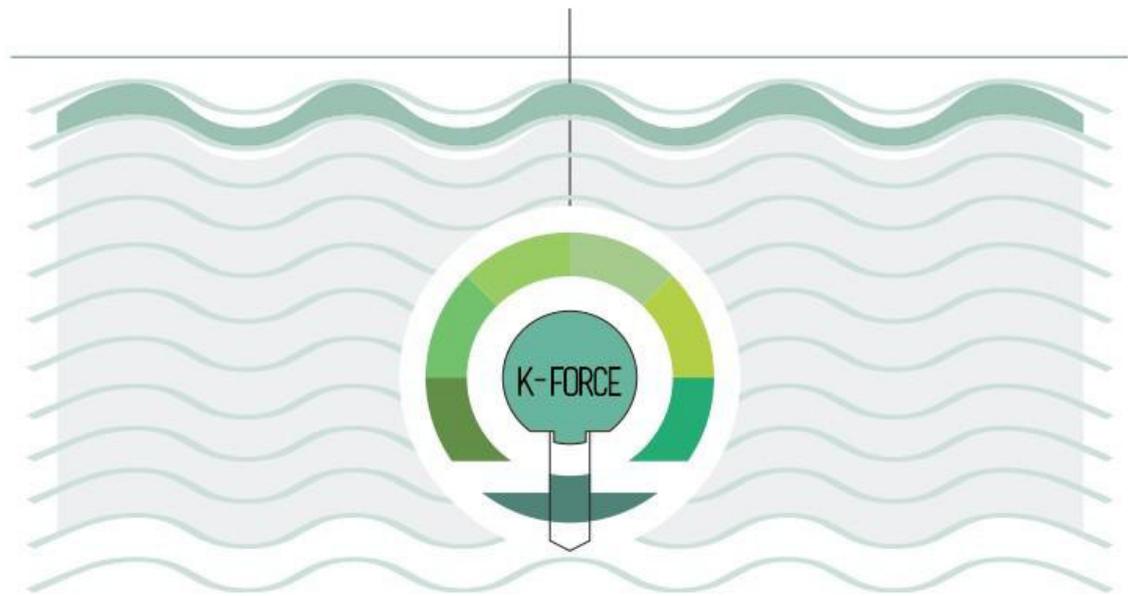


**Knowledge FOR Resilient soCiEty**



573942-EPP-1-2016-1-RS-EPPKA2-CBHE-JP



**PROJECT MANAGEMENT  
AND  
REPORTING GUIDE**



## PROJECT INFO

<b>Project Acronym:</b>	K-FORCE
<b>Project full title:</b>	Knowledge FOr Resilient soCiEty
<b>Project No:</b>	573942-EPP-1-2016-1-RS-EPPKA2-CBHE-JP
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<b>Coordinator:</b>	University of Novi Sad
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## INTRODUCTION

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Project Management (lead by University of Novi Sad) consists of planning, organizing, motivating, and controlling resources, procedures and protocols to achieve specific goals addressed in project. It will result in partnership terms and conditions being fully agreed upon, management procedures being fully established and teamwork culture being built. The objective is to define and delivery repetitive, permanent, or semi-permanent functional activities to produce and deliver planned outputs. That requires the development project management strategy.

The primary challenge of project management is to achieve all of the project goals and objectives while honoring the preconceived constraints. The primary constraints are scope, time, quality and budget. The secondary — and more ambitious — challenge is to optimize the allocation of necessary inputs and integrate them to meet pre-defined objectives.

Due to the size of the Consortium and the wide span of the project outcomes, we expect various challenges while the project picks up speed. Hence in order to establish mechanisms that will ensure a good project start and adherence to the time plan the Project Management and Reporting Guide is developed.

**Project Management and Reporting Guide** offers instruction on how to report upon an implemented activity, gives a detailed definition of eligible and ineligible costs, as well as necessary supporting documents that need to be provided in order to justify the costs. Taking into account that most of the rules are defined by the Grant Agreement, Project Management and Reporting Guide defines procedures for their practical implementation.

By clearly defining the procedures for financial management and reporting, the communication between the project coordinator and other beneficiaries will be simplified. Additionally, the beneficiaries will be able to fulfill successfully their contractual obligations and to provide all necessary inputs with high quality to project coordinator whose responsibility is to further incorporate them in reports for the EACEA.

This Guide relies on *Erasmus+ Grant Agreement* (No. 2016-2559/001-001), *Guidelines for the Use of the Grant*, and the original text of the *K-FORCE project proposal*. Please note that in this Manual some definitions and rules are taken in original form from the Grant Agreement and Guidelines for the Use of the Grant, in order to avoid any misinterpretation.

**It is expected from all beneficiaries to be actively involved in the fulfillment of agreed procedures defined in the Project Management and Reporting Plan.**

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## MANAGEMENT STRUCTURE OF K-FORCE PROJECT

The K-FORCE Consortium consists of 14 members and 2 associated partners from Western Balkan (WB) and Program Countries (PR).

The goal of the K-FORCE project is to create effective, contemporary and sustainable Study Programs in the field of Disaster Risk Management and Fire Safety Engineering (DRM&FSE). To achieve these goals, K-FORCE project is planned in three phases: preparation, development and implementation and valorisation phase. Phases are intertwined, following the natural course of development of study programmes and modules. Each phase consists of Work Packages (WP) led by WG Chair and Co-chair, monitored by SCM. WPs consist of several activities, each lead by Activity leader, resulting with one or more deliverables. Competences, knowledge, experience, expertise and skills of project partners ensure reliable environment for realisation of planned project activities as well as responsible, timely, cost effective and efficient task and project realisation.

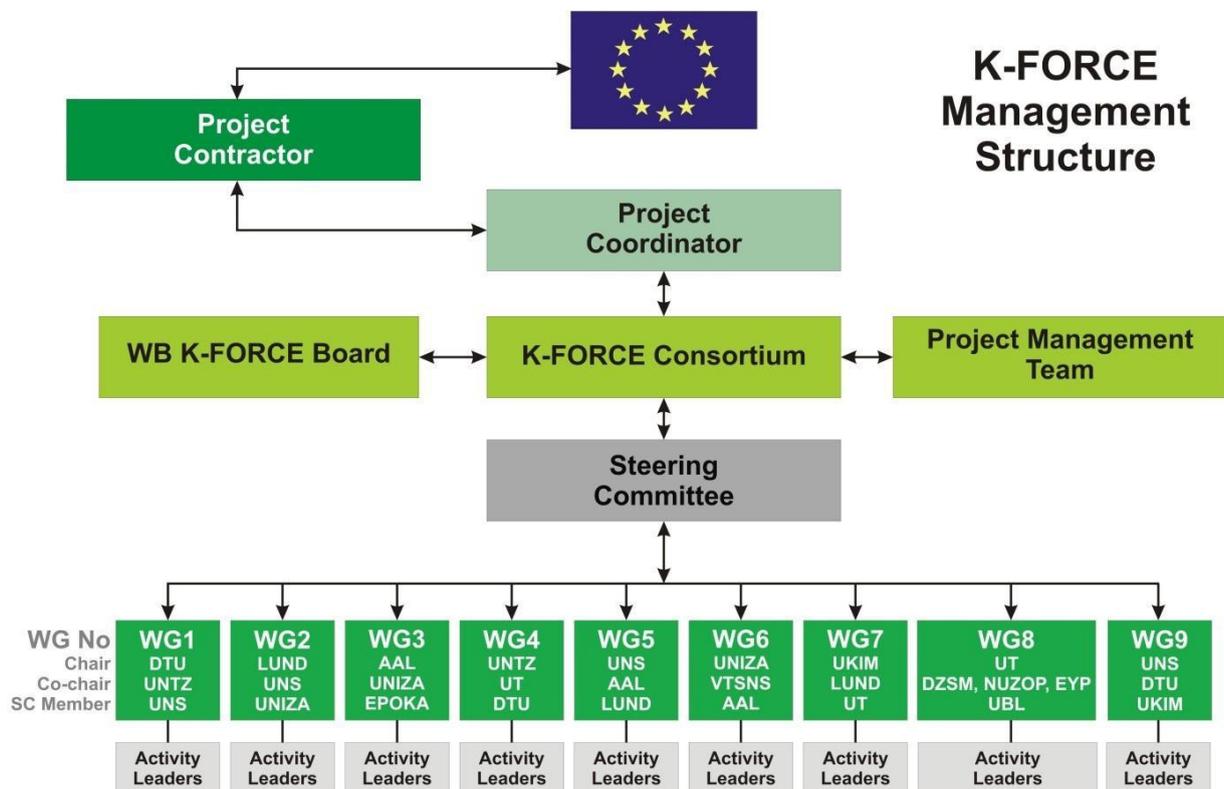


Figure 1. Management Structure Organogram

### MANAGEMENT LAYERS

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

**ORCE Consortium** - consisting of two contact persons from every partner institution, provides strategic project management and monitors the overall progress and will meet four times during the project.

**Steering Committee** - The Consortium will form the 11-strong Steering Committee, led by Alburg University (P8) with members from HEIs. Steering Committee will meet in full attendance twice a year, at and between Consortium meetings.

**WB K-FORCE Board** - a sub-body of K-FORCE Consortium, is being formed from contact persons of partners from WB countries and will meet in person every six months or more frequently if needed.



**Project Management Team** - Finally, University of Novi Sad (P1) formed the Project Management Team (PMT), which include management, legal, administrative, financial and technical staff, from both University and Faculty structures. PMT will provide continuous project management support. Led by the Project Coordinator, the PMT is accountable for overall project management and timely execution. It will prepare, execute and document of all K-FORCE bodies' meetings and ensure an efficient follow-up.

PMT will ensure permanent communication between all the bodies and persons described so far, on all levels. To fill the time gaps between meetings in person, the PMT will encourage SKYPE, telephone conversation, electronic communication and blog/discussions.

## **PROJECT IMPLEMENTATION STRUCTURE**

All partner institutions will be actively involved in all project activities, but their role and workload in specific Work Packages (WPs) differ. The expertise and capacity of every partner is matched with their contribution to the project outcomes, including the distribution of management tasks.

**Western Balkans (WB) HEI** partners lead the implementation WPs, dissemination and overall management.

**EU HEIs** lead the preparation WPs, WP7 (Quality).

These leaderships will be done via Chairs of Work Groups (WGs), underpinned by WG Co-Chairs and Steering Committee members assigned to monitor each WG.

**Non-HEI** partners and associated partners will have significant role in managing tasks providing advice and guidance to WGs, according to their specific expertise.

The project is split into 9 WPs, which will be managed by **9 Work Groups**, each consisting of at least one representative from every partner. Working under guidance of **PMT, WG Chairs** and **Co-Chairs** will enforce timely completion of sub-activities in their WGs, by delegating work to **Activity Leaders** and, when necessary, specific **Task Teams** consisting of several experts with a converging know-how. Each partner will regularly prepare a WG and/or activity progress report regarding work done on the WP/activity to its WG Chair and/or Activity Leader.

In case of delays, WG Chairs will alert the Coordinator and seek guidance on the best course of action. In case of serious problems, they will inform the WB Board or the K-FORCE Consortium.

## **CONFLICT RESOLUTION**

In case of conflict between the projects partners resulting from the interpretation or the application of the Partnership Agreement, or in connection with the activities contained within, the parties involved shall make the effort to come to an amicable arrangement rapidly and in the spirit of good cooperation. Disputes should be addressed in writing to the project Steering Committee (or a body consisting of representatives of all the project partners), that will try to mediate in order to resolve the conflict.

