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Capacity Building in Higher Education
Strand 2
Cross-Regional Project



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Master Programs 2025 24335 - 28/03/2025

**Master Programme
in Eco-Mining and Innovative
Natural Resources Management**

101082621 – EMINReM – ERASMUS-EDU-2022-CBHE

Erasmus+ Programme Capacity Building in Higher Education

**Project Number: 101082621 — EMINReM — ERASMUS-EDU-2022-CBHE
«Master Programme in Eco-Mining and Innovative Natural Resources
Management / EMINReM»**

PROJECT MANAGEMENT GUIDE



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The Practical Project Management Guide aims to enhance the capacity of higher education institutions in Partner Countries not associated with the Erasmus+ Programme to design, implement, and manage high-quality Capacity Building in Higher Education (CBHE) projects. This guide provides actionable insights, best practices, and tools for institutions to create impactful project proposals and execute them with efficiency and effectiveness. Developed with input from experienced professionals and stakeholders, the Guide is designed to equip higher education institutions with the skills and knowledge needed to manage international projects that align with global standards and EU priorities, while strengthening their international reputation and positioning them as reliable and competent partners in global academic consortia. It facilitates the exchange of expertise and adoption of EU best practices, contributing to the overall improvement of institutional governance, administration, and technical capacity.

This Guide is not just a resource for consortium members but a strategic tool accessible to all interested establishments, both within and outside the consortium. Validated by National Erasmus+ Offices of Ukraine, Kazakhstan and Uzbekistan, it is expected to be widely promoted through their networks, including official websites, social media platforms, Erasmus+ Weeks, and international presentations. By applying the Guide, institutions will independently design competitive Erasmus+ proposals and manage large-scale projects, ensuring tangible benefits for them and their partnerships. It empowers institutions to demonstrate competence and reliability, attracting more opportunities for collaboration in global partnerships, while adopting innovative EU practices to foster long-term improvements in governance and project management quality.

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1. INTRODUCTION

1) Overview of Erasmus+ CBHE Action

Capacity Building in Higher Education (CBHE) under the Erasmus+ Programme is a key action aimed at fostering transnational cooperation between higher education institutions (HEIs) from EU Member States or countries associated with the Programme and third countries not associated with the Programme. The main objective of CBHE is to support the modernization, internationalization, and accessibility of higher education in partner countries, addressing the challenges faced by their educational systems and fostering integration with European standards.

CBHE projects serve as a strategic tool to promote people-to-people contacts, intercultural awareness, and sustainable educational development. The initiatives funded under this action contribute to higher education reforms, improve governance, and enhance the quality of teaching and learning while fostering regional and cross-regional cooperation. The financial support for these projects is provided through two complementary instruments: the Instrument for Pre-Accession Assistance (IPA) and the Global Europe: Neighbourhood, Development, and International Cooperation Instrument (NDICI).

Key Objectives and Benefits

CBHE projects aim to:

- Modernize curricula and align them with labor market needs.
- Strengthen the governance and management capacities of HEIs.
- Enhance skills development through innovative education programs.
- Support national authorities in modernizing higher education systems.
- Encourage internationalization and collaboration between universities and external stakeholders.

Participation in CBHE projects brings multiple benefits, such as improved institutional capacity, enhanced human capital development, and increased competitiveness in national and international academic landscapes. Institutions gain access to best practices in educational management, quality assurance, and digital transformation, which contribute to long-term institutional growth and international recognition.

Types of CBHE Projects

CBHE projects fall into three main strands, each targeting specific aspects of higher education transformation:

1. Strand 1: Fostering Access to Cooperation in Higher Education

- Designed for newcomers to the programme and institutions from underrepresented regions.
- Aims to enhance institutional management and administrative capacities.
- Supports inclusive education and improved access for disadvantaged groups.

2. Strand 2: Partnerships for Transformation in Higher Education

- Focuses on innovation, university-business collaboration, and institutional reforms.
- Supports capacity building for HEIs to enhance governance and internationalization.
- Encourages cross-regional partnerships to strengthen education and research networks.

3. Strand 3: Structural Reform Projects

- Targets systemic reforms at a macro level, involving government bodies and national authorities.
- Aims to align national education policies with European Higher Education Area (EHEA) priorities.
- Supports digitalization, sustainability, and inclusive higher education systems.

Eligibility and Participation

Participation in CBHE projects is open to a wide range of institutions, including HEIs, research organizations, professional associations, governmental bodies, and private sector enterprises. The projects require multilateral partnerships, ensuring balanced representation from EU and non-EU countries.

- **National Projects:** Focused on a single partner country, involving at least two HEIs from that country and a minimum of two Programme Country HEIs.

- **Multi-Beneficiary Projects:** Involve multiple partner countries and Programme Countries, promoting regional or cross-regional collaboration.
- **Structural Reform Projects:** Require participation from national education authorities to drive policy-level changes.

2) Strategic Importance of CBHE Projects for Ukraine, Kazakhstan and Uzbekistan

Ukraine

As Ukraine progresses toward European integration, CBHE projects play a pivotal role in aligning the national higher education system with EU standards. These projects contribute to enhancing institutional governance, reforming curricula, and fostering research excellence. Amidst post-war recovery, they also serve as a critical tool in rebuilding educational infrastructure, strengthening digital transformation, and ensuring better alignment between education and the labor market. Through CBHE, Ukrainian HEIs can enhance international cooperation, increasing their competitiveness and impact at the global level. The projects also align with the Roadmap for European Integration in Education and Science until 2027, ensuring compliance with EU accession criteria.

CBHE initiatives in Ukraine are particularly focused on:

- Strengthening the resilience of universities in the face of conflict-related challenges.
- Supporting digitalization and the green transition in education.
- Enhancing international collaboration to improve research capacity and academic mobility.

Kazakhstan

Kazakhstan's strategic vision for higher education focuses on modernization, digital transformation, and increased participation in global education networks. CBHE projects support these goals by fostering university-industry collaboration, improving governance, and integrating sustainable development goals into curricula. As part of Kazakhstan's broader education reforms, CBHE initiatives facilitate greater academic mobility, enhance research capabilities, and support policy-driven reforms in higher education management. The country's active involvement in these projects positions its HEIs as key regional players in education and innovation.

Key areas where CBHE projects support Kazakhstan include:

- Developing new interdisciplinary programs that align with global industry needs.
- Expanding higher education digitalization and virtual learning initiatives.
- Strengthening academic autonomy of universities through governance reforms.

Uzbekistan

In Uzbekistan, CBHE projects contribute to the government's ambitious education reforms, as outlined in the Concept of Higher Education Development until 2030. These initiatives support the rapid expansion of higher education institutions, improve the quality of teaching and research, and enhance university autonomy. Additionally, CBHE fosters digitalization, facilitates cross-border academic partnerships, and strengthens alignment with international quality assurance frameworks.

CBHE in Uzbekistan specifically aims to:

- Enhance university autonomy and academic freedom.
- Foster research commercialization and university-industry linkages.
- Expand sustainable development initiatives, particularly in energy and technology sectors.

Long-Term Impact and Sustainability

To ensure lasting impact, CBHE projects in these countries emphasize:

- Institutional capacity-building, ensuring HEIs remain competitive globally.
- Public-private partnerships, strengthening cooperation between academia and industry.
- Inclusive education initiatives, ensuring equal access to higher education for diverse populations, including displaced students and underprivileged communities.

Through CBHE, Ukraine, Kazakhstan, and Uzbekistan are actively integrating into the global academic community, improving education quality, and aligning national education policies with international standards. These projects not only support higher education reform but also contribute to broader socio-economic growth and innovation in each country.

3) Alignment with EU Integration and National Priorities

CBHE projects play a crucial role in aligning higher education systems in partner countries with European Union (EU) integration strategies and national education priorities. This alignment is essential for ensuring that higher education institutions (HEIs) can contribute effectively to socio-economic development, innovation, and research capacity building.

Ukraine

As Ukraine advances toward EU membership, CBHE initiatives are instrumental in harmonizing national higher education policies with the European Higher Education Area (EHEA). The Roadmap for European Integration in Education and Science until 2027 outlines key reforms, including:

- Strengthening digitalization and sustainable development in HEIs.
- Enhancing governance structures and institutional autonomy.
- Supporting academic mobility and international research collaboration.
- Addressing post-war educational recovery through capacity-building initiatives.

CBHE projects are critical in bridging the gap between Ukrainian universities and their European counterparts, ensuring alignment with Bologna Process principles and facilitating the mutual recognition of qualifications.

Kazakhstan

Kazakhstan's education reforms prioritize digital transformation, academic autonomy, and international competitiveness. As part of its higher education development strategy, CBHE projects contribute to:

- Developing interdisciplinary and industry-aligned curricula to support labor market needs.
- Expanding digital education initiatives, including online learning and AI-driven teaching methodologies.
- Strengthening university-business collaboration to enhance employability and innovation.
- Supporting national governance reforms to increase HEI autonomy and quality assurance mechanisms.

By integrating these initiatives, CBHE projects reinforce Kazakhstan's long-term vision of transforming its universities into globally competitive institutions.

Uzbekistan

Uzbekistan's higher education system is undergoing rapid modernization, guided by the Concept of Higher Education Development until 2030. CBHE projects align with this strategy by:

- Enhancing university governance and increasing institutional autonomy.
- Expanding research and innovation programs to foster economic development.
- Encouraging HEIs to adopt sustainable energy and green economy practices.
- Strengthening partnerships with European universities to improve research output and global collaboration.

A significant focus of CBHE in Uzbekistan is the commercialization of research, which aligns universities more closely with industrial and economic priorities, fostering an entrepreneurial ecosystem within HEIs.

Common Regional Priorities

Across Ukraine, Kazakhstan, and Uzbekistan, CBHE projects address key regional priorities aligned with EU strategies:

- **Green and Sustainable Development:** Strengthening environmental education and sustainable campus initiatives.

- **Digital Transformation:** Implementing smart learning environments, AI-based education tools, and online education platforms.
- **Inclusive Education:** Expanding access for underprivileged groups, internally displaced persons, and students from rural areas.
- **Strengthening Governance and Quality Assurance:** Enhancing transparency, efficiency, and accountability in university management.

Through these CBHE initiatives, HEIs in Ukraine, Kazakhstan, and Uzbekistan are better equipped to meet global education standards, contribute to national socio-economic growth, and strengthen their positions within the international academic community.

4) Purpose and Structure of the Guide

The **Practical Project Management Guide (PPMG)** has been developed to support higher education institutions (HEIs) in effectively managing Erasmus+ Capacity Building in Higher Education (CBHE) projects. It provides a structured approach to project planning, implementation, monitoring, and evaluation, ensuring that HEIs maximize the impact and sustainability of their projects.

This guide serves as a practical resource for university administrators, project coordinators, faculty members, and other stakeholders involved in CBHE projects. It offers step-by-step guidance on project lifecycle management, compliance with Erasmus+ and national regulations, financial administration, reporting requirements, and best practices for successful project execution.

Purpose of the Guide

The primary objectives of this guide are:

- To equip HEIs with clear methodologies for designing, implementing, and managing CBHE projects effectively.
- To provide guidance on financial and administrative management, ensuring compliance with Erasmus+ and national regulations.
- To enhance the capacity of HEIs to integrate international best practices and strengthen collaboration with European institutions.
- To ensure the long-term sustainability of CBHE project results and facilitate institutional development in Ukraine, Kazakhstan, and Uzbekistan.
- To assist project teams in navigating reporting requirements, monitoring impact, and optimizing project outcomes.

By following this guide, institutions will be better positioned to manage resources efficiently, comply with funding requirements, and achieve maximum impact from their CBHE initiatives.

Structure of the Guide

This guide is structured into key sections that align with the project lifecycle, covering essential aspects of CBHE project management:

1. **Introduction** – Overview of Erasmus+ CBHE action, strategic importance for Ukraine, Kazakhstan, and Uzbekistan, alignment with EU integration and national priorities, and the purpose of the guide.
2. **Preparation activities after funding approval** – Essential steps such as grant agreement signing, prefinancing, and partnership agreements.
3. **Project registration and legal framework** – Detailed information on the registration process in Ukraine, Kazakhstan, and Uzbekistan, including tax exemptions and customs clearance.
4. **Reporting and monitoring requirements** – Guidelines on reporting obligations, deadlines, and collaboration with Ministries of Education.
5. **Financial management** – Best practices for managing lump sum grants, budgeting, VAT exemptions, and financial transparency.
6. **Procurement and equipment** – Procedures for equipment procurement, financial documentation, and case studies on best practices.



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7. **Project implementation** – Work plan development, risk management, and coordination among consortium members.
 8. **Communication and Dissemination** – Strategies for stakeholder engagement, dissemination of results, and branding requirements.
 9. **Sustainability and impact** – Methods to ensure long-term benefits, institutional capacity-building, and alignment with national strategies.
 10. **Annexes** – Templates, useful contacts, additional resources, and frequently asked questions.
- This structured approach ensures that HEIs can **efficiently design, execute, and sustain CBHE projects**, improving their international competitiveness and contribution to national education reforms.

2. PREPARATION ACTIVITIES AFTER THE FUNDING APPROVAL

1) Grant Agreement and Grant Declarations signature

Once a CBHE project is approved for funding under the Erasmus+ Programme, the formal process of signing the Grant Agreement (GA) and Declaration of Honor begins. This step is crucial as it legally binds all project partners to the financial and operational responsibilities outlined in the contract.

The Grant Agreement is signed between the European Education and Culture Executive Agency (EACEA) and the Project Coordinator. It defines the terms of funding, reporting obligations, and overall project management procedures. For multi-beneficiary agreements, all partners must sign an Accession Form, which confirms their commitment to the project and grants the coordinator the authority to act on their behalf in financial and administrative matters.

The main steps in this phase include:

1. **Notification to Partners** – Informing all consortium members about the project's approval and guiding them through the steps required for accessing their personal accounts in the Funding & Tender Opportunities Portal (FTOP). The precondition for further signing of the Declaration of Honor and Grant Agreement is completing of the validation process for each participant at the FTOP.

2. **Appointment of PLSIGN (Project Legal Signatory)** – Ensuring the LEAR (Legal Entity Appointed Representative) validates and assigns the necessary roles in the FTOP system.

3. **Signing of the Grant Agreement by the Coordinator** – The Project Coordinator receives, signs, and submits the agreement to the European Commission.

4. **Signing by Project Partners** – Each partner signs the Declaration of Honor and submits it to the coordinator for consolidation and official submission.

5. **Final Signature by the Granting Authority** – The EACEA or relevant funding body countersigns the agreement, officially activating the grant.

Grant Management System

The management of the grant is facilitated through the Grant Management System within the FTOP. This online system is used for financial reporting, continuous project monitoring, and communication with the granting authority. Some of its key functions include:

- Submission of financial reports (pre-financing, interim, and final payments).
- Tracking of deliverables and milestones in real-time.
- Managing amendments to the project (e.g., partner changes, budget reallocations).
- Ensuring compliance with Erasmus+ rules and deadlines;
- Real-time communication with the assigned Project Officer from EACEA.

System for Grant Management (SyGMA)

The **System for Grant Management (SyGMA)** is the main digital platform used by project coordinators and beneficiaries for managing Erasmus+ CBHE projects. This system ensures that all financial transactions, project progress, and legal requirements are centrally monitored. The SyGMA platform allows for:

- Continuous reporting and data updates on the project status.
- Bank account registration and verification for receiving funds.
- Uploading essential project documents, such as progress reports, financial statements, and supporting evidence.

Practical steps undertaken in the Project

Before the start of the project, the following steps should be completed:

- Notification to partners regarding the project approval and assistance in setting up access to FTOP.
- Completion of SyGMA updates, including bank details and administrative settings.
- Coordination with the Project Officer to ensure all legal and financial elements were correctly configured.

IMPORTANT NOTE: At the stage of signing the Grant Agreement, it is crucial to align the actual project implementation schedule with what was initially proposed in the application. **For example**, if the project team realizes that the project will not start in October, as planned in the application, but in March, there will be a five-month delay in the execution of Deliverables. This means that if student training was initially planned for September of the first project year, the development team would have to accelerate the preparation of training materials, purchase necessary equipment, and conduct study visits to European partner universities within a much shorter period. It is doubtful that such a tight schedule would be feasible. Therefore, the training start date should be postponed to September of the second project year, and all subsequent deadlines for intermediate Deliverables should be adjusted accordingly.

At the **Grant Agreement preparation stage**, it is most convenient to clarify these scheduling adjustments in close collaboration with the Project Officer to avoid modifications after the project has already started. It is highly recommended to **communicate with the Project Officer** and request approval for adjusting the reporting deadlines for deliverables, explaining why the revised schedule would be more practical for the project consortium. This stage is also critical for ensuring the feasibility of organizing project events and compiling reports on the respective deliverables.

Any **updated reporting deadlines for deliverables** must be reflected in both the **Description of the Action (DoA)** and in the **SyGMA system** (under deliverables and milestones sections).

The DoA is an annex of the Grant Agreement, detailing how the project will be carried out. For EU framework partnerships for grants (FPAs), this annex is called the Action Plan.

It consists of two parts, which are generated from the submitted proposal:

- Part A contains structured tables with project information.
- Part B provides a narrative description of the work to be carried out.

Synchronization between Part B and the details entered in the grant preparation screens should be ensured. Any changes must be approved by the Project Officer before submission.

When filling in the SyGMA sections, the Project Officer may request changes to the number of deliverables, either by adding key components or by reducing their quantity. These modifications should be reflected in the DoA document and uploaded as part of the Grant Agreement signing process.

For future project execution, **the consortium must follow the Grant Agreement with its updated deliverables, milestones, and reporting deadlines**, rather than relying solely on the original application.

Upon the grant agreement signature, the next steps included:

- Consortium meeting with the Project Officer to outline expectations and compliance measures.
- Submission of required documentation to the university's financial department for fund allocation.
- Kick-off meeting preparations, including travel arrangements, visa support, and agenda finalization.
- Creation of a centralized document-sharing platform (e.g., Google Drive, Microsoft Teams, or another Cloud solution) to store project files, project management tool (e.g. Trello, Asana, Microsoft Project, or another digital solution) and/or instant messenger to facilitate smooth communication and urgent communication with institutional coordinators and project managers from all project partners.

This structured approach ensures that the project is legally and administratively secure, allowing for smooth execution and compliance with EU funding regulations.

2) Prefinancing

Prefinancing is a crucial financial mechanism in CBHE projects, ensuring that project coordinators and partners receive an initial payment to cover early-stage expenses. This advance payment helps institutions manage operational costs, initiate project activities, and maintain financial stability before the full grant is disbursed.

Key aspects of prefinancing in CBHE Projects

1. Purpose of Prefinancing

- Provides liquidity to project beneficiaries for initial project activities.
- Facilitates the organization of kick-off meetings, administrative setup, and early implementation steps.
- Ensures financial resources are available for travel, equipment procurement, and initial training sessions.

2. Prefinancing payment process

- First Pre-financing Payment: Issued within 30 days after the last party signs the Grant Agreement.
- Amount: Typically represents 60–80% of the total grant, depending on project duration and conditions.
- Deposit into the Coordinator's Bank Account: The coordinator is responsible for receiving the funds and transferring them to the partners.
- Distribution to Partners: Based on the agreed budget and financial planning, partners receive their portion of the prefinancing according to the Partnership Agreement.

IMPORTANT NOTE: Before receiving the first prefinancing payment, the Project Coordinator must communicate with the accounting department of their institution and the banking institution where the coordinator holds a Euro account. This account, provided during the Grant Agreement signing, will be used to receive the grant funds and later distribute them to the project partners.

To confirm the source of funds, the bank will require the signed Grant Agreement between the grant beneficiary (coordinator) and EACEA, along with a translation into the official language of the country where the bank is located. At the initial stage, the bank may accept the text of the Grant Agreement with an official certified translation, which must include details on who conducted the translation and a statement verifying its accuracy. This translation must be signed and stamped by the grant beneficiary, but a notarized translation is not mandatory.

Additionally, the coordinator can provide the following supporting documents:

- Project Summary and List of Participants, indicating each partner's share in the project.
- Extract from the DoA (should be provided in the original language and with a certified translation into the country's official language):

- 1.1 Background and General Objectives
- 1.2 Needs Analysis and Specific Objectives

If the registration of the project as International Technical Assistance (ITA) is mandatory in the country of the grant beneficiary, the bank will also require the project registration certificate issued by the relevant Ministry after completion of the registration process.

