

# Strengthening Capacities for Higher Education of Pain Medicine in Western Balkan countries

# HEPMP

## PROJECT MANAGEMENT GUIDELINES

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## PROJECT MANAGEMENT GUIDELINES

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## List of abbreviations

PMG	Project Management Guidelines
UB	Faculty of Medicine University of Belgrade, Belgrade, Serbia
EACEA	Education, Audiovisual and Culture Executive Agency
EC	European Commission
EU	European Union
HE	Higher Education
HEI	Higher Education Institution
HEPMP	Higher Education Pain Medicine Project
NEO	National Erasmus+ Office
PA	Project Adviser
GA	Grant Agreement
PA	Partnership Agreement
PCs	Partner Countries
PgCs	Program Countries
LRCI	Legal representative of coordinating institution
PC	Project Coordinator
PMB	Project Management Board
QCB	Quality Control Board
PCC	Partner Country Coordinator
PCT	Partner Country Team
PgCC	Programme Country Coordinator
PgCT	Programme Country Team
TL	Task Leader
TLs	Task Leaders
UK	Faculty of Medical Sciences University of Kragujevac, Kragujevac, Serbia
UT	Faculty of Medicine University of Tuzla, Bosnia and Herzegovina
UBBL	Faculty of Medicine University of Banja Luka, Bosnia and Herzegovina
UP	Faculty of Medicine University of Podgorica, Montenegro
UF	Faculty of Medicine University of Florence, Italy
ULj	Faculty of Medicine University of Ljubljana, Slovenia
UR	Faculty of Medicine University of Rijeka, Croatia
UHDM	<b>University Clinical Hospital</b> Centar "Dr <b>Dragisa Misovic</b> -Dedinje" Belgrade, Serbia
WP	Workpackage
LLL	Life Long Learning
HCWs	Health Care Workers
PM	Pain Medicine

## Introduction

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.

## 1. Management of HEPMP project

### 1.1 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.

The project consortium consists of 9 HEI partners presented in Table 1.

**Table 1** HEPMP project consortium

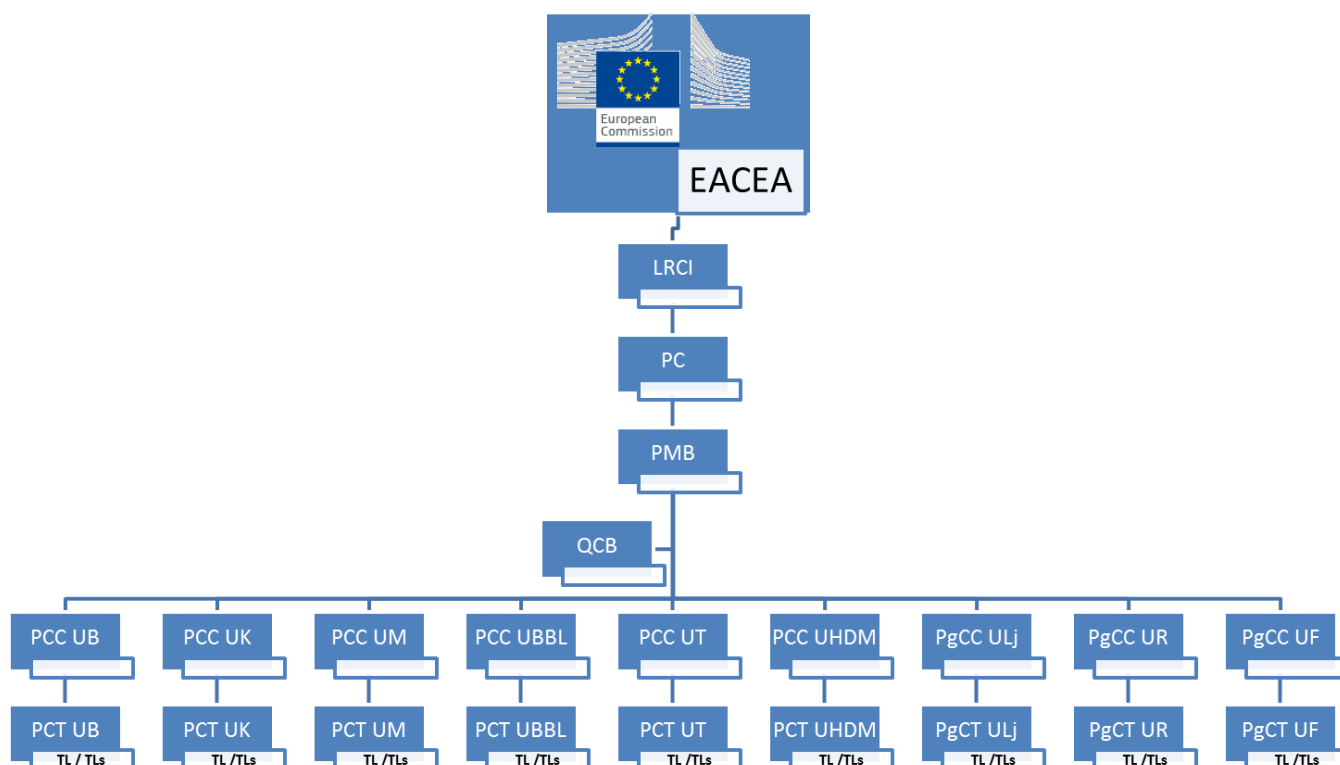
No	Name of Partner	Acronym
1	Faculty of Medicine University of Belgrade, Belgrade, Serbia	UB
2	Faculty of Medical Sciences University of Kragujevac, Kragujevac, Serbia	UK
3	Faculty of Medicine University of Tuzla, Bosnia and Herzegovina	UT
4	Faculty of Medicine University of Banja Luka, Bosnia and Herzegovina	UBBL
5	Faculty of Medicine University of Podgorica, Montenegro	UP
6	Faculty of Medicine University of Florence, Italy	UF
7	Faculty of Medicine University of Ljubljana, Slovenia	ULJ
8	Faculty of Medicine University of Rijeka, Croatia	UR
9	University Clinical Hospital Center "Dr Dragisa Misovic-Dedinje " Belgrade, Serbia	UHDM

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The project management structure was established and officially adopted at the kick -off meeting. It involves

- Education, Audiovisual and Culture Executive Agency
- Legal representative of coordinating institution,
- Project Coordinator,
- Project Management Board,
- Quality Control Board,
- Partner Country Coordinator,
- Partner Country Team,
- Programme Country Coordinator,
- Programme Country Team,
- Task Leaders.

**Figure 1** HEPMP management structure





### *Legal representative of coordinating institution,*

Legal representative of Coordinating institution is Academician Prof. Vladimir Bumbasirevic MD, PhD, 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.

### *Project Coordinator,*

HEPMP Project Coordinator is Prof. Predrag Stevanovic MD, PhD, Chairman of subspecialty of Pain medicine, Faculty 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 are:

- Communication with the EACEA through Project Adviser (Giulia Moro) or in some cases directly.
- Project Coordinator is a member of Project Management Board.
- Project Coordinator is PCC UB.
- Communication with the QCB, the PCs and PgCs regarding questions arising from the importance of ensuring the quality of the projects deliverables.
- Approve the deliverable or correct deliverables to the PCCs and PgCs.
- Cooperates with the PCs and PgCs 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.
- 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.
- Officially submits all approved deliverables after their approval.

### **General obligations and role of the Project Coordinator**

The PC shall:

- ✓ monitor that the action is implemented in accordance with the Grant Agreement;
- ✓ be the intermediary for all communications between the beneficiaries and the Agency, except where provided otherwise in Agreement, and, in particular, the coordinator shall:
  - immediately provide the Agency with the information related to any change in the name, address, legal representative as well as in the legal, financial, technical, organizational or ownership situation of any of the beneficiaries or of its affiliated entities or to any event likely to affect or delay the implementation of the action, of which the coordinator is aware;
  - bear responsibility for supplying all documents and information to the Agency which may be required under the Agreement, except where provided otherwise in the Agreement; where information is required from the other beneficiaries, the

Coordinator shall bear responsibility for obtaining and verifying this information before passing it on to the Agency;

- ✓ make the appropriate arrangements for providing any financial guarantees required under the Agreement;
- ✓ where it is designated as the sole recipient of payments on behalf of all of the beneficiaries, ensure that all the appropriate payments are made to the other beneficiaries without unjustified delay;
- ✓ bear responsibility for providing all the necessary documents in the event of checks and audits initiated before the payment of the balance, and in the event of evaluation;
- ✓ Transfer to the beneficiaries, without delay, any document relating to the action or the grant.

### **Specific obligations and role of the Project Coordinator undertakes to:**

- ✓ be responsible for the coordination and management of the project in accordance with the Grant Agreement; be the intermediary for all communication between the beneficiary and the Executive Agency, and inform the beneficiary of any relevant communication exchanged with the Executive Agency;
- ✓ inform the beneficiary of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- ✓ as the sole recipient of payments on behalf of all beneficiaries, transfer funds to the beneficiary without unjustified delay and in accordance with the dispositions for payments laid down in Article 6 of this Agreement;
- ✓ manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;
- ✓ comply with all reporting requirements vis-à-vis the Executive Agency, as per the dispositions of Article I.4 of the Grant Agreement;
- ✓ establish payment requests on behalf of the beneficiary, as per the dispositions of Article I.4 of the Grant Agreement;
- ✓ provide the beneficiary with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the Use of the Grant, the various reports templates and any other relevant document concerning the project;
- ✓ transmit to the beneficiary copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Executive Agency following report assessment and field monitoring visits;
- ✓ be responsible for the sound financial management and cost efficiency of the Erasmus+ grant contribution, as well as his own contribution to the project.

The Project Coordinator shall not subcontract any part of its tasks to the other beneficiaries or to any other party.

### **Project Management Board (PMB)**

For the purposes of the implementation of Grant Agreement, all partners in the project must form the Project Management Board (PMB). PMB is decision-making body consisting of one representative from each partner institution.

At the kick-off meeting all partners agreed and confirmed the next composition of PMB:

- PMB consists of 6 PCCs and 3 PgCCs (Project Coordinator + 8 members).
- PC is a member of PMB as PCC UB and he is the chairman of PMB.

PMB will meet three times a year (or in combination with other project events due to cost efficiency) to discuss and review the progress of project activities, read and accept the QCB report, make decisions, approve deliverables and agree on any risk contingency measures. Project Management Board (PMB) is responsible for the achievement of the project outcomes. PMB is decision-making body.

PMB consists of the following members:

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

The primary function of the PMB 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 PMB will follow the project status and ensure control over the presentation of the project deliverable. The PMB provides insight on project strategies with support of contract mandates. Members of the PMB 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 PMB meetings;
- Assist to the project coordinator when required;
- Resolving project conflicts, reconciling differences of opinion and approach;
- Formal acceptance of project deliverables.

The PMB is responsible for approving project objectives and outcomes as identified in the project application, deliverables as identified in the project outcomes. Also, the PMB 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 or in combination with other project events due to cost efficiency. PMB will consider the implementation of project activities, approve the major deliverables and agree on any risk contingency measures.

## The Role of a PMB member

The aim of the Management Program is that the PMB to take advantage of the experience and expertise of key individuals in the organization to build professionalism in project management. PMB members are not directly responsible for managing project activities, but provide support and guidance for those who do. In this sense, individually, PBM 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 PMB should be included in resolving project management issues and approach being adopted.

In practice, obligations of PMB 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.

## Project Management Board Meetings

The PMB 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.

At the first meeting of the board (kick-off meeting in Belgrade), the Project Team Coordinators from all the universities of the project participants, as well as the KBC "Dr Dragisa Misovic", Belgrade, have entered the PMB. The Board President is the Coordinator of the Project, Prof. Dr. Predrag Stevanović. The member of the PMB shall have the mandate to negotiate on behalf of its institution at each PMB meeting. If the member of the PMB is unable to attend a PMB meeting, the beneficiary shall temporarily appoint a deputy.