When a particular problem starts delaying other activities, WG Chairs and Co-chairs will intensify the efforts or conduct minor task re-allocation. If things don't speed up, WG Chairs will involve the Project Coordinator, the PMT and/or WG7 to resolve the issue. Finally, the Consortium will vote on reassignment of tasks and re-allocation of budget. Decisions involving financial issues will be solved by the Consortium's absolute majority. Other strategic decisions will be made by the majority vote of the Consortium/WB Board members present (including e-votes of persons who participated in discussions via Skype).



## COMMUNICATION

### **BETWEEN COORDINATOR AND PARTNERS**

Internal communication within consortium is extremely important.

Led by the Project Coordinator (University of Novi Sad), the PMT will be accountable for overall project management and timely execution. It will prepare, execute and document of all K-FORCE bodies' meetings and ensure an efficient follow-up.

PMT will ensure permanent communication between all the bodies and persons described so far, on all levels. K-FORCE zone on the SLACK project management web application will be set up, with SLACK Channels for every K-FORCE body. To fill the time gaps between meetings in person, the PMT will encourage SKYPE, telephone conversation, electronic communication and blog/discussions via both SLACK and K-FORCE Website (which will serve as the information nucleus). This is to keep all partners updated on project progress (and upcoming issues, if any).

A general PMT address for K-FORCE project is made: [k-force.pmt@uns.ac.rs](mailto:k-force.pmt@uns.ac.rs) which redirects to the addresses of each PMT member at the coordinator organisation (University of Novi Sad). Each partner should make sure that persons from its team are on the redirection list from PMT.

Table 1. K-FORCE\_Contact List

Institution		PROJECT MANAGEMENT TEAM	e-mail
University of Novi Sad	PROJECT MANAGEMENT TEAM	Vlastimir Radonjanin	radonv@uns.ac.rs
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		Suzana Draganid	suzanav@uns.ac.rs
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	Team member	Verica Milanko	milanko@vtsns.edu.rs
	Team member	Saša Spaid	spaic@vtsns.edu.rs
	Administration		
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	Team member	Damir Zenunovid	damir.zenunovic@untz.ba
	Team member	Zvezdan Karadžin	zvezdan.karadzin@gmail.com
	Administration	Aneta Jokid	anetajkc@gmail.com
University of Banja Luka	Contact person	Gordana Brodeta	gordana.broceta@aggf.unibl.org
	Team member	Mladen Slijepčević	mladen.slijepcevic@aggf.unibl.org
	Administration	Gordana Jakovljević	gordana.jakovljevic@aggf.unibl.org
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	Team member		
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	Team member	Frank Markert	fram@byg.dtu.dk
	Team member	Simona Miraglia	simi@byg.dtu.dk
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	Team member		
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	Team member	Henrik Hassel	henrik.hassel@risk.lth.se
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	Administration		
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	Team member	Miroslava Vandlickova	miroslava.vandlickova@fbi.uniza.sk
	Administration	Linda Makovicka	linda.makovicka@fbi.uniza.sk
<b>University "Ss. Cyril and Methodius" in Skopje</b>	Contact person	Meri Cvetkovska	cvetkovska@gf.ukim.edu.mk
	Team member		
	Administration		
<b>Protection and Rescue Directorate of the Republic of Macedonia PRDM</b>	Contact person	Adnan Dzaferovski	adnan.dzaferovski@dzs.gov.mk
	Team member	Valentina Atanasovska	Valentina.Atanasovska@dzs.gov.mk
	Administration		
<b>NUZOP RS</b>	Contact person	Slaviša Bogunovid	angrybogdan@gmail.com
	Team member		
	Administration	Suzana Dosovid	suzana.cosovic@nuzop.org.rs
<b>European Youth Parliament Serbia - EYP Serbia</b>	Contact person	Danilo Laban	labandanilo@gmail.com
	Team member	Milica Simeunovid	sim.milica95@gmail.com
	Team member	Ilija Jerkovid	ilijajerkovic@yahoo.com
	Administration	Danilo Laban	labandanilo@gmail.com

### **COMMUNICATION WITH EACEA**

- ➔ One Project Officer is responsible for K-FORCE project ([Belen.ENCISO@ec.europa.eu](mailto:Belen.ENCISO@ec.europa.eu)).
- ➔ Contact with Project Officer only via coordinator unless exceptional circumstances, (e.g. conflict with coordinator).
- ➔ Official communication to be addressed both to Project Officer and functional mailbox ([EACEA-EPLUS-CBHE-PROJECTS@ec.europa.eu](mailto:EACEA-EPLUS-CBHE-PROJECTS@ec.europa.eu)).

### **COMMUNICATION WITH NATIONAL ERASMUS+ OFFICE (NEO) (IF APPLICABLE) / EU DELEGATION**

- ➔ Contact NEO/EU delegation in your country for support to project and;
- ➔ Inform NEO/EU delegation in your country about project events.



## OBLIGATIONS AND RESPONSIBILITIES

---

### **OBLIGATIONS AND ROLE OF THE BENEFICIARIES**

The beneficiaries (project coordinator and all partner institutions):

- are jointly 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;
- undertake to comply with all the provisions of the Grant Agreement and its annexes, with all the provisions of Partnership Agreement, as well as with EU and national legislation;
- are jointly responsible for complying with any legal obligations incumbent on them jointly or individually;
- shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;
- shall be responsible for the sound financial management and cost efficiency of the funds allocated to them;
- undertake to comply with the principles set out in the Erasmus Charter for Higher Education (ECHE) and to implement the student and staff mobility flows in accordance with the provisions set out in the Erasmus+ Programme Guide and the Guidelines for the Special Mobility Strand;
- undertake to sign Institutional Agreements between the sending and the hosting institutions for the preparation, implementation, monitoring and recognition of the mobility flows.

### **SPECIFIC OBLIGATIONS AND ROLE OF THE PROJECT COORDINATOR**

University of Novi Sad undertakes to:

- be responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;
- be the intermediary for all communication between the beneficiaries and the Executive Agency, and inform the beneficiaries of any relevant communication exchanged with the Executive Agency;
- inform the beneficiaries 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 beneficiaries without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of Partnership 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 beneficiaries, as per the dispositions of Article I.4 of the Grant Agreement;
- provide the beneficiaries 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 beneficiaries copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits.



## SPECIFIC OBLIGATIONS AND ROLE OF EACH BENEFICIARY (EXCLUDING THE COORDINATOR)

Each beneficiary 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, 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 of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);
- inform the coordinator of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative;
- comply with Erasmus+ and national rules, including rules on public procurement, state aid, publicity and equal opportunities.

*Source: Partnership Agreement (Article 3)*

## PUBLICITY OBLIGATIONS

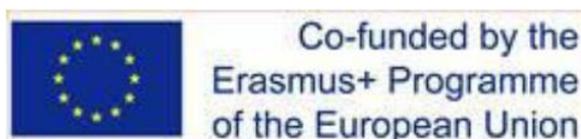
In accordance with the Article I.10.8 and II.7 of the Grant Agreement, regarding the publicity and use of the relevant logo, the beneficiaries shall follow the instructions available on the Erasmus plus website on the following link: <https://eacea.ec.europa.eu/about-eacea/visual-identity>

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".**

Where the action, or part of the action, is a publication, **the mention and graphic logos must appear on the cover of the first pages** following the editor's mention. If the action includes events for the public, signs and posters related to this action must be displayed.

➤ **Erasmus+ logo:**



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

➤ **Disclaimer:**

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"*

For other official EU language versions, please consult the following website:  
[http://ec.europa.eu/dgs/education\\_culture/publ/graphics/beneficiaries\\_all.pdf](http://ec.europa.eu/dgs/education_culture/publ/graphics/beneficiaries_all.pdf)

*Source: Grant Agreement (Article I.10.8) , Guidelines for the Use of Grant (Section 1.7.1)*

## **PENALTIES IN THE CASE OF NON-COMPLIANCE WITH PUBLICITY OBLIGATIONS**

According to Article I.10.10 of the Agreement, the obligation to comply with the publicity provisions constitutes a substantial obligation.

**Without prejudice to the right to terminate the grant, in case of failure to fulfill this obligation, the Agency may apply a 20% reduction of the grant initially provided for.**

*Source: Grant Agreement (Article I.10.10) , Guidelines for the Use of Grant (Section 3.5.2.1)*

## **OWNERSHIP AND PROPERTY RIGHTS**

The ownership of all project results, including copyrights and intellectual property rights, as well as all reports and other documentation resulting from the action, shall be vested in the beneficiaries, in compliance with Article I.7 of the Grant Agreement.

**All the material prepared by the consortium and under the scope of the project, must be made available for the public, in digital form, freely accessible through the Internet under open licenses.**

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

Materials already developed and brought in may be only used within the scope of the project as templates of good practice. Copyrights shall be strictly safeguarded and permission for reproduction and scale of production has to be settled beforehand.

*Source: Partnership Agreement (Section 11.1, 11.2)*

The beneficiaries must also be aware 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)*



## CONFLICT OF INTEREST

According to Article II.4 of the Agreement the beneficiaries shall take all necessary measures to prevent any situation where the impartial and objective implementation of the Agreement is compromised for reasons involving economic interest, political or national affinity, family or emotional ties or any other shared interest ("conflict of interests"). Any situation constituting or likely to lead to a conflict of interests during the implementation of the Agreement shall be notified to the Agency, in writing, without delay. The beneficiaries shall immediately take all the necessary steps to rectify this situation. The Agency reserves the right to verify that the measures taken are appropriate and may require additional measures to be taken within a specified deadline.

*Source: Guidelines for the Use of Grant (Section 1.6)*

## CONTRACTUAL MANAGEMENT OF K-FORCE PROJECT

### HIERARCHY AND PRECEDENCE

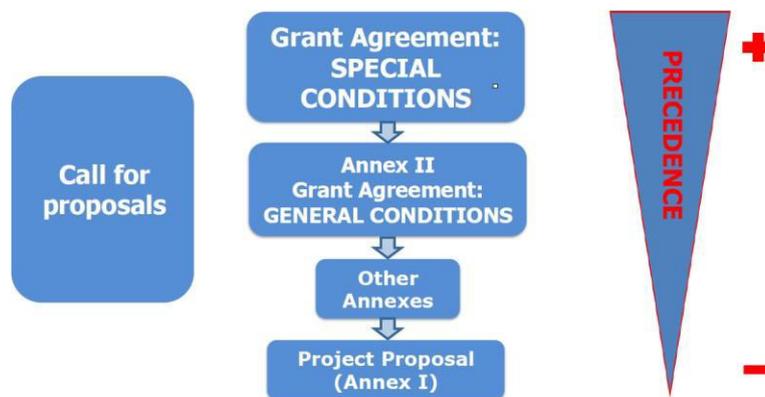


Figure 2. Hierarchy and precedence

Do not assume, a priori, that all activities listed in project application are automatically eligible. Before implementing any activity, if there is a dilemma, first check which PMT that the activities mentioned in project proposal are eligible in a way you consider it to be funded.

### PAYMENT CYCLE

The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to **EUR 1,237,129.00**.