3. Financial requirements for prefinancing

- Bank Account Registration: coordinators must provide valid banking details in the System for Grant Management (SyGMa) to receive funds.
- Financial Guarantee (if applicable): in some cases, the granting authority may require a financial guarantee before releasing the prefinancing.
- Usage Monitoring: the European Commission and the Project Officer track fund utilization through periodic financial reports.

4. Spending and reporting prefinancing

- Funds must be used in accordance with the approved budget categories (e.g., staff costs, travel, equipment, subcontracting).
- Beneficiaries must retain supporting documents (invoices, receipts, contracts) for financial audits.
- A financial report detailing prefinancing expenditures is required before requesting further payments.

NOTE: The project consortium must spend **at least 70% of the total amount of the first tranche before the submission of the Periodic Report**. This report must be prepared and submitted through the Grant Management System within 60 days after the last day of the 18th project month. If the consortium's actual expenditures are below the 70% threshold, the amount of the next tranche may be reduced by the difference between the actual expenditures and the required 70% minimum.

Practical steps undertaken in the project

- Submission of banking details via SyGMA for prefinancing transfer.
- Communication with partners to confirm financial distribution agreements.
- First consortium meeting to discuss financial planning and fund allocation.
- Submission of required documents to the university's financial department to ensure proper accounting and compliance.
- Preparation for periodic financial reporting in collaboration with the Project Officer.

Prefinancing plays a fundamental role in ensuring a smooth start for CBHE projects, allowing institutions to efficiently manage their resources and successfully implement planned activities. Proper financial tracking and transparent fund distribution are essential for compliance with EU funding regulations and successful project execution.

During the period of martial law in Ukraine, restrictions on foreign currency transfers abroad are in place, as regulated by Resolution No. 18 of the National Bank of Ukraine dated February 24, 2022 (with amendments). According to this resolution, transfers of funds abroad are permitted only under specific conditions, particularly when there are official obligations under international agreements and grant contracts.

To legally process the first transfer of funds to project partners, the coordinator must provide the bank with the following documents:

- the Grant Agreement (GA), specifying the total funding amount, source of funds, and payment schedule.
- the signed Partnership Agreement (PA) between the coordinator and each partner, detailing the financial arrangements and disbursement schedule.
- bank account details of both parties to identify the recipient and ensure a legally compliant transaction.

The transfer process should not delay the Kick-Off Meeting, which must be held within the first 2–3 months of the project's start, as recommended by the European Commission. Given potential delays in currency transactions, the Project Coordinator may issue a Guarantee Letter to the partners, officially confirming that the first instalment will be transferred immediately after receiving the original signed Partnership Agreement with all necessary annexes from both parties. This approach ensures smooth project implementation and trust between partners while complying with Ukrainian financial regulations.

3) Partnership Agreements signature

The **Partnership Agreement (PA)** (example – Annex 1) is a legally binding document that defines the financial, administrative, and operational responsibilities of each partner in a CBHE project. The agreement ensures transparency, accountability, and a clear distribution of roles among all consortium members.

Key Aspects of the Partnership Agreement

1. Purpose and importance

- Establishes the rights and obligations of each partner.
- Outlines financial arrangements, including fund allocation and payment schedules.
- Defines reporting and monitoring responsibilities to ensure project compliance.
- Specifies procedures for resolving conflicts and handling project amendments.

2. Main components of the Partnership Agreement

- General Provisions: defines the objectives, scope, and duration of the partnership.
- Financial Provisions: details the budget breakdown, eligible costs, and payment structure.
- Roles and Responsibilities: specifies the duties of the coordinator and each partner.
- Reporting and Compliance: establishes deadlines for financial and technical reporting.
- Amendments and Conflict Resolution: provides mechanisms for modifying the agreement and resolving disputes.
- Intellectual Property Rights and Data Management: clarifies ownership of project outputs and data-sharing policies.

3. Signature process and implementation

- Drafting Phase: the coordinator prepares the initial draft of the agreement, ensuring alignment with the Grant Agreement and Erasmus+ regulations.
- Review and Negotiation: each partner reviews the agreement, consults with its legal expert(s) and proposes necessary revisions before final approval.
- Signing by all Partners: all parties sign the final version, making it legally binding.
- Submission and Storage: the signed agreements are stored in the project's document repository and shared with the Project Officer if required.

4. Practical steps undertaken in the project

- Preparation and circulation of draft agreements to all partners.
- Negotiation of terms to reflect each partner's role and financial responsibilities.
- Signing of the agreements at the Kick-Off Meeting, ensuring all parties have a mutual understanding of obligations.
- Uploading signed agreements to the project's cloud storage for easy access and transparency.
- Integration of agreement terms into the project's financial and operational workflows to facilitate smooth fund transfers and reporting.

The Partnership Agreement serves as a fundamental framework for effective collaboration and risk management in CBHE projects. Ensuring that all partners fully understand and comply with the terms outlined in the agreement is essential for the successful implementation and sustainability of the project.

NOTE: Typically, a set of Declarations (Partnership Agreements) between the coordinator and all beneficiaries – members of the Project Consortium – is among the first project deliverables to be reported to EACEA through SyGMA. Therefore, all Partnership Agreements should be signed before or during the Kick-Off Meeting, properly stored for further reporting, and serve as the basis for transferring grant shares from the coordinator's bank account to project partners.



3. PROJECT REGISTRATION AND LEGAL FRAMEWORK

1) Importance of project registration as International Technical Assistance

Registering a project as International Technical Assistance (ITA) is a critical step for its legal recognition within the recipient country. ITA status provides financial and administrative benefits, including tax exemptions, customs clearance, and regulatory simplifications. Each participating country has its own procedures and regulations for project registration, often requiring cooperation with governmental agencies responsible for monitoring international assistance. This section outlines the registration process in Ukraine, Kazakhstan and Uzbekistan.

In **Ukraine**, project registration with the Secretariat of the Cabinet of Ministers of Ukraine (SCMU) is mandatory according to the Procedure for Attraction, Utilization, and Monitoring of International Technical Assistance, approved by Resolution No. 153 of the Cabinet of Ministers of Ukraine dated February 15, 2002 (as amended).

In **Uzbekistan** registration is also required by the Ministry of Higher Education, Science and Innovation.

The absence of registration does not prevent the project's implementation, financial management, or disbursement of funds, as transactions are executed under international agreements such as the Grant Agreement. However, registration is essential for obtaining ITA status, which grants tax and customs exemptions. During the period of martial law, delays in registration may occur due to objective circumstances.

Projects funded under the Erasmus+ Programme are implemented in accordance with the Grant and Partnership Agreements and must be officially registered to obtain ITA status. Under Paragraph 11 of Resolution No. 153, all Erasmus+ CBHE projects involving Ukrainian partners or coordinators must be registered with the Secretariat of the Cabinet of Ministers of Ukraine (SCMU) and receive a Project Registration Card.

Why registration is necessary:

- Official recognition of the project as ITA by the Ukrainian government.
- Eligibility for benefits such as tax exemptions, VAT relief, and customs privileges.
- Official accreditation of project implementers.
- Ensuring compliance with national legislation while implementing EU-funded projects.

When re-registration is required:

- Extension of the project duration.
- Changes in the partnership (new partner or partner name change).
- Modification of the equipment purchase list.

Re-registration ensures that the project retains its ITA benefits and remains compliant with Ukrainian legal requirements.

2) Registration process with the Secretariat of the Cabinet of Ministers of Ukraine (SCMU), Kazakhstan, and Uzbekistan

Project registration procedure in Ukraine

The registration package must include:

1. **Letter of Request** from the national coordinator in Ukraine (mentioning annexes).
2. **Letters of Request from all Ukrainian partners** receiving funding (same as above but without annexes).
3. **Certified Copy of the Grant Agreement**, translated into Ukrainian.

4. **Certified Copy of Annex I to the Grant Agreement**, detailing project objectives, activities, and deliverables (translated into Ukrainian).
5. **Certified Copies of Partnership Agreements** between the coordinator and project partners (translated into Ukrainian) OR a Memorandum of Understanding.
6. **Letter of Support** from the Ministry of Education and Science of Ukraine (or another relevant beneficiary institution).
7. **Procurement Plan** (in two copies) (mandatory for projects purchasing equipment or services).
8. **Project Progress Report** (mandatory if registration is initiated 6+ months after project start).
9. **Draft Letter** for the EU Delegation to Ukraine, requesting support for registration (in Ukrainian and English).

Step-by-Step Instructions for Registration

1. Preparation of documents – gather all necessary documents as listed above.
2. Translation and certification – ensure all required documents are translated into Ukrainian and certified where necessary.
3. Submission to SCMU – send the complete registration package to the Secretariat of the Cabinet of Ministers of Ukraine.
4. Review process – the SCMU reviews the application within 10 business days.
5. Approval and issuance of Registration Card – if the application is successful, the project receives an official Registration Card confirming its ITA status.
6. Additional reporting and follow-ups – if any modifications occur (e.g., partner changes, budget amendments), re-registration must be completed.

Note: Document templates are available and regularly updated by the National Erasmus+ Office in Ukraine (NEO). They can be downloaded from the [STATE PROJECT REGISTRATION](#) section on their official website.

Registration Process in Kazakhstan

In Kazakhstan, international grants such as CBHE projects do not require mandatory registration with government authorities, including the Ministry of Science and Higher Education.

The only registration takes place at the bank level, where the contract is registered for the purpose of currency control when receiving international financial assistance. The bank performs this registration based on the signed agreement and accompanying documents.

For internal institutional control, a rector's order is usually issued to establish a working group responsible for project implementation. If the Kazakh institution is not the grant holder (i.e., does not receive direct EU funding), no additional governmental registration is required.

Registration Process in Uzbekistan

In Uzbekistan, there is a requirement to register Erasmus+ projects as international projects with the Ministry of Higher Education, Science and Innovation. This registration serves several important purposes:

- It officially confirms the university's involvement in a project funded by an international donor.
- It simplifies the procurement and import of laboratory equipment for the project.
- It facilitates foreign currency transactions with partner universities abroad by providing the necessary documentation to justify such payments.
- It strengthens the university's legal and financial position when managing and reporting project funds.

This process is comparable to the registration of international technical assistance projects in Ukraine and is considered essential for smooth project implementation in Uzbekistan.

3) Re-registration process and common scenarios

When is re-registration necessary?

Re-registration of a CBHE project is required when there are significant modifications to the project that affect its implementation. These modifications may include:

- Extension of the project duration due to unforeseen circumstances.
- Changes in the partnership composition, such as adding new partners, removing existing ones, or updating institutional names.
- Adjustments in the procurement plan, including the addition or removal of equipment or services.
- Reallocation of budget or amendments in deliverables that impact the financial and technical structure of the project.

Ensuring that the project remains legally recognized under the International Technical Assistance (ITA) framework is crucial for maintaining tax exemptions, customs benefits, and regulatory compliance.

Re-registration process in Ukraine

To re-register a project due to modifications, the following documents are required:

1. **Letter of Request** from the national coordinator in Ukraine.
2. **Letters of Request** from all Ukrainian partners receiving funding.
3. **Certified Copy of Grant Agreement Amendments** reflecting project extensions, partnership changes, or modifications to procurement plans.
4. **Copy of the Project Registration Card**.
5. **Letter of Support from the Ministry of Education and Science of Ukraine** (if the project extension is for 6+ months).
6. **Certified Copies of Amendments to Partnership Agreements** (if original agreements have expired).
7. **Updated Procurement Plan** (if applicable).
8. **Draft Letter for the EU Delegation in Ukraine** (in Ukrainian and English).

The full re-registration package must be submitted both **electronically and in hard copy** to the SCMU.

Submission Procedure

The full re-registration package must be submitted both electronically and in hard copy to the Secretariat of the Cabinet of Ministers of Ukraine (SCMU). Once reviewed, the updated Project Registration Card is issued, confirming the modified project status.

Re-registration ensures that all project adjustments are legally documented and that the project continues to benefit from ITA status, facilitating smooth financial and administrative operations throughout its implementation.

4) National and EU regulations governing CBHE projects

Ukraine

CBHE projects in Ukraine benefit from **tax exemptions and customs clearance privileges** as part of their status as **International Technical Assistance (ITA)**. These exemptions are regulated under:

- Cabinet of Ministers Resolution No. 153 (15.02.2002) on the establishment of a unified system for attracting, utilizing, and monitoring international technical assistance.
- Tax Code of Ukraine (Article 197.11), which grants VAT exemptions on goods and services purchased within the framework of ITA projects.
- Customs Code of Ukraine, which provides customs duty relief for project-related equipment and materials.

Key procedures for VAT exemptions and customs clearance in Ukraine:

1. **Obtain ITA status:** projects must be **registered with the Secretariat of the Cabinet of Ministers of Ukraine (SCMU)** to receive tax and customs exemptions.

2. **Submit tax exemption confirmation:** the Project Coordinator must submit an official request to the State Tax Service confirming the VAT exemption for project purchases.

3. **Prepare a procurement plan:** goods and services covered by the VAT exemption must be listed in the approved Procurement Plan, which is submitted with the project registration documents.

4. **Customs clearance process:** when importing project-related equipment, customs documentation must explicitly state that the goods are for an ITA-registered Erasmus+ project, referencing the Project Registration Card.

5. **Reporting to Authorities:** Beneficiaries must submit biannual reports to the State Tax Service and SCMU, confirming compliance with tax exemption rules.

Kazakhstan

As of 2025, Kazakhstani institutions are not able to avoid paying VAT on equipment purchases within CBHE project implementation, as national legislation does not provide exemptions or allow VAT recovery for such transactions under Erasmus+ projects (see “Additional Considerations and Exceptions” of the chapter 5).

Uzbekistan

CBHE projects in Uzbekistan may benefit from tax and customs exemptions under certain conditions, primarily governed by the Tax Code and international treaties. However, the procedures are stricter than in Ukraine and require careful verification.

Relevant legal references include:

– *Tax Code of the Republic of Uzbekistan* (2020, as amended), particularly Articles 243, 243, and 243, which outline VAT exemption conditions;

– *Law on International Treaties* – which defines the legal status of agreements and their applicability to taxation matters;

– *Decrees of the President or the Cabinet of Ministers* – which may introduce additional project-specific privileges.

Key procedures for VAT exemptions and customs clearance in Uzbekistan:

1. **Applicability limited to ratified international treaties:** VAT exemption is granted only if the project is implemented under an international agreement that has been officially ratified by Uzbekistan.

2. **Verification through documentary proof:** for exempt imports (e.g., technical assistance or humanitarian aid), tax exemption may apply, but only upon submission of valid documents such as letters from international organizations, import certificates, or relevant approvals.

3. **No blanket VAT exemption for all CBHE projects:** unlike Ukraine, there is no general mechanism recognizing Erasmus+ CBHE projects as ITA eligible for automatic VAT exemption.

4. **Customs-related exemptions:** specific categories of imported goods may be exempt from VAT (e.g., humanitarian aid, technical aid), but each case requires documentation confirming the exemption basis.

Overall, the procedure is similar to Ukraine’s ITA registration process, but Uzbekistan’s legislation emphasizes stricter eligibility based solely on ratified international agreements and documented confirmation for each exempt transaction.

4. REPORTING AND MONITORING REQUIREMENTS

1) Types of reports: Biannual, Annual, and Final Monitoring Cards

Effective reporting and monitoring are essential for ensuring transparency, accountability, and the successful implementation of CBHE projects. Reporting requirements are designed to track project progress, financial management, and impact assessment.

Types of reports in Ukraine

• Biannual Monitoring Cards

- Submitted twice per year to provide an overview of project activities, expenditures, and milestones achieved within the last six months (before January 10 covering July–December, and July 10 covering January–June).
- Required by the Ministry of Education and Science (MoES) in Ukraine.
- Format follows Annex 2 of the International Technical Assistance (ITA) monitoring regulations.

• Annual Monitoring Cards

- Comprehensive reports covering the full calendar year, summarizing the project's progress, challenges, and planned activities.
- Submitted to the MoES and other national authorities by January 10 for the previous year's activities.

• Final Monitoring Report

- Submitted at the project's conclusion, evaluating overall achievements, financial expenditures, sustainability measures, and final outcomes.
- Includes a comparison between expected vs. actual results, project deliverables, and any deviations from the initial plan.
- Submitted within three months after project completion

Templates and submission guidelines

- Standardized templates for all monitoring reports are provided by the National Erasmus+ Office (NEO) in Ukraine and updated regularly on their website under the [REPORTING AND MONITORING CARDS](#) section.
- Reports must be submitted electronically and in printed format to the MoES and project's National Agency (only electronic versions during the martial law).
- In the case of project delays or significant modifications, additional documentation may be required.

Project Monitoring and Reporting in Kazakhstan

In Kazakhstan, periodic monitoring reports are not required by the Ministry of Science and Higher Education for international projects like CBHE, unless the university is a direct grant recipient.

Project implementation and reporting are carried out internally within the institution and based on agreements with international partners, without additional external oversight from the Ministry.

Project Monitoring in Uzbekistan

In Uzbekistan there is no requirement to submit periodic monitoring reports to the Ministry of Higher Education, Science and Innovation regarding the implementation of Erasmus+ projects. This includes reporting on project activities, results, future plans, or any other actions related to the Erasmus+ initiative.

Since Erasmus+ projects are considered institutional initiatives, the Ministry does not impose mandatory external reporting requirements on universities for such projects. All reporting is conducted internally within the university or based on agreements with international project partners.

2) Collaboration with the Ministries of Education and Science of Ukraine, Kazakhstan, and Uzbekistan

Collaboration with the **Ministries of Education and Science (MoES)** in Ukraine, Kazakhstan, and Uzbekistan is crucial for the successful implementation of CBHE projects. These ministries oversee higher education policy alignment, project compliance, and international technical assistance (ITA) regulations. Their engagement ensures the project's legitimacy, sustainability, and integration into national higher education strategies.

Ukraine

In Ukraine, the MoES actively monitors and supports CBHE projects. Its responsibilities include:

- Receiving and reviewing monitoring reports, including biannual and final reports submitted via the ITA system.
- Providing official support letters for project registration and re-registration with the Secretariat of the Cabinet of Ministers of Ukraine (SCMU).
- Ensuring alignment between Erasmus+ CBHE projects and national educational reform priorities.
- Facilitating institutional cooperation between universities and governmental bodies.

Kazakhstan

In Kazakhstan, the MoES plays a key role in the implementation and oversight of CBHE projects, ensuring their compliance with national education policies and strategic priorities. The MoES of Kazakhstan is responsible for:

- Coordinating and monitoring CBHE projects to ensure alignment with national education standards and strategic objectives.
- Facilitating the integration of project results into Kazakhstan's higher education system to enhance quality and competitiveness.
- Supporting universities in modernizing curricula, introducing innovative teaching methods, and strengthening international cooperation.

Project teams must maintain close collaboration with the MoES, ensuring compliance with national regulations and procedures for implementing international education projects.

Uzbekistan

In Uzbekistan, the Ministry of Higher and Secondary Specialized Education (MHESI) is the key government body responsible for overseeing CBHE projects. Its role includes:

- Ensuring that CBHE projects align with national higher education development priorities, such as modernizing curricula and integrating innovative technologies.
- Facilitating coordination between universities and key stakeholders to ensure effective project implementation.
- Providing administrative and regulatory support, including assistance with obtaining necessary permits and approvals.

Project teams in Uzbekistan must maintain regular communication with MHESI and adhere to the country's legal and procedural framework for successful project execution.

General recommendations for collaboration with Ministries:

- Regularly update the respective ministries on project progress, achievements, and challenges.
- Engage ministry representatives in key project activities, such as workshops, conferences, and training sessions.
- Ensure compliance with national legal and regulatory requirements for implementing international projects.
- Maintain transparency in financial and administrative operations within CBHE projects.

Close cooperation with the Ministries will facilitate the successful implementation and sustainability of CBHE projects while integrating them into the national higher education frameworks of Ukraine, Kazakhstan, and Uzbekistan.

3) Procedures for Concluding Project Monitoring

Ensuring that project activities are completed according to the agreed timeline, objectives, and budget is crucial for CBHE project success. Effective monitoring mechanisms help track progress, identify risks, and ensure the quality and impact of project deliverables. The conclusion of project monitoring involves the following key steps:

3.1. Internal Monitoring by the Project Management Team

The **Project Management Team (PMT)** plays a pivotal role in day-to-day monitoring, ensuring that activities, timelines, and deliverables align with the Consolidated Management Plan (CMP). The PMT performs the following actions:

- Biannual progress reports: each partner submits internal reports every six months, detailing achieved deliverables, completed activities, and incurred expenses. These reports are consolidated by the Project Coordinator.
- Review of Key Performance Indicators: progress is measured against predefined KPIs to assess quality, relevance, and effectiveness.
- Coordination Meetings: regular PMT meetings (both face-to-face and virtual) ensure that partners stay aligned with project milestones.

