INNOSEE PROJECT
518703-LLP-1-2011-1-BG-LEONARDO-LMP
European Commission - Lifelong Learning Programme

Project Management Handbook

IPS (P1), ITPIO (P2)

October 2011

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Contents

DISCLAIMER: This document is not legally binding.

Only the official *Project Handbook Annex IV (Guidelines for Administrative and Financial Management and Reporting)* of the Grant Agreement between the Beneficiary and the Agency is legally binding.

Introduction

The Handbook of Project Management is an instrument to make INNOSEE partnership focus the attention on the main features of the project (objectives, deadlines, duties) and to provide, in summary form, the main information contained in the official Project Handbook. This tool should thus be considered as an addition to, and not a replacement of, the official Project Handbook, and may be used only after a careful reading of it. Only the official Project Handbook has to be considered legally binding.

1. INNOSEE Project Overview

InnoSee project will contribute to key competences development and harmonisation of common educational standards in the field of research-driven clusters. Such competences are not defined yet in the EU. Learning modules will be developed and tested. They will be based on the specific RDC needs and will provide the necessary skills and competencies for successful RDC planning and implementation in six countries of Europe.
The main innovative elements of the proposed project are:

- Development of key competences and common educational standards for RDC training
- Development of e-based learning modules for RDC managers and staff based on the specific RDC needs
- Networking of RDC trainers
- A new area for vocational training advance that will offer a starting point for further transfer of practices in a specific VET field

The long-term objective of the InnoSee project is the enhancement of life-long learning, exploitation of the Competence framework and Curriculum on research-driven clusters training, better quality of research-driven clusters proposals submitted to authorities managing the EU funds, improved planning, implementation and coordination of related projects.
The specific objectives achieved at the end of the project will be: Created platform for harmonized and improved quality of education of research-driven clusters managers and staff.
The concrete aims achieved during the project implementation encompass:

- Elaborated and harmonized content of individual modules within the Curriculum for training of research-driven clusters manager in languages of all participating countries.
- Documented teaching and training methodologies in Tool Kit for individual modules.
- Pool of quality trainers in different topics, specialized on the various content and methodology of training modules.
- Courses are tested and included in portfolio of participating educational institutions in each participating country.
- Created quality brand mark for harmonized training.

The INNOSEE project consortia include SEVEN organizations from SIX European countries:

Partner number	Legal name	Country
P1 Applicant Organization	Institute for Postgraduate Studies (IPS) at the UNWE	Bulgaria - BG
P2	Institute for training of personnel in international organizations (ITPIO)	Bulgaria - BG
P3	Foundation for Development and Technological Innovation (FUNDITEC)	Spain - SP
P4	Swedish TelePedagogic Knowledge Centre AB (STPKC)	Sweden - SW
P5	Empolese Valdelsa Development Agency (EVDA)	Italy - IT

P6	INTELSPACE	Greece – EL
P7	FH JOANNEUM GmbH	Austria - AT

The project's activities are distributed into 8 work packages (WP) and the leaderships have been allocated among the partners on the basis of their own expertise in order to ensure the achievement of project's results in line with quality management standards.

WP number	WP type	WP duration (months)	WP title	WP Leader
1	MAN	24	Project Management	Institute for Postgraduate Studies at UNWE
2	QA	24	Quality Assurance of the project implementation and results	Institute for training of personnel in international organizations
3	IMP	5	Training needs assessment	INTELSPACE
4	IMP	7	Training content development	Foundation for Development and Technological Innovation
5	IMP	8	E-learning platform development	Swedish TelePedagogic Knowledge Centre AB
6	IMP	6	Pilot Testing of On-line Training	FH JOANNEUM GmbH
7	DISS	24	Dissemination	Empolese Valdelsa Development Agency
8	EXP	23	Exploitation and Sustainability	Institute for Postgraduate Studies at UNWE

WPs SHORT DESCRIPTION:

WP 1 Project Management

The objective of this work package is to ensure quality of the overall project's implementation through establishing effective management system, mechanisms for control and evaluation, communication and cooperation. The management system will be based on the following principles:

1. Clear distribution of responsibilities and tasks between partners within the consortium with a view to their field of activities, expertise and capacity to fulfill the specific task;
2. Distribution of tasks among the project team depending on expertise and field of work of every person;
3. Setting mechanisms for monitoring and evaluation of implementation of the activities and achieving the results planned

The WP contains 4 deliverables.

- **WP 2 Quality Assurance of the project implementation and results**

The quality of the project will be provided in two main ways:

1. Internal monitoring and evaluation – The activities under this part of the quality assurance plan begin with the preparation of a monitoring plan for the entire project lifetime, which will be a responsibility of P2. The internal monitoring will be ensured by the Steering committee of the project with particular responsibilities to monitor and observe the development in all project actions. Tool for the implementation of such monitoring are regular meetings (in-person during the planned project team meetings and via virtual Skype conferences) of the members of the Steering committee. P1, as a coordinator of the project will monitor the overall performance of the activities. He summarizes his observations and reports to the Steering committee meetings, where results achieved are estimated, and, if necessary, corrective action and detailed planning of project activities to be carried out in the upcoming period are undertaken.

2. External evaluation - choosing an external evaluation organization, specialized in audit and external evaluation activities. This organization will be responsible for the interim and final full external evaluation and valorization of the results.

The WP contains 4 deliverables.

WP 3 Training needs assessment

The purpose of the WP is to develop a methodology for needs identification and needs assessment of the target groups of research-driven clusters in Bulgaria, Italy, Austria, Greece, Spain and Sweden;

To develop the templates for information gathering.

To develop an in−depth analysis of the characteristics of the research-driven clusters in Bulgaria, Italy, Austria, Sweden and Spain, as well as the barriers to the implementation of the traditional cluster management procedures in the case of research-driven clusters

To gather input on clusters' training needs, as well as emerging research-driven clusters.

This WP contains 3 deliverables.