PMB meetings will be held according to dynamics of the implementation of the project activities. The Project Coordinator shall appoint the Chairman for all the Management Board meetings. The Chairman and Project Coordinator will jointly prepare the agenda of each Management Board meeting in advance, which shall be released and circulated by the Chairman and reviewed by other beneficiaries' project team coordinators. The Chairman and PC shall attend each Management Board meeting. The Chairman shall take meeting minutes and send them for comments to the PMB members, within 15 working days. If no objections are raised within 10 working days, the meeting minutes shall be considered approved.

*PMB Decision Making:* at each Project Management Board meeting, no less than half of the members shall constitute quorum (50% + one member). Decision making shall be done by simple majority among the present members (one vote per member). When it comes to decision making, in case of an equal number of votes, the Project Coordinator shall consult the members of the Project Management Board, in order to make the decision by a majority of votes. If this is not accomplished, the decision shall be made by the Project Coordinator. In case that the Project Coordinator has profound objections concerning the compliance of a taken decision with the Grant Agreement of the legal basis of the Erasmus+ Key Action 2 CBHE action, the decision shall be frozen until the Project Coordinator clarifies the matter with the Executive Agency. In case that no compliance should be asserted, the decision will be cancelled.

It shall be possible to include a deliverable in the project reports even if its formal approval by PMB is still pending, if it has passed QCB or Project coordinator level of control without profound disagreements as then no major alterations are to be expected. During the PMB 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

**Quality Control Board (QCB)** - consisted of 3 members experienced in quality assurance, elected by voting at the kick-off meeting, agreed and confirmed by all partners.

QCB is a direct support to the PMB and Project Coordinator in monitoring and assessing the quality of the project and its results, as well as development of Quality Control and Monitoring Plan.

QCB consists of the following members, coming from Partner Countries:

- ☐ 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 QCB meetings will be organized, twice per year. The obligations and responsibilities of QCB comprise the following:

- ✓ QCB is coordinated by the QCB manager, as agreed by the PMB.
- ✓ QCB is responsible for the quality assurance exercise of deliverables where majority of work has been performed by Partner country institutions.
- ✓ QCB receives, examines and evaluates each draft deliverable by a task leader and a task team in charge of a task and provides feedback using the Quality Assurance Check List.



- ✓ Sends the Quality Assurance Check List to the Task Leader, PCC / PgCC and PC, and prepares materials for the board in cooperation with them.
- ✓ Cooperates with the Project Coordinator on general issues related to the level of quality of the projects deliverables as appropriate.
- ✓ Is responsible for the Quality Assurance exercise of deliverables.

### **Partner Country Coordinator (PCC) / Programme Country Coordinator (PgCC)**

The PCC / PgCC represents the partner / programme institution, as a member of the consortium of the project. He is the head of the PCT / PgCT of the partner / programme institution, which is in charge of behalf of his institution for the implementation of the project's activities.

By his work he is directly responsible to the coordinator, and with his position he is a member of the Board with all the corresponding obligations arising from it.

### **PCC / PgCC obligations and responsibilities**

General obligations and role of the PCC / PgC in front of beneficiaries are:

- (a) They are entirely responsible for carrying out the activities attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles;
- (b) undertake to comply with all the provisions of the Grant Agreement and its annexes (especially those related to Articles I.10.6, I.10.10 and II.17), with all the provisions of this Agreement, as well as with national legislation;
- (c) are entirely and solely liable for complying with any legal obligations incumbent on them;
- (d) Shell provides staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme.

Specific obligations and role of the PCC / PgC undertakes to:

- ✓ ensure adequate communication with the coordinator and with the other beneficiaries; support the coordinator in fulfilling its tasks according to the Grant Agreement;
- ✓ submit in due time to the coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, all documents provided for in Partnership Agreement, as well as all necessary documents in the events of audits, checks or evaluations;
- ✓ provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;
- ✓ notify the coordinator in a timely manner of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the

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project (e.g. replacement of the project contact person, changes in beneficiary's budget, deviations from work plan etc.);

- ✓ inform the coordinator in a timely manner of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative;
- ✓ be responsible for the sound financial management of the allocated Erasmus+ grant contribution and related own contribution for the project;
- ✓ prepare, complete and submit all reports to the coordinator in due time, as requested by the Executive Agency and the coordinator, in order to fulfil reporting obligations;
- ✓ provide the validation of the information of submitted documentation which are contained therein;
- ✓ perform all activities foreseen by Description of the Action (Annex I of the Grant Agreement), as well as all tasks as set at kick-off meeting and other Management Board Committee meetings;
- ✓ more specifically, the PCC / PgCC shall be in charge for performing his specific activities listed in Partnership Agreement.
- ✓ fulfil the assumed obligations within the set deadlines and in accordance with the project plan;
- ✓ be responsible for all rights and obligations for activities defined in the Agreement from the starting date of the eligibility period laid down in the Grant Agreement.

**Task Leaders (TL**

Task Leaders (TL) are in charge of management and monitoring the assigned activity, ensuring its quality level and timeliness, and active participation of other partners.

**Table 2** WP Lead organisations

Work Package	Type	Lead Organisation	Title
WP1	Preparation	UB	Comparative analysis of education offers in Pain Medicine
WP2	Development	UB	Development of joint curricula for Pain Medicine study program
WP3	Development	UB	Development of lifelong learning courses and interventional pain medicine courses
WP4	Development	UB	Establishment of academic network
WP5	Dissemination	UB	Project dissemination
WP6	Quality control	UB	Quality control
WP7	Management	UB	Project management

Project management is institutional responsibility which means efficient involving of all institution's services (finance department, international relations office, quality assurance services). Signing of partnership agreement partners agreed with defined project management procedure and wholly commitment to the project implementation.

## 1.2 Communication

Communication will be done within the consortium and with bodies for management of the Erasmus+ Programme in particular with EU Delegations and with National Erasmus+ Offices (NEO) and other stakeholders. The Project Coordinator is the central point for communication with project partners, EACAE, NEO and stakeholders with support of all partners.

### 1.2.1 Communication within consortium

Communication between the Project Coordinator and all HEPMP project partners will be define to ensure overall project implementation in timely manner. It needs to determine communication means, channels and frequency.

The main management issues will be discussed during the planned PMB and PMB meetings (Table 3). All partners are obliged to prepare, implement and document all HEPMP meetings and to provide an efficient implementation of all decisions respecting the deadlines and dates agreed at the meetings.



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**Table 3** HEPMP Project Management Board meetings

Meeting	Date	Venue
First PMB meeting (At the time of Kick-off meeting)	1-2 December 2017	UB
Second PMB meeting	15-16 March 2018	UL
Third PMB meeting	28 May 2018	UR
Fourth PMB meeting	September 2018	UF
Fifth PMB meeting	February 2019	UB
Sixth, PMB meetings	May 2019	UT
Seventh PMB meetings	October 2019	UP
Eight PMB meeting	February 2020	UBL
Nine PMB meeting	May 2020	UB
Tenth PMB meetings	October 2020	UB

All other types of communication (e-mail, project management platform, Skype, telephone conversation, video conferencing, newsletters, etc.) will ensure permanent communication between the meetings. Communication should be transparency, based on trust and confidence and taking into account intercultural differences, but always in line with contractual obligations (Partnership Agreement).

General HEPMP e-mail address [hepmperasmus.ka2@med.bg.ac.rs](mailto:hepmperasmus.ka2@med.bg.ac.rs) will be used for sharing information with all project partners.

Project team is composed of individuals i.e. appointed persons that will be in charge for communication on behalf their institution (Table 4).

**Table 4.** HEPMP contact list

No	Name of Partner	Contact person	E-mail
1	University of Belgrade	Predrag Stevanovic	<a href="mailto:baticaster@gmail.com">baticaster@gmail.com</a>
2	University of Kragujevac	Jasna Jevdjic	<a href="mailto:ortzek@sbb.rs">ortzek@sbb.rs</a>
3	Clinical Hospital Centar Dr. Dragisa Misovic	Radisav Scepanovic	<a href="mailto:radisavscepanovic@gmail.com">radisavscepanovic@gmail.com</a>
4	University of Banja Luka	Darko Golic	<a href="mailto:darko.golic@kc-bl.com">darko.golic@kc-bl.com</a>
5	University of Tuzla	Jasmina Smajic	<a href="mailto:jasnasmajic@gmail.com">jasnasmajic@gmail.com</a>
6	University of Podgorica	Danko Zivkovic	<a href="mailto:dankoz@t-com.me">dankoz@t-com.me</a>
7	University of Rijeka	Zeljko Zupan	<a href="mailto:zeljko.zupan@uniri.hr">zeljko.zupan@uniri.hr</a>
8	University of Florence	Angelo Raffaele De Gaudio	<a href="mailto:araffaele.degaudio@unifi.it">araffaele.degaudio@unifi.it</a>
9	University of Ljubljana	Maja Sostaric	<a href="mailto:dr.maja.sostaric@gmail.com">dr.maja.sostaric@gmail.com</a>

### 1.2.2 Communication with EACEA and NEO

Responsible person on behalf EACEA for HEPMP project is appointed Project Adviser. The EACEA has appointed Mrs Giulia Moro as a person in charge of the HEPMP project.

**Giulia MORO**  
Project Adviser

**European Commission**  
**Education, Audiovisual and Culture Executive Agency (EACEA)**  
*Managing programmes and activities on behalf of the European Commission*

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E-mail: [giulia.moro@ec.europa.eu](mailto:giulia.moro@ec.europa.eu)  
<http://eacea.ec.europa.eu>

Official communication is done only by the Project Coordinator who should address both the Project Adviser and [EACEA-EPLUS-CBHE-PROJECTS@ec.europa.eu](mailto:EACEA-EPLUS-CBHE-PROJECTS@ec.europa.eu).

The Project Coordinator communicates with NEO to inform it about project events and ask for support for project realization.

### 1.2.3 Conflict resolution

The project partners must be fully informed about the project and aware of the implementation constraints. They should be aware of any institutional or legal obstacles that can affect the project implementation. The proactive attitude is needed to prevent all possible problems that can jeopardize timely project realization.

During the project implementation particular problems can arise from different approaches to some project activities that can induce delaying of realization of other activities. Occurred disagreements should not lead to conflicts. Effective conflict management measures for overcoming problems are defined in HEPMP Contingency Plan.

The problem in realization of project activity will be signalized by leader of corresponding task and enhanced communication around that issue will be induced. If problem is not solved by direct communication with the Project Coordinator, it can be addressed in written form to PMB that will mediate to solve the conflict. Voting on the base of absolute majority at the PMB meeting that can be arranged extraordinary via Skype, execution of project activity can be reassigned and budget re-allocated.

### 1.3 Publicity obligations

In accordance with the Article I.10.9 of the Grant Agreement, regarding the publicity and use of the relevant logo, the beneficiaries shall follow the instructions available on the Erasmus plus website on the following link:

[https://eacea.ec.europa.eu/about-eacea/visual-identity\\_en](https://eacea.ec.europa.eu/about-eacea/visual-identity_en).

Any communication, publication or output resulting from the project, made by the beneficiaries jointly or individually, including at conferences, seminars or in any information or promotional materials (such as brochures, leaflets, posters, presentations, etc.), must indicate that the project has received European Union funding. This means that all material produced for project activities, training material, projects websites, special events, posters, leaflets, press releases, CD ROMs, etc. must carry the Erasmus+ logo and mention: "Co-funded by the Erasmus+ Programme of the European Union".

Source: *Guidelines for the Use of Grants*,  
VERSION 01: 09 January 2018 (Section 1.7)

#### 1.3.1 Obligations of the beneficiaries

The beneficiaries must inform the public, press and media of the action (internet included); which must, in conformity with Article II.7, visibly indicate "with the support of the Erasmus+ Programme of the European Union" as well as the graphic logos.

