ERASMUS + PROGRAMME

Project Handbook
Guidelines for Administrative and Financial Management and Reporting
(Annex IX of the Grant Agreement – Project Handbook)

Selection 2014

➢ Knowledge Alliances
➢ Sector Skills Alliances

1st version: March 2015
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Introduction

Purpose of the Handbook

The Handbook applies to grants awarded in 2014 under the Erasmus+ Programme for Knowledge Alliances and Sector Skills Alliances. Its principal aims are to:

- help beneficiaries to manage their project and run them efficiently;
- clarify matters arising from the grant agreement and its annexes;
- provide practical information that may be referred to throughout the project's life;
- provide guidance on the methods of project monitoring and on the dissemination and exploitation of a project's results/products;
- provide guidance on how to handle the financial side of projects in such a way that financial statements can be readily drawn up;
- promote the sound financial management of a project and ensure that the best results/products are delivered at reasonable cost;
- encourage smooth relations between the parties involved by setting out an operational framework for the project.

Other Documents

This document should be read in conjunction with your grant agreement, the Call for proposals 2013 (EAC/S11/13), Instructions for completing the Application Package and the Programme guide for Erasmus+.

Feedback

The Agency is interested in receiving feedback (on the structure and readability of the information) from the people who use the Handbook. Feedback can be sent to: EACEA-EPLUS-SSA@ec.europa.eu or EACEA-KNOWLEDGE-ALLIANCES@ec.europa.eu
1 Management of your project
Overview Project Life Cycle (from the signature of your grant agreement until audit)

At the mid-point of the project life cycle, applicants are required to submit a Progress Report providing information on project implementation and expenditure incurred thus far. The report is assessed and only after its acceptance the second instalment can be paid (if any contractually foreseen).

At the end of the project, a Final Report is submitted which provides information on project implementation, results achieved and expenditure incurred. The report is assessed and given a rating. Once the project has closed, the Agency/Commission may elect to carry out an audit within 5 years of the closure date.

Contractualisation
Applicants who have been successful in the selection process receive a grant agreement from the Agency. The Agreement indicates the grant awarded and sets out the Financial rules to be applied. Payments are usually made in instalments.

Reporting

Monitoring of Project
The European Commission/Executive Agency monitors the implementation of the project through its life-cycle. In situ project visits and Monitoring initiatives are undertaken in some cases.

Eligibility Period and Project Activities
The Eligibility Period is the time during which expenses can be incurred and covered by the European Union’s grant. The length of the eligibility period depends on the project duration. Planned project activities are carried out.

Dissemination and Exploitation of Results within Project Lifetime

Dissemination and Exploitation of Results beyond Project Lifetime
1.1 Your project in the lifecycle of the Erasmus + Programme

Policy
The Erasmus + Programme is implemented via annual Calls for proposals and it is expected that your project will contribute to the policy priorities of this programme. Please check the web pages of the different bodies involved in policy making in the sector such as the Directorate General for Education and Culture (DG EAC), the Centre for the European Development of Vocational Training (CEDEFOP) in order to keep your project in line with the latest policy developments in the field and priorities your project is linked to.

Eligibility of costs
The Agency co-finances the costs of the project activities from the beginning until the end of the eligibility period. Any project activities occurring outside of the eligibility period are not eligible for funding.

At the beginning of the project the Agency transfers a first pre-financing payment to you, which corresponds to a percentage of the EU’s contribution to the project costs set out in the grant agreement. The duration of the projects funded under this call for proposals is two or three years and therefore a second pre-financing payment is foreseen on mid-term. At the end of the project and after analysis and approval of the project results and costs incurred, the Agency will launch the final payment which is made up of the contractual percentage of the total eligible actual costs, without considering the payments already made and the interests earned on the pre-financing payments.

Monitoring and reports
In order to enable the Agency to monitor and assess the achievements of your project, you are required to submit a progress report and a final report. As part of the monitoring activity, the Agency may also organise meetings and other activities with the key players of your project in Brussels or at your premises.

Changes
If during the project’s lifetime there is the need to modify your grant agreement, you must submit an amendment request to the Agency PRIOR to the change(s). Alternatively, you can make the modifications via the Participant portal if the nature of the changes needed allows you to do so.

Dissemination and exploitation
Dissemination and exploitation of your project and its results are very important as they determine the extent to which your products reach the intended audience and are subsequently used. It is important therefore that you plan your dissemination and exploitation strategy thoroughly and right from the beginning. The dissemination and exploitation plan should be drawn up and submitted to the Agency for information at the beginning of the project.

Keeping documents
After the project's closure the Agency reserves the right to launch an audit to verify your accounting system, irrespective of the fact that the report on factual findings from an external auditor has been submitted together with the final report. The grant agreement includes a specific requirement to keep the project's records (accounts and all supporting documents) for 5 years after the final payment is transferred to the beneficiary's account.
1.2 Monitoring of the projects by the Agency

1.2.1 Purpose

Monitoring is a standard part of the quality management cycle. Monitoring can have different objectives. They aim to:

- assess the implementation of successful project management strategies (legal aspects, regularity and sound financial management);
- provide advice and support to the beneficiaries in the implementation of their project from both an operational and financial perspective; inform them of the practical rules of daily management;
- monitor the correct execution of the projects, in line with the operational and financial plans;
- identify any potential problems during the project implementation;
- identify best practices and lessons learned, and demonstrate the European added value of the Erasmus + Programme;
- contribute to the achievement of the EU policy priorities as described in the call.

In general, project monitoring should allow both the Agency and the coordinators to follow-up the project performance and results.

Smooth cooperation between the Agency and the beneficiary organisations is crucial. To this end, the Agency will ensure a constant follow up on the projects.

1.2.2 What kind of monitoring?

A performance-oriented monitoring is relevant in the first half of the project lifecycle: it targets more the way the project is being managed, how the consortium is cooperating, and whether the activities are being implemented according to plans. A result-oriented approach is relevant in the second half of project implementation and focuses more on the produced deliverables, their outreach, dissemination, future exploitation and sustainability.

The Agency's monitoring may cover operational and/or financial aspects and may be performed through face to face meetings or remotely. Monitoring can be performed in three main different ways (not exhaustive list, additional project monitoring methods may be developed):

- Agency's desk monitoring,
- Agency's monitoring visits in situ,
- Meetings in Brussels.
1.2.2.1 Agency's desk monitoring

The desk monitoring is done at the Agency by the project officers on the basis of the information available. The main tool is the review of progress and final reports that are due by the beneficiary usually on mid-term and after the end of the project. The Agency may use external expertise to analyse and assess these reports, and on this basis will provide feedback to the beneficiary.

