Co-funded by the Erasmus+ Programme of the European Union

PROJECT MANAGEMENT AND REPORTING GUIDE

University of Nis

Strengthening of master curricula in water resources management for the Western Balkans HEIs and stakeholders

Project number: 597888-EPP-1-2018-1-RS-EPPKA2-CBHE-JP

www.swarm.ni.ac.rs

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v.04	20/03/2019	Table 7 added and EACEA documents updated	UNI

Contents

List of abbreviations

AUTh	Aristotle University of Thessaloniki
BOKU	University of Natural Resources and Life Sciences, Vienna
CBHE	Capacity Building in Higher Education
EACEA	Education, Audiovisual and Culture Executive Agency
HEI	Higher Education Institution
ITR	Individual Travel Report
LFM	Logical Framework Matrix
JD	Joint Declaration
NEO	National Erasmus Office
NMBU	Norwegian University of Life Sciences, Norway
PC	Project Coordinator
PMC	Project Management Committee
PWMC VV	Public Water Management Company ''Vode Vojvodine''
QAC	Quality Assurance Committee
SC	Steering Committee
SWARM	Strengthening of master curricula in water resources management for the Western Balkans HEIs and stakeholders
UACEG	University of Architecture, Civil Engineering and Geodesy, Bulgaria
UNI	University of Nis, Serbia
UL	University of Lisbon, Portugal
UoM	University of Montenegro
UNIRIFCE	University of Rijeka, Croatia
UNMO	Dzemal Bijedic University of Mostar
UNS	University of Novi Sad
UNSA	University of Sarajevo
UPKM	University of Pristina in Kosovska Mitrovica
TCASU	Technical College of Applied Sciences Urosevac with temporary seat in Leposavic
TL	Task Leader
TS	Timesheet
WP	Work package
WPL	Work package leader
WRM	Water Resources Management

Introduction

The main goal of the Project management and reporting guide is to provide support to the beneficiaries in managing the SWARM project locally in an efficient and successful manner and provide all documents necessary for financial monitoring, reporting and audits. It offers detailed definition of eligible and ineligible costs, instructions for preparing financial reports, a list of required supporting documents to justify incurred costs, rules for public procurement in order to facilitate purchasing of goods and services, etc. The beneficiaries will be able to successfully fulfill 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 Education, Audiovisual and Culture Executive Agency (EACEA).

Most of the rules are defined by the Grant Agreement and Partnership Agreement, but procedures for their practical implementation need to be designed by the participants. By clearly defining the procedures for financial and technical management, the communication between the project coordinator and other beneficiaries will be simplified. Some definitions and rules are taken in the original form from the EACEA Guidelines for the Use of the Grant, in order to avoid any misinterpretation.

The Project management and reporting guide will enable beneficiaries to have a common understanding on what has to be achieved, what has to be delivered, who will be involved, when to deliver, and how to communicate during the project term.

1. Management of SWARM project

1.1 Management structure of SWARM project

The management structure of the SWARM is designed to ensure effectiveness, flexibility and quality of work and to fit the specific requirements of the Erasmus+ programme for successful realization of planned project activities in line with the project application, budget and workplan.

The project consortium consists of 14 partners out of which 13 are Higher Education Institutions (HEIs) presented in Table 1.

Table 1 SWARM project consortium

Partner number	Name of Partner	Acronym
P1	University of Nis	UNI
P2	University of Natural Resources and Life Sciences, Vienna	BOKU
P3	Norwegian University of Life Sciences	NMBU
P4	Aristotle University of Thessaloniki	AUTh
P5	University of Architecture, Civil Engineering and Geodesy	UACEG
P6	University of Rijeka, Faculty of Civil Engineering	UNIRIFCE
P7	Universidade de Lisboa	UL
P8	University of Novi Sad	UNS
P9	University of Sarajevo	UNSA
P10	Dzemal Bijedic University of Mostar	UNMO
P11	University of Pristina in Kosovska Mitrovica	UPKM
P12	Technical College of Applied Sciences Urosevac with temporary seat in Leposavic	TCASU
P13	University of Montenegro	UoM
P14	Public Water Management Company ''Vode Vojvodine''	PWMC VV

The list of legal representatives is presented in Table 2.

Table 2 Partner institution legal representative

Partner number	Name and surname	Position
P1	Dragan Antić	Rector
P2	Sabine Baumgartner	Vice-rector
P3	Mari Sundli Tveit	Rector
P4	Theodore Laopoulos	Vice-rector
P5	Ivan Markov	Rector
P6	Ivana Štimac Grandić	Dean
P7	António Manuel Cruz Serra	Rector
P8	Dejan Jakšić	Rector
P9	Rifat Škrijelj	Rector
P10	Elvir Zlomušica	Rector
P11	Rade Grbić	Rector
P12	Predrag Stanojevic	Director
P13	Danilo Nikolić	Rector
P14	Slavko Vrndžić	Director

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

Roles of the Project Coordinator can be summarized as:

- Oversees the implementation of activities in line with the Grant Agreement.
- Ensures the respect of CBHE (Capacity Building in Higher Education) rules.
- The intermediary for all communications between the beneficiaries and the EACEA including reports, payment and amendment request.
- Immediately provides the EACEA with the information related to any change of any of the beneficiaries or to any event likely to affect or delay the implementation of the action.
- Bears responsibility for supplying documents and information to the EACEA which may be required.
- Makes the appropriate arrangements for providing any financial guarantees under the Agreements.
- Establishes the requests for payment in line with the Agreement.
- Ensures that the appropriate payments are made to the other beneficiaries without unjustified delay.
- Bears responsibility for providing all the necessary documents in the event of checks and audits initiated before the payment of the balance, and in the event of evaluation.
- Transfers to all beneficiaries, without delay, documents relating to the project.

Roles of the project partners can be summarized as:

- Equally responsible as the coordinator.
- Implement activities under their responsibility.
- Be responsible for complying with any legal obligations incumbent on them jointly or individually.
- Make proper internal arrangements for the proper implementation of activities.
- Inform immediately the coordinator of any change likely to affect the delay in implementation, or any other change in name, address, or any legal, financial, technical, organisational or ownership situation.
- Submit in due time to the coordinator: the data needed to drew up records, financial statements or other documents; all necessary documents in the events of audits, checks or evaluation; and any other information to be provided to the Agency.
- Contribute to the dissemination of the project results in their organisation, community and/or region.

All partners including the Coordinator are responsible for promoting the fact that financing is provided from the European Union funds in the framework of the Erasmus+ programme.

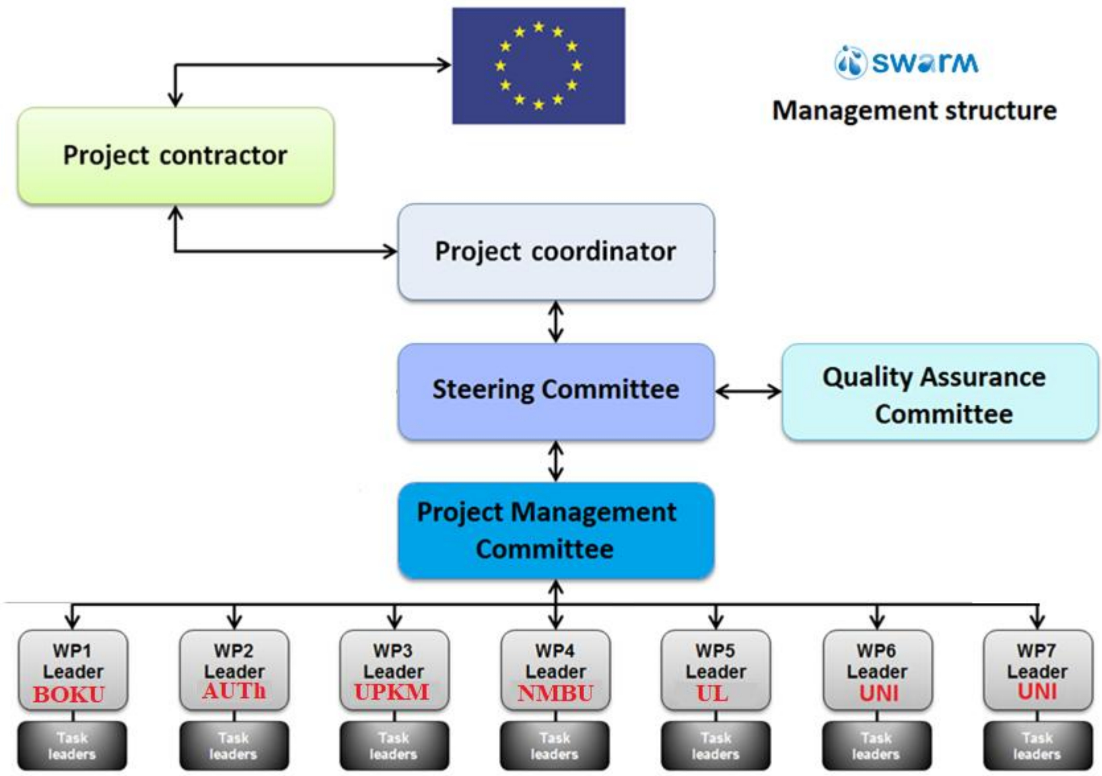

Figure 1 SWARM management structure

The project management structure was established and officially adopted at the kick-off meeting. It involves the Project Contractor, the Project Coordinator, the Steering Committee (14 members), the Project Management Committee (7 members i.e. 7 work package (WP) leaders), the Quality Assurance Committee (4 members), and the Task Leaders, as shown in Figure 1:

- Project Coordinator (PC) is responsible for overall project management (technical and operational), communication and reporting to EACEA, efficient use of the project grant, etc. The PC formalizes Partnership Agreement, legal activities, tasks and networking among the project partners, creates a consortium structure with the assistance of the project team, monitors the compliance of the Grant Agreement, assessment and controls of any deviation in the progress of the project, monitors the executions of the project workplan, prepares and submits mid-term and final project reports, implements project policies and procedures, acquires resources required to accomplish project tasks, manage the project team and maintain excellent communication with all project partners.
- Steering Committee (SC) is a decision-making body consisting of one representative (preferably the contact person) from each partner institution. SC will meet twice a year (in combination with other project events due to cost efficiency) to discuss and review the progress of project activities, make decisions, approve deliverables and agree on any risk contingency measures. Its functions will be also to analyze reports, communication issues, to approve of any changes in the consortium agreement and to decide on withdrawal of partnership. The list of SC members is presented in Table 3.
- Project Management Committee (PMC) is responsible for the achievement of the project outcomes in line with the workplan.
- Quality Assurance Committee (QAC) consisted of 4 members from partner institutions (UL, NMBU, UACEG and UNIRIFCE) experienced in quality assurance (Table 4). The QAC team is a direct support to the Project Coordinator in monitoring and assessing the quality of the project and its results, as well as development of the Quality and Assurance Plan.

