



Management guide

Project acronym: HEPMP

Project full title: “Strengthening Capacities for Higher Education of Pain Medicine in Western Balkan Countries”

Project No: Number of grant contracts: 585927-EPP-1-2017-1-RS-EPPKA2-CBHE-JP

Web address of project: www.hepmp.med.bg.ac.rs

Funding Scheme: Erasmus+ KA2

Coordinator Institution: University of Belgrade

Coordinator: Prof. Dr. Predrag Stevanović

Project duration: 15.10.2017 – 14.10.2020.

Work package: WP7 – Project Management

Lead organization of WP7: University of Belgrade

Version of the document: V.01

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Dissemination level: Internal



The main goal of this Program is to provide support to the beneficiaries so that they can manage the project locally in an efficient and successful manner and provide all documents necessary for financial monitoring, reporting and audits. It offers detailed description of eligible and ineligible costs, instructions for preparing tables of costs, a list of required supporting documents to justify incurred costs, rules for tenders in order to facilitate purchasing of goods and services, etc. The beneficiaries will be able to fulfill successfully their obligations and to provide all necessary outputs from application to project coordinator whose aim is to further engage them in reports for the EACEA.

Most of the rules are defined by the Grant Agreement. Some definitions and rules are taken in the original form from the EACEA Guidelines for the Use of the Grant, in order to avoid any misinterpretation. Procedures for implementation of project HEPMP are made by the participants. Determination of procedures for management of the project HEPMP will facilitate communication between the project coordinator and other beneficiaries.

Management structure of HEPMP project

The management structure of the HEPMP is created to provide effective financial and technical management of project and to fit the requirements of the Erasmus+ program for successful realization of planned project activities. The project management structure was established and officially adopted at the Kick-off meeting. It includes:

- Legal representative of coordinating institution,
- Project Coordinator,
- Steering Committee (9 members),
- Project Management Team (10 members),
- Partner Country Team (7 members),
- Quality Assurance Team (3 members),
- Work Package Leaders (7)
- Task Leaders (35).

Legal representative of Coordinating institution is prof. dr Vladimir Bumbasirevic rector of University of Belgrade. The Legal representative of Coordinating institution is the representative person of the institution that is the grant holder, person who signs the grant agreement, lead partner having power of attorney.

HEPMP Project Coordinator is prof. dr Predrag Stevanovic, Chairman of subspecialty of Pain medicine, School of Medicine, University of Belgrade. The Project Coordinator is the person at the coordinating institution who manages the project on a day-to-day basis and has contact with EACEA, responsible for overall project management (technical and



operational), communication and reporting to EACEA, efficient use of the project grant, etc. The obligations and responsibilities of Project Coordinator imply the following:

- I Communication with the Quality assurance team, the Task Leaders and WP Leaders regarding questions arising from the importance of ensuring the quality of the projects deliverables.
- II Approve the deliverable or correct deliverables to the Task Leaders and WP Leaders.
- III Cooperates with the WP Leaders in order to provide that all WPs progressing in line with each other and that all cross-WP inputs and outputs are supplied as provided in WP description.
- IV Informs the management structure of HEMP project of any changes in the Partnership Agreement and the Project Plan or any implicit changes in the implementation of the project that may change regarding the relevant deliverables.
- V Officially submits all approved deliverables after their approval.

Steering Committee is decision-making body. Steering Committee Team consists of the following members:

1. Prof. Dr. Predrag Stevanovic, Project Coordinator, Faculty of Medicine University of Belgrade Serbia
2. Prof. Dr. Jasna Jevdjic, Faculty of Medicine, University of Kragujevac, Serbia
3. Prof. Dr. Radisav Scepanovic, Director of Clinical Hospital Centar “Dr. Dragisa Misovic”, Serbia
4. Prof. Dr. Danko Zivkovic, Faculty of Medicine, University of Montenegro, Podgorica, Montenegro
5. Prof. Dr. Jasna Smajic, University of Tuzla, Tuzla, Bosnia and Herzegovina
6. Prof. Dr. Darko Golic, Faculty of Medicine, University of Banja Luka, Banja Luka, Bosnia and Herzegovina
7. Prof. Dr. Zeljko Zupan, Faculty of Medicine, University of Rijeka, Rijeka, Croatia
8. Prof. Dr. Maja Sostaric, Faculty of Medicine, University of Ljubljana, Ljubljana, Slovenia
9. Prof. Dr. Angelo Raffaele De Gaudio, Faculty of Medicine, University of Florence, Florence, Italy

The primary function of the Steering Committee is to take responsibility for the feasibility, finances and the achievement of outcomes of the Strengthening Capacities for Higher Education of Pain Medicine in Western Balkan Countries. The Steering Committee will follow the project status and ensure control over the presentation of the project deliverable. The Steering Committee provides insight on project strategies with support of contract mandates. Members of the Steering Committee ensure project objectives are being adequately addressed and the project remains under control. In practice these responsibilities are carried out by performing the following functions:



- Monitoring and review of the project at regular Steering Committee meetings;
- Assist to the project coordinator when required;
- Resolving project conflicts, reconciling differences of opinion and approach;
- Formal acceptance of project deliverables.

