TRAININGS

MANUAL ON DEVELOPING AND MANAGING EU FUNDED PROJECTS

TABLE OF CONTENTS

INTRODUCTION

How to use this Manual

This Manual aims to increase the participation of European or Non-European institutions in EU competitive programmes. It is intended to complement Europa Media's training sessions as an additional tool to enhance the skills of the participants in developing proposals and managing projects under EU competitive programmes.

This Manual adopts a practice-based approach, providing tips and guidelines on proposal preparation and project management. The knowledge presented here is the result of the hands-on experience of our team gained in developing and implementing EU funded projects over the past 20 years.

Following a short introduction on the EU funding system and the advantages/disadvantages of participating in projects under EU competitive programmes, this Manual provides practical information and guidelines on:

- Developing competitive project proposals;
- Effectively coordinating and implementing projects with emphasis on the tasks and required skills of project managers and coordinator; and
- Ensuring a sound financial management of projects and avoiding the most common mistakes.

An annex is also provided with links to useful webpages including the homepages of the EU programmes, relevant EU institutions and agencies, and other relevant bodies.

The EU Funding System

The EU's budget spending is planned through **multiannual financial frameworks (MFF)** which lay down annual financial allocations per political field according to the EU's political priorities and the special recovery package **Next Generation Europe (NGEU)** to address the social and economic concequences of the COVID-19 crisis with an overall budget of **EUR 750 billion**.[1]
The amounts under NGEU for individual programmes shall be as follows:

- Recovery and Resilience Facility (RRF) EUR 672.5 billion
    - of which loans EUR 360 billion
    - of which grants EUR 312.5 billion
- ReactEU: EUR 47.5 billion
- Horizon Europe: EUR 5 billion
- InvestEU: EUR 5.6 billion
- Rural Development: EUR 7.5 billion
- Just Transition Fund (JTF): EUR 10 billion
- RescEU: EUR 1.9 billion

[1] https://www.consilium.europa.eu/media/45109/210720-euco-final-conclusions-en.pdf

The **MFF** covers a seven-year period, and the current MFF runs with an overall budget of **EUR 1074,3 billion from 2021 to 2027**. For the 2021-2027 period, there are six EU policy areas defined, comprising the "headings" of the MFF plus the European Public Administration (see Table 1 on the next page). **EU funding** to beneficiaries is allocated through EU programmes launched within the framework of the MFF under each of these headings (see Table 1).

In this context, **EU programmes** are one of the means to help realise the implementation of EU policies. They provide financial support to a wide range of public and private beneficiaries in and outside of the EU to implement actions in several thematic areas such as agriculture, culture and education, employment, energy, environment, health, information and communication technologies (ICT), research and innovation, transport, and so on.

Because the ultimate goal of EU programmes is to fulfil the political priorities set for the timeframe covered by the MFF, all projects funded under such programmes are expected to contribute to individual policies and objectives, with sustainable and long lasting effects.

It is therefore advisable for proposal developers to keep in mind, starting from the work plan development stage, the most relevant EU policies and objectives in the field. This will allow outlining a number of activities that are fully in line with the EU's expectations, and that truly contribute to the achievement of the policy objectives. It is also a good practice to provide evidence, in quantitative terms whenever possible, of how the individual activities proposed or specific project outcomes will have an impact on EU objectives, for example in the short, medium and long term.

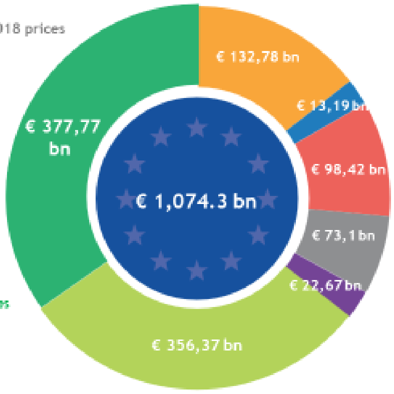
Table 1: EU Budget

Commitment appropriations	Total 2021-2027 (million EUR - 2018 prices)
1. Single Market, Innovation and Digital	**132 781**
2. Cohesion, Resilience and Values	**377 768**
Economic, social and territorial cohesion	**330 235**
Resilience and values	**47 533**
3. Natural Resources and Environment	**356 374**
Sub-ceiling for market related expenditure and direct payments	**258 594**
4. Migration and Border Management	**22 671**
5. Security and Defence	**13 185**
6. Neighbourhood and the World	**98 419**
7. European Public Administration	**73 102**
Total commitment appropriations	**1 074 300**

Multiannual Financial Framework (MFF)

2021-2027

21.07.2020 – Conclusions of the European Council in 2018 prices



I. Single Market, Innovation and digital (12,3%)
€ 132,78 bn

1 Research and Innovation
2 European Strategic Investments
3 Single Market
4 Space

II. Cohesion, Resilience and Values (35,2%)
€ 377,77 bn

5 Regional Development and Cohesion
6 Economic and Monetary Union
7 Investing in People, Social Cohesion and Values

III. Natural Resources and Environment (33,2%)
€ 356,37 bn

8 Agriculture and Maritime Policy
9 Environment and Climate Action

VII. European Public Administration (6,8%)
€ 73,1 bn

17 European Public Administration

V. Security and Defence (1,2%)
€ 13,19 bn

12 Security
13 Defence
14 Crisis Response

VI. Neighbourhood and the World (9,2%)
€ 98,42 bn

15 External Action
16 Pre-Accession Assistance

IV. Migration and Border Management (2,1%)
€ 22,67 bn

10 Migration
11 Border Management

https://www.consilium.europa.eu/media/45109/210720-euco-final-conclusions-en.pdf

EU funds and programmes are managed through direct management or shared management. In **'direct management'**, a fund or programme is directly managed by the European Commission or one of its agencies. In **'shared management'**, the management of the fund or programme is delegated to the Member States. Typical examples of EU programmes managed by the Member States through shared management are the European Regional Development Fund (ERDF), European Social Fund (ESF) or the Cohesion Fund (CF).

EU competitive programmes (formerly "Community Programmes") are those programmes that are – in most cases - directly managed by the European Commission or one of its agencies. Examples of such programmes in the 2021-2027 period include Horizon Europe, Single Market, Creative Europe, Erasmus+, Health for Growth, Consumer Programme, etc.
In these programmes the proposals are normally submitted through international cooperation via a partnership of more organisations coming from more European countries. The submitted projects compete on a European level – there is no national quota - and successful proposals are selected after an independent evaluation procedure reviewing all submitted proposals.

There are several EU competitive programmes, each of them addressing different thematic areas. These Programmes have their own regulations establishing the programme as well as own rules for participation; however, these programmes have also **common scopes and features**:

- They promote cooperation between the Member States in the fields linked to different EU policies;
- They are implemented via calls for proposals or tenders;
- They are open for the participation of legal entities from all Member States;
- Third countries, in particular candidate and potential candidate countries to the EU, may become associated to these programmes;
- They apply minimum partnership requirements with a view to ensuring transnational cooperation between the Member States;
- Their application forms, proposal submission and evaluation procedures as well as project implementation and reporting requirements show similarities.

The EU funding system based on the MFF's budgetary headings

1. Single Market, Innovation and Digital

Main policies: Research and Innovation, European Strategic Investments, Single Market,

Direct with some shared elements

Programmes: Horizon Europe, Space (Copernicus, Galileo) ITER, InvestEU, Connecting Europe Facility, Digital Europe,

2. Cohesion, Resilience and Values

Main policies: Regional Development and Cohesion, Economic and Monetary Union, Investing in People, Social Cohesion and Values,

Shared

European Cohesion Fund (ECF)

European Social Fund Plus

European Regional Development Fund

In order to recognise the challenges posed by the situation of island Member States and the remoteness of certain parts of the European Union**, Malta** and Cyprus shall receive an **additional envelope of EUR 100 million** each for the **Structural Funds** under the "Investment for growth and jobs" goal.

To boost competitiveness, growth and job creation, **EUR 50 million will be allocated for Malta** for the Structural Funds under the "Investment for growth and jobs" goal.

Programmes and initiatives
Erasmus+; Interreg;
Peace Plus; Youth Employment Initiative; Investment for jobs and growth; Technical Support Instrument; Fund for European Aid to the Most Deprived; Employment and Social Innovation programme; RescEU; Health programme; Creative Europe; Justice, Rights and Values;

EIF, EIB EBRD

3. Natural Resources and Environment

Main policies: Agriculture and Maritime Policy, Environment and Climate Action

Shared with some direct elements

From EAFRD, within the overall global amount an **additional Eur 50 million is allocated for Malta**.

EAGF (Eu. Agr. Guarantee Fund, normative support, Single Payment)

EAFRD (Eu. Agr. Fund for Rural

EMFF (Eu. Maritime and Fisheries

Programmes: LIFE; Natura 2000; Just Transition Mechanism / Just Transition Fund

4. Migration and Border Management

Main policies: Migration, Border Management

Direct

Increased fixed amounts for Cyprus, **Malta** and Greece to **EUR 25 million in the Asylum and Migration Fund and to EUR 25 million in the Integrated Border Management Fund**.

Asylum and Migration Fund

IBMF (Integrated Border Management

Special Transit Scheme

EBCGA (Eu. Border and Coast Guard

5. Security, Defence

Main policies: Security, Defence

Internal Security Fund

Special support for the decommissioning of nuclear power plants (Lithuania, Slovakia,

Europol

EDF (Europen Defence Fund)

EUR 1,5 bn to CEF to adapt the TEN-T networks to military mobility needs

6. Neighbourhood and the World

Main policies: External Action, Pre-Accession Assistance

Share

Neighbourhood, Development and International Cooperation Instrument

Humanitarian Aid Instrument

Instrument for Pre-Accession

European Peace Facility – not included in MFF

7. European Public Administration

Special Instruments outside the Multiannual Financial Framework Ceiling (Max. EUR 20.106m)

Brexit Adjustment Reserve – EUR 5.000	Single Margin Instrument
European Globalisation Adjustment Fund	Flexibility Instrument
Solidarity and Emergency Aid Reserve	European Peace Facility
European Union Solidarity Fund (EUSF); Emergency Aid Reserve (EAR)	

A crucial distinction regards the type of funding. Two main types of funding are available under the EU competitive programmes: **(1) Tenders (public procurement)**, and **(2) Grants**. Tenders are public contracts with the purpose of purchasing goods, services or works, and are implemented via *calls for tenders*. Grants, on the other hand, are non-profit contracts awarded to implement specific projects, in which case the project idea comes from the applicants in response to a *call for proposals*.

