

***HEAL 4 ALL***

***Higher Education Alliance for Innovative Healthcare and  
Education***

**PROJECT MANAGEMENT, FINANCIAL AND QUALITY  
ASSURANCE PLAN**

Developed by the ***University of Split and MEDITERRANEAN ECONOMIC FORESIGHT  
INSTITUTE (IPEMED)***

*Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the Agency for Mobility and EU Programmes (AMEUP). Neither the European Union nor AMEUP can be held responsible for them.*

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# 1 Introduction

## **GRANT AGREEMENT / Agreement Number: 2024-1-HR01-KA220-HED-000257095**

The purpose of this document is to provide an overview of the management and administrative procedures of the Higher Education Alliance for Innovative Healthcare and Education (further referred as HEAL4ALL) project in order to ensure efficient project execution as well as high quality project results. The document will provide the partners (referred in the Annex 1 of the Grant Agreement as Partner organisations) with the concise reference to the project management structure, tasks and responsibilities at all levels of project execution.

This document specifically covers the following areas:

- Administrative project management process that ensures accurate financial reporting and justification of the work being carried out
- General project management process that ensures the right coordination of project activities (training, web-site preparation, events organization, awareness raising, dissemination) activities resulting in high quality deliverables
- An internal communication strategy that ensures clear and effective communication between the Beneficiaries and that allows for the early escalation and timely resolution of management and technical issues
- External communication, dissemination and exploitation process that ensure a unified presentation of the project to the public at large as well as protect the work on the training activities of the Beneficiaries.
- Help Beneficiaries to manage their project and run them efficiently;
- Clarify matters arising from the grant agreement and its annexes;
- Provide practical information that may be referred to throughout the project's life;
- Provide guidance on the methods of project monitoring and on the dissemination and exploitation of a project's results/products;
- Provide guidance on how to handle the financial side of projects in such a way that financial statements can be readily drawn up;
- Promote the sound financial management of a project and ensure that the best results/products are delivered at reasonable cost;
- Encourage smooth relations between the parties involved by setting out an operational framework for the project.

## 1.1 General legal framework

**Grant Agreement number Project 2024-1-HR01-KA220-HED-000257095 – Higher Education Alliance for Innovative Healthcare and Education** is a standard agreement and its items and conditions may not be altered or be subject to negotiation. The signed agreement, is concluded between The Agency for Mobility and EU Programmes (AMEUP) and the **University of Split and all beneficiaries**. The project implementation should be carried out in accordance with the following documents:

- The Grant Agreement, including its Annexes
- Partners Agreements, including its Annexes
- The Call for Proposals
- Grant management rules set in the <https://webgate.ec.europa.eu/funding-tenders-opportunities/display/OM/Grant+management>
- Handbook on the lump sum funding model Key Action 2 – Partnerships for Cooperation – Call 2024; <https://www.ampeu.hr/files/Handbook-on-KA2-lump-sum-2024.pdf>
- HEAL4ALL Project Management Plan (the present document)

**Table 1. List of participants**

Participants				
Partner No.	Role	Legal name	Country	Organisation ID (OID)
0	Applicant	University of Split	Croatia	E10208520
1	Partner	Mediterranean Economic Foresight Institute (IPEMED)	Croatia	E10299659
2	Partner	fabula movens Ltd	Croatia	E10270051
3	Partner	Nord University	Norway	E10201057
4	Partner	The University of Eastern Finland	Finland	E10181841
5	Partner	Catholic University of Leuven	Belgium	E10209482

## 2 Project description

HEAL4ALL project will interconnect European higher education systems by co-creating a joint inter-university programme training students to put existential well-being into practice, enhancing innovations in healthcare education, use of innovative pedagogies and digital readiness of higher education. Existential well-being, encompassing meaning, purpose, and comfort with life's end, is now recognized as vital for healthy aging.

Project activities include designing and piloting a novel online interdisciplinary training program followed by real-life immersion through service-learning and international learning expeditions. Teaching staff will be trained in Design Thinking, Open pedagogy and Service learning practices, which are the foundation of the Heal4ALL programme. The programme will be evaluated and further improved, thus supporting evidence-based programme development and results will be widely disseminated.