Where the action, or part of the action, is a publication, the mention and graphic logos shall appear on the cover or the first pages following the editor's mention.

If the action includes events for the public, signs and posters related to this action shall be displayed.

Source: *Grant Agreement* (Article I.10.9)

#### 1.3.2 Erasmus+ logo

Logo to be used:



When displayed in association with another logo, the European Union emblem must have appropriate prominence.

Source: *Guidelines for the Use of the Grant* (Section 1.7.1)

The obligation to display the European Union emblem does not confer to the beneficiaries a right of exclusive use. The beneficiaries shall not appropriate the European Union emblem or any similar trademark or logo, either by registration or by any other means.

Under the conditions specified in previous paragraphs, the beneficiaries are exempted from the obligation to obtain prior permission from the Agency to use the European Union emblem.

Source: *Grant Agreement* (Article II.7.1)

### 1.3.3 Disclaimer

Any communication or publication produced within the project should indicate that it presents only the view of its author(s) and not the view Agency and/or Commission.

Hence, any publication should mention the following sentence:

*"This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein."*

### 1.3.4 Additional provisions on use of the results (including intellectual and industrial property rights)

In addition to the provisions of Article II.8 of the General Conditions, if the beneficiaries produce materials under the scope of the project, such materials must be made available for the public, in digital form, freely accessible through the Internet under open licenses.

The beneficiaries must also warrant that the Agency and the Commission has the rights to:

- ☐ communicate the results of the action by any other types of communication not specified in the General Conditions;
- ☐ edit or re-write in another way the results of the action, including shortening, summarizing, modifying the content, correcting technical errors in the content;
- ☐ cut, insert meta-data, legends or other graphic, visual, audio or word elements in the results of the action;
- ☐ extract a part (e.g. audio and video files) of, divide into parts or compile the results of the action;
- ☐ prepare derivative works of the results of the action;
- ☐ translate, insert subtitles in, dub the results of the action in all official languages of EU;
- ☐ authorize or sub-license the modes of exploitation set out above to third parties.

The Agency and the Commission shall have the rights of use specified in the General Conditions and set out above for the whole duration of the industrial or intellectual property rights concerned.

Source: *Grant Agreement* (Article I.7)

## 1.4 Management of HEPMP project activities

### 1.4.1 HEPMP project activities and deliverables

The project deliverables are classified into tangible deliverables such as reports, publications, manuals, printed and electronically available promotional material, as well as intangible deliverables in the form of organized events (trainings, workshop, study visits).

List of HEPMP project activities and outputs are presented in Table 5.

**Table 5.** HEPMP project activities and outputs

No.	Activity	Outputs
1.1	Analysis of PM study program and LLL courses in PCs	Report of analysis of education offer in pain medicine in PCs
1.2	Analysis of PM study program and LLL courses in PgCs	Report of analysis of education offer in pain medicine in PgCs
1.3	Comparative analysis of education offer of PM in PCs and PgCs	Report of for comparative analysis of education offer in pain medicine program in PCs and PgCs
1.4	Analysis of labor market needs relevant for health care workers in PCs	Report of labor market needs
1.5	Purchase and installation of equipment	Documentation on the conducted tender procedure for procurement of equipment
2.1	Training of existing teaching staff From PCs at PgCs	Reports, Minutes and other documentation Teaching staff trained
2.2	Development of HEPMP contents and teaching material	Defined courses content and syllabi
2.3	Preparation and submission for accreditation of study program	Formal decision of accreditation
2.4	Enrollment of students at study program	Official decision of the authorized body of the faculty, Attendance list of the event Official proof of a study program held: list of participants, program of lectures and practical classes, copies of the index
2.5	Implementation of study program	
3.1	Development of learning material for HCWs in PCs	Developed learning material
3.2	Selection of trainees	Trainee selected
3.3	Accreditation of LLL	Decision of accreditation of courses

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courses in PCs		
3.4	Delivering of LLL courses	Reports of LLL courses delivery, Participant list
3.5	Delivering of Interventional pain courses	Reports of interventional pain trainings delivery, Participant list
4.1	Establishment of regional academic network	Academic board established
4.2	Establishment of PAINWB platform	HEPMP Forum, PAINWB platform programme
4.3	Continuous selection of case studies for students and HCWs education	Case studies selected and incorporated
4.4	Analysis of systematic standards and procedures in the area of PM	Set of recommendations for standards and procedures in the area of PM
5.1	Preparing project dissemination strategy	Report of dissemination strategy
5.2	Creation of Web site of HEPMP	Website of HEPMP established
5.3	Promotion of HEPMP program Events	Promotion events organized: Conferences and Seminars
5.4	Developing institutional websites, newsletter, promotional material and media	Developed newsletter, promotional material and media
5.5	Dissemination of instituional websites, newsletter, promotional material and media	Disseminated newsletter, promotional material and media
5.6	Signing cooperation between HEIs and relevant stakeholders	Signed agreement between HEIs and stakeholders
6.1	Establishment of quality control board	Decision of quality control board establishment
6.2	Development of control plan for quality assurance in teaching process	Control plan for quality assurance in teaching processes developed
6.3	Regular Quality board meetings	Minutes of quality control board meetings
6.4	Evaluation of student and participant satissfaction	HEPMP Questionnaire
6.5	Monitoring visits by external evaluators	Report of the external quality evaluation
7.1	Establishment of management board	Kick-off meeting Report, minutes, decisions and proposals , Sustainability plan created
7.2	Creation of project management guide	Project management guide created
7.3	Kick off meeting	Kick-off meeting Report, Pictures
7.4	Regular management board meetings	Reports, minutes, decisions and proposals
7.5	Making a regular reports and final report	Regular reports and final report



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Timely delivery following the project workplan as identified in the Application Form is expected. (Activity carried out in the Programme Country: = ; Activity carried out in the Partner Countr: x )

**Table 6.** Workplan for project year 1

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub- r e f nr	Title													
1.1	Analysis of Pain medicine study program and LLL courses in PCs		3x											
1.2	Analysis of Pain medicine study program and LLL courses in PgCs		3=											
1.3	Comparative analysis of education offer of pain medicine in the PCs and PgCs			2x2=										
1.4	Analysis of labuor market needs relevant for HCW in PCs			1x										
1.5	Purchasing of equipment				4x	4x	4x	4x	4x	4x	4x	4x	4x	4x
2.1	Training of existing teaching staff from PCs at PgCs					3x3=	3x3=	1x1=	1x1=	1x1=	1x1=			
2.2	Development of HEPMP contents and Teaching material									4x	4x	4x	4x	
2.3.	Preparation and submission for accreditation of study program										2x			
5.1.	Preparing project dissemination strategy						2x1=							
5.2.	Creation of Web site of HEPMP			4x										
7.1.	Establishment of management board		1x1=											
7.2.	Creation of project management guide			3x3=										
7.3.	Kick off meeting		2x1=											
7.4.	Regular management board meetings					1x2=				1x2=				
7.5.	Making a regular reports and final report		1x1=			1x1=				1x1=				
6.1.	Establishment of Quality control board		1x1=							1x1=				
6.2.	Development of control plan for quality assurance in teaching process			2x2=										
6.3.	Regular Quality board meetings			1x1=						1x1=				

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Table 7. Workplan for project year 2

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub- r e f nr	Title													
1.5	Purchasing of equipment		4x	4x	4x									
2.4.	Enrollment of students at study program		1x											
2.5.	Implementation of study programs		4x	4x	4x	4x	4x	4x	4x	4x	4x	4x	4x	4x
3.1.	Development of learning material for HCW in PCs		1x1=		1x1=		1x1=		1x1=		1x1=			
3.2.	National call and selection of trainees			1x		1x		1x		1x		1x		
3.3.	Accreditation of LLL courses in PCs			1x		1x		1x		1x		1x		
3.4.	Delivering of LLL courses of pain medicine in primary health care centers of PCs						1x1=		1x1=		1x1=		1x1=	
6.4.	Evaluation of student and participant satisfaction						1x		1x		1x		1x	
6.3.	Regular Quality board meetings						1x1=						1x1=	
6.5	Monitoring visits by external evaluators													
4.1.	Establishment of regional academic network		1x1=											
4.2.	Establishment of PAINWB platform		4x	4x	4x	4x	4x	4x	4x	4x	4x	4x	4x	4x
4.3.	Continuous selection of case studies for students and HCWs education							1x1=	1x1=	1x1=	1x1=	1x1=	1x1=	1x1=
7.4.	Regular management board meetings		1x2=				2x1=						2x1=	
7.5.	Making a regular reports and final report		1x1=				1x1=						1x1=	

Activity carried out in the Programme Country: =

Activity carried out in the Partner Country: x



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**Table 8.** Workplan for project year 3

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub- r e f nr	Title													
3.5.	Delivering of interventional pain trainings in PCs		1x1=											
6.4.	Evaluation of student and participant satisfaction		1x1=											
6.5.	Regular Quality board meetings		1x1=											1x1=
2.5	Implementation of study programs		4x	4x	4x	4x	4x	4x	4x	4x	4x	4x	4x	4x
4.3.	Continuous selection of case studies for students and HCWs education		1x1=	1x1=	1x1=	1x1=	1x1=	1x1=	1x1=	1x1=	1x1=	1x1=	1x1=	1x1=
4.4.	Analysis of systematic standards and procedures in the area of PM												3x3=	
5.3.	Promotion of HEPMP program Events			1x		1x1=								1x1=
5.4.	Developing institutional websites, newsletter, promotional material and media			1x			1x			1x			1x	
5.5.	Dissemination of institutional websites, newsletter, promotional material and media					1x			1x					
5.6.	Signing cooperation between HEIs and relevant stakeholders										1x			
7.4	Regular management board meetings		2x1=					2x1=						2x1=
7.5	Making a regular reports and final report		1x1=					1x1=						1x1=

Activity carried out in the Programme Country: =

Activity carried out in the Partner Country: x

A consistent and common format for all document based deliverables (word document, power point presentations ...) is to be followed by all partners using templates provided within this Guidelines:

- Annex 1- HEPMP-Word document template
- Annex 1a- HEPMP- -Memorandum
- Annex 2- HEPMP-Power point presentation template
- Annex 3 – HEPMP-Agenda template
- Annex 4 – HEPMP-Attendance list template
- Annex 5 – HEPMP-Event report form
- Annex 6 – HEPMP-Event evaluation list template
- Annex 7 – HEPMP- Self-evaluation list of trainings for HCWs and students
- Annex 8 – HEPMP-Self-evaluation report of Pain medicine subspecialisation curriculum
- Annex 9 – HEPMP-Self-evaluation report of training
- Annex 10- HEPMP- Quantitative / Qualitative Monitoring Questionnaire
- Annex 11 - Technical report (in progress)
  - 11-1 Statistics and indicators
  - 11-2 Table of achieved / planned results
- Annex 12 - HEPMP-Risk monitoring template
- Annex 13 - Partner financial report
- Annex 13-1 – Work progress report template
- Annex 14- Supporting documents
  - 14-1 Joint Declaration
  - 14-2 Individual Travel Report
  - 14-3 Timesheet

Those templates are adopted by the PMB members in order to ensure a common appearance of deliverables as well as to ensure that a minimum amount of information will appear consistently in all documents produced by the project. This is not relevant to deliverables that by their nature need to have a different format (i.e. project brochures, newsletters).

Apart from this, HEPMP also relies on the following reference documents:

- EACEA – HEPMP project Grant Agreement,

- ☐ HEPMP Dissemination Plan (in progress),
- ☐ HEPMP Sustainability Plan
- ☐ HEPMP Quality Plan,
- ☐ Erasmus+ Guidelines for the Use of Grants.