The main procedures and principles of the EU budget and how the EU budget is established and implemented are set out in a **Financial Regulation (FR)[2],** which is the main document containing EU financial rules. The FR defines Scope and form of grants, General principles applicable to grants including the eligible costs, Award procedure, Payment and control and Implementation of the Grants. From **2 August 2018, a new Financial Regulation** is applied, integrated with the **Rules of Application (RAP)**, which contain more detailed and technical rules, essential for the day to day implementation of the FR. The revised FR is introducing simplified public procurement rules, reducing the administrative burden both on EU institutions and on business, and accelerate the access to EU funds.

One more distinction regards the type of activities that are eligible for funding. Each EU programme has defined different action types where specific activities are expected to be implemented by the beneficiaries. As an example, under Horizon Europe, in case of a Coordination and Support Action, which finances soft activities, conference organisation or studies are eligible, but research is not an eligible activity, while in the case of a Research and Innovation Action, research is the main focus of the project and next to it innovation related activities are also required. As you will see in the below examples, infrastructural investments e.g. are not likely to be financed in any of the EU competitive programmes. Complementary projects for the investment activities could be financed from Structural Funds or national programmes.

Some examples on eligible costs and activities from different EU competitive programmes:

[2] REGULATION (EU, EURATOM) 2018/1046 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 18 July, 2018, **https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32018R1046**

	Grant Types	Eligible activities	Funding rates	Overheads
Horizon Europe	Research and Innovation Actions (RIA)	Basic and applied research, technology development and integration, testing and validation on a small-scale prototype in a laboratory or simulated environment, to establish new knowledge and/or explore the feasibility of a new or improved technology, product, process, service or solution.	100%	25%
	Innovation Actions (IA)	"Close-to-market" actions: prototyping, testing, demonstrating, piloting, large-scale product validation and market replication of new, altered or improved technology, product, process, service or solution.	70% (for non-profit: 100%)	25%
	Coordination and Support Actions (CSA)	Accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies.	100%	25%
	Grants of the European Research Council (ERC)	Proposals that cross disciplinary boundaries, pioneering ideas that address new and emerging fields and applications that introduce unconventional, innovative approaches. Individual grants for top researchers of any nationality or age who wish to carry out their frontier research.	100%	25%
	Grants Marie Skłodowska-Curie actions (MSCA)	Individual grants for all stages of researchers' careers - be they doctoral candidates or highly experienced researchers - and encourage transnational, intersectoral and interdisciplinary mobility.	100%	25%
	EIC Accelerator and Pathfinder	support top-class innovators, entrepreneurs, small companies and scientists with bright ideas and the ambition to scale up internationally.	70% (for non-profit: 100%)	25%

	Eligible activities	Funding rates	Overheads
COSME	- **Access to finance for SMEs through dedicated financial instruments** - **Enterprise Europe Network: a network of business service centres** - **Entrepreneurship** - **Improving framework conditions for the competitiveness** - **Internationalisation of SMEs**	**40-60%**	**7%**

	Grant Types	Eligible activities (under Action Grants)	Funding rates	Overheads
LIFE	- **Action grants (for projects)** - **Operating grants (only for NGOs)** - **Financial instruments (for legal entities and/or natural persons investing in natural capital management projects**	***Traditional projects*: best practice, demonstration, pilot or information, awareness and dissemination projects**	**60% co-financing but 75% for projects targeting priority habitats & species**	**Maximum 7% excluding costs for land purchase/long-term lease of land/one-off compensations for land use rights.**
		***Technical assistance projects*: financial support given to help applicants prepare integrated projects**		
		***Integrated projects*: implement on a large territorial scale plans or strategies required by specific EU environmental/climate legislation, ensuring stakeholder involvement and promoting the coordination with and mobilisation of at least one other funding source**		
		***Preparatory projects*: address specific needs for implementing Union environmental or climate policy and legislation**		
		***Capacity building projects*: financial support to activities to build the capacity of Member States**	**100% co-financing**	

<table>
<tr><th></th><th>Grant types</th><th>Eligible activities</th><th>Funding rates</th><th>Overheads</th></tr>
<tr><td rowspan="5">Erasmus +</td><td>Key Action 1: Learning mobility of individuals</td><td>Mobility of learners and staff. Opportunities for students, trainees, young people and volunteers, as well as for professors, teachers, trainers, youth workers, staff of education institutions and civil society organisations to undertake a learning and/or professional experience in another country. 100%</td><td colspan="2" rowspan="3">Real costs, contribution to unit costs, flat-rate financing are possible and depend on the type of action</td></tr>
<tr><td>Key Action 2: Innovation and good practices</td><td>Opportunities for cooperation for innovation and the exchange of good practices are designed to modernise and reinforce education, training, and youth systems with the aim of acquiring an increased capacity to work at an EU or international level.</td></tr>
<tr><td>Key Action 3: Support for Policy Reform</td><td>Any type of activity aimed at supporting and facilitating the modernisation of education and training systems. Strategic activities supporting policy reform across the EU in education, training and youth.</td></tr>
<tr><td>Jean Monet Activities</td><td>Promotion of excellence in teaching and research on EU studies around the world. The Actions are also designed to foster dialogue between academic and policy-makers on EU policies.</td><td rowspan="2">Depend on the type of action</td><td rowspan="2">Flat rate, not exceeding 7% of eligible direct costs</td></tr>
<tr><td>Sport Actions</td><td>Promotion of participation in sport, physical activity, and voluntary activities. Activities that tackle threats to the integrity of sport, promote dual careers for athletes, improve good governance, and foster tolerance and social inclusion.</td></tr>
</table>

	Programmes	Eligible activities	Funding rates	Overheads
Creative Europe	**Sub-programme Culture**	**Actions to operate transnationally and promote cross-border circulation of works of culture and mobility of cultural players.**	**50-80%**	**Flat rate, not exceeding 7% of eligible direct costs**
	Sub-programme Media	**Development, distribution and promotion of the EU film and audiovisual industries.**	**50-80%**	**7%**
	Sub-programme Cross sectoral strand	**Support to Creative Europe Desks, Support to EU Presidency conferences, Policy development activities, Studies and evaluations, Communication and valorisation activities, and Financial guarantee facility (as of 2016).**	**50-80%**	**7%**

	Eligible activities	Funding rates	Overheads
Justice, Rights and Values	- **Training activities (staff exchanges, workshops, development of training modules,...)** - **Mutual learning, cooperation activities, exchange of good practices, peer reviews, development of ICT tools...** - **Awareness-raising activities, dissemination, conferences,...** - **Support for main actors (key European NGOs and networks, Member States' authorities implementing Union law,...)** - **Analytical activities (studies, data collection, development of common methodologies, indicators, surveys, preparation of guides...)** **Both *action grants* and *operating grants* are available**	**Max 80%** ****higher rates possible for specific calls***	**Flat rate, not exceeding 7% of eligible direct costs**

The information and guidelines provided in this Manual concern proposal development and project management processes within the framework of EU competitive programmes, case of Grants.

EU Fundraising

To be successful in obtaining and utilising EU Funds, the following basic conditions need to be met.

1) Base your decision on EU fundraising on a thorough comparative assessment
EU fundraising and implementation of projects takes a lot of time, effort, continuous planning, careful implementation and reporting. If an organisation cannot fully commit to the project in terms of required time and delivery, it should reconsider participation.

2) Develop and follow an EU funding strategy
The strategy has to be tailored to the conditions and needs of the organisation and an action plan should support the implementation of the strategy (we suggest developing an 18-month roadmap). Success in grant programmes depends a lot on the motivation and engagement of the management level of the organisation.

3) Consider availability of experts and experience
Success depends a lot on the available support mechanisms at the organisation. Hence, talent development, enhancing the human capacity for grant programmes is crucial.

4) Establish broad networks and relations
A large proportion of EU funding is implemented by international consortia. It is difficult to build a consortium from scratch since many organisations do not have a track record and an international network for projects to build on at the beginning. In the short term, therefore, the scope is to identify consortia/coordinating organisations and to seek to join them in project applications.

5) Assess and advance your innovation capabilities
In grant programmes, some organisations with high innovation capability take the lead and other organisations join and follow as partners. Certainly, organisations with substantial innovation capacity have a big advantage in the competition. Motivating the experts to take a pro-active approach therefore is a necessary activity.

6) Do more than just a project
Successful participants in grant programmes do more than proposal applications. They engage in policy debates, organise conferences and play a central role in the research community. Active participation is streamlined in each section of the strategy as a key horizontal activity.

What are the pros and cons of participating in EU funded projects?

Preparing the proposal, negotiating the contract and implementing the project together with partners from different countries can be time- and resource-demanding. Furthermore, involvement in a project represents a major commitment for all those involved, especially for the coordinator. The additional implications of implementing an EU project instead of financing it with bank loans are many, such as having to comply with various rules and formal requirements and to work with partners from different countries with diverse working styles. Therefore, before looking for funding opportunities under EU Programmes for a project idea, it is advisable to make a cost-benefit analysis. As a general comment, if money is the only motivation, EU projects may not be the best choice; it may be better to get a bank loan instead.

ADVANTAGES

In addition to the funding, there are many advantages of participating in EU funded projects:

- Support is non-refundable, a clear advantage compared to a bank loan;
- Discovering new ideas and solutions – new application areas for the existing know-how and expertise may appear simply by getting involved;
- Learning from the experiences of others – working in international consortia allows for discovering new working methods and styles;
- Developing new contacts and networks – expanding business networks is possible already from the proposal development stage
- Conquering new markets and establishing new business opportunities – involvement in a project may allow for expansion by opening up new markets;
- Identifying new opportunities and developing intellectual property rights for subsequent use;
- Inspiring international cooperation – which could be beneficial for both the company and the individual employee involved in the project;
- Possibility to pursue high-risk ideas – within the frame of an EU project, certain activities that are normally too risky from a financial point of view may be possible;
- Capacity building of the organisation – getting involved in EU projects means staff will also learn new things;
- “Supported by the EC” – the EC logo can prove to be a powerful branding tool for all parties involved.

