



Strengthening research, innovation and knowledge transfer on Climate
Change & Tourism in Higher Education Institutions in Latin America

MANAGEMENT GUIDELINES AND TOOLS

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1. INTRODUCTION

CLIMAR is an Erasmus+ Capacity Building in the field of higher Education project.

Capacity-building Projects are transnational cooperation projects based on multilateral partnerships, primarily between higher education institutions (HEIs) from Programme and eligible Partner Countries. They can also involve non-academic partners to strengthen the links with society and business and to reinforce the systemic impact of the projects.

1.1. Entry into force and duration.

Project number:	101082401
Date of entry into force:	13 / 04 (April) / 2023
End of the eligibility period:	12 / 04 (April) / 2026
Duration:	36 months

1.2. Project partnership

The Partnership is composed of the following members:

- P1 – Universidad de Las Palmas de Gran Canaria (ULPGC)
- P2 – Asociación Observatorio de las relaciones UE-LA -OBREAL Global
- P3 – Universidad de Alicante (UA)
- P4 – Alma Mater Studiorum-Università di Bologna (UNIBO)
- P5 – University College Cork – National University of Ireland, Cork (UCC)
- P6 – Asociación Colombiana de Universidades (ASCUN)
- P7 - Universidad de Cartagena (UCAR)
- P8 – Universidad de Caldas (UCaldas)
- P9 - Universidad Nacional de Colombia (UNAL)
- P10 - Universidad Nacional Mar de Plata (UNMdP)
- P11 - Universidad Nacional de Cuyo (UNCUYO)
- P12 - Universidad Autónoma de Chiriquí (UNACHI)
- P13 - Universidad de Panamá (UP)
- P14 - Universidad de Quintana Roo (UQROO)
- P15 - Universidad Anáhuac Oaxaca (UAO)

The project entails 15 partners and 9 associated partners. This requires a clear management and communication structure, working at different levels. In order to structure the technical management, a Project Management Team (PMT), composed of ULPGC, OBREAL, ASCUN, will oversee the daily technical aspects of the project implementation, in consultation with partners.

OBREAL, with its experience in international cooperation projects will support ULPGC with the budget administration. ASCUN will help with administrative and financial oversight in Latin America. The PMT will report to the Steering Committee (SC) to ensure that all partners are up to date on monitoring and support them to take decisions on any possible adjustments in the project. One delegate from each partner will be appointed to the SC, which will ensure that the entire partnership speaks/meets regularly to have a collective discussion on progress, reviews reporting procedures, re-assesses communication dynamics and takes strategic decisions.

All LA partners will participate in the Perceptions Study (WP2), study visits to Europe, the stakeholder roundtables and help to draft the orientation plan. LA and EU universities will nominate researchers to participate in the multi-disciplinary research groups (at least two per partner) (WP3) and develop the study module (WP4). A separate committee of UNMdP, UA, UCaldas, ULPGC, UQROO will develop the professional development course (WP4). All LA partners will submit a pilot plan for both the teaching module on CC&T and work with industry to pilot the PD course. EU partners will nominate researchers to support at least one LA university for virtual teaching assistance.

2. Financial Guidelines

These financial guidelines describe the justification rules for the expenses incurred in the framework of **CLIMAR** project. The main objectives of these financial guidelines are a) to support the preparation of the interim and final reports of the project and b) to clear any doubts partners may have when making use of the budget.

CLIMAR is an E+ CBHE project, selected for funding in 2023 under a grant form of **Lump Sum**.

2.1. Why do we use lump sum funding?

Significant simplification potential

- Lump sums remove the obligation to report actual costs and resources
- Easier to use for beneficiaries with limited experience
- Funding based on reimbursement of real costs remains complex and error-prone. Little scope for further simplification

Focus on content

- Focus less on financial management and more on content

2.2. Lump sum cost estimations

- In the detailed budget table of the project, are the provided cost estimations for each cost category per beneficiary (and affiliated entity if any) and per work package (WP).
- The cost estimations are an approximation of the actual costs. They:
 - are subject to the same eligibility rules as in actual costs grants
 - must be in line with our normal practices
 - must be reasonable / non-excessive
 - must be in line with and necessary for our proposed activities.
- The cost estimations are used to generate in the detailed budget table a breakdown of lump sum shares per work package and per participant.
- Details and instructions on the lump sum detailed budget table are provided in the [Funding & Tenders portal](#).

