

Funding of the research through calls for proposals : stage 3 – Project Execution

The CNRS logo, consisting of the letters 'cnrs' in a dark blue, lowercase, sans-serif font, enclosed within a white circle. The background of the slide features a yellow-to-blue gradient with a halftone dot pattern on the right side.

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for Scientific Research, Montpellier, France

2nd Research Management & Administration Workshop –
TWIN-RELECT project (GA N° 101160314)



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UK Research
and Innovation

01 Time-to-Grant



Contractualization

An important step in the project life cycle.
The final step before project implementation.

- Clarify the obligations and responsibilities of the involved parties
- Contract signing and acceptance phase (grant agreement and consortium agreement).
- ! Not a negotiation phase



Contractualization



« Grant Agreement Preparation (GAP) »

- Preparation of the grant contract: Grant Agreement (GA) between the beneficiaries and the granting authority
- 100% via the European Commission portal
- Time-limited process, an intense and time-consuming phase for the coordinator

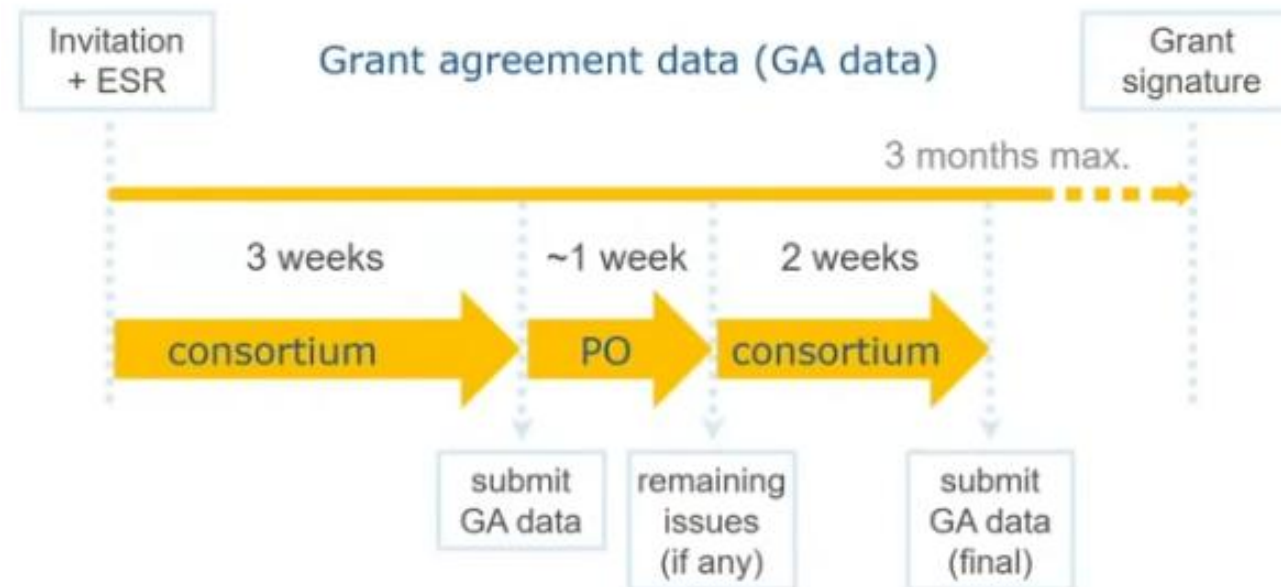


Contractualization



Strict deadlines!

- Get organized as soon as possible because three months go by very quickly.
- The granting authority may need quick responses.
- Anticipate and communicate effectively with partners.
- Maintain contact with the Project Officer (PO) and prevent possible delays.

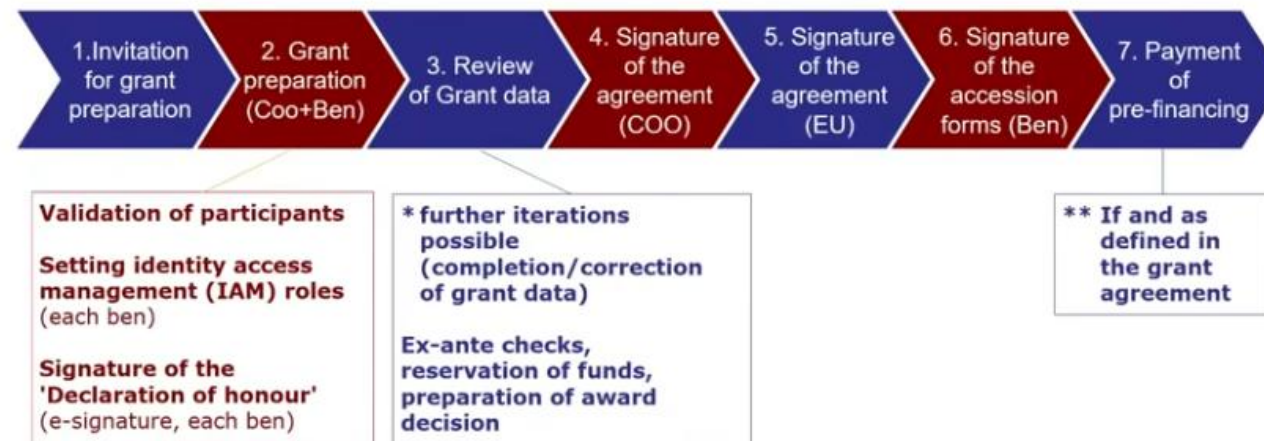


Contractualization



Not a negotiation phase, BUT an update

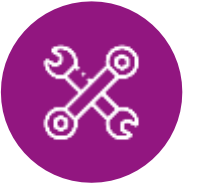
- The proposal is selected for funding “as is”.
- Possible amendments to correct or adapt:
 - Consistency with legal and financial requirements, including those related to ethics and safety reviews
 - Non-substantive amendments to the proposal (e.g., category change or beneficiary withdrawal)
 - Minor corrections and inconsistencies in the proposal
 - The PO verifies eligibility, viability, anti-fraud aspects, and risk-based controls



Instructions for generating the Description of Action

Part A: Complete the following parts online

- ☐ The project summary
- ☐ The list of beneficiaries
- ☐ List of work packages (based on proposal table 3.1a)
- ☐ List of deliverables (based on proposal table 3.1c)
- ☐ Work package descriptions (based on Proposal table 3.1b)
- ☐ List of milestones (based on Proposal table 3.1d)
- ☐ Critical risks and mitigation actions (based on Proposal table 3.1e)
- ☐ Summary of project efforts in person months (based on Proposal table 3.1f)