DISADVANTAGES

- Time consuming and costly to prepare a proposal – there is a real possibility that some costs will not be reimbursed;
- The competition is very high and sometimes the success rates are between 5-10%;
- Difficult to identify the right programme and EU/national priorities;
- Difficult to join a big consortium in time and to find the right partners;
- Intellectual Property Rights may be a sensitive issue, especially for small companies which may have only one patent;
- Not all costs are reimbursed – difficult to come up with own share;

- Uncertainty – payment depends on all partners; while in some programmes there is joint financial responsibility as well, in almost each EU project there is a joint technical responsibility and nobody will receive the funding before the common task is completed;
- Time consuming to implement a project as part of a trans-national consortium - sometimes it may be easier to do it alone;
- Extreme cultural differences may complicate work;
- Administrative burdens – part of the budget is allocated to managing the project, but the workload may be immense and require experienced staff to fulfil all requirements.
- European dimension / European added value - a project proposal should address the relevant European issues and promote European policy aims, values and principles. In practice: a project should tackle issues, common to several EU Member states. The benefits of addressing these issues collaboratively, at the EU level, are higher than when addressed individually, at the national level
- Not an Easy Money - The common misperception when preparing an EU project proposal is the easiness of receiving the EU money. On the contrary, the competition is high and only the best projects get funding. Already at the beginning, at the project proposal preparation phase, finding the most relevant call for proposal, the right funding mechanism, the expertise and consortium partners needed for your project and planning the project costs for the project duration is not an easy task and demands a lot of effort on the organisation's and partners' side.
- When the organisation is deciding on the involvement in the EU programmes, it is wise to prepare an advanced cost/benefit analysis.

If the outcome of the cost/benefit analysis is that it is advantageous to get involved and to make EU funding a part of the organisation's strategy, it is advisable to appoint an EU funding manager to be overall responsible for EU projects.

Mapping the EU funding opportunities

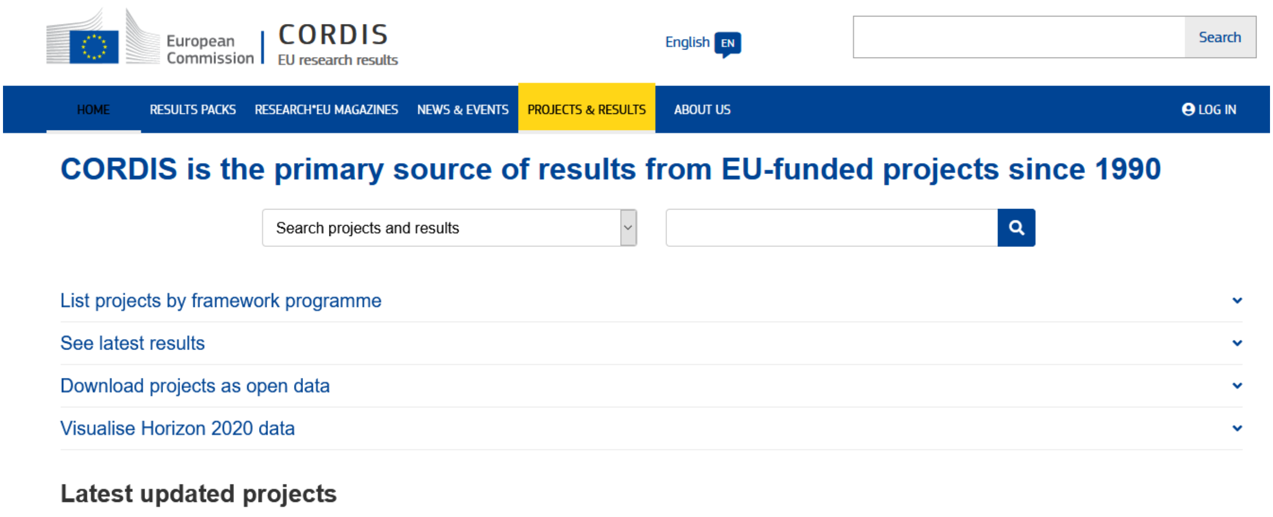
An important first step in fundraising is to map the available EU funding opportunities.

Where to start?
Here are a few sources that may ease your life in getting started to mapping funding opportunities.

Main information sources generally on EU funds, open calls:
- https://ec.europa.eu/info/funding-tenders_en (European Commission Funding and Tenders page)
- http://euroalert.net/en/callsindex.aspx (all open calls together)
- additional home pages of the individual EU programmes are listed in the Annex

How to know if a particular programme is suitable for you after reading the description? Take a look at the previously funded projects under that programme. Here are a few examples on where to find project databases:

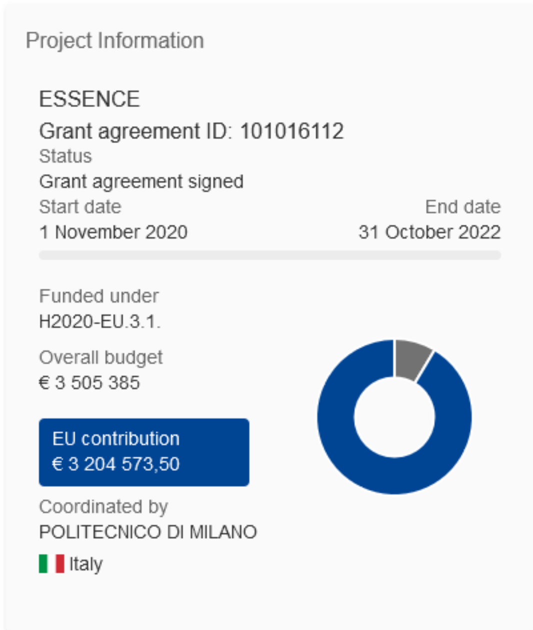
Horizon Europe/H2020
Check the previously funded projects of your interest on CORDIS:
https://cordis.europa.eu/projects/en
[CORDIS](https://cordis.europa.eu/projects/en) is the Community Research and Development Information Service, containing the complete database of all research and innovation projects funded by the European Union under Framework Programmes, since FP1.



Under "Projects and Results", it is possible to browse ongoing and completed projects, using multiple filters, such as subject, country, etc.

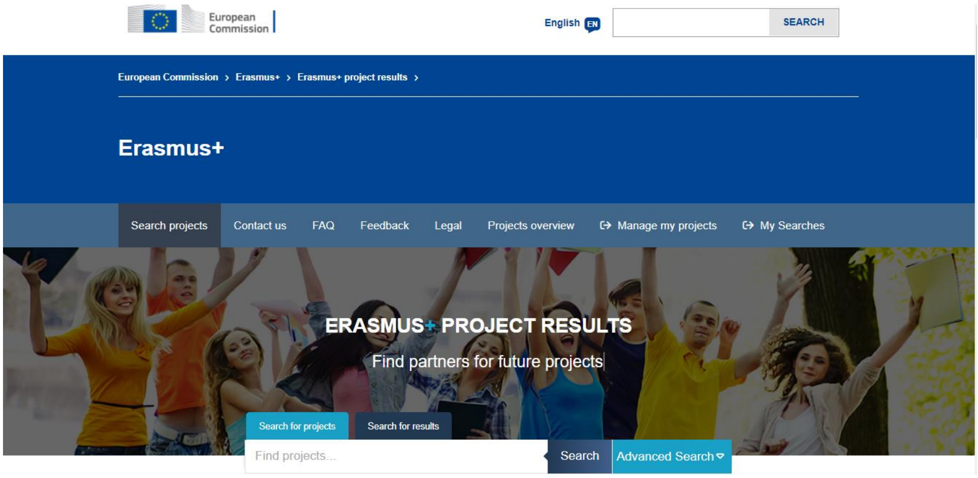
For each project, a page will open, showing information related to its duration, budget, consortium, funding scheme/type of action and topic under which it was successfully funded. Also, a link to the website, open access publications and public reports will be provided whenever possible.

A one page description is further presented, which should help proposers better understand the type of activities typically funded under the R&I framework programmes, as well as the kind of work that has already been financed and should therefore not be proposed again.



Check also the Horizon Results Platform:
https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-results-platform

Erasmus +
http://ec.europa.eu/programmes/erasmus-plus/projects/ Here you can find project information and results of all projects supported by the European Commission under the integrated Erasmus+ Programme for Education, Training, Youth and Sport.



LIFE
http://ec.europa.eu/environment/life/project/Projects/index.cfm

Daphne
https://ec.europa.eu/justice/grants/results/daphne-toolkit/daphne-toolkit-%E2%80%93-active-resource-daphne-programme_en

Creative Europe
http://ec.europa.eu/programmes/creative-europe/projects/

Here you can find project information and results of projects supported by the European Commission under the Creative Europe 2014-2020 programme and under the previous Culture and MEDIA 2007-2013 programme.

Capacities of the organisation

Consider the available capacities, what role you can take and what actions you could be responsible for in an EU/International project. How much investment can you afford for one project?

Make a financial, legal, IT and other infrastructure as well as a human capacity analysis.

Regarding personnel, once you will have many EU grants, you should have the necessary human capacity. Depending on your needs (number and complexity of the projects), one person or a new department will be able to handle all tasks. Consider the following:

It is advisable to appoint a fund-raising manager or establish an EU funding unit to be overall responsible for EU projects. In case there is a lack of knowledge or experience, the colleagues need to be trained (self-learning or by participating in several training courses).

An EU Fund Manager must have a varied skill-set: in addition to being knowledgeable of the rules and requirements of the relevant programmes, he or she should be creative, proactive and independent, and a have firm educational background. Furthermore, he/she must know the organisation's strategies and identify projects suitable for the short-, middle-, and long–term objectives. As this is an investment, it is of course only worthwhile to have a specific dedicated person if EU projects are meant to play a strategic role in the organisation's development. The optimal situation is to have a team working together in proposal development, including people with both administrative and scientific skills. The proposal must be presented in a convenient manner with an appropriate style, technically obvious and easy to understand for laymen as well as the professional reviewers. Linguistic skills are also very important.

Someone has to plan and execute the fund-raising strategy (EU Fund Manager). This includes coordinating the efforts of team members and third-party contractors or consultants in order to deliver the Strategy according to plan. It also includes monitoring the calls and informing the staff about upcoming opportunities.

Someone needs to oversee quality control and be responsible for PR related tasks.