WP 4 Training content development

The objective of the WP is to develop a training material, which match the requirements and training needs of the target group of research-driven clusters and other potential end−users like industrial associations, chambers of commerce, regional/local authorities and universities/research organisations, as well as the needs of future trainers on research cluster development and management. The training will be functional, attractive and user−friendly in an e−learning environment.

The WP contains 3 deliverables.

WP 5 E-learning platform development

The objective of the WP is to develop an e−learning environment for research-driven clusters management training. The following activities are to be implemented:

-Elaboration of the e-learning platform tuned to research-driven clusters training needs

-Uploading developed training materials on e−learning platform.

-Developing of guidelines for trainers and trainees how to work with the web-based training platform

-Uploading translated training materials on e-learning platform

The WP contains 1 deliverables.

WP 6 Pilot Testing of On-line Training

The objectives of the WP are to perform a pilot testing of the online trainings in each country to verify whether the training addresses the identified needs of the research-driven clusters and to improve the quality of the online training based on the feedback from the pilot testing.
This work package is broken down in two tasks:
-Pilot testing and
-Fine-tuning and finalization of the web-based training tool
This WP contains 1 deliverables.

WP 7 Dissemination
This work package will cover the following activities:
-Promoting project objectives and outcomes
-Participation at conferences, presentation of the network, promoting network on WebPages of partners
-Spreading information about the network
-“networking” with professional associations
-“Research” on possibilities of certification and accreditation in partners countries
- Planning the Final European Conference for trainers of managers of EU funded projects
The WP contains 9 deliverables.

WP 8 Exploitation and Sustainability
The work on the WP begins with an exploitation strategy elaboration by P1. The strategy content includes concrete measures, approaches and indicators for measuring the impact and the feasibility of the products according to the needs of the target group on every stage of the products’ development. The draft strategy will be presented and discussed with the project partners.
P1 will prepare a methodology and tools for identification and analysis of possible stakeholders, relevant to the project results. Examples for identification and analysis will be given for Bulgaria and shared with all partners. On the basis of the methodology, the tools and the example the partners will implement the same activities in their national context. After completion of the concrete tools by each one of the partners P1 will elaborate a summary report and introduce it to the project partners.
In the 23rd month of the project, aiming to receive a final evaluation on the feasibility of the project results and feedback and recommendations for their further optimization (even after the project ends), P2 will organize an international conference in Sofia, Bulgaria.
The WP contains 8 deliverables

DELIVERABLES DESCRIPTION:

WP No	DELIVERABLE NUMBER AND NAME		DISSEMINATION LEVEL	DEADLINE	CHANGES*
WP1	Project management				
	Deliverable 1	Management tool	Confidential	15.11.2011	
	Deliverable 2	Kick-off meeting	Confidential	19-22.10.2011	
	Deliverable 3	Steering committee minutes (every three months)	Confidential	30.12.2011-15.09.2013	
	Deliverable 4	Interim and final overall management monitoring reports	Confidential	10.01.2013-20.09.2013	
WP2	Quality Assurance of the project implementation and results				
	Deliverable 1	Monitoring plan	Confidential	15.11.2011	
	Deliverable 2	Steering committee minutes	Confidential	31.10.2011 - 31.07.2013	
	Deliverable 3	Interim and final monitoring reports	Confidential	31.07.2012, 06.09.2013	
	Deliverable 4	Interim and final external evaluation and valorization report	Public	30.09.2012, 06.09.2013	
WP3	Training needs assessment				
	Deliverable 1	Analytical report on the state-of-play	Public	28.02.2012	
	Deliverable 2	Methodology for needs assessment	Confidential	28.02.2012	
	Deliverable 3	Analytical report on needs assessment	Public	31.03.2012	
WP4	Training content development				

	Deliverable 1	Competence Framework for Research-driven Clusters Management	Public	31.10.2012, 31.03.2013	
	Deliverable 2	Training Toolkit for Research-driven Clusters	Public	31.10,2012, 31.03.2013	
	Deliverable 3	Pool of Trainers on Research-driven Clusters	Public	31.10.2012, 31.03.2013	
WP5	E-learning platform development				
	Deliverable 1	E-learning platform	Public	31.01.2013	
WP6	Pilot Testing of On-line Training				
	Deliverable 1	Pilot training	Public	30.06.2013	
WP7	Dissemination				
	Deliverable 1	Communication strategy	Restricted	31.12.2011	
	Deliverable 2	Graphic design of logo	Public	31.12.1011	
	Deliverable 3	Website of the project	Public	30.11.2011	
	Deliverable 4	Project Brochure	Public	31.05.2012	
	Deliverable 5	Common Certificate Layout	Public	31.03.2013	
	Deliverable 6	Media publications	Public	31.03.2013	
	Deliverable 7	Spaces allocated on Facebook and Linkedin	Public	30.09.2012	
	Deliverable 8	Information meetings	Public	31.03.2013	
	Deliverable 9	International dissemination conference	Public	31.08.2013	

WP8	Exploitation and Sustainability				
	Deliverable 1	Exploitation strategy	Confidential	30.11.2011	
	Deliverable 2	Analysis of the state of play	Public	28.02.2012	
	Deliverable 3	Methodology of needs assessment	Confidential	28.02.2012	
	Deliverable 4	Analysis on needs assessment	Public	30.04.2012	
	Deliverable 5	E-learning platform	Public	31.01.2013	
	Deliverable 6	International workshops	Public	31.01.2013	
	Deliverable 7	International dissemination conference	Public	31.08.2013	
	Deliverable 8	Monitoring reports	Confidential	31.08.2012, 31.08.2013	

* The changes were discussed and accepted during the kick-off meeting by all partners or during Steering Comittee meetings, the reasons for it are indicated in the respective meeting minutes

The estimated expenditure to achieve the project's objectives and realize the abovementioned results corresponds to EUR 504 343 (EC funding: EUR 378 257 corresponding to the 75 % of the total eligible expenditure).

2. Management strategy

2.1 Procedures and organisms

Rather than splitting the working activities in a number of structured sub-projects, the project Consortium will rely on an integrated management process based on coherence, share of results and horizontal supportive communication.