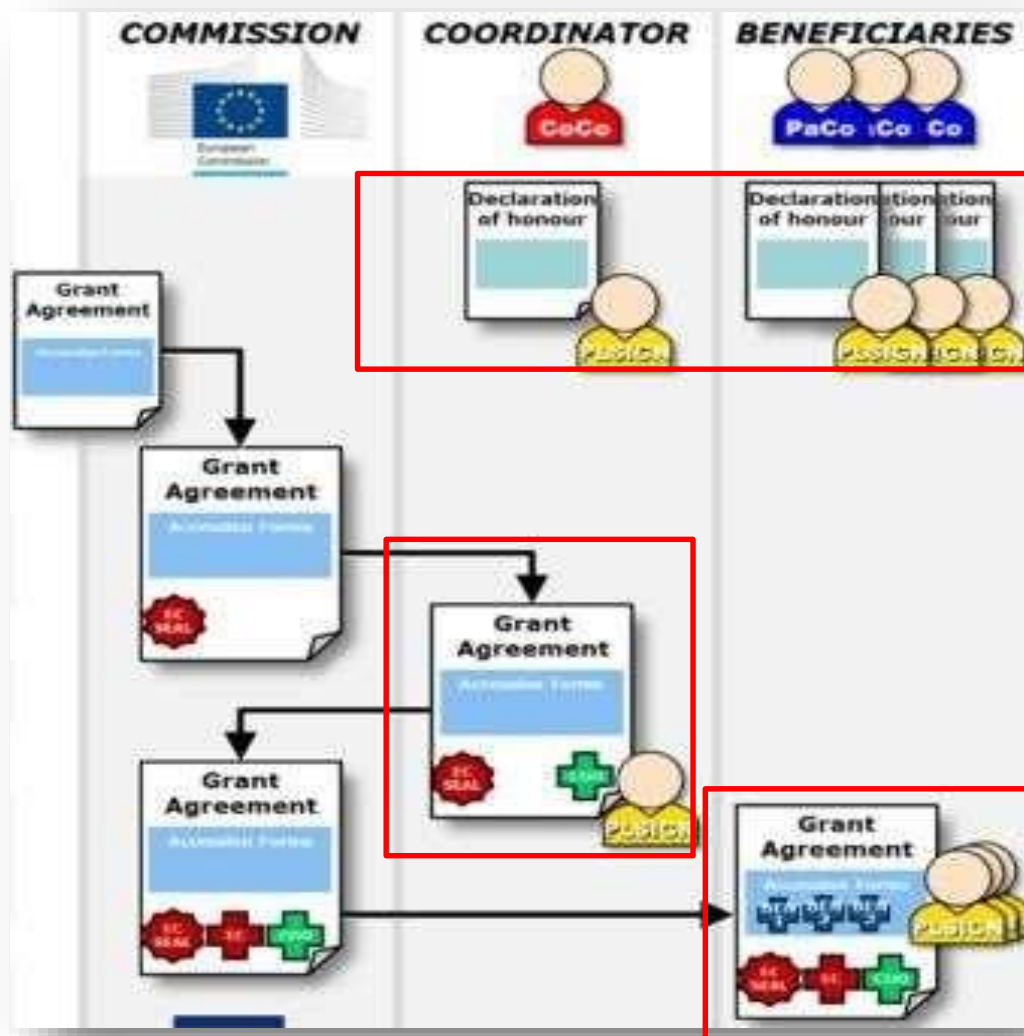
Part B: generating the document (to be uploaded in the documents section)

- ☐ Start from Part B of your proposal. Use the version that was submitted for evaluation.
- ☐ Remove the cover page, if any.
- ☐ Remove the list of participants. This is included in Part A.
- ☐ Create a section 4 'ethics self-assessment' and copy into this section the ethics self-assessment you included in the proposal Part A.
- ☐ Add a table with the history of changes; specify all changes from proposal
- ☐ Add a table of contents with page numbers



Electronic signature during grant agreement preparation

'role configuration'



Declaration of honour

The coordinator and each beneficiary, enacted by the LSIGN

Grant Agreement

- ☐ Coordinator signs first, represented by the LSIGN
- ☐ EU / EC Agency signs next

Accession Forms

Each beneficiary – by the LSIGN



Grant Agreement : Essentials

- A **legal contract** between the **European Commission (or granting authority)** and the **project coordinator** (on behalf of all beneficiaries)
- Establishes the rules, obligations, and funding conditions for the project
- Binding for all beneficiaries once signed

Section	Content
Articles 1–6	Core legal and administrative rules (duration, payments, reporting)
Annex 1	Description of Action (DoA): objectives, tasks, work packages
Annex 2	Estimated Budget: breakdown by partner and cost category
Annex 3	Accession Forms: signed by all partners after GA
Annex 4–6	Ethics, security, exploitation rules (if applicable)

- Align **internal project management** with GA requirements
- Used in **audits and project reviews**
- Supports **transparency and accountability** across the consortium

Consortium Agreement : Key aspects

- A **legally binding contract** between project beneficiaries (partners)
- **Not provided by the EC**, but **mandatory** before project starts (for most calls)
- Complements the **Grant Agreement (GA)**

What It Typically Covers :

1. **Governance structure** (e.g., general assembly, steering committee)
2. **Decision-making procedures** (voting rules, quorum)
3. **Work allocation & reporting duties**
4. **Financial provisions** (e.g., prefinancing distribution, audits)
5. **Intellectual Property Rights (IPR)**
6. **Access rights** to background and foreground knowledge
7. **Liabilities and indemnities**
8. **Termination conditions for partner exit**



VERY IMPORTANT !

- Defines **internal roles**, responsibilities, and decision-making
- Governs **IPR**, **access rights**, and **confidentiality**
- Details **financial arrangements**, budget distribution, payment schedule
- Outlines **conflict resolution** mechanisms
- Sets **publication rules** and how to handle external communication

Legal & financial aspects in 3 points

1. Constantly **refer to the Grant Agreement** (GA, including all its annexes) and the **Consortium Agreement**.
2. The **Coordinator and/or European Project Manager** – shall be your main interlocutor as regards these issues and the only contact of the EC Research Executive Agency services.
3. Get in touch as much as possible with **your respective administrations** (EU Grant Office or equivalent) as you need to comply with the GA and CA but also with your organisation **own internal rules**.

02 Project launch



Kick-off & Setup

- Officially launch the project
- Align all partners on goals, roles, timeline, and expectations
- Establish governance structures and communication workflows

Who Participates

- **Coordinator**
(host/presenter)
- All **project beneficiaries**
- **European Commission Project Officer** (often invited)
- **Work Package leaders**,
finance/admin reps

Typical Agenda Items

1. **Project overview**
2. Presentation of **WP** and partner roles
3. Review of the **GA** and **CA**
4. **Financial and administrative procedures**
5. **Communication**, reporting, and dissemination strategies
6. Tools/platforms for collaboration
7. Q&A and action points

Expected Outcomes

- Agreement on **first deliverables and deadlines**
- Defined **communication channels and responsibilities**
- Clear roadmap for the **reporting period**

Payments

Several payments are made by the European Commission

- **1. Pre-financing payment**

When? Start of project

How much ? Usually = maximum grant amount / number of periods. Retention of 5% of maximum grant for MIM.

Why? To provide the beneficiaries with a float.

It remains the property of EU until the payment of the balance.

- **2. Interim payment** (application of reimbursement rate, limit to 90% of the max Grant amount)

When? Within 90 days from receiving the 1st periodic report

Why? Reimburse the eligible costs incurred for the implementation of the action in Reporting Period

- **3. Final payment**

When? Within 90 days from receiving the final report

Why? Reimburse the remaining part of the eligible costs incurred

If total amount of earlier payment > final grant amount, the payment takes the form of a recovery

03 **Project implementation**

Scientific Execution in an EC-Funded Project



Monitoring & Coordination

- Regular **WP and consortium meetings** to track scientific progress according DoA
- Use of tools like **Gantt charts, internal reviews, and KPIs**
- Scientific risks managed through a **risk register**
- Communication with PO (delay, amendment, *etc*)



Outputs

- Publications, prototypes, datasets, models, or validated methods
- All aligned with the **Description of Action (Annex 1)**
- Must follow **Open Science** and **ethics** guidelines

Maintaining records & other supporting documentation

Keep appropriate & sufficient evidence to prove the proper implementation of the project

This evidence must be **VERIFIABLE, AUDITABLE & AVAILABLE** (kept for at least 5 years after the balance is paid) or until the end of the procedure in case of audits, investigations or litigation.