3.2. Institutional and cross-consortium monitoring

- Each participating HEI is responsible for conducting local internal monitoring at their institution to evaluate infrastructure improvement, teaching quality, and student learning outcomes.
- Cross-consortium peer-review activities are organized to allow institutions from different partner countries (e.g., Ukraine, Kazakhstan, and Uzbekistan) to assess each other's achievements.

3.3. EU/APC Universities monitoring

- EU/APC Universities representative of the PMT carries out monitoring activities on level of the project achievements and progress during the onsite visit to proper partner country university, as well as upon completion of the Staff Training Visit, Students' Study period at the base of appropriate EU/APC university.

3.4. External monitoring and evaluation

- For examining the success rate of the project implementation by professionals in appropriate fields of study related to the project from enterprises and/or educational institutions out of the Project consortium.

3.5. Monitoring by NEO and EACEA

External monitoring is conducted by official bodies such as the National Erasmus+ Office (NEO) in Ukraine, Kazakhstan, and Uzbekistan, alongside the European Education and Culture Executive Agency (EACEA).

- Desk monitoring: conducted through regular communication between NEOs, EACEA, and project coordinators. Reports, inquiries, and clarifications are handled via email and phone to ensure continuous oversight.
- Reference monitoring: focuses on verifying compliance with project goals, educational reforms, and financial regulations.
- Control monitoring: conducted towards the project's conclusion to evaluate final outcomes, sustainability measures, and overall impact.
- Mentoring activities can be carried out as during the project life-cycle so after the project end.

4. Reporting procedures

The Project Coordinator is responsible for preparing and submitting the following mandatory reports to EACEA:

- **Interim Report:** submitted at the project's midpoint to assess performance and approve continued funding.
- **Final Report:** provides an in-depth assessment of the project's outcomes, budget execution, and sustainability strategies.

Each report should include:

- Details of achieved deliverables and milestones.
- Explanations for deviations from the original timeline.
- Supporting documentation such as meeting minutes, attendance lists, financial records, and learning materials.

5. Quality assurance and risk management

The **Quality Assurance Group (QAG)** is responsible for evaluating the project's results. The QAG performs the following functions:

- Develops and updates the Quality Control Plan (QCP), ensuring alignment with European Higher Education Area (EHEA) standards.
- Ensures that educational materials, retraining programs, and learning platforms adhere to expected quality benchmarks.
- Collects feedback from students, teachers, and external stakeholders to improve project outcomes.

6. Final audit and financial evaluation

A final audit is an essential component of project financial oversight, ensuring that all expenditures comply with Erasmus+ financial regulations and are properly documented. The audit assesses the financial soundness of the project's expenditures, verifying that funds have been allocated and used in accordance with the approved budget.

External audit requirements

- An external audit is conducted when required by Erasmus+ grant conditions, particularly for projects exceeding €750,000 or when a statutory audit is mandated by national or EU law.
- The audit evaluates the eligibility and justification of project expenses, ensuring transparency and accountability.

Financial documentation submission

The Project Coordinator must submit supporting financial documents to justify all project-related expenses. These include:

- Invoices for all goods and services procured.
- Payroll details and employment contracts for project staff.
- Equipment procurement records demonstrating compliance with tendering and VAT exemption requirements.
- Travel expenses documentation, including tickets, boarding passes, accommodation invoices, and per diem records.
- Other financial documents related to project management and implementation.

Audit and compliance verification

The final audit is conducted by external auditors or relevant EU and national oversight bodies, including:

- The European Commission
- National or Executive Agencies
- The European Court of Auditors
- The European Anti-Fraud Office (OLAF)
- The European Public Prosecutor's Office (EPPO)

These bodies ensure that project financial records align with Erasmus+ financial guidelines, preventing any misuse of funds and reinforcing compliance with EU grant policies.

Retention of financial records

To ensure accountability, project beneficiaries must retain all financial documentation for:

- Five years after the final payment for grants above €60,000.
- Three years for grants below €60,000.

Maintaining proper records is crucial for potential post-project audits and compliance verification.

This final audit and financial evaluation process guarantees transparency, compliance, and financial integrity in all CBHE project expenditures.

7. Final Meeting and reporting

- A final coordination meeting involving project partners, the NEO, and the EACEA may be organized to discuss outcomes, impact, and sustainability strategies.
- The Project Coordinator submits the Final Project Report along with evidence of implemented activities, survey results, and feedback from beneficiaries.

Key recommendations for project teams

- Maintain clear documentation of all project activities, including records of meetings, reports, and budget details.
- Communicate regularly with NEOs and EACEA to ensure all changes, delays, or risks are addressed promptly.
- Engage external evaluators early in the project to provide guidance on quality assurance and impact assessment.

This comprehensive approach to monitoring and evaluation ensures that CBHE projects are successfully implemented, deliver meaningful results, and contribute to long-term improvements in higher education systems.

4) Ensuring Compliance with Monitoring Requirements

To guarantee transparency, efficiency, and alignment with Erasmus+ regulations, CBHE projects must adhere to strict compliance measures throughout the project lifecycle. Compliance ensures that monitoring activities are conducted effectively, financial management meets EU standards, and deliverables are achieved according to the agreed project framework.

1. Adherence to monitoring and reporting schedules

- Each CBHE project must submit biannual and annual monitoring reports to their respective National Authorities and the European Commission.
- These reports must provide detailed progress updates, highlight achieved deliverables, and document any financial expenditures or deviations from the project plan.
- Final reports must be submitted at the conclusion of the project, summarizing all results, challenges, and sustainability measures.

2. Compliance with financial and procurement regulations

- Institutions must strictly follow national and EU financial regulations, including:
 - Proper use of lump sum grants
 - Procurement procedures for purchasing equipment and services
 - VAT exemption policies where applicable
 - Clear documentation of all financial transactions
- The final audit process ensures that project funds are used efficiently and in compliance with grant agreements.

3. Risk management and issue resolution

- To mitigate project risks, the consortium must develop a Risk Management Plan that outlines:
 - Potential challenges in implementation



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- Contingency measures to address delays or financial issues
- Corrective actions to realign project activities when needed
 - Regular coordination with the National Erasmus+ Offices (NEOs) and EACEA allows for timely identification of risks and resolution of compliance issues.

4. Quality assurance and continuous evaluation

- Each CBHE project must implement a Quality Assurance Plan (QAP), which includes:
 - Self-assessment reports and regular internal reviews
 - External evaluations by independent experts
 - Feedback collection from students, faculty, and stakeholders
 - Alignment with the European Higher Education Area (EHEA) quality standards

5. Ensuring institutional and policy-level compliance

- Close cooperation with Ministries of Education in Ukraine, Kazakhstan, and Uzbekistan is required to ensure project alignment with national education priorities.
- CBHE project activities should contribute to long-term capacity building, higher education reform, and internationalization strategies in partner countries.

By implementing these compliance measures, CBHE projects minimize risks, ensure accountability, and maximize their impact on higher education institutions and national education systems.

5. FINANCIAL MANAGEMENT

1) Managing Lump Sum Grants: Key Principles

Lump sum funding is a simplified financial mechanism used in Erasmus+ projects, including Capacity Building in Higher Education (CBHE) actions. It is designed to reduce the administrative burden of financial reporting while ensuring proper financial management and accountability. Below are the key principles governing lump sum grants:

1. Predefined budget allocation

- The lump sum is determined at the application stage, based on a detailed cost estimate.
- It covers all eligible costs, including personnel, travel, equipment, subcontracting, and indirect costs.
- The lump sum is agreed upon with the granting authority and cannot be changed after the project is awarded.

2. Simplified financial reporting

- Beneficiaries are not required to submit detailed invoices or receipts for individual expenses.
- Instead, they must demonstrate that the agreed activities have been implemented in line with the project plan.
- The focus is on results and outputs rather than cost justification.

3. Payment conditions

- Payments are made based on milestones or deliverables rather than incurred expenses.
- Usually structured in instalments, with pre-financing, interim payments based on progress reports, and a final payment after project completion.
- Failure to complete activities or meet quality standards may result in partial or no payment of the lump sum.

4. Project implementation and accountability

- Beneficiaries must maintain proper documentation to demonstrate project implementation.
- The European Commission or National Agencies may request evidence of achieved outcomes.
- Audit and control mechanisms ensure compliance with Erasmus+ financial rules.

5. Flexibility in spending

- Beneficiaries have the flexibility to manage their budget according to project needs as long as they deliver the agreed results.
- Reallocation of funds within the lump sum budget is allowed, provided that key objectives remain unchanged.

6. Compliance with Erasmus+ regulations

- All expenditures must align with Erasmus+ program guidelines.
- Projects must ensure transparency, non-discrimination, and sound financial management.
- Any deviations from the initial plan must be justified and, in some cases, approved by the funding authority.

By following these principles, institutions and organizations can effectively manage lump sum grants while ensuring compliance with Erasmus+ financial rules and achieving their project objectives.

2) Budget Planning and Allocation

Effective budget planning and allocation are critical to the successful implementation of a CBHE project under Erasmus+. The lump sum funding model requires a well-structured financial plan that ensures efficient resource distribution, compliance with Erasmus+ financial rules, and alignment with project objectives.

1. Key principles of budget planning

- The budget must be developed based on realistic cost estimates at the application stage, ensuring financial feasibility throughout the project duration.
 - Each budget category should align with the work packages (WPs) and deliverables outlined in the Description of the Action (DoA).
 - Institutions have flexibility in how funds are allocated, but the total lump sum amount remains fixed once the grant is awarded.

2. Budget categories in Lump Sum Grants

The budget is structured into cost categories, which typically include:

- Personnel Costs – Salaries and fees for staff involved in the project implementation.
- Travel and Subsistence – Costs related to mobility, training, and study visits.
- Equipment Procurement – Purchase of project-related equipment and software.
- Subcontracting Costs – Payments for services not covered by the project team (e.g., external evaluations, translations, or IT support).
 - Other Direct Costs – Dissemination activities, promotional materials, publications, and events.
 - Indirect Costs – Administrative overheads (typically covered within the lump sum).

3. Budget allocation across project phases

To ensure smooth project execution, the budget should be allocated **strategically** across different phases:

- **Start-up Phase** (first 3-6 months):
 - Administrative setup, including state registration and internal financial procedures.
 - Initial equipment purchases.
 - Kick-off meeting and coordination costs.
 - **Implementation Phase** (12-30 months):
 - Major spending occurs here, including mobility, capacity-building activities, and training.
 - HEI staff payments, student participation, and curriculum development.
 - Equipment installation and operational costs.
 - **Final Phase** (last 6-12 months):
 - Final evaluation, external audits, and reporting.
 - Dissemination and sustainability activities.
 - Final financial settlement and submission of deliverables to EACEA.

4. Financial control and adjustments

- While budget reallocations within work packages are possible, any major changes must be communicated to EACEA or the National Agency.
 - Project partners must monitor expenditures closely to ensure alignment with the approved budget.
 - Unspent funds cannot be reallocated outside of pre-approved categories without official authorization.

5. Risk mitigation in budget execution

- Establishing internal financial controls to prevent budget mismanagement.
- Ensuring compliance with procurement rules to avoid delays in purchases.
- Keeping a financial buffer (if feasible) for unforeseen circumstances.

By implementing structured budget planning and allocation, CBHE projects can achieve their objectives efficiently while maintaining financial compliance and sustainability.

IMPORTANT: During the implementation of the project, it is crucial to strictly adhere to the budget categories outlined in the **Detailed Budget Table**, which was approved by the Project Officer during the Grant Agreement signing phase. The total grant amount, as well as the allocation of funds among project partners and expenditure categories, constitutes the **final version of the project budget** and must be accepted for execution before project implementation begins.

Key considerations for budget compliance include:

1. Fixed budget structure

- The budget is structured into predefined cost categories, such as Personnel Costs, Travel & Subsistence, Equipment, Subcontracting, Other Goods & Services, and Indirect Costs.
- Beneficiaries must ensure that all expenditures align with the approved financial plan and the specified categories.

2. Strict adherence to approved budget

- Reallocation of funds between budget categories is not allowed without prior approval from EACEA. Any adjustments, even minor ones, require formal authorization through the Project Officer.
- Beneficiaries must ensure that actual expenses remain within the assigned budget lines and reflect the original financial structure.

3. Payment linked to Work Package completion

- According to the Lump Sum scheme, payments for a Work Package (WP) are only made upon its full completion.
- Work Packages should be designed so that the evaluator can clearly verify whether all planned activities have been executed before financial disbursement.

4. Financial monitoring and documentation

- Beneficiaries must maintain clear financial documentation, including evidence of costs, contracts, invoices, and payroll records, to ensure compliance.
- Each financial report must strictly follow the approved budget categories, with no unauthorized deviations.

5. Final budget allocation and reporting

- The BE-WP Overview sheet in the Lump Sum Calculation Workbook must match the total requested grant amount and is mandatory for submission.
- Any discrepancies in financial reporting can lead to delays in payments or financial penalties.

By following these principles, project partners will ensure smooth financial management, maintain compliance with Erasmus+ regulations, and minimize risks related to budget deviations.

3) Ensuring Transparency and Accountability

Transparency and accountability are fundamental to the financial management of CBHE projects under Erasmus+. Ensuring that project funds are used responsibly, reported accurately, and comply with EU financial regulations is essential to maintaining trust between project partners, national authorities, and funding agencies.

1. Financial transparency measures

To promote financial transparency, CBHE projects must adhere to the following principles:

• **Clear documentation of expenditures:**

- All financial transactions must be recorded and backed by appropriate documentation (e.g., invoices, contracts, payroll records).
- Travel expenses must be supported by tickets, boarding passes, accommodation receipts, and per diem records.

• **Open and traceable financial flows:**

- The Project Coordinator must ensure that all payments to partners align with the approved budget and work packages.
- Any changes in financial allocations must be documented and justified in financial reports.

• **Regular financial reporting:**

- Each partner institution must submit periodic financial reports detailing expenses related to lump sum funding categories.
- Reports should follow the structure required by EACEA, ensuring compliance with EU financial rules.
 - **Compliance with Erasmus+ Procurement Guidelines:**
- Any procurement of goods and services must follow national and EU regulations to ensure fair competition and cost-effectiveness.
- VAT exemption procedures must be respected when purchasing equipment or services.

2. Accountability measures

To ensure proper accountability, CBHE projects must implement:

- **Internal financial controls:**
- Each institution should establish internal review mechanisms to verify compliance with financial procedures.
- Financial transactions should be reviewed by the university's finance department or an internal audit team.
 - **Consortium-wide financial monitoring:**
- The Project Coordinator is responsible for monitoring financial activities across all partners.
- Financial performance should be discussed during consortium meetings, and adjustments should be made if necessary.
 - **Ethical and legal compliance:**
- All spending decisions must adhere to EACEA financial guidelines, Erasmus+ legal frameworks, and national laws.
- Fraud, misuse of funds, or non-compliance with financial rules may result in sanctions, including repayment of grants.
 - **Data protection and confidentiality:**
- Sensitive financial information should be securely stored and shared only with authorized personnel.
- GDPR (General Data Protection Regulation) compliance is required when handling financial and personal data.

3. Independent audits and external evaluations

To further strengthen financial accountability, projects may undergo:

- External audits, especially if the grant exceeds €750,000 or if required by national laws.
- EACEA financial reviews, ensuring that all expenditures align with the approved budget.
- Random checks and site visits by the European Court of Auditors (ECA), OLAF, or National Erasmus+ Offices (NEOs).

4. Key takeaways for project teams

- Maintain complete and accurate financial records for all transactions.
- Submit timely and accurate financial reports to the Project Coordinator and EACEA.
- Follow procurement guidelines and ensure fair and competitive spending.
- Implement internal financial controls to prevent errors, mismanagement, or fraud.
- Be prepared for external audits and financial evaluations at any stage of the project.

By ensuring transparency and accountability, CBHE projects strengthen financial integrity, minimize risks, and enhance their credibility within the Erasmus+ program.

4) VAT Exemption Guidelines

Value-Added Tax (VAT) exemption is a crucial financial consideration for CBHE projects under Erasmus+. VAT exemption helps optimize project budgets by allowing institutions to allocate more resources towards educational activities, infrastructure, and mobility instead of tax-related expenses.

1. Overview of VAT exemption for CBHE projects

- Erasmus+ CBHE projects are typically eligible for VAT exemption under EU and national financial regulations, provided that:

- The expenses are directly linked to the project's objectives.
- The institution is recognized as a beneficiary of international technical assistance (ITA) in its country.
 - The process for obtaining VAT exemption varies across partner countries and must be coordinated with national tax authorities.
 - In some countries, VAT exemption applies only if the project has been officially registered as an ITA project under national regulations.

2. How to apply for tax benefits

Each project partner must follow their respective country's procedures for VAT exemption. Below are the general steps to apply for VAT exemption:

Step 1: Verify eligibility

- The institution must check whether it qualifies for VAT exemption under national tax laws.
- The Project Coordinator should consult with national Erasmus+ offices, Ministries of Finance, or relevant tax authorities to confirm the legal basis for VAT exemption.
- In Ukraine, VAT exemption is granted only to projects that have been registered as International Technical Assistance (ITA) and approved by the Secretariat of the Cabinet of Ministers of Ukraine (SCMU).
- In Uzbekistan, the Tax Code provides for the possibility of VAT exemption for projects financed through international technical assistance, in accordance with international treaties ratified by the Republic of Uzbekistan. To obtain such exemption, the project must be officially registered and approved by the relevant state authorities of Uzbekistan. This ensures that the project complies with national legislation and international agreements, allowing the application of tax benefits, including VAT exemption.

Step 2: Gather required documentation

The following documents are typically required to apply for VAT exemption:

1. Grant Agreement (GA): A certified copy demonstrating that the project is funded by the European Commission.
2. Partnership Agreements (PA): Certified copies showing financial commitments between project partners.
3. Project Registration Card: If applicable, proof of project registration as ITA.
4. Procurement Plan: A detailed list of planned purchases (equipment, services, travel, etc.), which may need approval by tax authorities before making purchases.
5. Letter of Request: A formal request to national tax authorities for VAT exemption.
6. Invoices or Proforma Invoices: Supplier documents explicitly stating the VAT amount that needs exemption.
7. Tax Exemption Form (if required): Some countries require institutions to complete a specific government tax exemption application.

Step 3: Submit the application to tax authorities

- Institutions must submit the VAT exemption request to the national tax authority or Ministry of Finance.
- Some countries require prior approval before making purchases, while others allow institutions to apply for VAT reimbursement after transactions are completed.
- In Ukraine, VAT exemption is granted at the time of purchase only if the supplier is aware of the exemption and issues an invoice without VAT.

Step 4: Approval and implementation

- Once the VAT exemption is approved, the institution will receive an official letter or certificate confirming VAT-free purchases.
- This document should be shared with suppliers and vendors to ensure that invoices are issued without VAT.

IMPORTANT: In Ukraine, VAT that was paid by mistake cannot be refunded under the ITA mechanism. Therefore, institutions must ensure that suppliers issue invoices correctly without VAT.

3. Maintaining required documentation for audits

To ensure compliance with EU financial guidelines, CBHE project partners must maintain and organize VAT-related documents for auditing purposes.

1. Record-keeping and documentation

- VAT exemption certificates and tax authority approvals.
- Copies of invoices showing zero VAT charged or VAT reimbursement claims.
- Payment confirmations and bank statements related to VAT-exempt purchases.
- Correspondence with tax authorities confirming VAT exemption eligibility.

2. Compliance with Erasmus+ financial audits

- The European Commission, EACEA, and national tax agencies may conduct audits to verify VAT exemption compliance.
 - If VAT was incorrectly charged, institutions must provide evidence of:
 - Attempts to obtain VAT exemption (correspondence with tax authorities).
 - Reimbursement requests submitted to vendors or tax offices.
 - Institutions failing to comply with VAT exemption regulations risk ineligibility of VAT-covered expenses during financial audits.

