

PACTUM

Monitoring and Evaluation Plan

Erasmus+ Programme

Key Action 2 “Capacity Building for Higher Education”

Grant agreement: 618888-EPP-1-2020-1-IT-EPPKA2-CBHE-JP



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Project information

Acronym	PACTUM
Full name	Projecting Academic Capacities with Tunisian Universities through Master courses
Project No	618888-EPP-1-2020-1-IT-EPPKA2-CBHE-JP
Programme	EPPKA2 - Cooperation for innovation and the exchange of good practices
Action	CBHE-JP - Capacity Building in higher education - Joint Projects
Coordinator	USIENA
Project start date	15/01/2021
Project duration	36 months





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1. Introduction

PACTUM is a capacity-building project aiming to develop a high-quality, multi-disciplinary and stimulating program in social, political and behavioral sciences. The target country of this project is Tunisia, a key partner for European Union Higher Education Institutions. Tunisian universities have recently undergone a remarkable transformation, which is bound to, and complements, the processes of modernization and democratization of the political system. Academic cooperation in a delicate and rapidly evolving field like that of social sciences – and in particular those disciplines which are central to the formation of future ruling classes and higher civil servants – is a crucial test for prospective cooperation among Tunisian HEIs and European HEIs engaging with capacity building activities.

The goals of the project – exchange of degree planning experiences in the field of social sciences, organization of preparatory summer schools, design of a vocational master's course and involvement of social actors and public administration – converge on the crucial need to boost positive impact on students and mutual enrichment between European and Tunisian academics.

This Monitoring and Evaluation Plan – a document for internal dissemination – offers all the project partners instruction on how the project will be monitored and by the coordinating partner and how the evaluation is set.

The fundamental references inspiring this document are The Erasmus+ programme, aims and general objectives, the EACEA guide-lines for CBHE projects, the priorities for Tunisia. The present handbook will draw on a number of rules defined by the Pactum Grant Agreement and by the partnership Agreement.

This Plan aims at thoroughly describing the procedures to be adopted by the consortium for communication, reporting, and managing activities. It includes a financial management plan, monitoring tables, legal aspects, IPR, consistently with agreements taken through Partnership Agreements.

The present document has been drafted by the coordinating team, with the active participation of all the partners. All beneficiaries will therefore comply to the procedures agreed within the network and described in the Pactum handbook.





2. Project Info

Members

Programme Countries' Institutions		
UNIMED	UNIMED	Italy
University of Granada	UNIGR	Spain
University of Montpellier	UMON	France
University of Siena	USIENA	Italy
Partner Countries' Institutions		
Ministry of Higher Education and Scientific Research	MHESR	Tunisia
University of Carthage	UCAR	Tunisia
University of Kairouan	UNIK	Tunisia
University of Sfax	USF	Tunisia
University of Sousse	US	Tunisia
University of Tunis El Manar	UTM	Tunisia

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3. Governance and responsibilities for Monitoring and Evaluation

As outlined in the Project Management Handbook, the governance structure of the project has been elaborated in order to guarantee the effectiveness of management processes as well as an efficient monitoring of the project's activities. These perspectives produce the right balance between:

- 1) effectiveness, efficiency and sustainability in the management process.
- 2) guarantees of maximum inclusion of all partners in decision-making and broad publicity and transparency in the development of the project and budget management.
- 3) spreading the responsibility for monitoring and evaluating project results across governance bodies

Efficiency and sustainability in M&E are ensured by:

- multiple and diverse operational bodies composed of a restricted number of members from all institutions involved in the project;
- attribution of a role of conflicts arbitrator to a body of three members
- concentration of meetings of the Assembly and the Committees, whenever possible, with periods of scheduled events and evaluation templates
- provision of a project management handbook and monitoring and evaluation plan, on the basis of which the Assembly will constantly verify the status of the project's objectives and suggest the necessary corrective actions.