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: Guidelines for the Use of Grant (Section 2.1)*

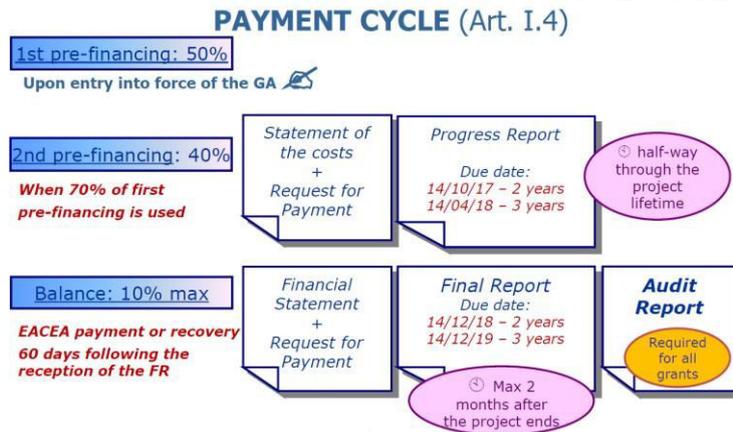


Figure 3. Payment Cycle

## PENALTIES IN THE CASE OF POOR, PARTIAL OR LATE IMPLEMENTATION OF THE ACTION

### PENALTIES IN THE CASE OF NON-COMPLIANCE WITH PUBLICITY OBLIGATIONS

According to Article I.10.10 of the Grant Agreement, the obligation to comply with the publicity provisions constitutes a substantial obligation.

**Without prejudice to the right to terminate the grant, in case of failure to fulfill this obligation, the Agency may apply a 20% reduction of the grant initially provided for.**

*Source: Grant Agreement (Article I.10.10), Guidelines for the Use of Grant (Section 3.5.2.1)*

### BREACH OF CONTRACTUAL OBLIGATIONS

According to Article II.17.1 of the Grant Agreement the Agency shall:

**In case the coordinator fails definitively to submit the project reports and the related required supporting documents, recover any amount already paid and if applicable, apply financial penalties of between 2% and 10% of the value of the grant.**

*Source: Grant Agreement (Article II.17.1), Guidelines for the Use of Grant (Section 2.2)*

### PENALTIES FOR WEEK IMPLEMENTATION

According to Article I.10.6 of the Agreement, the Agency may reduce the grant initially provided if the action is implemented poorly, partially or late. Such penalties shall be applied in case the final technical report provides evidence that the project implementation was not addressed with the required attention and according to the terms laid down in the Agreement.

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

**The score will vary from 0 to 100, where 0 is the lower mark and 100 the highest.**



Where the rating falls between 0 and 50, a reduction of the EU grant initially provided to the partnership will be implemented according to the following scale:

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

The coordinator will have the possibility to react to the first evaluation of the final report and to provide supplementary information on the project implementation. In case the additional information will be deemed insufficient to illustrate a sound and objective oriented project implementation, the above mentioned penalties will be applied.

Project coordinator will be informed about their project performance assessment and their compliance with the publicity obligations also after submission of progress report. The information provided at progress report stage will allow beneficiaries to improve their project performance and/or their compliance with the visibility requirements.

*Source: Grant Agreement (Article I.10.6), Guidelines for the Use of Grant (Section 3.5.2.2)*

## FINANCIAL MANAGEMENT OF THE K-FORCE PROJECT

This section describes the financial rules and principles for the management of the grant. The first part focuses on the general financing principles and provisions applicable to the grant. The second part defines the payment arrangements and reimbursement procedure amongst project beneficiaries. The third part outlines the Eligibility of Costs with the specific rules applicable to the "Actual costs" and "Unit costs" approaches, and supporting documents that needs to be provided for every budget heading.

### GENERAL FINANCING PRINCIPLES

#### FUNDING RULE AND FINANCING APPROACH

**Amount of the Grant  $\neq$  Total costs of the project**

The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to **EUR 1,237,129.00**.

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

- a "reimbursement of actual costs" for Equipment and Subcontracting costs;
- a "unit contribution" to the costs incurred for Staff costs, Travel costs and costs of Stay
- if applicable, a "unit contribution" to support the activities implemented under the Special Mobility Strand

The grant is calculated on the basis of Actual costs for the budget headings Equipment and Subcontracting, and of Unit Costs for the budget headings Staff costs, Travel costs and Costs of stay. Calculated so as to require co-funding to implement the project.



## **CO-FINANCING PRINCIPLE**

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

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

In order to implement the project, the grant amount will have to be complemented by additional funding provided by the beneficiary, according to the co-financing Budget/Expenditure/Co-financing breakdown per partner and budget category defined in project budget (Annex 6 – K-FORCE project budget). Beneficiary shall provide an indication on the level and source of co-financing that contributed to the project results.

Contrary to the approach followed under previous programmes (in particular the Tempus, ALFA or Lifelong Learning programmes), the co-financing contribution provided by the partnership will not need to be justified or demonstrated at final report stage.

**Practically, this means that no proofs of expenditure or supporting documents will be required by the Agency. Nevertheless, at final report stage and for statistical purposes only, the partnership will be invited to provide an indication on the level and source of co-financing made available for the implementation of the project.**

*Source: Guidelines for the Use of Grant (Section 1.5)*

## **MODIFICATION TO THE BUDGET**

As specified in Article I.8 of the Grant Agreement, the coordinator may, in agreement with the partner institutions, when carrying out the action, adjust the estimated budget as shown in Annex III by transfers between budget headings, provided that:

- this adjustment of expenditure does not affect the implementation of the action
- the amount indicated in Annex III of the Grant Agreement for one or more of the budget headings is not increased by more than 10 %, and
- the total estimated budget indicated in Article I.3 of the Grant Agreement is not exceeded.



Table 2. EU Grant Requested and Approved

EU GRANT REQUESTED FROM THE EUROPEAN UNION (in EUR)							
1. Staff Costs	389,469.00	Cannot exceed 40% of total A.					
2. Travel Costs	83,525.00						
3. Costs of Stay	189,280.00						
4. Equipment Costs	291,200.00	Cannot exceed 30% of total A.					
5. Subcontracting Costs	32,000.00	Cannot exceed 10% of total A.					
A. Grant for Project Activities	985,474.00	Should be equal or above EUR 500,000,00 and cannot exceed EUR 1,000,000,00					
B. Additional Grant for Special Mobility Strand	251,655.00	Value cannot exceed 80% of total A	Students from Partner Countries	Amounts (in EUR)	110,040.00	Number of Participants	28
			Students from Programme Countries		0.00		0
			Staff from Partner Countries		106,750.00		70
			Staff from Programme Countries		34,865.00		29
Total Grant requested from the European Union (A + B)	1,237,129.00						

In practice, this means that in the final report, the maximum amount declared under a budget heading can be 110% of the authorised amount as indicated in Annex III of the Agreement for the budget heading in question without prior authorisation required. Please note that this 10% increase flexibility can still be applied even if the authorized amount for the budget heading concerned had already been set at its maximum ceiling (i.e. 40% for staff costs, 30% for equipment costs and 10% for subcontracting costs).

The corresponding increases as well as any significant decrease of expenditure under a given budget heading should however be justifiable with regards to the objectives and overall funding of the project.

An amendment request relating to an adjustment to the budget breakdown is only necessary when the amount indicated in Annex III of the Agreement for one or more of the budget headings need to be increased by more than 10 %.

If the maximum ceiling set for staff (40%), equipment (30%) and subcontracting (10%) is exceeded as a consequence of the increase of these budget headings by more than 10%, the request for a change in the budget breakdown will not be accepted.

The maximum grant as specified in Article I.3 (EUR 1,237,129.00) can never be exceeded.

**For those projects that have been awarded a Special Mobility Strand, the budget granted for the implementation of the Special Mobility Strand and the budget granted for the implementation of project activities referred in these Guidelines must be kept separated. Under no circumstances a transfer of funding between the latter and the Special Mobility Strand or vice versa will be allowed.**

Source: Grant Agreement (Article I.8), Guidelines for the Use of Grant (Section 3.1.2)



## **PAYMENT ARRANGEMENTS AND REIMBURSEMENT PROCEDURE AMONGST PROJECT BENEFICIARIES**

The coordinator will transfer the part of the Erasmus+ grant contribution allocated to each individual beneficiary using the bank account details provided in Partnership Agreement.

If the bank account of the beneficiary changes, new bank account details need to be communicated in a timely manner to the K-FORCE PMT.

The transfer of the Erasmus+ grant contribution to individual beneficiaries will be implemented in accordance with the following timetable and procedure, respecting dynamics of the implementation of the project activities, provided that the beneficiary fully implemented and documented project activities:

- **First instalment of first pre-financing:** The coordinator will transfer 25% of the beneficiary's total Erasmus+ grant budget, deducted for the funds intended for equipment purchase (if applicable), at the time of signature of the Agreement, provided that the coordinator has received the first pre-financing payment from the Executive Agency.
- **Second instalment of first pre-financing:** The coordinator will transfer 25% of the beneficiary's total Erasmus+ grant budget, deducted for the funds intended for equipment purchase (if applicable), after the coordinator has received and approved necessary proofs. In addition, the beneficiary will have to demonstrate expenditure covering at least 70% of the total amount already transferred in previous instalment.
- The coordinator **will transfer funds for the purchase of the equipment** (if applicable) under the condition that the coordinator has received the requested documentation as proof that the tendering procedure has been conducted and on the basis of eligible actual costs stipulated in contract(s) duly signed by the beneficiary and selected supplier(s), accompanied by corresponding invoice(s). Grant for the purchase of equipment has to be used exclusively for the purchase of the equipment for the beneficiary for the purpose of the implementation of the project (equipment directly relevant to the objectives of the project). The equipment shall be the ownership of the beneficiary and must be recorded in the inventory of the institution where it is installed. All equipment purchased with the Erasmus+ CBHE funds must bear the Erasmus+ logo in the form of a sticker as defined by the Executive Agency. The beneficiary may not split the purchase of the equipment into smaller contracts below the threshold prescribed in the Grant Agreement, in order to avoid launching a formal tendering procedure.
- **First instalment of second pre-financing:** The coordinator will transfer 20% of the beneficiary's total Erasmus+ grant budget, provided that the coordinator has received the second pre-financing payment from Executive Agency and the coordinator has received and approved necessary proofs. In addition, the beneficiary will have to demonstrate expenditure covering at least 70% of the total amount already transferred in previous instalments.
- **Second instalment of second pre-financing:** The coordinator will transfer 20% of the beneficiary's total Erasmus+ grant budget, after the coordinator has received and approved necessary proofs. In addition, the beneficiary will have to demonstrate expenditure covering at least 90% of the total amount already transferred in previous instalments.
- **Payment of the balance:** The final amount of the grant to be transferred to the beneficiary by the coordinator will be defined only once the total Erasmus+ grant has been confirmed by the Executive Agency after the end of the project and approval of the final report. All outstanding payments to cover actual eligible expenditures that have not been received in previous instalments (see above), will be paid to the partner within 30 days after the coordinator receives the final payment from the Executive Agency, on condition that the beneficiary has provided the



requested necessary proofs to the coordinator within the foreseen deadline.

**If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, the beneficiary (ies) responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator. If the actual eligible expenditure is lower than previously received instalments and parts of the funds have not been consumed until the end of the project, the beneficiary will reimburse the corresponding amount to the coordinator.**

### **PARTNER REQUEST FOR PAYMENT**

**The transfer of the Erasmus+ grant contribution to individual beneficiaries will be implemented in accordance with the dedigned timetable and procedure, respecting dynamics of the implementation of the project activities, provided that the beneficiary fully implemented and documented project activities.**

The partner has to submit Partner Financial Report whose approval will be the basis for issuing the next installment (detailed instruction in section *Reporting* of this Guide). On the basis of verified expenses in the report and their approval by the PMT, amount of next installment of Erasmus+ grant will be defined/calculated by the Coordinator, in accordance with Article 5 of the Partnership Agreement.