The main stages of a European project

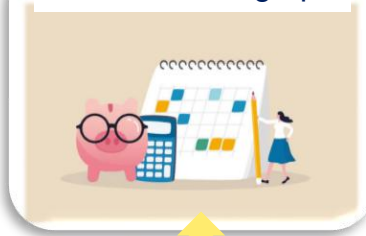
Project set-up and budget



GA preparation



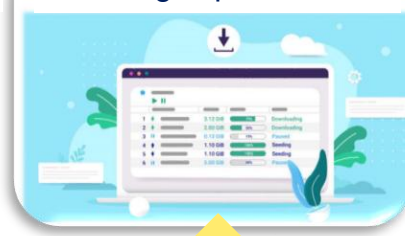
Credits setting-up



Goods, services, travels



Sending expense table



Collection of supporting documents



Eligibility analysis



Recruitment



Acceptance and payment report



Financial statement submission



Audit 1st level



Eligibility analysis



Tip: Recruitment & Budget



👤 Recruitment

- **Start recruitment early** to avoid project delays
- Ensure roles and responsibilities match the **tasks in the DoA**
- Plan for **staff turnover** and include backup options
- Keep all **employment contracts** and **timesheets** properly filed

💰 Budget Management Tips

- **Spend early** to reflect real progress in financial reports
- Avoid large underspending — it may lead to reduced final payments
- Communicate with the **coordinator** if delays or reallocations are needed

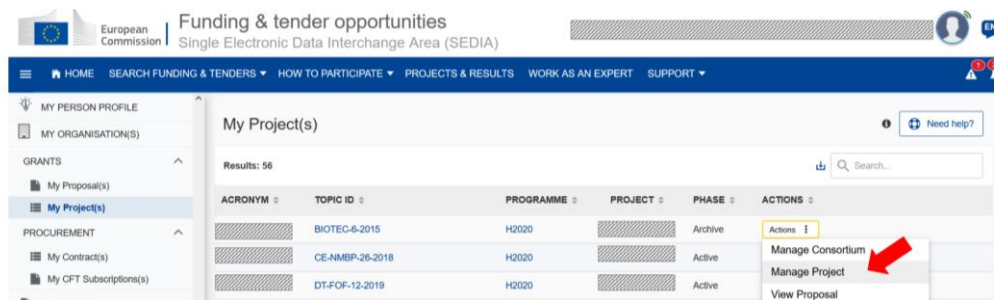
**Treat the budget as a tool to implement the work —
not just a number to defend at the end**

Reporting

(GA - Article 21)

Project reporting is carried out via the **Funding and Tender Opportunities Portal**

You should log in by clicking on “Login”, then click on “My Projects” on the left, select the relevant project, and then click on “Manage Project”.



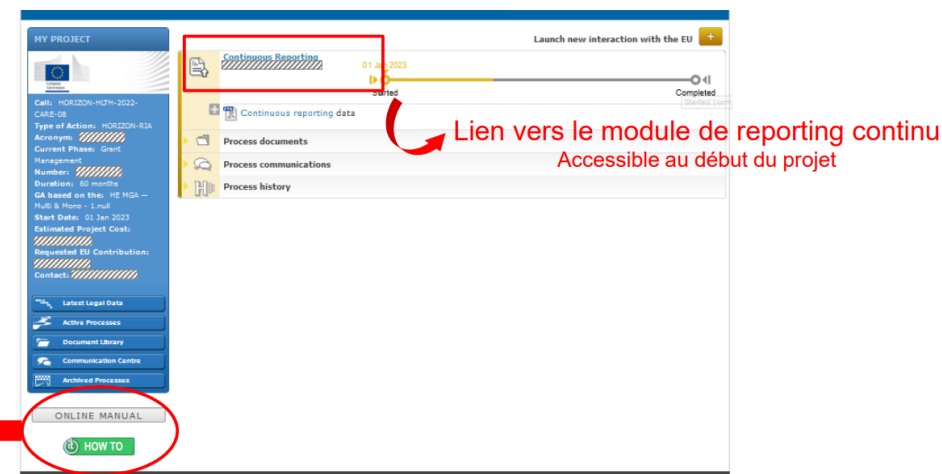
2 types of reporting obligations are to be noted for this project:

Continuous Reporting

- Takes place throughout the lifetime of the project
- Includes: deliverables, publications, communication and dissemination activities, patents, indicators, etc.:

Periodic Report:

- Consists of the technical report and the financial report
- Uses predefined templates available on the European Commission's portal



At the end of the Reporting Period, beneficiaries have a maximum of 60 days to submit the documents to the Commission.

The retro-planning of a Reporting Period



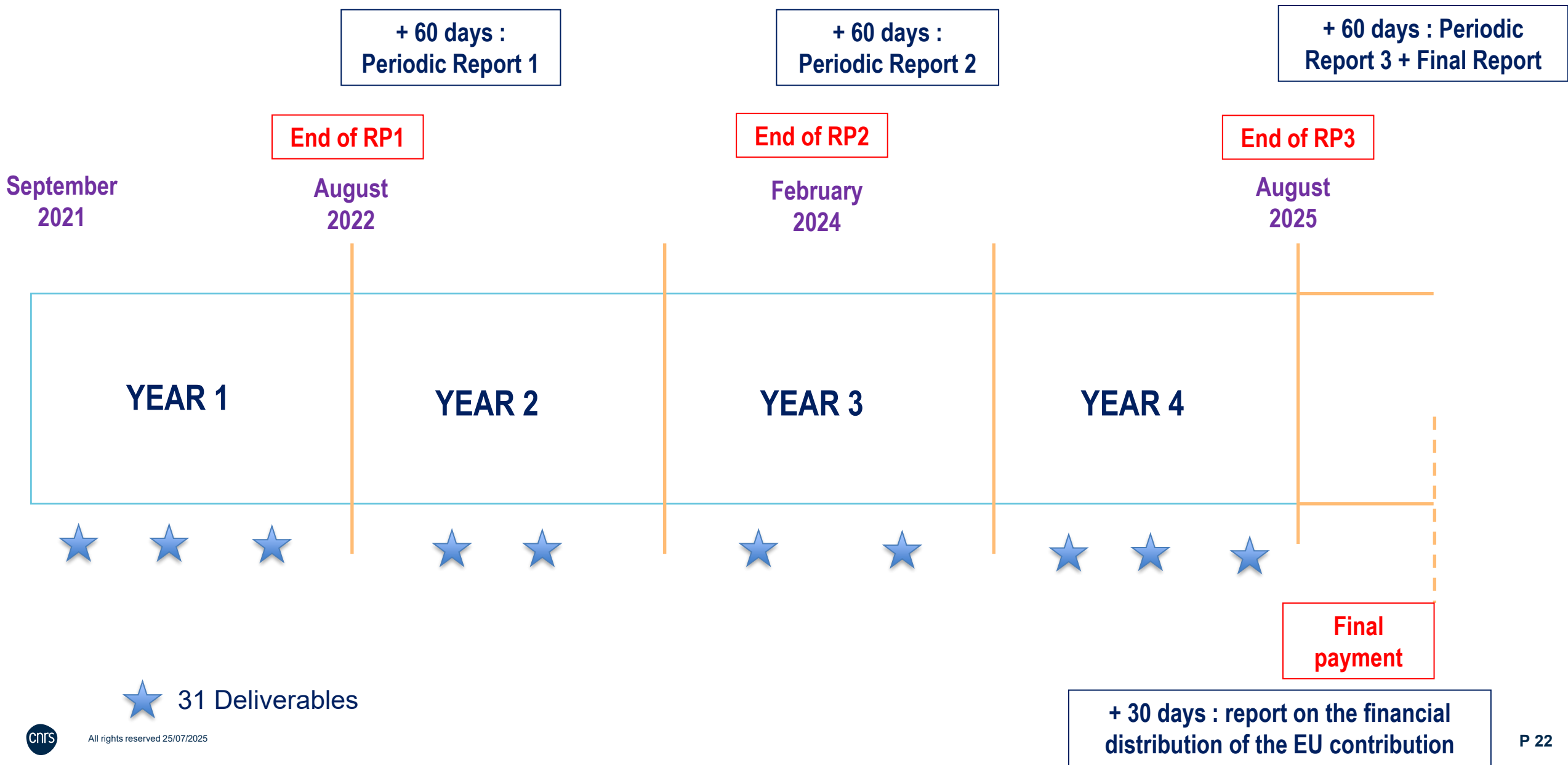
Planning des échéances

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/10 days before starting date – whichever is the latest
1	1	18	Periodic report	60 days after end of reporting period	Interim payment	90 days from receiving periodic report
2	19	36	Periodic report	60 days after end of reporting period	Final payment	90 days from receiving periodic report

X

Reporting Periods

Reporting to the EC



Periodic report

⇒ submitted by coordinator 60 days after end of reporting period

Periodic Technical Report

- ✓ explanation of the work carried out
- ✓ overview of progress (milestones and deliverables)
- ✓ summary for publication
- ✓ plan for the exploitation and dissemination of results (if required)
- ✓ answers to the questionnaire

Periodic Financial Report

- ✓ Financial Statement (individual & summary)
- ✓ Explanation of the use of the resources

Reporting: what if...?