The project management will be developed to be a cohesive system driven by efficacious communication and share of competences among partners (favouring internal contributions), with a strong capability to collect and analyse external inputs.

The Decision-making process will be based on consensus.

The overall management of the project is a critical component of the project and its purpose is to ensure that a proper co-ordination across tasks and partners is maintained in order to achieve the overall project objectives within time and budget constraints.

The organisational structure of the project foresees different roles and functions according to the specific needs and features of each project activity.

The **Beneficiary and Coordinator** (Institute for Postgraduate at the UNWE) is the Legal representative (of beneficiary organization) signs all legal documents (grant agreement, amendment requests, reports, etc.). It will be accountable for financial management. It report to the EC and manage the progress reports, costs statements, progress and final report. It will deliver any documents and information connected with the project among the concerned Parties (partners, EC). However specific work teams will be set up according to the main project key activities.

Moreover, Institute for Postgraduate Studies at the UNWE receives all official communication from the EACEA. It will be in charge of the implementation of the project. It will manage partners work and is responsible for solving partnership problems. Moreover it will monitor the budget and will participate on the drawing up of the reports.

The Coordinator guarantees an efficient Management structure by an accurate organization and communication among partners from an administrative and organizational point of view and will guarantee the procedures of collaboration concerning the activities to be carried out and justification of expenditures borne during the activities. In detail, it carries out the following functions:

- overall project coordination operatively managed by WP Leaders and Local Team Managers;
- meeting of the mid/long-term project objectives;
- transmission of any documents and information connected with the project among the concerned Parties (partners, EC);
- respect of the overall quality assurance of the project;
- managing the project accounting and the provision of the necessary economic resources to carry out the project;

- implementing the exploitation potential of the project.

Project management system is planned at the proposal's stage and will start functioning from the beginning of the project. The management of the project will be jointly undertaken by the 7 partners in the consortium through a Project Steering Committee (SC) composed of 7 members: one representative of each partner organization. The Steering Committee will play a decision-making role in respect of the project development. The **SC** main functions are the following:

- supervising all the project activities and the achievement of project results;
- take the main decisions regarding the project executive and activities developing;
- resolve eventually contrasts or problems occurred.

Each partner will be responsible for the accomplishment of its tasks, share information, report and assess the achieved results and the effectiveness of its role within the project. All partners are responsible for reporting their financial and administrative expenses in respect of consortium agreement and work plan. Concerning the meetings arrangement, the hosting partner will be responsible for the organisation of the meeting in its country. All the partners will be actively involved in the ongoing monitoring procedure in respect of deadlines and the project's goals. Each partner will be responsible for the accomplishment of their tasks, share information, report and assess the achieved results and the effectiveness of their role within the project.

Work package Leaders have been identified for all work packages. The leadership means that the partner has to gather information from partners for the realisation of the outputs, cooperate with partners for the realisation of the tasks, assure the exchange of information among partners, make reminders of deadlines, elaborate the first draft of the documents/outputs (realised with the contributes of each partner), gather suggestions and amends for the final version of documents/outputs. Therefore, the WP Leader will define, in agreement with the other partners, the tasks and the responsibilities for the achievement of the action's goals working as a task objective moderator in order to ensure that the work package activities will be in line with the task short-term results and the project mid-term/long-term results. The WP leaders will be responsible of the drawing up of the Report about final results of their own work package.

WP Partners:

- Receive part of the Community Contribution
- Contribute to the co-financing
- Are co-responsible for the implementation of the project
- Manage their activities & related expenditure
- Report to the co-ordinator.

WP Leader:

- Coordinates the assigned WP
- Defines of WP strategies and working methods
- Draws up the templates to collect WP homogeneous data from partners
- Draws up the WP reports
- Draws up the report about mid-term results.

2.2 Working groups

Specific work teams will be set up according to the main project key activities such as:

<u>Quality and evaluation Team:</u> to point out the quality indicators, to assess the INNOSEE methodology efficacy and to evaluate the application usability and transferability (follow up). They will also draw up the monitoring plan and monitoring reports.

<u>Dissemination and exploitation Team</u>: to design and set up the valorisation events/publications according to target groups features guaranteeing a wide participation of users and key actors and enhancing web site visibility. They will be responsible of each event success and publications effectiveness spreading.

2.3 Project Management indicators and Mitigation Plan

The project management is a critical activity that influences the well proceeding of all project activities and the project mid-term and final results achievement.

Thus, there has been designed a mitigation plan that consists of:

- the identification of indicators and critical issues of management activity;
- the identification of consequential risks hat could thwart the project carrying out;
- the definition of possible solutions to the risks identified.

MITIGATION PLAN			
Indicators	**Critical issues**	**Risks**	**Corrective Measures**
Definition of detailed work plan	Effective low level project work-plan defined	Not compliance with work plan	Effective monitoring and efficacy coordination on project tasks by the Coordinator /WP leaders and in case re-planning of project work plan
Suitable allocation of responsibilities	Not appropriate allocation of responsibilities	Not compliance with work plan	Re-planning of project work-plan: reallocation of responsibilities
Definition of internal deadlines	The definition of internal deadlines not take into account the preparatory activities or it isn’t realistic	Not compliance with work plan and difficulties in the results achievements	Accomplishment of internal and external deadlines according to the work plan definition and the interim results achievement
Designing of a suitable reporting tool	Mid-term results report doesn’t include all the needed information and it isn’t correctly and completely drawn up	Wrong or incomplete reporting activity; possibility to not take into account pivotal activities for the carrying out of project work plan	Mid-term results report filled in by the WP leader each WP end; Mid-term results report designed according to the EACEA reporting tools
Ongoing and correct cost certification	Not regularly or wrong gathering of financial data	Wrong or rough cost certification	Wide initial budgeting activity; on time and accurate cost certification by project partners and prime contractor
Designing of suitable cost certification tools	Tools for collecting data not able to gather meaningful information	Wrong or incomplete financial data reporting; possibility to not consider incurred expenses or consider the wrong expenses	Quarterly costs certification designed according to the EACEA reporting tools; re-engineering of the tool for monitoring and evaluation adjustments