Project design – Work Packages

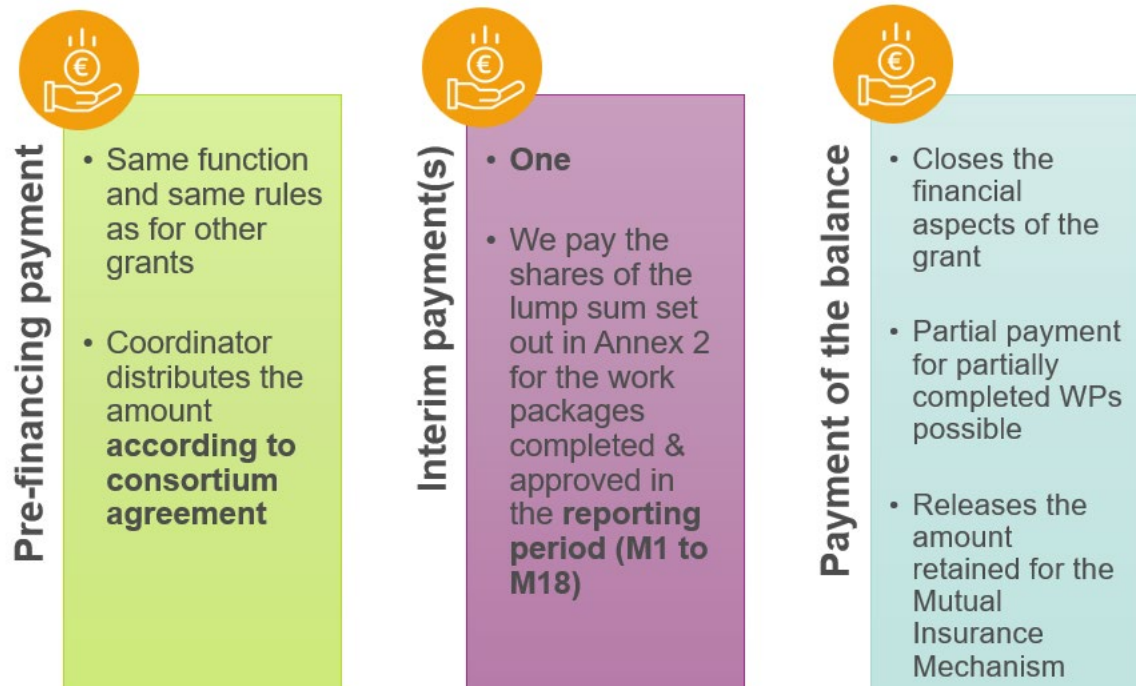
- A work package (WP) is a major sub-division of the work plan of the project:

- A single activity is not a WP
- A single task is not a WP
- A % of progress is not a WP (e.g. 50 % of the tests)
- A lapse of time is generally not a WP (e.g. activities of year)

- **The breakdown of lump sum shares per beneficiary and per work package** is included in the grant agreement as Annex 2. The submitted detailed lump sum budget table is not part of the lump sum grant agreement.
- Once the lump sum is fixed in the grant agreement, it will not be questioned if the prices for good or services change later on.

2.3. Payment schedule

- Types of payments in the **CLIMAR** project:



2.4. Reporting and payment schedule

- The initial pre-financing payment will be done by the coordinator according to the **payment schedule as described in article 6 of the Consortium Agreement**.
- For the **CLIMAR** project the required **reports and payments** have been fixed as follows:

Reporting					Payments	
Reporting periods			Type	Deadline	Type	Deadline (time to pay)
RP No	Month from	Month to				
					Initial prefinancing	30 days from entry into force/ financial guarantee (if required) – whichever is the latest
					Additional prefinancing	60 days from receiving additional prefinancing report/ financial guarantee (if required) – whichever is the latest
1	1	18	Additional prefinancing report	60 days after end of reporting period	Additional prefinancing	60 days from receiving additional prefinancing report/ financial guarantee (if required) – whichever is the latest
2	19	36	Periodic report	60 days after end of reporting period	Final payment	90 days from receiving periodic report

2.5. Interim reporting and payment

- At the end of the reporting period, declare which work packages have been completed over the period. The technical periodic report should justify this.
- Following the assessment by the project officer, the lump sum shares corresponding to approved work packages are paid.
- As an example, this can be a typical situation of completion work at the end of month 18:

	WP1	WP2	WP3	WP4	WP5
Beneficiary A	250.000			50.000	300.000
Beneficiary B		250.000	350.000	50.000	
Beneficiary C	100.000	100.000		50.000	
Beneficiary D		120.000		50.000	
Total	350.000	470.000	350.000	200.000	300.000