1.2.2.2 Agency's monitoring visits

The monitoring visits are normally organised as detailed below:

✓ Visit to the coordinating organisation (in situ visit)

The Agency's monitoring visits may be undertaken by Agency's representatives (e.g. operational, financial officer), representatives of the European Commission and/or external experts.

An in situ visit to the premises of the coordinating organisation can take place at any time during the lifetime of the project. The main objectives of the visit are:

- to verify the status of the project's implementation and obtain a clear picture of how well the project is being managed;
- to see how well beneficiaries are cooperating;
- to provide the project with support and guidance.

At a more detailed level, the visit will focus on the follow-up of the work programme, project outputs, communication, administrative practices, project documents, as well as on general questions relating to the financial management of the project.

In any case, the Agency will confirm in advance the purpose of the visit. The documents to be made available to the Agency during the in situ visit will be specified in advance and may include:

- any results/products available at the time of the visit;
- beneficiary agreements referring explicitly to the EU grant agreement provisions (highly recommendable for all projects, see article II.1.1 of the General Conditions);
- minutes of the partnership meetings;
- documents related to products; copies of the money transfers to the beneficiaries;
- accounts and all the corresponding supporting documents;
- the full set of documents related to the procurement procedure (e.g. call/request of offers, evaluation committee report, notification and rejection letters, etc.), the subcontracting agreements and invoices;
- internal and external evaluation reports, including results of testing; quality plan; dissemination and exploitation plan, including intellectual property and commercialisation agreements where appropriate; publicity material.

✓ Visit to a partnership meeting and/or a project event

The Agency may attend a project or a partnership meeting as an observer to become acquainted with the progress of the project.
Beneficiaries will be asked to provide the Agency with the calendar of their partnership meetings and project events (including online meetings) organised during the project implementation.

At the partnership meeting, each beneficiary will be expected to describe their contribution to the project and demonstrate their activities and results to the Agency. The Agency’s representative may be accompanied by an external expert and by a representative of the European Commission.

Attendance to project events will provide the Agency with the opportunity to observe: the involvement of other stakeholders; how the plan for dissemination and exploitation of results is being implemented; the impact of the project outcomes at a larger community level. The Agency’s attendance will also allow to identify potential good-practices and to collect information for analysis, reports, and statistics. Overall, participation in project events will improve the Agency’s understanding of the project activities and outreach.

The Agency may take an active role during these events and present any issue deemed relevant by the beneficiary, facilitate workshops, held a presentation, discuss with the beneficiary organisations and the coordinator of any relevant administrative issue on which they need guidance.

1.2.2.3 Meetings in Brussels

The meetings organised in Brussels encompass project representatives visiting the Agency or being invited to participate in an event organised by the Agency/the European Commission.

Beneficiaries are invited to take this opportunity to meet their project officer at the Agency's premises in Brussels.

During the visit, the project coordinator may be requested to deliver a presentation outlining the current status of the project. Also the project partners may be invited if deemed necessary by the Agency. The documents that the coordinator is expected to bring will be specified in advance.

In general, up to two meetings per year are organised by the Agency and/or by the European Commission for project representatives, e.g. coordinators’ meetings, cluster meetings.

- Coordinators’ meetings organised by the Agency (so called "kick-off meetings"): The project's representatives (usually coordinators) have the opportunity to participate in such meetings at the beginning of the project. Kick-off meetings relate to the start of the activities and allow the project coordinator to get familiar with all administrative and financial aspects of the project implementation and the challenges that lie therein.

- Cluster meetings: they focus on a particular topic. The project representatives have relevant experience in the domain and share their knowledge with other projects, thus benefitting from mutual learning.

Usually, the participation to all these meetings is mandatory (see article I.9.3 of the grant agreement). The expenses for participation are eligible costs and are covered by the project budget.
After all of these different types of monitoring, the Agency will provide feedback to the project coordinator. The coordinator should share and discuss this information with the consortium. Whenever appropriate, the beneficiary should inform the Agency on the planned actions to improve their project.

The following graph shows a complete monitoring cycle:

![Monitoring Cycle Diagram]

**1.3. General Provisions on Eligibility of activities**

In the Erasmus+ programme a new "unit cost" grant system has been introduced for the Alliances projects, in which the total grant is determined by applying a unit cost only to the staff component.

This new way of calculating the EU grant is much simpler for projects. It will streamline and reduce the time needed for the financial and administrative management of projects for beneficiaries, and thus be more cost effective and economically sound than the previous item-based budgeting.

This section complements the financial rules applicable to the use of your grant.

**1.3.1. Eligible activities – Complementary financial and contractual rules**

The beneficiaries shall ensure that the activities undertaken with EU grant support for the project are eligible in accordance with the rules set out in the Erasmus+ Programme Guide and incurred by legal entities of the beneficiaries concerned explicitly mentioned in the list of beneficiaries (Annex IV of your grant agreement).

The beneficiaries shall ensure that all the activities are:
• connected with the project (e.g., relevant to the project and be directly connected with the execution of the project in accordance with the approved work programme);
• necessary for the execution of the project;
• reasonable and justified and they must be in accordance with the principles of sound financial management, in particular in terms of value for money and cost-effectiveness in order to allocate the grant in the most efficient and effective way (maximisation of the impact);
• identifiable and verifiable (article II.20 of the grant agreement);
• realised/produced during the contractual lifetime of the project (article I.2 of the grant agreement).

The beneficiaries shall implement the activities, described in the work plan (including mobility activities if applicable), and produce the outputs to be covered from this grant as applied for in the grant application and as approved by the Agency in the Agreement or with prior approval during the implementation of the project.

Activities undertaken that are not compliant with the rules set out in the Erasmus+ Programme Guide approved as complemented by the rules set out in this Handbook or not in line with the above mentioned points, shall be evaluated as ineligible activities by the Agency and the grant amounts shall be reduced accordingly.