Arrangement of project meeting	Meeting not focused on the pivotal activities or current problems; not adequate reporting of meeting debating	Meetings not too useful for the project development	Definition of the meeting agenda and sharing among partners; in case re-definition of agenda; meeting minute filled in after the project meeting focused on the following internal deadlines and responsibilities, as well as on the eventually problems showed during the meetings and their possible solutions

3. Communication Flow

The communication flow among all the entities interested in the project has to proceed according to the following pattern:

AGENCY	→	PROJECT COORDINATOR	→	PARTNERS
PARTNERS	→	PROJECT COORDINATOR	→	AGENCY

The project coordinator can communicate with the Agency's project manager or project officer by telephone, e-mail or post. All important Agency decisions will be communicated in writing and addressed to the project coordinator or to the legal representative, depending on the nature of the communication.

4. Internal monitoring procedure and tools

According to the project management tasks partners are required to fill in periodical reports in order to regularly monitor the progress of the project in terms of expenses incurred to implement the action, activities carried out, as well as in term of achieved results.

The project has duration of 24 months. It starts **on 01.10.2011** and ends on **30.09.2013.**

The period of **eligibility of the costs** shall begin on **01.10.2011** (the “starting date of the action”) and shall end on **30.09.2013** (the “closing date of the action).

In particular within the INNOSEE project, the following instruments guide the reporting activities:

Internal Mid term report: (referring period from 1/10/2011 to 31/09/2012): the Partner shall provide the Coordinator with any information and documents required, where appropriate, with copies of all the necessary supporting documents completed and signed by the legal representative by 10.10.2012 at the latest.

Final report (referring period from **01.10.2011** to **30.09.2013**): the Partner shall provide the Coordinator with any information and documents required for the preparation of the final report and, where appropriate, with copies of all the necessary supporting documents completed and signed by the legal representative by 25.09.2013 at the latest.

These monitoring tools have been designed according to the EACEA monitoring instruments with the purpose to collect during the project whole duration the necessary information to drawn up the official interim and final reports to the European Commission.
The **Cost Certification** is filled in by each partner with the purpose to monitor progress expenditure and budgeting activity. It is drawn up in English by each partner leader at the end of the WP. It is a confidential document, available only for members of the consortium and the EACEA.

The **Final Report** summarises all results achieved and products carried out. Grids and graphs will represent the project actions realised, project main strategy and goals, results foreseen and achieved, tools to carry out each tasks. Moreover, it will collect the results of the project experimentation carried out in each partner own country, as well as the final conclusion about the INNOSEE methodology and tool efficacy and its further development.

5. Monitoring of the Project by the EACEA

The Agency is responsible for monitoring the project in order to provide support, offering guidance and advice that can be integrated by the project team as it endeavours to achieve a successful outcome. Monitoring is also aimed at ensuring that the project fulfils its stated objectives and continues to merit the public funds that have been allocated to it. Monitoring also allows good practices and lessons learned to be identified so that others may benefit from them.

The monitoring may be performed in one or more of the following ways:

- **Assessment of the work carried out and reported by the project** (for this the Agency normally uses external expertise to analyse and assess the reports. Please, see the following paragraph.)
- **Visit to the beneficiary/coordinating organisation (in situ visit)**

The main objectives of the visit are: to verify the status of the project's implementation and the preparation of its outputs; to obtain a clear picture of how well the project is being managed; to see how well partners are cooperating; and to provide the project with support and guidance. At a more detailed level, the visit will focus on the follow-up of the workplan, project outputs, communications, administrative practices, project documents as well as on general questions relating to the financial management of the project.

The project coordinator is required to attend and, if the beneficiary and coordinating organisations are different, the Agency may also request the participation of a representative of the beneficiary organisation. The Agency may also request the attendance of the person responsible for the financial management of the project. The documents which should be made available for the Agency during the in situ visit will be specified by the Agency in advance.

- **Visit to a partnership meeting and/or project event**

The Agency may attend a project event or a partnership meeting as an observer in order to become acquainted with the progress of the project. If the visit is to a partnership meeting, each partner would generally be expected to describe during the meeting their contribution to the project and demonstrate their activities and outputs.

- **Invitation to Visit the Agency**

The project coordinator and others from the project team may be invited for a meeting at the Agency's premises. The coordinator/coordinating team may be asked to give a presentation outlining the current status of the project and its outputs. The documents that the coordinator will be expected to bring will be specified by the Agency in advance.

- **Invitation to an event organised by the Agency**

Up to two meetings per year may be organised by the Agency for project representatives e.g. a kick-off meeting or a cluster meeting. The participation in these meetings is mandatory.(ArticleI.3.5 of the grant agreement refers.)

5.1 Final Report

Required by: the Education, Audiovisual and Culture Executive Agency

Objective: The reports required by the Agency serve a dual purpose:

• For partners' benefit and use. The reports are a means of communication to place the knowledge created in the project at the disposal of the wider community. Through their dissemination, it is possible to increase the potential for discovering initiatives that share common ground and increase the chances of being contacted by interested parties with useful input or feedback.

• For the Agency's benefit and use. The assessment of the reports enables the Agency to take a decision on the continuation of the project and also leads to the launch of the next payment, whether it is the second pre-financing one or the final one.

Description: the Agency has prepared a pair of report templates – including a financial reporting table – accompanied by instructions on how to complete them (see Annex I). The Final Report have a basic structure consisting of 2 parts:

- *a Public Part*, including an Executive Summary;
- *a Confidential Part*.
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Report	Parts	Deadline for submission of Documents to IPS at UNWE	Deadline for submission of Documents to EACEA
Progress Report	➢ **Public Part** ➢ **Confidential Part** (Including Financial Reporting Table)	10.10.2012	31.10.2012

The *Public Part* presents the content of the project and its achievements. It is a document intended for general, external communication.