- **WP Leaders (WPL)** are responsible for monitoring of the overall progress of the WP and its activities. The WP lead organisations are presented in Table 5. The list of WPLs is presented in Table 6. Their general functions are to be a contact person between the WP and the PC and other WP leaders, to establish WP team composing of all representatives from all partners, to participate in the detailed planning, monitoring and reporting of each task in the WP, to manage tasks in individual WP to ensure that output performance, costs and deadlines are met, to monitor and be responsible for academic and technical progress of the tasks in the WP, to collect and submit the required academic, technical, financial and administrative data. to prepare and submit reports on time in line with the SWARM workplan, to manage the WP as a self-contained entity to ensure that the involved partner will commit to use the required resources to carry out the tasks in the WP, to support the PC for preparations of mid-term and final project reports, to acquire resources required to accomplish project tasks, to manage the WP team and to maintain excellent communication within the WP and with the PC and other WP leaders.
- **Task Leaders (TL)** are in charge of monitoring the assigned activity, ensuring its quality level and timeliness within established schedule and budget constraints, and active participation of other partners. The list of Task Leaders is presented in Table 7.

Table 3 Steering Committee members

Partner number	Acronym	Name and surname	Position
P1	UNI	Milan Gocić	milan.gocic@gaf.ni.ac.rs
P2	BOKU	Michael Tritthart	michael.tritthart@boku.ac.at
P3	NMBU	Harsha Ratnaweera	Harsha.ratnaweera@nmbu.no
P4	AUTh	Panagiotis Prinos	prinosp@civil.auth.gr
P5	UACEG	Petar Filkov	pifilkov@yahoo.com
P6	UNIRIFCE	Barbara Karleuša	barbara.karleusa@gradri.uniri.hr
P7	UL	Maria Manuela Portela	maria.manuela.portela@ist.utl.pt
P8	UNS	Srđan Kolaković	kolak@uns.ac.rs
P9	UNSA	Emina Hadžić	eminahd@gmail.com
P10	UNMO	Suad Špago	suad.spago@gmail.com
		Mili Selimotić	Mili.Selimotic@unmo.ba
P11	UPKM	Đurica Marković	djurica.markovic@pr.ac.rs
P12	TCASU	Predrag Stanojević	stanojevicpredrag@yahoo.com
P13	UoM	Goran Sekulić	sgoran2000@gmail.com
P14	PWMC VV	Olivera Gavrilović	ogavrilovic@vodevojvodine.com

Table 4 Quality Assurance Committee team

Organisation	Name and surname	E-mail
UL	Maria Manuela Portela	maria.manuela.portela@ist.utl.pt
NMBU	Elisabeth Sundheim Hoff	elisabeth.sundheim.hoff@nmbu.no
UACEG	Maria Mavrova-Guirguinova	margir_fhe@abv.bg
UNIRIFCE	Barbara Karleuša	barbara.karleusa@uniri.hr

Table 5 WP lead organisations

Work Package	Type	Lead Organisation	Title
WP1	Preparation	BOKU	Analysis of water resources management in the Western Balkan region
WP2	Development	AUTh	Development of competence-based curricula aligned with EU trends
WP3	Development	UPKM	Development of trainings for professionals in water sector
WP4	Development	NMBU	Implementation of developed master curricula and trainings
WP5	Quality Plan	UL	Quality assurance and monitoring
WP6	Dissemination & Exploitation	UNI	Dissemination and exploitation
WP7	Management	UNI	Project management

Table 6 Work package leaders

Work Package	Name and surname	E-mail
WP1	Michael Tritthart	michael.tritthart@boku.ac.at
WP2	Panagiotis Prinos	prinosp@civil.auth.gr
WP3	Đurica Marković	djurica.markovic@pr.ac.rs
WP4	Zakhar Maletskyi	zakhar.maletskyi@nmbu.no
WP5	Maria Manuela Portela	maria.manuela.portela@ist.utl.pt
WP6	Slaviša Trajković	slavisa@gaf.ni.ac.rs
WP7	Milan Gocić	milan.gocic@gaf.ni.ac.rs

Table 7 Task leaders

Partner number	Institution	Work package	Name and surname	E-mail
P1	University of Nis	WP1	Mladen Milanović	mmsmladen@gmail.com
		WP2	Slaviša Trajković	slavisa@gaf.ni.ac.rs
		WP3	Dragan Milićević	dragan.milicevic@gaf.ni.ac.rs
			Mladen Milanović	mmsmladen@gmail.com
		WP4	Snežana Djorić Veljković	snezana.djoric.veljkovic@gaf.ni.ac.rs
		WP5	Milan Gocić	milan.gocic@gaf.ni.ac.rs
		WP6	Ljiljana Jevremović	jevremovicljiljana@gmail.com
		WP7	Milan Gocić	milan.gocic@gaf.ni.ac.rs
P2	University of Natural Resources and Life Sciences, Vienna	WP1	Michael Tritthart	michael.tritthart@boku.ac.at
			Kurt Glock	kurt.glock@boku.ac.at
		WP2	Michael Tritthart	michael.tritthart@boku.ac.at
		WP3	Kurt Glock	kurt.glock@boku.ac.at
		WP4	Kurt Glock	kurt.glock@boku.ac.at
		WP5	Kurt Glock	kurt.glock@boku.ac.at
		WP6	Michael Tritthart	michael.tritthart@boku.ac.at
		WP7	Michael Tritthart	michael.tritthart@boku.ac.at
P3	Norwegian University of	WP1	Zakhar Maletskyi	zakhar.maletskyi@nmbu.no
		WP2	Harsha Ratnaweera	harsha.ratnaweera@nmbu.no

	Life Sciences	WP3	Harsha Ratnaweera	harsha.ratnaweera@nmbu.no
		WP4	Zakhar Maletskyi	zakhar.maletskyi@nmbu.no
		WP5	Elisabeth Hoff	elisabeth.sundheim.hoff@nmbu.no
		WP6	Zakhar Maletskyi	zakhar.maletskyi@nmbu.no
		WP7	Harsha Ratnaweera	harsha.ratnaweera@nmbu.no
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		WP3	Kolokytha Elpida	lpcol@civil.auth.gr
		WP4	Prinos Panagiotis	prinosp@civil.auth.gr
		WP5	Prinos Panagiotis	prinosp@civil.auth.gr
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		WP7	Panayotis Prinos	prinosp@civil.auth.gr
P5	University of Architecture, Civil Engineering and Geodesy	WP1	Petar Filkov	pifilkov@yahoo.com
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		WP4	Petar Filkov	pifilkov@yahoo.com
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		WP6	Petar Filkov	pifilkov@yahoo.com
		WP7	Petar Filkov	pifilkov@yahoo.com
P6	University of Rijeka, Faculty of Civil Engineering	WP1	Barbara Karleuša	barbara.karleusa@uniri.hr
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		WP3	Rodrigo Proença de Oliveira	rodrigopoliveira@tecnico.ulisboa.pt
		WP4	Luis Ribeiro	luis.ribeiro@tecnico.ulisboa.pt
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		WP6	Maria Manuela Portela	maria.manuela.portela@ist.utl.pt
		WP7	Maria Manuela Portela	maria.manuela.portela@ist.utl.pt
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		WP3	Dejan Ubavin	dejanubavin@uns.ac.rs
			Nemanja Stanisavljević	nemanjastanisavljevic@uns.ac.rs
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		WP5	Igor Peško	igor.pesko@gmail.com
		WP6	Igor Peško	igor.pesko@gmail.com
		WP7	Igor Peško	igor.pesko@gmail.com
			Vesna Mašulović	vesna.masulovic@uns.ac.rs
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		WP6	Marko Ćećez	marko.cecez@unmo.ba
		WP7	Mili Selimotić	Mili.Selimotic@unmo.ba
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		WP5	Goran Sekulić	sgoran2000@gmail.com
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		WP7	Goran Sekulić	sgoran2000@gmail.com
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		WP2	Olivera Gavrilović	ogavrilovic@vodevojvodine.com
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		WP5	Olivera Gavrilović	ogavrilovic@vodevojvodine.com
		WP6	Olivera Gavrilović	ogavrilovic@vodevojvodine.com
		WP7	Olivera Gavrilović	ogavrilovic@vodevojvodine.com

The technical and administrative activities of the project will be assured by the PC with the help of the administrative team from UNI. The duties are as follows:

- Daily administrative/financial management of the project, reporting, financial accounting/cost claiming and budgeting.
- Establishment of a budget and schedule-controlling system.
- Collection and storage of data for monitoring.
- Control of the use of resources and budgetary execution.

1.1.1 Decision making

All main project decisions will be made in SC regular meetings. SC decisions will be consensual, but if it is necessary, a voting procedure will be applied. All SC members will have one vote. However, there may be urgent cases that need immediate decisions to move the project forward. In such the cases, the Project Coordinator will communicate with all SC members via email, Skype and/or WhatsApp/Viber messaging application to reach the decisions. If it is necessary, a voting procedure will be applied via the Doodle application. Operational decisions will be made in line with PMC by the Project Coordinator, and by the WPLs for the work package level. All decisions will be documented and saved in a project archive.

For all cases and at all levels that are communicated via email and/ or WhatsApp/Viber, related members have five working days to respond. An absence of a response will be interpreted as support the case. If voting is needed, the members have two days to cast his/her vote. An absence of a response will be interpreted as a vote for the case.

1.2 Communication

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

1.2.1 Communication within consortium

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

The main management issues will be discussed during the planned SC and PMC meetings (Table 8). All partners are obliged to prepare, implement and document all SWARM coordination meetings and to provide an efficient implementation of all decisions respecting the deadlines and dates agreed at the meetings.

Table 8 SWARM coordination meetings

Meeting	Date	Venue
Kick-off meeting	20-21 December 2018	UNI
First SC and PMC meeting (combined with activity 1.5)	08-10 May 2019	BOKU
Second SC and PMC meeting (combined with activity 2.5)	September 2019	UNIRIFCE
Third SC and PMC meeting (combined with activity 5.5)	March 2020	UACEG
Fourth SC and PMC meeting	September 2020	UoM
Fifth SC and PMC meeting	March 2021	UL
Sixth SC and PMC meeting	September 2021	AUTh

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

General SWARM e-mail address swarmuni@gmail.com will be used for sharing information with all project partners.

Project team is composed of individuals i.e. appointed persons that will be in charge for communication on behalf their institution (Table 3).

1.2.2 Communication with EACEA and NEO

Responsible person on behalf EACEA for SWARM project is appointed Project Officer. Official communication is done only by the Project Coordinator who should address both the Project Officer and EACEA-EPLUS-CBHE-PROJECTS@ec.europa.eu.

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

1.2.3 Conflict resolution

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

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

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

1.3 Publicity obligations

In accordance with the Article I.10.8 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_en.

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

Source: *Guidelines for the Use of Grants* (Section 1.7)

1.3.1 Obligations of the beneficiaries

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

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

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

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

1.3.2 Erasmus+ logo

Logo to be used:

Co-funded by the Erasmus+ Programme of the European Union

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

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

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

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

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

1.3.3 Disclaimer

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

Hence, any publication should mention the following sentence:

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

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

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

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

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

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

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

1.4 Management of SWARM project activities

1.4.1 SWARM project activities and deliverables

The project deliverables are classified into tangible deliverables such as reports, publications, manuals, printed and electronically available promotional material, as well as intangible deliverables in the form of organized events (trainings, workshop, summer/winter schools, roundtables, info days, and symposium).