### 1.4.2 HEPMP events

All events within the project should be organized professionally and in due time. The organizers should provide in due time a full information package to the participants including the draft agenda (Annex 3), letter of invitation and a note on the logistics (informing about travel arrangements, venue, suggested hotels, etc.). Time for preparation activities depends on the type of event e.g. several months for workshop and several weeks for trainings.

The meeting organizers ensure smooth registration processes (including list of attendees – Annex 4) and the implementation of the meetings respecting appropriate time for event sessions and breaks as well as the availability of all necessary materials (e.g. training and promotional material). The organizers will also ensure the recording of minutes of the meetings in a concise style including a list of action points. Where appropriate (e.g. for trainings, workshop) also event evaluation list will be distributed among participants (Annex 6) and event reports related to event evaluation list will be prepared by organizers (Annex 5).

The satisfaction of stakeholders, beneficiaries and end users will also be investigated. It will take into account a variety of information from different sources using visits, interviews, questionnaires to target groups and consultation with the project beneficiaries. In order to allow the impact assessment of the project activities, a template for feedback for different meetings / events was developed (Annex 6). It needs to be adapted to the specific needs, but the main items shall not be deleted. Furthermore, a specific event report template (Annex 5) has been developed which is to be filled by project partners (organizers) for all HEPMP events (workshop, trainings, study visits – except PMB meetings). Report will include summary review of statistical data with graphical presentations collected by participants about their satisfaction.

Power point presentation should be prepared using appropriate template (Annex 2). Based on obligations of the beneficiaries defined in article I.10.8 and II.7, related to information requirements, the partners shall inform the public, press and media (Internet included) of the event which must visibly indicate *“with the support of the Erasmus+ Programme of the European Union”* as well as the graphic logos of the project and Erasmus+ Programme.

Posters, roll-up and other promotional materials shall be displayed during the event.

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Each event will be documented by various materials as described in Table 9.

**Table 9** HEPMP events

Type of event	Material	HEPMP website	
Workshop, study Visits	News	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Agenda	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	List of participants	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Report	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Presentations	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Evaluation lists	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Gallery	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Kick-off, PMB and QB meetings	News	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Agenda	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	List of participants	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Minutes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Event report	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Evaluation lists	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Gallery	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Trainings	Presentations	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	News	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Agenda	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	List of participants	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Training material	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Event report	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Evaluation lists	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Gallery	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Presentations	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

### 1.4.3 Project risk management

Risk assessment will be carried and reviewed out during the PMB meetings which will lead to corrective actions and potential adaptations of the Workplan 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 underspending), 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. The identification and assessment of new risks is a joint responsibility of all project partners who must communicate them to the Project Coordinator and the PMB, eventually suggesting also possible interventions and solutions, as soon as they get aware of those risks. Partners may think of preventive actions (avoiding that the risk occurs) and corrective actions (decreasing the severity and impact), specifying also the resources that would be needed.

The PMB may react in several ways, ranging from the simple acceptance of the situation in the case of negligible risks, to the enforcement of a mitigation plan including alternatives, workarounds and

the proposed corrective actions that will make the risk consequences acceptable for the consortium. Also, the external reviewers (representatives of NEO and EACEA) will be involved in the risk management. During their monitoring visits they will assess if there is a risk that the project will fail to meet its key indicators and if there is a risk that project partners will not be able to spend all the money according to the planned project budget.

Risk monitoring form is developed including the information on corrective and/or preventive actions (Annex 12). It should be filled after each PMB meeting.

## 2. Contractual management on HEPMP project

Project must be implemented in the framework of contractual and financial terms and conditions set out in the Special Conditions, the General conditions and the other Annexes of the Grant Agreement.

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

Tasks and responsibilities that have been defined and endorsed in Partnership Agreement must be respected. In the case of poor, partial or late implementation of the project actions penalties are foreseen.

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.

Source: *Guidelines for the Use of the Grant*,  
VERSION 01: 09 January 2018 (section 3.5.2.2))

## 2.2 Penalties in the case of non-compliance with publicity obligations

The obligation to comply with the publicity provision set out in Article II.7 of the General Conditions constitutes a substantial obligation. Without prejudice to the right to terminate the grant, in case of failure to fulfil this obligation, the Agency may apply a 20% reduction of the grant initially provided for.

Source: *Grant Agreement* (Article I.10.10)

## 3. HEPMP project reporting

### 3.1 Basic principles of reporting

Within HEPMP project four ways of reporting are planned:

- ☐ **Formal reporting** by the Coordinator including Progress and Final Reports provides the necessary information to the Education, Audiovisual and Culture Executive Agency (EACEA) to assure them that our project is implemented according to the Grant Agreement provisions and Guidelines for the Use of the Grant.
- ☐ **Internal reporting** within the Consortium where beneficiaries inform the Coordinator about the technical progress on institutional implementation of the project (six partners' technical reports during the project) and partners' financial reports with declaration of expenses incurred accompanied with necessary supporting documents (six partners' financial reports during the project).
- ☐ **Reporting on realized different events** (info days, workshops, seminars, conference, meetings, trainings, etc.) by all beneficiaries prepared using the template provided in Quality plan for posting on the project website.
- ☐ **Reporting on realized project activities** by all beneficiaries prepared using the template provided in Quality plan for posting on the project website (12 partners' reports during the project).

All types of reporting will help to view the project's progress objectively within the Consortium but also for purpose of external monitoring that will be implemented by NEO and EACEA.

Verification of expenditures declared in partner financial reports are linked to the transfer of the part of Erasmus+ grant to partners from the Coordinator. Apart from partner financial report, partners will also prepare the technical report twice during the project implementation period.

These reports will be the base for preparation of Progress report (at half of the project implementation period) and Final Report (at the end of the project) that will be delivered to EACEA by the Project Coordinator.

The reports should accurately reflect project partners progress (both technical and financial) during the reporting period, highlighting any key issues and providing justification for any deviations from the Project budget and Description of the project as set out in Annex III and Annex I (respectively) of the Grant Agreement.

It is recommended to prepare the reports by adding the information in due time when the activity takes place particularly for the reporting on the realized events where it is expected to have set of information and news in 7 days after the event.

### 3.2 Standards of all reports

All reports should be typed and should be in English. Copy of each report and supporting documents should be provided to the Coordinator in due time:

- ☐ Financial report:
  - ☐ financial statement table - original excel file
  - ☐ supporting documents (joint declarations, individual travel reports and project time sheets) as original hard copies, and
  - ☐ other supporting documents (agendas, list of participants, boarding passes, travel orders, or any other document proving mobility or participation in some activities) as hard copies.
- ☐ Technical report as electronic version of original word document.

Technical and financial report forms are provided in the Annex 11 and Annex 12 of this Guideline.

### 3.3 Reporting schedule

For the purpose of partnership reporting, internal reporting forms have to be used (Annex IV of Partnership Agreement). These reports shall be submitted by the beneficiary to the coordinator according to the following schedule:

Reporting period:	From-To	Deadline for submission of the partnership reports by the beneficiary to the coordinator
The 1 <sup>st</sup> reporting period	15/10/2017 – 30/6/2018	10/7/2018
The 2 <sup>nd</sup> reporting period	1/7/2018 – 30/9/2019	10/10/2019
The 3 <sup>rd</sup> reporting period	1/10/2019 – 31/12/2020	10/1/2020
The 4 <sup>th</sup> reporting period	1/1/2020 – 30/3/2020	7/4/2020
The 5 <sup>th</sup> reporting period	1/4/2020 – 30/6/2020	10/7/2020



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<i>The 6<sup>th</sup> reporting period</i>	<i>1/7/2020 – 30/9/2029</i>	<i>10/10/2020</i>
<i>The 7<sup>th</sup> reporting period</i>	<i>1/10/2020 – 31/12/2020</i>	<i>10/1/2021</i>
<i>The 8<sup>th</sup> reporting period</i>	<i>1/1/2021 – 30/3/2020</i>	<i>10/4/2021</i>

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

For the purpose of reporting by the coordinator to the Executive Agency, beneficiary shall have to submit his reports to the coordinator, using the reporting forms (consisting of the narrative and financial part) available on the website of the Executive Agency:

[https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space/capacity-building-in-field-higher-education-2017\\_en](https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space/capacity-building-in-field-higher-education-2017_en):

<i>Type of the report</i>	<i>Deadline for submission of the reports by the coordinator to the Executive Agency</i>	<i>Deadline for submission of the reports by the beneficiary to the coordinator</i>
<i>The progress report on the implementation of the action</i>	<i>(at the latest) half-way through the eligibility period, on 14/4/2019</i>	<i>at the latest 10 days before 14/4/2019</i>
<i>Final report</i>	<i>two months after the end of the contractual period, on 14/12/2020</i>	<i>14/11/2020</i>

In case the beneficiary does not provide all required reports with appropriate and accurate information therein, together with financial statements and copies of supporting documents within 10 working days from the date(s) stated above, coordinator will inform beneficiary's project manager about this in written form, with the beneficiary's legal representative in carbon copy. Failure to provide all requested documents and information within 10 working days from the date of coordinator's notice will result in suspending further instalments of the Erasmus+ grant contribution to the beneficiary. The coordinator reserves the right to consult the Executive Agency if the activities declared by beneficiary and/or delivered outputs are questionable.

The coordinator shall provide the beneficiary with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion. All reports must be drawn up in EURO.



### 3.4 Partners' technical reports

Technical reports should provide the clear picture on the progress of project activities, time and quality of deliverables and results, to what extent the progress indicators are achieved, as well as introduction of changes into the Work plan (if any). For technical reporting, partners should use Technical report (Annex 11) describing the activities carried out and their results during the reporting period.

The Technical report is structured as follows:

- ☐ Statistics and indicators (Annex L-1)
- ☐ Table of achieved/planned results (Annex L-2)

The major part of the Technical report is consisted of the Table of achieved/planned results (one table per workpackage), with following describing elements:

- ☐ Activities carried out and indicators of achievement,
- ☐ Planned activities and indicators for progress,
- ☐ Any proposed changes (people involved, budget, remaining activities ...).

### 3.5 Partner financial reports

Partner financial reports are linked to transfer of instalments of the Erasmus plus grant by the Coordinator. Information contained in the reports will be reviewed by PMC as part of the quality control and monitoring process. The Coordinator can submit Final report, as well as financial statements to the EACEA on behalf of all beneficiaries only based on inputs received from all partners. Therefore, in order to provide adequate information on the expenditure made within the project, each beneficiary has to submit a partner financial report to the Coordinator consisting of:

- ☐ Financial statement (Annexes M-1, M-2, M-3, M-4, M-5) presenting the costs incurred during the reporting period:
  - ☐ Final Financial Statement (Annex M-1)
  - ☐ Staff costs table (Annex M-2)
  - ☐ Travel costs & costs of stay table (Annex M-3)
  - ☐ Equipment costs table (only for PC higher education institutions) (Annex M-4)
  - ☐ Co-financing table (Annex M-5).
- ☐ Supporting documents (Annex O of this Guideline).