Report Structure for Main Body – *Public Part* Progress Report & Final Report	
Required Headings	**Suggested Content**
1. Project Objectives	➢ Describe the project objectives. ➢ Explain how the project benefits a specific community of users and how they are involved in the project. ➢ Describe the potential impact upon and benefits to the target user group
2. Project Approach	➢ Describe the methodologies, surveys, analyses, tests carried out (if applicable), set-up of cooperation for the networks, etc. ➢ Where relevant, address the added value of the approach used. Added value may be considered from the pedagogical, organisational or political point of view, depending on the nature of the project. ➢ Include the evaluation strategy, approach, results etc. ➢ Describe the dissemination and exploitation strategy and activities. Emphasise how they contribute to the sustainability of the project results.
3. Project outcomes & results	➢ Describe the major achievements and results of the reporting period. Make explicit the link between results and objectives. ➢ For final products/results, explain the impact of outcomes and results on the target groups. ➢ Indicate where results can be found e.g. website details, contact details.
4. Partnerships	➢ Describe the added value of the multi-country partnership in executing the project (specifically, European added value). Where appropriate, refer to the added value related to the geographical coverage. ➢ Emphasise the experience of working together in a European partnership. ➢ Describe the benefits of partnerships established with groups outside of the direct project/consortium e.g. with target users.
5. Plans for the future	➢ For **Progress Report only**: include a description of plans to carry out the remaining work to achieve the project objectives ➢ For **Final Report only**: emphasise the exploitation of results beyond the project's lifetime. For example, this may concern aspects on commercialisation, intellectual property rights, copyrights etc in as far as they are not confidential. Sustainability of the project's outcomes is a key element of this section.
6. Contribution to EU policies	Summarise how this project contributes or has contributed to key EU policies, objectives and priorities (Lisbon, Bologna, Bergen, etc). This relates to section D8 of the application form.

The *Confidential Part* contains administrative and management. This is viewed and analysed by representatives of the Agency and by the external experts engaged in project evaluation. It provides the main source of information to enable the Agency to judge the project's performance and decide upon the continuation of the project and/or the payment of the due part of the grant.

Report Structure for Main Body – *Confidential Part* Progress Report & Final Report	
Required Headings	**Required Content**
1. Declaration Page	Provide the formal declaration of the accuracy of the information provided in your report and confirmation that a process of consultation and approval has been carried out throughout the partnership.
2. Outcomes / Results / Products	Provide a complete list of all results / products / outcomes delivered by the project along with details of variations from the initial plan. Provide also a list of all products that have been delivered with the report. Guidance is provided in the template.
3. Implementation of the work plan/ tasks	Describe the problems encountered and their proposed solutions (Progress Report) or the solutions already implemented (Final Report). Present the deviations in tabular format, using the workpackage titles, types and references that you used in section E1 of your application form.
4. Impact	Based on the information you provided in sections 4 of your application form, report on the short-term and long-term impact targets associated with dissemination and sustainability.
5. Involvement of Partners	Indicate the involvement of each partner in your workpackages. ➢ Link the activities carried out to the involvement of the various partners. Do not simply repeat what was written in the Public Part. ➢ Partnership meetings: provide details of the partnership meetings organised, their dates and locations and the participation of partners. Provide also minutes of the meetings with a list of participants in annex to the report. ➢ Use partner codes as per financial table
6. Involvement of Staff	List the members of staff involved on the project per category, per partner. Include the period of their assignment.
7. Management Aspects	Describe the tools and methods put in place to manage the consortium and allow for collaboration. This includes the internal monitoring system and tools used to assess the project's progress. Provide details of the changes to the partnership that have taken place (withdrawals/replacements) and the impact on the work plan if any. Report on any particular difficulty the project encountered related to the management of the partnership.
8. Dissemination &	➢ Provide details of confidential results, intellectual property

Exploitation	rights' issues, copyrights, potential commercialisation (where applicable), benefits to the user group. ➢ Include login and password details for any confidential areas of the project website/s.
Financial Reporting table	The Financial Reporting table consists of an excel workbook that must be completed and submitted as Annex1 to the Confidential Part. This applies to both the Progress Report and the Final Report. This Financial Reporting table has been designed to also operate as an in-life project management tool.

The experts carrying out the final assessment will give an overall judgement on the project made up of a 'qualitative' grade and a numerical rating. The values given will reflect the quality of the products as well as the performance of the partnership. They will also take into consideration the project objectives defined in the workplan.

Where the rating falls between 0 and 4, a reduction of the Community contribution to the staff costs will be implemented according to the following scale:

<table>
<tr><th colspan="2">Final Assessment</th><th>Corresponding reduction to staff costs in the final Community contribution</th></tr>
<tr><th>Grade</th><th>Rating</th><td rowspan="4">0</td></tr>
<tr><td>Very good</td><td>10
9</td></tr>
<tr><td>Good</td><td>8
7</td></tr>
<tr><td>Acceptable</td><td>6
5</td></tr>
<tr><td rowspan="2">Weak</td><td>4</td><td>25%</td></tr>
<tr><td>3</td><td>50%</td></tr>
<tr><td rowspan="2">Very weak</td><td>2</td><td>75%</td></tr>
<tr><td>1
0</td><td>85%</td></tr>
</table>

In addition, the external expert may recommend that the contribution for **other budget categories** be reduced where it is considered that the costs are not necessary for the execution of the project or not justified by the work reported e.g. travel costs, equipment costs etc.

At the Progress Report stage, the same rating system will be used as a means of giving feedback to the project about its performance. At this stage the level of rating has no direct impact on any subsequent pre-financing payment. Nevertheless, the Agency may decide to reject the report if it is incomplete or hold back the payment if it is assessed as very weak. Decisions will be taken on a case-by-case basis.