The list of SWARM project activities and outputs are presented in Table 9.

Table 9 SWARM project activities and outputs

No.	Activity	Output
1.1	Identification of WB regional issues related to WRM	Report on WB regional issues related to WRM
1.2	Analyse of EU innovations in water policy and EU recommendations and legislation in water sector	Report on EU water policies and innovation and EU recommendations and legislation in water sector
1.3	Analyse of existing curricula related to WRM in both EU and WB partner countries	Report on master curricula related to WRM in EU and WB partner countries
1.4	Identification of needed laboratory resources in WB HEIs and alignment with formed EU HEIs WRM laboratory equipment list	EU HEIs WM laboratory equipment lists; Report on needed resources for harmonization of WB laboratory
1.5	Workshop on innovative practices in the EU water sector: barriers and opportunities	Workshop organized; Report on innovative practices for WRM in EU
2.1	Development of specific competencies and learning outcomes of curricula in WB	Catalogue of competencies
2.2	Development of courses content and syllabi	SWARM unique set of courses
2.3	Innovation of existing and development of new master curricula for WRM in WB	Report on SWARM master curricula
2.4	Accreditation of master curricula	Master curricula accredited
2.5	Theme-based training of teaching staff for acquiring new teaching and learning methods	Teaching staff trained
2.6	Purchasing of literature, software and laboratory equipment, installation and activation	Laboratories equipped
3.1	Introduction with LLL courses for professionals in water sector in EU	Report on LLL courses for professionals in EU water sector
3.2	Analyse of water sector needs for LLL courses in WB	Survey of water sector needs in WB
3.3	Development of trainings' content and corresponding educational material	Trainings' material prepared

4.1	Implementation of developed master curricula	Master curricula implemented
4.2	Implementation of trainings for professionals in water sector	Participants trained
4.3	Self-evaluation of master curricula	Quality report on master curricula
4.4	Self-evaluation of trainings for professionals in water sector	Quality report on trainings
5.1	Development of the Quality and Assurance Plan	Quality and Assurance Plan
5.2	Regular Quality Assurance Committee meetings	Minutes of the meetings (Six Quality Assurance Committee (QAC) meetings)
5.3	External evaluation of the project	Report on the external quality evaluation
5.4	External financial control	Report on the financial audit
5.5	Inter-project coaching	Report on the inter-project coaching
6.1	Creation of the Dissemination & Exploitation Plan	Dissemination and exploitation plan
6.2	Development of project website and promotional materials	Promotion material created
6.3	Info days for student enrolment	Info days organized
6.4	Roundtables with non-academic sector	Roundtables organized
	Winter/summer schools	Dissemination and exploitation plan
6.5	Winter/summer schools	Winter/summer schools organized
6.6	Symposium for promoting WRM in WB	Report on organized symposium
7.1	Kick-off meeting	Minutes of the meeting
7.2	Brussels kick-off meeting	Minutes of the meeting
7.3	Development of the Project management guide	Project management and reporting guide
7.4	Regular Steering Committee & Project Management meetings	Minutes of the meetings
7.5	Day-to-day coordination of project activities	Project correspondence
7.6	Submission of interim and final reports	Interim and final reports

Timely delivery following the project workplan as identified in the Application Form and Actions Plans is expected.

A consistent and common format for all document based deliverables (word document, power point presentations defined in Dissemination and Exploitation Plan as Annex DE1 and DE2, respectively) is to be followed by all partners as well as templates provided within this Guide:

- Annex PM1 – Risk monitoring form
- Annex PM2 - Technical report
    - PM2-1 Statistics and indicators
    - PM2-2 Table of achieved/planned results
- Annex PM3 - Financial report
- Annex PM4 - Supporting documents
    - PM4-1 Joint Declaration
    - PM4-2 Individual Travel Report
    - PM4-3 Timesheet

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

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

- Grant Agreement,
- Partnership Agreement,
- Erasmus+ Guidelines for the Use of the Grant,
- SWARM Quality and Assurance Plan,
- SWARM Dissemination and Exploitation Plan.

1.4.2 SWARM events

All events within the project should be organized professionally and in due time in line with the workplan. The organizers should provide in due time a full information package to the participants including the draft agenda (Annex QA1, defined in the Quality and Assurance Plan), letter of invitation and a note on the logistics (informing about travel arrangements, venue, suggested hotels, etc.). Time for preparation activities depends on the type of event e.g. several months for workshop and symposium as well as several weeks for trainings, info days and roundtables.

The meeting organizers ensure smooth registration processes (including list of attendees – Annex QA2, defined in the Quality and Assurance Plan) and the implementation of the meetings respecting appropriate time for event sessions and breaks as well as the availability of all necessary materials (e.g. training and promotional material). The organizers will also ensure the recording of minutes of the meetings in a concise style including a list of action points. Where appropriate (e.g. for trainings, workshop) an event evaluation list will be distributed among participants (Annex QA3, defined in the Quality and Assurance Plan) and event reports related to event evaluation list will be prepared by organizers (Annex QA4, defined in the Quality and Assurance Plan).

The satisfaction of stakeholders, beneficiaries and end users will also be investigated. It will take into account a variety of information from different sources using visits, interviews, questionnaires to target groups and consultation with the project beneficiaries. In order to allow the impact assessment of the project activities, a template for feedback for different events was developed (Annex PM3). It needs to be adapted to the specific needs but the main items shall not be deleted. Furthermore, a specific event report template (Annex QA4, defined in the Quality and Assurance Plan) has been developed which is to be filled by the project partners (organizers) for all SWARM events (workshop, trainings, except SC meetings). Report will include summary review of statistical data with the graphical presentations collected by participants about their satisfaction.

Based on obligations of the beneficiaries defined in article I.10.8 and II.7, related to information requirements, the partners should inform the public in general, press and media (on-line and off-line) of the event which must visibly indicate "with the support of the Erasmus+ Programme of the European Union" as well as the graphic logos of the project and Erasmus+ Programme.

Poster or roll-up should be displayed during the event. Each event should be documented by various materials as described in Table 10.

Table 10 SWARM events

Type of event	Material	Available at	
		SWARM website	SWARM platform
Workshop, symposium	News	☒	☒
	Agenda	☒	☒
	List of participants	☐	☒
	Report	☒	☒
	Presentations	☒	☒
	Evaluation lists	☐	☒
	Gallery	☒	☒
Kick-off, SC, PMC and QAC meetings	News	☒	☒
	Agenda	☒	☒
	List of participants	☐	☒
	Minutes	☒	☒
	Event report	☒	☒
	Evaluation lists	☒	☒
	Gallery	☒	☒
	Presentations	☒	☒
Training	News	☒	☒
	Agenda	☒	☒
	List of participants	☐	☒
	Training material	☒	☒
	Event report	☒	☒
	Evaluation lists	☒	☒
	Gallery	☒	☒
	Presentations	☒	☒

1.4.3 Coordination of SWARM project activities

Coordination of SWARM project activities are presented in Table 11. The distribution of responsibilities and tasks is clear, appropriate, and according to the specific expertise and capacity, the commitment and active contribution of project partners. It should be noted that all project activities must be in line with the workplan. The project workplan document serves as the main control mechanism, both by specifying project phases and by decomposing these phases into specific tasks with associated timeframes, resources, dependencies, and deliverables. During project implementation, it also serves as a status tool by showing completion progress.

Table 11 Coordination of SWARM project activities

WP Leader	Activity No	Title	Tangible outcomes	Start date	End date	Partner involved
BOKU	**WP1**	**Analysis of water resources management in the Western Balkan region - Preparation**				
	1.1	Identification of WB regional issues related to WRM	Report on WB regional issues related to WRM	15-11-2018	14-04-2019	BOKU, WB partners
	1.2	Analyse of EU innovations in water policy and EU recommendations and legislation in	Report on EU water policies and innovation and EU recommendations and legislation in	15-11-2018	14-04-2019	EU partners

		water sector	water sector			
	1.3	Analyse of existing curricula related to WRM in both EU and WB partner countries	Report on master curricula related to WRM in EU and WB partner countries	15-11-2018	14-05-2019	All partners
	1.4	Identification of needed laboratory resources in WB HEIs and alignment with formed EU HEIs WRM laboratory equipment list	EU HEIs WM laboratory equipment lists	15-11-2018	14-03-2019	EU partners
			Report on needed resources for harmonization of WB laboratory			WB partners
	1.5	Workshop on innovative practices in the EU water sector: barriers and opportunities	Workshop organized	15-03-2019	14-06-2019	All partners
			Report on innovative practices for WRM in EU			
AUTh	WP2	Development of competence-based curricula aligned with EU trends - Development				
	2.1	Development of specific competencies and learning outcomes of curricula in WB	Catalogue of competencies	15-04-2019	14-10-2019	WB + EU partners
	2.2	Development of courses content and syllabi	SWARM unique set of courses	15-05-2019	14-01-2020	EU + WB partners
	2.3	Innovation of existing and development of new master curricula for WRM in WB	Report on SWARM master curricula	15-05-2019	14-01-2020	WB partners
	2.4	Accreditation of master curricula	Master curricula accredited	15-12-2019	14-09-2020	WB partners
	2.5	Theme-based training of teaching staff for acquiring new teaching and learning methods	Teaching staff trained	15-05-2019	14-03-2020	EU + WB partners
	2.6	Purchasing of literature, software and laboratory equipment, installation and activation	Laboratories equipped	15-01-2019	14-11-2019	WB partners
UPKM	WP3	Development of trainings for professionals in water sector - Development				
	3.1	Introduction with LLL courses for professionals in water sector in EU	Report on LLL courses for professionals in EU water sector	15-12-2018	14-05-2019	UPKM, EU partners