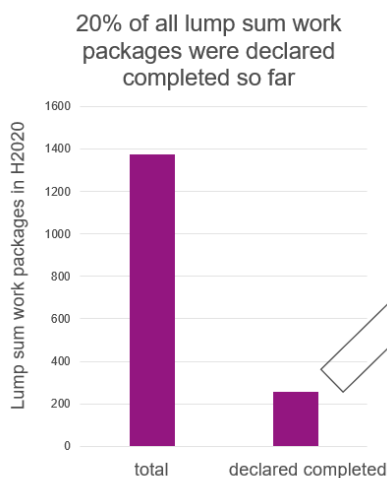


$$\text{Payment} = 350\,000 + 0 + 350\,000 + 0 = 700\,000\,€$$

Payment does not depend on a successful outcome, but on the **completion of activities**

2.6. Acceptation of Work Packages

- Work packages are **accepted if the activities have been carried out**. EACEA can also accept them when all essential tasks have been completed, when equivalent tasks have been carried out, or when deviations have been justified.
- **Lump sum projects can be amended** according to scientific-technical needs (or deviations can be justified in the reports). Use these mechanisms to make completion of work package feasible.
- Before a lump sum work package (that we declared completed) is rejected as incomplete, we are invited to **respond to the observations of the project officer**.
- If the rejection is upheld the lump sum share concerned is not paid at that point in time. We should **complete the work package later** and declare it at the end of any subsequent reporting period.
- If it is not possible to complete a work package by the end of the project (e.g., for technical reasons or due to force majeure), the **lump sum is paid partially** in line with the degree of completion. The decision on the partial amount is taken on a case-by-case basis. We will be able to provide observations.
- Acceptance of work packages in practice:



- **98% were accepted** and paid in full (249 work packages).
- 2 work packages in an intermediate report were rejected. They can be completed later.
- 1 work package was declared partially completed. It was paid partially as declared.
- 1 final report was rejected for formal reasons unrelated to lump sums (wrong template).
- 1 lump sum project was terminated for reasons unrelated to lump sums. The project was paid partially as declared.



2.7. Budget flexibility

- We can use the budget as we see fit as long as the project is implemented as agreed. The actual distribution of the lump sum is invisible to EACEA.
- Budget transfers require an amendment if the consortium wants to reflect them in the grant agreement.
- Amendments must be requested via the Portal at least 45 days before the activity/task/event take place

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

- Transfer between Work Packages are possible if:
 - Work Packages concerned are not already completed (and declared in a financial statement)
 - Justified by the technical and scientific implementation of the action

2.8. Ex-post controls

- Checks, reviews and audits for:
 - **Proper implementation of the action** (e.g. technical review)
 - **Compliance with the other non-financial obligations of the grant**, e.g.
 - IPR obligations
 - Ethics and integrity
 - Open science
 - Dissemination
 - Etc.

No financial checks, reviews and audits by EU services

2.9. Keeping Records

We **need** (e.g.)



- ☐ Technical documents
- ☐ Publications, prototypes, deliverables
- ☐ Documentation required by good research practices such as lab books
- ☐ ...any document proving that the work was done as detailed in Annex 1



Same as for all Horizon Europe grants

We **don't need**



- ☐ Time-sheets
- ☐ Pay-slips or contracts
- ☐ Depreciation policy
- ☐ Invoices
- ☐ ...any documents proving the actual costs incurred



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2.10. Standard time-limits after project end

- **Confidentiality:** for 5 years after final payment
- **Record-keeping:** for 5 years after final payment
- **Reviews:** up to 5 years after final payment
- **Audits:** up to 5 years after final payment
- **Extension of findings from other grants to this grant:** no later than 5 years after final payment
- **Impact evaluation:** up to 5 years after final payment



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3. Budget allocation

- Breakdown of the approved budget by partner and budget category [EURO] as stated in the Annex 2 of the Grant Agreement:

	WP 001	WP 002	WP 003	WP 004	WP 005	WP 006	Maximum Grant Amount
Form of funding	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	
ULPGC	15.174	13.647	14.857	10.315	9.774	13.126	76.892
OBREAL Global	28.123	12.129	14.904	9.894	16.728	31.474	113.252
UA	5.096	4.724	7.422	5.096	9.077	10.450	41.865
UNIBO	9.681	8.174	16.272	7.615	5.753	8.639	56.135
UCC	9.309	7.447	9.588	6.516	9.309	12.474	54.644
ASCUN	5.866	8.895	14.123	3.285	8.910	12.723	53.802
UCAR	3.258	7.494	8.936	3.817	3.724	6.609	33.838
UCAL	4.803	7.177	10.687	3.147	6.312	9.198	41.324
UNC	4.450	6.823	10.854	3.183	5.641	8.527	39.479
UNMDP	5.678	6.144	11.636	3.537	7.726	9.309	44.031
UNCUYO	5.679	10.380	10.798	5.865	6.423	7.354	46.499