The consortium is late: no reports on time

- ➡ The Commission/Agency will send a reminder
- ➡ The payment deadline is suspended
- ➡ If still not submitted after 30 days, the Commission/Agency may terminate the grant agreement



One beneficiary is late: its report is not ready

- ➡ The Coordinator may decide to submit the reports without that beneficiary
- ➡ Beneficiary's costs will be considered 'zero' for this reporting period, but it can declare its costs with the next reporting period

Reporting: what happens after submission?

The Commission / Agency analyse the reports and:



The reports are complete and satisfactory, so it pays



The reports are incomplete / further information is needed:



Commission/Agency request information to coordinator



Payment deadline is suspended



In exceptional cases the Commission / Agency may:



Reject the reports giving justification



Suspend the payments for one or more beneficiaries



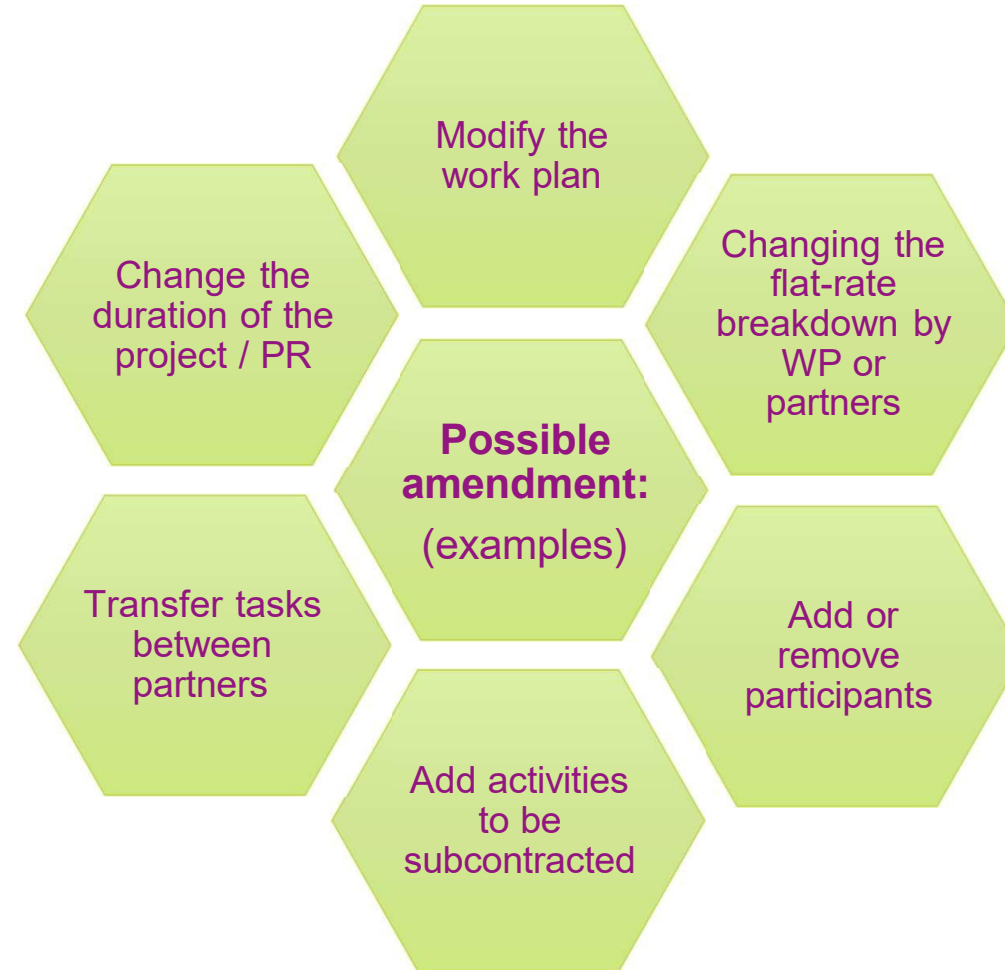
Terminate the grant

Reminders for the financial reports

- The reports must be in the language of the agreement: generally **English**
- The financial reports must be **in €**
- **Affiliated entity** fill in a separate financial statement but only their beneficiaries can encode it in the IT system
- Don't forget to submit the **Certificate on the financial statements** (for beneficiaries and/or the linked third parties), if needed
 - * as part of the final report
 - * when total EU contribution claimed by the beneficiary on the basis of actual costs $\geq$ EUR 430.000

Amendments

- Deviations from the initial work plan may be indicated in the periodic report.
- Communication with PO to check if amendment is necessary



Open Science : OA to publications

The Beneficiaries must ensure open access to peer reviewed scientific publications relating to their results. They **MUST** ensure that:

- at the latest at the time of publication, **a machine-readable electronic copy** of the published version or the final peer-reviewed manuscript accepted for publication, is **deposited in a trusted repository** for scientific publications
- **immediate open access is provided to the deposited publication via the repository**, under the latest available version of the Creative Commons Attribution International Public Licence (CC BY) or a licence with equivalent rights; for monographs and other long-text formats, the licence may exclude commercial uses and derivative works (e.g. CC BY-NC, CC BY-ND)
- information is given via the repository about **any research output or any other tools and instruments needed to validate the conclusions** of the scientific publication.



Only publication costs in fully Open Access journals are eligible for reimbursement (hybrid journals are excluded).

Open Science : OA to publications

<https://journalcheckertool.org/> could be used to check if the APC are « eligible »



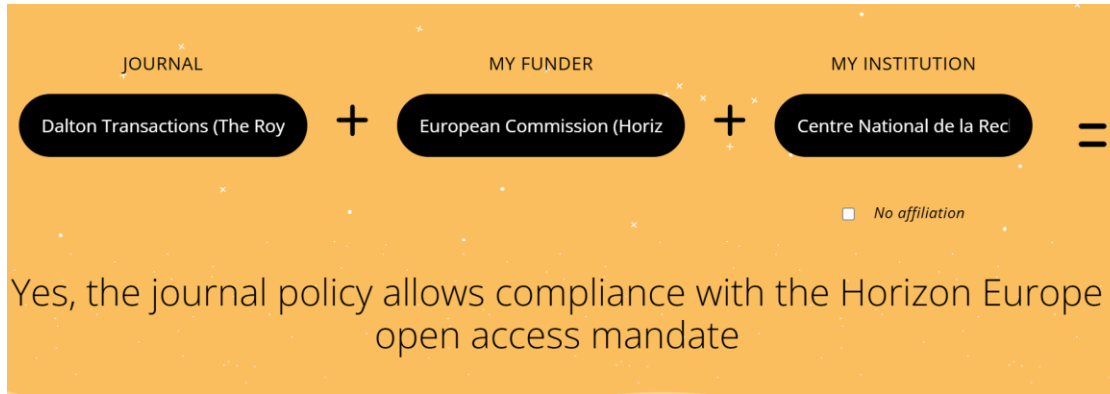
Remember to select a **CC BY** licence (or equivalent).

Remember to also ensure, at the time of publication, the **immediate deposition** and open access of the Version of Record or the Author Accepted Manuscript in a **trusted repository** under a CC BY (or equivalent) licence, as required by Horizon Europe.

Publishing fees, including Article Processing Charges, will be **eligible** costs under Horizon Europe.

Open Science : OA to publications

<https://journalcheckertool.org/> could be used to check if the APC are « eligible »



Remember to select a CC BY licence (or equivalent).