For the purpose of transferring installments of the Erasmus+ grant contribution, the beneficiary will send a "Partner Request for payment" (using the Annex 3 of this Guide), duly signed by the legal representative of the beneficiary, for each instalment defined/calculated by the coordinator on the basis of the previously verified expenses.

#### **Sending procedure for the "Request for payment":**

⇒ Scanned version must be sent to the general PMT address for K-FORCE project:

[k-force.pmt@uns.ac.rs](mailto:k-force.pmt@uns.ac.rs)

⇒ One hard copy must be send by post to the following address:

*Kancelarija za projekte – K-FORCE project (Danijela Ciric)*

*Univerzitet u Novom Sadu*

*Dr Zorana Djindjica 1*

*21000 Novi Sad*

*Serbia*



Table 3. Transfer of the Erasmus+ grant contribution to individual beneficiaries (provided that the beneficiary fully implemented and documented project activities)

Category of costs	Distribution of the grant by beneficiary												
	[University of Tuzla]	[University of Tirana]	[University of Banja Luka]	[EPOKA University]	[Higher Education Technical School of Professional Studies in Novi Sad]	*University "Ss. Cyril and Methodius" in Skopje]	[University of Zilina]	[Aalborg University]	[Technical University of Denmark]	[Lund University]	[Protection and rescue Directorate of the Republic of Macedonia]	[Serbian Fire Protection Association - NUZOP]	Eyponean Youth Parliament Serbia]
Staff Costs	20865	20865	17625	17625	20865	20512	29004	75050	44842	37314	11898	13523	12780
Travel Costs	7155	6435	7155	6435	4530	5335	6750	7415	7605	7055	4340	3080	3080
Costs of Stay	18640	16720	18640	16720	13080	11520	12600	12600	12840	11880	9480	8400	8400
Equipment Costs	29400	29400	29400	29400	29400								
Subcontracting Costs						6000			4940			12000	
Special Mobility Strand	33835	33835	33835	41695	32865	7980	8360	8645		4940			
<b>Total Budget</b>	<b>109895</b>	<b>107255</b>	<b>106655</b>	<b>111875</b>	<b>100740</b>	<b>51347</b>	<b>56714</b>	<b>103710</b>	<b>70227</b>	<b>61189</b>	<b>25718</b>	<b>37003</b>	<b>24260</b>
<b>The transfer of the Erasmus+ grant contribution to individual beneficiaries in accordance with the following timetable and procedure</b>													
First instalment of first pre-financing	12773.75	12113.75	11963.75	13268.75	10485	12836.75	14178.5	25927.5	17556.75	15297.25	6429.5	9250.75	6065
Second instalment of first pre-financing	12773.75	12113.75	11963.75	13268.75	10485	12836.75	14178.5	25927.5	17556.75	15297.25	6429.5	9250.75	6065
Funds for the purchase of the equipment	29400	29400	29400	29400	29400	0	0	0	0	0	0	0	0
First instalment of second pre-financing	21979	21451	21331	22375	20148	10269.4	11342.8	20742	14045.4	12237.8	5143.6	7400.6	4852
Second instalment of second pre-financing	21979	21451	21331	22375	20148	10269.4	11342.8	20742	14045.4	12237.8	5143.6	7400.6	4852
Payment of the balance													
<b>Total amount transferred</b>	<b>98905.5</b>	<b>96529.5</b>	<b>95989.5</b>	<b>100687.5</b>	<b>90666</b>	<b>46212.3</b>	<b>51042.6</b>	<b>93339</b>	<b>63204.3</b>	<b>55070.1</b>	<b>23146.2</b>	<b>33302.7</b>	<b>21834</b>



## ELIGIBILITY OF COSTS

As specified in Article II.19.1 of the Grant 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 (15.10.2016-14.10.2019);
- ⇒ 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 social legislation;
- ⇒ and 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)*

### TYPE OF ELIGIBLE COSTS

The grant shall be of a maximum amount of EUR 1,237,129.00 and shall take the form of:

- ⇒ **Reimbursement of eligible actual costs:** The reimbursement of 100 % of the eligible costs of the action, which are actually incurred for the following categories of costs:

#### **Equipment costs, Costs for Subcontracting.**

- ⇒ **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.**

*Source: Grant Agreement (Article II.20.1)*

- ⇒ **Unit contribution:** reimbursement of unit costs for the following categories of costs:

#### **Staff Costs, Travel Costs and Costs of Stay**

- ⇒ **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.**

*Source: Grant Agreement (Article II.20.2)*

### UNIT COSTS

A unit cost is a fixed contribution which is multiplied by the specific number of units to cover the costs linked to the implementation of a specific activity or task.

**The unit costs to be applied are those defined in (Annex 4 of these Guidelines), and they cannot be modified neither fractioned.**

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 Grant Agreement.



The beneficiaries will have to keep the support documentation (as specified in this Guide under the sections Supporting document for each budget heading) with the project accounts dedicated to each budget heading. In addition, in case of control and/or audit visits, they must ensure that the declared unit costs are supported with sufficient proof demonstrating that the activities have been implemented and/or the output(s) produced as expected.

*Source: Guidelines for the Use of Grant (Section 3.3)*

## **ELIGIBILITY FOR STAF COSTS (UNIT COSTS PRINCIPLE)**

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.

- The existence of a formal contractual relationship between the employee and the beneficiary institutions is required. The employee must be part of the payroll system of the beneficiary institution.
- Salaries of non-permanent staff (e.g. staff specifically recruited for the project and/or not appearing in the payroll system) may be charged to the project if the individual concerned fulfills all these conditions:
  - ⇒ works exclusively for the beneficiary during the period covered by his/her contract;
  - ⇒ is submitted to the same rights and obligations for what concerns his/her working conditions than normal staff under the payroll;
  - ⇒ is under a clear and direct subordination and supervision of the beneficiary concerned.

The unit costs to be applied for Staff Costs are those defined in the table in (Annex 4 of these Guide) corresponds to an amount in Euro per working day per staff and take into account these variables:

- the type of staff category,
- the country in which the staff member is employed,
- and the number of days worked for the project.

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.

**In principle, declared working days per individual should not exceed 20 days per month or 240 days per year.**

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.

*Source: Guidelines for the Use of Grant (Section 3.3.1.1)*

### **SUPPORTING DOCUMENTS FOR STAFF COST**

Beneficiaries do not need to justify the actual cost of the activity or to provide supporting documents on the actual amount spent.

**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 employment relationship between the employee and the employer. A formal employment contract is required.

A duly filled-in Staff Convention (Annex 5/A5-1 of this Guide) for each person employed by the project. The convention 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 convention must be signed for each type of activity (Manager, RTT, Technical, and Administrative).

Time-sheets (Annex 5/ A5-2 of this Guide) have to be attached to each staff convention. They must be signed by the person concerned and countersigned by the person responsible in the institution that employed this person. For staff performing different categories of tasks a separate Time-sheets must be signed for each type of activity (Manager, RTT, Technical, Administrative). 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 is 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, etc.).

*Source: Guidelines for the Use of Grants (Section 3.3.1.1)*

**For staff costs calculated by the application of unit costs, it is not necessary to provide justifications to prove the level of expenses. Therefore, no supporting documents regarding hourly/daily/monthly rates have to be provided.**

*Source: Guidelines for the Use of Grant (Section 3.3.1.1)*



## **ELIGIBILITY FOR TRAVEL COSTS AND COSTS OF STAY (UNIT COSTS PRINCIPLE)**

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 for Travel Costs and Costs of Stay are those defined in the table in (Annex 4 of these Guide) corresponds to an amount in Euro and take into account these variables:

- the travel distance (for travel costs)
- and the duration in days (for costs of stay).

Any category of staff (e.g. Managers, RTT, 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. 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	<b>Max. 3 months</b>	Activities must take place in project beneficiaries' countries <b>unless explicit prior written authorisation from the Agency</b>	X	X	X	X
Training and retraining purposes			X	X	<b>Not eligible</b>	
Updating programmes and courses			X	X	X	X
Practical placements in companies, industries and institutions			X	X	<b>Not eligible</b>	
Project management related meetings			X	X	X	X
Workshops and visits for result dissemination purposes <sup>10</sup>			X	X	X	X

*PC = Partner Country*

*PgC = Programme Country*

## **STUDENTS**

Students (at undergraduate, graduate, post graduate and doctoral level) registered in one of the beneficiary institutions may benefit from a financial support for travel and subsistence provided it supports the achievement of the project objectives. Travels for students must take place in or under the supervision of a beneficiary organisation (e.g. in case of placement in an organisation that is not a beneficiary). Student mobility must be targeted mainly at Partner Country students and intended for the following activities:



Activities	Duration	Location of activity	Student from PC- to PC	Student from PC-to PgC	Student from PgC-to PC	Student from PgC-to PgC
Study period	<b>Min. 2 weeks - Max. 3 months</b>	Activities must take place in or under the supervision of a beneficiary organisation	X	X	X	Not eligible
Participation in intensive courses <sup>11</sup>			X	X	X	X
Practical placements, internships in companies, industries or institutions			X	X	X	Not eligible
Participation in short term activities linked to the management of the project (steering committees, coordination meetings, quality control activities, etc.).	<b>Max. 1 week</b>		X	X	X	X

PC = Partner Country  
PgC = Programme Country

Students participating in short term activities linked to the management of the project may claim Costs of Stay corresponding to staff (for max. 1 week).

Source: Guidelines for the Use of Grant (Section 3.3.1.2)

### **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.
- The grant contribution to the travel includes visa fees. Nevertheless, if a travel of more than 100 km is necessary in order to obtain a visa, unit costs for the corresponding travel and related costs of stay can be claimed.

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)). The travel distance identified will be used to calculate the corresponding unit cost. Each unit cost



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

**The calculation of the grant is based exclusively on the application of the unit costs and is independent from the actual costs incurred for travel.**

Travel Costs and Travel distances applicable in this project are those defined in the table in (Annex 4 of these Guide).

- If the place of departure is different from the place of the home institution, a prior authorization from the Agency is needed.
- In the context of a circular travel (e.g.: a participant leaves his/her place of departure A in order to participate in a project activity in another location B, and then leaves B to participate immediately in a second project activity in 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
  - +
  - ⇒ The unit cost amount corresponding to the distance band from B to C

In case of circular travel, the final travel (in order for the participant to return to his/her original place of departure) is never taken into account for the calculation of the grant contribution to the travel costs. This is due to the fact that the unit cost amounts used for calculating the grant contribution are already covering return trips.

- No financial contribution is 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 unit costs contribute to the subsistence, accommodation, local and public transport such as bus and taxi, personal or optional health insurance. Each unit cost applied will contribute to the costs of stay regardless of the expenses actually incurred**

- Financial support will be provided only for costs of stay that are directly related to the achievement of the objectives of the project. Activities must be carried out in the project beneficiaries' countries.
- In order to apply the correct unit cost, the beneficiary must identify the duration in days of the activity (including the travel from their place of origin to the venue of the activity and vice-versa) and apply the corresponding unit costs as defined in Annex 4 of these Guide.
- 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.**



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, but what is to be claimed is based on unit costs principle.

*Source: Guidelines for the Use of Grants, (Sections 3.3.1.2.1;3.3.1.2.2)*

## **SUPPORTING DOCUMENTS FOR TRAVEL COSTS AND COSTS OF STAY**

**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 (Annex 5/A5-3 of these Guidelines).
- ➡ 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.