Heal4ALL will create a new curriculum, a blended interdisciplinary course on existential well-being with a focus on older people based on innovative teaching methods and an exchange of students and academic staff. The project aims to improve the quality of healthcare education and enhance the well-being of older people. The capacity-building activities will increase the use of innovative teaching pedagogies and foster vital collaboration in European healthcare higher education.

### **Objectives of the project are:**

1. Increase the inter-connectedness of partner European universities through co-creation and joint implementation of the Heal4ALL new program through the development and reinforcement of the Heal4ALL network of partners with the increased capacity to operate jointly at the international level.
2. Increase the use of innovative learning and teaching methods using Design Thinking for curriculum design, Open pedagogy and Service learning at EU universities to support the design of impactful learning experiences for the students and thus directly increase the relevance, social impact and quality of higher education programmes.

3. Create a new, innovative, joint course with digital educational content that is re-usable, transferable, up-scalable, and interdisciplinary that will directly support digital transformation digital readiness, and digital resilience
4. Provide students with international and interdisciplinary learning experiences to boost internationalization.
5. Provide all project partners with the platform to increase their internationalization and visibility in the EU area, increase peer learning, and share ideas.
6. Support anchoring of the existential well-being practices in the healthcare system and social services to develop HE programs into drivers of social change.
7. Support Universities, NGOs, and SMEs to become drivers of socially responsible initiatives tackling the well-being of the aging population, one of Europe's current greatest societal challenges.

**The expected results of the projects are:**

1. New Heal4ALL curriculum for existential well-being with the focus on support to older people that combines extensive theoretical aspects with a practical Service learning process that will immerse students in real-life challenges while supporting them in the implementation of existential well-being initiatives for older people.
2. New Heal4ALL online course to fulfil the goals, learning outcomes and pedagogies defined in the new curriculum.
3. 45 - 60 students coming from the specialization in nursing, physiotherapy, psychology and theology trained in the joint Heal4ALL interdisciplinary and international programme preparing them for the future job market needs with new trends in older patient care and transferable skills.
4. Platform with a database of a minimum of 30 inspiring success stories of existential well-being implementation that can be adapted to local systems.
5. Increased capacity of teaching staff involved in the project in innovative pedagogical practices (Design Thinking, Open pedagogy and Service learning) and engaging teaching using digital tools (media appearance, collaboration in virtual environment, digital assessment of accomplishment of learning outcomes).
6. A minimum of 60 older people involved in student-designed well-being intervention for better care and improved quality of life.

By addressing existential concerns such as meaning, purpose, identity, and mortality, our program equips students with essential skills for navigating life transitions, overcoming challenges, and fostering resilience. These skills are particularly relevant for youth and young adults as they navigate educational, career, and personal development pathways. Our program provides students with tools and resources to cultivate self-awareness, emotional intelligence, and coping strategies, thereby promoting mental health and well-being in educational and youth settings. While existential well-being is often associated with introspection and reflection, physical activity and sports also play a vital role in promoting holistic well-being. Our program explores the intersection between existential themes and physical health, emphasizing the importance of balance and integration between mind, body, and spirit.

Project results will be easily used in vocational and school education, transferred to youth training or incorporated within the sport-related practices and interventions. The results will be in an online format and modular, making it easy to re-use (plug-and-play format). Platform with the database of good practices regarding existential well-being will offer practical advice on how to set and maintain certain activities. It will offer tips and tricks on how to make it successful, how to avoid pitfalls, and how to make it sustainable. Such practical instruction and inspiration have great potential for all fields of education, formal and non-formal. Through these synergies, our program has the potential to make a meaningful and lasting impact on individuals, communities, and society at large.).