	3.2	Analyse of water sector needs for LLL courses in WB	Survey of water sector needs in WB	15-12-2018	14-06-2019	WB partners
	3.3	Development of trainings' content and corresponding educational material	Trainings' material prepared	15-07-2019	14-03-2020	WB partners
NMBU	WP4	Implementation of developed master curricula and trainings - Development				
	4.1	Implementation of developed master curricula	Master curricula implemented	15-10-2020	14-11-2021	NMBU, WB partners
	4.2	Implementation of trainings for professionals in water sector	Participants trained	15-11-2020	14-02-2021	NMBU, WB partners
	4.3	Self-evaluation of master curricula	Quality report on master curricula	15-01-2021	14-09-2021	NMBU, WB partners, QAC
	4.4	Self-evaluation of trainings for professionals in water sector	Quality report on trainings	15-12-2020	14-03-2021	NMBU, WB partners, QAC
UL	WP5	Quality assurance and monitoring – Quality plan				
	5.1	Development of the Quality and Assurance Plan	Quality and Assurance Plan	15-12-2018	14-04-2019	All partners
	5.2	Regular Quality Assurance Committee meetings	Minutes of the meetings	15-03-2019	14-10-2021	QAC + all partners
	5.3	External evaluation of the project	Report on the external quality evaluation	15-03-2020	14-06-2020	UNI, QAC + all partners
	5.4	External financial control	Report on the financial audit	15-03-2020	14-11-2021	UNI, QAC + all partners
	5.5	Inter-project coaching	Report on the inter-project coaching	15-02-2020	14-05-2020	UNI, QAC + all partners
UNI	WP6	Dissemination and exploitation – Dissemination & exploitation				
	6.1	Creation of the Dissemination & Exploitation Plan	Dissemination and exploitation plan	15-12-2018	14-04-2019	All partners
	6.2	Development of project website and promotional materials	Promotion material created	15-12-2018	14-11-2021	UNI + All partners
	6.3	Info days for student enrolment	Info days organized	15-11-2019	14-10-2020	WB partners
	6.4	Roundtables with non-academic sector	Roundtables organized	15-02-2020	14-11-2020	WB partners
	6.5	Winter/summer schools	Winter/summer schools organized	15-01-2021	14-09-2021	EU, WB partners
	6.6	Symposium for	Report on	15-05-	14-08-	UNS + all

		promoting WRM in WB	organized symposium	2021	2021	partners
UNI	WP7	**Project management**				
	7.1	Kick-off meeting	Minutes of the meeting	15-11-2018	14-02-2019	All partners
	7.2	Brussels kick-off meeting	Minutes of the meeting	15-01-2019	14-02-2019	UNI, UNSA
	7.3	Development of the Project management guide	Project management and reporting guide	15-12-2018	14-04-2019	All partners
	7.4	Regular Steering Committee & Project Management meetings	Minutes of the meetings	15-03-2019	14-10-2021	All partners
	7.5	Day-to-day coordination of project activities	Project correspondence	15-11-2018	14-11-2021	All partners
	7.6	Submission of interim and final reports	Interim and final reports	15-01-2020	14-11-2021	UNI + All partners

Work package leaders (WPLs) manage and are accountable for their work packages (WPs). All operational tasks are initiated by WPLs who allocate the tasks to the task leaders nominated by the partner contact persons. WPLs are responsible for updating PC the status of ongoing tasks on a monthly basis. For each completed task, the responsible WPL will submit deliverable to the QAC for initial evaluation. The deliverable will be sent to QAC for endorsement. The deliverable will then be submitted to SC via PC for final approval. In case that the deliverable get rejected at any stage, the WPL will be informed immediately. According to the received status of the project activity from the WPLs, PC will submit a progress report to SC and inform QAC. For WP5 tasks, the leader of QAC will initiate all tasks. With the endorsement of QAC, the leader submits the deliverables to SC via PC for final approval. Please be noted that the appointments of external audits require SC approvals. For WP7 tasks, PC will submit progress reports to SC directly for approval and inform QAC.

2. Contractual management

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

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

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

According to Article I.10.6 of the Agreement, the Agency may reduce the grant initially provided if the action is implemented poorly, partially or late.

Such penalties shall be applied in case the final technical report provides evidence that the project implementation was not addressed with the required attention and according to the terms laid down in the Agreement.

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

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

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

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

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

Source: *Guidelines for the Use of the Grant* (section 3.5.2.2)

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

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

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

3. Project reporting

Reporting is a contractual obligation that has to be fulfilled by all the beneficiaries. Although it is the coordinator's responsibility to submit the reports and their mandatory supporting documents in due time, the completion of the reports and the validation of the information they contain is a responsibility that falls under each of the beneficiaries that compose the project partnership.

In case the coordinator fails definitively to submit the project reports and the related required supporting documents, the Agency shall recover any amount already paid and if applicable, apply financial penalties of between 2% and 10% of the value of the grant as stipulated under Article II.17.1 of the Grant Agreement.

Within the SWARM project three ways of reporting are planned:

3.1 Basic principles of reporting

Within the SWARM project three ways of reporting are planned:

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

All types of reporting will help the beneficiaries to view the project's progress objectively within the Consortium but also for purpose of external monitoring.

Verification of expenditures declared in partners' financial reports are linked to the transfer of the part of Erasmus+ grant to partners from the Coordinator. Apart from partner financial report, partners will also prepare the technical report twice during the project implementation period. These reports will be the base for preparation of the Progress report (at half of the project implementation period) and the Final Report (at the end of the project) that will be delivered to the EACEA by the Project Coordinator.

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

It is recommended to prepare the reports by adding the information in due time when the activity takes place particularly for the reporting on the realized events where it is expected to have set of information and news in 10 days after the event.

3.2 Standards of all reports

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

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

- Technical report as electronic version of original word document.

Technical and financial report forms are provided in the Annex PM6 and Annex PM7 of this Guide, respectively.

3.3 Reporting schedule

Reports (two in total) prepared by the Project Coordinator to be delivered to EACEA:

- Progress Report – 14th May 2020 and
- Final report – 14th January 2022.

Two partner's technical reports:

- I Partner's Technical Report – 14th April 2020;
- II Partner's Technical Report – 14th October 2021.

Six partner's financial reports:

- I Partner's Financial Report – 14th May 2019;
- II Partner's Financial Report – 14th November 2019;
- III Partner's Financial Report – 14th April 2020;
- IV Partner's Financial Report – 14th November 2020;
- V Partner's Financial Report – 14th May 2021;
- VI Partner's Financial Report – 14th November 2021.

The progress report on the implementation of the action will have to be submitted half way through the eligibility period i.e. on 14 May 2020 at the latest.

It consists of the following:

- Technical report on the implementation of the project (description of the progress made, statistics and indicators, tables of achieved/planned outcomes, etc.).
- Summary report for publication.
- Statement of the costs incurred ('intermediate Financial Statement').
- Request for payment of the second pre-financing (to be submitted only when 70% of the first pre-financing has been spent).

The Project Coordinator can submit together with the "Technical report on the implementation of the project" the "Request for payment" of the second pre-financing as specified in Annex VI of the Grant Agreement in case 70% of the previous pre-financing instalment has been used.

In case 70% of the previous pre-financing instalment has not been used half way through the eligibility period, the progress report on the implementation of the action (together with the Statement of the costs actually incurred) should be submitted without the Request for payment of the second pre-financing.

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 EACEA.

3.4 Partner's technical reports

Technical reports should provide the clear picture on the progress of project activities, time and quality of deliverables and results, to what extent the progress indicators are achieved, as well as introduction of changes into the Work plan (if any). For technical reporting, partners should use Technical report (Annex PM2) describing the activities carried out and their results during the reporting period.

The Technical report is structured as follows:

- Statistics and indicators (Annex PM2-1),
- Table of achieved/planned results (Annex PM2-2).

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

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

3.5 Partner's financial reports

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

- Financial statement (Annexes PM3-1, PM3-2, PM3-3, PM3-4, PM3-5, PM3-6) presenting the costs incurred during the reporting period:
  - Final Financial Statement (Annex PM3-1),
  - Staff Costs (Annex PM3-2),

  - Travel Costs & Costs of Stay (Including Exceptional Travel Costs if applicable) (Annex PM3-3),
  - Equipment Costs (Annex PM3-4),
  - Subcontracting Costs (Annex PM3-5).
  - Co-financing table (for information only) (Annex PM3-6).
- Supporting documents (Annex PM4).

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

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

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

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

4. Financial management

As defined in Article I.3 of the Grant Agreement, the grant will take the form of:

- the reimbursement of 100% of the eligible costs **actually incurred** for the following categories of costs indicated in Annex III of the Grant Agreement: **equipment costs**, **costs for subcontracting**,
- **unit contribution**: reimbursement of unit costs for the following categories of costs indicated in Annex III:

    - Staff Costs,
    - Travel Costs and
    - Costs of Stay.

Where, in accordance with Article I.3 (a) (i), the grant takes the form of the reimbursement of actual costs, the beneficiary must declare as eligible costs the costs it actually incurred for the action.

Where, in accordance with the Article I.3 (b), the grant takes the form of the reimbursement of unit costs or of a unit contribution, the beneficiary must declare as eligible costs or as requested contribution the amount obtained by multiplying the amount per unit specified in the Article I.3. (b) by the actual number of units used or produced.

The maximum Erasmus+ grant contribution to the project costs for the contractual period covered by the Grant Agreement amounts to EUR 931,289.00. Estimated budget of the action (Annex III of the Grant Agreement) is presented in Table 12.

Table 12 Estimated budget of the action

Budget line	EUR
I Staff costs	365.279,00
II Travel costs	90.210,00
III Costs of stay	183.150,00
IV Equipment	254.000,00
V Subcontracting	38.650,00
VI Exceptional costs	0,00
Total grant contribution (total I-VI)	**931.289,00**

It shouldn't be assumed that all activities listed in the project application are automatically eligible. Before implementing any activity, it first should be checked that the activities mentioned in the project proposal are eligible.

If, for whatever reasons, some of the allocated activities will not be undertaken or completed by the beneficiary, the Grant Holder will not transfer the funds to the partner who was responsible for carrying out any such activities.

The Project Coordinator transfers Erasmus+ grant contributions to partner institutions using the bank account details of the beneficiary specified in the Partnership Agreement. If the bank account of the beneficiary changed, the new bank account details need to be sent in a timely manner to the coordinator by filling the Annex VII of the Partnership Agreement and signed by the legal representative of the beneficiary.

When the necessary preconditions are met (e.g. budgetary resources are spent and all necessary documentation is submitted to the Project Coordinator), beneficiaries will send a request for the payment (Annex IX of the Partnership Agreement) to the Project Coordinator, duly signed by the legal representative of the beneficiary. This will be done for each installment.

The transfer of the Erasmus+ grant contribution to beneficiary will be implemented in line with the procedure defined in the Partnership Agreement, respecting dynamics of the implementation of the project activities.

Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in line with the terms and provisions of the Partnership Agreement and the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiary shall be reimbursed to the Project Coordinator at the least 30 days after the end of the project's contractual period.

If there is difference between the amount of the Erasmus+ grant contribution used by the partnership and the amount of expenditure declared eligible by the EACEA at the end of the project, the beneficiary responsible for the expenditure declared ineligible shall reimburse the corresponding amount to the Project Coordinator.

The costs of financial transfers charged by the bank shall be borne by the beneficiary receiving the part of the grant from the Project Coordinator. These expenses will be deducted from the next installment to the beneficiary.

4.1 Payment cycle

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

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

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

Source: *Grant Agreement*

4.2 Exchange rates

If the partner institution is from a country which has not adopted the Euro as its currency, all expenses expressed in local currency should be converted into the Euro. During the project implementation, only two exchange rates for the conversion of currencies into the euro will be used:

- from the start of the eligibility period until the date when the second pre-financing will be received from EACEA, the exchange rate of November 2018 (the month of the first pre-financing payment) should be applied. The rate to be applied is the monthly accounting rate established by the Commission and published on its website:

  http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/index_en.cfm.

  Exchange rates for November 2018 are:

Bulgaria:	1 EUR = 1.9558 BGN
Croatia:	1 EUR = 7.4315 HRK
Norway:	1 EUR = 9.5435 NOK
Serbia:	1 EUR = 118.52 RSD
Bosnia and Herzegovina:	1 EUR = 1.95583 BAM

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

The rates indicated are the market rates for the penultimate day of the previous month quoted by the European Central Bank or, depending on availability, provided by the delegations or other appropriate sources close to that date.