## **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.**

Beneficiaries will have to keep the supporting documentation with the project accounts as specified in each budget heading. In addition, they should in particular ensure in case of control and/or audit visits that the declared costs are identifiable and verifiable, in particular being recorded in the accounting records of the beneficiary.

## **ELIGIBILITY FOR SUB-CONTRACTING COSTS (ACTUAL COSTS PRINCIPLE)**

**Sub-contracting 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.**

**Subcontracting costs will be reimbursed on the basis of the eligible costs actually incurred (actual costs).**



Activities which will be sub-contracted and beneficiaries which are in charge for sub-contracting in K-FORCE project are listed in following table, and other beneficiaries are not allowed to perform sub-contracting activities from project funds.

Table 4. Foreseen Subcontracting within K-FORCE project

Partner N°	Name of Partner (to encode in overview sheet)	Country (to encode in overview sheet)	Nature, type and specifications of the item	Amount Excluding VAT (EUR)	Total (EUR)	Check Data Encoding
P1	UNIVERZITET U NOVOM SADU	Serbia	External audit report	14,000.00	14,000.00	
P11	Ss. CYRIL AND METHODIUS UNIVERSITY IN SKOPJE	former Yugoslav Republic of Macedonia	External expert quality report and external Glossary review	6,000.00	6,000.00	
P13	NUZOP RS	Serbia	Translation services (ENG, SRB, AL, BiH): 25 days of simultaneous translation / 50 pages of text / 400 pages of Proofreading	12,000.00	12,000.00	

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.

**Subcontracting must be done on the basis of 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.

### **SUPPORTING DOCUMENTS FOR SUB-CONTACTING COSTS**

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.
- Tangible outputs/products.

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

*Source: Guidelines for the Use of Grants, (Sections 3.2.6.2.)*



## **ELIGIBILITY FOR EQUIPMENT COSTS**

**This budget heading is used to support the purchase of equipment on the condition that such equipment is not ineligible and is directly relevant to the objectives of the project.**

**Equipment is intended exclusively for the Partner Country Higher Education Institutions (as defined in the Programme Guide) which are included in the partnership where it must be installed as soon as practically possible.**

**Equipment costs will be reimbursed on the basis of the eligible costs actually incurred.**

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.

- 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.
- All equipment purchased with the Erasmus+ CBHE funds must bear an Erasmus+ sticker provided by the Agency.
- 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 (as explained in "TAXES" below).

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.

*Source: Guidelines for the Use of Grants (Sections 3.2.6.1.)*



## **SUPPORTING DOCUMENTS FOR EQUIPMENT**

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.

## **OVERVIEW OF SUPPORTING DOCUMENTS PER BUDGET HEADING**

Table 5. Overview of supporting documents

Reimbursement basis	Budget Headings	Documents to retain with project accounts	Documents to be sent with the Final report
ACTUAL COSTS	<i>Equipment</i>	<ul style="list-style-type: none"> <li>▪ Invoices</li> <li>▪ Bank statements</li> <li>▪ Tendering procedure for expenses exceeding 25.000€</li> <li>▪ Proof that the equipment is recorded in the inventory of the institution</li> </ul>	<ul style="list-style-type: none"> <li>▪ Invoices and three quotations from different suppliers for expenses exceeding 25.000€</li> <li>▪ Any prior authorisation from the Agency</li> </ul>
	<i>Subcontracting</i>	<ul style="list-style-type: none"> <li>▪ Subcontracts</li> <li>▪ Invoices</li> <li>▪ Bank statements</li> <li>▪ Tendering procedure for expenses exceeding 25.000€</li> <li>▪ Tangible outputs/products*</li> </ul>	<ul style="list-style-type: none"> <li>▪ Subcontracts, invoices and three quotations from different suppliers for expenses exceeding 25.000€</li> <li>▪ Any prior authorisation from the Agency</li> </ul>
UNIT COSTS	<i>Staff</i>	<ul style="list-style-type: none"> <li>▪ Formal employment contract</li> <li>▪ Staff convention</li> <li>▪ Time sheets</li> <li>▪ Salary slips*</li> <li>▪ Agendas*</li> <li>▪ Attendance / Participant lists*</li> <li>▪ Tangible outputs/products*</li> <li>▪ Minutes of meetings*</li> </ul>	<ul style="list-style-type: none"> <li>▪ No supporting documents should be sent with the Final report, except for any prior authorisation from the Agency</li> </ul>
	<i>Travel and Costs of Stay</i>	<ul style="list-style-type: none"> <li>▪ Individual Travel Report (ITR)</li> <li>▪ Invoices, receipts, boarding passes*</li> <li>▪ Agendas*</li> <li>▪ Attendance / Participant lists*</li> <li>▪ Tangible outputs/products*</li> <li>▪ Minutes of meetings*</li> </ul>	<ul style="list-style-type: none"> <li>▪ No supporting documents should be sent with the Final report, except for any prior authorisation from the Agency</li> </ul>
<p>For all grants, a Certificate on the financial statements and underlying accounts ("Report of Factual Findings on the Final Financial Report – Type II") must be sent with the Final report (see Annex VII of the Agreement).</p>			

\* Examples of supporting documents. Please note that in the case of unit costs this list cannot be exhaustive as it depends on the actual outputs of the project and the quality of the documentation provided. As a general rule, please keep all possible results to be able to show-case your activities.

Source: Guidelines for the Use of Grants, (Section 3.4)



## **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 (see Annex IV of the Agreement), unless an explicit prior written authorisation has been granted by the Agency;
- depreciation costs;
- return on capital;
- debt and debt service charges;
- provisions for losses or debts;
- 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: "Guidelines for the Use of Grants" (Section 3.2.2)*

## **TAXES (VAT, DUTIES AND CHARGES)**

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.**

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. If necessary, further information and/or assistance can be requested to the National Erasmus+ Offices (Western Balkans, Southern Mediterranean, Eastern Europe, Russia and Central Asia) or to the EU Delegations in the Partner Countries concerned.

*Source: "Guidelines for the Use of Grants" (Section 3.2.3)*



## **EXCHANGE RATE**

**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/infoeuro/infoeuro\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/infoeuro/infoeuro_en.cfm))**

Applicable only for beneficiaries having Equipment and Sub-contracting foreseen in the budget (WBC HEIs + UKIM). Exchange rate applicable:

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

Table 6. Applicable Exchange Rates for Actual Costs Incurred (Equipment & Sub-contracting)

Country	Institution	Exchange rate until the second pre-financing is received
Serbia	University of Novi Sad Higher Education Technical School of Professional Studies in Novi Sad NUZOP RS	1 EUR = 123.1973 RDS
Bosnia and Herzegovina	University of Tuzla University of Banja Luka	1 EUR = 1.95583 BAM
Albania	University of Tirana Turgut Ozal Education SHA EPOKA University	1 EUR = 136.33 ALL
FYROM	University "Ss. Cyril and Methodius" in Skopje	1 EUR = 61.5073 MKD

**The invoice date will be taken into account to determine the applicable exchange rate (from first or second pre-financing period).**



## REPORTING

**The coordinator is responsible for submitting in due time to the Executive Agency all reports and financial statements as required in the Grant Agreement. For this purpose, and in a timely manner, the beneficiaries commit to provide the coordinator with all necessary information and copies of supporting documents needed for drawing up reports, financial statements and any other documents required the coordinator. It is a contractual obligation that has to be fulfilled by all the beneficiaries.**

Reporting on the project's progress and achievements is both a crucial and a beneficial part of the project management process.

Three ways of reporting are foreseen within the K-FORCE project:

- **Formal reporting** by the Coordinator to the Executive Agency, including Intermediate and Final Reports;
- **Internal reporting within the Consortium**, where beneficiaries inform the Coordinator about the technical progress of the institution's implementation of the project and partners' financial reports with declaration of expenses incurred accompanied by the necessary supporting documents. The technical reports will be the base for preparation of the Intermediary report (at half of the project implementation period) and the Final Report (at the end of the project) that will be delivered to EACEA by the Project Coordinator. Verification of expenditures declared in partners' financial reports are linked to the transfer of the part of Erasmus plus grant to partners from the Coordinator.
- **Reporting on realized different events** (info days, workshops, seminars, conference, meetings, trainings, etc.) by all beneficiaries.

### **FORMAL REPORTING BY THE COORDINATOR TO THE EXECUTIVE AGENCY**

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

### **PROGRESS REPORT ON THE IMPLEMENTATION OF THE ACTION (HALF-WAY THROUGH THE ELIGIBILITY PERIOD)**

The Progress report provides the Agency with an update on how the project is advancing against.

The progress report on the implementation of the action will have to be submitted at the latest half way through the eligibility period:

- **for K-FORCE project on 14/04/2018.**

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

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



- ⇒ "Request for payment of the second pre-financing" (to be submitted only when 70% of the first pre-financing has been spent) as specified in Annex VI of the Grant Agreement.

### **FINAL REPORT**

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

➔ **for K-FORCE project on 14/12/2019.**

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

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

*Source: Guidelines for the Use of Grants (Section 2.2.1; 2.2.3)*

### **INTERNAL REPORTING WITHIN THE CONSORTIUM**

**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.**

Reporting schedule is given in the table below.

Table 7. Reporting schedule

<b>Reports (two in total) prepared by the Coordinator to be delivered to EACEA</b>	<b>Intermediate Report – 14.04.2018.</b>
	<b>Final report – 14.12.2019.</b>
<b>Partner’s Financial Report (four reports)</b>	<b>1<sup>st</sup> report – 14.09.2017.</b>
	<b>2<sup>nd</sup> report – 14.03.2018.</b>
	<b>3<sup>rd</sup> report – 14.12.2018.</b>
	<b>4<sup>th</sup> report – 14.10.2019.</b>
<b>Partner’s Technical report on the implementation of the project (two reports)</b>	<b>1<sup>st</sup> report – 14.03.2018.</b>
	<b>2<sup>nd</sup> report – 14.10.2019.</b>

**As it can be seen from Table 7, 2<sup>nd</sup> financial report has to be prepared with the 1<sup>st</sup> technical report jointly, and 4<sup>th</sup> financial report with the 2<sup>nd</sup> technical report, as these reports are schedule before submission of a Progress and a Final report by the Coordinator.**



**In case the beneficiary does not provide all reports with appropriate and accurate information therein, together with financial statements and copies of supporting documents within 10 working days from the relevant date, the coordinator will inform beneficiary's contact person for administration (listed in Table 1.) about this via email, with the beneficiary's project contact person in carbon copy. Failure to provide all requested documents and information within 10 working days from the date of coordinator's notice will result in suspending further installments of the Erasmus+ grant contribution to the beneficiary. The coordinator reserves the right to consult the Executive Agency if the activities declared by beneficiary and/or delivered outputs are questionable.**

The coordinator shall provide the beneficiaries with the appropriate reporting forms for the declaration of expenses/activities and the respective instructions for their completion (Annex 1 and Annex 2). These reports must be drawn up in EUR.

The beneficiary is fully responsible for the correct delivery of the declaration of the expenses and for appropriate application of the account system.

The beneficiaries shall keep a record of any expenditure/activity incurred under the project and all proofs and related documents for a period of 5 years after the payment of the final balance under the Grant Agreement. The coordinator may reject any item which cannot be justified in accordance with the rules set out by the Executive Agency in the Grant Agreement and in the Guidelines for the Use of the Grant.