Remember to also ensure, at the time of publication, the **immediate deposition** and open access of the Version of Record in a **trusted repository** under a CC BY (or equivalent) licence, as required by Horizon Europe.

Publishing fees, including Article Processing Charges, in Hybrid journals are **not eligible** costs under Horizon Europe and you must locate alternative funds. More information

Open Science : Research data management

The beneficiaries must manage the digital research data generated in the action ('data') responsibly, in line with the FAIR principles and by taking all of the following actions:

- **Establish a data management plan** ('DMP') (and regularly update it)
- As soon as possible and within the deadlines set out in the DMP, **deposit the data in a trusted repository**;
- As soon as possible and within the deadlines set out in the DMP, **ensure open access —via the repository — to the deposited data**, under the latest available version of the Creative Commons Attribution International Public License (CC BY) or Creative Commons Public Domain Dedication (CC0) or a licence/dedication with equivalent rights, following the principle '**as open as possible as closed as necessary**', unless providing open access would in particular:
 - be against the beneficiary's legitimate interests, including regarding commercial exploitation, or
 - be contrary to any other constraints, in particular the EU competitive interests or the beneficiary's obligations under this Agreement; if open access is not provided (to some or all data), this must be justified in the DMP
- Provide **information via the repository about any research output or any other tools and instruments needed to re-use or validate the data**.



IP rules

Protection & exploitation of results (Annex 5 of the GA)

- IP protection is not mandatory but adequate protection of results must be examined if protecting them is possible, reasonable and justified or if the results are capable of industrial or commercial application.
- Taking measures to ensure **exploitation of results** (directly or indirectly by another entity, in particular through transfer or licensing) is a **best effort obligation**.
- Exploitation obligations remain in force up to 4 years after the project end.
- If despite best efforts, the results are not exploited within one year after the end of the action, the Beneficiaries must use the Horizon Results Platform to find interested parties to exploit the results.
- If results are incorporated in a standard, the Beneficiaries must ask the standardization body to include funding statement (art. 17) to the standard.

Dissemination – Communication - Visibility

Public disclosure of the results

- The Beneficiaries must **disseminate their results** as soon as feasible, in a publicly available format, subject to any restrictions due to the protection of intellectual property, security rules or legitimate interests.
- The beneficiaries must **promote the action and its results** by providing targeted information to multiple audiences (including the media and the public), in accordance with Annex 1 and in a strategic, coherent and effective manner.
- Before engaging in a communication or dissemination activity expected to have a **major media impact**, the beneficiaries must **inform the granting authority**.
- Communication activities of the beneficiaries related to the action, dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must **acknowledge EU support and display the European flag (emblem) and funding statement** (translated into local languages, where appropriate):



Funded by the
European Union

“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 [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”

Budget management

Structure

- Defined in **Annex 2** of the Grant Agreement
- Allocated **per beneficiary** and **per cost category** or **per WP**

Eligibility Rules

- ✓ Actual and incurred during the project
- ✓ Necessary for project implementation
- ✓ Identifiable and verifiable
- ✓ In line with national accounting practices

Roles & Responsibilities

- Coordinator: manages overall budget, transfers EC funds
- Each partner: tracks own costs, ensures documentation
- Use of timesheets for personnel effort (actual cost and MSCA)
- Budget tracked via the Funding & Tenders Portal

Best Practices

- Hold regular internal budget checks
- Keep all financial documents well-organized
- Report risks of **over/underspending** early

BUDGET - HORIZON EUROPE



The European Commission provides 4 forms of reimbursement which vary according to the instruments.

Actual costs :

Costs actually incurred during the project, traceable, identifiable, auditable, etc.

Unit costs :

Amount per fixed unit, defined by the EC (e.g., MSCA), or average personnel costs (e.g., self-employed SME manager).

Lump sums :

Flat rate covering one or more budget categories, based on estimated costs and not on actually incurred expenditure (e.g. Lump Sum project).

Flat rate :

A percentage of eligible costs (e.g. 25% indirect costs)

**BUDGET MANAGEMENT
BY TYPE OF
REIMBURSEMENT...**

Unit costs projects (e.g., MSCA)

Easy financial management, as the audits will not be financial (as the projects are based on unit costs), BUT they may focus on:

- The events that trigger the reimbursement of unit costs,
- The verification of eligibility conditions related to the employment contract,
- The promotion of the action,

AND they may take place after the end of the project.



AUDIT

Audit MSCA obligations

Documents to be supplied (to comply with article 18 of the GA) :

- ✓ Proof of eligibility (CV, copies of diplomas, marriage certificate, *etc.*);
- ✓ Proof of full payment of salary and any deductions in accordance with national legislation (pay slips, bank certificate of payment);
- ✓ Evidence that the researcher has worked for the institution and for the project: work contract, laboratory notebooks, publications, conference abstracts, minutes of meetings, e-mails, *etc.* ;
- ✓ Full-time or part-time ;
- ✓ Other items :
 - Evaluation questionnaire and final questionnaire (2 years later) ;
 - Promotion of the action (EU emblem) ;

Deliverables	Postdoctoral Fellowships	Doctoral Networks
Setting up a supervisory board	✗	✓
Researcher's statement	✓	✓
Progress report	✗	✓
Mid-term meeting	✗	✓
Career development plan	✓	✓
Data management plan	✓	✓
Questionnaires	✓	✓
Other (e.g. ethics questionnaire: see GA)		



Lump Sum projects

Easy financial management, as the audits will not be financial (as the projects are based on unit costs)



Implementation of the action (e.g., technical audit)



Compliance with other non-financial obligations of the grant contract:

- Obligations related to intellectual property,
- Obligations related to affiliated entities,
- Other obligations (e.g., ethics, visibility of EU funding, dissemination, exploitation, etc.).

Periodic reports for Lump Sum

The coordinator must fill in **the status of the "work packages"** on the portal (completed / not completed). **This declaration must be justified in the periodic technical report.**

Please note:

- An incomplete work package can be completed and paid for during a subsequent reporting period.
- During the last reporting period, it is possible to declare partially completed work packages and indicate the percentage of completion.

Status of completion					SAVE
Number	Title	Lead Beneficiary	Status of Completion	Completion %	
WP1	wp1	AST GmbH	Partially Completed	60.00	
WP2	wp2	AAA	Completed	100.00	
WP3	wp3	AST GmbH	Partially Completed	50.00	
WP4	wp4	AAA	Not Completed	0.00	
WP5	wp5	AST GmbH	Not Completed	0.00	

Obligation of
means and not
of results!

We are not talking about positive results, but about the completion of activities.

Periodic reports for Lump Sum

Provisional budget (in appendix 2)

	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

Reporting Period

- The financial report **is** largely **simplified** and **automated**.
- The financial statement for all beneficiaries **is generated automatically** (on the basis of the work packages accepted and the corresponding lump sums).

Situation at the end of the reporting period :

	WP1	WP2	WP3	WP4	WP5
Beneficiary A	Completed			Initiated	Initiated
Beneficiary B		Completed	Completed	Not initiated	
Beneficiary C	Completed	Not initiated		Not initiated	
Beneficiary D		Completed		Completed	

	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

Payment: 350,000 + 0 + 350,000 + 0 = €700,000

To sum up

Actual costs :

- Payment based on carried out activities and incurred costs,
- Verification of technical reports
- Retention of evidence of project activity (deliverables, technical documents, etc.),
- Ex-post controls and financial audits,
- Mandatory time sheets
- Financial supporting documents

In lump sums

- Payment only on the basis of activities carried out,
- No verification of costs incurred,
- The only obligation is to keep proof of project activity (deliverables, technical documents, etc).