The guarantee of maximum inclusion, publicity and transparency in M&E is ensured by:

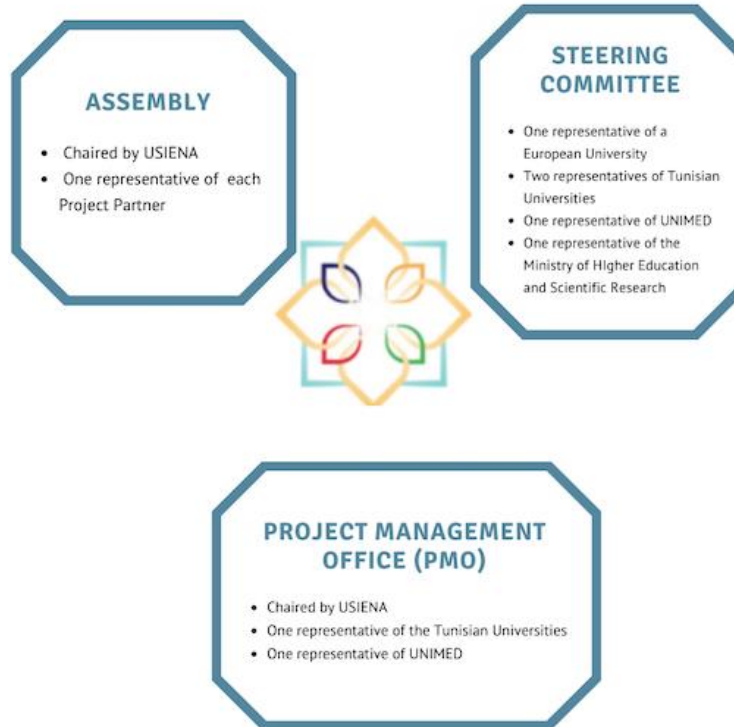
- The meeting of the Assembly once a year, to share the achievements and progress of the project.
- The publication on the project website of all approved proposals and, in their reserved area, the working documents.
- The joint composition of the bodies and the Governing structure.

In order to ensure that the plan is effectively executed, the preparatory steps are followed and the milestones are achieved, a number of deliverables are planned in order to ensure the effectiveness of the M&E procedures.

Given that this first pilot year is developed under the circumstances of the restrictions imposed by the COVID-19 pandemic, the first meeting with all partners will create the opportunity to test in person all the principles mentioned above.

This plan contains the procedures, actions, indicators and tools for monitoring the effectiveness of the project; thus, ensuring that it is properly implemented and that all conditions for achieving the objectives are met. This handbook covers all the actions developed in the framework of this project, from start to finish.

The development of the systematic approach envisaged in this handbook will allow regular monitoring of the project, providing essential information by which those responsible for management can identify challenges and solutions and measure progress.





4. Procedures and monitoring tools

4.1. Monitoring and evaluation meetings

In order to ensure the periodic quality control of the project, the Quality monitoring committee will meet once a year. During this annual meeting, the development of the different actions that integrate the WPs will be analysed, taking as a reference the monitoring indicators established in each of them, identifying good practices and shortcomings that need to be corrected and alerting to risks. The monitoring reports, resulting from these analyses, will be made available to all Project partners in order to take relevant decisions.

These meetings are scheduled for the following dates:

1. December 2021
2. December 2022
3. November 2023

4.2. Monitoring and evaluation tools

In order to effectively monitor the project's results, the Quality Committee (WP5) has developed a series of indicators that can be used to evaluate the achievement of the results across all WPs. These indicators are to be referred to in internal and external reporting of the project, and consist in the following:

M&E Indicators	
WP1	WP 1.1. Carry out needs analysis
	WP 1.2. % of Tunisian universities (partners and non-partners) participating in the writing of the needs analysis report
	WP 1.3. Publication of the needs analysis report on the project's website
	WP 1.4. Degree of satisfaction with the report
	WP 1.5. Sharing the report with the ministry of HE
	WP 1.6. Writing of catalogue of good practices in social, political and behavioral sciences