5.2 Use of reports to strengthen the Dissemination & Exploitation of results

If, in the opinion of external experts, the quality of a project's achievements and the quality of the accompanying report are considered to be high, the Agency may publish the Public Part of the report on the Agency's website accompanied by a link to the project's website. The Agency may also use the Public Part as a direct input for publications, qualitative analysis, etc. The project also benefits from this approach since both the Executive Summary and the Public Part can be directly used to show the project results and can be published on the project's website.
Moreover, the reports can be published through the tools for dissemination and exploitation that the Commission and the Agency have put at the projects' disposal.

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6. Request of amendment

As indicated in the grant agreement between the Agency and the Beneficiary, any amendment to the grant conditions must be the subject of a written supplementary agreement. Article II.13 Supplementary Agreement (Grant Agreement between the Agency and Academy of Management):
II.13.1 Any amendment to the grant conditions must be the subject of a written supplementary agreement. No oral agreement may bind the parties to this effect.
II.13.2 The supplementary agreement may not have the purpose or the effect of making changes to the agreement which might call into question the decision awarding the grant or result in unequal treatment of applicants.
II.13.3 If the request for amendment is made by the beneficiary, he must send it to the Agency in good time before it is due to take effect and at all events one month before the closing date of the action, except in cases duly substantiated by the beneficiary and accepted by the Agency.

6.1 Amendment request using a specific template

Partners are required to use the Formal Amendment Request form (see Annex I) for the following circumstances:

1. Change of the beneficiary organisation or change of name of beneficiary organisation
2. Partner(s) withdrawal

3. New / replacement partner(s) joining the project
4. Changes to the work programme
5. Change of bank account
6. Changes to the eligibility period
7. Changes to the budget breakdown

6.2 Amendment request without a specific template

The following sections describe cases where use of the form is not always needed.

- ***Change of coordinating organisation***

If the request concerns the change of the coordinating organisation – whilst the beneficiary organisation remains unchanged – it is not strictly necessary to use the form if the new coordinating organisation is an *existing* partner in your consortium.

If a partner that is new to the project assumes the responsibility of the coordinating organisation, then it is necessary to complete section C of the amendment form related to "New partner" and answer "Yes" to the question "Will this partner act as the Coordinator of the project?".

- ***Change of project coordinator***

A change of project coordinator does not require the amendment request form to be used. A letter informing the Agency about the reasons for the envisaged change and stating that there is no objection from the project partners to the change of the project coordinator is sufficient.

- ***Change of legal representative of the beneficiary organisation***

In this case it is not necessary to use the amendment request form. A simple letter with an official document confirming the capability of the new legal representative is sufficient.

Examples of official documents include statutes and minutes of the Board.

- ***Change to the budget breakdown***

In accordance with the agreement, an amendment request relating to an adjustment to the budget breakdown is not necessary when the transfer between budget headings of eligible direct costs i.e. between staff costs and operational costs (travel and subsistence, equipment, subcontracting, others) does not exceed 10% of the amount of the heading of eligible direct costs for which the transfer is intended (the heading that increases), irrespective of the adjustment made betweens items of operational costs.

In all other cases an amendment request is necessary.

When assessing your Final Report, the Agency will accept that costs declared do exceed the budget following this same rule (by budget heading of direct cost).

This rule is not applicable to indirect costs as they are always limited to 7% of eligible direct costs.

Please note that it is not possible to modify the total budget, the amount of the grant or the percentage of community funding.

Examples

If you intend to increase the budget allocated to staff from EUR 30.000 to EUR 32.000, no formal amendment request is necessary. This is indeed an increase of less than 10% of the staff budget heading. On the other hand, if you intend to increase the budget allocated to staff from EUR 30.000 to EUR 38.000, a formal amendment request is necessary as this adjustment is more than 10% of the staff budget heading.

Within the operational costs budget heading, if you intend to increase the budget allocated to travel and subsistence from EUR 10.000 to EUR 12.000 and decrease the budget allocated to equipment from EUR

3.000 to 1.000 EUR, no formal amendment request is necessary. This is indeed only a transfer between items of the operational costs budget heading: this budget heading has not increased by more than 10% (actually it has not increased at all).

7. Financial rules

The following financial rules must be read together with the Call for proposal and the Guide for the applicant and in particular with the administrative and financial rules available under http://eacea.ec.europa.eu/llp/beneficiaries/2011/documents/llp_handbook_2011_v1_en.pdf from which most of these rules are taken.

The following sections apply to the beneficiary and all its partners within the consortium (e.g. the rules on staff costs apply to all partners of the consortium including the beneficiary).

7.1 General Provisions on Eligibility of Costs

Eligible Costs	Non–eligible Costs
They must relate to activities involving the **eligible countries** in the Lifelong Learning Programme	Return on capital
They must be incurred by **legal bodies/institutions or by natural persons** depending on the project concerned, and in the case of consortia, by the official partners of the	Debt and debt service charges provisions for losses or potential future

consortium	
They must be **connected** with the project	Provisions for losses or potential future liabilities (provisions for contractual and moral obligations, fines, financial penalties and legal costs)
They must be **necessary** for the execution of the project	Interest owed
They must be **reasonable and justified** and they must accord with the principles of **sound financial management**	Doubtful debts
They must be **generated** during the lifetime of the project	Exchange losses
They must be **actually incurred** by the beneficiary and be recorded in his accounts in accordance with the applicable accounting principles, and be declared in accordance with the requirements of the applicable tax and social legislation	VAT, **unless** the beneficiary organisation can prove that it is unable to recover it
They must be identifiable and verifiable	Costs declared by the beneficiary and covered by another project or work programme receiving a Community grant
	Excessive or reckless expenditure
	purchase of capital assets/only depreciation is eligible
	In the case of rental or leasing of equipment, the cost of any buy-out option at the end of the lease or rental period
	Costs associated with the preparation of the application for the Lifelong Learning Programme
	Costs of opening and operating bank accounts (transfer costs are eligible)
	Costs incurred in relation to any document required to be submitted with the application (audit reports, etc.)

	Costs incurred by silent / ineligible partners.