### 3 Work packages

Table 2. Description of work packages

Work packages	Activities	Expected results	Estimated start/end date	Leading organisation
1 Project management	A.1.1. First transnational project meeting	<p>The monitoring team, whose members will be the Project Manager (PM), Project Manager co-coordinator (PMc), Quality Manager (QM), Financial Manager (FM), Project Coach (PC), and Work Package Coordinators (WPC2-5), will be in charge of monitoring the progress, quality, and achievements of project activities. They will meet regularly every two months. One member of the Steering Committee of each partner institution will participate in these meetings.</p> <p><b>Progress report: every four months.</b></p> <p>Three out of four meetings will be combined with other project activities to ensure time management.</p>	13.11.2024.	University of Split
	A.1.2. Second transnational project meeting		24. 6. 2025.	East Finland University
	A.1.3. Third transnational project meeting		13.11.2025.	KU Leuven
	A.1.4. Fourth transnational project meeting		15.7.2026.	Nord University
2 Co-design of the Heal4ALL curriculum and the Heal4ALL joint online programme	A.2.1. First short staff training on Design Thinking in curriculum design, open pedagogy and service learning	17 teachers/researchers trained in innovative methods for curriculum design and teaching and training (namely: Design thinking in curriculum design, open pedagogy, and service learning), 17 Europass certificates issued	20. 11. 2024. - 23. 11. 2024.	fabula movens
	A.2.2. Design of Heal4All curriculum	Interactive document - Heal4All curriculum finalized and uploaded on the project page	15. 11. 2024. - 31. 5. 2025.	University of Split
	A.2.3. Second short staff training on design and delivery of engaging video and other online content	17 teachers/researchers trained on the design and delivery of engaging video and other online content, 17 Europass certificates issued	24. 6. 2025. - 27. 6. 2025.	fabula movens
	A.2.4. Creation of Open educational resources for Heal4All online course	Open educational resources for Heal4All online course completed and uploaded on Moodle Mod platform	1. 3. 2025. - 31. 10. 2025.	fabula movens
3 Piloting of the Heal4ALL curriculum and joint online program	A3.1 Piloting of Heal4All joint online programme	45-60 students finished the Heal4All course, ECTS points awarded and 45-60 Europass certificated issued	1. 10. 2025. - 30. 6. 2026.	Nord University
	A3.2 Evaluation of the Heal4All joint online programme	Analyzed (Evaluation of the Heal4All joint online programme)	1. 9. 2025. - 31. 8. 2026.	East Finland University
	A3.3 Scientific report on the implementation of the Heal4All programme	Scientific publication finalized and submitted for publication in a	1. 7. 2026. - 1. 10. 2026.	East Finland University



Work packages	Activities	Expected results	Estimated start/end date	Leading organisation
		scientific journal		
4 Immersive practical students training and co-creation of the first European database of good practice examples of existential well-being practices	A4.1 Immersive training before learning expeditions	18 students participated in learning expedition	1. 4. 2026. - 30. 6. 2026.	KU Leuven
	A4.2 Platform and database development	Designed and created platform and content of database of good practices for implementation of existential wellbeing initiatives for the older people	1. 4. 2026. - 30. 9. 2026.	IPEMED
	A4.3 First student learning expedition	18 students participated in the first learning expedition receiving 18 Europass certificates, 2 student-led initiatives in existential well-being for older people piloted, 20 older people participated in these studentled initiatives	16. 8. 2026. - 22. 8. 2026	East Finland University
	A4.4 Second student learning expedition	18 students participated in the first learning expedition receiving 18 Europass certificates, 2 student-led initiatives in existential well-being for older people piloted, 20 older people participated in these studentled initiatives	31. 8. 2026. - 6. 9. 2026.	University of Split
	A4.5 Third student learning expedition	18 students participated in the first learning expedition receiving 18 Europass certificates, 2 student-led initiatives in existential well-being for older people piloted, 20 older people participated in these studentled initiatives.	13. 9. 2026. - 19. 9. 2026.	Nord University
5 Communication and dissemination of the Heal4ALL program	A5.1 Heal4All webpage creation	Webpage created	15. 10. 2024. - 31. 12. 2024.	IPEMED
	A5.2 Creation of visual identity and promo materials	Heal4All visual identity designed, promo materials developed and printed (explained in the narrative part above)	15. 10. 2024. - 31. 12. 2024.	IPEMED
	A5.3 Heal4all promotional video creative design and production	Heal4All promotional video produced	1. 4. 2025. - 31. 8. 2025.	fabula movens
	A5.4 First Heal4All project conference	50 stakeholders from Croatia and neighbouring countries informed about Heal4All project	27. 6. 2025. - 28. 6. 2025.	IPEMED
	A5.5 2nd Heal4All project conference	50 stakeholders from Norway and neighbouring countries informed about Heal4All project	7.8.2025. - 8.8.2025.	Nord University
	A5.6 3th Heal4All project conference	50 stakeholders from Belgium and neighbouring countries informed about Heal4All project	25.9. - 26.9.2025.	KU Leuven
	A5.7 4rd Heal4All project conference	50 stakeholders from Finland and neighbouring countries informed about Heal4All project	12.3.2026. - 13.3.2026.	East Finland University
	A5.8 Final 5th Heal4All project conference	50 stakeholders from Croatia and neighbouring countries informed about Heal4All project	7.5.2026. - 8.5.2026.	University of Split