In addition, Excel files presenting the planned budget for each partner can be found on the SWARM management platform as well.

4.3 Actual costs

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

4.3.1 Eligible costs

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

- *they are incurred in the period set out in Article I.2.2 (from 15-11-2018 until 14-11-2021), with the exception of costs relating to the request for payment of the balance and the corresponding supporting documents referred to in Articles II.23.2 and I.4.1;*
- *they are indicated in the estimated budget of the action set out in Annex III;*
- *they are incurred in connection with the action as described in Annex I and are necessary for its implementation;*
- *they are identifiable and verifiable, in particular being recorded in the accounting records of the beneficiary and determined according to the applicable accounting standards of the country where the beneficiary is established and with the usual cost accounting practices of the beneficiary;*

- *they comply with the requirements of applicable tax and national legislation; they are reasonable, justified, and comply with the principle of sound financial management, in particular regarding economy and efficiency.*

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

4.3.2 Ineligible Costs

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

- *equipment such as: furniture, motor vehicles of any kind, equipment for research and development purposes, telephones, mobile phones, alarm systems and anti-theft systems;*
- *costs of premises (purchase, rent, heating, maintenance, repairs etc.); please note that the rent of premises for short events is not concerned;*
- *costs linked to the purchase of real estate;*
- *expenses for activities that are not carried out in the project beneficiaries' country, unless an explicit prior written 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: *Grant Agreement* (Articles I.10.4 and II.19.4)

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

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

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

4.3.3 Award of contracts and tendering procedure

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

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

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

The tender specifications must always indicate:

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

The following general requirements should also be followed as principles:

- the description must be comprehensive, clear, precise and transparent,
- the tender specifications must ensure equal access to tenderers (equal treatment and non-discrimination) and must not have the effect of creating unjustified obstacles to competitive tendering (widest competition possible),

- the choice of the criteria described above (exclusion, selection and award) has to be proportional in relation to the subject and the value of the purchase,
- sound financial management,
- establishment of an evaluation committee.

Each tendering procedure must contain at least the following elements:

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

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

It is not allowed to split purchase/sub-contract into smaller contracts below the threshold to avoid a tendering procedure.

Information on tendering

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

- participation in the procedure (access to the market),
- contractual conditions,
- joint tenders,
- subcontracting,
- content and period of validity of the tenders,
- identification of tenderers (legal capacity and status).

Title, purpose and context

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

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

The technical specifications

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

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

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

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

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

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

Estimate value of the contract

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

Evaluation and award of the contract

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

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

- the **selection criteria** is to allow the beneficiary to determine whether a tenderer has the financial, economic, technical and professional capacity necessary to carry out the work and in principle they relate to their past experience. Selection criteria are not exhaustive and are general in nature. They must be drafted in a non-discriminatory manner that is consistent with the purpose and complexity of the future contract.

- finally, the **award criteria** will allow the beneficiary to choose the best tender out of those submitted by tenderers which are not excluded and which meet the selection criteria. Award criteria deal with the quality and price of the tender, without ever going back to the capacity of the tenderer or its past performance.

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

4.3.4 Equipment

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

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

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

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

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

Compared to the equipment as specified in the original application, minor adaptations in terms of quantity and product in the purchased equipment can be accepted without prior authorisation 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 authorisation from the Agency should be given during project implementation.

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

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

Supporting documents:

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

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

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

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

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

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

4.3.5 Subcontracting

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

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

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

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

- Evaluation activities and auditing (Certificate on the Financial Statement),

- IT courses,
- Language courses,
- Printing, publishing and dissemination activities,
- Translation services,
- Web design and maintenance,
- Logistic support for the organisation of events.

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

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

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

Subcontracting must be done 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.

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

Supporting documents

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

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

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

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

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

4.4 Unit Costs

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

4.4.1 Staff costs

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

The unit costs to be applied for Staff costs (Table 13) are those defined in the table in Annex I of the Guidelines for the Use of the Grant and take into account two variables: the type of staff category and the country in which the staff member is employed.

Table 13 Unit costs for staff

Country	Manager	Teacher/Trainer /Researcher	Technician	Administrative staff
	AMOUNTS IN EURO PER DAY			
Austria, Norway	294	241	190	157
Greece, Portugal	164	137	102	78
Bulgaria, Croatia	88	74	55	39
Bosnia and Herzegovina, Kosovo*, Serbia, Montenegro	108	80	57	45

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence

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

The applicable staff categories to be applied are the following:

- **Managers** (including legislators, senior officials and managers) carry out top managerial activities related to the administration and coordination of project activities.

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

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

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

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

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

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

Supporting Documents

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

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

- The existence of a formal contractual relationship between the employee and the employer. Furthermore, for non-permanent staff and/or not appearing in the payroll system, the beneficiary must be able to demonstrate that the conditions have been fulfilled.
- A duly filled-in **Joint Declaration** (Annex PM4-1 of this Guideline) for each person employed by the project. The declaration must be signed by the person performing the activity then countersigned and stamped by the person responsible (e.g. rector, dean, director) in the institution that employed this person. For staff performing different categories of tasks a separate declaration must be signed for each type of activity.
- **Time-sheets** (Annex PM4-3 of this Guideline) have to be attached to each joint declaration. They must be signed by the person concerned and countersigned by the person responsible in the institution that employed this person. They must indicate the following:
    - the project reference,
    - the name of the person performing the tasks, his/her position and the staff category,

- the institution and the country where the person 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, salary slips, etc.).

4.4.2 Travel costs and Costs of Stay

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

The unit costs to be applied are those defined in Annex I of the Guidelines and are calculated taking into account the following variables: the travel distance (for travel costs, Table 14) and the duration in days (for costs of stay).

Table 14 Unit cost per participant using distance band

Distance band	Unit cost per participant (EUR)
0 KM and 9 KM	0
10 KM and 99 KM	20
100 KM and 499 KM	180
500 KM and 1999 KM	275
2000 KM and 2999 KM	360
3000 KM and 3999 KM	530
4000 KM and 7999 KM	820
8000 KM or more	1500

Staff

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

Intended travels are presented in Table 15.

Table 15 Intended travels and eligible activities

Activities	Duration	Location of activity	Staff from PC-to PC	Staff from PC-to PgC	Staff from PgC-to PC	Staff from PgC-to PgC
Teaching/training assignments	Max. 3 months	Activities must take place in project beneficiaries' countries	X	X	X	X
Training and retraining purposes			X	X	Not eligible	
Updating			X	X	X	X

programmes and courses		unless explicit prior written authorisation from the Agency				
Practical placements in companies, industries and institutions			X	X	Not eligible	
Project management related meetings			X	X	X	X
Workshops and visits for results dissemination purposes			X	X	X	X

Notes: 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). 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). Student mobility must be targeted mainly at Partner Country students (Table 16).

Table 16 Student mobility

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	Min. 2 weeks - Max. 3 months	Activities must take place in or under supervision of a beneficiary organisation	X	X	X	Not eligible
Participation in intensive courses			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.)	Max. 1 week		X	X	X	

Notes: PC = Partner Country, PgC = Programme Country

Prior written authorisation from the Agency is required if the student concerned intends to carry out activities not described above.

Supporting documents:

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

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

- The journeys actually took place.
- The journeys are connected to specific and clearly identifiable project-related activities.

The following supporting documents must be **retained with the project accounts:**

- A duly filled-in **Individual Travel Report** (Annex PM3-2 of this Guide). Supporting documentation will have to be attached to each travel report in order to demonstrate the fact that the travel and the activity actually took place (e.g. travel tickets, boarding passes with points of departure and destination, dates and name of the person travelling, invoices, receipts, proof of attendance in meetings and/or events, agendas, tangible outputs/products, minutes of meetings). It will not be necessary to prove the actual cost of the travel.

Specific rules for Travel Costs

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

Financial support will be provided only for travels that are directly related to the achievement of the objectives of the project. Activities and related travels must be carried out in the project beneficiaries' countries. Any exception to this rule must be authorised 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 authorisation from the Agency is required in these cases.

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

In order to apply the correct unit cost, the beneficiary must identify the travel distance of a one-way travel (from their place of origin - home institution within the partnership - to the venue of the activity) using the distance calculator supported by the European Commission (http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm). In Table 17, calculated distances are presented using distance calculator.

Table 17 Calculated distances using distance calculator

CITY	Nis	K. Mitrovica	Leposavic	Sarajevo	Mostar	Vienna	As	Thessaloniki	Lisbon	Rijeka	Sofia	Novi Sad	Podgorica
Nis		96.16	91.65	288.69	331	691.59	1968.93	311.93	2637.58	633.25	135.13	269.92	235.83
K. Mitrovica	96.16		23.86	226.87	253.47	687.55	1988.71	305.86	2553.82	579.61	201.63	274.83	140.44
Leposavic	91.65	23.86		212.05	244.62	663.61	1964.94	327.91	2549.09	563.93	209.98	251.07	145.9
Sarajevo	288.69	226.87	212.05		73.69	508.7	1833.37	519.49	2358.04	352.82	419.59	194.15	172.16
Mostar	331	253.47	244.62	73.69		552.38	1878.15	521.87	2307.1	346.7	454.27	267.72	155.38
Vienna	691.59	686.38	663.61	508.7	552.38		1325.93	990.99	2299.13	352.53	817.44	421.67	679.74
As	1968.93	1988.71	1964.94	1833.37	1878.15	1325.93		2280.7	2720.46	1614.48	2072.84	1713.88	2002.62
Thessaloniki	311.93	305.86	327.91	519.49	521.87	990.99	2280.7		2740.18	866.94	231.92	573.25	367.72
Lisbon	2637.58	2553.82	2549.09	2358.04	2307.1	2299.13	2720.46	2740.18		2072.9	2754.53	2488.39	2422.49
Rijeka	633.25	579.61	563.93	352.82	346.7	352.53	1614.48	866.94	2072.9		767.51	422.75	502.06
Sofia	135.13	201.63	209.98	419.59	454.27	817.44	2072.84	231.92	2754.53	767.51		397.75	333.67
Novi Sad	269.92	274.83	251.07	194.15	267.72	421.67	1713.88	573.25	2488.39	422.75	397.75		316.33
Podgorica	235.83	140.44	145.9	172.16	155.38	679.74	2002.62	367.72	2422.49	502.06	333.67	316.33	

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

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

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

Specific rules for Costs of Stay

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

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

Activities must be carried out in the project beneficiaries' countries. Any exception to this rule must be authorised by the Agency.

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

- For each staff or student, the grant is calculated by applying the unit cost corresponding to the applicable duration of the activities (in days), up to the 14th day of activity. Each unit cost corresponds to a fixed amount in Euro per day per participant.

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 Table 18:

Table 18 Unit costs for stay

Up to the 14^{th} day of activity	STAFF Unit cost per day per participant	STUDENT Unit cost per day per participant
Guidelines for the Use of Grants	120 EUR	55 EUR

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

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

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

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

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

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

4.5 Overview of supporting documents per budget heading

In Table 19, an overview of supporting documents per budget heading is presented.