7.2 Categories of Eligible Costs

Eligible Direct Costs	Eligible Indirect Costs
Staff	**Flat rate** amount set at a maximum of 7% of the total amount of eligible direct costs
Travel and Subsistence	
Equipment costs (max 10% of the total direct costs)	
Subcontracting costs (max 30% of the total direct costs)	
Other Costs	

7.3 Eligible Direct Costs

The eligible direct costs for the project are those costs which are identifiable as specific costs directly linked to performance of the project and which can therefore be booked to it directly.

- **Staff Costs**

General information
Costs relating to the following categories of staff are considered: 1. Statutory staff, having either a permanent or a temporary employment contract with the partner. 2. Temporary staff, recruited through a specialised external Agency.
Beneficiaries should report staff costs based on real daily staff cost rates, which cannot exceed the maximum rates published in the LLP Guide. The rate of the country in which the partner organisation is registered will be applied, independent of where the tasks will be executed (i.e. a staff member of an organisation of Country A working (partly) in Country B will be budgeted on the basis of the rates of Country A).
Real daily staff cost rates are based on average rates corresponding to the Beneficiary's usual policy on remuneration, comprising actual salaries plus social security charges and other statutory costs included in the remuneration.

Eligibility	
☺	☹
Statutory staff, having either a permanent or a temporary employment contract with the partner	Non-statutory costs like bonuses, lease car, expense account schemes, incentive payments or profit-sharing schemes are excluded.
Temporary staff, recruited through a specialised external Agency.	

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The veracity of staff costs may be the subject of an audit.
In the case there are any surplus respect to the maximum rates published in the in the LLP Guide, the surplus will be considered as ineligible.
Staff members of project partners are not allowed to operate in a subcontracting capacity for the project.

STAFF COSTS CEILINGS IN THE PROJECT PARTNER COUNTRIES

Country Code	Manager (staff category 1)	Researcher, Trainer (staff category 2)	Technical (staff category 3)	Administrative (staff category 4)
BG	84	75	58	39
ES	287	258	198	139
SE	443	379	312	240
IT	568	332	225	187
EL	280	239	196	152
AT	429	324	241	199

- **Travel Costs**

General information
Costs may be claimed only for journeys directly connected to specific and clearly identifiable project-related activities.
The travel cost for a journey should include all costs and all means for travel from the point of origin to the point of destination (and vice versa).
Reimbursement must be based on real costs, independent of the means of travel chosen (rail, bus, taxi, plane, hire car).

Eligibility	
☺	☹
Journeys made by the personnel of the partners organisations	Travel costs for non-staff members/third parties
Journeys in the associated countries participating in the Programme	Travels made by the personnel of the partner organizations to regularly reach their workplace, even if connected with the project
Private car travel (personal or company cars)	
Travel in a Hired Vehicle	
Rail / Bus Submit copies of the tickets	
Plane Apex tickets if possible (submit copies of the tickets and boarding passes; in case of low cost airlines/on-line tickets submit receipt of payment or official way of journey)	
Taxi Journeys Only transfer from the airport to the hotel/workplace and back, provided cost is not excessive compared with other means of travel (submit receipt and expense form or equivalent document)	
Visa fees, travel insurance and cancellation costs	

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Partners are required to use the cheapest means of travel (e.g. use Apex tickets for air travel and take advantage of reduced fares, where this is not the case then a full explanation should be provided).
Expenses for private car travel (personal or company cars), where substantiated and where the price is not excessive, will be reimbursed as follows (whichever is the cheapest): - Either a rate per km in accordance with the internal rules of the organisation concerned up to a max of EUR 0.22. - Or price of a rail, bus or plane ticket. Only one ticket shall be reimbursed, independently of the

number of people travelling in the same vehicle. For hire cars (maximum category B or equivalent) or taxis: the actual cost where this is not excessive compared with other means of travel (also taking account of any influencing factors e.g. time, excessive luggage). Reimbursement takes place independently of the number of people travelling in the same vehicle.

- **Subsistence**

General information
The reported expenses should respect the maximum rates published in the Instructions for completing the application form and the financial tables posted on the LLP web page. The rate to be applied is the one from the destination country.
Costs may be claimed only for journeys directly connected to specific and clearly identifiable project-related activities.
A full day normally includes an overnight stay.
In duly substantiated cases, a full day's allowance without an overnight stay may be allowed with a pro rata reduction for Accommodation.

Eligibility	
☺	☹
Accommodation	Subsistence costs for non-staff members
Local travel costs	Local travel costs incurred to travel from point of origin to point of destination
Meals	

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In the case there is any surplus respect to the maximum rates published in on the LLP web page, the surplus will be considered as ineligible.
Reimbursement must be based on the existing internal rules of the partner organisations, which may be on an actual cost (reimbursement of receipts) or daily allowance basis. In either case, proof of attendance and overnight accommodation will be required to substantiate declared costs.

SUBSISTENCE CEILINGS IN THE PROJECT PARTNER COUNTRIES

Country Code	Daily rate
BG	227
ES	212
SE	257
IT	230
EL	222
AT	225

- **Equipment**

General information
Purchase, rent or lease of equipment (new or second-hand) specific and necessary for achieving the goals of the project.
Only the portion of the equipment's depreciation corresponding to the duration of the project and the rate of actual use for the purposes of the project may be taken into account. The beneficiary shall explain the rules applied.

Eligibility	
☺	☹
Hardware	All equipment related to the administration of the project (e.g. PCs, portables, etc.)
Software	All equipment purchased before the start of a project

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The total reported expenses for equipment may not exceed 10% of the total direct costs reported for the project.
Proposed equipment costs must always be duly justified.
The following specific Community rules with regard to procurement apply: - Contracts with a value below or equal to EUR 12.500 can be paid simply on presentation of an invoice; - Contracts with a value between more than EUR 12.500 and EUR 25.000 are subject to a procedure involving at least three tenders; - Contracts with a value between more than EUR 25.000 and EUR 60.000 are subject to a procedure involving at least five tenders;

- You must be able to prove that you have requested offers from the minimum number of contractors specified above. Requests sent by email, fax or post may constitute these proofs. Where a contractor declines to provide an offer, it is recommended that you request a confirmation of this declination. - For contracts of a value over EUR 60.000, national rules with regard to procurement apply.