PROJECT MANAGEMENT GUIDELINES

- Annex 13 - Partner financial report
  - Annex 13 a - Final Financial Statement ([Financial Statements published on EACEA website 26 January 2018](#)), (sheet Final Financial Statement)
  - Annex 13 b - Staff costs table ([Financial Statements published on EACEA website 26 January 2018](#)), (sheet Staff Costs)
  - Annex 13 c - Travel costs & costs of stay table ([Financial Statements published on EACEA website 26 January 2018](#)), (sheet Travel costs & costs of stay)
  - Annex 13 d - Equipment costs table ([Financial Statements published on EACEA website 26 January 2018](#)), (sheet Equipment costs)
  - Annex 13 e - Co-financing table ([Financial Statements published on EACEA website 26 January 2018](#)), (sheet Cofinancing)
- )
- Annex 13-1 - Work progress report template
- Annex 14- Supporting documents
  - 14-1 Joint Declaration ([Joint Declaration](#)),
  - 14-2 Individual Travel Report ([Individual Travel Report ITR](#)),
  - 14-3 Timesheet ([Time Sheet](#)).
  - Various accounts and evidence of the payment made

## Examples

### Annex 13 a - Final Financial Statement (cbhe\_2015\_-\_annex\_vi\_-\_financial\_statements.xlsm, sheet Final Financial Statement)

ANNEX VI - FINAL FINANCIAL STATEMENT									
Project Number								Co-financing (for information only)	
								0.00	
Budget Headings	1. Grant Awarded (in EUR)	2. Budget Spent (in EUR)							
1. Staff Costs	0.00	0.00							
2. Travel Costs	0.00	0.00							
3. Costs of Stay	0.00	0.00							
4. Equipment Costs	0.00	0.00							
5. Subcontracting Costs	0.00	0.00							
A. Grant for Project Activities	0.00	0.00							
B. Additional Grant for Special Mobility Strand	0.00	0.00							
Total Grant requested from the European Union (A + B)	0.00	0.00							
DISTRIBUTION OF THE GRANT BY ORGANISATION (in EUR)									
Partner N°	Name of Partner	Country	PR/PA	1. Staff Costs	2. Travel Costs	3. Costs of Stay	4. Equipment Costs	5. Subcontracting Costs	Total Costs (in EUR)
P1				-	-	-	-	-	-
P2				-	-	-	-	-	-
P3				-	-	-	-	-	-
P4				-	-	-	-	-	-
P5				-	-	-	-	-	-
P6				-	-	-	-	-	-

(2)

(3)

- (1) Enter the Grant awarded to your institution per categories
- (2) Enter the name of your institution
- (3) Click arrow to select country

PROJECT MANAGEMENT GUIDELINES

Anex 13b - Staff costs table (cbhe\_2015\_-\_annex\_vi\_-\_financial\_statements.xlsm, sheet Staff Costs)

Add Row		Delete Row		Duplicate Row		1. Staff Costs							
Total (EUR)				0.00									
Work Package	Partner N°	Name of Partner (to encode in the final financial statement sheet)	Country (to encode in the final financial statement sheet)	Supporting Document Ref.	Name of Staff Member	Staff category	Short description of tasks	From (dd/mm/yy)	To (dd/mm/yy)	Number of days (A)	Maximum Unit cost per day (in EUR) (B)	Total Calculated (in EUR) (A x B)	Check Data Encoding
(1)	(2)			(3)	(4)	(5)	(6)	(7)	(8)	(9)			

(1) Click arrow to select Work Package

- ☐ Preparation
- ☐ Development
- ☐ Quality Plan
- ☐ Dissemination/Exploitation
- ☐ Management

(2) Click arrow to select Partner Number

- ☐ P1 Faculty of Medicine University of Belgrade, Belgrade, Serbia
- ☐ P2 Faculty of Medical Sciences University of Kragujevac, Kragujevac, Serbia
- ☐ P3 Faculty of Medicine University of Tuzla, Bosnia and Herzegovina
- ☐ P4 Faculty of Medicine University of Banja Luka, Bosnia and Herzegovina
- ☐ P5 Faculty of Medicine University of Podgorica, Montenegro
- ☐ P6 Faculty of Medicine University of Florence, Italy
- ☐ P7 Faculty of Medicine University of Ljubljana, Slovenia
- ☐ P8 Faculty of Medicine University of Rijeka, Croatia
- ☐ P9 University Clinical Hospital Center "Dr Dragisa Misovic-Dedinje " Belgrade, Serbia

(3) Please encode supporting document reference

(4) Insert Name of staff member

(5) Please click arrow to select Category of tasks

- ☐ Manager
- ☐ Teacher/Trainer/Researcher
- ☐ Technical Staff
- ☐ Administrative Staff

(6) Please encode short description

(7) Please encode date (format must be dd/mm/yy)

(8) Please encode date (format must be dd/mm/yy)

(9) Please encode number of days (whole number only)

PROJECT MANAGEMENT GUIDELINES

Anex 13c - Travel costs & costs of stay table (cbhe\_2015\_-\_annex\_vi\_-\_financial\_statements.xlsm, sheet Travel costs & costs of stay)

Add Row	Delete Row	Duplicate Row	Distance calculator	2-3. Travel Costs & Costs of Stay												
Total Travel Costs (in EUR)				0.00												
Total Costs of Stay (in EUR)				0.00												
Work Package	Partner ID	Name of Partner (to encode in the first financial statement sheet)	Country (to encode in the first financial statement sheet)	Supporting Document Ref.	Name of the Person travelling	Student/Staff	City and Country of Departure	City and Country of Destination	Departure Date (dd/mm/yyyy)	Return Date (dd/mm/yyyy)	Number of days for Costs of Stay	Travel Distance (in KM)	Maximum Travel Costs calculated (EUR)	Maximum Costs of Stay calculated (EUR)	Total calculated (EUR)	Check Data Encoding
	-														0.00	0.00
1	2			3	4	5	6	7	8	9	10	11				

(1) Click arrow to select Work Package

- ☐ Preparation
- ☐ Development
- ☐ Quality Plan
- ☐ Dissemination/Exploitation
- ☐ Management

(2) Click arrow to select Partner Number

- ☐ P1 Faculty of Medicine University of Belgrade, Belgrade, Serbia
- ☐ P2 Faculty of Medical Sciences University of Kragujevac, Kragujevac, Serbia
- ☐ P3 Faculty of Medicine University of Tuzla, Bosnia and Herzegovina
- ☐ P4 Faculty of Medicine University of Banja Luka, Bosnia and Herzegovina
- ☐ P5 Faculty of Medicine University of Podgorica, Montenegro
- ☐ P6 Faculty of Medicine University of Florence, Italy
- ☐ P7 Faculty of Medicine University of Ljubljana, Slovenia
- ☐ P8 Faculty of Medicine University of Rijeka, Croatia
- ☐ P9 University Clinical Hospital Center "Dr Dragisa Misovic-Dedinje " Belgrade, Serbia

(3) Please encode supporting document reference

(4) Please encode the name of the person travelling

(5) Click arrow to select category

- ☐ Student
- ☐ Staff

(6) Please encode city and country of departure

(7) Please encode city and country of destination

(8) Please encode date (format must be dd/mm/yy)

(9) Please encode date (format must be dd/mm/yy)

(10) Please encode number of days (max 60 days for student and max 90 days for staff – whole number only)

(11) Please encode distance in kilometers (no decimals)

PROJECT MANAGEMENT GUIDELINES

**Anex 13d - Equipment costs table (cbhe\_2015\_-\_annex\_vi\_-\_financial\_statements.xlsm, sheet Equipment costs) - for PC countries only**

4. Equipment Costs													
Total (EUR)		0.00											
Work Package	Partner N°	Name of Partner benefitting from the equipment (to encode in the final financial statement sheet)	Country (to encode in the final financial statement sheet)	Supporting Document Ref.	Invoice Date (dd/mm/yy)	Nature, type and specifications of the item	Providing company	VAT and Taxes charged to the project?	Amount indicated on the invoice	Currency indicated on the invoice	Exchange Rate Used	Amount charged to the project (in EUR)	Check Data (Encoded)
1	2			3	4	5	6	7	8	9		10	

- ☐ Click arrow to select Work Package
  - ☐ Preparation
  - ☐ Development
  - ☐ Quality Plan
  - ☐ Dissemination/Exploitation
  - ☐ Management
- ☐ Click arrow to select Partner Number
  - ☐ P1 Faculty of Medicine University of Belgrade, Belgrade, Serbia
  - ☐ P2 Faculty of Medical Sciences University of Kragujevac, Kragujevac, Serbia
  - ☐ P3 Faculty of Medicine University of Tuzla, Bosnia and Herzegovina
  - ☐ P4 Faculty of Medicine University of Banja Luka, Bosnia and Herzegovina
  - ☐ P5 Faculty of Medicine University of Podgorica, Montenegro
  - ☐ P9 University Clinical Hospital Center "Dr Dragisa Misovic-Dedinje " Belgrade, Serbia
- ☐ Please encode supporting document reference
- ☐ Please encode date (format must be dd/mm/yy)
- ☐ Please encode nature, type and specifications
- ☐ Please encode the name of the company providing the service
- ☐ Please click arrow to inform if amount of VAT has been charged
  - ☐ Y (yes)
  - ☐ N (no)
- ☐ Please encode the amount indicated on the invoice
- ☐ Please encode the currency indicated on the invoice (even in EUR)
- ☐ Please encode total amount charged to the project (2 decimals only)

## PROJECT MANAGEMENT GUIDELINES

**Anex 13e - Co-financing table (cbhe\_2015\_-\_annex\_vi\_-\_financial\_statements.xlsm, sheet Cofinancing)**

Co-financing (for information only)							
Total (EUR)		0.00					
Partner N°	Name of Partner (to encode in the final financial statement sheet)	Country (to encode in the final financial statement sheet)	Budget Heading*	Source of Co-financing**	Nature, type and specifications of the item***	Amount (in EUR)	Check Data Encoding
1			2	3	4	5	

(1) Click arrow to select Partner Number

- ☐ P1 Faculty of Medicine University of Belgrade, Belgrade, Serbia
- ☐ P2 Faculty of Medical Sciences University of Kragujevac, Kragujevac, Serbia
- ☐ P3 Faculty of Medicine University of Tuzla, Bosnia and Herzegovina
- ☐ P4 Faculty of Medicine University of Banja Luka, Bosnia and Herzegovina
- ☐ P5 Faculty of Medicine University of Podgorica, Montenegro
- ☐ P6 Faculty of Medicine University of Florence, Italy
- ☐ P7 Faculty of Medicine University of Ljubljana, Slovenia
- ☐ P8 Faculty of Medicine University of Rijeka, Croatia
- ☐ P9 University Clinical Hospital Center "Dr Dragisa Misovic-Dedinje " Belgrade, Serbia

(2) Please click arrow to select budget heading e.g. Equipment, staff costs, travel costs and/or costs of stay, printing & publishing

(3) Please encode source of co-financing e.g. governmental grant, organization/institution's own resources

(4) Please encode the nature, type and specifications of the item e.g. Printing course material (200 copies), renting conference premises (2 days, 100 participants) etc.

(5) Please encode amount (2 decimals only)

**ANNEX 14 - Supporting documents**

**14-1** Joint Declaration

**14-2** Individual Travel Report

**14-3** Timesheet

## Anex 14-1 - Joint Declaration

### ANNEX II

#### JOINT DECLARATION

Ref. No.....

Project No. 573806-EPP-1-2016-1-RS-EPPKA2-CBHE-JP

The reference number must correspond to the progressive numbering indicated in the financial statements of the final report

FROM .....

Hereinafter "the Institution"\*

AND

Name: .....

Address: .....

Hereinafter "the Staff member"\*

#### THE INSTITUTION AND THE STAFF MEMBER HEREBY CERTIFY THAT:

- The Institution is a member of the partnership for the above-mentioned project.
- The Staff member is either:
  - employed by the Institution and is part of its payroll system YES/NO
  - or
  - a natural person \*\* assigned to the project on the basis of a contract against payment YES/NO
- The Institution and Staff member agree that the Staff member has worked on this project and performed the following duties during the project's eligibility period.

	dd/mm/yy		dd/mm/yy
FROM		TO	

Please describe the outputs produced (short overall indication since detailed information has to be given in the accompanying time-sheet):

.....

- Please complete the following information.

Staff category (Manager / Researcher, Teacher, Trainer / Technician / Administrative staff)	
Country of the Institution	
Number of days worked and charged to the project (according to time-sheet)	

- This declaration does not alter in any way the employment conditions/assignment already existing between the Institution and the Staff member and is established solely for the purpose of justifying the Staff costs that the Institution will charge to the Erasmus+ Capacity Building in Higher Education grant.

