

BUGI

**Project Management
and Reporting Guide**



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INTRODUCTION

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

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

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

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

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

This Guide relies on **Erasmus+ Grant Agreement** (No. 2017-2968/001-001), **Guidelines for the Use of the Grant**, and the original text of the **BUGI project proposal**. Please note that in this Manual some definitions and rules are taken in original form from the Grant Agreement and Guidelines for the Use of the Grant, in order to avoid any misinterpretation.

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

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MANAGEMENT STRUCTURE OF BUGI PROJECT

The BUGI Consortium consists of 8 members: 5 from Western Balkan (WB) and 3 from Program Countries (PR).

Project is proposed to respond to the graduates/workforce, enterprises, experts, planning and infrastructure capacity build-up required for development of UA, sustainable agriculture and green economy in WB. Accordingly, the project is prepared with the aims to enhance partner HEIs visibility and capacity to deliver more attractive education and training in line with program countries needs according to the best European practices in order to improve students/trainees employability and HEIs sustainability fostering internationalization and to enhance urban sustainability and green economy development in partner countries with inclusion of entrepreneurial sector and farmers. Project proposed innovative approaches to agricultural production could have positive impact for poverty reduction, self employment, building energy efficiency, biodiversity and ecology and food carbon footprint.

To achieve these goals, BUGI project is organized in 6 packages. Initial three working packages are focused on research and development and three are supportive and cross-cutting. All consortium members will be engaged in all working packages contributing to their implementation according their expertise and country of origin (partner HEIs). Specific attention is put on the initial project phase when grounds for new curriculum and LLL programs will be set.

-WP1 Preparation: Needs analysis

As part of preparation phase, this WP will deliver important information for design of new curriculum and LLL program modules, infrastructure development and teachers trainings. According to national and regional priorities, study contents, learning outcomes and required competences will be defined.

Three experts working groups will be constituted:

1. Business and networking,
2. Agriculture and food processing, and
3. Urban planning, ecology, energy efficiency

In their field of expertise this working groups will analyze present and future knowledge, skills and competence needs by analyzing different strategies, action plans, reports, interviews and surveys regarding UA and related fields for partner countries and EU. This WP will deliver information about student and workforce skills, knowledge and competences needs, Strategic document: City adjusted farm strategies will be delivered. As a part of needs analysis, each partner HEI will perform infrastructure and teacher's assessment compliance with proposed curriculum. This document will be used to plan teachers training and infrastructure for curriculum implementation.

-WP2 Development: Curriculum modules and LLL center programs development

This WP comprises the activities necessary for design and implementation of new master study curriculum and LLL programs at partners HEIs. WP will establish 4 expert groups for curriculum writing and ECTS design. WP will develop new study contents based on learning outcomes, to meet national and regional strategies for socio-economic development, entrepreneurial and job markets and urban ecology and efficiency according to the reports delivered in WP1. WP will develop five curriculums for partner HEIs. Curriculum will comprise modules, courses with in modules and modes of courses (basic and advance), assigned ECTS credits and decide on distance learning. WP will propose Module Placement Guide, design Diploma Supplement including competence descriptions according to EUROPASS. In similar fashion WP will propose LLL program structure and courses duration. Since new curriculum and LLL program is based on Competence based learning

methodology, Advance Mode Learning Projects Design Guide and Skills and Competence Evaluation Guide will be delivered to assist teachers. Multilateral inter-institutional agreement will be signed between partner HEIs to foster students and teachers virtual and real mobility.

-WP3 Development: Developing capacities and facilities

This WP comprises the activities necessary to implement new curriculum and LLL programs at partner HEIs. According to the assessment report, teachers study visits and trainings will be organized at partner HEIs. Six trainings for duration of three days will be organized for five teachers from five partner HEIs. 150 teaching staff trainings will be delivered. For partner HEIs two, one day workshops will be organized: PBL and EL in competence based learning and Distance learning. 50 teaching staff will participate in workshops. According to the proposed curriculum equipment and new textbooks, tutorials, scripts and other teaching tools will be provided for partner HEIs. WP will work on curriculum accreditation. During the project life time 5 partner countries HEIs will implement pilot phase of new UA master study curriculum and LLL program. During pilot phase up to 50 students 200 trainees will be enrolled.

-WP4 Quality plan: Quality assurance and monitoring

WP activities will establish, implement and deliver internal and external quality assurance, control and monitoring mechanisms to ensure quality of project and results and timely delivery. Assigned QAC will, according to the establish specific performance indicators monitor and evaluate quality of: deliverables, process, curriculum, dissemination and exploitation of project results and budget realization. Expert peer reviewers, two external evaluations and one cost verification will assess the quality of curriculum, teaching materials, budget, etc. QAC will meet 6 time face-to-face and 6 time online.

