doing" participants • new contacts approaches from other HEI or local/regional stakeholders • local workshops description and presentations • monitoring and project documentation 	<ul style="list-style-type: none"> • involvement from local and regional stakeholders to the workshops • involvement of NGOs authorities at institutional local/regional/national level to support the objectives of the project • key stakeholders motivation to recognize the importance of UNICATION approach • structure activities planned in the Asian partners

Outputs (deliverables) <i>List the deliverables (grouped in work packages) that the project is committed to produce. These must be stated as results.</i> <p>WP1 <u>D1.1 Management and internal quality reports</u> <u>D1.2 Quality Plan</u> <u>D1.3 External Quality Evaluation</u> <u>D1.4 Project Management Handbook</u> <u>D1.5 Mid Term Report</u></p> <p>WP2 <u>D2.1 Surveys results Analysis</u></p> <p>WP3 <u>D3.1 Report on Trainings WS</u></p> <p>WP4 <u>D4.1 National Multiplier Training Workshops Reports</u> <u>D4.2 International projects proposals(case-studies Cambodia)</u></p> <p>WP5 <u>D5.1 National Multiplier Training Workshops Reports</u> <u>D5.2 International projects proposals (case-studies Philippines)</u></p> <p>WP6 <u>D6.1 Dissemination and communication Plan</u> <u>D6.2 Project website and social media accounts</u> <u>D6.3 Dissemination material and events</u></p>	<p>WP1</p> <ul style="list-style-type: none"> • quality insurance report • number of project team persons accessing and using the online platforms as a tool in the quality reports • external feedback <p>W2</p> <ul style="list-style-type: none"> • survey template <p>WP3</p> <ul style="list-style-type: none"> • validate trainings and development plan • number of trainees trained <p>WP4</p> <ul style="list-style-type: none"> • level of satisfaction NMT participants • NMT documentation <p>WP5</p> <ul style="list-style-type: none"> • level of satisfaction NMT participants • NMT documentation <p>WP6</p> <ul style="list-style-type: none"> • number of dissemination events • increase interest by stakeholders • increase invitations to the final seminar 	<p>WP1</p> <ul style="list-style-type: none"> • Minutes of the meetings and internal reports • project documentation • Quality plan documentation • External Evaluator Report <p>WP2</p> <ul style="list-style-type: none"> • reach agreements with the data analyze survey results to do adaptations in WP3 trainings <p>WP3</p> <ul style="list-style-type: none"> • training materials and training attendance list • evaluation reports from the trainings implemented <p>WP4</p> <ul style="list-style-type: none"> • NMT Cambodia participant lists • evaluation reports from the monitoring and assessment of the Cambodia NMT • international project proposal document presentation in HEI from Cambodia • list of HEI Key stakeholders present in the case study Cambodia <p>WP5</p> <ul style="list-style-type: none"> • NMT Philippines participant lists • evaluation reports from the monitoring and assessment of the Philippines NMT 	<p>WP1</p> <ul style="list-style-type: none"> • quality control strategy • constant communication between consortium • use of online-technology for collaboration and work <p>WP2</p> <ul style="list-style-type: none"> • motivation and commitment from all partners towards the project <p>WP3</p> <ul style="list-style-type: none"> • expertise of the European partners conducting trainings <p>WP4</p> <ul style="list-style-type: none"> • Cambodia partners network and contacts to involve local community stakeholders in the workshops <p>WP5</p> <ul style="list-style-type: none"> • Philippines partners network and contacts to involve local community stakeholders in the workshops <p>WP6</p> <ul style="list-style-type: none"> • Asian partners network and contacts to involve local/regional/national key persons in the final seminar to promote it outside the consortium and institutions
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<i>D6.4. Recommendations for Exploitation</i>	<ul style="list-style-type: none"> • number of leaflets and materials distributed 	<ul style="list-style-type: none"> • international project proposal document presentation in HEI from Philippines • list of HEI Key stakeholders present in the case studie Philippines 	
		WP6	<ul style="list-style-type: none"> • participant list, reports and procedures of local events including final seminar • platform and media accounts studie • list of promotional material developed • positive feedback and evaluations of the performance quality indicators • presentation of the UNICATION best practices in final seminar

<u>Version</u>	<u>Date</u>	<u>Amendment</u>	<u>Author</u>
<u>1.0</u>	<u>26.03.2024</u>		<u>Natacha Moniz</u>

Disclaimer:

The unication Project Management Handbook (PMH) serves as a comprehensive guide for Project 101128292 – UNICATION, providing detailed instructions, procedures, and protocols for efficient project management. However, it is important to note that the PMH may not encompass every aspect or detail relevant to the project.

Any information, guidelines, or procedures not explicitly outlined in this handbook should be cross-referenced with the terms and conditions stipulated in the Grant Agreement associated with Project 101128292 – UNICATION. The Grant Agreement takes precedence over the PMH in matters of project management, funding allocation, contractual obligations, and any other pertinent aspects of project execution