	WP 1.7. % of Tunisian universities (partners and non-partners) participating the in the writing of the catalogue of good practices
	WP 1.8. Publication of report on the website
	WP 1.9. Usefulness, degree of satisfaction.
	WP 1.10. Sharing the catalogue with the ministry of HE
	WP 1.11. Position paper on policy reform in HE
	WP 1.12. % of partner/non partner universities supporting the drafting of the document
	WP 1.13. Publication of the document on the website
	WP 1.14. Sharing the report with the ministry of HE

WP2	WP 2.1. Creation of the scientific committee
	WP 2.2. Number of meetings to prepare de curriculum for masters and summer schools
	WP 2.3 Establishing curriculum and objectives of the master's programme
	WP 2.4. Drafting of the preparatory documents for students
	WP 2.5. Drafting of the preparatory documents for professors
	WP 2.6. Sharing of the professor working package among professors
	WP 2.7. Number of coordination meetings among professors
	WP 2.8. Writing a coordination document for professors
WP3	WP 3.1. Clarity of dissemination activities
	WP 3.2. Number of places and enrolled students
	WP 3.3. % of students according to different profiles (age, subject, professional background, gender)
	WP 3.4. % of students completing their studies
	WP 3.5. % of thesis discussed
	WP 3.6. Creation of an alumni association
	WP 3.7. Degree of satisfaction among students





	WP 3.8. Degree of satisfaction among professors
	WP 3.9. Degree of satisfaction among public administration employees taking the course
	W.P. 3.10 Degree of satisfaction among administrative staff
W4	WP 4.1. Clarity of dissemination activities
	WP 4.2. Relation between number of places and students applying
	WP 4.3 % of students according to different profiles (age, subject, professional background, gender)
	WP 4.4. % of students completing their studies
	WP 4.5. Existence of management procedures
	WP 4.6. Degree of satisfaction among students
	WP 4.7. Degree of satisfaction among professors
	WP 4.8. Degree of satisfaction among public administration employees taking the course
	W.P. 4.9. Degree of satisfaction among administrative staff
WP5	WP 5.1. Adoption of quality plat
	WP 5.2. Establishment of a quality committee
	WP 5.3. Number of meetings of the quality committee
	WP 5.4 Participation to the quality committee meetings
	WP 5.5. Preparation of satisfaction questionnaires for WP 3/4
	WP 5.6. Quality analysis of WP deliverables
	WP 5.7. Intermediate quality report
	WP. 5.8 Application of recommendations of intermediate quality report
	WP 5.9. Final report
WP6	WP 6.1. Creation of a website
	WP 6.2. Completeness of information on the project website
	WP 6.3. Number of visits to the website
	WP. 6.4. Creation of a project Facebook page
	WP. 6.5. Usage. Number of followers



	WP.6.6. Engagement. Number of shares, comments, likes.
	WP.6.7. Creation of an instagram page
	WP.6.8. Usage. Number of followers
	WP. 6.9. Engagement. Number of likes
	WP 6.10. Writing communication strategy report
WP7	WP 7.1 Number of general assembly meetings
	WP 7.2 Number of meetings among technical panels
	WP 7.3 Writing and approval of project management handbook
	WP 7.4 Writing and approval of the monitoring and evaluation plan
	WP 7.5 Yearly internal reports
	WP 7.6 Organisation of kickoff meetings
	WP 7.7 Organisation of general meetings
	WP 7.8 Organisation of final conference
	WP 7.9 Conflict management and resolution
	WP 7.10 Writing final report

These indicators are an essential tool in the monitoring and evaluation of the project. The quality assessment report contains a table that is filled by project partners with their respective indicators. This facilitates the M&E procedures as each WP leader can monitor the advancement of their respective WPs, as well as keeping track of other partners' work. Moreover, this allows the Steering Committee and PMO to have a clear overview of the project's progress, its successes and needs for improvement.