1.3.2 Budget structure and possible adjustments

The budget is organised around two budget headings:

1. Project implementation support (Staff days)
2. Mobility activities (travel and subsistence for mobility activities - if approved by Annex III of the grant agreement)

Due to the structure of the budget the possibility of transfers between these two headings is not applicable. However, in case that mobility activities are foreseen in the grant agreement, some shifts from project implementation budget could be possible only in very exceptional cases, ensuring that:

• only a limited part of the total amount is shifted,
• the change is well justified by the beneficiary and formally approved by the Agency, through an amendment of the work plan, prior to the implementation of the activities modifications.

Budget transfers from "mobility activities" to "project implementation support" headings are not allowed.

Internal transfers within the categories ¹ of each heading may be possible, if the quality and the outcomes of the activities listed in the approved work plan is not modified (in case of changes to the work plan, outputs or resources allocated to work packages please refer to the section "Amendments" of this Handbook).

¹ For project implementation, the categories are: Manager, Teacher, Technician and Administrative. For mobility activities, the categories are: travel and subsistence.
1.3.3 Eligible staff days for project implementation support

In addition to the conditions mentioned in section 1.3.1, the coordinator shall report the number of working days per category of staff for each of the beneficiaries and shall ensure that all the staff days are:

- identifiable and directly linked to eligible activities and which can therefore be booked to it directly and supported by official documents, with due regard for the conditions of eligibility set out above,
- the staff category applicable to each person has to be one of the four categories listed in the application form and related to the professional profile of the person (International Standard Classification of Occupations - ISCO),
- actually realised by the beneficiaries and the actual number of units, consumed or produced to be claimed for the calculation of the grant based on unit costs, actually recorded in their accounts in accordance with the applicable accounting principles, and respecting the requirements of the applicable tax and social legislation,
- incurred by legal entities explicitly mentioned in the list of co-beneficiaries,
- related to permanent, temporary, and interim staff employed by partner organisations with an employment relation with one of the partnership organisations listed in Annex IV to the grant agreement and assigned to the project implementation in accordance with the provisions of the grant agreement.

To be noted (not eligible staff days):

Working staff days of Learners/Trainees, volunteers and persons working through subcontracting (e.g. freelancers, self-employed persons, persons registered as sole traders) cannot be considered as eligible staff days and **are not accepted** as number of units, consumed or produced to be claimed for the calculation of the grant based on unit costs, except if the national legislations of the partners involved in the project consider these staff as "assimilated" to a permanent, temporary or interim staff. In this case, additional supporting documents may be requested in order to explain the national context.

1.3.4 Eligible mobility activities

In addition to the conditions mentioned in section 1.3.1, the coordinating institution shall report only mobility activities (with regards to distance and activity duration) foreseen in the grant agreement. It shall ensure that all the mobility activities are:

- actually realised by the beneficiaries and they are able to demonstrate the formal link with the persons participating in mobility activities, whether they are involved in the project as staff or as learners,
- by default, the place of origin is understood as the place where the sending organisation is located and the place of venue as the place where the receiving organisation is located,
• supporting/complementing the other activities of the Alliance and bring added value in the realisation of the project’s objectives.

To be noted (not eligible mobility activities):

Mobility activities are limited to learning mobility of students/learners and staff. They cannot be used to cover parts of the general project activities such as partners’ travel to project events or partnership meetings.

1.3.5 Awarding a contract under the unit cost system

If during the implementation of a project, the beneficiaries proceed with subcontracting activities they shall ensure that:

• tasks/activities subcontracted only cover the implementation of a limited part of the action,

• the beneficiaries ensure that the conditions applicable to them in the grant agreement are also applicable to the subcontractor,

• where the value of a contract awarded in accordance with those articles exceeds EUR 60,000, national rules with regard to procurement apply,

• any resort to subcontracting has to be foreseen in the application or communicated by the coordinator and approved by the Agency,

• any possible conflict of interest is avoided (Please read carefully the General Conditions of the grant agreement, especially the articles II.4 on Conflict of interests and the articles II.9 and II.10 on Award of contracts and Subcontracting and the section 1.3.6 hereinafter)

1.3.6 Calculation of the final EU grant

The coordinator shall report on the project activities and results on behalf of the project as a whole, specifying all the elements necessary to appreciate the reality of the generating event.

The payments in the unit costs system depend on the occurrence of the following generating event:

- implementation of the activities in accordance with the description annexed to the grant agreement or decision;

- actual number of units consumed, produced or exploited, linked to the unit cost rate and related to eligible activities following the conditions mentioned above.

The final amount of a grant in a simplified form does not depend on the costs actually incurred but on the occurrence of the generating event. It is therefore to be calculated by multiplying the pre-established amounts to the actual eligible units defined in the financing mechanisms:
**Grant contribution** = **Actual number of eligible units** * preestablished amounts

In Sector Skills and Knowledge Alliances, the actual number of eligible units refers to:

- project implementation support = staff days.
- mobility activities = distance + activity duration.

The grant awarded in a simplified form may be reduced in case those conditions are only partially fulfilled (in which case a proportional decrease of the amount due should be made), or not fulfilled at all (in which case the financing is not due).

The supporting documents to be kept by the beneficiaries and made available in case of checks and audits are relevant for demonstrating the occurrence of the generating event. Please read carefully sections 1.3.9 and 1.3.10 of this Handbook.

The beneficiaries shall agree on the distribution of the amount between them depending on their respective workload and contribution to the project activities and results. The Agency cannot intervene on the internal distribution of the amounts between the beneficiaries.

We suggest setting up clear rules in a partner's agreement or memorandum of understanding at the beginning of the project, putting in place as well mechanisms in case of problems or tasks/activities not properly implemented. Please read carefully the article II.1 of your grant agreement on the respective role of the coordinator and beneficiaries: a clear legal basis (partner's agreement) must be signed between the coordinator and each beneficiary in order to define the regulations and rules to be applied to project expenses and modalities of funds transfer against reporting and transmission of official supporting documents. This partner's agreement should make an explicit reference to the EU grant agreement and to the commitment by all partners to respect all the rules defined in the EU grant agreement and link payments to the partners to the transmission of all supporting documents and check of their eligibility.