Done in .....

Date .....

Name.....

Function .....

Institution .....

Staff member name.....

Signature and Stamp of the Institution

Signature of the Staff member

\*The declaration must be signed by the person concerned, then signed and stamped by the person responsible in the Institution where this person worked for the project. The Institution must be a member of the partnership.

\*\* A natural person (individual) can be assigned to the action also on the basis of e.g. a civil contract, a free-lance contract, an expert contract, a service contract with self-employed person ("in house consultant") or a secondment to the Institution against payment. The costs of such natural persons working under the action may be assimilated to the costs of personnel, if:

(i) the person works under conditions similar to those of an employee (in particular regarding the way the work is organised, the tasks that are performed and the premises where they are performed); and

(ii) the result of the work belongs to the Institution (unless exceptionally agreed otherwise); and

(iii) the costs are not significantly different from the costs of staff performing similar tasks under an employment contract within the institution



PROJECT MANAGEMENT GUIDELINES

## Anex 14-2 Individual Travel Report

### ANNEX III - INDIVIDUAL TRAVEL REPORT for travel costs and costs of

**stay** To be filled in by each participant

In case of circular/multiple travels, please fill in separate Individual Travel Reports.

**Ref. No.**.....**Project No.** .....

The reference number must correspond to the progressive numbering indicated in the financial statements in the final report

#### (1) PERSONAL DATA

Surname: ..... Forename: .....

Nationality: .....

Home institution: .....

Staff position/ student year of study at home institution: .....

#### (2) TYPE OF ACTIVITY (Tick as appropriate)

##### STAFF

<input type="checkbox"/>	Teaching/training assignment
<input type="checkbox"/>	Training and retraining purposes
<input type="checkbox"/>	Updating programmes and courses
<input type="checkbox"/>	Practical placements in companies, industries and institutions
<input type="checkbox"/>	Project management related meetings
<input type="checkbox"/>	Workshops and visits for result dissemination purposes

##### STUDENTS

<input type="checkbox"/>	Study period
<input type="checkbox"/>	Participation in intensive courses
<input type="checkbox"/>	Practical placements, internships in companies, industries or institutions
<input type="checkbox"/>	Participation in short term activities linked to the management of the project

#### (3) DETAILS OF THE TRAVEL

<b>PERIOD*</b>	From (Depart date) (dd/ mm/yy)	To (Return date) (dd/ mm/ yy)
<b>PLACE OF DEPARTURE**</b>	HOME INSTITUTION .....	
	COUNTRY..... CITY.....	
<b>PLACE OF DESTINATION/ LOCATION OF ACTIVITY</b>	HOST INSTITUTION .....	
	COUNTRY..... CITY.....	
<b>TRAVEL DISTANCE***</b>	Km .....	

\*Please indicate period of travel from departure to return to place of origin

\*\* If different from Home institution please enclose authorization from the Agency

\*\*\*Travel distance in Km (One-way travel using distance calculator:[http://ec.europa.eu/programmes/erasmus-plus/tools/distance\\_en.htm](http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm)) from place of departure to location of activities

#### (4) DETAILS OF THE ACTIVITY

<b>DATES</b> (excluding travel)	<b>From (date):</b> ..... <b>To (date):</b> .....
<b>DESCRIPTION OF ACTIVITY(IES) PERFORMED</b> (brief description of the activities performed)	
.....	
.....	
.....	
.....	

#### SIGNATURE OF THE PARTICIPANT

I hereby declare that I have been carrying out the above -mentioned activities.

Date:.....

Signature: .....



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Anex 14-3 Timesheet

Add Row		Delete Row		PROJECT TIMESHEET	
Project number :					
Surname :					
First Name :					
Institution :					
Country :					
Position :					
Staff Category <sup>1</sup> :					
Year	Month	Number of Days	Work Package	Description of tasks performed and outputs produced	
Total days:		0			

<sup>1</sup> Please refer to Section 3.3.1.1 (Staff costs) of the Guidelines for the Use of the Grant. Time-sheets have to be attached to each Staff convention.

Signature of the staff member :

Signature of the person responsible in the institution (where the staff member is employed) :

\_\_\_\_\_

\_\_\_\_\_

The PMC will compile on regular basis all information obtained from the financial reports of the partners, but at least upon the receipt of the Reports.

The partner financial reports will be reviewed by the PMC and approved by the Coordinator, taking into consideration following assessment criteria:

- ☐ Conformity of the expenditures with the budget of the project;
- ☐ Eligibility of the expenditures;
- ☐ Correctness and completeness of all supporting documents;
- ☐ Correctness of applied exchange rates (where applicable);
- ☐ That any changes which occurred between budget categories are eligible and justified;
- ☐ Expenditures must be in conformity, including full eligibility, with the estimated Budget in accordance with Annex I of the Partnership Agreement.

In case that information in partner financial report is not complete or justified, the PMC will help and make recommendations on how this situation can be rectified prior to the final approval of the Report by the Coordinator. The Report approved in this way is the basis for the transfer of next instalment to the partner institution.

## 4. Financial management of the 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.

### 4.1 Payment cycle

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

A second pre-financing payment of 40% of the maximum amount specified in Article I.3 of the Grant Agreement shall be paid to the coordinator, subject to the following conditions:

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

Source: *Grant Agreement*

## 4.2 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 2017 (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/inforeuro/index\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/index_en.cfm).

Exchange rates for December 2017 are:

Serbia: 1 EUR = 119.4323 RSD

Bosnia and Herzegovina: 1 EUR = 1.95583 BAM

- ☐ from the date when the second pre-financing is received from EACEA until the end of the eligibility period, the rate of the month of the second pre -financing should be applied. It will be announced after the second pre-financing.

The coordinator shall submit the payment requests including the underlying financial statements, in euros. By way of derogation from Article II.23.4 of the Agreement, any conversion into euro of actual costs incurred in other currencies shall be made by the beneficiary at the monthly accounting rate established by the Commission and published on its website

([http://ec.europa.eu/budget/contracts\\_grants/info\\_contracts/inforeuro/inforeuro\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/inforeuro_en.cfm))

applicable:

- on the month of the receipt of the first pre-financing for all costs incurred until the second prefinancing is received and
- on the month of the receipt of the second pre-financing for all costs incurred until the end of the project.

The invoice date will be taken into account to determine the applicable monthly exchange rate. All coordinators have to respect this rule with regards to the exchange rate to be applied during the project life time. Requests for derogation will not be considered.

As specified in Article II.19.4 of the Agreement, exchange losses are not considered eligible and exchange gains do not need to be reported.

In addition, Excel files presenting the planned budget for each partner can be found on the HEPMP website as well.

## 4.3 Actual costs

Financial reporting for budget items based on actual costs (equipment, sub-contracting) will be based on the principle of the expenses actually incurred which will need to be duly documented.

### 4.3.1 Eligible costs

As specified in Article II.19.1 of the Agreement, "Eligible costs" of the action are costs actually incurred by the beneficiary which meet the following criteria:

- ☐ they are incurred in the period set out in Article I.2.2 (from 15-10-2017 until 14-10-2020), with the exception of costs relating to the request for payment of the balance and the corresponding supporting documents referred to in Articles II.23.2 and I.4.1;
- ☐ they are indicated in the estimated budget of the action set out in Annex III;
- ☐ they are incurred in connection with the action as described in Annex I and are necessary for its implementation;
- ☐ they are identifiable and verifiable, in particular being recorded in the accounting records of the beneficiary and determined according to the applicable accounting standards of the country where the beneficiary is established and with the usual cost accounting practices of the beneficiary;
- ☐ they comply with the requirements of applicable tax and national legislation; they are reasonable, justified, and comply with the principle of sound financial management, in particular regarding economy and efficiency.

Source: *Grant Agreement* (Article II.19.1)

### 4.3.2 Ineligible Costs

As specified in Articles I.10.4 and II.19.4 of the Agreement the following costs are not considered eligible:

- ☐ equipment such as: furniture, motor vehicles of any kind, equipment for research and development purposes, telephones, mobile phones, alarm systems and anti -theft systems;
- ☐ costs of premises (purchase, rent, heating, maintenance, repairs etc.); please note that the rent of premises for short events is not concerned;
- ☐ costs linked to the purchase of real estate;
- ☐ expenses for activities that are not carried out in the project beneficiaries' country, unless an explicit prior written authorization has been granted by the Agency;
- ☐ depreciation costs;
- ☐ return on capital;
- ☐ debt and debt service charges;
- ☐ provisions for losses or debts;

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- ☐ interest owed;
- ☐ doubtful debts;
- ☐ exchange losses;
- ☐ costs of transfers from the Agency charged by the bank of a beneficiary;
- ☐ costs declared by a beneficiary in the framework of another action receiving a grant financed from the Union budget (including grants awarded by a Member State and financed from the Union budget and grants awarded by other bodies than the Agency for the purpose of implementing the Union budget);
- ☐ contributions in kind from third parties;
- ☐ excessive or reckless expenditure;
- ☐ deductible VAT.

Source: *Grant Agreement* (Articles I.10.4 and II.19.4)

Any expenditure including VAT, duties and charges (such as customs and import duties) are not eligible unless the coordinator can provide an official document from the competent authorities proving that the corresponding costs cannot be recovered. In any case, taxes and duties have to be treated in accordance with the tax exemption agreement, signed between the European Union and the Partner Country for which the equipment or services are destined.

Upon request, the coordinator can obtain a certificate stating that the acquisition, delivery and installation of equipment and the provision of services in the Partner Countries are exempt from taxes, duties and charges if a Common Framework Agreement (“Financing Agreement” in the case of the Partner Countries in the Western Balkans) has been signed between the European Commission and the Partner Country. This document should normally be sufficient to obtain a tax exemption. However, practice shows that a tax exemption can be difficult to obtain in certain Partner Countries, even if the European Commission has signed agreements with the governments of those Partner Countries.

The certificate cannot be used to purchase equipment or services exempt from taxes (including VAT) within the European Union. However, equipment purchased within the EU with a view to being immediately exported to Partner Countries in the framework of the Capacity Building Projects may be exempted from taxes (including VAT), duties and charges in accordance with the normal rules.

### 4.3.3 Award of contracts and tendering procedure

In addition to the provisions set out in Article II.9 and Article II.10 of the General Conditions of the Grant Agreement, where the value of a contract awarded in accordance with those Articles is over EUR 25.000 and less than EUR 134.000, the beneficiaries shall launch a tendering procedure and obtain competitive offers from at least three suppliers and retain the one offering best value for money, observing the principles of transparency and equal treatment of potential contractors and taking care to avoid conflicts of interests. Where the estimate value of

a contract to be awarded in accordance with those Articles exceeds EUR 134.000, national legislation will be applicable.

When it comes to tendering a key aim of each beneficiary institution is to purchase the most qualitative equipment/services/supplies at the best price (sound financial management) while the required equipment/services/supplies are made available within agreed timeframes. **Tender specifications** are mandatory and instrumental in achieving this goal.

Tender specifications describe **what the beneficiary institution is going to buy**. The quality of the description determines not only the quality it will get, but also the price that it will pay.

The tender specifications must always indicate:

- ☐ the **exclusion** and **selection criteria** that must be fulfilled by tenderers (analysis of the tenderers),
- ☐ the **award criteria** and their relative weighting (analysis of the quality and price),
- ☐ the **technical requirements**, i.e. the technical specifications (including, whenever relevant, the minimum technical requirements).

The following general requirements should also be followed as principles:

- ☐ the description must be comprehensive, clear, precise and transparent,
- ☐ the tender specifications must ensure equal access to tenderers (equal treatment and non-discrimination) and must not have the effect of creating unjustified obstacles to competitive tendering (widest competition possible),
- ☐ the choice of the criteria described above (exclusion, selection and award) has to be proportional in relation to the subject and the value of the purchase,
- ☐ sound financial management,
- ☐ establishment of an evaluation committee.