Monitoring table template:

INDICATEURS DE DEVELOPPEMENT/RÉSULTATS (WP)						
WP	INDICATEUR	Responsable	Sources	Outils	Date de collecte	Analyse
WP1						



WP2				

WP3						





WP4						
WP5						
WP6						





WP7						





5. Financial management

This section of the M&E plan describes the financial rules and principles for the management of the grant and budget. The first sub-section focuses on the general financing principles and provisions Applicable to the grant. The second one defines the procedures for budget amendments. The third sub-section covers the issues of payment arrangements and reimbursement procedure amongst project beneficiaries. The fourth sub-section deals with the Eligibility of Costs and mention all the supporting documents that needs to be provided for every budget heading.

5.1 General financing principles and financing rules

The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to **EUR 981,810.00**.

The Erasmus+ grant contribution is awarded to the partnership under the form of:

- "*reimbursement of actual costs*" for Equipment and Subcontracting costs;
- "*unit contribution*" to the costs incurred for Staff costs, Travel costs and costs of Stay.

The grant is calculated on the basis of Actual costs for the budget headings Equipment and Subcontracting, and of Unit Costs for the budget headings Staff costs, Travel costs and Costs of stay.

According to the European Union Financial Regulation grants shall always involve co-financing. This means that the resources which are necessary to carry out the project shall not be provided entirely by the EU contribution.

In practical terms, the implementation of the PACTUM project may require other types of expenditures, not specifically foreseen and included in the budget of the grant (such as costs for dissemination, publishing, translation if not sub-contracted, overheads costs, bank fees etc.), that are supposed to be covered by co-financing. It is important to note that these expenditures covered by the co-financing will not be taken into account for the final calculation of the grant and therefore will not have any financial impact on it.





5.2 Modification to the Budget

As specified in Grant Agreement, the coordinator may, after consultation with the partner institutions, adjust the estimated budget. This procedure, regulated by the partnership agreement, will be held by transferring resources between budget headings. Budget changes will be possible if two conditions will be respected:

- Each budget adjustment will not affect the implementation of the action and the overall expenditure limits
- the amount indicated in the Grant Agreement for one or more of the budget headings will be not increased by more than 10 %.

5.3 Payment cycle

Upon entering into force of the Grant Agreement, a pre-financing payment of 50% of the maximum amount was paid to the coordinator.

A second pre-financing payment of 40% of the maximum amount specified in the Grant Agreement shall be paid to the coordinator, subject to the following conditions:

- having used at least 70% of the previous pre-financing installment paid;
- Having produced the receipt of the "Statement on the use of the previous pre-financing installment" and "Request for payment" as specified in Annex VI of the Grant Agreement;
- Having produced the receipt of a progress report on implementation of the action as specified by the Grant Agreement.

According to the Grant Agreement, a substantial obligation to comply with the publicity provisions has to be respected by all the beneficiaries. The Agency may reduce the grant initially provided if the action is implemented poorly, partially or late. Such penalties shall be applied in case the final technical report provides evidence that the project implementation was not addressed with the required attention and according to the terms laid down in the Agreement.

The final report and the outputs produced by the project (publications, conference papers, presentations etc.), will be assessed using a common set of quality criteria based on the same evaluation criteria and the same scoring scale as those used application stage: relevance (maximum 30 points); quality of the project (design and) implementation (maximum 30 points); quality of the project team and cooperation arrangements (maximum 20 points); and impact and sustainability (maximum 20 points).

5.4 Eligibility of costs, Budget documentation and templates

All the documentation concerning the financial transactions of PACTUM will have to be shared with the project coordinator by all the actors involved. The former will have to preserve the budget documentation for any audit request from the European Commission. Each partner has to submit a Partner Financial Report whose approval will be the basis for issuing the next installment (see below section *Reporting*). On the basis of verified expenses





in the report and their approval by the PMT, the amount of next installment of Erasmus+ grant will be defined/calculated by the Coordinator, in accordance with the Partnership Agreement.