As a reminder for your project follow-up, the following tables present an overview of the unit costs funding rules.
The budget of the project must be reported according to the following rules (in euro):

<table>
<thead>
<tr>
<th>Eligible activities</th>
<th>Financing mechanism</th>
<th>Amount</th>
<th>Rule of allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Implementation support</strong></td>
<td><strong>Unit costs</strong></td>
<td></td>
<td>Conditional: applicants will have to justify the type and volume of resources needed in relation to the implementation of the proposed activities and outputs. The outputs should be substantial in quality and quantity to qualify for this type of grant support</td>
</tr>
<tr>
<td>Contribution to any activity directly linked to the implementation of the project (except for possible embedded mobility) including: project management, project meetings, intellectual outputs (such as curricula, pedagogical materials, open educational resources (OER), IT tools, analyses, studies, etc.), dissemination, participation in events, conferences, travel, etc. The number of days and the profile of staff involved by country is the basis for the calculation of the EU contribution.</td>
<td>B2.1 per manager involved per day of work on the project</td>
<td>B2.2 per researcher/teacher/trainer involved per day of work on the project</td>
<td>B2.3 per technician involved per day of work on the project</td>
</tr>
</tbody>
</table>
### Mobility activities

<table>
<thead>
<tr>
<th>Eligible activities</th>
<th>Financing mechanism</th>
<th>Amount</th>
<th>Rule of allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Travel</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel</td>
<td>Contribution to the travel costs of participants, from their place of origin to the venue of the activity and return</td>
<td>Unit costs</td>
<td>For travel distances between 100 and 1999 KM: 275 EUR per participant</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>For travel distances of 2000 KM or more: 360 EUR per participant</td>
</tr>
<tr>
<td><strong>Subsistence costs</strong></td>
<td>Contribution to subsistence costs of participants during the activity</td>
<td>Unit costs</td>
<td>Conditional: applicants will have to justify that mobility activities are necessary to achieve the objectives and results of the project. Travel distances must be calculated using the distance calculator supported by the European Commission. <a href="http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm">http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Activities targeting staff</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>up to the 14th day of activity: 100 EUR per day per participant</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>+ between the 15th and 60th day of activity: 70 EUR per day per participant</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Activities targeting learners:</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>up to the 14th day of activity: 55 EUR per day per participant</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>+ between the 15th and 60th day of activity: 40 EUR per day per participant</td>
</tr>
</tbody>
</table>
### TABLE A - PROJECT IMPLEMENTATION (AMOUNTS IN EURO PER DAY) PROGRAMME COUNTRIES
The amounts depend on: a) profile of staff involved in the project and b) the country of the participating organisation whose staff is involved.

<table>
<thead>
<tr>
<th>Manager</th>
<th>Teacher/Trainer/Researcher/Youth worker</th>
<th>Technician</th>
<th>Administrative staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>B1.1</td>
<td>B1.2</td>
<td>B1.3</td>
<td>B1.4</td>
</tr>
<tr>
<td>Austria, Denmark, Ireland, Liechtenstein, Luxemburg, Netherlands, Norway, Sweden, Switzerland</td>
<td>353</td>
<td>289</td>
<td>228</td>
</tr>
<tr>
<td>Belgium, Finland, France, Germany, Iceland, Italy, United Kingdom</td>
<td>336</td>
<td>257</td>
<td>194</td>
</tr>
<tr>
<td>Cyprus, Czech Republic, Greece, Malta, Portugal, Slovenia, Spain</td>
<td>197</td>
<td>164</td>
<td>122</td>
</tr>
<tr>
<td>Bulgaria, Croatia, Estonia, Former Yugoslav Republic of Macedonia, Hungary, Latvia, Lithuania, Poland, Romania, Slovakia, Turkey</td>
<td>106</td>
<td>88</td>
<td>66</td>
</tr>
</tbody>
</table>
Table B - Project Implementation (Amounts in euro per day) Partner Countries

The amounts depend on: a) profile of staff involved in the project and b) the country of the participating organisation whose staff is involved.

<table>
<thead>
<tr>
<th>Partner Countries</th>
<th>Manager</th>
<th>Teacher/Trainer/Researcher/Youth worker</th>
<th>Technician</th>
<th>Administrative staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia, Canada, Kuwait, Macao, Monaco, Qatar, San Marino</td>
<td>353</td>
<td>289</td>
<td>228</td>
<td>189</td>
</tr>
<tr>
<td>Andorra, Brunei, New Zealand, Singapore, United Arab Emirates, Vatican City State</td>
<td>336</td>
<td>257</td>
<td>194</td>
<td>157</td>
</tr>
<tr>
<td>Bahamas, Bahrain, Equatorial Guinea, Hong Kong, Israel, Korea (Republic of), Oman, Saudi Arabia, Taiwan</td>
<td>197</td>
<td>164</td>
<td>122</td>
<td>93</td>
</tr>
<tr>
<td>Afghanistan, Albania, Algeria, Angola, Antigua and Barbuda, Argentina, Armenia, Azerbaijan, Bangladesh, Barbados, Chile, Belarus, Belize, Benin, Bhutan, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Burkina Faso, Burundi, Cambodia, Cameroon, Cape Verde, Central African Republic, Chad, China, Colombia, Comoros, Congo (Brazzaville), Congo (Kinshasa), Cook Islands, Costa Rica, Cuba, Djibouti, Dominica, Dominican Republic, East Timor, Ecuador, Egypt, El Salvador, Eritrea, Ethiopia, Fiji, Gabon, Gambia, Georgia, Ghana, Grenada, Guatemala, Guinea (Republic of), Guinea-Bissau, Guyana, Haiti, Honduras, India, Indonesia, Iran, Iraq, Ivory Coast, Jamaica, Jordan, Kazakhstan, Kenya, Kiribati, Korea (DPR), Kosovo, Kyrgyzstan, Laos, Lebanon, Lesotho, Liberia, Libya, Madagascar, Malawi, Malaysia, Maldives, Mali, Marshall Islands, Mauritania, Mauritius, Mexico, Micronesia, Moldova, Mongolia, Montenegro, Morocco, Mozambique, Myanmar, Namibia, Nauru, Nepal, Nicaragua, Niger, Nigeria, Niue, Pakistan, Palau, Palestine, Panama, Papua New Guinea, Paraguay, Peru, Philippines, Russian Federation, Rwanda, Samoa, Sao Tome and Principe, Senegal, Serbia, Seychelles, Sierra Leone, Solomon Islands, Somalia, South Africa, Sri Lanka, St. Lucia, St. Vincent and the Grenadines, St. Kitts and Nevis, Sudan, Suriname, Swaziland, Syria, Tajikistan, Tanzania, Thailand, Togo, Tonga, Trinidad and Tobago, Tunisia, Turkmenistan, Tuvalu, Uganda, Ukraine, Uruguay, Uzbekistan, Vanuatu, Venezuela, Vietnam, Yemen, Zambia, Zimbabwe</td>
<td>106</td>
<td>88</td>
<td>66</td>
<td>47</td>
</tr>
</tbody>
</table>
1.3.7 Reduction of the final grant in the event of weak implementation

For the purpose of the articles II.25.4 and I.9.9 of your grant agreement, the Agency shall reduce the amount of the final grant relating to the staff costs in the event of weak implementation of the action. Those reductions/penalties, in respect of low performance, are applied at the level of the final grants.