Table 19 Overview of supporting documents per budget heading

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

	of Stay	➢ Invoices, receipts, boarding passes ➢ Agendas ➢ Attendance/Participant lists ➢ Tangible outputs/products ➢ Minutes of meetings	be sent with the Final report, except for any prior authorization from the Agency
For all grants, a Certificate on the action's financial statements and underlying accounts („Report of Factual Findings on the Final Financial Report – Type II") must be sent with the Final report			

4.6 Rules for designation of reference numbers for supporting documents

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

XXX - XXX - XXX

XXX	XXX	XXX
Abbreviation of the beneficiary	Staff convention/ Individual travel report	Ordinal number of document

For example:

- ➢ first Joint declaration (JD) done at University of Nis (P1) will be numbered as P1-JD-001,
- ➢ first Individual travel report (ITR) done at University of Nis (P1) will be numbered as P1-ITR-001.

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

4.7 Suggestions for filling EACEA documents

Joint Declaration

Joint declaration must be in line with time-sheet (number of days and description of tasks performed and outputs produced). Staff costs filled in Financial report must be in line with both joint declaration and time-sheet. One person can be engaged regarding different staff categories (for example, manager and researcher/teacher/trainer). Joint declaration and time-sheet must be signed only by legal representative. Time-sheet should be attached to each joint declaration. Declared working days should not exceed 20 days per month or 240 days per year.

YES/NO fields should be inserted regarding employment contract which should be provided. Documents for the financial transactions should be provided. Project's eligibility period should be in line with the financial plan and work plan.

The staff category should be in line with the time-sheet. The staff category to be applied does not depend on the status or title of the individual. For staff performing different categories of tasks a separate convention must be signed for each type of activity. The person performing the activity and legal representative must sign joint declaration and stamped.

Time-sheet

The staff category should be in line with the joint declaration. The tasks performed should be described as well as the output produced. The related work package and the described task must be in line with the work plan (WP1 – Preparation, WP2, WP3, WP4 – Development, WP5 – Quality, WP6 – Dissemination/Exploitation, WP7 – Management). The number of days must be in line with the defined HEI financial plan. The person concerned and legal representative must sign time-sheet.

Individual Travel Report

Its purpose is to specify travel costs and costs of stay. It should be filled in by each event participant. In case of multiple travels, fill in separate ITRs. Type of activity should be in line with the work plan. Period of travel from departure to return to place of origin should be indicated. If a place of departure is different from Home institution please enclose authorisation from the Agency. Travel distance should be in km – one way travel (distance calculator: http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm).

Brief description of the activity performed should be inserted. Documents regarding financial transactions should be provided (invoces, receipts, boarding passes, agenda and participation list for all days). Only participant should sign ITR.

5. Contingency Plan

Contingency Plan identifies and assesses possible risks of the SWARM project that could jeopardize the successful achievement of project objectives and offers controlling mechanism and corrective actions for their mitigation. It is based on risk monitoring which is incorporated in internal quality management. Risk monitoring is constant and complete control of all segments of project realization (deadlines, partner responsibilities, provided project documentation, financial and administrative rules) and prediction of issues that could endanger some of project activities joint with suggestions of possible intervention and solutions.

5.1 Assumptions and risks

The Logical Framework Matrix (LFM) of the SWARM project describes assumptions and risks in further detail along specific project objectives, outputs and outcomes and activities. Assumption and risks related to the outputs and outcomes:

- Efficient and effective consortium management,
- Inability of making precise financial plans because of differencies in Western Balkan partner countries financial laws,
- Motivation of staff, people and partners to participate,
- Lack of enthusiasm of possible participants for educational trainings,
- Delay in the delivery of the equipment.

Assumptions, risks and pre-conditions related to the project activities:

- Adequate language skills of WB staff and students to fully participate in transfer of knowledge,
- Interested and motivated students regarding the water resources management,
- Interest for trainings among water sector,
- Recognition of graduate MS students' competences by institutions responsible for water resources management.

5.2 Risk log

The identified risks can be summarized under the following categories:

- external risks related to disfunctionality of responsible bodies,
- risks related to the willingness of key stakeholders of the project,
- risks related to the legal framework or institutional set up in the target country.

The listed categories are summarized in Table 20.

Table 20 Identified risks

Assumption	Potential risk	Mitigation strategy
Responsible bodies will be actively involved and it will not affect in due time implementation of the project	No potential risk which can be anticipated at the moment	No mitigation strategy needed at the moment
Key stakeholders of the	Key stakeholders may lack required	Consultation and targeted

project understand the objectives of the project	interest	support by Project Coordinator and Consortium
Legal framework and institutional set up are conductive to achieve the envisaged project results	Legal framework (e.g. finance/tendering/controlling) or institutional set up (e.g. structure of HEI) may not allow in due time implementation of envisaged project	Communication of the potential risk to Project Management Committee at earliest possible stage; as necessary follow up with Consortium or EACEA to identify adequate responses to the challenge faced

5.3 Project risk management

Risk assessment will be carried and reviewed out during the Steering Committee meetings which will lead to corrective actions and potential adaptations of the workplan based on a sound process. The risk management strategy addresses issues that could potentially endanger the achievement of the overall goal of the project and its specific objectives considering potential financial risks (overspending and underspending), timing (postponing of activities / deliverables), performance risks (project management), and sustainability of the project results.

The main aim will be to provide a sound assessment, to anticipate challenges in a systematic way and to minimize the potentially negative overall impact. The identification and assessment of new risks is a joint responsibility of all project partners who have to communicate them to the Project Coordinator and the Steering Committee, eventually suggesting also possible interventions and solutions, as soon as they get aware of those risks. In particular, partners may think of preventive actions (avoiding that the risk occurs) and corrective actions (decreasing the severity and impact), specifying also the resources that would be needed.

The Steering Committee may react in several ways, ranging from the simple acceptance of the situation in the case of negligible risks, to the enforcement of a mitigation plan including alternatives, workarounds and the proposed corrective actions that will make the risk consequences acceptable for the consortium. Also the external reviewers will be involved in the risk management. During NEO monitoring visits they will assess if there is a risk that the project will fail to meet its key indicators and if there is a risk that project partners will not be able to spend all the money according to the planned project budget. Risk monitoring form is developed including the information on corrective and/or preventive actions (Annex PM1). It should be filled after each SC meeting.

5.3.1 Risk identification

All events, conditions, and conflict that have a potential to delay the delivery of deliverables, and to lower the quality of the deliverables are considered to be project risks. They all must be identified and recorded in the risk monitoring form.

5.3.2 Risk assessment

After the risks are identified, each individual must be assessed on how likely it will occur and how much impact it will have on the success of the project. Generally, the impact of the risk can be realised from one or combinations of the following consequences:

- Project outcomes (benefits) are delayed or reduced,
- Project output quality is reduced,
- Timeframes are extended,
- Costs are increased.

Probability of occurring can be categorized into three levels:

- Most likely – Greater than 70% probability of occurrence
- Likely – Between 30% and 70% probability of occurrence
- Unlikely – Below 30% probability of occurrence

Impact can also be categorized into three levels:

- High – Risk that has the potential to greatly impact project cost, project schedule or performance.
- Medium – Risk that has the potential to slightly impact project cost, project schedule or performance.
- Low – Risk that has relatively little impact on cost, schedule or performance.

According to probability and impact, risk level can be determined form the risk assessment matrix presented in Table 21. Risks that fall in critical, significant and moderate levels will require risk response planning which may include both risk mitigation and the risk contingency plan. Priority is given to the critical and significant risks.

Table 21 Risk assessment matrix

Probability	Impact		
	Low	Medium	High
Unlikely	Mild	Mild	Moderate
Likely	Mild	Moderate	Significant
Most likely	Moderate	Significant	Critical

5.3.3 Risk response planning

Each major risk (those falling in the red and yellow zones in Table 20) will be assigned to a project team member for monitoring purposes to ensure that the risk will not "fall through the cracks".

For each major risk, one of the following approaches will be selected to address it:

- Avoid – eliminate the threat by eliminating the cause,
- Mitigate – Identify ways to reduce the probability or the impact of the risk,
- Accept – Nothing will be done,
- Transfer – Make another party responsible for the risk.

For each risk that will be mitigated, the project team will identify ways to prevent the risk from occurring or reduce its impact or probability of occurring. This may include prototyping, adding tasks to the project schedule, adding resources, etc.

For each major risk that is to be mitigated or that is accepted, a series of actions will be outlined for the event that the risk does materialize in order to minimize its impact.

Annex PM1 – Risk monitoring form

Co-funded by the Erasmus+ Programme of the European Union

RISK DESCRIPTION

Risk title		
Description of risk	Probability (unlikely, likely, most likely) Impact (low, medium, high)	*Comments, remarks, recommendations*
Preventive action	*Describe here what has to be taken into consideration to avoid that a risk occurs*	*Comments, remarks, recommendations*
Corrective action	*Describe what can be done to decrease the severity and what resources will be needed*	*Comments, remarks, recommendations*
Decision of SC, QAC and Project Coordinator	*Explanation*	

Location, date ____________________

Signature ______________________

Annex PM2 - Technical report

Structure of the Report:

- PM2-1 Statistics and indicators
- PM2-2 Table of achieved / planned results

Annex PM2-1 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	
Teacher training	
Vocational Education and Training	
Bachelor level	
Master level	
Doctorate level	

Training and mobilities

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

(Country of origin:_____________)

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 Code:	*Country Code:*	*Country Code:*	*Country Code:*	*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

	Country Code:	*Country Code:*	*Country Code:*	*Country Code:*	*Country Code:*
Number Male					

(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

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, 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

	Country Code:	Country Code:	Country Code:	Country Code:	Country Code:
Number Male					
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

(Country of origin:_____________)

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

(Host country:_____________)

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

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

(Country of origin:____________)

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

And between two different partner countries:

Number Male					
Number					

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

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

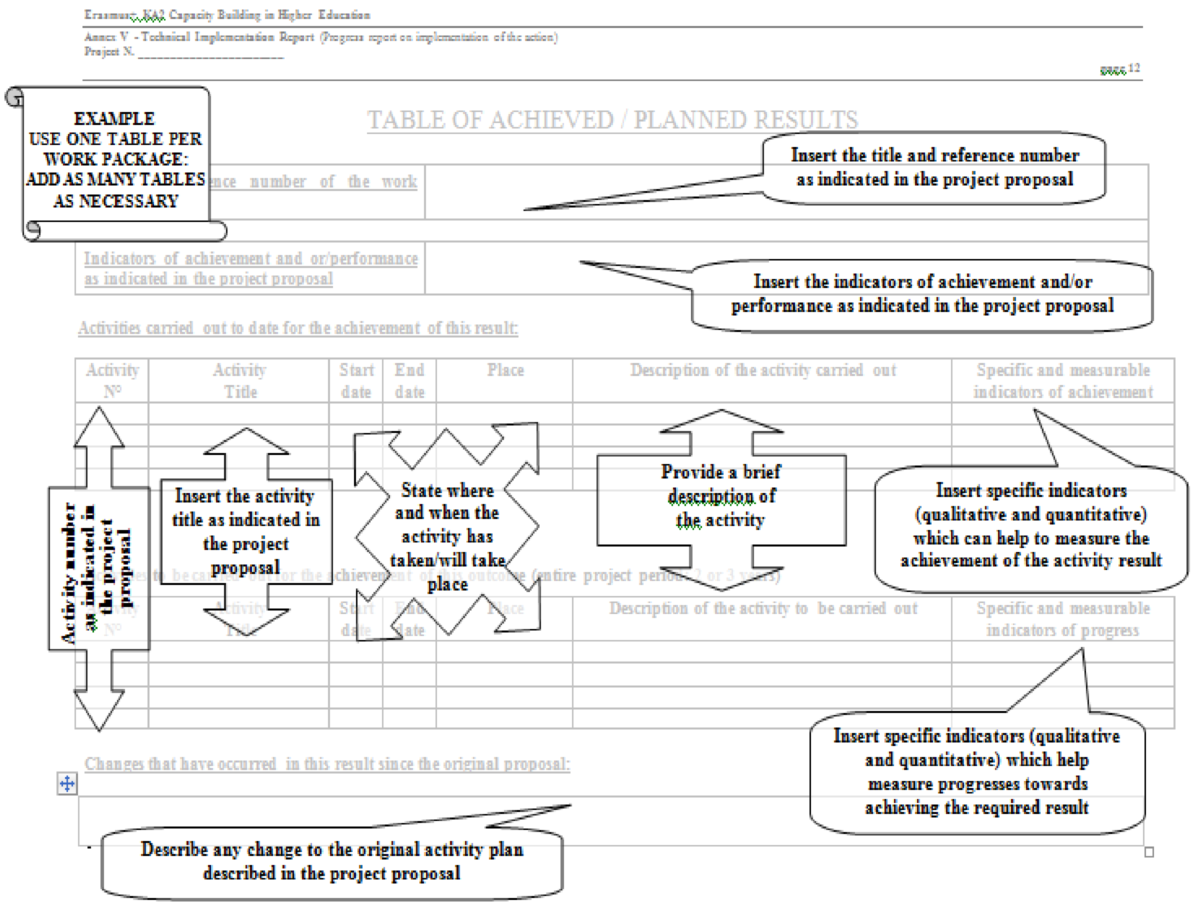
Estimated dates of consortium meetings until the end of the projects

1) dd/mm/yyyy Location

2) dd/mm/yyyy Location

3) dd/mm/yyyy Location

Annex PM2-2 Table of achieved / planned results



Title and reference number of the work package (WP)	WP1 - Analysis of water resources management in the Western Balkan region

Indicators of achievement and or/performance as indicated in the project proposal	Report on WB regional issues related to WRM by April 2019 Report on EU water policies and innovation and EU recommendations and legislation in water sector by April 2019 Report on master curricula related to WRM in EU and WB partner countries by May 2019 EU HEIs WM laboratory equipment lists by March 2019 Report on needed resources for harmonization of WB laboratory by March 2019 Report on innovative practices for WRM in EU by June 2019

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
1.1	Identification of WB regional issues related to WRM	15-11-2018	14-04-2019			
1.2	Analyse of EU innovations in water policy and EU recommendations and legislation in water sector	15-11-2018	14-04-2019			
1.3	Analyse of existing curricula related to WRM in both EU and WB partner countries	15-11-2018	14-05-2019			
1.4	Identification of needed laboratory resources in WB HEIs and alignment with formed EU HEIs WRM laboratory	15-11-2018	14-03-2019			

	equipment list					
1.5	Workshop on innovative practices in the EU water sector: barriers and opportunities	15-03-2019	14-06-2019			

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

<u>Changes that have occurred in this result since the original proposal:</u>

Please add as many tables as necessary.

<u>Title and reference number of the work package (WP)</u>	WP2 - Development of competence-based curricula aligned with EU trends

<u>Indicators of achievement and or/performance as indicated in the project proposal</u>	Catalogue of competencies by October 2019 SWARM unique set of courses by January 2020 Report on SWARM master curricula by January 2020 Master curricula accredited by September 2020 Teaching staff trained by March 2020 Laboratories equipped by November 2019

<u>Activities carried out to date to achieve this result:</u>

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

2.1	Development of specific competencies and learning outcomes of curricula in WB	15-04-2019	14-10-2019			
2.2	Development of courses content and syllabi	15-05-2019	14-01-2020			
2.3	Innovation of existing and development of new master curricula for WRM in WB	15-05-2019	14-01-2020			
2.4	Accreditation of master curricula	15-12-2019	14-09-2020			
2.5	Theme-based training of teaching staff for acquiring new teaching and learning methods	15-05-2019	14-03-2020			
2.6	Purchasing of literature, software and laboratory equipment, installation and activation	15-01-2019	14-11-2019			

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

<u>Changes that have occurred in this result since the original proposal:</u>

Please add as many tables as necessary.

Title and reference number of the work package (WP)	WP3 - Development of trainings for professionals in water sector

Indicators of achievement and or/performance as indicated in the project proposal	Report on LLL courses for professionals in EU water sector by May 2019 Survey of water sector needs in WB by June 2019 Trainings' material prepared by March 2020

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
3.1	Introduction with LLL courses for professionals in water sector in EU	15-12-2018	14-05-2019			
3.2	Analyse of water sector needs for LLL courses in WB	15-12-2018	14-06-2019			
3.3	Development of trainings' content and corresponding educational material	15-07-2019	14-03-2020			

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

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

Please add as many tables as necessary.

Title and reference number of the work package (WP)	WP4 - Implementation of developed master curricula and trainings

Indicators of achievement and or/performance as indicated in the project proposal	Master curricula implemented by November 2021 Participants trained by February 2020 Quality report on master curricula by September 2021 Quality report on trainings by March 2021

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	Implementation of developed master curricula	15-10-2020	14-11-2021			
4.2	Implementation of trainings for professionals in water sector	15-11-2020	14-02-2021			
4.3	Self-evaluation of master curricula	15-01-2021	14-09-2021			
4.4	Self-evaluation of trainings for professionals in water sector	15-12-2020	14-03-2021			

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

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

Please add as many tables as necessary.

Title and reference number of the work package (WP)	WP5 - Quality assurance and monitoring

Indicators of achievement and or/performance as indicated in the project proposal	Quality and Assurance Plan by April 2019 Minutes of the meetings by October 2021 Report on the external quality evaluation by June 2020 Report on the financial audit by November 2021 Report on the inter-project coaching by May 2020

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
5.1	Development of the Quality and Assurance Plan	15-12-2018	14-04-2019			
5.2	Regular Quality Assurance Committee meetings	15-03-2019	14-10-2021			
5.3	External evaluation of the project	15-03-2020	14-06-2020			
5.4	External financial control	15-03-2020	14-11-2021			
5.5	Inter-project coaching	15-02-2020	14-05-2020			

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

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

Please add as many tables as necessary.

Title and reference number of the work package (WP)	WP6 - Dissemination and exploitation

Indicators of achievement and or/performance as indicated in the project proposal	Dissemination and exploitation plan by April 2019 Promotion material created by November 2021 Info days organized by October 2020 Roundtables organized by November 2020 Winter/summer schools organized by September 2021 Report on organized symposium by August 2021

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	Creation of the Dissemination & Exploitation Plan	15-12-2018	14-04-2019			
6.2	Development of project website and promotional materials	15-12-2018	14-11-2021			
6.3	Info days for student enrolment	15-11-	14-10-			

		2019	2020			
6.4	Roundtables with non-academic sector	15-02-2020	14-11-2020			
6.5	Winter/summer schools	15-01-2021	14-09-2021			
6.6	Symposium for promoting WRM in WB	15-05-2021	14-08-2021			

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

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

Please add as many tables as necessary.

Title and reference number of the work package (WP)	WP7 - Project management

Indicators of achievement and or/performance as indicated in the project proposal	Minutes of the meeting by February 2019 Minutes of the meetings by October 2021 Project management and reporting guide by April 2019 Interim and final reports by November 2021

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	Kick-off meeting	15-11-2018	14-02-2019			
7.2	Brussels kick-off meeting	15-01-2019	14-02-2019			
7.3	Development of the Project management guide	15-12-2018	14-04-2019			
7.4	Regular Steering Committee & Project Management meetings	15-03-2019	14-10-2021			
7.5	Day-to-day coordination of project activities	15-11-2018	14-11-2021			
7.6	Submission of interim and final reports	15-01-2020	14-11-2021			

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

<u>Changes that have occurred in this result since the original proposal:</u>

Please add as many tables as necessary.

Annex PM3 - Financial report

Structure of the Report:

- Annex PM3-1 Final Financial Statement
- Annex PM3-2 Staff Costs
- Annex PM3-3 Travel Costs & Costs of Stay (Including Exceptional Travel Costs if applicable)
- Annex PM3-4 Equipment Costs
- Annex PM3-5 Subcontracting Costs
- Annex PM3-6 Co-financing (for information only)

Annex PM3-1 Final Financial Statement

ANNEX VI - FINAL FINANCIAL STATEMENT

Project Number	597888-EPP-1-2018-1-RS-EPPKA2-CBHE-JP	-financing (for information or	0.00

Budget Headings	1. Grant Awarded (in EUR)	2. Budget Spent (in EUR)
1. Staff Costs	365,279.00	0.00
2. Travel Costs	90,210.00	180.00
3. Costs of Stay	183,150.00	120.00
4. Equipment Costs	254,000.00	0.00
5. Subcontracting Costs	38,650.00	0.00
6. Exceptional Costs	0.00	0.00
Total Grant requested from the European	**931,289.00**	**300.00**

(1)

DISTRIBUTION OF THE GRANT BY ORGANISATION (in EUR)

Partner N°	Name of Partner	Country	Role Code	Programme Country / Partner Country	1. Staff Costs	2. Travel Costs	3. Costs of Stay	4. Equipment Costs	5. Subcontracting	6. Exceptional Costs	Total (in EUR)
P1	University of Nis	Serbia	Coord	Partner Countries	-	180.00	120.00	-	-	-	**300.00**
P2	University of Natural Resources and Life Sciences, Vienna	Austria	Partner	Programme Countries	-	-	-	-	-	-	-
P3	Norwegian University of Life Sciences	Norway	Partner	Programme	-	-	-	-	-	-	-
P4	Aristotle University of Thessaloniki	Greece	Partner	Programme	-	-	-	-	-	-	-
P5	University of Architecture, Civil Engineering and Geodesy	Bulgaria	Partner	Programme Countries	-	-	-	-	-	-	-
P6	University of Rijeka, Faculty of Civil	Croatia	Partner	Programme	-	-	-	-	-	-	-
P7	Universidade de Lisboa	Portugal	Partner	Programme	-	-	-	-	-	-	-
P8	University of Novi Sad	Serbia	Partner	Partner Countries	-	-	-	-	-	-	-
P9	University of Sarajevo	Bosnia and Herzegovina	Partner	Partner Countries	-	-	-	-	-	-	-
P10	Dzemal Bijedic University of Mostar	Bosnia and Herzegovina	Partner	Partner Countries	-	-	-	-	-	-	-
P11	University of Pristina in Kosovska	Kosovo	Partner	Partner Countries	-	-	-	-	-	-	-
P12	Technical College of Applied Sciences	Kosovo	Partner	Partner Countries	-	-	-	-	-	-	-
P13	University of Montenegro	Montenegro	Partner	Partner Countries	-	-	-	-	-	-	-
P14	Public Water Management Company "Vode Vojvodine"	Serbia	Partner	Partner Countries	-	-	-	-	-	-	-