Actual costs



Financial and technical verification



COSTS - HORIZON EUROPE



ELIGIBLE DIRECT COSTS



6.1 General eligibility conditions

The **general eligibility conditions** are the following:

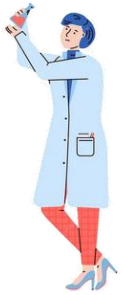
(a) for actual costs:

- (i) they must be actually incurred by the beneficiary
- (ii) they must be incurred in the period set out in Article 4 (with the exception of costs relating to the submission of the final periodic report, which may be incurred afterwards; see Article 21)
- (iii) they must be declared under one of the budget categories set out in Article 6.2 and Annex 2
- (iv) they must be incurred in connection with the action as described in Annex 1 and necessary for its implementation
- (v) they must be identifiable and verifiable, in particular recorded in the beneficiary's accounts in accordance with the accounting standards applicable in the country where the beneficiary is established and with the beneficiary's usual cost accounting practices
- (vi) they must comply with the applicable national law on taxes, labour and social security and
- (vii) they must be reasonable, justified and must comply with the principle of sound financial management, in particular regarding economy and efficiency

Costs must be :

- Incurred by the beneficiary
- Incurred **during the term of the contract**
- **Provided** in the estimated budget
- Be **traceable**, identifiable and **verifiable** in the beneficiary's management system
- **Comply** with national legislation (tax, labour, social security, etc.)
- Be **reasonable**, justified and comply with the principle "best value for money"

Financial management – Actual costs



Staff costs

- Timesheets
- Work contract (acronym + GA number)

Travel & subsistence

- During the project dates ;
- Person who works on project or identified in GA
- In line with timesheets
- Link with project (invitation, program, EU acknowledgment, minutes, report for field missions)

Other goods and services

- Direct link with the project
- Purchase Order and Invoice with project acronym

Internal invoices and services

- Presented in the form of a unit cost, calculated according to the beneficiary's usual accounting method, which must exclude any elements attributable to indirect costs or ineligible costs.
- Purchase Order and Invoice with project acronym



Equipment

Eligible cost for the period =

$$\left(\frac{\text{Purchase cost (excl. tax)}}{\text{Depreciation period (60 months)}} \right) \times \text{Usage time during the period} \times \text{Usage percentage for the project}$$

- Purchase order and invoice for equipment,
- installation or delivery report,
- the inventory sheet,
- documentation of the used procurement procedure,
- compliant proof of the usage rate applied [e.g. usage logbook, certificate, technical document...],
- a photograph of the equipment with the EU logo.



Sub-contracting

Directly related to the research and innovation tasks described in the technical annex.

a copy of the invoice,
the subcontracting agreement,
the type of procurement procedure used (quote, contract, etc.), if necessary

ELIGIBLE INDIRECT COSTS



Indirect costs are costs that are not directly linked to the implementation of the project and cannot be directly attributed to it.

In HORIZON EUROPE, indirect costs are eligible on the basis of a flat rate of 25% of eligible direct costs (excluding sub-contracting and internal invoicing).

Here are a few examples:

Building rental, office supplies, cleaning service, telephone, heating, electricity, office computers, bonuses, vacations, etc....

Horizon Europe: Indirect costs= (eligible direct costs - subcontracting costs - internal invoicing costs) x 25%.

Please note: Indirect costs depend on the direct costs being properly justified.

04 Project end phase

Final Phase Responsibilities

Final Deliverables

- Submit all remaining deliverables and milestones
- Include scientific outputs, tools, datasets

Final Reports

- Final Technical Report: project results, impacts
- Final Financial Report (Form C): all actual eligible costs
- Ensure Continuous Reporting is fully up to date

Final Payment

- EC reviews technical and financial reports
- May request clarifications or perform audits
- Final balance payment issued after approval

Archiving & Audit Readiness

- Store all project documentation for 5 years
- Respect Open Access and Data Management obligations
- Maintain readiness for EC audits or reviews

05 Audit

Horizon Europe Audit

25.1.2 Project reviews

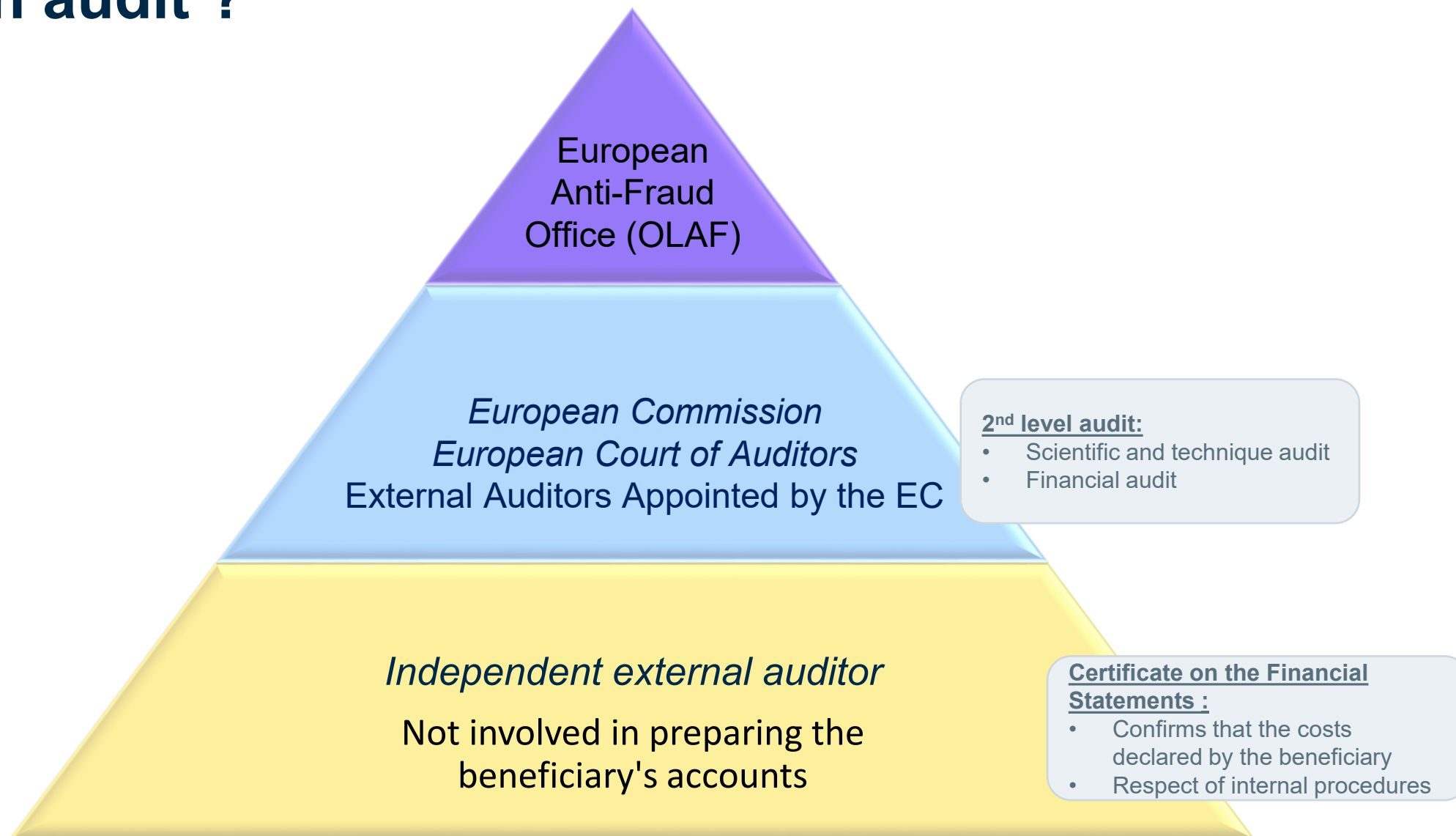
The granting authority may carry out reviews on the proper implementation of the action and compliance with the obligations under the Agreement (general project reviews or specific issues reviews).

Such project reviews may be started during the implementation of the action and until the time-limit set out in the Data Sheet (see Point 6). They will be formally notified to the coordinator or beneficiary concerned and will be considered to start on the date of the notification.



- Audits can be carried out at any time during the contract period. The deadline, however, varies depending on the programme.
- The audit procedure may result in the validation of the financial statements, or in a total or partial rejection of them.
- This rejection may lead to a request for repayment of all or part of the funding received, or to the suspension of the contract.