4. VAT in public procurement and purchasing procedures

- When making public procurement purchases, institutions must carefully assess VAT inclusion in tenders.
 - If a supplier is a VAT payer, the contract price will typically include VAT unless exemption procedures are followed.
 - In Ukraine: Non-VAT payers cannot include VAT in their tender proposals, even if the tender request includes VAT.
 - **IMPORTANT:** If a CBHE project partner needs to procure goods or services via public procurement, they must ensure that:
 - The VAT exemption is specified in tender documents.
 - The winning supplier is informed of VAT-free purchasing procedures.
 - The institution's procurement plan aligns with Erasmus+ financial guidelines.

KEY CONSIDERATIONS for project partners

1. Start the VAT exemption process early to avoid financial delays.
2. Consult with tax authorities and Erasmus+ NEOs for country-specific VAT rules.
3. Keep detailed records of all tax-exempt transactions to facilitate audits.
4. Ensure that suppliers issue VAT-free invoices for project-related purchases.
5. For public procurement, clearly indicate VAT exemption conditions to avoid overpayment.

By following these VAT exemption guidelines, CBHE projects can maximize financial efficiency, minimize unnecessary expenses, and ensure full compliance with Erasmus+ financial management policies.

Additional Considerations and Exceptions

Ukraine: VAT exemption applies only to projects registered as ITA, and tax-free purchases require prior approval.

Kazakhstan: According to the Tax Code of the Republic of Kazakhstan, organizations registered as VAT payers and operating within Kazakhstan are obliged to include VAT in the price of goods and services. Exemptions from VAT apply only in specific cases, such as:

1. Goods and services explicitly exempt from VAT under the Tax Code of the Republic of Kazakhstan.
2. Goods and services where the place of supply is not considered within Kazakhstan.

Furthermore, Article 398 of the Tax Code outlines cases of import exempt from VAT, including:

- National and foreign currencies (except collectible items), and securities;
- Raw materials for currency production by the National Bank of Kazakhstan;
- Duty-free personal imports by individuals within set customs thresholds;

- Humanitarian aid (excluding excisable goods) in accordance with procedures defined by the Government;
- Goods provided as technical or charitable assistance by foreign governments or international organizations (non-excisable);
- Goods for official use of accredited foreign diplomatic missions and their personnel (subject to ratified international treaties);
- Goods placed under specific customs procedures allowing tax exemption;
- Space objects and related ground equipment imported for Kazakhstan's space programs (upon certification by the authorized space agency).

Although the *Erasmus+ Programme Guide* (Version 1, 2022, p. 395) classifies VAT as an ineligible cost when recoverable, Kazakhstan's national legislation does not allow VAT recovery under these circumstances. Therefore, VAT becomes a non-recoverable expense in Erasmus+ projects involving Kazakhstani institutions.

In practice, some universities cover VAT costs using institutional co-financing or indirect project costs. It is also advisable to coordinate with the project coordinator and consult national finance officers or peer institutions for guidance on handling VAT-related challenges.

Uzbekistan: VAT exemption applies only to projects registered as ITA and requires prior approval from competent authorities. The procedure in Uzbekistan is generally similar to that of Ukraine, with VAT exemption applying to international projects. However, there are two key differences:

1. In Uzbekistan, VAT exemption is more strictly defined – it applies only under international agreements that have been officially ratified.
2. There are specific provisions related to imports: certain types of imported goods are automatically exempt from VAT, but only upon submission of supporting documentation (e.g. letters from international organizations, certificates, or other official confirmations).

6. PROCUREMENT AND EQUIPMENT

1) Equipment Procurement Rules and Guidelines

The procurement of equipment within CBHE projects must comply with Erasmus+ Programme rules and national legislation in each partner country. It should be transparent, efficient, and adhere to the principle of non-profitability.

1. Key principles of equipment procurement:

1) *Compliance with the Grant Agreement* – equipment must be procured according to the list approved in the Grant Agreement (GA). Any modifications must be justified and approved by both the Project Coordinator and the Project Officer (EACEA) before implementation.

2) *Justified necessity* – equipment should serve as a tool to achieve the project's objectives rather than being an end in itself. Institutions must demonstrate that purchases align with project outcomes.

3) *Procurement principles* – the purchase process must follow the principles of:

- Transparency – ensuring open competition and avoiding conflicts of interest.
- Non-profitability – the institution must not make a financial gain from the transaction.
- Economic efficiency – obtaining the best value for money.
- Accountability – maintaining documentation for potential audits.

4) *Tendering procedures*:

• For purchases below €15,000, direct purchasing may be allowed, provided that documentation justifies price competitiveness.

• For purchases between €15,000 and €60,000, at least three competitive offers must be obtained.

• For purchases exceeding €60,000, formal tendering procedures may be required by national laws or additional rules imposed by the National or Executive Agency (EACEA). This ensures compliance with EU regulations on cost-effectiveness and conflict-of-interest prevention.

5) *National procurement regulations* – institutions must strictly follow national procurement laws, particularly in public procurement processes (e.g., Prozorro in Ukraine or similar systems in other partner countries).

6) *VAT exemption* – equipment purchases should be made VAT-free, as CBHE projects qualify for VAT exemption under international technical assistance (ITA) regulations. Institutions must ensure compliance with national tax exemption procedures (refer to the VAT Exemption Guidelines section).

7) *Project-specific procurement rules* – institutions must ensure that procurement aligns with:

- Work Packages (WP) defined in the Description of Action (DoA).
- Budget categories as per the Detailed Budget Table.
- National legislation and internal institutional rules.

2. Procurement steps:

1. Needs assessment & budget allocation

- Verify that the required equipment list aligns with project objectives and the **approved budget**.
- Ensure compliance with Work Package deliverables and lump sum funding allocations.

2. Approval process

- If modifications are required, consult with the Project Coordinator.
- Obtain approval from the Project Officer (EACEA) before initiating procurement.

3. Supplier selection & tendering

- Conduct procurement procedures according to national regulations and Erasmus+ guidelines.
- Obtain multiple offers for comparison to ensure fair competition.
- Evaluate suppliers based on:
 - Price competitiveness
 - Quality standards
 - Delivery timelines

- Contract Signing & Payment
 - Establish formal agreements with suppliers, specifying: 1) Compliance with CBHE regulations. 2) VAT exemption terms. 3) Delivery and installation timelines.
4. *Delivery & installation*
- Ensure that equipment is delivered, installed, and made operational within the project’s timeline.
 - Validate that the equipment meets technical specifications.
5. *Inventory & reporting*
- Maintain detailed records of equipment purchases, including: 1) Invoices & contracts. 2) Tax exemption certificates. 3) Supplier documentation. 4) Proof of delivery and installation.
 - These records must be retained for potential audits by: 1) European Commission (EC). 2) European Education and Culture Executive Agency (EACEA). 3) National Erasmus+ Offices (NEO). 4) External auditors (if required).

FINAL CONSIDERATIONS

- **Early procurement** – equipment should be procured within the first half of the project to ensure smooth implementation. Чи є ліміт на закупівлю до 24 місяця проекту?
- **Restrictions on budget transfers** – funds cannot be reallocated from other budget categories to equipment purchases without prior approval from EACEA.
- **Centralized procurement** – if a single partner manages procurement for multiple partners, a clear transfer process must be established to ensure ownership and accountability.

By strictly following these procurement guidelines, CBHE project partners can ensure compliance with Erasmus+ regulations while maximizing the impact and sustainability of the purchased equipment.

2) National Procurement Regulations

Ukraine

Procurement of equipment within international projects in Ukraine is regulated by national legislation on international technical assistance (ITA), primarily by the Resolution of the Cabinet of Ministers of Ukraine No. 153 (15.02.2002) and related bylaws. If a project is registered as ITA, the procurement procedures can be conducted outside the scope of the Law of Ukraine "On Public Procurement", but must still comply with key principles of transparency, competitiveness, and cost-effectiveness.

Institutions typically use one of the following approaches:

- Collecting at least three commercial offers (price quotations);
- Conducting simplified or open bidding procedures according to internal procurement rules;
- Applying institutional procurement policies approved by university councils or accounting departments.

In all cases, proper documentary evidence and financial justification must be maintained for audit and reporting purposes. The procurement must also align with the approved procurement plan submitted as part of the ITA project registration process.

Kazakhstan

Procurement of equipment in Kazakhstan within international projects is regulated by the Law of the Republic of Kazakhstan No. 103-VIII “On Science and Technology Policy” (Article 4, Clause 2). In accordance with this law, procurement is conducted based on the collection of at least three commercial offers from potential suppliers. An additional mandatory requirement is the evaluation of suppliers for tax compliance and risk level.

Universities must also follow their internal procurement regulations and procedures, ensuring compliance with both national legislation and institutional policies.

Uzbekistan

Procurement procedures in Uzbekistan for equipment and services within international projects are governed by the Law of the Republic of Uzbekistan “On Public Procurement” No. ZRU-684, which entered



into force on 1 March 2025 (as amended). According to Article 2, this law applies to procurement financed by international grants, foreign aid, and technical assistance, unless the donor's rules explicitly provide otherwise. In such cases, donor procedures prevail.

If the grant agreement does not specify alternative procurement rules, public universities and institutions must apply national procurement methods, which include:

- Simplified low-value procurement: direct selection based on price quotations from at least three potential suppliers without publication;
- Electronic store procurement: online offer-based procurement with automatic price comparison;
- Reverse auction: competitive bidding with automatic selection of the lowest price;
- Best proposal selection: multi-criteria evaluation procedure;
- Tender and two-stage procurement: used for high-value or complex purchases.

All public procurement must be conducted electronically, including tenders and best-offer selections (mandatory since 2022). The system is designed to ensure transparency, fairness, and efficiency. Competitive procurement is the default approach; non-competitive procedures such as direct contracting are only allowed under strictly defined exceptional cases.

Procurement documentation must clearly state all technical, financial, and legal requirements. Negotiations with suppliers are prohibited before the winner is determined. Clarifications to tender documents must be provided in writing and published. Proposals from suppliers found on the national blacklist (Register of Unfair Suppliers) must be excluded.

All signed contracts must be published in the Unified Registry of Contracts, and payment is prohibited for contracts not registered. Institutions must also comply with ethical conduct rules, conflict of interest provisions, and are subject to internal, public, and state monitoring.

In the context of international projects, if the donor (e.g. EU) procurement guidelines are followed, national publication and registration may still be required, especially for transparency and audit purposes.

3) Timeline for Purchasing Equipment

The timely procurement of equipment is crucial for the successful implementation of CBHE projects. Delays in purchasing equipment can negatively impact project deliverables, hinder work package progress, and jeopardize the achievement of project objectives. This section outlines the optimal timeline for purchasing equipment, deadlines to be followed, and consequences of non-compliance.

1. Recommended equipment procurement timeline

CBHE projects operate under **strict timelines**, and equipment purchases should be completed as early as possible to ensure effective project execution. The recommended procurement timeline is as follows:

Phase 1: Project Start-Up (Months 1-6)

- 1) Review and confirm procurement needs based on the Grant Agreement (GA) and project work plan.
- 2) Obtain internal approvals within institutions for procurement planning.
- 3) Verify VAT exemption procedures and coordinate with tax authorities.
- 4) Launch procurement procedures, ensuring compliance with national and Erasmus+ procurement regulations.

Phase 2: Tendering & supplier selection (Months 4-9)

- 1) Issue calls for tenders (if applicable) or collect supplier quotes for equipment purchases.
- 2) Conduct evaluations of received bids, ensuring compliance with best-value procurement principles.
- 3) Obtain Project Coordinator and Project Officer approval for any modifications.
- 4) Finalize supplier contracts and issue purchase orders.

Phase 3: Equipment delivery & installation (Months 9-12)

- 1) Ensure on-time delivery of procured equipment as per the agreed terms.
- 2) Verify equipment functionality and installation, ensuring compliance with technical specifications.
- 3) Document equipment acquisition with invoices, delivery confirmations, and payment receipts.
- 4) Register equipment in institutional inventory as per national regulations and internal policies.

Phase 4: Equipment Deployment & Utilization (Months 12-18)

- 1) Use equipment in project activities, such as curriculum development, training, and research.
- 2) Monitor equipment usage to ensure alignment with project objectives.
- 3) Prepare interim procurement reports and submit to the Project Coordinator and National Erasmus+ Offices.

2. Deadline for equipment purchases

To ensure full eligibility of expenses, all equipment purchases should be completed within the first 18 months of the project. This allows sufficient time for installation, testing, and integration into project activities.

- Final deadline: no later than the midpoint or 24th month of the project duration, unless otherwise specified in the Grant Agreement.
- Justification for late purchases: any delays must be documented, justified, and approved by EACEA before procurement occurs.

3. Consequences of delayed procurement

Failure to procure equipment within the stipulated timeframe may lead to serious consequences, including:

- *Ineligibility of expenses* – if equipment is not purchased within the required timeframe, Erasmus+ may reject the expense during financial audits.
- *Project implementation delays* – lack of necessary equipment may delay work package completion, affecting training, research, and curriculum development.
- *Risk of funding reductions* – non-compliance with procurement timelines can lead to financial penalties or budget adjustments by EACEA.
- *Limited time for effective use* – late procurement reduces the impact of the equipment on project outcomes, as there may be insufficient time for its deployment and use.
- *Audit risks* – external auditors will scrutinize any late purchases, requiring detailed justifications and risk assessment reports.

4. Recommendations for timely procurement

1. **Start procurement planning early** – do not wait for the first project meeting to initiate procurement processes.
2. **Set internal deadlines** – establish stricter internal deadlines to mitigate potential delays in approvals and procurement.
3. **Ensure supplier readiness** – work with reputable vendors who can guarantee on-time delivery and support services.
4. **Monitor procurement progress** – assign a dedicated procurement officer or project manager to oversee purchases.
5. **Document all steps** – keep records of all approvals, contracts, and correspondence with suppliers and national authorities.
6. **Use contingency planning** – identify alternative suppliers in case of unexpected procurement issues.

By strictly following procurement timelines, CBHE project partners can ensure that all necessary equipment is available, installed, and fully operational within the project's duration. Adhering to the recommended schedule also minimizes risks of budget reductions, financial ineligibility, and project implementation delays.

4) Documenting and Reporting Equipment Purchases

Proper documentation and reporting of equipment purchases are mandatory to ensure compliance with Erasmus+ financial regulations and national audit requirements. CBHE project partners must maintain detailed records of all transactions, ensuring transparency and accountability in financial management.



1. Key documentation for equipment purchases

All equipment purchases must be backed by **official documentation** that verifies compliance with the procurement process and Erasmus+ funding regulations. The following documents should be retained:

1) *Procurement and contracting documents*

- Tender announcements and procurement notices (if applicable).
- Bid evaluations and supplier selection reports, ensuring fairness and value for money.
- Signed supplier contracts, detailing equipment specifications, pricing, and payment terms.

2) *Financial records*

- Invoices from suppliers indicating item descriptions, quantities, unit prices, and total cost.
- Proof of payment, including bank transfer confirmations, payment receipts, or financial statements.
- VAT exemption certificates, confirming the eligibility for tax-free procurement under Erasmus+ ITA rules.

3) *Equipment delivery and installation records*

- Delivery receipts or waybills, proving that the equipment has been received in good condition.
- Installation reports, where applicable, showing that the equipment has been set up and tested.
- Inventory registration documents, confirming the proper recording of equipment in the institution's asset list.

4) *Usage and maintenance documentation*

- Equipment usage logs, demonstrating that the items are used for the intended CBHE project activities.
- Maintenance records, if applicable, to ensure long-term sustainability and functionality.

2. Reporting equipment purchases to EACEA

To comply with Erasmus+ financial reporting requirements, CBHE project partners must submit detailed reports on equipment purchases. The key reports include:

1) *Interim Financial Reports* (if required by Grant Agreement)

- Submitted mid-project to EACEA.
- Includes a summary of purchased equipment, associated costs, and supporting documents.

2) *Final Financial Report*

- Submitted at the end of the project.
- Provides full details on equipment procurement, installation, and usage.
- Must include scanned copies of invoices, contracts, delivery receipts, and payment confirmations.

3) *Asset registration and verification reports*

- Institutions must register all purchased equipment in their official asset inventory.
- Asset records should include serial numbers, locations, and assigned project users.
- These records may be verified through external audits or EACEA monitoring visits.

3. Consequences of inadequate documentation

Failure to properly document and report equipment purchases may lead to financial penalties, disallowed expenses, and potential project budget reductions. The main risks include:

1) Non-reimbursed costs – if procurement records are missing, EACEA may refuse to reimburse the expense.

2) Audit issues – external auditors may require additional justifications or impose financial corrections.

3) Delays in final grant payments – incomplete reporting can delay the approval of the final financial report.

4. FINAL RECOMMENDATIONS:

1. **Maintain digital and hard copies** – keep scanned and original copies of all procurement documents in a secure and easily accessible location.

2. **Use shared cloud storage** – store procurement reports in project management platforms (e.g., Google Drive, OneDrive) for transparency and easy consortium-wide access.

3. **Assign a responsible financial officer** – ensure that each partner institution has a designated person managing procurement reporting.

4. **Follow a structured reporting template** – use EACEA-approved templates for financial reporting to ensure consistency.

5. **Prepare for audits** – regularly review and update documentation to ensure full compliance with Erasmus+ and national regulations.

Proper documentation and reporting of equipment purchases are critical for the financial success of a CBHE project. Institutions must adhere to strict reporting requirements, maintain complete financial records, and be prepared for audits at any stage of the project.

5) Examples of Acceptable Equipment and Use Cases

The procurement of equipment under CBHE projects must align with the project's objectives and financial regulations while ensuring that purchased items contribute to education, research, and institutional capacity building. The following categories of equipment have been identified as acceptable under the Erasmus+ Programme Guidelines and the project procurement records.

1. ICT and digital learning equipment

- *Servers and storage solutions* – required for virtual learning environments, e-learning platforms, and research data storage.
- *Laptops and desktop computers* – essential for administrative, research, and student training purposes.
- *Interactive whiteboards and projectors* – support hybrid and digital learning initiatives.
- *Video conferencing systems and auto-tracking cameras* – facilitate international collaboration, remote learning, and digital classroom engagement.
- *Virtual Reality (VR) headsets* – enable immersive learning experiences, especially in engineering and technical disciplines.

EMINReM example use case:

- Dell PowerEdge T40 Server – supports virtual classroom operations, allowing remote learning and data management for research activities.
- Auto-Tracking Distance Learning Camera (AVer DL30 PTZ) – enhances hybrid teaching by automatically tracking instructors, improving the engagement of remote students.

2. Laboratory and scientific equipment

- *Analytical instruments* – used in environmental science, chemistry, and engineering (e.g., gas analyzers, air dust analyzers).
- *Simulation and training equipment* – including flight simulators, engineering lab tools, and physics experiment stations.
- *Measurement and testing devices* – tools for fieldwork, environmental monitoring, and technical research.

EMINReM example use case:

- Horiba PG-350 Portable Gas Analyzer – used for environmental monitoring and engineering training.
- Sokkia IM-55 Total Station – facilitates practical training in geodesy and civil engineering.
- Air dust analyzer (Walcom HT-9600) – supports air quality monitoring and environmental research.

3. Engineering and technical training equipment

- *3D printers and CNC machines* – help students gain hands-on experience in digital fabrication, design, and prototyping.
- *Renewable energy equipment* – solar panels, wind turbines, and monitoring stations for energy efficiency projects.
- *Construction and materials testing equipment* – used in civil engineering for material strength and durability testing.

EMINReM example use case:

- Rock Shear Box Apparatus (Matest A129) – Supports soil mechanics and geotechnical engineering research.
- Drying Cabinet UF450 – Used in chemical engineering for precise material drying and preparation.

4. Specialized software for academic and research use

- *GIS and mapping tools* – used for environmental analysis, geodesy, and urban planning.
- *Engineering and design software* – applications such as AutoCAD Civil 3D and MicroSurvey FieldGenius.
- *Statistical and simulation software* – necessary for research-intensive fields, including mining, engineering, and climate studies.
- *Assistive technology for students with disabilities* – equipment to support students with hearing and vision impairments (screen magnification monitors, braille keyboards and tactile displays, specialized headphones and hearing aids, text-to-speech and speech-to-text software).

EMINReM example use case:

- Geovia Surpac (Educational Version) – used for mining and geological modeling, supporting research in sustainable resource extraction.
- Autocad Civil 3D – applied in civil engineering and infrastructure planning.

KEY CONSIDERATIONS:

1. Equipment must be justified as necessary for achieving project objectives.
2. Items should be procured according to the approved Detailed Budget Table and Grant Agreement.
3. VAT exemption procedures should be followed to optimize budget use.
4. Institutions must ensure proper inventory tracking and reporting for auditing compliance.