UNACHI	6.173	8.547	12.921	3.947	7.708	10.594	49.890
UP	6.702	7.168	13.498	4.375	9.123	12.009	52.875
UQR	5.497	5.963	12.825	6.974	7.612	10.498	49.370
UAO	4.189	8.797	10.054	4.561	4.841	7.726	40.168
	119.679	123.509	179.377	82.129	118.661	170.709	794.064

(*) The 'maximum grant amount' is the maximum grant amount fixed in the grant agreement (on the basis of the sum of the beneficiaries' lump sum shares for the work package)

- Example of interpretation and use of this table:

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

Shares of the lump sum per WP

Lump sum = Maximum grant amount

We can **use the budget as we see fit** as long as the project is implemented as agreed. The actual distribution of the lump sum is invisible to the EACEA. Budget transfers between work packages and/or partners require an amendment if the consortium wants to reflect them in the grant agreement.

4. Reporting process

- Although it is not necessary to keep certain economic controls that were kept in the projects under current costs, in the projects managed under Lump Sum it is also necessary to make an economic report, corresponding to justify which WP have been completed. This is done through the SIGMA system of the European Commission's FTOP (Funding and Tender Opportunities) portal, supported by the **continuous reporting** of deliverables, milestones and other project information needs.
- The European Commission has set up an online portal to assist in each step of the reporting process which is linked below:

[Process description and steps](#)

- [Step 1: All beneficiaries receive a notification and log on to the Funding & Tenders Portal](#)
- [Step 2: All beneficiaries complete their contribution to the Technical Part of the Periodic Report and Lock for Review their Technical Part once completed](#)
 - [A. Completing your contribution to the Technical Part](#)
 - [B. Locking the Technical Part for Review](#)
 - [C. Reviewing the Technical Part and accepting and including it for submission to the EU](#)
- [Step 3: The Coordinator completes the Status of Work Packages and Locks & Includes them](#)
 - [A. Completing the Status of Work Packages](#)
 - [B. Locking and Including the Status of Work Packages](#)
- [Step 4: The Coordinator receives a notification that the Financial Statement for all beneficiaries is ready to be signed](#)
 - [A. Locking for Review the Financial Part](#)
 - [B. Signing the Financial Part](#)
- [Step 5: The Coordinator reviews the elements of the Periodic Report & submits to the EU](#)
- [Step 6: The EU reviews the submitted Periodic Report and accepts, requests additional information or rejects it](#)
- [Step 7: Interim Payment](#)

5. Practical Recommendations

- It has been stressed in the document that **the lump sum funding removes the obligation to report on actual costs and resources**, with the intention that we focus our attention more on the content of projects than on financial management.

This is indeed the case: **our Grant Agreement is results-based and does not set out obligations for financial cost.**

() No obligations beyond the confirmation of expenditure in the interim and final reports*

Nevertheless, especially for those partners who have to manage project funds for the first time, but also for all other partners who do not have internal cost control elements or who want to keep track of this project, **we recommend some good practices** that can help them in this task.

We emphasise that they are not compulsory in the framework of the project. However, they are beneficial mainly for the organisations themselves that want to follow them freely. You will find them below, grouped in 5 typologies of expenditure.

In any case, the expenditures to be tracked must have been incurred within the eligibility period of the project as indicated in point 1.1 of this document.

5.1. Recommendations managing Staff Costs

Workdays can be justified according to the activities performed in the development of the tasks circumscribed in the work packages according to the budget breakdown for each partner. In the context of the project, justifiable personnel may be:

- a. employed by a beneficiary institution and, therefore, part of its payroll system.
- b. a natural person assigned to the project on the basis of an onerous contract with a beneficiary institution.

The costs of these natural persons working for the project can only be assimilated to the personnel costs (i.e., "personnel expenses") of a beneficiary institution, if:

- i. the person works under conditions similar to those of an employee (e.g., in terms of the way the work is organized, the tasks performed and the premises where they are carried out); and
- ii. the result of the work belongs to the Institution (unless exceptionally agreed otherwise); and

- iii. the costs do not differ significantly from those of personnel performing similar tasks under an employment contract within the institution.

VERY IMPORTANT: The working days must be justified only within the eligibility period of the project.