## **PARTNER'S FINANCIAL REPORTS**

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

The Coordinator can submit Final report, as well as financial statements to the EACEA on behalf of all beneficiaries only based on inputs received from all partners. Therefore, in order to provide adequate information on the expenditure made within the project, each beneficiary has to submit a partner financial report to the Coordinator, according to the schedule defined in Table 7. consisting of:

- Financial statement (Annexes A2-1, A2-2, A2-3, A2-4, A2-5, A2-6) presenting the costs incurred during the reporting period;
- Supporting documents (staff conventions, individual travel reports and project time sheets) as original hard copies,
- and other supporting documents (agendas, list of participants, boarding passes, travel orders, or any other document proving mobility or participation in some activities) as hard copies.

When preparing the financial report, the beneficiaries are required use the Excel file provided by the EACEA Final Financial Statement (Annexes A2-1, A2-2, A2-3, A2-4, A2-5, A2-6), filling in the following sheets:

- Final Financial Statement (Annex A2-1)
- Staff costs table (Annex A2-2)
- Travel costs & costs of stay table (Annex A2-3)
- Equipment costs table (only for PC higher education institutions) (Annex A2-4)



- ⇒ Subcontracting costs table (only for institutions having this foreseen in budget) (Annex 2-5)
- ⇒ Co-financing table (Annex A2-5).

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

The approval of the report is the basis for the transfer of next installment to the partner institution.

## **PARTNERS' TECHNICAL REPORTS**

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

For technical reporting, partners should use Technical report (Annex 1 of this Guide) describing the activities carried out and their results during the reporting period.

The Technical report is structured as follows:

- ⇒ Statistics and indicators (Annex A1-1 of this Guide) - aims to gather statistical data and indicators of performance for the period covered by the reporting period;
- ⇒ Table of achieved/planned results (one table per Work Package) (Annex A1-2 of this Guide), with following describing elements:
  - ⇒ Indicators of achievement and or/performance as indicated in the project proposal
  - ⇒ Activities carried out to date to achieve the result
  - ⇒ Activities to be carried out to achieve the outcome (before the end of the project)
  - ⇒ Specific and measurable indicators of achievement/progress
  - ⇒ Changes that have occurred in the result since the original proposal (any proposed changes: people involved, budget, remaining activities...).



Table 8. Instruction for filling the Table of achieved/planned results

TABLE OF ACHIEVED / PLANNED RESULTS						
<b>EXAMPLE</b> USE ONE TABLE PER WORK PACKAGE: ADD AS MANY TABLES AS NECESSARY		Reference number of the work				
Indicators of achievement and or/performance as indicated in the project proposal		Insert the title and reference number as indicated in the project proposal				
Activities carried out to date for the achievement of this result:						
Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
Activity number as indicated in the project proposal	Insert the activity title as indicated in the project proposal	State where and when the activity has taken/will take place		Provide a brief description of the activity		Insert specific indicators (qualitative and quantitative) which can help to measure the achievement of the activity result
Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
Changes that have occurred in this result since the original proposal:						
Describe any change to the original activity plan described in the project proposal					Insert specific indicators (qualitative and quantitative) which help measure progresses towards achieving the required result	



## REPORTING PROCEDURE AND DROPBOX PLATFORM

Dropbox platform will be used for uploading all relevant documents for reporting.

Every consortium member will have access to their institution folder with sub-folders where they will upload reports, according to the schedule.

PMT will share folder with every consortium member.

Consortium member will upload documents to specific Dropbox folder, using Annex 1, Annex 2 (A2-1, A2-2, A2-3, A2-4, A2-5, A2-6) and Annex 4 (A4-1, A4-2, A4-3) of this document.

*Root folder: Name of the Institution (for example University of Tuzla)*

1<sup>st</sup> level sub-folders:

- 1. Reporting**
2. Project Material –sharing
3. Project Dissemination

2nd level sub-folders:

1. Staff Costs *(for supporting documents)*
2. Travel Costs and Costs of Stay *(for supporting documents)*
3. Equipment *(for supporting documents)*
4. Subcontracting *(for supporting documents)*
- Financial Reports *(Annex 2)*
- Technical Reports *(Annex 1)*

Example of dropbox folder with sub-folders:

Name ▲	Modified	Members
 1.University of Novi Sad	--	--
 2.Higher Education Technical School of Professional Stu...	--	--
 3.University of Tuzla	--	--



Dropbox > 3.University of Tuzla



Search

Not shared

Name ▲	Modified	Members
1.Reporting	--	--
2.Project Material - Sharing Folder	--	--
3.Project dissemination	--	--

> 1.Reporting



Search

Not shared

Name ▲	Modified	Members
1.Staff Costs	--	--
2.Travel Costs and Costs of Stay	--	--
3.Equipment Costs	--	--
4.Subcontracting Costs	--	--
Financial Reports	--	--
Technical Reports	--	--



## **ANNEX 1: Technical report**

Structure of the Report:

**A1-1** STATISTICS AND INDICATORS

**A1-2** TABLE OF ACHIEVED / PLANNED RESULTS



**A1-1 STATISTICS AND INDICATORS**

**STATISTICS AND INDICATORS**

**This section aims to gather statistical data and indicators of performance for the period covered by this "Progress report on implementation of the action"**

**Main targets**

**YES**

Please indicate whether your project has links, targets or objectives related to

<b>Teacher training</b>		
<b>Vocational Education and Training</b>		
<b>Bachelor level</b>		
<b>Master level</b>		
<b>Doctorate level</b>		

**Training and mobilities**

**(please note that this section DOES NOT INCLUDE data on students/staff mobilities covered by the Special Mobility Strand component)**

*Enter the code of the partner country concerned in the first lines and figures in the second and third:*

**Training of partner country staff and students**

**Number of academic staff from the partner country's Higher Education Institutions trained/retrained**

Please indicate the number of teaching staff (professors, assistants with teaching tasks, etc.) trained and/or retrained to the date of the report submission and the percentage this represents as compared to your objectives at the end of the project

*(Country of origin)*

	Country Code:				
Number Male					
Number Female					
% compared to objectives					

**Number of non-academic staff from the partner country's Higher Education Institutions trained/retrained**

Please indicate the number University administrative staff (librarians, staff from the International Office, IT specialists, etc.) trained to the date of report submission and the percentage this represents as compared to your objectives at the end of the project

	Country Code:				
Number Male					
Number Female					
% compared to objectives					

**Number of staff from the partner country's non Higher Education Institutions trained/retrained**

Please indicate the number of staff of non HEI (enterprises, NGOs,

	Country Code:				
Number Male					



Chambers of Commerce, Government, local administration, etc.)  
trained to the date of report submission:  
and the percentage this represents as compared to your objectives at  
the end of the project

Number Female					
% compared to objectives					

**Number of students from the partner countries who have  
attended programmes/courses developed in the framework of the  
project**

Please indicate the number of students from the partner countries that  
have been trained and/or retrained in the programmes/courses  
developed by the project to the date of report submission:  
and the percentage this represents as compared to your objectives at  
the end of the project

	Country Code:	Country Code:	Country Code:	Country Code:	Country Code:
Number Male					
Number Female					
% compared to objectives					

**Academic/administrative Staff mobility**

**Number of partner country – programme country mobility flows  
of more than 2 weeks**

Please indicate the number of partner country staff mobility flows  
from the partner country to the programme country to the date of  
report submission:  
and the percentage this represents as compared to your objectives at  
the end of the project

*(Country of origin)*

	Country Code:	Country Code:	Country Code:	Countr y Code :	Country Code:
Number Male					
Number Female					
% compared to objectives					

**Number of programme country - partner country mobility flows  
of more than 2 weeks**

Please indicate the number of programme country staff mobility  
flows from the programme country to the partner country to the date  
of report submission:  
and the percentage this represents as compared to your objectives at  
the end of the project

*(Host country)*

	Country Code:	Country Code:	Country Code:	Countr y Code :	Country Code:
Number Male					
Number Female					
% compared to objectives					

**Number of partner country – partner country mobility flows of  
more than 2 weeks**

Please indicate the number of staff mobility flows within the same  
partner country to the date of report submission:  
and the percentage this represents as compared to your objectives at  
the end of the project

*(Country of origin)*

	Country Code:	Country Code:	Country Code:	Countr y Code :	Country Code:
Number Male					
Number Female					
% compared to objectives					

And between two different partner countries:

and the percentage this represents as compared to your objectives at  
the end of the project

Number Male					
Number Female					
% compared to objectives					



**Student mobility**

**Number of partner country – programme country mobility flows of more than 2 weeks**

Please indicate the number of partner country student mobility flows from the partner country to the programme country to the date of report submission:

and the percentage this represents as compared to your objectives at the end of the project

*(Country of origin)*

	Country Code:				
Number Male					
Number Female					
% compared to objectives					

**Number of programme country - partner country mobility flows of more than 2 weeks**

Please indicate the number of programme country student mobility flows from the programme country to the partner country to the date of report submission:

and the percentage this represents as compared to your objectives at the end of the project

*(Host country)*

	Country Code:				
Number Male					
Number Female					
% compared to objectives					

**Number of partner country – partner country mobility flows of more than two weeks**

Please indicate the number of student mobility flows within the same partner country to the date of report submission:

and the percentage this represents as compared to your objectives at the end of the project

*(Country of origin)*

	Country Code:				
Number Male					
Number Female					
% compared to objectives					

And between two different partner countries:

and the percentage this represents as compared to your objectives at the end of the project

Number Male					
Number Female					
% compared to objectives					

**Links to European Higher Education policies**

Please indicate whether the project contributes to the introduction (/promotion) of one or more of the following elements in the Partner Country university(/ies).

Please include a brief comment for each of the ticked items.

	YES
Diploma supplement	
Adoption of a system based on three main cycles, undergraduate (Bachelor), postgraduate (Master) and Doctorate	
Introduction of double/multiple or joint degrees	
Establishment of an ECTS system	
Promotion of quality assurance procedures at institutional or national level	
Qualification frameworks	
Lifelong learning policies and approaches	
Modular curriculum structure	



New teaching and learning methods		
E-Learning		
University/Enterprise cooperation		
Links between the labour market and degree programmes		
Links with other EU education programmes		

**EQUIPMENT:**

**TYPE OF EQUIPMENT ACQUIRED**

list (multiple choice)

- a) books and pedagogic material
- b) audio-visual equipment
- c) Computers and software
- d) lab material
- e) others

**CONSORTIUM MEETINGS**

Estimated dates of consortium meetings until the end of the projects

- 1) dd/mm/yyyy Location
- 2) dd/mm/yyyy Location
- 3) dd/mm/yyyy Location



**A1-2 TABLE OF ACHIEVED / PLANNED RESULTS**

**TABLE OF ACHIEVED / PLANNED RESULTS**

<b><u>Title and reference number of the work package (WP)</u></b>	<b>WP 1. Define directions for development of Master programmes (MPs)</b>
---	---

<b><u>Indicators of achievement and or/performance as indicated in the project proposal</u></b>	
---	--

**Activities carried out to date to achieve this result:**

<b>Activity N°</b>	<b>Activity Title</b>	<b>Start date</b>	<b>End date</b>	<b>Place</b>	<b>Description of the activity carried out</b>	<b>Specific and measurable indicators of achievement</b>
1.1	Analyse DRM&FSE MPs in EU and WBC					
1.2	Analyse WBC needs for DRM&FSE MPs and learning outcomes					
1.3	Develop new DRM&FSE MPs Curricula aligned with EU trends					
1.4	Procure, install and activate the equipment					