Poor, partial or late implementation of the project will be established by the Agency on the basis of:

- the final report submitted by the coordinator and
- the products and outputs produced by the project.

The Agency may consider also information received from any other relevant source, proving that the project is not implemented in accordance with the contractual provisions. Other sources of information may include monitoring visits, desk checks or on the spot checks undertaken by the Agency.

1.3.8 Legal remedies

1.3.8.1 Complaints to the Agency

Without prejudice to other remedies and, in particular, without altering the time-limits for bringing actions set out in the following paragraphs, a request for review can be submitted to the Agency when the beneficiary considers that the analysis of the project made by the Agency ("closure letter") has been vitiated by an error or irregularity.

The request for review must comply with the following conditions:

- A formal complaint must be submitted in writing by the coordinator after checking the validity of arguments and documents of all beneficiaries to the Director of the Agency. It further must address the arguments stated by the Agency in the closure letter.

- The request for review shall be submitted within the indicative deadline of one month from the date of notification by the Agency of the final amount of the grant determining the amount of the payment of the balance or the recovery order. After this time such requests will no longer be considered.

- All justifying documents must be annexed to the complaint and organised by the beneficiary with clear reference to the budget line concerned in the Excel table together with a short translation of the key words if necessary (in hard copy).

- The Agency will only consider official documents (i.e. no self-declarations) and new evidence not yet submitted with the final report. Resubmission of the same documents already rejected by the Agency or the auditors will not be considered.
1.3.8.2 Complaints to the European Ombudsman

Without prejudice to other remedies and, in particular, without altering the deadlines laid down for the appeal set out in the following paragraph, any citizen of the European Union or any natural or legal person residing or having its registered office in a Member State has the right to complain to the Ombudsman for any instance of maladministration by the European Union institutions (Article 228 of the Treaty on the Functioning of the European Union (TFEU)). More information may be found on the website http://www.ombudsman.europa.eu/en/home.faces.

1.3.8.3 Arbitration clause- Ordinary Actions

As specified in the Grant Agreement Article II.18.2, any dispute regarding the implementation of the said agreement and inter alia regarding the calculation of the final amount of the grant can be brought before the General Court of the EU in accordance with Article 272 of the TFUE.

1.3.9 Supporting documentation to be kept

The beneficiaries must keep all supporting documents relating to their activities/outputs in the project no matter which partner incurred the costs. The coordinator will collect a complete set of the main supporting documents, being the main contact organisation for the Agency. Unjustified activities will not be considered as eligible by the Agency nor by the auditors.

The new financing system simplifies the administrative workload of the implementation of the project and also the progress and final reporting phases. Activities which are considered as eligible according to the criteria detailed under section 1.3.1 (of this Handbook) will become ineligible if they are not supported by adequate supporting documents.

In view of checks, the coordinator shall keep supporting documents in original, including supporting documents from the other beneficiaries. In case that this is not possible (if for example the beneficiaries are legally not authorised to send original documents for final report or desk checks), the beneficiary concerned may keep a copy thereof instead. For a beneficiary, keeping clear and relevant documentation is vital. Proper documentation is necessary to show that the contribution claimed meet the conditions of the grant agreement.

These documents shall only be relevant for demonstrating the occurrence of the generating event.

Supporting documents justifying the eligible activities, i.e. proving the implementation of the tasks as foreseen in the work programme of the project and described in the progress/final report are for example:

- Proof of activities undertaken and outputs produced: such as leaflets, brochures, reports, analytical papers, press releases, websites, social media outputs, etc. They should remain available for checks and audits at the premises of the coordinator. Also,
the relevant outputs have to be uploaded in the dissemination platform. Other documents such as invoices, service contracts can serve as further proof for the activities.

- Proof of partnership meetings: such as agenda indicating time and place, attendance lists signed by the individual participants, individual travel tickets, minutes, reports, etc.

- Proof of events/conferences: final programme, invitations, list of invitees/mailing list, list of attendance signed by each participant, material for the conference (for ex. papers, presentations, leaflets, videos…), outputs of the conference (reports, web-site, evaluations, pictures,…)

- Proof of mobility activities: general description of the approach for the implementation of the mobility, such as main objectives, determination of sending and hosting organisations, selection of candidates, average duration, main learning/training outcomes planned, list of actual participants (name, sending organisation, hosting organisation, start date and end date of the mobility, e-mail contact). Documents such as (e-)tickets and/or (e-)boarding passes, signed attendance lists to events, invoices, service contracts can serve as further proof for the activities.

This list cannot be exhaustive as it depends on the actual outputs of the project. As a general rule, please keep all possible results to be able to show-case your activities. It is on these results that your final report will be assessed. In case of weak or insufficient implementation compared to the initial work packages at application stage, the final grant can be reduced (see section 1.3.7).

Supporting documents that directly justify the actual number of eligible units for project implementation support are:

- Proof of the nature of the employment status of the staff accounted for the project: employment contract, payslips. For non-conventional staff, provide the national legislation that assimilates such staff to an employment status, i.e. permanent, temporary or interim staff.

  (On request or in case of audit: extracts of the accounts showing that the respective staff appears in the accounts as employed by the organisation, bank transfers)

- Proof of the number of days worked for the project: a timesheet per person accounted for in the project.

  Timesheets are important and must allow a global reconciliation of working time of the concerned person for all activities he/she was managing for the organisation. An adequate system of time recording should mention the following information: documenting the total number of working time and the specific working days on the project (per each person working on the project), indicating the category of staff in terms of the 4 categories, presenting title and reference number of the EU project, reporting on a regular basis the time spent on the project (minimum on a monthly basis), clearly mentioning the number of hours/days, dated, signed and stamped by the staff member and by an authorised person (supervisor or head of department, etc.).