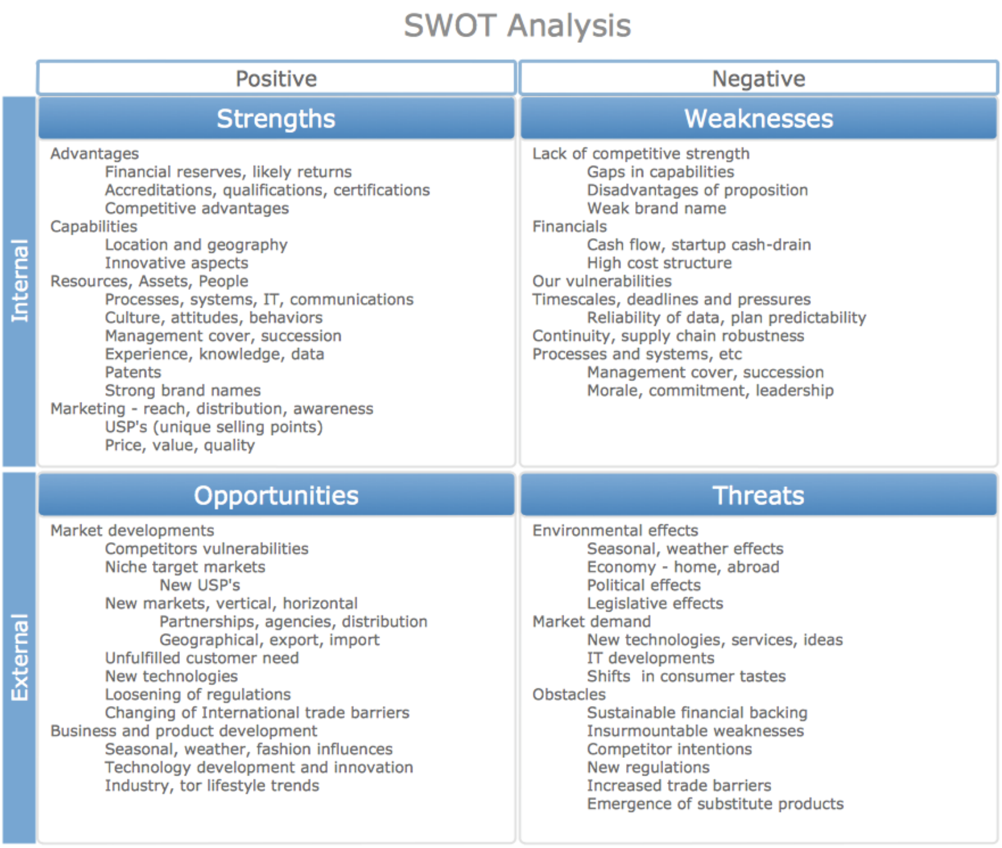
A Project Manager will plan, execute, and finalise projects according to strict deadlines and within budget. This includes acquiring resources and coordinating the efforts of team members and third-party contractors or consultants to deliver projects according to plan. The Project Manager will also oversee quality control throughout the project life cycle.

The role of a Project Assistant is to provide assistance in project and event planning and implementation; managing the logistics of and coordinating content development for meetings, conferences, trainings, and other project-related events; assisting with the design, development and dissemination of project products and reports; supporting communication for project activities among the staff; assisting in designing and developing databases to support project activities; assisting in coordination and monitoring of project budgets; assisting in proposal development and in managing of the proposal process; assisting with project data collection activities; conducting literature reviews to support project activities.

SWOT analysis

We suggest that you conduct internally a SWOT[3] analysis and assess its outcome.

- Strengths: characteristics of the organisation that give it an advantage over others
- Weaknesses: characteristics that place the team at a disadvantage relative to others
- Opportunities: elements that the project could exploit to its advantage
- Threats: elements in the environment that could cause trouble for the business or project



[3] www.conceptdraw.com

Objectives

The EU funding strategy must be in line with the aims of your organisation. Your organisation must set specific scopes within the EU funding strategy and define success and key performance indicators which will ensure proper monitoring and evaluation of the implementation of the strategy.

The objectives must be SMART[4]:

Specific
The first criterion stresses the need for a specific goal rather than a more general one. This means the goal is clear and unambiguous, without vagaries and platitudes. To make goals specific, they must tell a team exactly what is expected, why it is important, who is involved, where it is going to happen, and which attributes are important.

Measurable
The second criterion stresses the need for concrete criteria for measuring progress toward the attainment of the goal. The thought behind this is that if a goal is not measurable, it is not possible to know whether a team is making progress toward successful completion. Measuring progress is supposed to help a team stay on track, reach its target dates, and experience the exhilaration of achievement that spurs it on to continued effort required to reach the ultimate goal.

Achievable
The third criterion stresses the importance of goals that are realistic and attainable. While an attainable goal may stretch a team to achieve it, the goal is not extreme. That is, the goals are neither out of reach nor below standard performance, as these may be considered meaningless. When you identify goals that are most important to you, you begin to figure out ways you can make them come true. You develop the attitudes, abilities, skills, and financial capacity to reach them. The theory states that an attainable goal may cause goal-setters to identify previously overlooked opportunities to bring themselves closer to the achievement of their goals.

Relevant
The fourth criterion stresses the importance of choosing goals that matter. A bank manager's goal to "Make 50 peanut butter and jelly sandwiches by 2:00pm" may be specific, measurable, attainable, and time-bound, but lacks relevance. Many times you will need support to accomplish a goal: resources, a champion voice, someone to knock down obstacles. Goals that are relevant to your boss, your team, your organisation will receive that needed support.

[4] https://www.techrepublic.com/article/use-smart-goals-to-launch-management-by-objectives-plan/

Time-bound
The fifth criterion stresses the importance of grounding goals within a time frame, giving them a target date. A commitment to a deadline helps a team focus their efforts on completion of the goal on or before the due date.
Indicators could be at the start:
- A min. number of submitted proposals
- A min. number of researchers involved in grant applications
- A min. number of game/ICT professionals, teachers informed and reached though awareness raising
- A min. number of professionals or other personnel trained through coaching sessions, training participation, etc.
- A min. number of experts in the pool of experts (to reach quickly when an invitation comes)

Indicators on a long term will and should change:
- Success rate of submitted projects
- Minimum level of funding increased by x%
- Increase in the income from grants to xx EUR by Year xxxx

Implementation of the strategy

- Learn more about the research/education being carried out;
- Provide a list of relevant programmes, later on open calls and future calls, and thematic roadmaps (if available) to help with strategic planning;
- Create and update a list of existing panels, workshops and conferences, and previously successful EU projects relevant to the members/departments to assist in the identification of groups to try and join, in anticipation of future submissions.

Develop an 18-month strategic roadmap outlining steps and methods that might result in collaborative EU project development, network building, increased capacity of the organisation, potential partners and coordinators.

Capacity Building and Networking

- Training is one option;
- Learning by doing could be another one;
- Hiring experienced people might be also beneficial;
- Paying consultants to support you is also a final viable option.
- Mixing all these somehow can be considered.

The members of the organisation should develop and maintain contacts with the relevant managing authorities of the EU funds, including different DGs of the European Commission, different regional authorities and national ministries, regional development agencies, etc.

Contacts can be built through:
- Events
- Participation in working groups
- Participation in evaluation of proposals or monitoring of projects
- Active participation in existing networks (contributing with suggestions, taking part in smaller working groups)

These activities provide an opportunity for personal career development and representing the organisation and promoting its work.

Identify key players:
- Organisations/People with a proven track record in the given programme
- Organisations with big networking benefits
- Organisations coordinating a project you would like to build on

Identify and structure opportunities

Structured overview of funding opportunities	**Research focus**	**Education focus**	**Complementary sources**
Opportunities with funding	Horizon Europe Structural Funds Regional funds National research grants or other	Erasmus+ Structural Funds/Regional funds, National higher education (HE) grants or other	Cooperation with industry; Exchange programmes (bilateral)
Opportunities without funding	Benefits from networks, Cooperation agreements		

When looking for funding opportunities and taking actions, we suggest following a simple, but systematic approach. All funding opportunities should be identified, classified based on their relevance and then appropriate measures and actions should be linked to each.

We think that following the below five steps will help you decide on the involvement of your organisation in any EU funding opportunity.
1. The open calls for proposals and tenders must be monitored by someone.
2. The relevant calls, funding opportunities must be sent to the project managers (the criteria for relevance are to be based on the overall strategy and scopes of your organisation; a recommendation/example is given below).

3. The project managers should determine the degree of subject area relevance of the opportunities and propose actions (a list of possible actions is given below).
4. Based on the first steps concluded in the identification and structuring of the opportunities, the project managers will present to the decision-makers the viable opportunities and project ideas in detail.
5. Members in the organisation will follow up on the decision of the decision-makers.

When the EU funding strategy is accepted, it will contain a specific list of criteria allowing the staff to search, structure and prioritise the funding opportunities. The degrees of subject area relevance should be determined by the project manager or fund-raising coordinator based on a preliminary decision of the decision-makers.

The relevance of the funding opportunity depends on several conditions, such as whether:

- it is an activity of high relevance to your organisation identified in the strategy (list these)
- it is a theme-specific grant opportunity (focusing on the theme most important for you)
- it is in a research area that has been identified by you as a targeted policy (list here)
- it offers a high funding rate (100% financed action or 50-75% funded action)
- it is targeted specifically at your type of organisation or geographical region you are based in
- you can offer an added value to the topic/project
- the opportunity is based on an invitation from a respected partner/organisation
- the benefits on a longer term are high
- the investment of time and efforts needed from you generate an acceptable return rate

Based on the degree of relevance (high, medium, low), the following actions could be proposed:

Relevance	Possible actions
High	- contact the appointed manager and also directly the experts in that field from the pool and forward the call to them – ask them to propose a specific project idea - start looking for potential coordinators in the specific topic - check the previously funded projects in the topic and see if there is research done or a previously proposed project idea within your organisation that can be a basis for a new project - answer to the invitation within 48 hours and express interest

Medium	- contact the appointed manager and ask him/her to spread the information and give feedback on the interest of the experts - express interest to the invitation, but ask for more information so that the benefits to your organisation can be clearer
Low	- leave the option and focus on funding with higher relevance - discuss the option with the researcher/expert potentially interested and act according to his/her interest expressed

Raising awareness and motivation

The benefits of involvement in EU projects needs to be emphasised in the organisation and the staff involved in EU funding should be informed about the opportunities regularly and also supported in their attempts to get involved into projects.

The benefits and funding opportunities can be promoted through:
- information days (invite the managing authorities, the EC to attend and present)
- leaflets
- newsletters
- consultations organised internally

Motivation might be increased by offering support and infrastructure:
- open consultations with experts in EU funds (EU funds unit)
- the EU funds unit taking over administrative tasks from the expert who can then focus on the professional content
- showing examples of proposals, developing detailed guidelines available for anyone to support proposal development
- help improve upon the quality of the submissions by developing standard texts and preparing non-technical proposal sections, such as impact statements, operations and management diagrams, dissemination section
- support in partner search
- expert and infrastructure support during negotiation and project implementation (EU funds unit)
- Encouraging staff involved to participate as evaluators in the programmes (e.g. the days spent on evaluation should not be considered holidays)

You should follow the following three basic methods for communicating the opportunities and available support to the expert pool.
- Firstly, a basic level of communication focusing on publishing the information on all opportunities (summary of relevant programmes and their characteristics e.g. or a list of all open calls) - through e.g. the website and newsletters.
- The second approach is more specific, by bringing the attention of specific experts to specific topics in open calls (e.g. cyber crime topic in ICT).
- The third form of communication is more resource-intensive through personal consultations, or organisation of events, developing specific informational materials to targeted groups within your organisation.