The Steering Committee is responsible for approving project objectives and outcomes as identified in the project application, deliverables as identified in the project outcomes. Also the Steering Committee confirm budget, provides that effort, expenditures and changes are adequate to stakeholder expectations as well as management strategies, ensuring that strategies to address potential difficulties to the project's success have been identified, estimated and approved, and that the difficulties are regularly re-assessed; and following project management and quality assurance of project activities.

Nine Management board meetings will be organized, three times a year (in UB, UL, UR, UF, UP, UBL, UT), in combination with other project events due to cost efficiency. Steering Committee will consider the implementation of project activities, approve the major deliverables and agree on any risk contingency measures.

The Role of a Steering Committee member

The aim of the Management Program is that the Steering Committee to take advantage of the experience and expertise of key individuals in the organization to build professionalism in project management. Steering Committee members are not directly responsible for managing project activities, but provide support and guidance for those who do. In this sense, individually, Steering Committee members should understand the strategic implications and outcomes of activities being pursued through project outputs; enhance interests of stakeholders and be assistance in the initiative and be an advocate for broad support for the outcomes being pursued in the project. Furthermore, the Steering Committee should be included in resolving project management issues and approach being adopted.

In practice, obligations of Steering Committee are:

- Monitor the status of the project;
- Ensure the project's outputs meet the requirements of the key stakeholders;
- Enhance balance work package's priorities and resources;
- Provide guidance when necessary to the project team and users of the project's outputs;
- Discuss ideas and issues raised;
- Review compatibility of project activities to standards of best practice both within the organization and in a wider context;
- Report on project progress to university executive management groups and Erasmus+ office
- Foster dissemination issues associated with the project.

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Steering Committee Meetings

The Team will meet three times a year or as required, to keep track of issues and the progress of the project's implementation and on-going statewide support to its stakeholders. The members of the Steering Committee select among themselves chairman of the Steering Committee who facilitates the Steering Committee Meeting. The decisions of the Steering Committee will be taken by majority vote. In the event of a tie, the vote of the coordinator will be decisive. It shall be possible to include a deliverable in the project reports even if its formal approval by SC is still pending, if it has passed QAT or Project coordinator level of control without profound disagreements as then no major alterations are to be expected. During the Steering Committee meetings a regular risk assessment will be carried and reviewed out (Risk brainstorming) which shall lead to corrective actions and potential adaptations of the Work Plan based on a sound process. The risk management strategy addresses issues that could potentially endanger the achievement of the overall goal of the project and its objectives considering potential financial risks (overspending and under spending), timing (postponing of activities / deliverables), performance risks (project management), and sustainability of the project results. The main aim will be to provide a sound assessment, to anticipate challenges in a systematic way and to minimize the potentially negative overall impact.

HEPMP

The first step in project risk management is to identify the risks that are present in a project. The risks should furthermore be identified as early as possible in order to deal with them properly and to think about corrective and/or preventive actions. In order to identify and monitor the risks within HEPMP project, a risks monitoring sheet has been developed including the information on corrective and/or preventive actions.

SC will make Minutes for their meetings (Annex) comprising the following issues: the progress of project activities, decisions regarding the approval of major deliverables, agrees on any risk contingency measures. Also, Annex – List of deliverables for monitoring of full set of HEPMP deliverables, their deadlines, dissemination levels, etc. is part of the SC scope.

Quality Assurance Team (QAT)

The Quality Assurance team is a direct support to the Project Coordinator in monitoring and assessing the quality of the project and its results, as well as development of Quality Control and Monitoring Plan. Quality Assessment Team consists of the following members, coming from Partner Countries:

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- Dr. Jelena Santric, Faculty of Medicine, University of Belgrade, Serbia
- Prof. Dr. Vesna Plesinac-Karapandzic, Faculty of Medicine, University of Belgrade, Serbia
- Prof. Dr. Dragica Pavlovic-Babic, Faculty of Philosophy, University of Belgrade, Serbia

Six QAT meetings will be organized, twice per year (in UB, UF, UB, UP, UBL and UT). The obligations and responsibilities of QAT comprise the following:

- a. Is coordinated by the QAT manager, as agreed by the Steering Committee.
- b. Is responsible for the Quality Assurance exercise of deliverables where majority of work has been performed by Partner country institutions.
- c. Receives each draft deliverable from the Task Leader and provides feedback using the Quality Assurance Check List.
- d. Sends the Quality Assurance Check List to the Task Leader and the Coordinator.
- e. Verifies the satisfactory implementation of the recommendations included in the Quality Assurance Check List, in co-operation with the WP Leader.
- f. Cooperates with the Project Coordinator on general issues related to the level of quality of the projects deliverables as appropriate.
- g. Is responsible for the Quality Assurance exercise of deliverables.