  (On request or in case of audit: extracts of the analytical accounts showing the actual time dedicated to the particular project. This is important for organisations participating in several projects to avoid double funding.)
Supporting documents that can directly justify the actual number of eligible units for mobility activities are:

- **Subsistence costs (duration):** for each participant, proof of attendance of the activity abroad in the form of a declaration signed by the receiving organisation, specifying the name of the participant, the purpose of the activity abroad as well as its starting and end date. Those documents should mention a clear reference to the project or directly ascribable/attributable to the project. Documents such as accommodation/hotel invoices, signed receipts by travelling persons receiving an allowance can serve as further proof for the subsistence costs. (On request or in case of audit: proof of payments, bank transfer.)

- **Travel costs (distance):** (e-)tickets and/or (e-)boarding passes, when no tickets available: travel agency invoices indicating the name(s) of the traveller(s), the travel dates as well as place of departure and place of arrival. These documents will be seen in conjunction with the documents for subsistence costs, i.e. travel costs will only be reimbursed for a person for which the mobility activity has been confirmed by a declaration of the receiving organisation as described above. (On request or in case of audit: proof of payments, bank transfer.)

**Attention:** please ensure that in case of a deviation in the number of units from the initial numbers planned in the application, the Agency has to be informed in advance and accept the change. The details and the reasons behind the modification have to be explained in an amendment request.

**1.3.10 Checks and Audits**

Audits and controls of grants awarded in the form of unit costs financing still remain relevant and necessary. As under other types of grant agreements or decisions, beneficiaries are bound by the obligation to preserve all documentation that is relevant to the co-financed action or work programme during a five-year period from the date of the payment of the balance, or three years in case of low value grants. Those supporting documents shall not consist of the accounting statements necessary for demonstrating the underlying costs actually incurred. Extracts of accounts may be requested in certain cases for a qualitative check, such as for example the nature of the employment contracts of staff accounted for the project, the working times of a staff member or money transfers in the context of the project.

The Commission and the Agency have the right to access to beneficiaries' additional documents and information for the purpose of the periodical re-assessment of data used in the method of determination of the unit cost, as well as to exercise its powers of controls, notably for fraud prevention or detection.

Nevertheless, the scope of those additional documents is limited to the beneficiaries' statutory records, i.e. the records that it shall maintain to be compliant with the legal obligations incumbent on it.

The audits we are referring to under this section are the ones launched a posteriori by the Commission, Agency or Court of Auditors.
We draw your attention to the fact that monitoring missions, ex-post controls and external audits can be carried out at any time during the implementation of the project or up to 5 years after the final payment. This period shall be longer if there are on-going audits, appeals, litigation or pursuit of claims concerning the grant, including in the case referred to in article II.27.7. In any cases, the beneficiaries shall keep the documents until such audits, appeals, litigation or pursuits of claims are closed.

The filing system of all documents relating to the project should be organised from the start of the project and all accounting documents should be duly classified. In fact the goal of an audit is to verify that the following measures were taken:

- Check that all adequate supporting documents (accounting and operational material) exist and are duly classified;
- Request missing documents from the partners/concerned department as a matter of urgency;
- Check that all the supporting documents are adequate, relate to the project under reference and refer to activities undertaken during the eligibility period;
- Check that the allocation of costs is consistent, accurate and in accordance with the principles of sound financial management.

Please note that activities which are not duly justified by adequate supporting documents will be rejected by the Agency/auditors during respectively on desk checks, ex-post controls and audits. Moreover, the Agency reserves its right not to accept late reception of documents (late meaning after the contractual deadlines have passed or, in case of an audit, after the transmission of the final audit report by the auditors to the Agency).

Therefore, although within the Unit cost financing system the administrative work of collecting documentation is reduced, it is worth insisting on the following:

- all supporting documents relating to the eligible activities and the eligible unit costs of the project’s implementation must be gathered by the coordinator organisation (signatory of the agreement) whether the costs relate to the own organisation or to the beneficiaries;
- all documents should state the project’s reference and possibly the reference to the relating Work Programme’s activity;
- the importance of having a separate bank account (or sub account that allows identification of payments made) for the project funds;
- the need to have a good accounting and internal control system leading to transparency. This has to be reflected in a reliable and easy audit trail, where financial data can be traced from general ledger to source documents and which constitutes a basis of objectivity.
1.4 Dissemination and Exploitation of Results

This section should be read in conjunction with:

1) Article 1.9.5 of the grant agreement, giving the link to the dissemination platform to upload the results of the project: [http://ec.europa.eu/programmes/erasmus-plus/projects/](http://ec.europa.eu/programmes/erasmus-plus/projects/)

2) The grant agreement provisions dealing with publicity, dissemination (including Annex II - General conditions – II.7 and II.8),


4) The relevant "Knowledge Alliances" and "Sector Skills Alliances" sections in the Erasmus + Programme guide.

1.4.1 Purpose of dissemination and exploitation activities

Significant emphasis is placed on the impact of EU co-financed projects and on ensuring that what they produce will be **widely known about and widely used**. The results generated, lessons learned and the experience gained by the project should be made available to the widest possible community.

The objective of dissemination and exploitation is to maximise the impact of project results by optimising their value, strengthening their **impact**, transferring them to different contexts, integrating them in a **sustainable way** and using them actively in systems and practices at local, regional, national and **European levels**.

**Knowledge Alliances** will be put in place to ensure impact, dissemination, exploitation and sustainability of project results during and after EU funding, for and beyond the partner organisations for participating countries and across a wider range of countries.

The results of **Sector Skills Alliances** should also feed back into the developments of the European Skills, Competences, Qualifications and Occupations taxonomy and of the European Sector Skills Councils. Moreover, Sector Skills Alliances are expected to achieve results which are widely transferable within the economic sector concerned.

Whenever appropriate, projects are encouraged to make the results of the Alliance available through open licences/open educational resources (OER).

When doing dissemination and exploitation activities please remember that **many other EU funded projects and programmes have been implemented before the Erasmus + programme started**. Use the existing tools, experience, databases etc. for inspiration. You can find some of those on the Agency's web page, e.g.:

- ADAM portal with the Leonardo da Vinci projects:
The Erasmus + National agencies produced several brochures, guidelines etc. on this topic. It is recommended to co-operate also with the National agencies for the Erasmus + programme when implementing dissemination and exploitation activities (http://ec.europa.eu/education/tools/national_agencies_en.htm).