A short summary of the communication routes and possible support is provided in the table below. A more detailed communication strategy should be developed in the 18-month roadmap.

Opportunity	Communication	Channels	Support organisations
EU Competitive Programmes	All three approaches	website, specific material, mails, events, f2f consultations	The Managing Authorities, National Contact Points
Other sector-based programmes linked to EU policies	First and second approach	website, newsletter, targeted e-mails	The Managing Authorities, National Contact Points
Structural, regional funds	First and second approach	website, newsletter, targeted e-mails	The Managing Authorities, National Contact Points
National funds	First approach	website info	The Managing Authorities, National Contact Points

Conclusions

Draft a 1-2-page summary on the objectives, indicators, steps to take by whom, when.

PROPOSAL DEVELOPMENT

To be successful in bidding for EU Funds, knowledge on the structure, scope and objectives of the different programmes and funds and the connection between them is not sufficient: **proposal development skills are essential**. Proposal development is a typical "learning-by-doing process", and even if the first try is not successful, it is likely that the next time the outcome will be better.

The recommendations provided in this section apply to proposal development in general, but participants should keep in mind that each EU competitive programme has its own requirements, particularly in terms of structure of a proposal, eligibility criteria and requested forms.

7 Steps of Proposal Development

This section will go through proposal development step-by-step, starting with the call search and finishing with the feedback from the Commission.

- Finding a call
- Formulating a project idea with a work plan
- Identifying partners and composing a consortium
- Determining the resources needed and detailing the work plan
- Composing the technical part of the proposal
- Proposal submission
- Feedback from the evaluators and the Commission

STEP 1 – FINDING A CALL

In proposal development, the first and natural step is to find a suitable call. There are two ways of doing it. The first one, recommended for beginners, is to search for a call based on a basic project idea. The second method, used by more experienced proposers, is to screen the calls and progressively formulate project ideas depending on their fields of interest. In any case, the project idea has to **match perfectly a given call**; otherwise it will be rejected as 'out of scope'. The calls for proposals are announced in the Official Journal of the European Union and, subsequently, at the respective EU Programme's website.The supporting documents containing all necessary information can be downloaded from the Programme's website.

The EU Funding and Tenders portal (https://ec.europa.eu/info/funding-tenders_en) collects calls for proposals from Horizon Europe, Consumer protection, the Health Programme, the Research Fund for Coal and Steel, the Justice Programme, the Rights, Equality and Citizenship Programme, the Internal Security Fund (both Police and

Borders), the Asylum and Migration Fund and the Youth Employment Initiative, and so on.

The specific requirements may differ from call to call and only the latest published versions are valid. The Programme's helpdesk can help to clarify the rules to avoid any administrative mistakes. The supporting documents typically include: Call for Proposals, Work Programme, Guide for Applicants and other supplementary financial and/or evaluation documents.

The **Call fiche** lists the topics and contains basic information on deadlines and the available budget. The **Work Programme** is a larger document and contains the call topics as well as information on the EU's priorities in the related field. While the call fiche only gives limited information, the Work Programme outlines in greater detail the areas addressed with the overall and specific objectives. The Work Programme's text must be correctly interpreted and fully understood before starting to prepare the proposal. The proposal must be fully in line with the objectives outlined in the Work Programme, so make sure to read the call text carefully, and repeatedly if necessary, to ensure proper understanding of what is being asked.

The **Guide for Applicants** provides information on the formal requirements for a proposal. It contains the template for the proposal as well as details on the structure and chapters; it gives the maximum pages for each chapter, the required charts, diagrams and annexes. It also provides information on eligible activities, funding rates and implementation rules. The Guide for Applicants contains the administrative forms and detailed guidance on how to comply with the formal requirements, includes an explanation on the evaluation and selection procedure as well as describes the different methods of submission (paper format /electronic), the deadline for reception (given in local time of Brussels) and the address to send the proposal.

HOW DO YOU FIND A CALL?

The starting point of your search should be the Funding and Tender opportunities Portal which is updated daily and it serves as a one stop where all calls are gathered for convenience. Of course, calls can be found at the official homepages of individual EU competitive programmes.

- From the publication of the Call, there is usually about a three-month period for submitting a project proposal.
- Calls are published in six languages: English, French, German, Italian, Polish, and Spanish.
- Under "Updates" you may find relevant news on your selected Call: check this page regularly.

When you are a beginner with less extensive experience in managing such projects and maybe with limited administrative and financial capacity to coordinate a project, then becoming a partner in a consortium could be a good solution for getting involved in an EU project. Your step 2-7 will look a little bit different in this case. See after Step7 description.

STEP 2 – FORMULATING A PROJECT IDEA WITH A WORK PLAN

The call text lays down the objectives and the expected results to be achieved within the project. The proposed action must aim to the achievement of these. The next step is formulating the project idea and the basic work plan, basically to develop a concept note. It is normally a 1-2 page document describing the call, the basic idea, the list of main activites planned with a draft work plan, a tentative overall budget and the type of partners you would like to have in the project. This concept note will be used during partner search when informing potential partner organisations on your project idea and inviting them to join your consortium.
The next step is to develop the specific objectives and detail the work plan. The work plan consists of work packages, each with an objective to achieve within the project. The number of work packages will depend on the size and complexity of the project.

STEP 3 – IDENTIFY PARTNERS AND COMPOSE A CONSORTIUM

In most of the EU competitive programmes, it is an eligibility criterion to establish a **transnational consortium** to carry out the action. The minimum number of partners and any requirements related to their geographical location, legal form and expertise are determined in the call and described in the Guide for Applicants. The composition of the consortium is of increasing importance and, ideally, the partners complement each other by having all the necessary expertise for the action. Subcontracting should be used only when absolutely necessary and only for minor tasks. The core part of the project cannot be subcontracted. As a general rule, an ideal consortium is well balanced in terms of geographical coverage (north-south-east-west, New and Old Member States) and involves partners from different sectors (industry, academia, public and private bodies, networks, Non Governmental Organisations, etc.).

There are various methods to find partners:

- Use existing business or project partners;
- Utilize partner search facilities;
- Contact organisations already participating in projects in the relevant field;
- Ask for help from National Contact Points.

EXISTING BUSINESS OR PROJECT PARTNERS

For entities already participating in EU funded projects, the easiest, fastest and safest method is to contact previous, well-tried partners. They can be involved as partners, or even recommend other suitable companies and institutions in their country.

PARTNER SEARCH FACILITIES

Most of the EU competitive programmes' sites as well as other non-profit websites maintain a "partner search facility" where organisations can upload their information and also search for partners for a specific call[5].

CONTACT ORGANISATIONS ALREADY PARTICIPATING IN PROJECTS

Most of the EU competitive programmes' websites contain a section on "previous funded projects", which is a good starting point for getting inspired. There, one can go through past projects and gain an understanding of the types of projects accepted under that Programme. As a part of their dissemination strategy, most projects have a website where useful information can be found regarding project structure, methodology, outcomes, etc. These websites can also be used to find partners, as these organisations which were already involved in previous projects have acquired relevant experience both in the thematic field and in managing EU projects by default.

NATIONAL CONTACT POINTS

Most EU competitive programmes have appointed so-called National Contact Points (NCP), which are representatives in the EU Member States and in the Associated Countries. The NCP network was established to provide information to potential applicants. They can also help in partner search. All NCPs in Malta can be found at the DG EPCD Funding Programmes Portal (also see Annex)

SOME GOOD ADVICES FOR CONSORTIUM BUILDING

- Involve partners with good references;
- Establish a "core" consortium with 2-3 persons/institutions responsible for the preparation of the proposal and for the compilation of all materials;
- Delegate work to partners at the proposal preparation stage and test their reliability to deliver timely and precisely;
- Dedicate enough time and start preparation as early as possible; it always takes longer than expected and partners may need time to accept your invitation. This is especially true in case of large organisations with several levels of decision makers.

STEP 4 – DETERMINING THE RESOURCES NEEDED AND DETAILING THE WORK PLAN

In brief, the work plan is the break-down of your specific objectives into specific tasks, including steps to be taken as well as timeline, financing plans and definition of responsibilities. It will show the way to reaching the specific objectives and expected results. You will have to describe the means for accomplishing a specific task or purpose, physical or technical objects, but also methods, concepts or services. Deliverables should reflect relevant steps of a single activity.

[5] **For example: BioHorizon, S3, NCPs CaRE, Security, Ideal-Ist, NMPTeAm**

In some programmes the proposal template will describe workstreams and activities and not a workplan and work packages. e.g. the Justice and Daphne programmes use these expressions. Below you can find an example from a Justice programme proposal template:

PART 2 – DESCRIPTION OF WORKSTREAMS AND ACTIVITIES

In Part 2 describe in detail the activities that you will undertake in order to achieve the objectives you described in Part 1 of this document. This section is divided into several Workstreams (WS), i.e.: set of activities leading to a specific output that you wish to produce.

Any project will have a minimum of two WS: Workstream 0 with the management and coordination activities and Workstream 1 with outputs related to the objective of your project. (This does not imply that a project with just two WS will necessarily score low). The division should be logical and guided by the different identifiable results of an activity. The application form contains boxes for projects with up to 5 Workstreams (including management and coordination). If you think your project has more than 5 WS, please try to group them to be able to present them in the space provided.

Under each WS you should then enter an objective, list specific activities that you will undertake and list the expected outputs.

An example for a Management work package from an Erasmus+ proposal:

VI.1.1. Work package description

Work package No.	WP1
Work package/Activity type	☐ Preparation ☒ Management ☐ Implementation (the substance of the work planned including production, testing, etc.) ☐ Quality Assurance (quality plan) ☐ Evaluation ☐ Dissemination and Exploitation of results
Title	Project Coordination and Management
	Work Package 1 aims at ensuring effective and efficient management of all project activities within the time designated for the achievement of planned results according to financial availability and rules.