For the purpose of transferring installment of the Erasmus+ grant contribution, the beneficiary will send a “Partner Request for payment”, duly signed by the legal representative of the beneficiary, for each installment defined/calculated by the coordinator on the basis of the previously verified expenses.

5.5 The sending procedure for the “Request for payment” will be as follows:

- a scanned version of the request for payment must be sent to the general e-mail address for PACTUM project: pactum@unisi.it
- One hard copy of the same document must be sent by post to the following address:

*Luca Verzichelli –
PACTUM Project – Università di Siena
Via Mattioli 10 – 53100 Siena
Italia*

5.5.1 Reporting

Reporting on the project's progress and achievements is a fundamental aspect of the management process. Moreover, a correct and timely reporting will facilitate the identification of criticalities and points of strength during the implementation of the project, thus maximizing the impact on students participating to summer schools and to the master's course.

Three types of reporting are considered by the present handbook:

- **Formal reporting** by the Coordinator to the Executive Agency, including Intermediate and Final Reports. This Activity will follow the general guidelines provided by the European Commission and recalled in the Grant Agreement.
- **Internal reporting within the Consortium.** This type of reporting is designed to share information comprehensively among the partners of the project. Beneficiaries will inform the Coordinator about the technical progress of the institution's implementation of the project and partners' financial reports with declaration of expenses incurred accompanied by the necessary supporting documents. The technical reports will be the basis for preparation of the Intermediary report (halfway through the project's implementation period) and the Final Report (at the end of the project) that will be delivered to EACEA by the Project Coordinator. Verification of expenditures declared in partners' financial reports are linked to the transfer of the part of Erasmus plus grant to partners from the Coordinator.
- **Reporting on different events carried out** (info days, workshops, seminars, conferences, meetings, trainings, etc.) by all beneficiaries.





The next sub-sections will describe the characteristics of these three different types of reporting outputs in detail.

5.5.2 Formal reporting by the coordinator to the executive agency

The assessment of the reports enables the Agency to take a decision on the continuation of the project. Beneficiaries are required to submit a Progress and a Final report. Approval of the Progress report leads to the launch of the second pre-financing payment and approval of the Final Report leads to the final payment (if due).

The Progress report provides the Agency with an update on how the project is advancing. The progress report on the implementation of the action will have to be submitted at the latest half way through the eligibility period.

The reporting forms for the progress report on the implementation consist of the following:

- "Progress report on the implementation of the action" (description of the progress made, statistics and indicators, tables of achieved/planned outcomes, etc.);
- "Summary report for publication" ;
- "Statement on the use of the previous pre-financing installment", represents an overall financial overview of the use of the grant until the date of the submission of the progress report;

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 beneficiaries commit to provide the coordinator with all necessary information and copies of supporting documents needed for drawing up reports, financial statements and any other documents required the coordinator. It is a contractual obligation that has to be fulfilled by all the beneficiaries.

The Final report will have to be submitted at the latest two months after the end of the contractual period.

The report forms for the final reporting consist of a narrative and a financial part as follows:

- "Final report on the implementation of the action" (description of the results and achievements, statistics and indicators, table of achieved outcomes, etc.);
- "Summary report for publication"
- "Final Financial Statement and Request for payment" - including the financial tables for each budget heading and the required supporting documents;
- Mandatory (Audit) Certificate on the financial statements and underlying accounts ("Report of Factual Findings on the Final Financial Report – Type II") as specified by the Grant Agreement.



5.5.3 Internal reporting within the consortium

Reporting schedule is given in the table below.



Reports (two in total) prepared by the coordinator to be delivered to EACEA	Intermediate report-	Final report-		
Partners' financial reports	1st report -	2nd report -	3rd report -	4th report -
Partner's technical report on the implementation of the project (two reports)	1st report -	2nd report-		

Each partner has to respect the above reporting deadlines (also stated in the Partnership Agreement), and submit their reports with supporting documents on validation of expenditure to the project coordinator in due time as requested. If they are not submitted to the coordinator within the set deadline, they will not be included in the progress report of the project that coordinator is responsible to deliver to the Executive Agency.