## 4 Timetable - GANTTCHART

Table 3. Project's Ganttchart

Project activity	2024			2025												2026								
	M1	M2	M3	M 4	M5	M6	M7	M8	M9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18	M 19	M 20	M 21	M 22	M 23	M 24
WP1 Project management																								
WP1 PM meetings																								
WP2 First short staff training on Design Thinking in curriculum design, open pedagogy and service learning																								
WP2 Second short staff training on design and delivery of engaging video and other online content																								
WP2 Design of Heal4All curriculum																								
WP2 Creation of Open educational resources for Heal4All online course																								
WP3 Piloting of Heal4All joint online programme																								
WP3 Evaluation of the Heal4All joint online programme																								
WP3 Scientific report on the implementation of the Joint Social Innovation Incubator																								
WP4 Immersive training before learning expeditions (Learning expedition in 6 groups)																								
WP4 Student learning expeditions																								
WP4 Platform and database development																								
WP5 Communication, dissemination and exploitation																								
WP5 Project conferences																								



## 5 Monitoring of the Project

The main purpose of the monitoring is to coordinate the current project activities and to deal with possible delays or problems. The monitoring will be done based on month principle and for each 4 months. Official reports to the Agency will be done as following:

Type of monitoring	Explanations	Responsible partners
<b>Periodic report</b> (Zoom meeting, live meetings, call, email)	Template that needs to be completed by each partner for the deliverable, each report to be uploaded in the project Microsoft OneDrive Cloud folders, named after the WP/Deliverable. Each report should be uploaded in the folder at least 2 weeks before the deadline of the deliverable in order to be revised and analysed by the responsible beneficiary and the Applicant. In case of delay, the project manager from the Applicant should be informed by e-mail at least two weeks before the deadline.	Lead beneficiary of deliverable + All the partners + the Applicant
<b>Final report</b>	The Applicant together with all the partners is going to inform the Agency about the stage of development of the project by sending report and financial information.  The technical part includes an overview of the implementation of activities and achieved results. The Applicant is obliged to create the final report on the template available in the reporting and management tool Erasmus+ program.	All the partners + the Applicant

The partners are asked to keep their financial documents (as invoices, contracts, payments and other) for their organization.

The partners should use all the following templates and keep copies and scanned versions of all the invoices, contracts and payments done so far.