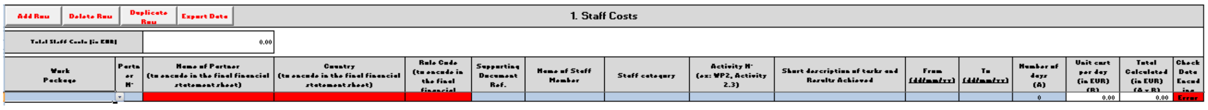
(2) (3)

(1) Enter the Grant awarded to your institution per categories

(2) Enter the name of your institution

(3) Click arrow to select country

Annex PM3-2 Staff Costs



(1) (2) (3) (4) (5) (6) (7) (8) (9) (10)

(1) Click arrow to select Work Package

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

(2) Click arrow to select Partner Number

(3) Please encode supporting document reference

(4) Insert Name of staff member

(5) Please click arrow to select Staff category

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

(6) Please indicate the activity number as indicated in the narrative report (example, WP2, Activity 2.3)

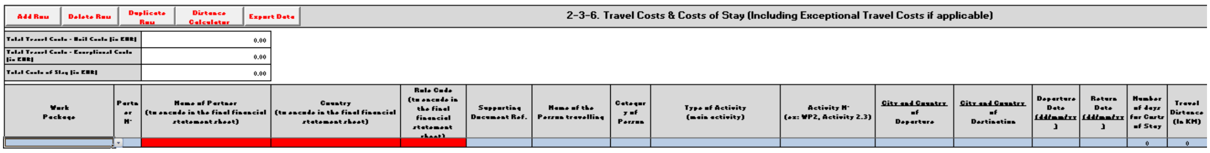
(7) Please encode short description of tasks and Results achieved

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

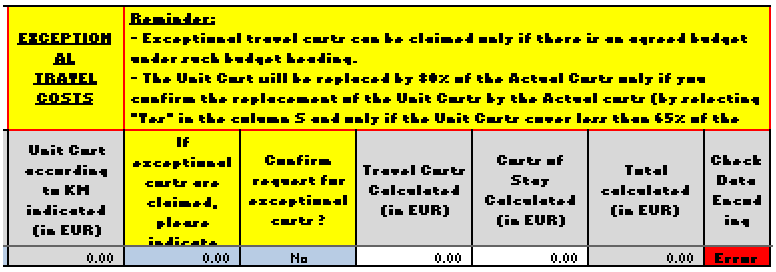
(9) Please encode date (format must be dd/mm/yy)

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

Annex PM3-3 Travel Costs & Costs of Stay (Including Exceptional Travel Costs if applicable)



(1) (2) (3) (4) (5) (6) (7) (8) (9) (10) (11)(12)(13)



(1) Click arrow to select Work Package

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

(2) Click arrow to select Partner Number

(3) Please encode supporting document reference

(4) Please encode the name of the person travelling

(5) Click arrow to select category of person

- Student
- Staff

(6) Type of Activity (main activity) – Please click arrow to indicate the main activity performed during the trip such as:

- For student:
  - Study period
  - Participation in intensive courses
  - Practical placements, internships in companies, industries or institutions
  - Participation in short term activities linked to the management of the project
- For staff:
  - Teaching/training assignment
  - Training and retraining purposes
  - Updating programmes and courses
  - Practical placements in companies, industries and institutions
  - Project management related meetings
  - Workshops and visits for result dissemination purposes

(7) Please indicate the activity number as indicated in the narrative report (example, WP2, Activity 2.3)

(8) Please encode city and country of departure

(9) Please encode city and country of destination

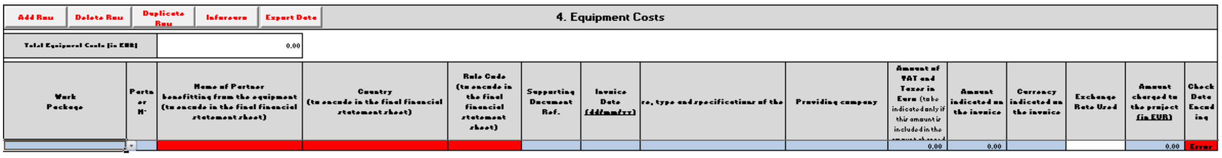
(10) Please encode departure date (format must be dd/mm/yy)

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

(12) Please encode number of days for Costs of Stay (max 90 days for student and staff – whole number only)

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

Annex PM3-4 Equipment Costs



(1) (2) (3) (4) (5) (6) (7) (8) (9) (10)

(1) Click arrow to select Work Package

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

(2) Click arrow to select Partner Number

(3) Please encode supporting document reference

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

(5) Please encode nature, type and specifications of the item

(6) Please encode the name of the company providing the service

(7) Please encode the amount of VAT and Taxes in Euro (to be indicated only if this amount is included in the amount charged to the project)

(8) Please encode the amount indicated on the invoice (2 decimals only)

(9) Please encode the currency indicated on the invoice (even in EUR)

(10) Please encode total amount charged to the project in EUR (2 decimals only)

Annex PM3-5 Subcontracting Costs

Add Row | Delete Row | Duplicate Row | Infoscreen | Export Data

5. Subcontracting Costs

Total Subcontracting Costs (in 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)	Rule Code (to encode in the final financial statement sheet)	Supporting Document Ref.	Invoice Date (dd/mm/yy)	re, type and specifications of the	Providing company	Amount of VAT and Taxes in Euro (to be indicated only if this amount is included in the amount charged	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	0.00			0.00	Error
(1)	(2)				(3)	(4)	(5)	(6)	(7)	(8)	(9)		(10)	

(1) Click arrow to select Work Package

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

(2) Click arrow to select Partner Number

(3) Please encode supporting document reference

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

(5) Please encode nature, type and specifications of the item

(6) Please encode the name of the company providing the service

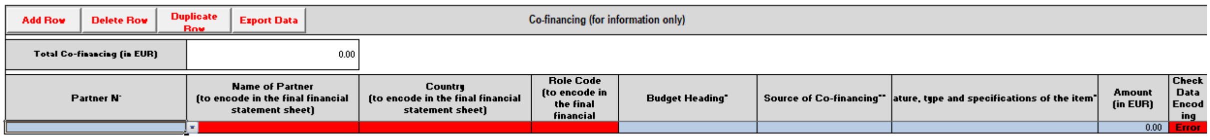
(7) Please encode the amount of VAT and Taxes in Euro (to be indicated only if this amount is included in the amount charged to the project)

(8) Please encode the amount indicated on the invoice (2 decimals only)

(9) Please encode the currency indicated on the invoice (even in EUR)

(10) Please encode total amount charged to the project in EUR (2 decimals only)

Annex PM3-6 Co-financing (for information only)



(1) (2) (3) (4) (5)

(1) Click arrow to select Partner Number

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

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

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

(5) Please encode amount in EUR (2 decimals only)

Annex PM4 – Supporting documents

- Annex PM4-1 Joint Declaration
- Annex PM4-2 Individual Travel Report
- Annex PM4-3 Timesheet

Annex PM4-1 Joint Declaration

JOINT DECLARATION	
Ref. No………………………………	Project No. 597888-EPP-1-2018-1-RS-EPPKA2-CBHE-JP
The reference number must correspond to the progressive numbering indicated in the financial statements of the final report	

FROM ……………………………………………………………………………

Hereinafter "the Institution"*

AND Name: ………………………………………………………………….

Address: ……………………………………………………………

Hereinafter "the Staff member"*

THE INSTITUTION AND THE STAFF MEMBER HEREBY CERTIFY THAT:

1. The Institution is a member of the partnership for the above-mentioned project.
2. The Staff member is either:
   - employed by the Institution YES/NO

     or

   - a natural person ** assigned to the project on the basis of a contract against payment YES/NO
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.

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

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

………

4. Please complete the following information.

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

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

Done in …………………………………………………………… Date …………………………………………………………

Name…………………………………………

Function………………………………………

Institution ……………………………………………………… Staff member name……………………………………

Signature and Stamp of the Institution Signature of the Staff member

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

*** A natural person (individual) can be assigned to the action also on the basis of e.g. a civil contract, a free-lance contract, an expert contract, a service contract with self-employed person ("in house consultant) or a secondment to the Institution against payment. The costs of such natural persons working under the action may be assimilated to the costs of personnel, if:*
(i) the person works under conditions similar to those of an employee (in particular regarding the way the work is organised, the tasks that are performed and the premises where they are performed);and
(ii) the result of the work belongs to the Institution (unless exceptionally agreed otherwise); and
(iii) the costs are not significantly different from the costs of staff performing similar tasks under an employment contract within the institution

Annex PM4-2 Individual Travel Report

INDIVIDUAL TRAVEL REPORT for travel costs and costs of stay

To be filled in by each participant

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

Ref. No...Project No. 597888-EPP-1-2018-1-RS-EPPKA2-CBHE-JP

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

(1) PERSONAL DATA

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

Home institution: ....

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

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

STAFF

- ☐ Teaching/training assignment
- ☐ Training and retraining purposes
- ☐ Updating programmes and courses
- ☐ Practical placements in companies, industries and institutions
- ☐ Project management related meetings
- ☐ Workshops and visits for result dissemination purposes

STUDENTS

- ☐ Study period
- ☐ Participation in intensive courses
- ☐ Practical placements, internships in companies, industries or institutions
- ☐ Participation in short term activities linked to the management of the project

(3) DETAILS OF THE TRAVEL

PERIOD*	From (Depart date) *(dd/mm/yy)*	To (Return date) (dd/mm/yy)
PLACE OF DEPARTURE**	HOME INSTITUTION .... COUNTRY....................................... CITY..	
PLACE OF DESTINATION/ LOCATION OF ACTIVITY	HOST INSTITUTION .... COUNTRY....................................... CITY..	
TRAVEL DISTANCE***	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) from place of departure to location of activities*

(4) DETAILS OF THE ACTIVITY

DATES *(excluding travel)*	From (date):............................. To (date): ....

DESCRIPTION OF ACTIVITY(IES) PERFORMED *(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: ....

Annex PM4-3 Timesheet

Add Row	Delete Row	PROJECT TIMESHEET

Project number :	597888-EPP-1-2018-1-RS-EPPKA2-CBHE-JP
Surname :	
First Name :	
Institution :	
Country :	
Position :	
Staff Category :	

Year	Month	Number of Days	Work Package	Description of tasks performed and outputs produced
Total days:		0		

Signature of the staff member :

____

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

____