Project Management Team (PMT)

Project Management Team (PMT) is responsible for the achievement of the project outcomes. The PMT comprises of the person from each beneficiary institution who takes lead responsibility for the project from that institution (contact person of the institution). Contact person is responsible for local government. Each partner is equally and independently responsible for certain activities, the use of money and reporting. PMT will review activities and decide on necessary actions in the reorganization of tasks and resources with a strong emphasis on the impact of the project.

Project Management Team consists of the following members:

1. Prof. Dr. Predrag Stevanovic, Project Coordinator, Faculty of Medicine University of Belgrade, Serbia
2. Prof. Dr. Jasna Jevdjic, Faculty of Medicine, University of Kragujevac, Serbia
3. Prof. Dr. Radisav Scepanovic, Director of Clinical Hospital Centar “Dr. Dragisa Misovic - Dedinje”, Serbia
4. Prof. Dr. Danko Zivkovic, Faculty of Medicine, University of Montenegro, Podgorica, Montenegro
5. Prof. Dr. Jasna Smajic, University of Tuzla, Tuzla, Bosnia and Herzegovina
6. Prof. Dr. Darko Golic, Faculty of Medicine, University of Banja Luka, Banja Luka, Bosnia and Herzegovina
7. Prof. Dr. Zeljko Zupan, Faculty of Medicine, University of Rijeka, Rijeka, Croatia

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8. Prof. Dr. Maja Sostaric, Faculty of Medicine, University of Ljubljana, Ljubljana, Slovenia
9. Prof. Dr. Angelo Raffaele De Gaudio, Faculty of Medicine, University of Florence, Florence, Italy

Partner Country Team will consist of the following members:

1. Prof. Dr. Predrag Stevanovic, Project coordinator, University of Belgrade Serbia
2. Dr Sandra Radenkovic, Faculty of Medicine, University of Belgrade, Serbia
3. Prof. Dr. Jasna Jevdjic, Faculty of Medicine, University of Kragujevac, Serbia
4. Prof. Dr. Radisav Scepanovic, Director of Clinical Hospital centar “Dr. Dragisa Misovic - Dedinje”, Serbia
5. Prof. Dr. Danko Zivkovic, Faculty of Medicine, University of Montenegro, Podgorica, Montenegro
6. Prof. Dr. Jasna Smajic, University of Tuzla, Tuzla, Bosnia and Herzegovina
7. Prof. Dr. Darko Golic, Faculty of Medicine, University of Banja Luka, Banja Luka, Bosnia and Herzegovina

WP Leaders (WPL)

WP Leaders (WPL) are responsible for monitoring of the overall progress of the WP and its activities. The obligations and responsibilities of WPL comprise the following:

- a. responsible for preparing and updating of WP Action plan, making sure that all activities are in the time frame defined
- b. responsible for coordinating the Work Package and ensuring that all the activities contribute to the WPs objective.
- c. Cooperates with the Task Leaders and the coordinator in ensuring that all of the contributing partners are smoothly cooperating with a view to accomplish the WPs objectives and that any cross-WP inputs and outputs are being delivered as foreseen by the project description.
- d. Sends alerts in time to remind about submission deadlines and the procedures to be followed and provides input and suggestions to the Task Leaders of the WP during the development of the relevant deliverables.
- e. Provides to the Task Leaders comments and suggestions on the draft deliverables.
- f. Cooperates with the Task Leaders in ensuring the implementation of the suggestions of the QAT team.
- g. Verifies the satisfactory implementation of the recommendations.

Task Leaders (TL)

Task Leaders (TL) (main author of the deliverable) are in charge of monitoring the assigned activity, ensuring its quality level and timeliness, and active participation of other partners. The role of TL comprises the following:



- a. is responsible for coordinating the development of the deliverable(s) according to the deliverable template.
- b. is responsible for assigning parts of the work leading to the deliverable to the other partners involved in the activity.
- c. is responsible for coordinating the work of the other partners involved in the task, providing guidance when necessary.
- d. is responsible for aligning the contributions of the other partners involved in the task, in order to produce the deliverable.
- e. is responsible for the submission of the draft deliverable via HEPMP Archive to the WP leader, the IQAT and the coordinator.
- f. is responsible for implementing the suggestions of the IQAT team, assigning certain amendments to the other partners contributing to the task as appropriate.
- g. Is responsible for sending the amended draft deliverable.
- h. Reports to the WP Leader for any problems occurring during the implementation of the activity.
- i. Cooperates with the WP Leader and the other partners in the same WP in order to ensure the activity progress in conformity with other activities and that any cross-task inputs and outputs are being delivered as foreseen by the WP description (respecting any changes approved by the Steering Committee as recorded in the respective minutes).