- (1) Contracts for staff (employment, service or volunteer contracts); Timesheets for the experts involved in the project
- (2) Proof of travel - invoices, boarding pass, hotel invoices et.
- (3) Proof of any kind of purchase for the project – invoices, bank slip
- (4) Detailed Budget Execution Sheet, for each invoice or expense must be completed separate row/line (recommended)

## 6 Funding principles

### 6.1 Overview

The funding rules of Partnerships for Cooperation have been simplified compared to similar actions supported under Erasmus+ during the period 2014-2020. These rules are based on the following principles:

- The grant will take the form of one single fixed amount (single lump sum), covering all costs of eligible activities linked to the implementation of the project;
- The Erasmus+ Programme Guide sets different single lump sums amounts to cover different types of partnerships with different levels of complexity in terms of administrative and reporting requirements.
- When planning their projects, the applicant organisation – together with their project partners – will need to choose the most appropriate single lump sum amount to cover the costs of their project, based on their needs and objectives. Their choice needs to match the ambitions and expected outcomes of the project.
- Proposals must describe the activities that the applicants commit to carry out. Those activities must be compliant with the eligibility criteria set in the Programme Guide and relevant to the objectives of KA2. The number and magnitude of the described activities should justify the chosen single lump sum, so as to justify the chosen single lump sum.
- Regarding budget details, the applicants should indicate the amount allocated to each activity and to the WP project management (for Cooperation Partnerships), which must satisfy the principles of economy, efficiency and effectiveness in relation to the objectives of KA2.
- The lump sum amounts are fixed. If the assessment of the proposal shows that its cost-effectiveness is not adequate, there is no possibility to "downgrade" or "upgrade" the proposal to a lower or higher lump sum amount. It means that the proposal will simply not be selected.
- The lump sum amount chosen at proposal stage cannot be modified during the project implementation phase. It becomes a characteristic of the project, and it can only be reduced at final report stage due to poor, partial, or late implementation, or to force majeure according to the rules stated in the Grant agreement.

- At the end of the selection process, the granting authority will select the projects per type of partnerships. The selection process for Small-scale Partnerships and Cooperation Partnerships are independent and result in separate ranking lists.
- The final payment of the lump sum will depend on the level of achievement of the project objectives and the quality of the project results.

## **6.2 Co-financing and no-profit**

All grants funded by the European Union budget in the context of this action shall comply with the principles of co-financing and no-profit.

The principle of co-financing implies that the resources necessary to carry out the action are not provided entirely by the grant.

The applicants are not required to demonstrate the co-financing by means of a detailed project budget. The compliance to this principle will be assessed based on the information provided in the description of the activities. The evaluators must be convinced that the value of the activities to be implemented is higher than the amount requested.

In line with the no-profit principle, grants shall not have the purpose or effect of producing a profit within the framework of the action or the work programme of the beneficiary.

## **6.3 Activities covered by Lump sum**

The single lump sum shall be used to cover all costs related to the implementation of eligible activities falling within the scope of Partnerships for Cooperation (both Small-scale Partnerships and Cooperation Partnerships), such as for example:

- Project management (planning, finances, coordination and communication between partners, monitoring and supervision, etc.)
- Learning activities
- Teaching and training activities
- Meetings and events
- Project deliverables (publications, materials, documents, tools, products, etc.)
- Activities aimed at sharing project's results

In order to be eligible, the activities must take place in the countries of the organisations participating in the project, with the exception of the activities taking place at the seat of an

institution of the European Union or, for Cooperation Partnerships, in relevant thematic transnational events or conferences.

Typical costs linked to such activities would be: travel and subsistence; equipment; costs for publication and editing of materials; IT development (such as creating a website); staff and human resources costs; etc.

Please note that any activity can be accepted when considered relevant for the project and compliant with the eligibility criteria. If an application presents activities that are deemed not relevant to achieving the objectives of the programme or are disproportionate in terms of costs, the project might be either ranked with a low score during the selection phase or even rejected.

## **7 Budget management and grant agreement amendments**

Once a project is awarded, beneficiaries have full flexibility in the management of the lump sum as long as the activities are implemented as foreseen in the proposal and the expected results remain the same. If the beneficiaries would like to formalise a change in the breakdown of the lump sum shares, this will require an amendment.

If the beneficiary has to implement significant changes in terms of content in the project, it needs to request an amendment of the grant agreement. Depending on the changes, a modification of the budget allocation may be needed. The AMEUP will assess the amendment request and, if approved, it will become part of the grant agreement.