By aligning equipment procurement with CBHE objectives and Erasmus+ regulations, project partners can ensure that investments support education, research, and institutional development effectively.

6) Case Studies: Successful Procurement Practices

Despite clear procurement regulations, project teams may encounter various challenges. Below are some frequent mistakes and strategies to avoid them:

Challenge: Delays in equipment procurement due to bureaucratic approvals

Solution: Start the procurement process early by preparing all required documentation in advance. Ensure that tax exemption applications, tendering requirements, and supplier contracts are aligned with national legislation and Erasmus+ guidelines.

Challenge: Budget misallocation and unexpected costs.

Solution: Strictly adhere to the Detailed Budget Table approved in the Grant Agreement. Any deviation in expenditure categories must be justified and pre-approved by the Project Officer at EACEA.

Challenge: Non-compliance with tendering procedures

Solution: For contracts exceeding EUR 60,000, follow national public procurement laws (e.g., Prozorro in Ukraine) and ensure the selection of suppliers based on transparent, fair, and competitive bidding processes.

Challenge: Equipment delivery delays impacting project activities

Solution: Define strict delivery deadlines in supplier contracts and consider buffer periods in the procurement timeline to accommodate possible delays.

Challenge: Insufficient documentation for audits

Solution: Maintain an organized procurement file containing purchase orders, invoices, payment records, VAT exemption certificates, and equipment inventory lists. Regularly update financial reports and ensure all partners adhere to reporting standards.

2. Key takeaways for successful procurement

1. **Start early:** Procurement should begin immediately after the Grant Agreement is signed.
2. **Follow the rules:** Ensure all purchases align with Erasmus+ Programme Guide and national procurement laws.
3. **Communicate with suppliers:** Clearly define delivery terms, warranty policies, and after-sales support.
4. **Ensure full documentation:** Keep invoices, supplier contracts, and VAT exemption certificates for financial audits.
5. **Monitor spending:** Regularly review expenses against the approved Detailed Budget Table to prevent overspending or misallocation.

By following these best practices and learning from past experiences, CBHE project teams can enhance procurement efficiency, minimize risks, and ensure compliance with Erasmus+ and national financial regulations.

7. PROJECT IMPLEMENTATION

1) Developing and Adapting Work Plans

Developing and maintaining a realistic, flexible, and goal-oriented work plan is essential for the successful implementation of any CBHE project. The work plan serves as the roadmap for project execution, detailing activities, responsibilities, timelines, deliverables, and milestones.

1. Key elements of a CBHE Work Plan

- *Work Packages (WPs)*: Each WP addresses a core component of the project (e.g., curriculum development, mobility, equipment, quality assurance).
- *Activities*: Tasks under each WP, aligned with specific deliverables and objectives.
- *Timelines*: Each activity is associated with a timeline and milestone for monitoring progress.
- *Responsible partners*: Each activity should have a lead institution and supporting partners clearly identified.
- *Expected outcomes and deliverables*: Must correspond to the DoA and SyGMA entries.

2. Planning at the Kick-off stage

During the Kick-Off Meeting:

- The Consolidated Work Plan is validated and aligned with the Grant Agreement.
- Partner responsibilities and activity schedules are clarified.
- Communication protocols, reporting tools, and internal monitoring systems are established.

3. Alignment with DoA and SyGMA

The work plan must be fully consistent with the Description of the Action (DoA) and the SyGMA system. Inconsistencies in tasks, timelines, or deliverables between these documents can cause reporting issues or delays in grant payments. Adjustments must be reflected across all management documents and approved by the Project Officer when necessary.

4. Adapting Work Plans during implementation

Changes in political, institutional, or logistical circumstances (e.g., wartime disruptions, pandemic restrictions) may require modifications:

- Reallocation of tasks or activities among partners.
- Timeline revisions for deliverables and milestones.
- Format adaptations (e.g., shifting from in-person to virtual events). Any significant change should be approved by the EACEA and reflected in the SyGMA platform and internal consortium plans.

5. Monitoring and updating

- Quarterly reviews (Annex 3) or biannual internal reporting is advised to track progress.
- A Gantt chart or similar project timeline tool should be updated regularly.
- Deviations from the plan must be justified and documented.

6. Best practices

- Ensure the work plan is realistic, with contingency time for delays. Keep the project timetable updated according to day-to-day monitoring activities.
- Prioritize early implementation of procurement and curricula development activities.
- Ensure that the report for each deliverable includes a complete set of means of verification as specified in the DoA, particularly under the “Deliverables” section. This is essential for audit readiness and to demonstrate full compliance with Erasmus+ reporting requirements.
- Maintain flexibility within WPs, while preserving core objectives and quality standards.
- Use collaborative tools (e.g., shared cloud storages, Trello, Asana) for tracking progress.

2) Risk Management and Adjustments During Crisis

In the context of CBHE project implementation, crisis realities – particularly wartime in Ukraine – require tailored risk management approaches to ensure continuity, adaptability, and resilience of project activities. Institutions affected by war, forced displacement, infrastructure damage, or access limitations must take proactive steps to assess, mitigate, and manage risks while remaining compliant with Erasmus+ regulations.

1. Understanding wartime risks for CBHE projects

Typical risks encountered during wartime include:

- Security and safety threats (e.g., air raids, shelling, occupation).
- Interruption of electricity, internet, and communication.
- Damage or destruction of university infrastructure.
- Forced relocation of students, staff, or entire institutions.
- Inaccessibility of bank systems or delays in payments.
- Disrupted access to education facilities and documentation.

These challenges affect not only operational delivery but also budget execution, documentation flows, and compliance with the work plan and deliverables.

2. Risk management strategies

To manage and mitigate risks effectively, CBHE project teams should:

- Integrate a risk management plan into a comprehensive project management plan, with clear risk categories, probability assessments, and response measures.
 - Establish alternative delivery formats (online, blended, modular formats) to continue education and training when face-to-face implementation is not possible.
 - Ensure duplication and backup of all documentation, financial records, and learning materials in secure cloud repositories accessible by multiple team members from all project partners.
 - Introduce flexible communication channels in instant messengers (Telegram, Viber, WhatsApp or other), offline messaging tools, or mirror servers for platform access.
 - Define substitute roles for key staff and decentralized coordination models to reduce dependency on one institution or individual in high-risk zones.

3. Adjustments to project activities

Based on evolving wartime realities, CBHE projects may:

- Revise activity timelines, redistributing or delaying certain work packages (WPs) or events, subject to EACEA approval.
 - Relocate events (e.g., training, equipment delivery, meetings) to safer regions, countries, or online platforms.
 - Reallocate budget segments, especially for equipment or travel, if initial plans become infeasible due to crisis or martial law restrictions.
 - Submit formal amendments to the Grant Agreement for significant changes, especially for duration extensions, partner replacements, or equipment location modifications.

IMPORTANT: Any significant deviations from the approved DoA must be justified in writing and, where necessary, approved by EACEA. For equipment relocation, written approval from the Project Officer is mandatory.

4. Coordination with EACEA and National Erasmus+ Offices

- Inform EACEA and National Erasmus+ Office of participating partner country as soon as risks materialize or anticipated challenges arise.
 - Seek guidance on compliance with Erasmus+ rules during force majeure events.
 - Cooperate with National Education Authorities to confirm temporary institutional relocations, staff reassignments, or student support.

5. Specific wartime support measures (e.g., for Ukraine)

Erasmus+ has activated force majeure and exceptional mobility rules for Ukrainian institutions and individuals, including:

- Flexible deadlines for reporting.
- Adjustments to mobility schedules.
- Online mobility recognition (if agreed between home and host institutions).
- Alternative host institution arrangements for displaced students and staff.

3) Coordination Between Consortium Members

Effective coordination among project partners is essential for the successful implementation of CBHE projects. Given the multinational and interdisciplinary nature of consortia, a clear structure, regular communication, and shared responsibilities must be established from the outset.

1. Governance structure within the consortium

Each consortium must define its internal governance model in the DoA and consolidate it in the Project Management Plan. A typical structure includes:

- Project Management Team (PMT): responsible for day-to-day operational and financial management.
- Local Project Coordinators: at least one from each partner institution, acting as the link between their institution and the consortium.
- Work Package Leaders: assigned based on expertise to oversee implementation of specific WPs.
- Quality Assurance Group (QAG): ensures ongoing quality monitoring and risk mitigation.

These structures are complemented by thematic Working Groups (WGs) (e.g., curriculum development, training, dissemination, procurements, etc.), ensuring active participation from all partners.

2. Communication and collaboration tools

To maintain effective coordination, especially in large or wartime-affected consortia, the following tools and methods are recommended:

- Regular coordination meetings: 1) Kick-off, annual coordination, mid-term, and final meetings. 2) Monthly or quarterly virtual meetings (via Zoom, MS Teams, etc.).
- Shared cloud platforms: Google Drive, SharePoint, or institutional repositories to store deliverables, templates, and reports.
- Instant communication channels: Telegram, WhatsApp, Viber or any other for quick decision-making and urgent updates.
- Collaboration tools: Trello, Asana, Notion, or other project management tools to track progress and assign tasks.
- A shared project calendar should be maintained and regularly updated with deadlines for deliverables, internal reports, and events.

3. Ensuring balanced participation and ownership

- Each partner must actively contribute to both technical and administrative components of the project, based on their agreed role.
- Workload distribution should reflect the expertise and institutional capacity of each partner.
- Regular rotation of task responsibilities in Working Groups fosters capacity building across institutions.

IMPORTANT: Inactive partners, unclear role distribution, or lack of communication may result in implementation delays or jeopardize funding.

4. Conflict resolution and decision-making

- Establish consensus-based decision-making rules at the project's start (e.g., voting procedures, quorum requirements).
- Include mechanisms for resolving conflicts or underperformance (e.g., warning letters, internal mediation, escalation to EACEA if needed).
- Clarify partner withdrawal or replacement procedures in the Partnership Agreement and DoA.

KEY RECOMMENDATIONS

1. Define and formalize responsibilities in a Partnership Agreement.
2. Schedule regular coordination meetings and use digital tools to track progress.
3. Ensure multilingual accessibility of key materials if needed.
4. Encourage transparency and regular reporting from all partners.
5. Document all coordination activities (meeting minutes, attendance lists, action points).

4) Communication with EACEA and the National Erasmus+ Office

Strong and proactive communication with the European Education and Culture Executive Agency (EACEA) and National Erasmus+ Offices (NEOs) is essential for the smooth implementation, compliance, and long-term success of CBHE projects. Both bodies offer support, oversight, and guidance throughout the project life cycle.

1. Communication with EACEA

EACEA is the main contracting authority for CBHE projects. It oversees implementation at the European level and ensures projects meet the strategic priorities of Erasmus+.

What to communicate with EACEA:

- Grant Agreement preparation: communication during the validation and signature of the GA via the FTOP.
- Project Officer (PO) support: each CBHE project is assigned a PO who serves as the main point of contact for: 1) Approval of project modifications (e.g., WP timing, budget changes, partner withdrawal). 2) Questions on deliverables, milestones, reporting, and monitoring. 3) Submission of interim and final reports (technical and financial). 4) SyGMA system: continuous reporting must be done via the SyGMA, including updates on project results, deliverables, and dissemination actions.

TIP: Use clear, professional, and concise communication when writing to your PO. All formal requests (e.g., timeline changes) should be accompanied by justification and supporting documents.

2. Communication with National Erasmus+ Offices (NEOs)

NEOs in Ukraine, Kazakhstan, and Uzbekistan play a critical role in supporting CBHE projects locally. They ensure national compliance and support the integration of Erasmus+ projects into national higher education strategies.

Key communication areas with NEOs:

- Project registration and ITA status.
- Monitoring visits and national reporting.
- Promotion of project results through NEO channels and events (e.g., Erasmus+ Info Days, HEI fairs).
- Advisory support in times of crisis (e.g., wartime adjustments, mobility exceptions, policy alignment).

IMPORTANT: Always notify NEOs about major events (kick-off meetings, equipment deliveries, national dissemination) and cooperate with them on visibility, quality assurance, and compliance.

3. Best practices for communication

- Assign a dedicated communication liaison in your project team to handle external communication.

- Document all correspondence with EACEA and NEOs (e.g., emails, feedback, approvals).
- Engage NEOs as observers or experts during internal project meetings or dissemination events.
- Involve them early in the planning of national-level training, policy dialogue, and capacity building activities.

4. KEY RECOMMENDATIONS FOR PROJECT COORDINATORS

1. Initiate contact with the Project Officer immediately after project selection.
2. Clarify reporting procedures and deliverables' expectations during the initial kick-off with EACEA.
3. Maintain regular and respectful communication with both EACEA and NEOs.
4. Seek feedback on deliverables and challenges before formal submission.
5. Use the SyGMa platform correctly and keep it updated.

5) Ensuring Inclusivity and Accessibility in Activities

Inclusivity and accessibility are core values of the Erasmus+ Programme. All CBHE projects must ensure that their activities, results, and benefits are open and accessible to a diverse range of stakeholders, including individuals with fewer opportunities, underrepresented groups, and persons with disabilities. Embedding inclusive practices in project design and implementation not only strengthens social impact but is also an eligibility and quality criterion in Erasmus+ evaluations.

1. Principles of inclusion in Erasmus+

According to the Erasmus+ Programme Guide, inclusive projects should:

- Foster **equal access** and full participation in learning and mobility activities.
- Address **barriers to participation** (e.g., physical, socio-economic, geographic, cultural, linguistic, or disability-related).
- Design activities that **respond to the needs** of marginalized or vulnerable groups.
- Implement **universal design principles** for physical and digital environments.

Projects are encouraged to consult the *Inclusion and Diversity Strategy in Erasmus+ and European Solidarity Corps* for detailed guidance.

2. Practical steps for inclusive implementation

To ensure inclusivity and accessibility during project implementation, CBHE project teams should:

1. *Map the target audience* and identify participants from disadvantaged backgrounds (e.g., internally displaced persons, students with disabilities, low-income families).
2. *Ensure physical accessibility*: 1) Use accessible venues for events and meetings. 2) Provide assistive devices and equipment (e.g., screen readers, Braille keyboards, hearing devices, large-format displays).
3. *Ensure digital accessibility*:
 - Develop digital platforms and materials that meet WCAG standards.
 - Provide captioning/subtitles for video materials.
 - Offer content in multiple languages or simplified formats.
4. *Adapt learning activities*:
 - Use flexible teaching approaches (e.g., hybrid or remote learning).
 - Offer personalized support where needed.
5. *Provide financial and logistical support*:
 - Budget for inclusion costs (e.g., accompanying persons, special transportation).
 - Provide travel support for participants from remote or conflict-affected regions.
6. *Train staff on inclusion*: Organize training for consortium members on diversity, equity, and inclusive teaching methods.



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3. Country-specific considerations

- *Ukraine*: Address challenges faced by internally displaced persons (IDPs), war-affected communities, and students with trauma-related or physical disabilities.
- *Kazakhstan and Uzbekistan*: Support access for rural populations, women in STEM, and learners with limited access to modern infrastructure.

NOTE: Any measures for inclusion must be reflected in the Work Packages, Deliverables, and Budget Planning. Inclusion-related costs may be covered under "Other Direct Costs" in the detailed budget.

4. Monitoring and evaluation

Projects should monitor inclusivity by:

- Tracking participation rates of underrepresented groups.
- Collecting feedback on accessibility from students and staff.
- Including accessibility as a quality criterion in internal evaluations.

Include inclusivity KPIs in the Quality Assurance Plan (QAP) and report progress in interim/final reports.

5. Erasmus+ branding and communication

Ensure that dissemination materials reflect inclusivity:

- Use inclusive language and visuals (e.g., people of different abilities, genders, ethnicities).
- Translate key materials into accessible formats and multiple languages.

8. COMMUNICATION AND DISSEMINATION

1) Strategies for Effective Communication with Stakeholders

Effective communication with internal and external stakeholders is critical to the success of any CBHE project. It ensures transparency, supports collaboration, enhances the visibility of project outcomes, and fosters long-term partnerships beyond the project duration.

1. Identifying key stakeholders

At the beginning of the project, each partner should map and categorize relevant stakeholders based on their role, influence, and interest. These may include:

- Academic communities and faculty members
- University leadership and administrative staff
- Students and student associations
- Governmental institutions and Ministries
- Industry partners, private sector, and employers
- Local and regional authorities
- NGOs, civil society organizations
- Media outlets
- International partners and donor agencies

Each category requires tailored communication approaches depending on their level of involvement and information needs.

2. Setting communication objectives

Clear objectives should guide all communication activities. These may include:

- Raising awareness about project goals and expected impact
- Sharing progress and interim results
- Engaging partners and stakeholders in project activities
- Gathering feedback for improving implementation
- Promoting the project's relevance to societal and economic challenges

3. Internal communication within the consortium

To ensure consistent and efficient internal coordination:

- Appoint a communication contact person at each partner institution.
- Use shared digital tools (e.g. Google Drive, MS Teams, Slack, Trello) for document sharing and task tracking.
 - Hold regular coordination meetings (online and offline) with fixed agendas and meeting minutes.
 - Circulate quarterly internal newsletters or updates summarizing progress, risks, and upcoming deadlines.

4. External communication with stakeholders

- *Press releases and media outreach* at key milestones (kick-off, mid-term, final conference, launch of outputs).
- *Workshops, round tables, public lectures*, and other face-to-face events to engage external actors.
- *Policy briefs and stakeholder newsletters* tailored to public authorities and decision-makers.
- *Informational sessions and training seminars* for associated stakeholders and end users.
- *Targeted communication materials* for non-academic audiences should use plain language and avoid technical jargon.

5. Communication planning and monitoring

The Project Management Team should include a Communication Officer or designated task force responsible for:

- Developing the Project Communication Strategy/Plan.
- Identifying communication channels, frequency, and responsibilities.
- Monitoring the effectiveness of communication activities through feedback forms, analytics (website visits, social media engagement), and stakeholder surveys.
- Updating the communication strategy as the project evolves.

2) Dissemination of Project Results

Dissemination is a core component of Erasmus+ CBHE projects. It ensures that the knowledge, innovations, and materials developed throughout the project are shared with a broader audience, maximizing their reach, impact, and sustainability. The goal is not only to inform but also to engage stakeholders and encourage the reuse and scaling-up of project results.

1. Key objectives of dissemination

- Increase the visibility of project activities and achievements.
- Share best practices, methodologies, and tools with the academic and professional communities.
- Promote the integration of project results into institutional, national, and international practices.
- Attract interest from policy-makers, external partners, and the general public.
- Support the sustainability and further exploitation of project outputs beyond its lifetime.

2. What to disseminate

Project results suitable for dissemination may include:

- New curricula and teaching materials
- Digital platforms and tools (e.g. Virtual Learning Platforms)
- Policy recommendations and strategic frameworks
- Research outputs and academic publications
- Reports, deliverables, and training materials
- Case studies and success stories
- Evaluation and quality assurance results

Each output should be accompanied by clear, accessible summaries and guidance for reuse or replication.

3. Dissemination activities and channels

The dissemination strategy should include a diverse mix of channels and activities, such as:

- *Public events*: Conferences, info days, stakeholder roundtables, exhibitions, and open lectures.
- *Publications*: Articles in academic journals, professional magazines, newsletters, blogs, and policy briefs.
 - *Online dissemination*: Project website, university websites, e-learning platforms, and repositories.
 - *Networking*: Participation in Erasmus+ Cluster Meetings, National Information Days, and international academic events.
 - *Print and multimedia*: Brochures, posters, infographics, videos, podcasts, and press releases.
 - *Social media campaigns*: Regular posts on Facebook, LinkedIn, Twitter/X, Instagram, etc., using consistent branding.

4. Dissemination planning

The Dissemination Plan must be developed at the project's start and include:

- Target audiences and dissemination objectives
- Timeline of planned activities
- Roles and responsibilities of each partner
- Evaluation indicators to measure effectiveness (e.g. reach, engagement, downloads, citations)

- Mechanisms for updating dissemination plans as the project evolves
- Each partner is responsible for contributing to dissemination activities and reporting them through internal monitoring tools (e.g. shared Excel tables or web-based forms – template is provided as Annex 4).

5. Erasmus+ requirements

According to the Erasmus+ Programme Guide:

- All results must be shared openly unless confidential or commercially sensitive.
- Projects must provide accessible versions of outputs (especially for people with disabilities).
- Dissemination must include clear reference to Erasmus+ funding, including **logos and the standard disclaimer indicated in the Grant Agreement**.