1.4.2 What are project results?

The results of the project may be of diverse nature and consist of concrete (tangible) results as well as skills and personal experiences (intangible results) that both project coordinators and participants to the activities have acquired. The different categories of results may require different approaches for dissemination and exploitation. For example, tangible results such as 'products' may be easily demonstrated with actual items, graphical representations and samples, whereas intangible results such as 'experiences' may require alternative methods of display such as survey results, interview analysis and accreditation programmes.

1.4.3 How to plan your successful dissemination and exploitation

Having a strong plan for dissemination and exploitation from the beginning of a project is a key priority.

In planning/updating these activities, the project team should address the following main questions:

- What needs does the project meet?
- What are the expected results?
- Who are the users who will benefit from the project’s results?
- To reach these users, in which languages should the products be disseminated?

Time should be spent on establishing who is expected to use the project's results and they should be constantly updated based on the users' needs.

The key elements of a dissemination and exploitation plan are:

- the types of activity– the methods and mechanisms, the languages to be used;
- the resources– people and budget including for translation;
- the timetable;
- the strategy beyond the project's lifetime and beyond the partnership.

The first requirement for beneficiaries is to put in place and maintain a project website (see article I.9.5 of the grant agreement), that should be established as soon as possible after the start of the project.

At application stage, beneficiaries have been required to provide a summary describing their project in English. The project summary is of particular importance as it provides a description for the general public. It should therefore be drafted in a plain language and clear style so that the actual content of the project can be quickly understood, also by outsiders.

At later stages, the selected project will be required to upload the results of the project to the Dissemination Platform.
The Erasmus+ Dissemination Platform can be consulted at: http://ec.europa.eu/programmes/erasmus-plus/projects/

When relevant, please include in your dissemination and exploitation activities also social media (example of good practice project promoting social media is: "Improving web strategies and maximizing the social media presence of LLP projects – Web2LLP" - http://www.web2llp.eu/).

Once established, the dissemination and exploitation plan should be regularly reviewed. In order to update your plan, do not forget to continuously measure the success of your dissemination and exploitation activities. Any adjustments to the plan should be described in the Progress and Final Reports that you submit (see also section on Amendments).

1.4.4 Recognition of Commission funding and use of Erasmus + logo

The obligations linked to publicity and use of the logo are defined in article I.9.4 of the grant agreement. This article should be read carefully as it specifies different situations related to publicity and the logo. In relation to the publicity and the Erasmus + logo please follow the instructions available on the following Internet site: https://eacea.ec.europa.eu/about-eacea/visual-identity_en

The Guidelines for beneficiaries and other third parties:

The Erasmus + logo:

The project’s publications and results that are distributed must have the Erasmus + logo and the mention "Co-funded by the Erasmus+ Programme of the European Union" or "With the support of the Erasmus+ Programme of the European Union".

The disclaimer "The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein" must be used (article II.7.2 of the General Conditions) in any communication or publication. You will find the other EU official language versions at the following link:
Be aware that failure to acknowledge the European Union funding and failure to use the logo may lead to the **cost reduction or suspension** of the time limit for payments (see article II.24.5 of the General conditions – Annex II of the grant agreement).

Please be aware that the Agency reserves the **right to reduce the grant** relating to documents and materials which do not state the EU logo and funding disclaimer as defined in the Other special conditions of the grant agreement and in the article II.7 of the General Conditions.

### 1.4.5 Other useful information

**The Agency and the Commission can make free use of the results** of your project (see article I.9.7 of the grant agreement). The results of your project may be spread also at the meetings that will be organised by the Agency.

## 2. Amendments

### Introduction

An amendment is an act modifying the grant conditions initially agreed or established in clauses of the grant agreement. Any amendment to the grant agreement must be subject to a prior written supplementary agreement. An amendment request should not be made retroactively e.g. changes that have in reality already been carried out.

The amendment request has to:

- be submitted by email ([EACEA-EPLUS-SSA@ec.europa.eu](mailto:EACEA-EPLUS-SSA@ec.europa.eu) or [EACEA-KNOWLEDGE-ALLIANCES@ec.europa.eu](mailto:EACEA-KNOWLEDGE-ALLIANCES@ec.europa.eu)) to the Agency by an official letter or request form signed by the **legal representative of the beneficiary**, that is, the person who signed the grant agreement or his/her legal replacement; in some specific cases outlined below, a simple e-mail (without a letter) can be sent but the legal representative should at least be in copy of the email.

- be made, where required, on the specific amendment request form provided by the Agency under the link mentioned below.

- be submitted to the Agency before the change occurs and at least one month before the end of the contractual period (article II.12.3 of the grant agreement).

- be submitted to the Agency at the latest one month before the closing date of the action;

- duly justify the reasons for the proposed changes.

The Agency reserves the right to reject an amendment request that is not sufficiently justified. Once the amendment is made, it becomes an integral part of the initial grant agreement.
The modifications to a grant agreement have to be authorised by the same parties who have signed the initial agreement. Furthermore, the amendment must be signed by the legal representative of the coordinator, i.e. the person who has the necessary powers to commit the entity. This can be the same person as the one who signed the grant agreement or it could be another person replacing the initial representative or a person to whom the authorisation to represent and commit the entity has been given by means of a specific mandate. If the person signing is not the legal representative identified as such in the grant agreement, a supporting document proving the authority to sign on behalf of the coordinator should be submitted along with the request for amendment.

2.1 Changes which require an amendment request form

An amendment request form must be completed to request the following modifications on the grant agreement:

- Change of the coordinating organisation
- Change in partnership: withdrawal of beneficiaries
- Change in partnership: new or replacing beneficiaries joining the project
- Changes to the eligibility period
- Change of bank account
- Changes to the work programme


**Attention:**
The amendment request will also be evaluated against the eligibility criteria for the action. Special attention has to be paid for example to replacing beneficiary organisations, in view of the minimum requirements fixed for the type of organisation to be involved.

**Example for Sector Skills Alliances:** In case a partner is replaced, the replacing partner has to represent the same type of organisation as the withdrawing one, for example a regulatory body can only be replaced by another regulatory body from the same country.

**Example for Knowledge Alliances:** if an enterprise leaves the consortium it has to be made sure that the at least 2 enterprises remain in the partnership.

2.2 Changes which do not require an amendment request form

The following section describes those cases where the use of the amendment request form is not needed.