Who can audit ?



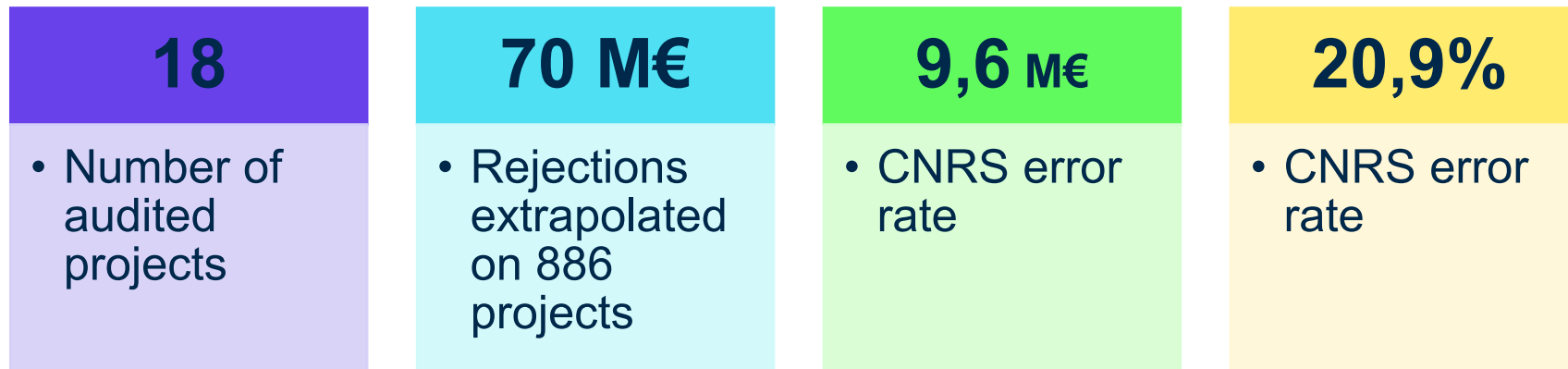
What They Audit ?

- **Eligibility and documentation of costs** (e.g., personnel, travel, equipment)
- **Compliance** with the Grant Agreement and EU rules
- **Use of results**, dissemination, and ethics/data handling
- **Proper timekeeping, procurement, and subcontracting practices**

Audit history at CNRS



The observation at the time (2002-2012)



Action plan

- Development of a methodological guide for cost justification,
- Organization of training sessions,
- Formalization of the complete cost justification and certification process,
- Creation of "audit" units,
- Implementation of "contract" units,
- Deployment of a time tracking tool (AGATE-TEMPO)



The observation today (2021-2023)



The main stages of a European project

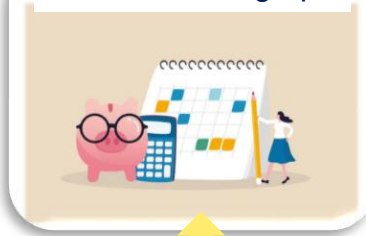
Project set-up and budget



GA preparation



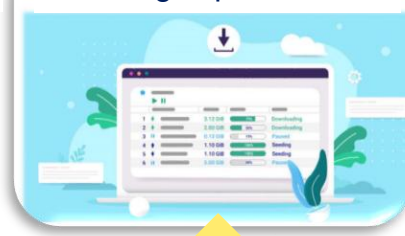
Credits setting-up



Goods, services, travels



Sending expense table



Collection of supporting documents



Eligibility analysis



Recruitment



Acceptance and payment report



Financial statement submission



Audit 1st level



Eligibility analysis



Conclusion & Key Takeaways

1. Clear Communication & Documentation Are Essential

- Keep partners aligned through **regular meetings & reporting**
- Ensure **all decisions and changes** are documented
- Maintain clear records: **emails, timesheets, deliverables, invoices**

EU 2. Stay Aligned with EC Rules

- Follow the **Grant Agreement** and **EC guidelines**
- Respect rules on:
 - **Budget use**
 - **Reporting deadlines**
 - **Open Access & data management**
 - **Eligibility of costs**

3. Be Proactive, Transparent, and Collaborative

- **Address risks or delays early**
- Share information openly across the consortium



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Thank you for your attention



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→ 15/09/2026

Gouvernance

Organisation of meetings:

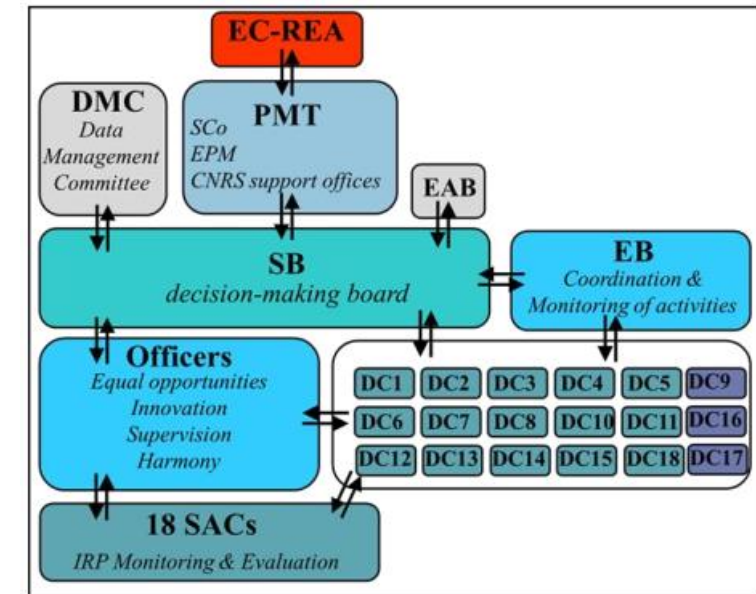
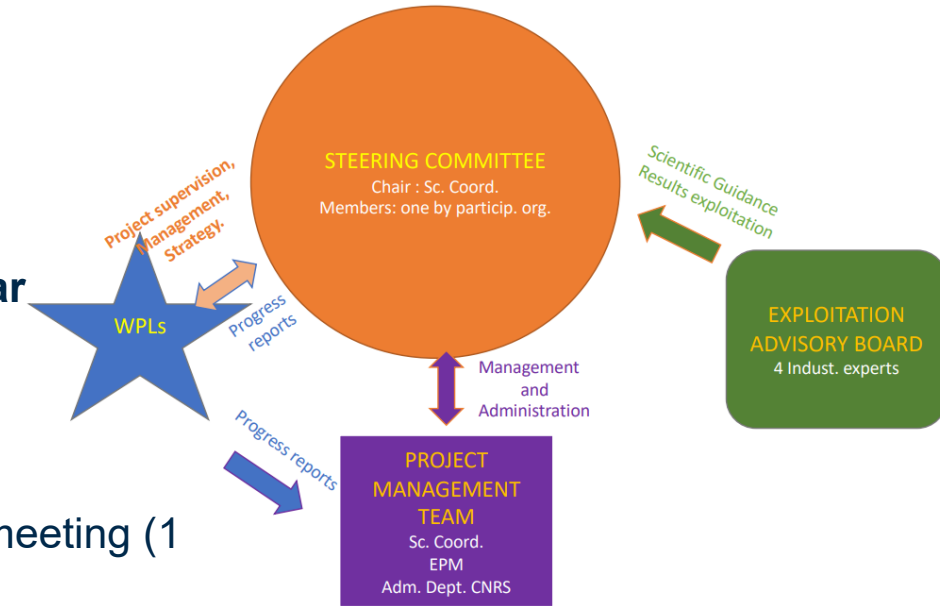
- **Steering Committee** (ultimate decision-making body): **At least once a year**
- **Executive Board** (WP leaders): **every 3 months**

Participation to meetings:

- **Any Party** should be present or represented at any **Steering Committee** meeting (1 Party = 1 vote)
- **Any Party involved** should be present or represented at any **Executive Board** meeting
- **Any Party** shall participate in a cooperative manner

Voting rules and quorum:

- Each Consortium Body shall not deliberate and decide validly **unless 2/3 of its members are present or represented;**
- Each member has one vote;
- Decisions shall be taken by **a majority of 2/3 of the votes;**
- Veto right is foreseen under specific conditions



Acceptance of work packages



Several options are possible:

- The activities described in the technical appendix have been carried out.
- The essential tasks have been completed,
- Equivalent tasks have been carried out
- Deviations have been justified.