3) Open Access Policies for Project Outputs

Open access is a key requirement of the Erasmus+ Programme, reflecting the EU's commitment to transparency, knowledge-sharing, and equal access to publicly funded outputs. For CBHE projects, this means that educational resources, data, and deliverables produced during the project must be made available to the widest possible audience — free of charge and without barriers.

1. Erasmus+ open access principles

According to the Erasmus+ Programme Guide:

- Any materials, documents, and media produced during the project must be made freely accessible.
- Open access must be ensured through suitable platforms, repositories, or institutional websites.
- Exceptions apply only in cases where intellectual property rights (IPR), confidentiality, or data protection regulations limit open publication.

2. What should be openly accessible

Project partners are expected to provide open access to:

- Learning and teaching materials (e.g., syllabi, lecture notes, e-learning modules)
- Research reports and policy recommendations
- Surveys and data collection tools (where anonymized and GDPR-compliant)
- Dissemination materials (e.g., presentations, infographics, videos)
- Training manuals, case studies, and curricula

Whenever possible, these outputs should also be published with a Creative Commons license (e.g., CC BY or CC BY-NC), allowing others to reuse or adapt the materials with appropriate attribution.

3. How to ensure open access

To meet Erasmus+ expectations, CBHE projects should:

- Upload results to the official project website and institutional repositories of partner universities.
- Share outputs on EU-funded platforms such as [EU Publications Office](#) or [EU Open Data Portal](#).
- Include metadata (title, author, keywords, summary) and language versions to improve accessibility and findability.
- Ensure long-term hosting of materials (5+ years after project end) to support sustainability.

4. Compliance and documentation

All dissemination reports, interim reports, and final reports must include:

- Links to open-access resources and outputs
- Proof of publication dates and access statistics (where available)
- Explanation for any confidential or restricted-access deliverables

Failure to adhere to open access requirements may result in budget corrections or reduced recognition of deliverables during project evaluation.

4) Use of Social Media and Digital Tools

The use of social media and digital tools is a strategic component of effective communication, dissemination, and stakeholder engagement in Erasmus+ CBHE projects. These channels amplify the project's visibility, foster interaction with diverse audiences, and ensure timely sharing of updates, outputs, and events.

Objectives:

- Enhance visibility of project activities and results.
- Build an engaged online community around the project.
- Share real-time updates, milestones, success stories, and calls to action.
- Promote educational content, training opportunities, and events.

Recommended digital channels:

• Social Media Platforms:

- Facebook – for news updates, community engagement, photo reports.
- Instagram – for visual storytelling (e.g., mobility photos, events).
- LinkedIn – for targeting academic, professional, and institutional audiences.
- YouTube – for publishing video materials, recorded webinars, training videos.
- X (formerly Twitter) – for concise updates and engagement with EU policy and educational networks.

• Digital Tools:

- Project Website – the central hub for all official documents, outputs, contacts, and news.
- Google Drive / Shared Cloud Platforms – for internal communication and coordination.
- Mailing lists & newsletters – to keep stakeholders informed.
- Webinars / Online Events (Zoom, MS Teams, Google Meet) – to deliver training, hold meetings, and engage broader audiences.

Good practices:

- Develop a *Social Media Content Plan* early in the project.
- Assign a *Communication Manager* or Social Media Focal Point from the team.
- Use *consistent branding* and include project logo, Erasmus+ logo, and funding disclaimer on all digital materials.
 - Encourage all partners to actively share project content on their institutional channels.
 - Utilize *hashtags* (#ErasmusPlus, #ErasmusUA, #ErasmusGeneration) and tag relevant accounts (e.g., @EUErasmusPlus, @National Erasmus+ Office in Ukraine & HERE team) to increase reach.
 - Track performance using built-in analytics (e.g., Facebook Insights, LinkedIn Analytics).

Accessibility and inclusivity:

- Ensure that visual materials include alternative text and subtitles.
- Provide multilingual content where possible to reach wider audiences.

Monitoring and reporting:

- Maintain an archive of all posts and interactions (screenshots, URLs).
- Document digital outreach activities in dissemination reports.
- Highlight social media metrics (reach, engagement, number of followers) in interim and final reports.

By strategically using social media and digital tools, CBHE projects can reach local and international audiences, foster transparency, and promote the relevance and impact of their work in real time.

5) Branding and Visibility Requirements

To ensure clear communication of EU funding and to comply with Erasmus+ regulations, all project partners must adhere to the visibility and branding obligations specified in the Grant Agreement and related guidelines.

Obligatory visibility elements

Any communication, dissemination or promotional activity, as well as equipment, infrastructure, digital platforms, printed materials, and publications funded by the project, must visibly include the following:

- The European Union emblem (flag).
- The *funding statement*: “Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor EACEA can be held responsible for them.”

- The *Erasmus+ Programme logo*.
- The *Project logo*, if available.
- A copyright disclaimer for project products, where applicable.

These elements must be presented clearly and prominently. The EU emblem cannot be modified, nor can it be merged with other logos. When displayed with other logos, it must be at least as prominent and visible.

Recommended branding materials

It is recommended that the Project Management Team develop:

- A visually distinctive and thematic Project Logo.
- A Project banner (digital and/or printed) for use at all events and on communication materials.
- Templates for PowerPoint presentations, event posters, brochures, newsletters, etc.

The project logo and banner should reflect the project's thematic focus (e.g., eco-mining, sustainability, green technology) and be consistently used across all partner institutions.

Application in project activities

The branding elements must be used:

- On the cover pages of all deliverables submitted to the EACEA and partners.
- In project presentations at conferences, trainings, and stakeholder meetings.
- On the project website, learning platforms, and social media pages.
- On all educational materials, reports, brochures, posters, and videos produced by the project.
- During monitoring visits and public events to reinforce EU visibility.

Failure to comply with these visibility requirements may lead to grant reductions (Article 17.5 of the Grant Agreement).



9. SUSTAINABILITY AND IMPACT

1) Long-Term Impact Goals of CBHE Projects

Capacity Building in Higher Education (CBHE) projects aim to produce transformative, sustainable changes in partner country higher education systems. The long-term impact of such projects extends well beyond the duration of grant funding, fostering institutional modernization, regional development, and integration into the European Higher Education Area (EHEA).

The primary long-term impact goals of CBHE projects include:

1. **Strengthening academic and institutional quality**

- Modernized curricula aligned with international standards and labor market needs improve the employability of graduates and the academic reputation of HEIs.
- Enhanced teaching methodologies and digital tools increase the effectiveness and inclusiveness of learning processes.

2. **Fostering sustainable academic cooperation**

- CBHE projects create lasting networks between HEIs in the EU and partner countries, which facilitate future joint research, mobility, and curriculum development.
- Signed Cooperation Agreements and Memoranda of Understanding provide frameworks for continued collaboration.

3. **Supporting structural reforms and policy development**

- By aligning with national strategies and EU priorities (e.g. green transition, digitalisation, social inclusion), CBHE projects contribute to systemic improvements in governance, accreditation, and quality assurance.
- Policy dialogue initiated through project activities continues to influence national higher education agendas.

4. **Empowering institutions to act as regional leaders**

- HEIs that participate in CBHE projects often serve as hubs of innovation and reform in their regions, spreading best practices to other institutions and fostering regional integration.
- Institutional capacity is reinforced through training, equipment acquisition, and international exposure, enabling sustainability of outcomes.

5. **Promoting social cohesion and sustainable development**

- CBHE outcomes contribute to broader development goals such as poverty reduction, environmental sustainability, and gender equality through the production of skilled graduates and inclusive practices.
- Projects that engage with industry and civil society amplify their socio-economic impact and enhance public trust in higher education.

6. **Integration into the European and global academic community**

- Through harmonized curricula, recognition of qualifications, and digital platforms, HEIs become more competitive and visible internationally.
- This facilitates participation in future EU programs (e.g. Horizon Europe, Erasmus Mundus) and attracts international students and staff.

Ultimately, CBHE projects aim to create a multiplier effect, where the project results are embedded into institutional strategies, replicated in other HEIs, and contribute to long-term educational, economic, and societal development in partner countries.

2) Strategies for Sustainability Post-Project Completion

Ensuring the sustainability of CBHE project outcomes after the funding period ends is a fundamental requirement of the Erasmus+ programme. Sustainability is not limited to financial continuity but encompasses institutional integration, ongoing relevance, stakeholder engagement, and long-term utilization of results.

The following strategies support the sustainability of CBHE projects:

1. Institutional anchoring of project results

- Integrate new curricula and training programs into official degree offerings and lifelong learning frameworks.
- Ensure that newly developed courses are included in HEI academic catalogs and maintained in accordance with national accreditation requirements.
- Assign responsible departments and staff to oversee continued delivery and updating of materials.

2. Financial sustainability mechanisms

- Secure funding from internal university budgets or national education funds to continue delivering key project components (e.g., MSc programs, training courses).
- Introduce fee-based advanced training courses (e.g., EAT programs) for industry professionals to generate revenue for content updating and trainer remuneration.
- Seek new grants through Erasmus+, Horizon Europe, or national programs to further develop and scale results.

3. Establishment of long-term partnerships

- Formalize cooperation with other HEIs, ministries, and employers through Memoranda of Understanding or Cooperation Agreements.
- Develop joint degree or dual education initiatives that build on CBHE outputs.
- Create advisory boards including industry representatives and alumni to guide program evolution and maintain relevance.

4. Ongoing dissemination and visibility

- Keep project websites, learning platforms, and social media channels active and regularly updated.
- Publish and present project outcomes in academic journals, policy briefs, national and international conferences, and educational fairs.
- Include project achievements in institutional reports, promotional materials, and accreditation documentation.

5. Capacity building of staff and institutional structures

- Institutionalize knowledge gained during the project through continuous professional development (CPD) programs.
- Retain trained staff within the HEI structure and involve them in mentoring new employees or future project teams.
- Maintain and upgrade procured equipment and software through university procurement cycles or partnerships with external sponsors.

6. Commercial and community engagement

- Use the outputs (e.g., labs, software, tools) for public-private contracts, consulting services, or applied research for local stakeholders.
- Offer professional consulting or community education services using the knowledge and materials developed during the project.
- Continue cooperation with NGOs and local authorities to ensure broader societal use of results, particularly in areas such as environmental sustainability or inclusive education.

3) Building Institutional Capacity and Ownership

Sustainable impact of CBHE projects depends not only on the outputs achieved during implementation, but also on the extent to which these results are embedded within the partner institutions. Strengthening institutional capacity and fostering a sense of ownership among HEIs are essential to ensuring that the project's benefits continue long after the official funding ends.

1. Embedding project results in institutional policies

- Align new programs, practices, and procedures with the university's strategic plan, quality assurance policies, and internal regulations.
- Include project-developed courses and methodologies in long-term teaching strategies and academic planning cycles.



– Institutionalize new services, such as career guidance, digital tools, or industry advisory boards, developed during the project.

2. Human resource development

– Train academic, administrative, and technical staff on project outcomes, including curriculum innovation, digital education tools, and management practices.

– Involve a broad base of university personnel in project implementation, not just a core team, to ensure knowledge transfer and wider ownership.

– Recognize staff contributions through institutional awards, career advancement, or additional responsibilities within the university structure.

3. Organizational learning and knowledge transfer

– Document good practices, workflows, and lessons learned in manuals or guidelines that can be reused and adapted by others.

– Organize internal seminars, peer-to-peer mentoring, or training-of-trainers (ToT) programs to cascade project expertise.

– Encourage inter-departmental collaboration and cross-functional teams to maximize the institutional uptake of innovations.

4. Strengthening administrative and management systems

– Improve project management structures, financial administration, and procurement mechanisms based on CBHE experience.

– Introduce digital tools and monitoring systems used in the project (e.g., for risk management or learning analytics) into broader institutional operations.

– Enhance international relations offices, quality assurance units, or IT departments by integrating project-acquired tools and know-how.

5. Leadership and decision-making engagement

– Ensure that senior management is involved in key project decisions, particularly those with long-term implications (e.g., new programs, staff recruitment, or infrastructure planning).

– Promote a shared vision of project goals across all levels of the institution, from leadership to students.

– Include project activities in institutional evaluations and decision-making forums to institutionalize their value.

By investing in internal structures, staff development, and strategic alignment, CBHE projects can become a vehicle for comprehensive institutional transformation, increasing the university's resilience, adaptability, and global competitiveness.

4) Ensuring Alignment with National Strategies and Priorities

For a CBHE project to achieve lasting systemic impact, its objectives and outputs must be aligned with national strategies for education, innovation, and socio-economic development. This ensures institutional relevance, political support, and opportunities for long-term integration and upscaling.

1. Mapping project goals to national education strategies

– Align the project's intended outcomes with national education reform agendas, such as digitalization, internationalization, green transition, or skills for employability.

– Use national policy documents, such as higher education development roadmaps, quality assurance frameworks, or legislation updates, to guide project design and adaptation.

– Identify and incorporate national thematic priorities announced by Ministries of Education, especially for structural reform or labor market-oriented projects.

2. Early engagement with policymakers

– Involve national authorities and regulatory bodies (e.g., Ministries of Education, Innovation, or Natural Resources) from the earliest stages of project development.

– Invite ministry representatives to participate in key events, such as kick-off meetings, training sessions, or final conferences.

– Facilitate two-way communication between HEIs and national decision-makers to ensure that project achievements are recognized and potentially scaled up.



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3. Compliance with national legislation and frameworks

- Ensure that new academic programs, teaching methods, or institutional reforms developed within the project conform to national accreditation, licensing, and curriculum standards.
- If applicable, register the project as International Technical Assistance (ITA) to access legal and financial benefits, such as VAT exemptions or customs clearance for equipment.
- Coordinate with national QA agencies to integrate project-developed innovations into standard evaluation mechanisms.

4. Integration into regional and national systems

- Ensure that project results (e.g., updated curricula, digital platforms, teaching materials) are accessible not only to consortium members but to a wider national audience.
- Share outputs via national platforms, academic associations, or educational exhibitions.
- Propose national-level dissemination strategies in cooperation with NEOs and line ministries.

5. Leveraging the project to contribute to national reforms

- Use project data and evidence (e.g., stakeholder surveys, pilot evaluations, tracer studies) to inform policy recommendations.
- Advocate for the adoption of project-developed models or frameworks in other HEIs or regions.
- Position the project as a pilot or model initiative for addressing systemic challenges in higher education.

By ensuring alignment with national priorities, CBHE projects become not only institutional development tools but also contributors to national education transformation and innovation agendas. This alignment helps sustain the project's impact, attract government support, and foster replication across the higher education system.

10. ANNEXES

1) Key Contacts, Useful Resources and Instructions from National Erasmus+ Offices

[ERASMUS+ Programme Guide](#)

[Description of the Capacity building \(higher education\) action](#)

[Distance Calculator](#)

[Instructions for project executors at the National Erasmus+ Office in Ukraine Website](#)

[Reference materials and guidelines for local coordinators at the National Erasmus+ Office in Uzbekistan Website](#)

National recourses about Erasmus+ Programs in Ukraine, Kazakhstan and Uzbekistan

Source	Ukraine	Kazakhstan	Uzbekistan
Official NEO Website	<u>NEO in Ukraine</u>		<u>NEO in Uzbekistan</u>
Official e-mail	<u>office@erasmusplus.org.ua</u>	<u>erasmusplus.kazakhstan@gmail.com</u>	<u>neo@erasmusplus.uz</u>
NEO Facebook	<u>NEO in UA Facebook</u>	<u>NEO in KZ Facebook</u>	<u>NEO in UZ Facebook</u>
NEO Instagram		<u>NEO in KZ Instagram</u>	<u>NEO in UZ Instagram</u>
NEO Telegram		<u>http://t.me/NEO_KZ_2023</u>	<u>https://t.me/erasmus_uz</u>
NEO YouTube	<u>NEO in UA YouTube</u>	<u>NEO in KZ YouTube</u>	<u>NEO in UZ YouTube</u>
NEO X	<u>NEO in UA X</u>		<u>NEO in UZ X</u>
NEO Google Cloud		<u>NEO in KZ Share</u>	
NEO LinkedIn			<u>NEO in UZ LinkedIn</u>

Official Channels in instant messengers for Ukrainian CBHE Teams and Coordinators exist – please, [contact NEO in Ukraine](#) for adding you there.

2) Annex 1 - Partnership Agreement Template

<p style="text-align: center;">Партнерська угода</p> <p style="text-align: center;">НОМЕР ПРОЄКТУ 101082621 – EMINReM – ERASMUS-EDU-2022-CBHE</p> <p style="text-align: center;">НОМЕР ГРАНТОВОЇ УГОДИ 101082621 – EMINReM</p> <p>Цю Партнерську угоду (далі – «Угода») уклали між собою установа-координатор: <u>Державний університет «Житомирська політехніка»</u>, юридична адреса вул. Чуднівська 103, м. Житомир, 10005 Україна, що надалі іменується «Координатор», в особі ректора _____, як законного представника визначеного у Грантовій угоді та установа-бенефіціар _____, юридична адреса вул. _____, що надалі іменується як «Бенефіціар», в особі ректора _____, що діє на підставі статуту.</p> <p>Сторони домовились про таке:</p>	<p style="text-align: center;">Partnership Agreement</p> <p style="text-align: center;">PROJECT NUMBER 101082621 – EMINReM – ERASMUS-EDU-2022-CBHE</p> <p style="text-align: center;">GRANT AGREEMENT NUMBER 101082621 – EMINReM</p> <p>The present Partnership Agreement, hereinafter referred to as “the Agreement”, is made and entered into by and between, coordinating Institution: <u>Zhytomyr Polytechnic State University</u>, established in 103 Chudnivska str., Zhytomyr, 10005 Ukraine, hereinafter referred to as the “Coordinator”, represented by the <u>rector</u> _____, the legal representative as defined in the Grant Agreement, and the beneficiary institution _____, established in _____ hereinafter referred to as the “Beneficiary”, represented by the <u>rector</u> _____, acting under the statute.</p> <p>The parties hereby have agreed as follows:</p>
<p style="text-align: center;">Стаття 1 Предмет Партнерської угоди</p> <p>1.1. Ця Угода визначає умови, що регулюють стосунки між сторонами, шляхом установлення їх прав та обов’язків, а також встановлює регламент роботи, що мають бути виконані для успішної реалізації діяльності у межах проекту Програми ЄС Erasmus+ CBHE: “Магістерська програма з еко-гірництва та інноваційного менеджменту корисних копалин”, EMINReM (далі – «Проект»).</p> <p>1.2. Сторони зобов’язуються зробити все, що в їхніх силах, для виконання робочого плану проекту, що становить предмет цієї Угоди, яка виконується у межах Грантової угоди №101082621 – EMINReM, укладеної між Координатором та Виконавчою агенцією з питань освіти, аудіовізуальних засобів і культури Європейської Комісії (далі – «Виконавча Агенція») і доступної Бенефіціару в системі SyGMA на порталі проекту.</p> <p>1.3. Предмет цієї Угоди та відповідний робочий план деталізовані у додатках до Грантової угоди. Умови відповідної Грантової угоди, відповідні додатки та інструкції становлять невід’ємну частину цієї Угоди та переважають над нею.</p>	<p style="text-align: center;">Article 1 Subject of the Partnership Agreement</p> <p>1.1. This Agreement defines the terms that govern the relations between the parties, by establishing their rights and obligations, and lays down the rules of procedure for the work to be carried out in order to successfully implement the EU-funded Erasmus+ CBHE action project “Master Programme in Eco-Mining and Innovative Natural Resources Management”, EMINReM (hereinafter referred to as the “Project”).</p> <p>1.2. The Parties undertake to do everything in their power to carry out the work programme forming the subject of this Agreement, which falls within the framework of the Grant Agreement №101082621 – EMINReM, concluded between the coordinator and the Education, Audiovisual and Culture Executive Agency of the European Commission (hereinafter referred to as the “Executive Agency”) and available to Beneficiary in the system SyGMA on the project portal.</p> <p>1.3. The subject matter of this Agreement and the related work programme are detailed in the annexes of the Grant Agreement. The respective Grant Agreement terms and conditions, related annexes and guidelines, form an integral part of the present Agreement, and take precedence over it.</p>