**Activities to be carried out to achieve this outcome (before the end of the project)**

<b>Activity N°</b>	<b>Activity Title</b>	<b>Start date</b>	<b>End date</b>	<b>Place</b>	<b>Description of the activity to be carried out</b>	<b>Specific and measurable indicators of progress</b>
1.1	Analyse DRM&FSE MPs					



	in EU and WBC					
1.2	Analyse WBC needs for DRM&FSE MPs and learning outcomes					
1.3	Develop new DRM&FSE MPs Curricula aligned with EU trends					
1.4	Procure, install and activate the equipment					

**Changes that have occurred in this result since the original proposal:**

--

*Please add as many tables as necessary.*

<b><u>Title and reference number of the work package (WP)</u></b>	<b>WP 2. Define directions for development of PhD programme</b>
---	---

<b><u>Indicators of achievement and or/performance as indicated in the project proposal</u></b>	
---	--

**Activities carried out to date to achieve this result:**

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
2.1	Assess WB needs and EU trends in DRM&FSE PhD					



2.2	Analyse WB teaching staff resources for MPs and PhD					
2.3	Compare PhD models and curricula in EU					
2.4	Develop PhD Curriculum					
2.5	Compile a list of research PhD themes, according to disaster trends in WB					

**Activities to be carried out to achieve this outcome (before the end of the project)**

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
2.1	Assess WB needs and EU trends in DRM&FSE PhD					
2.2	Analyse WB teaching staff resources for MPs and PhD					
2.3	Compare PhD models and curricula in EU					
2.4	Develop PhD Curriculum					
2.5	Compile a list of research PhD themes, according to disaster trends in WB					

**Changes that have occurred in this result since the original proposal:**

*Please add as many tables as necessary.*



<b><u>Title and reference number of the work package (WP)</u></b>	<b>WP 3. Improve teaching methodologies and embed the ICT in learning material</b>
---	--

<b><u>Indicators of achievement and or/performance as indicated in the project proposal</u></b>	
---	--

**Activities carried out to date to achieve this result:**

<b>Activity N°</b>	<b>Activity Title</b>	<b>Start date</b>	<b>End date</b>	<b>Place</b>	<b>Description of the activity carried out</b>	<b>Specific and measurable indicators of achievement</b>
3.1	Study visits to PR HEIs					
3.2	Analyse and agree on the modalities of using ICT for b-learning					
3.3	Train the WBC teaching staff on both DRM&FSE topics and b-learning methodologies					
3.4	Develop b-learning materials for MPs and PhD					
3.5	Pilot the new MPs and PhD learning material, evaluation and fine tuning					

**Activities to be carried out to achieve this outcome (before the end of the project)**

<b>Activity N°</b>	<b>Activity Title</b>	<b>Start date</b>	<b>End date</b>	<b>Place</b>	<b>Description of the activity to be carried out</b>	<b>Specific and measurable indicators of progress</b>
3.1	Study visits to PR HEIs					



3.2	Analyse and agree on the modalities of using ICT for b-learning					
3.3	Train the WBC teaching staff on both DRM&FSE topics and b-learning methodologies					
3.4	Develop b-learning materials for MPs and PhD					
3.5	Pilot the new MPs and PhD learning material, evaluation and fine tuning					

**Changes that have occurred in this result since the original proposal:**

--

*Please add as many tables as necessary.*

<b><u>Title and reference number of the work package (WP)</u></b>	WP 4. Implementation of Master Programmes
---	---

<b><u>Indicators of achievement and or/performance as indicated in the project proposal</u></b>	
---	--

**Activities carried out to date to achieve this result:**

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
4.1	Accredit Master programmes					



4.2	Enrol the Master students					
4.3	Activate the flexible ICT learning platform					
4.4	Selected MP lectures held by K-FORCE guest lecturers					
4.5	Evaluate the 1 <sup>st</sup> cohorts' progress and satisfaction of students and staff					

**Activities to be carried out to achieve this outcome (before the end of the project)**

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
4.1	Accredit Master programmes					
4.2	Enrol the Master students					
4.3	Activate the flexible ICT learning platform					
4.4	Selected MP lectures held by K-FORCE guest lecturers					
4.5	Evaluate the 1 <sup>st</sup> cohorts' progress and satisfaction of students and staff					

**Changes that have occurred in this result since the original proposal:**

*Please add as many tables as necessary.*



<b><u>Title and reference number of the work package (WP)</u></b>	<b>WP 5. Implementation of PhD Programme</b>
---	--

<b><u>Indicators of achievement and or/performance as indicated in the project proposal</u></b>	
---	--

**Activities carried out to date to achieve this result:**

<b>Activity N°</b>	<b>Activity Title</b>	<b>Start date</b>	<b>End date</b>	<b>Place</b>	<b>Description of the activity carried out</b>	<b>Specific and measurable indicators of achievement</b>
5.1	Accredit the new PhD programme					
5.2	Enrol the PhD students					
5.3	Selected PhD lectures held by K-FORCE guest lecturers					
5.4	Evaluate the 1 <sup>st</sup> cohorts' progress and satisfaction of students and staff					

**Activities to be carried out to achieve this outcome (before the end of the project)**

<b>Activity N°</b>	<b>Activity Title</b>	<b>Start date</b>	<b>End date</b>	<b>Place</b>	<b>Description of the activity to be carried out</b>	<b>Specific and measurable indicators of progress</b>
5.1	Accredit the new PhD programme					
5.2	Enrol the PhD students					
5.3	Selected PhD lectures held by K-FORCE guest lecturers					
5.4	Evaluate the 1 <sup>st</sup> cohorts' progress and satisfaction of students and staff					



**Changes that have occurred in this result since the original proposal:**

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*Please add as many tables as necessary.*

<b><u>Title and reference number of the work package (WP)</u></b>	WP 6. Implementation of LLL courses
---	-------------------------------------

<b><u>Indicators of achievement and or/performance as indicated in the project proposal</u></b>	
---	--

**Activities carried out to date to achieve this result:**

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
6.1	Analyse the WBC needs for LLL courses					
6.2	Define LLL outcomes according to EQF/NQFs					
6.3	Create K-FORCE Glossary					
6.4	Adapt selected learning material for LLL courses					
6.5	Deliver LLL courses in blended way to professionals					

**Activities to be carried out to achieve this outcome (before the end of the project)**

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
6.1	Analyse the WBC needs for LLL courses					



6.2	Define LLL outcomes according to EQF/NQFs					
6.3	Create K-FORCE Glossary					
6.4	Adapt selected learning material for LLL courses					
6.5	Deliver LLL courses in blended way to professionals					

**Changes that have occurred in this result since the original proposal:**

--

*Please add as many tables as necessary.*

<b><u>Title and reference number of the work package (WP)</u></b>	WP 7. Quality Assurance and Monitoring
---	--

<b><u>Indicators of achievement and or/performance as indicated in the project proposal</u></b>	
---	--

**Activities carried out to date to achieve this result:**

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
7.1	Develop Quality Assurance mechanisms and procedures					
7.2	Create polls for different types of activities					
7.3	Learning material peer review					
7.4	External review of the Glossary					



**Activities to be carried out to achieve this outcome (before the end of the project)**

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
7.1	Develop Quality Assurance mechanisms and procedures					
7.2	Create polls for different types of activities					
7.3	Learning material peer review					
7.4	External review of the Glossary					

**Changes that have occurred in this result since the original proposal:**

--

*Please add as many tables as necessary.*

<b><u>Title and reference number of the work package (WP)</u></b>	WP 8. Dissemination and Exploitation
---	--------------------------------------

<b><u>Indicators of achievement and or/performance as indicated in the project proposal</u></b>	
---	--

**Activities carried out to date to achieve this result:**

Activity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
8.1	Create dissemination plan					
8.2	Develop, maintain and					



	promote K-FORCE Website					
8.3	Open/maintain e-library public access area					
8.4	Perform media, enrolment and LLL promo campaigns					
8.5	Organise 3 K-FORCE Symposia					

**Activities to be carried out to achieve this outcome (before the end of the project)**

Activity N°	Activity Title	Start date	End date	Place	Description of the activity to be carried out	Specific and measurable indicators of progress
8.1	Create dissemination plan					
8.2	Develop, maintain and promote K-FORCE Website					
8.3	Open/maintain e-library public access area					
8.4	Perform media, enrolment and LLL promo campaigns					
8.5	Organise 3 K-FORCE Symposia					

**Changes that have occurred in this result since the original proposal:**

*Please add as many tables as necessary.*



<b><u>Title and reference number of the work package (WP)</u></b>	<b>WP 9. Project Management</b>
---	---------------------------------

<b><u>Indicators of achievement and or/performance as indicated in the project proposal</u></b>	
---	--

**Activities carried out to date to achieve this result:**

<b>Activity N°</b>	<b>Activity Title</b>	<b>Start date</b>	<b>End date</b>	<b>Place</b>	<b>Description of the activity carried out</b>	<b>Specific and measurable indicators of achievement</b>
9.1	Organize K-FORCE bodies meetings					
9.2	Prepare and adopt the Project management plan, procedures and the Risk Plan					
9.3	Inter project coaching					
9.4	Manage all project activities and monitor their execution regarding timescale and					

**Activities to be carried out to achieve this outcome (before the end of the project)**

<b>Activity N°</b>	<b>Activity Title</b>	<b>Start date</b>	<b>End date</b>	<b>Place</b>	<b>Description of the activity to be carried out</b>	<b>Specific and measurable indicators of progress</b>
9.1	Organize K-FORCE bodies meetings					
9.2	Prepare and adopt the Project management plan, procedures and the Risk Plan					
9.3	Inter project coaching					
9.4	Manage all project activities and monitor their execution regarding timescale and					



**Changes that have occurred in this result since the original proposal:**

--

*Please add as many tables as necessary.*



## **ANNEX 2: Partner Financial Report**

Structure of the Report:

**A2-1** Final Financial Statement (cbhe\_2015\_-\_annex\_vi\_-\_financial\_statements.xlsm, sheet Final Financial Statement)

**A2-2** Staff costs table (cbhe\_2015\_-\_annex\_vi\_-\_financial\_statements.xlsm, sheet Staff Costs)

**A2-3** Travel costs & costs of stay table (cbhe\_2015\_-\_annex\_vi\_-\_financial\_statements.xlsm, sheet Travel costs & costs of stay)

**A2-4** Equipment costs table (cbhe\_2015\_-\_annex\_vi\_-\_financial\_statements.xlsm, sheet Equipment costs)

**A2-5** Subcontracting (cbhe\_2015\_-\_annex\_vi\_-\_financial\_statements.xlsm, sheet Subcontracting)

**A2-6** Co-financing table (cbhe\_2015\_-\_annex\_vi\_-\_financial\_statements.xlsm, sheet Cofinancing)



**A2-1 Final Financial Statement (cbhe\_2015\_-\_annex\_vi\_-\_financial\_statements.xlsm, sheet Final Financial Statement)**



Key Action 2: Cooperation for innovation and the exchange of good practices  
Capacity Building in the field of higher education

**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
<b>Total Grant requested from the European Union (A + B)</b>	<b>0.00</b>	<b>0.00</b>

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				-	-	-	-	-	-
P7				-	-	-	-	-	-
P8				-	-	-	-	-	-
P9				-	-	-	-	-	-
P10				-	-	-	-	-	-
P11				-	-	-	-	-	-
P12				-	-	-	-	-	-

**"FINAL FINANCIAL STATEMENT"**

Information to be encoded (blue coloured cells):