The changes requested cannot call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

In what concerns the planned activities, changes are possible on condition that the changed activities are content equivalent, meaning that the new/modified activity contributes to the project objectives, and budget equivalent, meaning that the modified activity has an approximately equivalent cost as the planned one. However, as the cases can be very different from each other it is recommended to always consult the AMEUP.

The beneficiary can introduce changes to work packages/activities only if the work package/activity is not already completed.

At reporting stage, the amount paid for each activity or work package will always be the same as what was allocated at application stage or amendment stage, and grant reductions will only depend on the level of achievement of the objectives of the activities/work package and the quality of the results.

### **7.1 Reporting**

The periodic and the final reports for Cooperation Partnerships follow the structure of the application form, with the award criteria re-assessed by the (internal or external) experts when the project reaches its mid-term and at its completion. The overall structure of the report is:

- Project management
- Project implementation
- Impact and sharing results



In the section on project management, the beneficiaries are requested to report on aspects, related to the cooperation among partners, working arrangements, distribution of tasks and coordination, respect of project timeline.

In the section on project implementation, the beneficiaries elaborate on the achievement of their objectives set at application stage. This should be done with the support of the quantitative and qualitative indicators identified at application stage to measure the degree by which the project objectives have been achieved. Beneficiaries shall confront the quantitative and qualitative evidence of results obtained with the indicators and with the expected results stated in the application.

In the section on impact and sharing of results, beneficiaries shall show how the results of the projects were made available and produced benefits for the organisations participating in the project and for other stakeholders. The beneficiaries should also to provide information on the sustainability and the longer-term impact of the project.

In addition, beneficiaries are invited to carry out a self-assessment/lesson learnt exercise and reflect on the quality of the implementation of their project (including a comparison between the indicators proposed at application stage and the result achieved), the successes, the problems encountered and the lessons learnt. As part of the final report, the project results and outcomes must be uploaded on the Erasmus+ Project Results Platform as proof of the quality of the project. In addition, beneficiaries can add other relevant documents that they consider useful to facilitate the evaluation of their project. They have to make sure that they refer to these documents in the description of the project result. If those documents are not considered sufficient for the quality assessment, the assessors can request specific documents related to the declared project results.

The description of results shall include the reference to relevant supporting documents such as meeting minutes, course materials, project deliverables, publications, photos etc. All necessary documents providing evidence for the achievement of reported results shall be submitted with periodic and final reports. However, during the quality assessment, evaluators can request specific additional documents to analyse them in depth.

## 8 Green project management plan

The main goal of Green Project Management is to reduce environmental impacts and use resources efficiently in project by following next principles:

- **Ecological Responsibility:** The environmental impact of a project should be minimized. This concerns both direct effects, such as energy consumption, and indirect effects, such as the production and disposal of materials.
- **Social Responsibility:** GPM also takes into account the social aspects of a project, such as the working conditions of project staff or the involvement of stakeholders and local residents.
- **Economic Responsibility:** GPM aims to balance costs and benefits and remain economically responsible in the long term.

Before bigger events, each partner who will host the activity will be advised by the project Carbon Footprint Manager, who will share good green practices among the partners. Prioritizing the procurement of environmentally friendly materials and supplies, including recycled paper, non-toxic materials, and energy-efficient equipment, we will minimize our project's environmental footprint and promote responsible resource use. Encouraging telecommuting, remote collaboration, and virtual meetings whenever possible will reduce the need for travel-related emissions and contribute to lowering the project's overall carbon footprint. All project meeting agendas, reporting, and travel kits will only be digital. As discussed during the preparation of the project) already have recycling practices for garbage. We will ensure recycling garbage collection for conferences organized in venues different from the host premises. For the accommodation during the meetings, each host will recommend accommodations within walking distance of the meeting venue. The catering will be from local ecological producers, and the food will promote vegetarian options.

Green Project Management (GPM) is an approach to sustainable project leadership that aims to reduce environmental impacts and use resources more efficiently. By integrating sustainability principles into different project phases, we aim to minimize environmental impact, promote ecological resilience and contribute to the transition towards a more sustainable and equitable future for education and society as a whole.