- **Subcontract**

General information
Costs entailed by procurement contracts for the purposes of carrying out a part of the project are considered when awarded by a partner to an external body, organisation or individual (only if not employed by any of the Partner organisations of the consortium).
In order to maintain the concept of the project partnership, the management and the general administration of the project may not be subcontracted.
Costs are based on a verifiable estimate or, if the subcontractor is identified, on the basis of an offer. The estimate/offer will cover all costs (i.e. staff costs plus travel costs, etc.).
The Beneficiary shall award the contract to the tender offering best value for money, that is to say, to the tender offering the best price-quality ratio, in compliance with the principles of transparency and equal treatment for potential contractors, care being taken to avoid any conflict of interests.

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The total reported costs for subcontracting may not exceed 30% of the total direct costs reported for the project.
The subcontracting agreement may be drawn up in the cases where the Partnership members do not have the skills required for carrying out an activity.
The subcontracting agreements must include at least: reference to the COMENIUS' Programme and the project, purpose, starting and ending dates, amount to be charged, detailed description of costs, work schedule/completion phases, payment arrangements, and clauses concerning non-performance or late completion.
The following specific Community rules with regard to procurement apply: - Contracts with a value below or equal to EUR 12.500 can be paid simply on presentation of an invoice; - Contracts with a value between more than EUR 12.500 and EUR 25.000 are subject to a procedure involving at least three tenders; - Contracts with a value between more than EUR 25.000 and EUR 60.000 are subject to a

procedure involving at least five tenders; - You must be able to prove that you have requested offers from the minimum number of contractors specified above. Requests sent by email, fax or post may constitute these proofs. Where a contractor declines to provide an offer, it is recommended that you request a confirmation of this declination. - For contracts of a value over EUR 60.000, national rules with regard to procurement apply.

- **Other Costs**

General information
Costs which are not covered by the other categories are also considered as other costs.
Costs arising directly from requirements imposed by the grant agreement are eligible, including the costs of any financial services.
Costs arising directly from the realisation of specific actions or of products/results of the project are eligible i.e. the organisation of seminars (where the seminar is foreseen as a product/result and where task-related costs are easily identifiable), the production of proceedings of a seminar, the production of a video, the purchase of product-related consumables etc.

Eligibility	
☺	☹
Dissemination of information	Consumables
Specific evaluation of the project	Supplies
Audits	Photocopying costs
Translations	Telephone costs
Reproduction	Internet access
Website	Paper
Financial guarantees	
Organisation of seminars	
Reams of paper for printing of publications	
Blank DVDs	
One-off costs for press releases and publicity	
Purchase of copyrights and other Intellectual Property Rights	
Purchase of information materials (books,	

studies and electronic data)	
Conference fees	
Meeting registration costs	
Rental of exhibition space	
Travel and subsistence costs when they are reimbursed to third parties (experts, speakers, etc.).	

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Only activities which are specific and necessary for achieving the goals of the project are considered.
Before incurring expenses under the "Other Costs" heading, verify the financial resources of this heading in the project's consolidated budget.

7.4 Eligible Indirect Costs

- **Indirect**

General information
The eligible indirect costs for the project are those costs which are not identifiable as specific costs directly linked to performance of the project which can be linked to it directly, but which has nevertheless been incurred in connection with the eligible direct costs for the project.
The indirect costs of the project eligible for Community funding is a flat rate amount set at a maximum of 7% of the total amount of eligible direct costs.

Eligibility	
☺	☹
Costs for equipment related to the administration of the project (e.g. PCs, portables, etc.)	Expenses for internal or external personnel working for the Partnership
Communication costs (postage, fax, telephone, internet access, mailing, etc.)	
Infrastructure costs (rent, electricity, etc.) of the premises where the project is being carried out	
Office supplies	

Photocopies	

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They may not include any eligible direct costs
In principle, indirect costs shall not be eligible under a project grant awarded to a beneficiary who already receives an operating grant from the Commission during the period in question

Appendix

Definition of Terms

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

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

Beneficiary (of project): in financial terms, the organisation, institution or individual with whom the contract for receiving a grant from the LLP is signed.

Consortium: a group of partners participating in a project.

Dissemination: a planned process of providing information to key parties on the quality, relevance and effectiveness of the results of programmes and initiatives.

Exploitation: a process of making use of and deriving benefit from a result. It primarily involves the two processes of 'mainstreaming' and 'multiplication'.

Grant Agreement: contractualisation of the grant award, setting out the terms and conditions and the financial rules that apply.

Final Report: implementation report and financial statement covering the entire period of a project. Submitted within two months of the formal end date of the project as indicated in the grant agreement.

Legal Representative: the person legally authorised to enter into legal and financial commitments on behalf of the beneficiary organisation to which he/she belongs.

Monitoring: the continuous and systematic control of a project's progress. Monitoring consists of the supervision of activities, comparison with the workplan and using the information obtained for the improvement of the project.

Partner Agreement: an agreement made between all participants in a project (beneficiary and partners) to govern a number of issues that will or may arise during the life of the project (e.g. collaboration methods, tasks, financial provisions, intellectual property rights, etc.). It is highly recommended that all projects enter a partner agreement.

Progress Report: an interim report and financial statement on the implementation of a project. Submitted in accordance with the deadline indicated in the grant agreement.

Project Coordinator: the organisation or institution in charge of the implementation of the project by the multilateral grouping.

Project: a cooperation activity with a defined outcome developed jointly by a formal or informal grouping of organisations or institutions. For the purposes of this Handbook the term "project" is used for all "Actions" as identified by the Decision No. 1720/2006/EC of the European Parliament and of the Council 15 November 2006 establishing an action programme in the field of lifelong learning.

Annexes

Annex I – EACEA Guidelines for Administrative and Financial Management Reporting 2011 (included all forms)