- Project number (to be encoded) - please use the same numbering reported in the Grant Agreement
- Grant Awarded (to be encoded) - please report the budget as detailed in Annex III of the Grant Agreement or any subsequent amendments (if applicable)
- Name of Partner (to be encoded) - please encode the name of each of the project Partners **following the same order as in Annex IV of the Grant Agreement**
- Country (to be chosen via a "drop down menu")
- Only for project with "Special Mobility Strand": Please fill in the cells in the section "Special Mobility Strand" following the data/information reported in the "mobility tool".
- IBAN: Please fill in the Bank account number. Please note that the bank account indicated must be the same as the one specified in the Grant Agreement or any subsequent amendments (if applicable). In case you wish to indicate a new bank account, you need to contact the Agency and request an amendment to the Grant Agreement.
- Date
- Name and Function
- Signature



**A2-2 Staff costs table (cbhe\_2015\_-\_annex\_vi\_-\_financial\_statements.xlsm, sheet Staff Costs)**

1. Staff Costs													
Add Row		Delete Row		Duplicate Row									
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
										0	0.00	0.00	Error

1. "STAFF COSTS"
<p>Information to be encoded (blue coloured cells):</p> <ul style="list-style-type: none"> <li>- Work package (to be chosen via a "drop down menu")</li> <li>- Partner No. (to be chosen via a "drop down menu")</li> <li>- Supporting document Ref. (to be encoded)</li> <li>- Name of Staff Member (to be encoded)</li> <li>- Staff category (to be chosen via a "drop down menu"). The value must correspond to the nature of the task and not necessarily to the role of the staff member in the organisation.</li> <li>- Short description of tasks (to be encoded)</li> <li>- From: Please encode the start date of the working period (to be encoded)</li> <li>- To: Please encode the end date of the working period (to be encoded)</li> <li>- Number of days: please encode the number of days worked for the project in the working period. Number of days declared can be lower than those of the working period (e.g. holidays during the declared period) but cannot be higher. If so, the calculation of unit costs will be automatically limited to the total calendar day's period declared.</li> <li>- The total amount for staff costs is calculated automatically in column N. (number of days x unit cost)</li> </ul>



**A2-3 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 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 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	0	0	0.00	0.00	Error			

**2 - 3. "TRAVEL COSTS & COSTS OF STAY"**

Information to be encoded (blue coloured cells):  
*Please note that one row has to be filled in for every single person travelling*

- Work package (to be chosen via a "drop down menu")
- Partner No. (to be chosen via a "drop down menu")
- Supporting document Ref. (to be encoded)
- Name of the person travelling (to be encoded)
- Staff/Student (can be chosen only via a "drop down menu")
- City and Country of departure (to be encoded).
- City and Country of destination (to be encoded).

Please fill in exactly the name of the city and Country. This data/information is used to determine the travel distance band.

- Number of days (to be encoded). Please fill in the number of days dedicated to the activity (including travel) and for which costs of stay are claimed. Please note that if more days than the maximum calendar days between Departure date and Return date are reported, the calculation of unit costs will be automatically limited to the total calendar day's period declared.
- Travel distance (to be encoded). Please fill in the number of kilometres from the city of departure to the city of destination using the Erasmus+ travel distance calculator: [http://ec.europa.eu/education/tools/distance\\_en.htm](http://ec.europa.eu/education/tools/distance_en.htm). Please note that unit costs for "Travel" are calculated exclusively on the basis of this number.

The total amount for travel and costs of stay is calculated automatically in columns O,P and Q.



**A2-4 Equipment costs table (cbhe\_2015\_-\_annex\_vi\_-\_financial\_statements.xlsm, sheet Equipment costs)**

4. Equipment Costs													
Add Row		Delete Row		Duplicate Row		Infoeuro							
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 Encoding
												0.00	Error

4. "EQUIPMENT COSTS"
<p>Information to be encoded (blue coloured cells):</p> <ul style="list-style-type: none"> <li>- Work package (to be chosen via a "drop down menu")</li> <li>- No. of the partner benefitting from the equipment (to be chosen via a "drop down menu")</li> </ul> <p><i>Please note that Equipment is intended exclusively for the Partner Country Higher Education Institutions (as defined in the Programme Guide) which are included in the partnership. Therefore, only costs allocated to partners from "Partner countries" can be reported. If more project partners are benefitting from the same equipment, the costs can be split into more rows and allocated to different partners.</i></p> <ul style="list-style-type: none"> <li>- Supporting document Ref. (to be encoded)</li> <li>- Invoice date (to be encoded) - format must be dd/mm/yy</li> <li>- Nature, type and specification of the item (to be encoded)</li> <li>- Providing company (to be encoded)</li> <li>- VAT and taxes charged to the project? (to be chosen via a "drop down menu"). Please select Y if the amount charged to the project includes VAT and/or other taxes. Please select N if the amount charged to the project does not include VAT and/or other taxes.</li> <li>- Exchange Rate used: calculated automatically following the encoding of the "Amount indicated on the invoice" and the "Amount charged to the project". The Exchange Rate used must be in line with Art. 1.10.2 of the Grant Agreement and the Guidelines for the Use of the Grant (Section 3.2.4), using the infoeuro website <a href="http://ec.europa.eu/budget/infoeuro/">http://ec.europa.eu/budget/infoeuro/</a></li> </ul>



**A2-5 Subcontracting (cbhe\_2015\_-\_annex\_vi\_-\_financial\_statements.xlsm, sheet Subcontracting)**

5. Subcontracting Costs														
Add Row		Delete Row		Duplicate Row		Inforeuro								
Total (EUR)		0.00												
Work Package	Partner N°	Name of Partner who paid for the subcontracting (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 Encoding	
												0.00	Error	

5. "SUBCONTRACTING COSTS"
<p>Information to be encoded (blue coloured cells):</p> <ul style="list-style-type: none"> <li>- Work package (to be chosen via a "drop down menu")</li> <li>- No. of the partner who paid for the subcontracting (to be chosen via a "drop down menu")</li> <li>- Supporting document Ref. (to be encoded)</li> <li>- Invoice date (to be encoded) - format must be dd/mm/yy</li> <li>- Nature, type and specification of the item (to be encoded)</li> <li>- Providing company (to be encoded)</li> <li>- VAT and taxes charged to the project (to be chosen via a "drop down menu"). Please select Y if the amount charged to the project includes VAT and/or other taxes. Please select N if the amount charged to the project does not include VAT and/or other taxes.</li> <li>- Exchange Rate used: calculated automatically following the encoding of the "Amount indicated on the invoice" and the "Amount charged to the project". The Exchange Rate used must be in line with Art. I.10.2 of the Grant Agreement and the Guidelines for the Use of the Grant (Section 3.2.4), using the inforeuro website <a href="http://ec.europa.eu/budget/inforeuro/">http://ec.europa.eu/budget/inforeuro/</a></li> </ul>



**A2-5 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
						0.00	Error

\* e.g.: Equipment, Staff costs and/or costs of stay, printing & publishing  
 \*\* e.g.: governmental grant, Partner n° institution's own resources  
 \*\*\* e.g.: printing course material (200 copies); renting conference premises (2 days, 100 participants); etc.

**"CO-FINANCING"**

Please note that information on the co-financing must be filled in for statistical purposes only. Therefore, it will not have any impact on the amount of the final grant.



### ANNEX 3: Partner Request for Payment

#### Partner Request for payment

[Date of the request for payment]

For the attention of  
**University of Novi Sad**  
**Prof. Dr. Vlastimir Radonjanin**  
**Dr Zorana Djindjica 1**  
**21000 Novi Sad**  
**Serbia**

Project title: **Knowledge FOr Resilient soCiEty**

Acronym: **K-FORCE**

Project number: **573942-EPP-1-2016-1-RS-EPPKA2-CBHE-JP**

Grant Agreement number: **2016-2559/001-001**

Name and address of the Project Partner:

***name of project partner***

***address of project partner***

Request for payment number: ***number/year***

Dear Sir/Madam,

I hereby request ***number (e.g. 1<sup>st</sup>, 2<sup>nd</sup>, ...)*** installment of the Erasmus+ grant contribution under the Grant Agreement mentioned above, and based on the Partnership Agreement.

The amount requested is ***amount*** € (*this amount is firstly agreed with the Project Manager-Danijela Ciric*)

The payment should be made to the bank account of our institution defined in Article V of the Partnership Agreement.

Stamp

Signature of the beneficiary legal representative

\_\_\_\_\_

Name:.....



## ANNEX 4: Unit costs for staff, travel and costs of stay defined by EACEA

### Unit costs for staff, travel and costs of stay defined by EACEA

#### UNIT COSTS FOR STAFF

	Manager	Teacher/Trainer /Researcher	Technician	Administrative staff
	<b>AMOUNTS IN EURO PER DAY</b>			
Serbia	108	80	57	45
Bosnia and Herzegovina	108	80	57	45
Albania	108	80	57	45
FYROM	88	74	55	39
Denmark	294	241	190	157
Sweden	294	241	190	157
Slovakia	88	74	55	39

#### UNIT COSTS FOR TRAVEL

Distance band	Unit cost per participant
Between 100 and 499 KM	180 EUR
Between 500 and 1999 KM	275 EUR
Between 2000 and 2999 KM	360 EUR

\*all travel distances foreseen in this project falls anther these three categories.

#### UNIT COSTS FOR Stay

	STAFF Unit cost per day per participant	STUDENT Unit cost per day per participant
Up to the 14 <sup>th</sup> day of activity	120 EUR	55 EUR

\* Students participating in short term activities linked to the management of the project may claim Costs of Stay corresponding to staff-120 EUR (for max. 1 week).



## **ANNEX 5: Erasmus+ supporting documents for Staff Costs and Travel Costs and Costs of Stay**

A5-1 Staff Convention

A5-2 Timesheet

A5-3 Individual Travel Report



**A5-1 Staff Convention**

**STAFF CONVENTION**

Ref. No.....

Project No. ....

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

**BETWEEN** .....  
Hereinafter "the Institution"\*

**AND** Name: .....  
Address: .....  
.....  
Hereinafter "the Staff member"\*

**THE FOLLOWING HAS BEEN AGREED:**

1. The Institution is a member of the partnership for the above-mentioned project.
2. The Staff member is employed by the Institution and is part of its payroll system.
3. 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.

	<i>dd/mm/yy</i>		<i>dd/mm/yy</i>
<b>FROM</b>		<b>TO</b>	

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

.....  
.....  
.....

4. Please complete the following information.

Staff category (Manager / Researcher, Teacher, Trainer / Technician / Administrative staff)	
Country of the Institution in which the Staff member is employed	
Number of days worked and charged to the grant (according to time-sheet)	

5. This agreement does not alter in any way the employment conditions already existing between the Institution and the Staff member and has been 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.....





**A5-3 Individual Travel Report**

To be filled in by *each* participant

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

<b>Ref. No.</b> ..... <b>Project No.</b> .....
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	STUDENTS
<input type="checkbox"/> Teaching/training assignment	<input type="checkbox"/> Study period
<input type="checkbox"/> Training and retraining purposes	<input type="checkbox"/> Participation in intensive courses
<input type="checkbox"/> Updating programmes and courses	<input type="checkbox"/> Practical placements, internships in companies, industries or institutions
<input type="checkbox"/> Practical placements in companies, industries and institutions	<input type="checkbox"/> Participation in short term activities linked to the management of the project
<input type="checkbox"/> Project management related meetings	
<input type="checkbox"/> Workshops and visits for result dissemination purposes	

**(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 authorisation 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: .....