Each tendering procedure must contain at least the following elements:

- ☐ Invitation to tender
- ☐ Tender specifications
- ☐ Minutes of the tender opening
- ☐ Tender evaluation report from the evaluation committee
- ☐ Commercial offers.

When preparing the tender specifications, the beneficiaries should make sure to address all the issues underlined below:

### Information on tendering

The information provided in this part of the tender specifications is of a more administrative nature. It addresses issues such as:

- ☐ participation in the procedure (access to the market),
- ☐ contractual conditions,
- ☐ joint tenders,
- ☐ subcontracting,

- ☐ content and period of validity of the tenders,
- ☐ identification of tenderers (legal capacity and status).

### **Title, purpose and context**

The title should, as much as possible, be short and precise and refer to the subject of the contract. It must be used consistently throughout the documents issued during the procedure.

The beneficiaries have to provide with as much background information and (Internet based) reference documents as possible. This will help avoiding potential unequal treatment of tenderers.

### **The technical specifications**

The technical specifications describe what the beneficiary's institution is going to buy.

The description should be comprehensive, clear and precise. Providing tenderers with the fullest possible information is the only way to avoid possible unequal treatment.

It should include the characteristics and technical requirements of the products, services or materials to be ordered, considering the purpose for which they are intended by beneficiary's institution. These characteristics may include:

- ☐ the quality levels,
- ☐ the levels and procedures of conformity assessment,
- ☐ safety or dimensions, including, for supplies, the sales name and user instructions, and, for all contracts, terminology, symbols, testing and test methods, packaging, marking and labelling, production procedures and methods,
- ☐ delivery and payment terms,
- ☐ warranty service and technical support conditions.

In marginal cases where it is not possible to provide a sufficiently detailed and intelligible description of the subject of the contract, the description must be followed by the words "or equivalent".

The duration of execution of tasks must also be specified. It is recommended to include the period of approval of deliverables in the period of execution of the tasks.

### **Estimate value of the contract**

The estimate value of the contract must be specified. Indeed, it is essential that interested economic operators are perfectly aware about the size of the contract they are competing for.

### **Evaluation and award of the contract**

This part of the tender specifications describes the evaluation process and specifies the different types of criteria which will be applied to decide on the award of the contract:

- ☐ the **exclusion criteria** allow the beneficiary to determine whether an economic operator is qualified to participate in the tendering procedure.



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- the **selection criteria** is to allow the beneficiary to determine whether a tenderer has the financial, economic, technical and professional capacity necessary to carry out the work and in principle they relate to their past experience. Selection criteria are not exhaustive and are general in nature. They must be drafted in a non-discriminatory manner that is consistent with the purpose and complexity of the future contract.
- finally, the **award criteria** will allow the beneficiary to choose the best tender out of those submitted by tenderers which are not excluded, and which meet the selection criteria. Award criteria deal with the quality and price of the tender, without ever going back to the capacity of the tenderer or its past performance.

The **award method will be the "best value for money"** meaning that the winning tender is the one offering the best quality/price ratio, taking into account the criteria announced in the specifications.

#### 4.3.4 Equipment

This budget heading may be used to support the purchase of equipment on the condition that such equipment is not ineligible (see section 3.2.2) and is directly relevant to the objectives of the project. This could include, for example, (e-)books and periodicals, fax machines, photocopying machines, computers and peripherals (including notebooks/laptops and tablets), software, machines and equipment for teaching purposes, laboratory supplies (teaching purposes), video -projectors (hardware) and video-presentations (software), television sets, installing/setting up of communication lines for internet connection, access to databases (libraries and electronic libraries outside the partnership) and clouds, equipment maintenance, insurance, transport and installation costs.

Equipment costs will be reimbursed on the basis of the eligible costs actually incurred. It is intended **exclusively** for the Partner Country Higher Education Institutions which are included in the partnership where it must be installed as soon as practically possible. Under no circumstances may equipment be purchased for any Programme Country institution/organization or for non-higher education institutions in the Partner Countries. The equipment must be recorded in the inventory of the institution where it is installed; this institution is the sole owner of the equipment. **All equipment purchased with the Erasmus+ CBHE funds must bear an Erasmus+ sticker provided by the Agency.**

Equipment should be instrumental to the objectives of the project and should therefore be purchased at the beginning of the project implementation period. The procurement and delivery of equipment to Partner Country institutions is often a rather complex procedure that should be taken into consideration at the planning stage. VAT is not considered as an eligible project cost. Therefore, the measures for the exemption should be launched sufficiently in advance to the purchase of the equipment.

Hiring of equipment may be considered eligible only in exceptional and duly justified circumstances, provided that prior written authorization has been given by the Agency. The costs to be declared can only be those incurred during the eligibility period.

The following costs are not considered eligible: equipment such as furniture, motor vehicles of any kind, equipment for research and development purposes, telephones, mobile phones, alarm systems and anti-theft systems.

Compared to the equipment as specified in the original application, minor adaptations in terms of quantity and product in the purchased equipment can be accepted without prior authorization provided that the budgetary ceilings are respected, the corresponding equipment items are eligible, the modification can be justified and is related with the project objectives.

In case of significant changes of the equipment to be purchased compared to the equipment as specified in the original application, prior written authorization from the Agency should be given during project implementation.

In any case of doubt the coordinator shall contact the Agency and ask for prior written approval based on clear justifications. It is however the responsibility of the coordinator to ensure that in case approval is given, the purchased items comply with the eligibility criteria since the verification of the eligibility of the specific equipment items will only be carried out following the submission of the final report.

The total expenses for Equipment may not exceed 30% of the maximum grant as specified in Article I.3 of the Agreement, excluding the 10% flexibility.

### **Supporting documents:**

For the purpose of any **financial evaluation and/or audit**, beneficiaries will have to **retain with the project accounts** the following supporting documents:

- ☐ Invoice(s) and bank statement(s) for all purchased equipment (please note that order forms, pro-forma invoices, quotations or estimates are not considered as proof of expenditure).
- ☐ When the threshold of EUR 25.000 is exceeded and below EUR 134.000, documentation on the tendering procedure and three quotations from different suppliers.
- ☐ When the threshold of EUR 134.000 is exceeded, documentation on the tendering procedure applied according to national legislation.
- ☐ Proof that the equipment is recorded in the inventory of the institution.

The beneficiaries may not split the purchase of equipment into smaller contracts below the threshold.

In addition, the declared costs must be identifiable and verifiable, in particular being recorded in the accounting system of the beneficiary. Furthermore, the equipment must be properly registered in the inventory of the institution concerned.

**The following documents must be provided** with the Final Financial statement:

- ☐ For equipment with a total value of more than EUR 25.000, a copy (not original) of the invoice(s) and the competitive offers must be sent as supporting documents.
- ☐ Any prior authorization from the Agency.

### 4.3.5 Subcontracting

Subcontracting refers to the implementation of specific tasks being part of the action, by a third party, to which a service contract has been awarded by one or several beneficiaries. Subcontracting is intended for specific, time-bound, project-related tasks which cannot be performed by the Consortium members themselves. It includes self-employed / free-lance experts. Sub-contracting to external bodies should be very occasional. The specific competences and particular expertise needed to reach the project objectives should be found in the consortium and should determine its composition. Sub-contracting for project-management related tasks is therefore not eligible.

Subcontracting costs for the maintenance of any equipment purchased for the project may be included under the budget heading Equipment.

Subcontracting costs will be reimbursed based on the eligible costs actually incurred (actual costs).

Typical activities which may be sub-contracted (provided they are not carried out by beneficiaries' staff) are:

- ☐ Evaluation activities and auditing (Certificate on the Financial Statement),
- ☐ IT courses,
- ☐ Language courses,
- ☐ Printing, publishing and dissemination activities,
- ☐ Translation services,
- ☐ Web design and maintenance,
- ☐ Logistic support for the organization of events.

In order to prevent double funding by the grant, catering and hospitality costs (e.g. during project events) for participants receiving Costs of Stay cannot be covered by subcontracting. Under no circumstances should these costs be charged to the project twice.

In all cases, tasks to be subcontracted must have been identified in the proposal (based on relevant supporting information, along with clear reasons as to why the task cannot be carried out by the beneficiaries) and the estimated amount entered in the budget. Sub-contracting initially not foreseen in the budget will need prior written authorization from the Agency during project implementation.

In the event of subcontracting over EUR 25.000, the provisions set under section 3.2.5 'Award of Contracts' will apply.

Subcontracting must be done based on a contract, which should describe the specific task being carried out and its duration. It must include a date, project number and the signature of both parties. Beneficiaries and their staff members are not allowed to operate in a subcontracting capacity for the project.

The actual travel costs and costs of stay related to subcontracted service providers have to be declared under the subcontracting budget heading and be justified and documented.

The total expenses for Subcontracting may not exceed 10% of the maximum grant as specified in Article I.3 of the Agreement, without taking into account the 10% flexibility.

### Supporting documents

For the purpose of any **financial evaluation and/or audit**, beneficiaries will have to **retain with the project accounts** the following supporting documents:

- ☐ Invoices, subcontracts and bank statements.
- ☐ In the case of travel activities of subcontracted service provider, copies of travel tickets, boarding passes, invoices and receipts, or for car travel a copy of the internal regulations on the reimbursement rate per km. The aim of the supporting documentation is to demonstrate that the activities took place.
- ☐ When the threshold of EUR 25.000 is exceeded and below EUR 134.000, documentation on the tendering procedure and three quotations from different suppliers.
- ☐ When the threshold of EUR 134.000 is exceeded, documentation on the tendering procedure applied according to national legislation.
- ☐ Tangible outputs/products

In addition, the declared costs must be identifiable and verifiable, in particular being recorded in the accounting system of the beneficiary.

The **following documents must be provided** with the Final Financial statement:

- ☐ When the total value of the subcontract amounts to more than EUR 25.000, the copies (not original) of the subcontract, the invoice and the competitive offers must be sent as supporting documents.
- ☐ Any prior authorization from the Agency.

### 4.4 Unit Costs

Financial reporting for budget items based on unit costs (contribution to staff costs, travel costs and costs of stay) will be based on the principle of the "triggering event". Beneficiaries will have to prove that the activities have been actually and properly implemented and/or that the expected output(s) have been produced but they will not have to justify the level of spending. As a consequence, beneficiaries will have flexibility in the way they manage the funds awarded to cover the expenses necessary for the implementation of the activities concerned. These activities must be implemented during the eligibility period set out in the Agreement.

#### 4.4.1 Staff costs

This budget heading contributes to the cost of staff for all beneficiaries when they are performing tasks which are directly necessary to the achievement of the objectives of the project. These costs are supported on the basis of unit costs.

The unit costs to be applied for Staff costs are those defined in the table in Annex I of the Guidelines for the Use of Grant and take into account two variables: the type of staff category and the country in which the staff member is employed:

Country	Manager	Teacher/Trainer /Researcher	Technician	Administrative staff
AMOUNTS IN EURO PER DAY				
Serbia	108	80	57	45
Montenegro	108	80	57	45
Bosnia and Hercegovina	108	80	57	45
Italy	280	214	162	131
Slovenia	164	137	102	78
Croatia	88	74	55	39

**Each unit cost corresponds to an amount in Euro per working day per staff.**

The applicable staff categories to be applied are the following\*:

- ☐ **Managers** (including legislators, senior officials and managers) carry out top managerial activities related to the administration and coordination of project activities.
- ☐ **Researchers, teachers and trainers** (RTT) typically carry out academic activities related to curriculum/training programme development, development and adaptation of teaching/training materials, preparation and teaching of courses or trainings.
- ☐ **Technical staff** (including technicians and associate professionals) carries out technical tasks such as book-keeping, accountancy, in-house translation activities.
- ☐ **Administrative staff** (including office and customer service clerks) carries out administrative tasks such as secretarial duties. Students can work for the project and can be considered as administrative staff, provided that they have signed a work contract with a consortium beneficiary institution.