-WP5 Dissemination and exploitation: Dissemination and exploitation

WP will deliver Dissemination strategy to ensure visibility of the project activities, outcomes, achievements, and regular information dissemination for specific and general public, enhancing communication with target groups (SMEs, farmers and farmers unions, Start-ups organizations, NGOs, HEIs and academic staff, similar international UA projects and professionals). WP will develop, promote and administrate project visual identity: logo, website with on-line database, distance learning platform, Green Entrepreneurship e-portal and android application, project social media pages, promotional materials, implement public campaigns, etc. As a part of dissemination strategy national three info days one open door day at 5 partner HEIs and UA international conference are planned.

-WP6 Management: Project management

Project will be managed by elected managing bodies: Steering Committee, Quality Assurance Committee and WP leaders and vice leaders. Project management will ensure a smooth flow of the project activities, effective, adequate coordination and communication. Project administration office at Lead partner will ensure coordination of project activities on a daily basis, as well as organizing cross-functional teams' online meet-ups to review progress, obtain output, and coordinate shared work process. To ensure good project management practice at each partner and program country HEI project team will be officially appointed by HEI management. Each HEI team will have administrator which will be in direct contact and everyday coordination with main Administrator office. This project organizational structure will be responsible for execution of all day-to-day work.

MANAGEMENT LAYERS

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

BUGI Consortium - consisting of contact persons/officially nominated persons from every partner institution, provides strategic project management and monitors the overall progress.

Steering Committee - The Consortium will form the 8-strong Steering Committee, led by University of Sarajevo (P1) with members from HEI, as the collective management body, for the successful management and completion of the project. The SC will decide on project action plans for implementation, dissemination and QA for each year, and adopt all internal strategies, QA reports and plans for corrective measures. With the respect to proposed plans, project activities and financial realization will be implemented and adequate documentation will be provided. It will be responsible for monitoring of the project implementation and for deciding on any eventually needed substantial project changes. SC will set up working groups for implementation of WPs. Each partner will be represented by one SC member according to their internal rules. The representative can be replaced by written notice to the project management by the body that has done the naming or by the legal representative of the partner organization. SC will elect a Chairman and Vice Chairman. The work of SC is supported by partner HEIs coordinator and administrator (project officers). The Lead partner will provide main project office that will execute all SC plans and ensure day-to-day work. The SC will meet face-to-face approximately every 6 months during the entire duration of the project, while online meetings will be organized every two months between the two consecutive meetings. The SC Chairman will call SC meetings at least one month before the meeting date, while the meeting agenda will be sent to all SC members at least one week ahead of the meeting. Regular project management related internal communication procedure would be adopted at the first SC meeting. Project envisages two technical reports

Quality Assurance Committee - QAC will be elected at the first (kick-off) meeting. QAC will have 4 members (2 from partner and 2 from program HEIs) with previous experience in quality assurance and will not be engaged in any other project activities. QAC will deliver Quality and Evaluation Framework used to describe internal and external evaluation methodology and activities: reporting forms and procedures and other QA tools. QAC will establish internal peer reviewer's pool and prepare operational plan with milestones to be followed by all project partners. QAC will meet face-to-face twice a year and minimum once between face-to-face meetings. At all meetings an interim assessment of 6-month activities/results will be carried out. Interim reports will be written and disseminated internally to the project partners.

WP Leader and Vice-Leader (from program and partner countries) – together with WP working groups will be responsible for the timely and quality activities implementation. These leaders are selected based on their experience.

Project Administrative Office - PAO will be at UNSA. Each HEI will appoint project administrator. Each HEI team leader and administrator will be in direct contact with main administrator office at UNSA. Together they will manage day-to-day work.

Each leader and administrator at own consortium partner HEI will:

- Ensure on-time performance and delivery;
- Monitor financial management of budget;
- Provide information for project dissemination.

The responsibilities of each partner will also be defined with the Partnership Agreement. UNSA as the Lead partner will:

- Manage, administrate and report on the project activities;

- Adopt set of documentation and guidelines on project implementation and specific task realisation to ensure coherence, harmonisation and efficiency;
- Monitor the implementation timelines of the activities;
- Distribute, oversee and ensures proper budget realisation;
- Prepare, lead, facilitate and report on SC and QAC meetings effectively;
- Prepare two evaluation reports (progress and final) to EACEA. Reports will be reviewed and approved by the SC, focusing on the quality of the work done and quality of project deliverables.

All participants will evaluate project outputs and outcomes and the assessment will be included in evaluation reports. Project ownership is ensured through a long-term sustainability of project results, ensured by multilateral inter-institutional agreements and direct involvement of all partner HEIs in every stage of project, from the detailed working plans, to implementation and evaluation of each project activity.