Supporting documents suggested to be kept:

- ☐ *List of staff involved in the project*, specifying their type of employment contract with the institution.
- ☐ *Working Contracts and any material evidence allowing to verify* that the declared workloads correspond to actual activities/outputs (e.g., attendance lists for lectures given, tangible outputs / products, salary slips, etc.).
- ☐ It is recommended *to have some kind of Time Sheets* where the activities performed are described in detail (indicating the person and the category of personnel to which he/she is attached, for the justified period). To report the days that each person has dedicated to the project, where three aspects should be taken into account: a) Activities carried out, b) Work Packages involved, and c) Results achieved.

The staff costs reference amounts to be applied are indicated in the project budget for each partner in each work package.

5.2. Recommendations managing Travel

5.2.1. Travel Costs

Any category of personnel (e.g., managers, researchers, teachers, trainers, technical, administrative staff, etc.) with an official contract in the beneficiary institutions and participating in the project will be eligible for financial support for travel costs. When the origin is different from the usual departure city, the coordinator should be informed in advance. Visa costs, if any, are usually included in this category.

Supporting documents compulsory to be kept:

- Original invoices and boarding passes
- Attendance lists
- Photos of the events
- Invoices (if any)

The travel reference amounts to be applied are indicated in the project budget for each partner in each work package.

5.2.2. Cost of Stay

The travel budget line also includes, separately, the cost-of-living expenses. This budget item is intended to cover all costs of stay during the trips: accommodation, local transportation, and food, as well as medical insurance and any other additional expenses.

How should the number of expenses for the days of stay be calculated?

For each staff member, the grant is calculated by applying the unit cost corresponding to the applicable duration of the activities (in days) plus the travel days (depending on the distance).

IMPORTANT: The number of days must be calculated taking into account two indicators: *actual travel days* and *event days*.

EXAMPLE:

- If the meeting takes place on February 11-12 and the participant has travelled from February 10-12, 3 days must be justified.
- If the meeting takes place on February 11-12 and the participant has travelled from February 10-17, only 3 days can be justified if the distance is short, and 4 days if the distance is longer and actually justifies two full days of travel.

Supporting documents suggested to be kept:

Along with the flight receipts, for each individual should also be kept:

- ☐ invoice for the accommodation
- ☐ any other receipts for the stay

The cost of stay reference amounts to be applied are indicated in the project budget for each partner in each work package.

5.2.3. Recommendations managing Subcontracting

Subcontracting is intended for specific, fixed-term, project-related tasks that cannot be carried out by the Consortium members themselves, such as dissemination materials, project auditing, interpretation for project events, etc.

Supporting documents:

If the institution has subcontracted any tasks in the framework of the project, the following supporting documents should be kept:

- ☐ Invoice/s (referenced to the CLIMAR project).
- ☐ Proof of payment

In addition, if several quotations(*) have been requested for a particular task that has been awarded to one of the bidders, it is also recommended to retain:

- ☐ The proposals received.

- Minutes of the meeting where the best option was chosen, justifying the choice.

(*) *Highly recommended (mandatory in Europe) when the budget exceeds 15,000€*

The subcontracting reference amounts to be applied are indicated in the project budget for each partner in each work package.

5.2.4. Recommendations managing Exchange Rates

Any conversion into euro of actual costs incurred in other currencies shall be made by the beneficiary at the monthly accounting rate established by the Commission and published on its website applicable: [Exchange Rate \(InforEuro\)](#)

These costs must be reflected at the exchange rate of the month when the first pre-financing is received for costs incurred from the start of the project until the receipt of the second financing.

Costs incurred after receipt of the additional interim funding shall be justified against the exchange rate in the month of receipt of this second funding.

IMPORTANT: This will only affect the purchase of *equipment* and *subcontracting*.

6. More information on Lump Sum funding – Official EC Guidance

Guidance on lump sums focuses on the limited number of aspects where lump sum funding deviates from the rules for traditional actual cost grants. This concerns the financial management (e.g., how the lump sum is fixed, and how it is paid). All the non-financial aspects remain the same as in actual cost grants.

[Lump sums – what do I need to know?](#)

General presentation to get started, including details on how to set up a lump sum budget

[Quick guide](#)

The key steps explained and possible concerns addressed

[Detailed guidance for applicants and beneficiaries](#)

Lump sum proposal submission, evaluation and grant management

[Frequently asked questions \(FAQs\)](#)

Check if your question about lump sums is already answered

[Best practices for lump sum grants](#)

Top tips from Horizon 2020 lump sum beneficiaries.

[Expert briefing](#)

Briefing for Horizon Europe evaluations, including a dedicated part on lump sums

[Horizon dashboard for lump sum evaluations](#)

Helps experts ensure that lump sum budgets are reasonable

Reference documents:

- [Lump sum Model Grant Agreement](#)
- [Commission decision authorising lump sum funding](#)
- [Lump sum budget table](#)



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