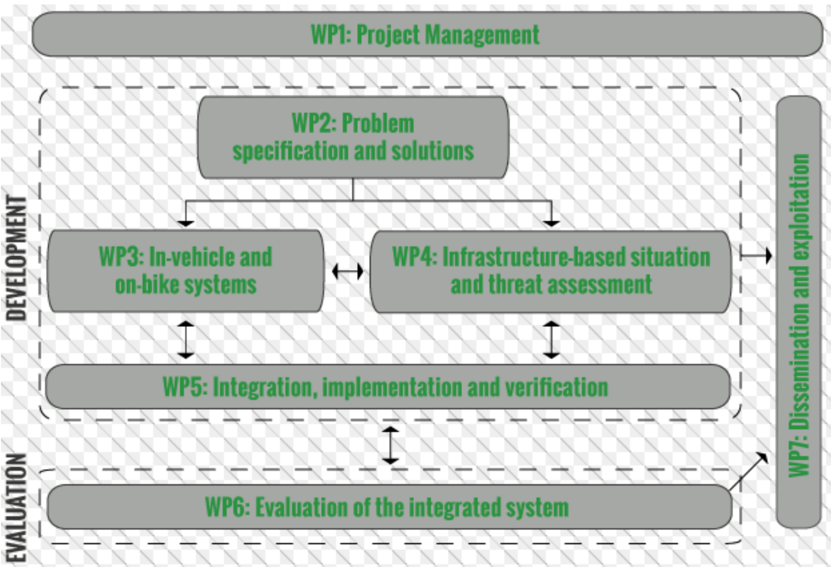
Description

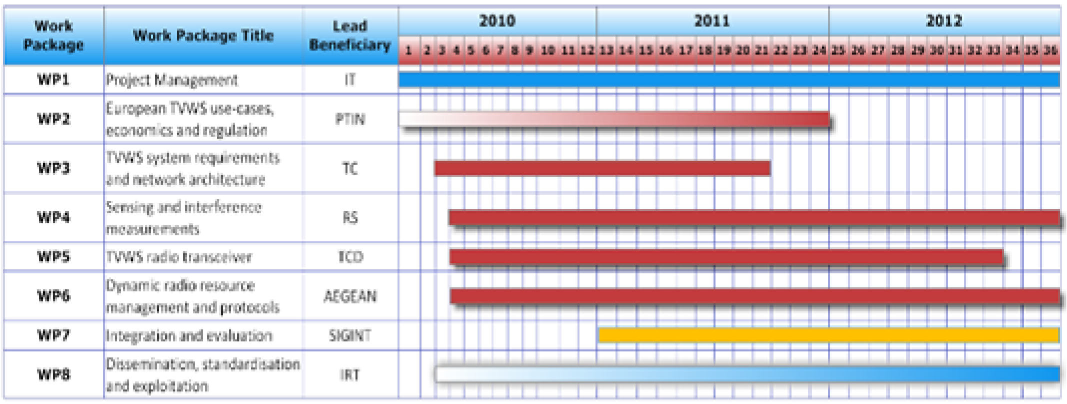
...

	Milestones: (1) Mobility events organised in Hungary, Germany and Poland (2) Project reports are submitted and accepted by the EC
Tasks	The WP consists of the following activities: 1) Set up management board 2) Compile Handbook of project management 3) Manage overall planning and administrative aspects 4) Draw up monitoring tools 5) Collect project monitoring activity data 6) Draw up project interim and final report 7) Set up /participate at the official meetings with EACEA agency in Brussels when requested 8) Conduct Gender Audits 9) Organize and oversee mobility events in the project.
Estimated Start Date	M1
Estimated End Date	M36
Lead Organisation	P1
Participating Organisations	All partners will participate – attending online meetings, submitting reports, contribute to mobility events, ensure internal management and administration

Normally you will develop a PERT diagram, which is a project management tool used to schedule, organize, and coordinate tasks within a project together with a Gant chart, that is one of the most popular and useful ways of showing activities displayed against time.

An example for a PERT and a Gant chart is included below:





The costs and required resources must be estimated and a budget table should be included in the proposal. Some Programmes and calls have a limited budget available while others only give recommendations. In certain Programmes there are strict limitations regarding travel and per diem calculations and costs. The methods for calculating eligible costs and overheads differ between Programmes and a detailed explanation is given in the Guide for Applicants or in the Programme's specific Financial Guidelines.

Even if the budget is only an estimate at the proposal preparation stage, and may change up until the acceptance of the costs during project implementation, it is highly recommended to properly evaluate the related costs. The proposed budget cannot be increased at a later stage, only decreased. The budget should be realistic; there are no extra points given during the evaluation by proposing a small budget. Actually, it may have the reverse effect as it gives the impression that the proposers are not fully aware of the action's related costs.

STEP 5 – COMPOSING THE TECHNICAL PART OF THE PROPOSAL

The technical part/description of the project must be well composed by using a language which is understandable both by laymen and experts. A good proposal is short, clear and to the point; figures and diagrams can advantageously be used for illustration and clarification. Any maximum page number indications for the different sections must be respected. The technical description contains the concept, the work plan, a short description of state of the art, consortium and the individual partners, impact and expected outcome, together with a brief explanation to the budget figures. There are many project planning methods that can be useful during proposal preparation. In some programmes, it is obligatory to use PERT diagram, Gantt chart, SWOT analysis, etc., while in others, those are only helpful tools for project planning.

If a good proposal is short and concise, the "lowest" quality proposals are those that are just resubmitted. Rejected proposals can always be resubmitted, but in such case they must be duly updated to fit the new call. In many cases, the resubmitted proposals tend to be longer and less clear than a proposal developed from scratch; so make sure that all unnecessary parts are removed and the remaining text is fully revised. This is

important not only for a positive evaluation, but for a smooth negotiation and, most importantly, for a successful implementation.
An example of Technical content on Research and innovation proposal is given in the next page.

STEP 6 – PROPOSAL SUBMISSION

Submission can be either electronic or in paper format, depending on the programme. In any case, the deadline must be strictly respected. In case of electronic submission, it is useful to submit several times until the deadline to be sure to always have the latest version uploaded to the system when it closes. Some programmes provide a Guide for Evaluation or self evaluation documents; it is worthwhile to have a colleague or other expert, not involved with the proposal preparation, to conduct a pre-evaluation and quality control including cross checking all data before the submission. Many EU competitive programmes use the Funding and Tenders Portal and the European Commission's user Authentication Service (EU Login) to register organisations first and then their proposals and manage the submission of their projects under different programmes. After the registration of an organisation, the entity receives a Participant Identification Code – the so called PIC number – that can be used in future projects under different programmes as a partner or coordinator.

STEP 7 – FEEDBACK FROM THE EVALUATORS AND THE COMMISSION

After submission, the proposal will be evaluated, and feedback is sent back to the applicants. The evaluation process takes several months. The success rate differs between the various programmes and the only certainty is that competition is always tough. The Guide for Applicants normally includes a checklist that you should check before submission – it includes a list of documents that you need to attach to the application form and includes the necessary steps to have an eligible proposal submitted. See an example below, from the Creative Europe Programme:

ANNEX 3 – MANDATORY DOCUMENTS – CHECK LIST

Note: Where documents need to be signed, the signature **has** to be the one of the legal representative of the organisation.

Note: For documents with an * **mandatory** templates are to be found at https://eacea.ec.europa.eu/creative-europe/funding/cooperation-projects-2015_en

Attached to the e-form:
☐ Budget form* (Excel or open office)
☐ Signed declaration on honour on legal status and operational and financial capacity*
☐ Signed declaration on honour concerning exclusion criteria* (only if grant > EUR 60 000)
☐ Detailed description of the project
In the application package:
☐ Official cover letter signed by the legal representative of the project leader, including a justification in case of a request for an early start of the project
☐ Mandate letters* signed by the legal representative of each partner and the legal representative of the project leader
☐ Cooperation agreement signed by the legal representative of each partner and the legal representative of the project leader
☐ Statutes/articles of association of the project leader and each of the partners
☐ CV's of the persons responsible for the overall coordination and implementation of the action on behalf of the project leader and each of the partners
☐ Signed budget form*
☐ Copies of activity reports of the project leader and each of the partners of the last two years (only if grant > EUR 60 000)
☐ Signed financial identification form* and the required annexes (for project leader)
☐ Financial capacity form* (only if grant > EUR 60 000) (for project leader) (not required for public bodies)
☐ Financial statements (including balance sheet and profit and loss accounts) of the project leader for the last two financial years for which the accounts have been closed (only if grant > EUR 60 000) (not required for public bodies)

If the proposal is ineligible or rejected, the European Commission will inform the coordinator through a 'proposal rejection letter' that will be sent through the electronic exchange system. This letter will also state the reasons why it got rejected and how to appeal. The comments of the evaluators highlight one hand, the aspects that are in scope, that are sound and coherent. On the other, they highlight the sections of the proposal that are inconsistent, unclear, unrealistic or inadequately addressed. In this way, the usefulness of the summary report becomes inherent as by detailing the weak points of the proposal, it is possible to target and identify the points that need to be improved for the proposal to be more coherent and in line with the Call.

In case the proposal is favourably evaluated and selected for funding, the applicants will receive a letter with an invitation to start the negotiation of a Grant Agreement/Contract with the European Commission. The project has to be carried out in accordance with the signed Grant Agreement. See more details under the management section.

What makes a proposal winning?

- Think through the project from A-Z;
- Find an innovative concept that fits the objectives of the programme and the call;
- Be up-to-date, be familiar with the programme;
- Involve experienced partners in your consortium;
- Involve also partners you know and trust;
- Pay due attention to EU policies and other horizontal issues;
- Involve experts when writing the different work packages;
- Write professionally/well;
- Use the proper format;
- Stay clear and stick to the point. The evaluators have LIMITED TIME to read the proposals;
- Use self explanatory tables and diagrams;
- Make sure you address the evaluation criteria.

STEP 2-7 – Getting involved as a partner

The steps of working on a proposal as a partner are simpler and require less staff efforts on your side.

2. Contributing to the project idea and work plan with your comments taking into consideration your expertise and tasks in the project
    - Supporting the coordinator in identifying the best partners using your own network
    - Provinding budgetary information for the coordinator including salary costs and staff effort need for your specific tasks in teh project; Giving comments on the detailed work plan – in case of being a task leader or a work package leader you will provide the description of the task or work package
    - Contributing to the technical part of the proposal based on the instructions of the coordinator
    - Filling in the administrative part of the proposal
    - Waiting for the feedback from the coordinator and the Commission
    - The coordinator normally works with 2-3 core partners on the proposal that requires a few weeks of effort from these main partners. Being a work package leader or a task leader might require more time, but probably the main work can be finalised in a few days. Being a partner with a specific role, but not leading any task will require only a small effort from the organisation. Being very active during the proposal development as a partner is always appreciated by the other partners and will give a good basis for the future cooperation.

TECHNICAL CONTENT: AN EXAMPLE OF A RESEARCH AND INNOVATION PROPOSAL UNDER HORIZON 2020

1. EXCELLENCE
In this section of the proposal, the overall and specific objectives should be described (1.1), and the relation to the specific Work Programme topic explained (1.2). The overall concept should be illustrated in detail, as well as the methodology adopted (1.3). This section should also include an explanation on how the proposed action will go beyond the current state of the art (1.4).