List of partner institutions:

Partner no.	Partner	Partner acronym	Country
P1	University of Sarajevo	UNSA	B&H
P2	“Džemal Bijedić” University of Mostar	UNMO	B&H
P3	University of Donja Gorica	UDG	MN
P4	University of Prishtina	UP	XK
P5	“Haxhi Zeka” University in Peja	UHZ	XK
P6	University of Bologna	UNIBO	IT
P7	South-Westphalia University of Applied Sciences	SWUAS	DE
P8	University of Ljubljana	UL	SI

PROJECT IMPLEMENTATION STRUCTURE

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

WP leaders and vice leaders are:

- WP1: P7 & P4
- WP2: P6 & P5
- WP3: P8 & P3
- WP4: P6 & P1
- WP5: P8 & P2
- WP6: P1

The project is split into 6 WPs, which will be managed by WP leaders and vice leaders. Each institution will have its WP representative.

WP1

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- WP1-EWG3 Urban planning, ecology, energy efficiency

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In case of delays, WG Leader will alert the Coordinator and seek guidance on the best course of action. In case of serious problems, they will inform the SC of the BUGI.

CONFLICT RESOLUTION

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

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

COMMUNICATION

BETWEEN COORDINATOR AND PARTNERS

Internal communication within consortium is extremely important.

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

PAO will ensure permanent communication between all the bodies and persons described so far, on all levels. BUGI will set up project management web application. To fill the time gaps between meetings in person, the PAO will encourage SKYPE, Dropbox, telephone conversation and electronic communication. This is to keep all partners updated on project progress (and upcoming issues, if any).

A general PAO address for BUGI project is made: bugi2017ua@gmail.com. Each partner should make sure that persons from its team are on the PAO emailing list.

Table 1. BUGI_Contact List

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COMMUNICATION WITH EACEA

- One Project Officer is responsible for BUGI project (Giulia.MORO@ec.europa.eu).
- Contact with Project Officer only via coordinator unless exceptional circumstances, (e.g. conflict with coordinator).
- Official communication to be addressed both to Project Officer and functional mailbox (EACEA-EPLUS-CBHE-PROJECTS@ec.europa.eu).

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

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

OBLIGATIONS AND RESPONSIBILITIES

OBLIGATIONS AND ROLE OF THE BENEFICIARIES

The beneficiaries (project coordinator and all partner institutions):

- are jointly responsible for carrying out the activities attributed to them, and shall conduct the work in accordance with the work programme and schedule set forth in the Grant Agreement and approved application, working to the best of their abilities to achieve the defined results and taking full responsibility for their work in accordance with accepted professional principles;
- undertake to comply with all the provisions of the Grant Agreement and its annexes, with all the provisions of Partnership Agreement, as well as with EU and national legislation;
- are jointly responsible for complying with any legal obligations incumbent on them jointly or individually;
- shall provide staff, facilities, equipment and material to the extent needed for executing the activities as specified in the work programme;
- shall be responsible for the sound financial management and cost efficiency of the funds allocated to them;
- undertake to comply with the principles set out in the Erasmus Charter for Higher Education (ECHE) and to implement the staff mobility flows in accordance with the provisions set out in the Erasmus+ Programme Guide.

SPECIFIC OBLIGATIONS AND ROLE OF THE PROJECT COORDINATOR

University of Sarajevo undertakes to:

- be responsible for the overall coordination, management and implementation of the project in accordance with the Grant Agreement;
- be the intermediary for all communication between the beneficiaries and the Executive Agency, and inform the beneficiaries of any relevant communication exchanged with the Executive Agency;
- inform the beneficiaries of any changes connected to the project or to the Grant Agreement, or of any event likely to substantially affect the implementation of the action;
- as the sole recipient of payments on behalf of all beneficiaries, transfer funds to the beneficiaries without unjustified delay and in accordance with the dispositions for payments laid down in Article 5 of Partnership Agreement;
- manage and verify the appropriate spending of the funds in accordance with the dispositions of the Grant Agreement and this Agreement;
- comply with all reporting requirements *vis-à-vis* the Executive Agency, as per the dispositions of Article I.4 of the Grant Agreement;
- establish payment requests on behalf of the beneficiaries, as per the dispositions of Article I.4 of the Grant Agreement;
- provide the beneficiaries with official documents related to the project, such as the signed Grant Agreement and its annexes, the Guidelines for the Use of the Grant, the various reports templates and any other relevant document concerning the project.
- transmit to the beneficiaries copies of all reports submitted to the Executive Agency, as well as copies of any feedback letters received from the Agency following report assessment and field monitoring visits.