Please note:

In order to complete the work packages, the lump sum projects can be modified according to the **scientific and technical needs of** the project:

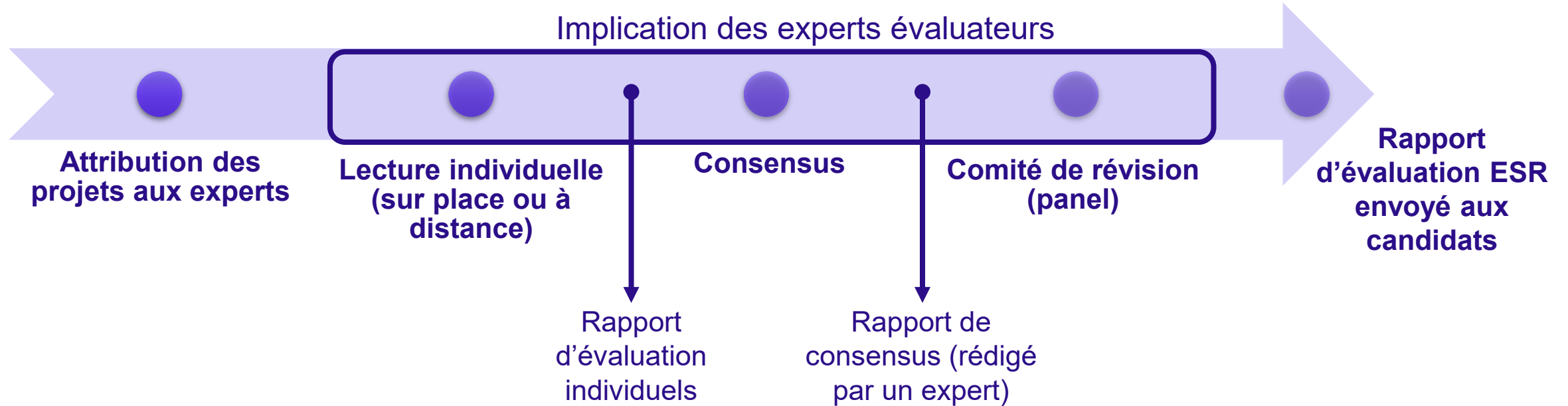
- by means of an amendment,
- or by justifying the deviations in the periodic reports.



- If a work package is rejected (as incomplete) by the project officer, the coordinator and **partners have a right of reply**.
- If the rejection is confirmed, **the associated lump sum will not be paid**. The work package must be completed and declared at a later reporting period.
- If, at the end of the project, a work package has not been finalised (for technical reasons, force majeure), the **lump sum** associated with the WP **will be prorated** according to the degree of completion.



Processus d'évaluation

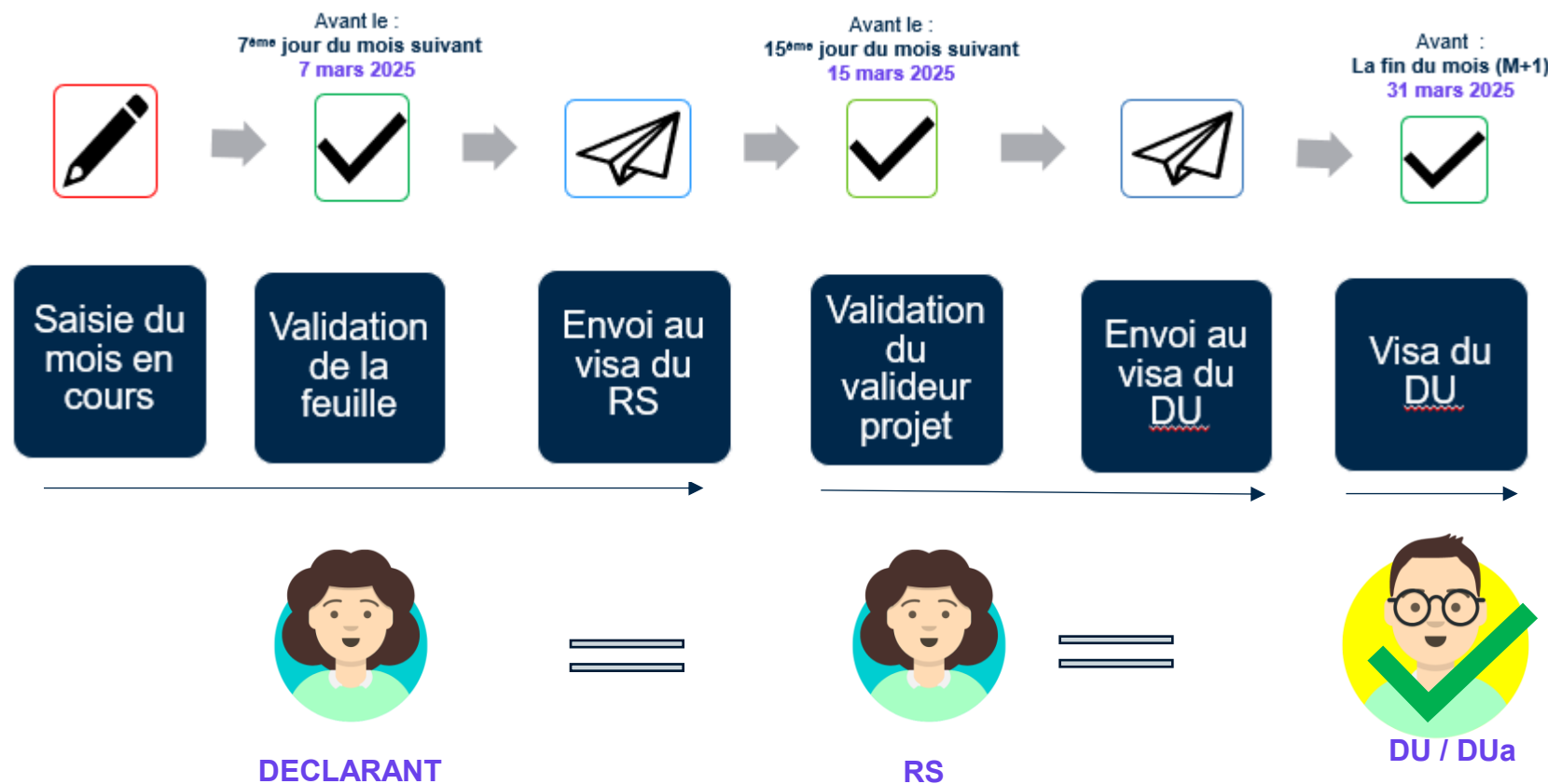


Classement des propositions en fonction des scores obtenus :

- Propositions financées : en fonction du budget disponible, les propositions ayant obtenu les meilleurs scores sont invitées à préparer la convention de subvention ;
- Propositions sur liste de réserve : un certain nombre de proposition pour lesquelles le financement a manqué, sont placées sur liste de réserve. Le coordinateur en est informé, la CE peut également lui indiquer une date à compter de laquelle il peut considérer que la proposition ne sera pas repêchée ;
- Propositions rejetées : la CE notifie les coordinateurs des propositions rejetées et transmet un rapport d'évaluation (Evaluation Summary Report –ESR).

Le suivi d'activité

Point de vigilance



3 niveaux de validation

- ✓ Déclarant
- ✓ Responsable scientifique du projet
- ✓ Responsable hiérarchique du déclarant

2 personnes distinctes

requis par la Commission européenne pour la signature mensuelle des feuilles de temps