Other partners involved in the activity, co-authors are responsible for the production of their part in the deliverable according to the Task Leaders instructions. They make sure that their written contributions comply with the Deliverables. Also, they document Template so that to ensure that the Task Leader will be able to put all contributions together in the desirable format. They are responsible for providing to the Task Leader all the complementary information regarding their work (i.e. references, bibliography, methodologies used, contact details of people interviewed etc.) and responsible to implement amendments to their contribution as a result of the

Penalties in the case of poor, partial or late implementation of the action

Penalties in the case of non-compliance with publicity obligations

According to Article I.10.10 of the Agreement, the obligation to comply with the publicity provisions constitutes a substantial obligation. Without prejudice to the right to terminate the grant, in case of failure to fulfill this obligation, the Agency may apply a 20% reduction of the grant initially provided for.



Penalties in the case of poor, partial or late implementation of the action

According to Article I.10.6 of the Agreement, 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).

The score will vary from 0 to 100, where 0 is the lower mark and 100 the highest. Where the rating falls between 0 and 50, a reduction of the EU grant initially provided to the partnership will be implemented according to the following scale:

- 25% reduction if the final report scores at least 40 points and below 50 points;
- 35% reduction if final report scores at least 30 points and below 40 points;
- 55% reduction if the final report scores at least 20 points and below 30 points;
- 75% reduction if the final report scores below 20 points.

The coordinator will have the possibility to react to the first evaluation of the final report and to provide supplementary information on the project implementation. In case the additional information will be deemed insufficient to illustrate a sound and objective oriented project implementation, the above mentioned penalties will be applied. Project coordinators will be informed about their project performance assessment and their compliance with the publicity obligations also after submission of progress report. The information provided at progress report stage will allow beneficiaries to improve their project performance and/or their compliance with the visibility requirements. In addition and in case of negative results after a monitoring visit, beneficiaries might be informed on an ad hoc basis of serious weaknesses in their implementation amendments requested by the QAT team, after consulting with the Task Leader

Financial management of HEPMP project

As defined in Article I.3 of the Grant Agreement, the grant will take the form of:



- the reimbursement of 100% of the eligible costs actually incurred for the following categories of costs indicated in Annex III of the Grant Agreement: equipment costs, costs for subcontracting,
- unit contribution: reimbursement of unit costs for the following categories of costs indicated in Annex III:
 - Staff Costs,
 - Travel Costs and
 - Costs of Stay.

Where, in accordance with Article I.3 (a) (i), the grant takes the form of the reimbursement of actual costs, the beneficiary must declare as eligible costs the costs it actually incurred for the action.

Where, in accordance with the Article I.3 (b), the grant takes the form of the reimbursement of unit costs or of a unit contribution, the beneficiary must declare as eligible costs or as requested contribution the amount obtained by multiplying the amount per unit specified in the Article I.3. (b) by the actual number of units used or produced.

Exchange rates

If the partner institution is from a country which has not adopted the Euro as its currency, all expenses expressed in local currency should be converted into the Euro. During the project implementation, only two exchange rates for the conversion of currencies into the euro will be used:

- from the start of the eligibility period until the date when the second pre-financing will be received from EACEA, the exchange rate of December 2016 (the month of the first pre-financing payment) should be applied. The rate to be applied is the monthly accounting rate established by the Commission and published on its website:

http://ec.europa.eu/budget/contracts_grants/info_contracts/infoeuro/index_en.cfm

Exchange rates for December 2017 are:

Serbia: 1 EUR = **119.4323 RSD**

Bosnia and Herzegovina: 1 EUR= **1.95583 BAM**

Co-financing principle

The principle of co-financing has been taken into account in the definition of the funding approach and in particular in defining the level of the unit costs used to calculate the grant of the project.



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.

The grant awarded to CBHE projects is based on an estimated budget combining unit costs and actual costs and it corresponds to the European Union financial contribution to the project, as indicated in Art I.3 and Annex III of the Agreement. In application of the co-financing principle, this amount has to be considered as a contribution to cover part of the costs incurred by the beneficiary institutions to carry out the activities foreseen in the project, and should not be mistaken with the total costs of the project which also include co-financing from the partner institutions.

In practical terms, the implementation of the CBHE 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.