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

Each beneficiary undertakes to:

- ensure adequate communication with the coordinator and with the other beneficiaries;
- support the coordinator in fulfilling its tasks according to the Grant Agreement;
- submit in due time to the coordinator all relevant data needed to draw up the reports, financial statements and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations;
- provide the coordinator with any other information or documents it may require and which are necessary for the management of the project;
- notify the coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project (e.g. replacement of the project contact person, changes in partner's budget, deviations from work plan etc.);
- inform the coordinator of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative;
- comply with Erasmus+ and national rules, including rules on public procurement, state aid, publicity and equal opportunities.

*Source: Partnership Agreement
(Article 3)*

PUBLICITY OBLIGATIONS

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

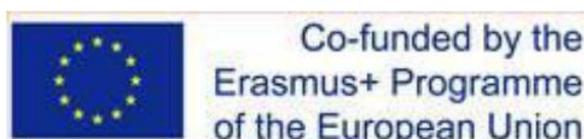
Any communication, publication or output resulting from the project, made by the beneficiaries jointly or individually, including at conferences, seminars or in any information or promotional materials (such as brochures, leaflets, posters, presentations, etc.), must indicate that the project has received European Union funding.

This means that all material produced for project activities, training material, projects websites, special events, posters, leaflets, press releases, CD ROMs, etc. must carry the Erasmus+ logo and mention: "Co-funded by the Erasmus+ Programme of the European Union".

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



Erasmus+ logo:



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



Disclaimer:

Any publication should mention the following sentence:

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

For other official EU language versions, please consult the following website:
http://ec.europa.eu/dgs/education_culture/publ/graphics/beneficiaries_all.pdf

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

PENALTIES IN THE CASE OF NON-COMPLIANCE WITH PUBLICITY OBLIGATIONS

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

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

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

OWNERSHIP AND PROPERTY RIGHTS

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

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

Source: Grant Agreement (Article I.7)

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

Source: Partnership Agreement (Section 11.1, 11.2)

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



communicate the results of the action by any other types of communication not specified in the General Conditions;



edit or re-write in another way the results of the action, including shortening, summarizing, modifying the content, correcting technical errors in the content;

- cut, insert meta-data, legends or other graphic, visual, audio or word elements in the results of the action;
- extract a part (e.g. audio and video files) of, divide into parts or compile the results of the action, prepare derivative works of the results of the action;
- translate, insert subtitles in, dub the results of the action in all official languages of EU;
- authorize or sub-license the modes of exploitation set out above to third parties.

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

Source: Grant Agreement (Article 1.7)

CONFLICT OF INTEREST

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

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

CONTRACTUAL MANAGEMENT OF BUGI PROJECT

HIERARCHY AND PRECEDENCE

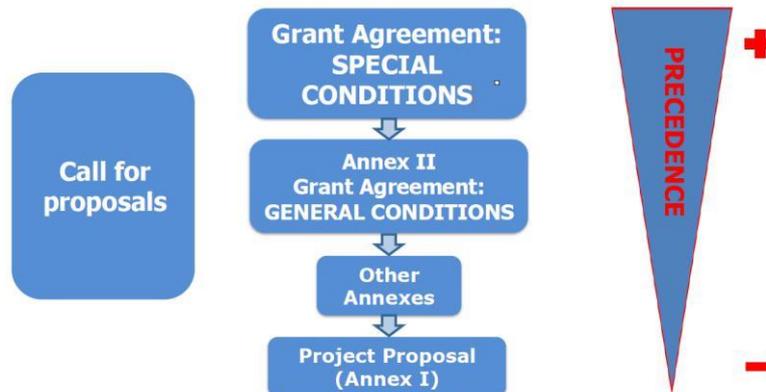


Figure 2. Hierarchy and precedence

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

PAYMENT CYCLE

The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to **EUR 838,397.90**.

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

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

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

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

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

PENALTIES IN THE CASE OF NON-COMPLIANCE WITH PUBLICITY OBLIGATIONS

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

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

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

BREACH OF CONTRACTUAL OBLIGATIONS

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

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

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

PENALTIES FOR WEEK IMPLEMENTATION

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

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

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

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

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

The coordinator will have the possibility to react to the first evaluation of the final report and to provide supplementary information on the project implementation. In case the additional

information will be deemed insufficient to illustrate a sound and objective oriented project implementation, the above mentioned penalties will be applied.

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

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

FINANCIAL MANAGEMENT OF THE BUGI PROJECT

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

GENERAL FINANCING PRINCIPLES

FUNDING RULE AND FINANCING APPROACH

Amount of the Grant \neq Total costs of the project

The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to **EUR 838,397.90**.

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

- a "*reimbursement of actual costs*" for Equipment and Subcontracting costs;
- a "*unit contribution*" to the costs incurred for Staff costs, Travel costs and costs of Stay

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

CO-FINANCING PRINCIPLE

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

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

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