2. IMPACT
The impact section refers to how the project will contribute to the expected impacts (2.1) as outlined in the work programme and further substantial impacts that would enhace innovation capacity, together with potential barriers and existing framework conditions that may influence the achievement of the expected impacts. This section also contains a plan for the dissemination and exploitation of the project's results, as well as the communication activities designed to promote the project (2.2).

3. IMPLEMENTATION
The implementation chapter includes a detailed description of the work plan (3.1), including the timing of each work package and the list of major deliverable, as well as a description of the management structure and procedures including the decision making mechanisms of the project (3.2). The composition of the consortium will be integrated in this section to show partners' complementarity and capability to carry out the project (3.3). Finally, a section in this chapter should describe the budget with brief explanations on the resources to be committed (3.4).

4. MEMBERS OF THE CONSORTIUM
A description of each partner, indicatively one page each, will describe the profile, the relevance to the proposed project, previous pertinent expertise and any significant infrastructure or technical equipment that can be useful for the proposed work. (This section is not covered by the page limit.)

5. ETHICS AND SECURITY
This section, not covered by the page limit, is to be filled in only if relevant for the proposed work. The Ethics section (5.1) should provide a self-assessment concerning the involvement of sensible topics related to: human embryos/foetuses, humans, human cells/tissues, personal data, animals, third countries, potential harm to environment, health and safety, dual use, misuse or any further ethics issues. The Security section (5.2) should provide a description of the security issues that may be raised by the proposed project, as well as an explanation of how results will be EU-classified.

PROJECT MANAGEMENT

Project management starts already during proposal preparation. If the work plan in the proposal has been carefully developed, the resources have been carefully planned, and an effective communication system has been established among the partners, these would already help ensure an efficient project management and implementation during the project's lifetime.

Skills of a Coordinator

A coordinator needs to have a wide range of skills to be able to successfully coordinate a project:

- **Scientific/technical skills** – understand the project objectives, potential for innovation as well as technical risks and lead the partners.
- **Administrative/financial skills –** a general knowledge on the administrative and financial (legal) rules of the funding programme.
- **Social skills** – excellent ability to control and motivate the partners, including self-confidence and power: the Coordinator is always "More equal than the others"
- **Leadership skills** - project coordination is not a democracy, but also not a dictatorship!

THE IMPORTANCE OF SOCIAL SKILLS IN PROJECT COORDINATION

It should be carefully considered that coordinating a group of people coming from different countries, maybe even having different nationalities than the country they work in, but definitely having different professional and educational background, different working stlye requires really good social skills from the project leaders.

In an ongoing project of EM, there were some changes in personnel at one of the key partners. The newly appointed project manager had good knowledge on how to handle things at a local level but lacked the same know-how in a European context, which he tried to compensate by addressing us with frequent phone calls sometimes lasting up to 30 minutes. Much patience had been mobilised during these calls, while our input made him realise slowly but steadily the main principles along which he needed to act. Now being confident of what was expected from him and seeing his role within the whole of the project, he started to realise how his immediate co-workers at the project partner institution "suffered" from the same way of thinking he used to abuse us with for a while. Our great deal of patience and efforts to understand his ways invested in him eventually paid off, and now we have a very efficiently operating local manager fully capable of handling most of his tasks on his own and requiring our assistance only once in a while. Remember; **patience is of key importance when it comes to dealing with your partners!** And patiently supporting your partners and "training" them pays off in the medium-/long-term.
If you do not have all of these skills, set up a team, which would collectively have these skills. You may find the people within your organisation or within the core project team.

If you do not have all these skills, set up a team, which would collectively have these skills. You may find the right people within your organisation or within the core project team (most crucial partners).

What are the tools you have in hand?

- ALWAYS use your **charm**! – Working with people having different educational, cultural and professional background is challenging, thus having social skills is key in achieving smooth cooperation.
- Be pragmatic!
- Sense of **politics** – Diplomatic skills may come very handy.
- Use your **legal power**: Management Bodies – Consortium Agreement
- Start with your charm and use legal powers only when necessary!

Tasks of a Coordinator

The technical parts of the project will be implemented according to the original work plan, which defines which partners will be responsible for the execution of each work package, the major checkpoints that should be monitored (milestones), and the outputs (deliverables) to be realised and presented to Brussels.

The Coordinator is the person *and* the institute acting as the "director" of the project. A list of its **tasks** can be found below, which reflects the Management/Coordination section included in a typical proposal/Description of Work.

- Scientific/Technical coordination covering the implementation of the project activities, reaching the objectives from the technical perspective.
- Administrative coordination:
    - Setting up an overall management structure (acting persons, responsibilities and teams);
    - Preparation of all project meetings;
    - Kick-off activities of the project and kick-off meeting (re-align vision, mission and focus on project outputs and related deliverables);
    - Generating a project management plan. The plan will describe the indicators, the reporting procedures, schedule and the management of the project progress;
    - Monitoring accordingly;
    - Developing a quality assurance plan and monitoring deliverables/processes accordingly;
    - Risk Management and Contingency Planning.
- Legal and IPR coordination:
    - IPR Management (managing and protecting IPR linked to the results developed in the project);
    - Drafting and signing a Consortium Agreement - CA (if not signed before the Grant Agreement signature). The Commission does not provide participants with strict templates for drafting Consortium Agreements. However, several models have been created by the

stakeholders and may be used by participants under Horizon Europe; for example: DESCA, IMG4, IPCA, EUCAR, MCARD 2020. This civil contract between the beneficiaries should manage the following topics:

  - provisions on the governance structure of the consortium (e.g. governing bodies, meeting procedures, voting rules monitoring of the decision implementation);
  - technical provisions (e.g. the tasks of each party and the project schedule);
  - managerial provisions (e.g. coordination and management, Steering Committee, Quality assurance);
  - financial provisions (e.g. the distribution of the Community financial contribution, the financial plan, budget modifications by common agreement);
  - provisions regarding IPR and related issues such as dissemination, use and accessibility of the results, confidentiality provisions, as well as arrangements on the settlement of disputes and liability and confidentiality.

- Financial coordination:
  - Managing financial aspects, including payments, financial reporting, reallocations, and other financial activities in the project.
- Sustainability and Exploitation (if not part of another WP):
  - Analysis and actions to make the project and its infrastructure sustainable (overview of the project's sustainability scenarios; attracting stakeholders and public and private funding for the expansion of the project).
- Communication:
  - Internal communication within the consortium;
  - Communication with the EC.
- Gender issues, ethical issues, social impact (horizontal issues) – the coordinator has to make sure that the principles of gender equality are properly followed in the project and that other horizontal aspects, such as ethical issues or other social issues are considered at each stage of the project implementation;
- Data Management
- Cooperation with other EU projects – in many projects it is required but always beneficial to be aware of other EU funded or even international and national projects that have similar objectives and/or where the cooperation can generate synergies and added value for the target groups and the European Commission.

Every-day management

- Establish effective communication (tools, channels, frequency to be decided and then regular communication maintained) e.g. Mailing lists for the project and work package teams; Skype or phone conference calls for smaller discussions regularly; Face-to-face meetings to be organised cost-efficiently; Common platform for working on documents, etc.
- Manage work content changes (during the negotiation or the implementation).
- Monitor project performance - monitoring compliance by the partners with their obligations (e.g. Partner failure/work performance: inexperienced partners may act as the "weakest link").
- Handle disagreements.
- Interpret the work content to partners if necessary.
- Control spending - budget running low or not spent (e.g. unforeseen expenditures or complaints from partners).
- Deal with extreme situations, and the unexpected e.g. Force Majeure (natural disaster, war, etc.).
- Manage and be sensitive to cultural and gender differences.
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What helps to remember all the tasks is to put them into perspective. Link the tasks with project phases; try to differentiate between pure administrative issues and major tasks, which a scientific and official coordinator of the project has to do. In the next page, a table shows the project lifecycle and the individual phases in this cycle to help you get started. All you need to do is to tailor it to your project.

Main roles and responsibilities of a Coordinator

- Act as a SINGLE legal representative of the Consortium towards the EC and handle all communication between the EC and the consortium.
- Keep the project on track – keeping the deadlines of the deliverables and submitting them and the official reports to the EC.
- Initiate changes in work content (in line with the GA).
- Handle the advance payments and interim instalments, initiate changes or reallocation in the budget (between categories and partners and in line with the GA and CA).
- Organise and chair the review meetings if needed (decided by the EC).
- Deal with the unexpected (see example on the next page).

The above-mentioned tasks shall not be subcontracted – only in very exceptional cases, e.g. spin-offs offices taking care of coordination activities for public bodies.

TACKLING UNEXPECTED EVENTS AND FORCE MAJEURE

A recently closed project of ours, in which we were the coordinator, involved field work for measuring and validating data. The field tasks were dependent on weather conditions and the consortium relied on a subcontractor to undertake this specific technical work. The implementation of the work was planned for the second year of the three-year project, as in the first year we would assess and calculate certain risks related to this task due to its nature. Despite the relatively wide “observation window” (i.e. optimal conditions for data recording throughout the whole spring and summer), we ended up having bad weather conditions at the planned time of the field work. Since our partner was flexible enough to perform the task, we made another attempt shortly after the first one. Unfortunately, we had bad luck again with the weather, hence could not conduct the necessary work. Since we had no alternative for the task, the following year (last year of the project) the partners planned the work again. After weeks of discussions and careful investigation, we agreed on a solution to get the job done by the subcontractor. It was a scientifically and technically sound solution in line with the project’s objectives, therefore an acceptable solution for the Commission. However, just a few weeks before the field work, the subcontractor reported that they would be unable to provide the technical solution for data acquisition. Half of the optimal “observation window” had been gone by that time and we still had to perform the task, which was instrumental to the success of the whole project. We came up with a Plan A and a Plan B, and we pursued them in parallel to ensure task completion. One consisted in submitting an amendment request to the PO referring to ‘force majeure’ and asking for a one-year prolongation of the project. Plan B involved continuing to try and find a technically and operationally feasible solution and re-programme the data processing, data analysis and reporting. Finally, our fourth attempt was successful, and we obtained the necessary data to finish the research task with satisfactory results. The weather conditions were optimal, and the technical solution was serving the project’s overall needs for innovation. At the end, the prolongation was not granted for the project, so one of the plans did not work, but the new schedule for delivering the results helped us safeguard the project implementation. Lesson learned: It is always good to have alternative plans and measures in response to unexpected events and force majeure. Ideally, if you can estimate the probability of occurrence of such situations early in advance you could draft a sound risk management and response plan to minimise problems.