<p style="text-align: center;">Стаття 2 Термін дії</p> <p>2.1. Ця Угода набуває чинності з моменту її підписання обидвома Сторонами, але має зворотну силу, починаючи з дати періоду допустимої тривалості проєкту, встановленого у Грантовій угоді та поправок до неї.</p> <p>2.2. Період допустимої тривалості діяльності і витрат відповідає положенням Грантової угоди №101082621 – EMINReM, та будь-яких інших подальших поправок до неї.</p> <p>2.3. Дана Угода залишається чинною до того моменту, як Координатора буде повністю звільнено від його обов'язків, що виникають через Грантову угоду та поправки до неї, а також повного виконання ним своїх зобов'язань перед Бенефіціаром, що випливають з цієї Угоди та поправок, включаючи оплату залишку.</p>	<p style="text-align: center;">Article 2 Duration</p> <p>2.1. This Agreement shall enter into force on the date of its signature by both Parties but shall have retroactive effect from the starting date of the eligibility period laid down in the Grant Agreement and its Amendments.</p> <p>2.2. The period of eligibility of the activities and the costs shall be in accordance with the dispositions of the Grant Agreement №101082621 – EMINReM, and any other subsequent amendments.</p> <p>2.3. The present Agreement shall remain in force until the coordinator has been discharged in full of his obligations arising from the Grant Agreement and its Amendments as well as fulfils its obligations to Beneficiary in full arising from this Agreement and Amendments, including payment of balance.</p>
<p style="text-align: center;">Стаття 3 Обов'язки та відповідальність</p> <p>3 метою ефективного виконання проєкту, звітування та забезпечення якості, обов'язки та відповідальність сторін в проєкті розділена наступним чином:</p> <p>3.1. Координатор зобов'язується:</p> <p>3.1.1. вживати усіх необхідних заходів для підготовки, реалізації та відповідного менеджменту робочої програми, встановленої цією Партнерською угодою відповідно до завдань проєкту, як зазначено в Грантовій Угоді, укладеній між Виконавчою Агенцією та Координатором;</p> <p>3.1.2. як єдиний одержувач платежів від імені усіх бенефіціарів, перераховувати кошти Бенефіціару без необґрунтованої затримки та відповідно до порядку платежів, викладених у статті 5 цієї Угоди;</p> <p>3.1.3. керувати та перевіряти належне витрачання коштів відповідно до положень Угоди про надання гранту та цієї Угоди;</p> <p>3.1.4. дотримуватись усіх положень Грантової угоди №101082621 – EMINReM, які пов'язують Координатора з Виконавчою Агенцією.</p> <p>3.2. Бенефіціар зобов'язується:</p> <p>3.2.1. вживати усіх необхідних заходів для підготовки, реалізації та відповідного менеджменту робочої програми, встановленої цією угодою та її додатками, відповідно до завдань проєкту, як зазначено в Грантовій угоді №101082621 – EMINReM;</p> <p>3.2.2. дотримуватись усіх положень Грантової угоди №101082621 – EMINReM, які пов'язують Координатора з Агенцією;</p> <p>3.2.3. надавати Координаторові повну інформацію та документи, необхідні для регулярного звітування за проєктом щоквартально, починаючи із 31.05.2023 року;</p> <p>3.2.4. бути відповідальним за всю інформацію, надану Координаторові, включаючи деталі запитуваних коштів та, якщо стосується, неприйнятних витрат;</p> <p>3.2.5. забезпечити співфінансування проєкту, як це передбачено в бюджеті проєкту;</p> <p>3.2.6. визначати у співпраці з Координатором ролі, права та обов'язки обидвох сторін, включаючи ті, які стосуються володіння правами інтелектуальної власності.</p> <p>3.3. Бенефіціар несе відповідальність за раціональне</p>	<p style="text-align: center;">Article 3 Obligations and responsibilities</p> <p>For the purpose of efficient project implementation, reporting and quality assurance, the roles and responsibilities in project are divided as follows:</p> <p>3.1. Coordinator shall undertake:</p> <p>3.1.1. to take all the steps necessary to prepare for, perform and correctly manage the work programme set out in this Partnership Agreement in accordance with the objectives of the project as set out in the Grant Agreement concluded between the Executive Agency and the Coordinator;</p> <p>3.1.2. as the sole recipient of payments on behalf of all beneficiaries, transfer funds to the Beneficiary without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of this Agreement;</p> <p>3.1.3. to manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;</p> <p>3.1.4. to comply with all the provisions of Grant Agreement №101082621 – EMINReM binding the Coordinator to the Executive Agency.</p> <p>3.2. Beneficiary shall undertake:</p> <p>3.2.1. to take all the steps necessary to prepare for, perform and correctly manage the work programme set out in this contract and in its annexes, in accordance with the objectives of the project as set out in the Grant Agreement №101082621 – EMINReM;</p> <p>3.2.2. to comply with all the provisions of Grant Agreement №101082621 – EMINReM binding the Coordinator to the Agency;</p> <p>3.2.3. to provide the Coordinator with complete information and documents necessary for regular reporting on the project on a quarterly basis, starting from 31.05.2023;</p> <p>3.2.4. to accept responsibility for all information communicated to the Coordinator, including details of costs claimed and, where appropriate, ineligible expenses;</p> <p>3.2.5. to co-finance the project costs as stipulated in the project budget;</p> <p>3.2.6. to define in conjunction with the Coordinator the role and rights and obligations of both parties, including those concerning the attribution of intellectual property rights.</p> <p>3.3. Beneficiary shall be responsible for the sound financial</p>



<p>управління фінансами та ефективне цільове використання коштів, передбачених для нього Статтею 4 цієї угоди.</p>	<p>management and cost efficiency of the funds allocated to him in accordance with Article 4 of this Agreement.</p>
<p style="text-align: center;">Стаття 4 Фінансування діяльності</p> <p>4.1. Максимальний розмір гранту, що надається Програмою ЄС Еразмус+ для виконання проекту протягом контрактного періоду, який охоплює Грантова угода №101082621 – EMINReM, складає 792415,00 євро. Загальна сума видатків, які будуть понесені Бенефіціаром в процесі виконання проекту:</p> <ul style="list-style-type: none"> • бюджет проекту – _____ євро; • кошти співфінансування – _____ євро; • кошти гранту 100% – _____ євро; • передоплата гранту _____% – _____ євро; • післяплата гранту _____% – _____ євро <p>4.2. Підсумковий грантовий платіж (%) буде залежати від оцінки якості результатів проекту 101082621 – EMINReM – ERASMUS-EDU-2022-CBHE відповідно до правил, передбачених на договірному рівні, зокрема, в Грантовій угоді №101082621 – EMINReM, укладеній між Координатором та Виконавчою Агенцією, а також в Інструкції до програми Еразмус+, але за жодних умов не може передбачати отримання прибутку.</p> <p>4.3. Детальний розподіл бюджету за витратами і джерелами фінансування/співфінансування за бенефіціарами і робочими пакетами проекту подані у Додатку I до цієї Угоди.</p>	<p style="text-align: center;">Article 4 Financing the action</p> <p>4.1. The maximum Erasmus+ EU grant contribution to the project for the contractual period covered by the Grant Agreement №101082621 – EMINReM amounts to 792415,00 EUR. The total amount of expenses that will be incurred by the Beneficiary:</p> <ul style="list-style-type: none"> • project budget – _____ euro; • co-financing costs – _____ euro; • grant costs 100% – _____ euro ; • grant prefinancing of _____% – _____ euro; • grant post-payment of _____% – _____ euro. <p>4.2. The final grant payment (_____%) shall depend on the evaluation of the quality of the results of the project 101082621 – EMINReM – ERASMUS-EDU-2022-CBHE pursuant to the rules laid down at Community level, particularly in the Grant Agreement №101082621 – EMINReM concluded between the Coordinator and the Executive Agency, and the Erasmus+ Guide, but shall, under no circumstances, give rise to a profit.</p> <p>4.3. The full budget details breakdown per funding financing/co-financing sources, beneficiaries and project work packages is presented in Annex I of this Agreement.</p>
<p style="text-align: center;">Стаття 5 Порядок проведення розрахунків</p> <p>5.1. Координатор переводить авансовий платіж грантового внеску Програми ЄС Еразмус+ призначену Бенефіціару для виконання завдань за проектом на рахунок Бенефіціара (Додаток II). Форма запити на переказ грантових коштів наведено у Додатку III цієї Угоди.</p> <p>5.2. Переказ Бенефіціарові коштів грантового внеску Програми ЄС Еразмус+, визначеного у Додатку I цієї Угоди, буде здійснюватися відповідно до такого графіку та процедури:</p> <ul style="list-style-type: none"> • _____% затвердженого розміру покриття коштів протягом 30 днів після підписання цієї Угоди та отримання запити на переказ коштів, але не раніше завершення обов'язкової державної реєстрації проекту у Секретаріаті Кабінету Міністрів України; • _____% затвердженого розміру покриття коштів протягом 45 днів після отримання останнього платежу від Виконавчої Агенції. • Всі платежі розглядаються як аванси, доки Виконавча Агенція не схвалить остаточний звіт про витрати та якість результатів проекту. <p>5.3. Бенефіціар зобов'язується використовувати грантовий внесок Програми ЄС Еразмус+ винятково в цілях, визначених проектом, та у відповідності з умовами та положеннями даної Угоди і Грантової угоди та її додатків. Суми гранту ЄС Еразмус+, отримані в якості авансу і не використані Бенефіціаром, будуть повернені Координатору не пізніше ніж через 30 днів після завершення контрактного</p>	<p style="text-align: center;">Article 5 Payment arrangements</p> <p>5.1. The Coordinator will transfer the pre-finance payment of the Erasmus+ EU grant contribution corresponding to the Beneficiary to perform project tasks using the Beneficiary account (Annex II). The request form for the transfer of grant funds is given in Appendix III of this Agreement.</p> <p>5.2. The transfer of the estimated Erasmus+ regular EU grant contribution as identified under Annex I of this Agreement to Beneficiary will be implemented in accordance with the following timetable and procedure:</p> <ul style="list-style-type: none"> • _____% payment from the grant approved within 30 days after signing this Agreement and receiving Request for Money Transfer, but not earlier than completion the mandatory state registration of the project at the Secretariat of the Cabinet of Ministers of Ukraine • _____% payment from the grant approved within 45 days after receiving the last payment from the Executive Agency. • All payments shall be regarded as advances pending explicit approval by the Executive Agency of the final report, the corresponding cost statement, and quality of the project results. <p>5.3. Beneficiaries are obliged to use the Erasmus+ EU grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the present Agreement and the Grant Agreement and its annexes. Erasmus+ EU grant amounts received in advance and not used by the beneficiaries will be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.</p>



<p>періоду проєкту.</p> <p>5.4. Якщо сума грантового внеску Програми ЄС Еразмус+, що була фактично використана партнерством, відрізняється від суми витрат, які Виконавча Агенція визнала допустимими в кінці проєкту, Бенефіціар, який несе відповідальність за витрати, визнані недопустимими, зобов'язаний відшкодувати відповідну суму Координатору.</p> <p>5.5. У звітах та фінансових запитах використовується іноземна валюта євро. Всі оплати від Координатора до Бенефіціара надходять у євро. Всі технічні звіти, фінансові запити та декларації витрат Бенефіціаром подаються у євро.</p> <p>5.6. Платежі за здійснення фінансових трансферів, що стягуються банками, покладаються на Бенефіціара.</p>	<p>5.4. If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, the Beneficiary responsible for the expenditure declared ineligible will reimburse the corresponding amount to the Coordinator.</p> <p>5.5. All amounts in the project reports and financial statements are drafted in euros. All payments from the Coordinator to the Beneficiary shall be made in euros. All technical reports, financial statements and declarations of expenditures incurred by the Beneficiary are drafted in euros.</p> <p>5.6. The costs of financial transfers charged by banks shall be done by Beneficiary.</p>
<p style="text-align: center;">Стаття 6 Звітність</p> <p>6.1. Координатор відповідає за своєчасне подання до Виконавчої Агенції всіх звітів, включаючи фінансові, як вимагаються у Грантовій угоді. З цією метою Бенефіціар своєчасно надає Координатору всю необхідну інформацію та, за потреби, копії підтверджувальних документів, необхідних для підготовки звітів, в тому числі фінансових, та будь-яких інших документів, як того вимагає Грантова угода.</p> <p>6.2. Координатор надає Бенефіціару належні форми для звітності з метою декларування витрат/активностей та відповідні інструкції щодо їх заповнення. Ці звіти складаються у євро.</p> <p>6.3. Бенефіціар зобов'язується зберігати повну інформацію та документи, необхідні для підготовки поточної звітності, і, якщо стосується, надавати на вимогу Координатора копії усіх необхідних підтверджуючих документів <i>підготованих та підписаних офіційним представником</i> до термінів щоквартальної звітності, вказаних у статті 3.2.3 цієї Угоди.</p> <p>6.4. Бенефіціар зобов'язується надати Координаторові повну інформацію та документи, необхідні для підготовки фінального звіту, і, якщо стосується, копії усіх необхідних підтверджуючих документів <i>підготованих та підписаних офіційним представником</i> не пізніше ніж за місяць до дати завершення проєкту.</p> <p>6.5. У разі застосування штрафних санкцій до проєкту, про які зазначено у Грантовій угоді, спричинених неналежним виконанням Бенефіціаром своїх зобов'язань за проєктом (тобто не виконав взагалі, або неякісно, неповно або невчасно), Бенефіціар повинен відшкодувати суму зменшення гранту протягом 30 днів після отримання Координатором офіційного повідомлення від EACEA про такі санкції.</p> <p>6.6. Сторони ведуть облік усіх витрат/діяльності в межах проєкту та зберігають всі докази та відповідну документацію протягом 5 років після виплати залишку гранту за Грантовою угодою. Координатор може відхилити будь-який пункт, що не може бути обґрунтований згідно з правилами, встановленими Виконавчою Агенцією у Грантовій угоді та Керівництві до Програми Еразмус+.</p>	<p style="text-align: center;">Article 6 Reporting</p> <p>6.1. The Coordinator is responsible for submitting in due time to the Executive Agency all reports and financial statements as required in the Grant Agreement. For this purpose and in a timely manner, the Beneficiary commits to provide the Coordinator with all necessary information and, if applicable, copies of supporting documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement.</p> <p>6.2. The Coordinator shall provide the Beneficiary with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion. These reports are drawn up in euro.</p> <p>6.3. The Beneficiary shall keep any information and documents required for the preparation of the interim report and, where appropriate, and, where appropriate, provide the Coordinator with copies of all the necessary supporting documents <i>completed and signed by the legal representative</i> by the dates established in the article 3.2.3 of this Agreement.</p> <p>6.4. The Beneficiary shall provide the Coordinator with any information and documents required for the preparation of the final report and, where appropriate, with copies of all the necessary supporting documents <i>completed and signed by the legal representative</i> by one month before the project completion date at the latest.</p> <p>6.5. In case of the financial penalties to the project, identified in the Grant Agreement, that are caused by the Beneficiary's improper fulfilling his obligations under the project (i.e. if they have not been implemented or have been implemented poorly, partially or late) Beneficiary should pay the penalty amount during 30 days after the Coordinator informs about the official notice from the EACEA about it.</p> <p>6.6. The Parties shall keep a record of any expenditure/activity incurred under the project and all proofs and related documents for a period of 5 years after the payment of the final balance under the Grant Agreement. The coordinator may reject any item which cannot be justified in accordance with the rules set out by the Executive Agency in the Grant Agreement and in the Programme Guide.</p>
<p style="text-align: center;">Стаття 7 Загальні адміністративні положення</p> <p>7.1. Будь-які важливі повідомлення стосовно проєкту між Сторонами повинні здійснюватися письмово та</p>	<p style="text-align: center;">Article 7 General administrative provisions</p> <p>7.1. Any important project related communication between the parties shall be done in writing and addressed to Party's</p>



<p>адресуватися Відповідальній особі Сторони:</p> <p>• Від Координатора: _____ (email@email) з обов'язковою копією на: _____ (email@email) та _____ (email@email) Від Бенефіціара: _____, професор кафедри _____ _____ (email@email) та</p> <p>7.2. Про будь-які зміни у вищенаведеній інформації необхідно повідомляти своєчасно.</p>	<p>Contact Person.</p> <p>• From Coordinator: _____ (email@email) with the mandatory copy to: _____ (email@email) and _____ (email@email) From the Beneficiary: _____, Professor of the Department _____ _____ (email@email) and</p> <p>7.2. Any changes to the above information should be communicated in a timely manner.</p>
<p style="text-align: center;">Стаття 8 Конфіденційність і захист даних</p> <p>8.1. Координатор і Бенефіціар зберігають конфіденційність будь-яких документів або інших матеріалів, які безпосередньо стосуються предмету Угоди, що належним чином позначені як конфіденційні, якщо розголошення може завдати шкоду іншій стороні. Сторони залишаються зв'язаними цим зобов'язанням після дати завершення діяльності.</p> <p>8.2. Усі особисті дані, що містяться в цій Угоді або мають до неї відношення будуть оброблятися у відповідності з положеннями Статті II.6 Грантової угоди.</p>	<p style="text-align: center;">Article 8 Confidentiality and data protection</p> <p>8.1. The coordinator and the Beneficiary undertake to preserve the confidentiality of any document, information or other material directly related to the subject of the Agreement that is duly classed as confidential, if disclosure could cause prejudice to the other party. The parties shall remain bound by this obligation beyond the closing date of the action.</p> <p>8.2. All personal data contained in or relating to this Agreement shall be processed in accordance with the dispositions of Article II.6 of the Grant Agreement.</p>
<p style="text-align: center;">Стаття 9 Майнові права і право власності</p> <p>9.1. Майнові права на всі результати проекту, включаючи авторські права та права інтелектуальної власності, а також на звіти та іншу документацію, що стала результатом виконання діяльності, належать Сторонам.</p> <p>9.2. Матеріали, що вже були розроблені до початку проекту, можуть використовуватися лише в рамках проекту як зразки успішної практики. Авторське право є суворо захищеним. З метою відтворення та масштабів виробництва необхідно отримати дозвіл наперед.</p> <p>9.3. Правила відкритої ліцензії та доступу до результатів мають бути застосовані відповідно до Керівництва до Програми на розроблені матеріали, які координатор повинен опублікувати на платформі результатів проєктів Програми ЄС Еразмус+.</p>	<p style="text-align: center;">Article 9 Ownership and property rights</p> <p>9.1. The ownership of all project results, including copyrights and intellectual property rights, as well as all reports and other documentation resulting from the action, shall be vested in the parties.</p> <p>9.2. Materials already developed and brought in may be only used within the scope of the project as templates of good practice. Copyrights shall be strictly safeguarded and permission for reproduction and scale of production has to be settled beforehand.</p> <p>9.3. Open license and open access rules to the project results should be applied based on the Programme Guide for the project outcomes to be published by the Coordinator on the EU funded Erasmus+ projects results platform.</p>
<p style="text-align: center;">Стаття 10 Відповідальність</p> <p>10.1. Кожна зі сторін Угоди звільняє іншу сторону від будь-якої цивільно-правової відповідальності за будь-які збитки, які зазнала вона або її працівники/студенти в результаті виконання цієї Угоди, в тій мірі що ці збитки не пов'язані з серйозною або навмисною недбалістю або помилкою з боку іншої сторони або її працівників/студентів.</p>	<p style="text-align: center;">Article 10 Liability</p> <p>10.1. Each of the contracting parties discharges the other of any civil liability for any damages suffered by itself or its staff/students as a result of the performance of this Agreement, insofar as such damages are not due to serious or intentional negligence or fault of the other party or its staff/students.</p>
<p style="text-align: center;">Стаття 11 Робочі мови</p> <p>11.1. Робочою мовою партнерства є англійська. Цей договір складено та підписано українською та англійською мовами. У випадку будь-яких розбіжностей між мовами,</p>	<p style="text-align: center;">Article 11 Working languages</p> <p>11.1. The working language of the partnership shall be English. This Agreement has been concluded and signed in Ukrainian and English. In case of any discrepancy between</p>