The coordinator shall provide the beneficiaries with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion (XXX). These reports must be drawn up in EUR. The beneficiaries are fully responsible for the correct delivery of the declaration of the expenses and for appropriate application of the account system.

The beneficiaries 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 Guidelines for the Use of the Grant.

5.5.4 Partner's financial reports

Partner financial reports are linked to transfer of installments of the Erasmus+ grant by the Coordinator.

The Coordinator can submit Final report, as well as financial statements to the EACEA on behalf of all beneficiaries only based on inputs received from all partners. Therefore, in order



to provide adequate information on the expenditure made within the project, each beneficiary has to submit a partner financial report to the Coordinator

The financial report will consist of:

- Financial statement presenting the costs incurred during the reporting period;
- Supporting documents (staff conventions, individual travel reports and project time sheets) as original hard copies, and other supporting documents (agendas, list of participants, boarding passes, travel orders, or any other document proving mobility or participation in some activities) as hard copies.

When preparing the financial report, the beneficiaries are required use the Excel file provided by the EACEA Final Financial Statement (XXX), filling in the relevant sheets:

- Final Financial Statement
- Staff costs table
- Travel costs & costs of stay table
- Equipment costs table (only for the target countries higher education institutions)
- Subcontracting costs table (only for institutions having this foreseen in budget)
- Co-financing table

In case the beneficiary does not provide all reports with appropriate and accurate information therein, together with financial statements and copies of supporting documents within 10 working days from the relevant date, the coordinator will inform the beneficiary's contact person for administration about this via email, with the beneficiary's project contact person in carbon copy. Failure to provide all requested documents and information within 10 working days from the date of coordinator's notice will result in suspending further installments of the Erasmus+ grant contribution to the beneficiary. The coordinator reserves the right to consult the Executive Agency if the activities declared by beneficiary and/or delivered outputs are questionable.

The partner financial reports will be reviewed by the PMT, taking into consideration eligibility of costs, financial principles and provisions, adequacy of supporting documents, correctness of applied exchange rates (as defined in this Guide) and tangible outputs provided in line with project work plan. Expenditures must be in conformity with the estimated Budget in accordance with the Partnership Agreement and project budget. The approval of the report is the basis for the transfer of next instalment to the partner institution.

5.5.5 Partners' technical reports

The Technical reports should provide the clear picture on the progress of project activities, time and quality of deliverables and results, to what extent the progress indicators are achieved, as well as introduction of changes into the work plan (if any).

For technical reporting, partners should use Technical report describing the activities carried out and their results during the reporting period.

The Technical report is structured as follows:

- Short recall of the goals of the partner;





- Statistics and indicators. All kinds of information useful to get an idea of performance for the period covered by the reporting period;
- Table of achieved/planned results (one table per Work Package), the indicators of achievement and or/performance as indicated in the project proposal;
- Qualitative report on specific activities carried out to date to achieve the result;
- Activities still to be carried out to achieve the outcome (before the end of the project);
- Specific and measurable indicators of achievement/progress
- Changes that have occurred in the result since the original proposal (any proposed changes, including new people involved, budget changes, modification of activities).





6. Annexes

A1: Technical report. This document is to be used to ensure the effective monitoring of the project's activities. The PMO and Steering Committee will collect internal reports through this template periodically. The template includes a descriptive section (qualitative) and a section in which partners can report on their progress through their respective indicators.

Partner's Technical Report (internal)

Partner: _____

Date: _____

1. Short recall of partner's goal:



2. Statistics and indicators of progress:

3. Table of achieved/planned results:

Result	Date achieved	Date of planned achievement



4. Qualitative report on specific activities carried out to date:

5. Activities to be carried out to achieve the outcome:





6. Specific and measurable indicators of achievement/progress

7. Changes that have occurred in the results since the original proposal (any proposed changes, including new people involved, budget changes, change of activities)