\*Students can work for the project and their salaries can be paid from Staff costs (administrative staff) provided that they have signed a work contract with a consortium member institution

The Staff category to be applied will depend on the work to be performed in the project and not on the status or title of the individual.

The unit cost to be applied is the one corresponding to the country in which the staff member is employed, independently of where the tasks will be executed.

The calculation of the grant is based exclusively on the application of the unit costs and is independent from the actual remuneration of the staff involved.

The grant for Staff costs is calculated by multiplying the unit cost (corresponding to the applicable category of country and staff) by the total number of days spent on the implementation of the project per staff member. One working day is defined according to the applicable national legislation.

Declared working days per individual will not exceed 20 days per month or 240 days per year.

### Supporting Documents

Beneficiaries do not need to justify the level of spending. For activities funded with unit costs, the supporting documents will have to demonstrate that the volume and/or the nature of the activities actually implemented, justify the number of unit costs charged to the grant.

For the purpose of any **financial evaluation and/or audit**, beneficiaries will have to **retain with the project accounts** the following supporting documents:

- ☐ The existence of a formal contractual relationship between the employee and the employer. Furthermore, for non-permanent staff and/or not appearing in the payroll system, the beneficiary must be able to demonstrate that the conditions have been fulfilled.
- ☐ A duly filled-in **Joint Declaration** (Annex O-1 of this Guideline) for each person employed by the project. The declaration must be signed by the person performing the activity then countersigned and stamped by the person responsible (e.g. rector, dean) in the institution that employed this person. For staff performing different categories of tasks a separate declaration must be signed for each type of activity.
- ☐ **Time-sheets** (Annex O-3 of this Guideline) have to be attached to each joint declaration. They must be signed by the person concerned and countersigned by the person responsible in the institution that employed this person. They must indicate the following:
  - ☐ the project reference,
  - ☐ the name of the person performing the tasks, his/her position and the staff category,
  - ☐ the institution and the country where the person are employed,
  - ☐ the number of days worked for the corresponding month and year,
  - ☐ the description of the tasks performed, the outputs produced and the related work package.
- ☐ Any material evidence allowing to verify that the declared workloads correspond to actual activities/outputs (e.g. attendance lists for lectures given, tangible outputs / products, salary slips, etc.).
- ☐ Proof that a payment has been made.



#### 4.4.2 Travel costs and Costs of Stay

This budget heading contributes to the costs of travel and stay for staff and students participating in activities directly related to the achievement of the project. These costs are covered on the basis of unit costs.

The unit costs to be applied are those defined in the Guidelines and are calculated taking into account the following variables: the travel distance (for travel costs) and the duration in days (for costs of stay).

Travel distances must be calculated using the distance calculator supported by the European Commission:

[http://ec.europa.eu/programmes/erasmus-plus/tools/distance\\_en.htm](http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm)

The beneficiary must identify the distance of a one-way travel to calculate the amount of the EU grant that will support the round trip. Financial support will be provided only for travels that are directly related to the achievement of the objectives of the project.

Distance band	Unit cost per participant
Between 10 and 99	20 EUR
Between 100 and 499 KM	180 EUR
Between 500 and 1999 KM	275 EUR
Between 2000 and 2999 KM	360 EUR
Between 3000 and 3999 KM	530 EUR
Between 4000 and 7999 KM	820 EUR
8000 KM or more	1100 EUR

Source: *Guidelines for the Use of Grants*

#### Staff

Any category of staff (e.g. managers, researchers, trainers, teachers, technical and administrative staff) under official contract with the beneficiary institutions and involved in the project may benefit from financial support for travel and subsistence provided it is directly necessary to the achievement of the objectives of the project.



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Travels are intended for the following activities:

Activities	Duration	Location of activity	Staff from PC-to PC	Staff from PC-to PgC	Staff from PgC-to PC	Staff from PgC-to PgC
Teaching/training assignments	Max. 3 months	Activities must take place in project beneficiaries' countries unless explicit prior written authorisation from the Agency	X	X	X	X
Training and retraining purposes			X	X	Not eligible	
Updating programmes and Courses			X	X	X	X
Practical placements in companies, industries and institutions			X	X	Not eligible	
Project management related meetings			X	X	X	X
Workshops and visits for results dissemination purposes			X	X	X	X

PC = Partner Country

PgC = Programme Country

### Supporting documents:

Beneficiaries do not need to justify the level of spending. For activities funded with unit costs, the supporting documents will have to demonstrate that the volume and/or the nature of the activities actually implemented, justify the number of unit costs charged to the grant.

For the purpose of any **financial evaluation and/or audit**, beneficiaries will have to be able to justify/prove the following elements:

- ☐ The journeys actually took place.
- ☐ The journeys are connected to specific and clearly identifiable project-related activities. The following supporting documents must be **retained with the project accounts**:
- ☐ A duly filled-in **Individual Travel Report**. Supporting documentation will have to be attached to each travel report in order to demonstrate the fact that the travel and the activity actually took place (e.g. travel tickets, boarding passes with points of departure and destination, dates and name of the person travelling, invoices, receipts, proof of

attendance in meetings and/or events, agendas, tangible outputs/products, minutes of meetings). It will not be necessary to prove the actual cost of the travel.

### Specific rules for Travel Costs

The grant contributes to the travel of staff and students involved in the project, from their place of origin (home institution within the partnership) to the venue of the activity and return (including visa fee and related obligatory insurance, travel insurance and cancellation costs if justified).

Financial support will be provided only for travels that are directly related to the achievement of the objectives of the project.

Activities and related travels must be carried out in the project beneficiaries' countries. Any exception to this rule must be authorized by the Agency.

Please note that the unit costs for travel also cover cancellation costs. Therefore, it is strongly recommended to purchase travel tickets including cancellation insurance. Except for cases of "force majeure" or exceptional and duly justified cases, only unit costs for travel which actually took place can be reported and charged to the project. Prior written authorization from the Agency is required in these cases.

For each participant, the grant is calculated by applying for each travel the unit cost corresponding to the applicable distance band. Each unit cost corresponds to a fixed amount in Euro per travel per person.

In order to apply the correct unit cost, the beneficiary must identify the travel distance of a one-way travel (from their place of origin - home institution within the partnership - to the venue of the activity) using the distance calculator supported by the European Commission ([http://ec.europa.eu/programmes/erasmus-plus/tools/distance\\_en.htm](http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm)).

Each unit cost applied will contribute to the costs of travel for the round trip, regardless of the expenses actually incurred.

In the context of a circular travel (e.g.: from a place of departure A to another location B, and then to a third location C, before returning directly to his/her place of departure A), the grant contribution to the travel costs will be calculated with the sum of:

- ☐ The unit cost amount corresponding to the distance band from A to B, and
- ☐ The unit cost amount corresponding to the distance band from B to C

**No financial contribution will be granted for travels of less than 100 km.**

### Specific rules for Costs of Stay

Costs of stay can be reported for staff or students involved in the project for activities taking place outside the city of the participant's home institution. These costs contribute to the subsistence, accommodation, local and public transport such as bus and taxi, personal or optional health insurance.

Financial support will be provided only for costs of stay that are directly related to the achievement of the objectives of the project.

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Activities must be carried out in the project beneficiaries' countries.

Any exception to this rule must be authorized by the Agency.

### Unit costs for staff

STAFF	Unit cost per day per participant
Up to the 14th day of activity +	120 EUR
Between the 15th and the 60th day of activity +	70 EUR
Between the 61st day of activity and up to 3 months	50 EUR

Source: *Guidelines for the Use of Grants*

Source: *Guidelines for the Use of Grants* (Annex I)

Unit costs to be applied for **staff** are different from unit costs for **students**:

- ☐ For each **staff**, the grant is calculated by applying the unit cost corresponding to the applicable duration of the activities (in days), up to the 14th day of activity / between the 15th and 60th day / between the 61st day and up to 3 months. Each unit cost corresponds to a fixed amount in Euro per day per participant.
- ☐ For each **student** the grant is calculated by applying the unit cost corresponding to the applicable duration of the activities (in days), up to the 14th day of activity / between the 15th and 60th day. Each unit cost corresponds to a fixed amount in Euro per day per participant.

Each unit cost applied will contribute to the costs of stay regardless of the expenses actually incurred. Although no financial contribution will be granted for travels of less than 100 km, the corresponding costs of stay are eligible.

The calculation of the grant is based exclusively on the application of the unit costs and is independent from the actual costs incurred for the stay. The unit costs amounts defined to cover staff and students' costs of stay will be used for determining the final eligible grant resulting from the analysis of the final report.

However, for the implementation of the activities during the grant agreement period, beneficiaries are free to define their own modalities for the reimbursement of the costs of stay incurred by their staff/students.

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## 4.5 Overview of supporting documents per budget heading

Reimbursement basis	Budget Headings	Documents to retain with project accounts	Documents to be sent with the Final report
<b>Actual costs</b>	Equipment	<input type="checkbox"/> Invoices <input type="checkbox"/> Bank statements <input type="checkbox"/> Tendering procedure for expenses exceeding 25.000€ <input type="checkbox"/> Proof that the equipment is recorded in the inventory of the institution	<input type="checkbox"/> Invoices and three quotations from different suppliers for expenses exceeding 25.000€ <input type="checkbox"/> Any prior authorization from the Agency
	Subcontracting	<input type="checkbox"/> Subcontracts <input type="checkbox"/> Invoices <input type="checkbox"/> Bank statements <input type="checkbox"/> Tendering procedure for expenses exceeding 25.000€ <input type="checkbox"/> Tangible outputs/products	<input type="checkbox"/> Subcontracts, invoices and three quotations from different suppliers for expenses exceeding 25.000€ <input type="checkbox"/> Any prior authorization from the Agency
<b>Unit costs</b>	Staff	<input type="checkbox"/> Formal employment contract <input type="checkbox"/> Joint declaration <input type="checkbox"/> Time sheets <input type="checkbox"/> Salary slips <input type="checkbox"/> Agendas <input type="checkbox"/> Attendance/Participant lists <input type="checkbox"/> Tangible outputs/products <input type="checkbox"/> Minutes of meetings	<input type="checkbox"/> No supporting documents should be sent with the Final report, except for any prior authorization from the Agency
	Travel and Costs of Stay	<input type="checkbox"/> Individual Travel Report (ITR) <input type="checkbox"/> Invoices, receipts, boarding passes <input type="checkbox"/> Agendas <input type="checkbox"/> Attendance/Participant lists <input type="checkbox"/> Tangible outputs/products <input type="checkbox"/> Minutes of meetings	<input type="checkbox"/> No supporting documents should be sent with the Final report, except for any prior authorization from the Agency

**For all grants, a Certificate on the action's financial statements and underlying accounts („Report of Factual Findings on the Final Financial Report – Type II “) must be sent with the Final report**

#### 4.6 Rules for designation of reference numbers for supporting documents

As the Coordinator should fill in the Final Financial Statement compiling all expenses from the beneficiaries and reference numbers of all supporting documents indicated in the Report must correspond to the progressive numbering, following rules for designation of reference numbers of supporting documents will be applied by the beneficiaries:



For example:

- ☐ first Joint declaration (JD) done at University of Beograd (P1) will be numbered as P1-SC-001,
- ☐ first Individual travel report (ITR) done at University of Belgrade (P1) will be numbered as P1-ITR-001.

Order number of the document will have progressive numbering for the same type of supporting documents (e.g. 001, 002, 003 for all Joint declarations, and again 001, 002, 003 for all Individual travel reports).

**\*This document is accompanied by annexes listed on page 26.**