<p>версія англійською мовою має перевагу. 11.2. Обидві сторони зобов'язуються виділити для роботи у проєкті персонал, який достатньо володіє робочою мовою, щоб забезпечити безперешкодну комунікацію та розуміння питань, що обговорюються.</p>	<p>languages, the English version shall prevail. 11.2. Both parties commit in allocating to the project staff with enough knowledge of the working language, allowing a smooth communication and understanding of the matters discussed.</p>
<p style="text-align: center;">Стаття 12 Розв'язання конфліктів</p> <p>12.1. У випадку конфлікту між партнерами проєкту, що виник через інтерпретацію або застосування цієї Угоди, або у зв'язку з діяльністю, що у ній міститься, причетні сторони намагаються швидко досягнути мирової угоди у дусі співробітництва.</p> <p>12.2. Спори повинні бути направлені в письмовій формі до Керівного комітету проєкту, який намагатиметься і буде посередником у вирішенні конфлікту. Рішення буде прийняте більшістю голосів Керівного комітету проєкту.</p>	<p style="text-align: center;">Article 12 Conflict resolution</p> <p>12.1. In case of conflict between the project partners resulting from the interpretation or the application of this Agreement, or in connection with the activities contained within, the parties involved shall make the effort to come to an amicable arrangement rapidly and in the spirit of good cooperation.</p> <p>12.2. Disputes should be addressed in writing to the Project Steering Committee, that will try to mediate in order to resolve the conflict. The decision will be accepted by the majority of voices of Project Steering Committee.</p>
<p style="text-align: center;">Стаття 13 Застосовне право і юрисдикція</p> <p>13.1. Ця угода регулюється законодавством України, яка є країною Координатора.</p> <p>13.2. У випадку спорів з питань за цією Угодою, які не можуть бути розв'язані мировим розв'язанням, питання вирішуються згідно з юрисдикцією країни Координатора.</p> <p>13.3. Якщо будь-яке положення цієї Угоди або застосування такого положення вважається недійсним або таким, що не має позовної сили повністю або частково через юридичні вимоги, всі інші положення залишаються дійсними та обов'язковими для обох сторін.</p> <p>13.4. Якщо певне положення цієї угоди виявиться повністю або частково недійсним, сторони цієї Угоди замінюють недійсне положення дійсним, яке максимально можливо наближається до мети недійсного положення.</p>	<p style="text-align: center;">Article 13 Applicable law and jurisdiction</p> <p>13.1. This Agreement is governed by the Ukraine law, being the law of the Coordinator's country.</p> <p>13.2. In case of any disputes on matters under this Agreement, which cannot be resolved by an amicable settlement, the matter shall have to be decided in accordance with the jurisdiction of the coordinator's country.</p> <p>13.3. If any provision of this Agreement or the application of any such provision shall be considered invalid or unenforceable in whole or in part for legal requirements, all other stipulations remain valid and binding to both parties.</p> <p>13.4. If any provision in this Agreement should be wholly or partly ineffective, the parties to this Agreement undertake to replace the ineffective provision by an effective provision which comes as close as possible to the purpose of the ineffective provision.</p>
<p style="text-align: center;">Стаття 14 Припинення дії угоди</p> <p>14.1. У випадку, якщо Бенефіціар не виконує свої зобов'язання за даною Угодою або Грантовою угодою, Координатор може припинити його участь у проєкті після отримання офіційного письмового дозволу Виконавчої Агенції.</p> <p>14.2. Координатор повідомляє Бенефіціара рекомендованим листом, а Бенефіціар має один місяць, щоб подати всю відповідну інформацію, щоб оскаржити це рішення.</p>	<p style="text-align: center;">Article 14 Termination of the Agreement</p> <p>14.1. In the event that Beneficiary fails to perform any obligations under the present Agreement or the Grant Agreement, the coordinator may terminate its participation in the project, upon formal written authorisation by the Executive Agency.</p> <p>14.2. The Coordinator shall notify the Beneficiary in cause by registered letter, and the Beneficiary has one month to supply all relevant information to appeal the decision.</p>
<p style="text-align: center;">Стаття 15 Обставини непереборної сили</p> <p>15.1. Якщо будь-яка зі сторін опинилась під дією обставин непереборної сили, вона негайно письмово повідомляє про це іншу сторону, вказавши сутність, імовірну тривалість та очікувані наслідки цієї події.</p> <p>15.2. Жодна зі сторін не вважається такою, що порушила свої зобов'язання, якщо їх виконанню завадили обставини непереборної сили. Сторони повинні вжити всі необхідні заходи, щоб мінімізувати можливу шкоду для успішного виконання проєкту.</p>	<p style="text-align: center;">Article 15 Force Majeure</p> <p>15.1. If either party faces a case of <i>force majeure</i>, it shall promptly notify the other party in writing, specifying the nature, probable duration and expected effects of this event.</p> <p>15.2. Neither of the parties shall be deemed in breach of its obligations if it has been prevented from performing its tasks due to <i>force majeure</i>. The parties shall take all necessary measures to minimize possible damage to successful project implementation.</p>



<p style="text-align: center;">Стаття 16 Зміни та поправки</p> <p>16.1. Будь-які зміни та поправки вносяться письмово шляхом укладання Додаткової угоди і набувають чинності після підписання уповноваженими представниками обох сторін. Жодні усні домовленості не можуть бути обов'язковими для сторін з цією метою.</p> <p>16.2. Зміни та поправки не можуть мати на меті внесення змін, що можуть поставити під сумнів положення Грантової угоди.</p>	<p style="text-align: center;">Article 16 Amendments</p> <p>16.1. Any amendments to this Agreement must be made in writing by means of a Supplementary Agreement, and become effective when signed by the authorized legal representatives of both parties. No oral agreement may bind the parties to this effect.</p> <p>16.2. The amendment may not have the purpose or the effect of making changes which might call into question the dispositions of the Grant Agreement.</p>
<p style="text-align: center;">Стаття 17 Додатки</p> <p>17.1. Невід'ємними додатками цієї Партнерської угоди є: Додаток I. Бюджет проєкту Бенефіціара з розподілом витрат по робочих пакетах. Додаток II. Банківські реквізити Бенефіціара. Додаток III. Форма запиту на переказ коштів. Додаток IV. Форма квартальної звітності Бенефіціара.</p> <p>17.2. Додатки до цієї Угоди, з метою зробити їх більш ефективними, будуть доступні Координатору і Бенефіціару на диску Google в папці проєкту EMINReM/Documents/.</p>	<p style="text-align: center;">Article 17 Annexes</p> <p>17.1. Integral annexes of this Partnership Agreement are: Annex I. The project budget of the Beneficiary with the expense's breakdown by work packages. Annex II. Bank account details of Beneficiary. Annex III. The request form for the transfer of grant funds. Annex IV. Quarterly Beneficiary's Reporting form.</p> <p>17.2. The Annexes of this Agreement will be available on Google disc in folder EMINReM/Documents/ to make their use more efficient.</p>
<p style="text-align: center;">Ми, що підписалися нижче, заявляємо, що прочитали і приймаємо умови цієї Угоди, як описано вище, включаючи додатки до неї.</p>	<p style="text-align: center;">We, the undersigned, declare to have read and accepted the terms and conditions of this Agreement as described here before, including the annexes thereto.</p>

<p style="text-align: center;">Координатор</p> <p style="text-align: center;"><u>Державний університет «Житомирська політехніка»</u></p>	<p style="text-align: center;">Coordinator</p> <p style="text-align: center;"><u>Zhytomyr Polytechnic State University</u></p>
<p>Офіційний представник Ректор _____</p> <p>_____</p> <p>Підпис та печатка</p> <p>Місто <u>Житомир (Україна)</u></p> <p>Дата <u>... .2023</u></p>	<p>The legal representative Rector _____</p> <p>_____</p> <p>Signature and stamp</p> <p>Done in <u>Zhytomyr (Ukraine)</u></p> <p>Date <u>... .2023</u></p>

<p style="text-align: center;">Бенефіціар</p> <p style="text-align: center;">_____</p>	<p style="text-align: center;">Beneficiary</p> <p style="text-align: center;">_____</p>
<p>Офіційний представник _____</p> <p>_____</p> <p>Підпис та печатка</p> <p>Місто <u>Місто (Країна)</u></p> <p>Дата <u>... .2023</u></p>	<p>The legal representative _____</p> <p>_____</p> <p>Signature and stamp</p> <p>Done in <u>City (Country)</u></p> <p>Date <u>... .2023</u></p>



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Додаток / Annex I

Бюджет проекту Бенефіціара з розподілом витрат по робочих пакетах	The project budget of the Beneficiary with the expense's breakdown by work packages
------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------

#	Прямі кошти персоналу					Поїздки і перебування				Непрямі кошти	Бюджет проекту	Співфінансування (10%)	Кошти гранту (100%)
	Менеджер	Викладач/тренер	Технічний склад	Адмін. склад	Всього	Дорога	Житло	Харчування	Всього				
РП1													
РП2													
РП3													
РП4													
РП5													
РП6													
РП7													
РП8													

#	Direct personnel costs					Travel and subsistence				Indirect costs	Project budget	Co-financing costs (10%)	Grant costs (100%)
	Manager	Teacher/Trainer	Technical Staff	Administrative staff	Total	Travel	Accommodation	Subsistence	Total				
WP1													
WP2													
WP3													
WP4													
WP5													
WP6													
WP7													
WP8													

Додаток / Annex II

Банківські реквізити Бенефіціара	Bank account details of Beneficiary
----------------------------------	-------------------------------------

Beneficiary	...
Beneficiary Bank	...
Beneficiary Bank Address	...
Beneficiary Bank IBAN	...
Beneficiary SWIFT	...

Correspondent Bank	...
Correspondent Bank Address	...
Correspondent Account	...
Correspondent SWIFT	...

Purpose of payment:	<i>Pre-financing (advanced) payment for the implementation of activities within the framework of Erasmus+ project EMINReM</i>
---------------------	-------------------------------------------------------------------------------------------------------------------------------

Додаток / Annex III

Форма запиту на переказ коштів	The request form for the transfer of grant funds
---------------------------------------	---------------------------------------------------------

REQUEST FOR MONEY TRANSFER

From:

Beneficiary name	...
Beneficiary address	...
ZIP, City, Country	...
Department	...
Institutional Coordinator	...

To:

Zhytomyr Polytechnic State University
103 Chudnivska str.
10005, Zhytomyr, Ukraine
_____, Project Coordinator

Date:

_____.2023

Erasmus+ Project Nr: **101082621 – EMINReM – ERASMUS-EDU-2022-CBHE**
 Grant Agreement Nr: **101082621 – EMINReM**

Please transfer the sum of

EUR ()

to the account of	(University name)
-------------------	-------------------

These funds are to be utilized as follows:

Pre-financing (advanced) payment for the implementation of activities within the framework of Erasmus+ project EMINReM

Disposition (please enclose this note with the transfer):

“Advance payment from Erasmus+ project EMINReM”

Yours sincerely,

(sign, stamp)

Rector

3) Annex 2 – Template for Current/Final Monitoring Report (Ukraine)

Додаток 3
до Порядку
(в редакції постанови Кабінету Міністрів України
від 9 жовтня 2020 р. № 942)

РЕЗУЛЬТАТИ поточного/заключного моніторингу проекту (програми) _____ (повне найменування проекту (програми))

Піврічний/річний/заключний (зазначити необхідне)		
Період звітування		
1. Вихідні дані проекту (програми)		
Партнер з розвитку		
Бенефіціар		
Реципієнт		
Номер реєстраційної картки проекту		
2. Інформація про досягнення очікуваних результатів		
Узагальнені результати реалізації проекту (програми) в кількісних та/або якісних показниках		
Посилання на інтернет-ресурси, де розміщено інформацію про результати реалізації проекту (програми) та інші матеріали або документи, розроблені в рамках проекту (програми)		
Загальна сума витрачених під час реалізації проекту (програми) коштів міжнародної технічної допомоги на кінець звітного періоду (за наявності), у тому числі за категоріями:		
послуги з організації тренінгів, навчання, опитування, інформаційні кампанії		
консультаційні послуги		
обладнання		
будівельні, ремонтні роботи, технічний нагляд		
адміністративні витрати виконавця		
3. Порівняння запланованих результатів проекту (програми) з досягнутими		
Кількісні та/або якісні критерії результативності проекту (програми)	Заплановані результати на кінець звітного періоду	Фактичні результати на кінець звітного періоду
4. Проблемні питання та/або пропозиції		

Відповідальна особа

_____ (підпис)

_____ (ініціали та прізвище)

Керівник реципієнта

_____ (підпис)

_____ (ініціали та прізвище)

{Додаток 3 в редакції Постанов КМ № 623 від 04.07.2012, № 745 від 14.08.2019, № 942 від 09.10.2020}

4) Annex 3 – Beneficiary’s Quarterly Report Template

EMINReM
Beneficiary’s Quarterly Report Template

Beneficiary Name:	
--------------------------	--

Reporting Period:	
--------------------------	--

Please indicate Work Packages your institution was involved in during the reporting period	
WP1	– Work Package name
WP2	– Work Package name
WP3	– Work Package name
WP4	– Work Package name
WP5	– Work Package name
WP6	– Work Package name
WP7	– Work Package name
WP8	– Work Package name

Description of activities <i>Please give a general description of the implemented activities, the working methods used and how your institution was involved.</i>

Please add 3-5 high-quality photo from the implemented activities

Project related outputs for the period <i>Please describe what was achieved during the reporting period</i>

Events and Training

Name of the event	Number			Comments <i>1. Event name / type 2. Duration 3. Place (city, country) 4. Format (if relevant: offline, online)</i>
	Male	Female	Non-Binary	
Students graduated from different training programmes	Male	Female	Non-Binary	
Teachers involved in the training programmes	Male	Female	Non-Binary	
Project staff involved in the training activity	Male	Female	Non-Binary	
Other	Male	Female	Non-Binary	

Stakeholder engagement

	Number	Comment
SME		<i>Name, short description of the engagement</i>
Academia		<i>Name, short description of the engagement</i>
Local government		<i>Name, short description of the engagement</i>
Civil Society Organisations		<i>Name, short description of the engagement</i>
Other (what exactly?)		

Critical risks indicated (if any)

Any challenges faced

Suggestion about further project implementation



Key dissemination activities for the last reporting period

Please report major activities undertaken during the last reporting period to disseminate the project results

Nr	Dissemination activity name	What? Type of dissemination activity	Who? Target audience Reached	Why? Description of the objective(s) with reference to a specific project output (max 200 characters)	Status of the dissemination activity
		<i>Conference Meetings Clustering activities Collaboration with EU-funded projects Other scientific collaboration Other scientific cooperation Other</i>	<i>Research communities Industry, business partners Innovators Investors International organisation (UN body, OECD, etc) EU Institutions National authorities Regional authorities Local authorities Civil society Citizens Specific end user communities Other</i>		<i>Delivered Ongoing Postponed</i>
•					
•					
•					
•					

Communication Activities

Please report major activities undertaken during the last reporting period to communicate activities carried out in the context of the project. Please use the same labels used in the DEC plan.

Nr	Communication activity name	Description	How? Communication channel	Who? Target audience Reached	Outcome	Status of the dissemination activity
			<i>Event (conference, meeting, workshop, internet debate, round table, group discussion, etc.) Exhibition Media article Newsletter Press release Print materials (brochure, leaflet, posters, stickers, banners etc.) Social media</i>	<i>Research communities Industry, business partners Innovators Investors International organisation (UN body, OECD, etc) EU Institutions National authorities Regional authorities</i>		<i>Delivered Ongoing Postponed</i>



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			<i>TV/Radio campaign Other</i>	<i>Local authorities Civil society Citizens Specific end user communities Other</i>		
•						
•						
•						
•						



5) Annex 4 – Dissemination Activities Record Template

Dissemination Activities Record

No.	Type	HEI name	Publication name	Date	Link
Project Website					https://www.
Infoboxes at the Partner Official Websites					https://www.
					https://www.
					https://www.
					https://www.
					https://www.
1.	News publication about CBHE projects success	NEO in UA		dd/mm/yy	https://www.
2.		NEO in KZ		dd/mm/yy	https://www.
3.		NEO in UZ		dd/mm/yy	https://www.
4.	News publication about the CBHE project success at the Partner Websites			dd/mm/yy	https://www.
5.				dd/mm/yy	https://www.
6.				dd/mm/yy	https://www.
7.	Press-Release after the Kick- Off Meeting			dd/mm/yy	https://www.
8.				dd/mm/yy	https://www.
9.				dd/mm/yy	https://www.
10.				dd/mm/yy	https://www.
11.				dd/mm/yy	https://www.
12.				dd/mm/yy	https://www.
13.				dd/mm/yy	https://www.
14.				dd/mm/yy	https://www.
15.				dd/mm/yy	https://www.
16.				dd/mm/yy	https://www.
17.				dd/mm/yy	https://www.
18.				dd/mm/yy	https://www.
19.				dd/mm/yy	https://www.
20.				dd/mm/yy	https://www.
21.				dd/mm/yy	https://www.
22.				dd/mm/yy	https://www.
23.				dd/mm/yy	https://www.
24.				dd/mm/yy	https://www.
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37.				dd/mm/yy	https://www.
38.				dd/mm/yy	https://www.
39.				dd/mm/yy	https://www.
40.				dd/mm/yy	https://www.
41.				dd/mm/yy	https://www.
42.				dd/mm/yy	https://www.
43.				dd/mm/yy	https://www.

6) Frequently Asked Questions (FAQs)

FINANCIAL REPORTING & ACCOUNTING

1. In which currency should project expenditures be reported to the Ministry of Education and Science (MoES)?

- Most institutions report in **euros**, as defined in the project registration card.
- Some report in national currency, based on national accounting practices.

Recommended: Report in **euros**, with the **national currency equivalent in brackets**, calculated based on the official exchange rate at the time of conversion or expenditure.

Note: The MoES has not issued strict requirements; however, consistency with the registered budget is essential.

2. Should transfers to EU partners be included in Ukrainian/Kazakh/Uzbek financial reports? – No. Funds transferred to EU partners are not considered expenditures by UA/KZ/UZ beneficiaries.

You may indicate the amounts transferred (as outgoing transactions), but these should not be listed as "expenditures."

Note: Only actual expenditures made by sending institutions should be reported.

3. Are funds converted from euros to national currencies but not yet spent considered expenditures? – No. Funds are only considered **spent** once they are disbursed from the **State Treasury account** for eligible project activities. Currency conversion alone does not count as project expenditure.

4. Should expenditures be tracked in both euros and national currency? – Yes, especially for internal control. It is recommended to maintain parallel tracking in euros (for EACEA reporting) and UAH/ KZT/ UZS (for internal/national audits). Extracts from bank and treasury accounts should be regularly archived by both project managers and accounting departments.

PROJECT REGISTRATION & MONITORING

5. Is it mandatory to register a CBHE project as international technical assistance (ITA) in Ukraine? – Yes. All CBHE projects involving Ukrainian funding or equipment must be registered as ITA with the Secretariat of the Cabinet of Ministers of Ukraine.

6. Who should submit the project monitoring form to the MoES? – Each Ukrainian beneficiary (**recipient**) listed in the registration card must submit their own monitoring report. In practice, the **national coordinator** may submit a consolidated report, but this should reflect all Ukrainian partners' data.

7. In which currency should data in the ITA monitoring card be presented? – The registration card specifies **euros**, so financial data in the monitoring card should also be in euros. Internal accounting may remain in UAH for audit purposes, but official reports follow the euro-based budget.

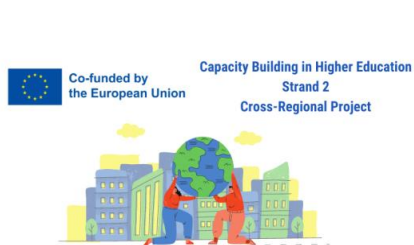
PROJECT IMPLEMENTATION & RISKS

8. What if equipment procurement is delayed? – If there is a risk that procurement will not be completed within the eligibility period: – Inform the **project coordinator** and **EACEA Project Officer (PO)** immediately.

You may request:

- Extension of the procurement deadline
- Budget amendment
- Project extension (if justified and approved)

9. What to do in case of institutional changes (merger, renaming, restructuring)? – The coordinator must **urgently contact the EACEA Project Officer** to initiate changes to the Grant Agreement. EACEA



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will provide instructions for creating a new PIC, validation process, and formal partner substitution if the old entity no longer exists.

IMPLEMENTATION DURING MARTIAL LAW

10. Can Erasmus+ projects be implemented during martial law in Ukraine? – Yes. EACEA recognizes the challenges but encourages implementation wherever feasible. Flexibility is possible if risks and limitations are clearly communicated to the Project Officer. Document all challenges and delays, and propose realistic mitigation strategies.

More instructions for project realization peculiarities during martial law are collected by the National Erasmus+ Office in Ukraine in chapter “[Erasmus+ during the war against Ukraine](#)”.



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This Guide was developed within the framework of the Erasmus+ CBHE project:
«*Master Programme in Eco-Mining and Innovative Natural Resources Management*»
(EMINReM) (101082621 — EMINReM — ERASMUS-EDU-2022-CBHE)



PROJECT MANAGEMENT GUIDE

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Version 1 28/03/2025 (2025)



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