2.2.1 Changes via the Participation Portal

The Participant Portal is the platform where the LEAR (Legal Entity Appointed Representative) of each beneficiary registers any changes related to their legal entity. The accuracy of these changes and any supporting documents are checked and validated by the Research Executive Agency (REA). Once REA has validated these changes, they notify the beneficiary that this information is up to date in the database of the Commission (i.e. URF/PDM and ABAC).
It is not required to send an amendment request to the Agency for these modifications. However, it is recommended to inform the Agency by email of the specific changes introduced via the Participation Portal for a better follow-up.

The following modifications must be made via the Participant Portal:

- Change of the legal status of the beneficiaries

The new legal status of the beneficiary must fulfil all the eligibility and selection criteria originally applied. If this change results in non-fulfilment of the eligibility and/or selection criteria, participation will be terminated. It will also be verified whether the eligibility criteria at project level are still respected. If this is not the case, the agreement will be terminated.

- Change of legal name of the beneficiaries

In certain cases, what appears to be a change of name may in reality be a different change (e.g. new legal entity, transfer of rights and obligations) which may require other supporting documents and a different treatment. In this case the Agency will inform you what documents are needed.

- Change of address of the beneficiaries

The change will be accepted by the Agency provided that it is compatible with the eligibility criteria.

Address of Participation Portal:

2.2.2 Change of legal representative in the coordinating organisation (person who signed the grant agreement)

In this case it is not necessary to use the amendment request form. An e-mail or letter signed by the new legal representative together with an official document confirming the name of this new legal representative is sufficient. If the e-mail is not sent by the new legal representative, he/she should be in copy. Examples of official documents include statutes and/or minutes of the Board.

2.2.3 Change of contact person in the coordinating organisation

A change of contact person in the coordinating organisation (person indicated in article I.6.3 of the agreement) does not require the use of the amendment request form. An e-mail or a letter signed by the legal representative of the beneficiary organisation must be submitted to the Agency outlining the reasons for the envisaged change. If the e-mail is not sent by the legal representative, he/she should be in copy.
3. Reporting

The Agency is currently revising its reporting procedure and is moving towards an eReporting system. This section of the Handbook will be updated as soon as the new rules for submitting reports are in place and the necessary reporting forms (regarding the narrative and the financial parts) will be available as soon as possible in the following link:


3.1 Purpose of the reports

Reporting on your project’s progress and achievements is both a crucial and beneficial part of the project management process. The reports you are required to submit serve a dual purpose:

• **For your own benefit and use.** The reports are means of communication between you and your peers about the project implementation. In addition, reports allow you to share the knowledge created via the project at the disposal of a wider community. Through their dissemination, you increase the potential for discovering initiatives that share common ground with yours and you increase the chances of being contacted by interested parties with useful input or feedback.

• **For the Agency's benefit and use.** The assessment of the reports enables the Agency to take a decision on the continuation of the project. You will be required to submit a Progress Report 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. The Progress Report provides the Agency with a mid-term update on how a project is advancing against original plans and budgets, while the Final Report is due at the end of the project and allows the overall evaluation of the project.

As for the Progress Report, the reporting period runs from the start date of the project until **one month prior** to the submission date of the report. This will allow you to have enough time to prepare the report. The Progress Report must cover the period mentioned above and should not be submitted earlier than one month before the submission date mentioned in article 1.4.1 of the grant agreement. Earlier submission may lead to rejection of the report.

A Final Report, covering the reporting for the entire project duration must be submitted at the latest **two months** after the end of the project.

3.2 Processing the Reports

Each report must be submitted to the Agency by the deadline indicated in the grant agreement. Late submission may considerably delay the process of analysing and assessing the report and making the final payment.

The Agency may use external experts to help with the analysis of the report. Experts will assess the quality of the work accomplished and will draft an overall evaluation. The experts engaged by the Agency are obliged to declare in advance that no conflict of interest exists in relation to the projects they will assess.
Annex: Glossary

If you do not find the term you are looking for in this Annex I please, look at the Annex III - Glossary of key terms (of the Programme guide Erasmus +).

**The Agency**: the Education, Audiovisual and Culture Executive Agency, acting under powers delegated by the Commission of the European Communities.

**Amendment**: a written supplementary agreement that modifies the grant agreement.

**Associated Partner**: organisation that is involved in the project although it does not form part of the consortium and must not be responsible for core activities of the project. It may provide the consortium with facilities or assistance than enhances the quality of work.

**Beneficiary**: any of the legal entities of the consortium (listed in Annex X of the grant agreement) including the coordinator and referred to collectively as “the beneficiaries”, and individually as “beneficiary” for the purposes of the grant agreement.

**Consortium**: participating organisations from different countries teaming up to implement and follow up a project.

**Coordinator**: the signatory organisation (legal entity) which has not to be confused with the person chosen by the consortium for coordinating the daily implementation of the project.

**Final Report**: implementation report and financial statement covering the entire period of a project submitted by the deadline stipulated in the grant agreement.

**Grant agreement**: agreement between the Executive Agency and several beneficiaries. These beneficiaries have given mandate for the purpose of the signature of the agreement to the representative of the signatory of the agreement (called "coordinator").

**LEAR**: Legal Entity Appointed Representative. It is the person authorised to have access to the Participant Portal on behalf of a legal entity and make any changes related to its legal status, legal address and legal name if needed.

**Legal Representative**: the person legally authorised to enter into legal and financial commitments on behalf of the coordinating organisation.

**Mainstreaming**: is the planned process of transferring the successful results of programmes and initiatives to appropriate decision-makers in regulated local, regional, national or European systems.

**Multiplication**: is the planned process of transferring the successful results of programmes and initiatives to appropriate decision-makers in regulated local, regional, national or European systems.
Partner agreement: bilateral agreement made between the coordinator and each beneficiary to govern a number of issues that will or may arise during the life of the project (e.g. collaboration methods, tasks, financial provisions, intellectual property rights, etc.) in accordance with article II.1 of the grant agreement.

Progress Report: a mid-term report and financial statement on the implementation of a project submitted in accordance with the deadline indicated in article I.4.1 of the grant agreement.

Programme country: EU and non EU countries that have established a National Agency which participate fully in the Erasmus+ Programme. The list of Erasmus+ Programme Countries is described in Part A of the Programme Guide, section "Who can participate in the Erasmus+ Programme".

Partner country: country which does not participate fully in the Erasmus+ Programme, but which may take part (as partners or applicants) in certain Actions of the Programme. The list of Erasmus + Partner Countries is described in Part A of the Erasmus + Programme Guide.

PIC: Participant Identification Code.