Other tasks:

- Keeping the address list of members and other contact persons updated and available.
- Collecting, reviewing and submitting information on the progress of the project and reports and other deliverables (including financial statements and related certifications) to the EC.
- Initiating, preparing the meetings, proposing decisions and preparing the agenda of the meetings, chairing the meetings, preparing the minutes of the meetings and monitoring the implementation of decisions taken at the meetings.

The above require a good communication, quality assurance and monitoring system and procedures to be set up.

- Leading the negotiations and communication with the EC.
- Drafting a CA and handling all discussions around it.
- Dissemination, marketing of project results, lobbying, cooperation with external parties – as the main representative of the consortium towards the Commission, the public and the scientific community.
- Transmitting documents and information connected with the project, including all relevant communication from the EC towards the consortium.
- Administering the EU financial contribution and fulfilling the financial tasks.
- Providing, upon request, the partners with official or original copies of documents which are in the sole possession of the Coordinator when such copies or originals are necessary for the partners to present claims.

Project Phase specific tasks	Official coordination tasks, Scientific coordination	Administrative management tasks	General
Grant Agreement Preparation	Turning the proposal into the DoA (Description of Action). Submitting all documents to the EC, signing the grant agreement (electronic). Drafting the CA, having it signed by all partners.	Preparing a task list on what should be done when and by whom. Support in DoA and CA development. Support in filling in the data on the PP, or corresponding online tool for the respective EU competitive Programme, communicating with all partners.	Making sure all partners contribute to DoA development. Making sure all partners fill in the GPF, sign all documents (electronically).
Starting the project	Distributing advance payment according to CA. Organising the kick-off meeting. Sending out the minutes of the meeting. Explaining clearly the scientific scopes, technical tasks, implementation method to the partners.	Explaining the communication, quality assurance, reporting responsibilities and rules. Developing guidelines and templates to help manage the project.	Kick-off meeting: setting the date, drafting the agenda, organising the meeting itself, chairing the meeting. Preparing the minutes. Setting the date for the next meeting.
Dissemination, Representation, lobbying	(Re)presenting the project at events, working on the continuation of the project, discussing options with the Commission. Cooperating with other projects and organisations.	Supporting the coordinator.	Ensuring high awareness, wide representation in the scientific and/or policy-making community, lobbying towards the sustainability of the project results (and/or continuation).
Reporting 6/9-monthly internal reports suggested + official EC reports periodically (12/18 months)	Checking the submitted deliverables, activity and financial reports. Uploading all relevant information to the PP or corresponding online tool for the respective EU competitive Programme, and submitting to the EC. Distributing the instalments once received from EC.	Sending warnings about reporting/delivery deadlines. Sending detailed instructions. Cross-checking the submitted reports, noting errors, etc.	Making sure that all partners deliver in time and quality. Controlling budget spending (6/9-monthly) and adapting as needed.

Project meetings	Initiating the meetings. Sending out the agenda, and then the minutes of the meeting. Making sure that all results and progress is known by all. Explaining clearly the upcoming tasks (e.g. for 6-12 months)	Drafting the agenda, chairing the meeting together with the organiser and the coordinator.	Making the partners active during the meeting. Setting the date for the next meeting. Preparing the minutes.
IPR, Gender, Ethical issues	All horizontal issues must be considered IPR is handled in the CA; still, additional tasks are needed to be handled if IPR-linked results are developed in the project. Gender issues must be reported if relevant and it is mostly relevant from the EC's point of view. Ethical issues might not come up, but if they do, the Coordinator must make sure that they are duly managed.		
Review **(EC monitoring) Mostly technical/ scientific, but could be financially focused on the whole project**	Organising pre-review meeting for the partners. Sending all the due deliverables and the draft report to reviewers. Introducing the project at the review.	Providing support to partners (what are the rules, how to get prepared, etc.).	Preparing the consortium for scheduled or random reviews. Developing the draft report.
Managing partners Management system	Supporting less experienced partners; answering questions; handling non-performance; Making sure that the management system is set up – all decision-making bodies have appointed representatives; Initiating decision-making processes when needed by the relevant boards.		
Closure of the project	Organising the final meeting focusing on project closure and continuation of collaboration. Communicating with the partners – proper farewell. Distributing the final payment. Submitting the report on the distribution of EU contribution.	Final administrative steps, informing all about their final duties.	Making sure that all public results are available, Website maintenance is ensured for 5 extra years All is archived, administered.

Everyday Management	Official coordination tasks, Scientific coordination	Administrative management tasks	General
Communication	Setting up a communication system.	Suggesting the communication channels, tools, their appropriate use, etc. Reminding about the deadlines.	Regular communication – scientific, administrative, financial.
Monitoring of progress, quality	Setting up a monitoring and quality control system – both Scientific and Financial.	Suggesting steps and methods in monitoring and quality control and administering the activities.	Making sure that monitoring is done - both Scientific and Financial.
Administration, archiving	Ensuring internal archiving.	Administering what should be saved and archived, and what took place when in the project.	Saving all documents, results, deliverables, saving all communication with the partners and the EC printed or electronically.
Managing unexpected events	Communicating with the EC and the partners. Safeguarding the interest of the project.	Supporting the coordinator (rules, options, etc.)	Dealing with problems: withdrawal of a partner, a new scientific trend or legal change to adapt to, force majeure, etc.
Working with the EC project officer	Keeping the deadlines, answering his/her e-mails. Communicating the messages of the consortium. Discussing changes and modifications.	Checking deadlines. Ensuring regular communication.	Getting to know the officer, his/her interests and demands regarding the project.
Managing disputes	Mediation, finding a compromise – safeguarding the interest of the project.	Explaining the rules, options and mediation.	Acting according to CA, mediating between the partners.
Grant Agreement modification	Initiating work content changes and discussing this with the EC.	Explaining the process, providing relevant templates.	Coordinating with partners the modifications, developing the new DoA if relevant.

Concerning **deliverables**, the most typical ones for the Management/Coordination work package are:

- Management tools e.g. Guidelines, Gantt chart, Deliverables and Milestone tables, reporting templates;
- Quality Assurance Plan (normally explains the management structure, the decision-making procedure and what internal reporting processes and quality assurance elements are implemented within a project. Such processes guarantee the development and delivery of quality results and ensure internal quality monitoring of the project);
- Gender Action Plan (In case the project has a gender dimension it is useful to allocate efforts on developing steps and processes to ensure gender-aware project outcomes) ;
- Minutes of the meetings;
- Internet Platform Communication tool;
- 6-monthly Interim Reports;
- Partner lists and updates;
- Business Plan, Exploitation Plan, etc.

Further documents that are part of the Management/Coordination work package, but are not part of the list of deliverables are:

- Consortium Agreement (should in principle be signed before the Grant Agreement is signed, therefore, not needed to be included as a deliverable);
- Official EC Periodic Reports and the Final Report (you may take these out as these are official requirements anyway).

Project management methodologies

The projects financed by the EU competitive programmes do not set as a requirement any specific project management methodology to be used by the consortia and the projects. However based on experience and the practices followed by the European Commission we would like to mention two methodologies that projects normally use for EU projects.

- Project Cycle Management and the Logical Framework Approach
- PM2

The European Commission requires the use of the Project Cycle Management (PCM) principles in certain EU programmes, such as EuropeAid e.g., for the identification, appraisal, implementation and evaluation of EU funded projects. A core and fundamental tool within Project Cycle Management is the Logical Framework Approach (LFA). This step-by-step procedure supports the different stages of PCM and should provide an information base for completing the required PCM documents.
More information: https://europa.eu/capacity4dev/dear-programme/documents/europeaid-project-cycle-management-guidelines.
PM^2 is a Project Management Methodology developed and supported by the European Commission. PM^2 is a light and easy to implement methodology

suitable for any type of project. PM^2 enables project teams to manage projects in an effective and efficient manner for the purpose of delivering solutions and benefits to their Organisations and Stakeholders. PM^2 has also been recently extended (through Agile @ EC) to facilitate the management of project work in a more Agile way.
More information: https://op.europa.eu/en/publication-detail/-/publication/0e3b4e84-b6cc-11e6-9e3c-01aa75ed71a1

Collaborative Platform

Tailored to Horizon 2020 / Horizon Europe

The idea of having a collaborative platform for the consortium partners in implementing EU projects is interesting. Before getting into it, we must admit that we use online management platforms tailored to EU projects only if the coordinator insists on using ithem. If we are the coordinating partner, we mainly use Excel sheets and Word templates, without implementing online internal reporting, but the one official to the European Union. Nevertheless, tailored online reporting platforms might be useful if well used and used by all partners.

A collaborative platform offers certain benefits:

    - The coordinator does not have to copy-paste the received information from different sheets, but they automatically appear in the online system.
    - Comparisons or other calculations are made automatically, and even graphs, etc. can be automatically generated.
    - The system warns you automatically when a deadline is not met/kept.
    - E-mail notifications on admin tasks can be programmed and sent automatically.
- On the other hand, a collaborative platform also shows potential disadvantages:
    - It might be expensive and does not save really time for the partners, only for the coordinator mostly.
    - There are many different versions available on the market; partners do not want to use a 'new' one.
    - Many partners take it as an extra administrative burden.
    - A well-prepared Excel sheet provides almost the same functions and effectiveness.
        - The coordinator and WP leaders must carefully check all data, and bugs and mistakes can also happen.
        - It works only if all partners fill in.

The Project Toolbox – Setting up a system

We call it a toolbox, you may call it differently. Here, we mean a folder of project management tools, which a coordinator prepares for partners to support their everyday administration of work progress, financial and technical reporting, archiving, etc.

Such a system allows the coordinator and all the partners to follow up the project progress, eases the burden of administration, and enables the coordinator to accurately react to the inquiries by the Commission about the project at any time.

A project toolbox normally includes:

- Official documentation: Grant Agreement (GA), Consortium Agreement (CA), Description of Action (DoA);
- Official guidelines: Reporting, financial and other guidelines prepared by the EC;
- Task list and schedule for 6-12 months – Gantt chart, a list of results to be achieved, documents to be submitted, including responsible partner(s)/person(s), deadlines, review stages – In one document! – Regularly updated (min. quarterly);
- Internal Reporting Template (Technical) – a Word template and maybe an online tool to upload documents, data, records, images, etc.;
- Internal Report Template (for all partners);
- Task Monitoring Table
- Internal Financial Reporting tool (online platform or Excel sheet)
- Cost Monitoring Table (to monitor the budget spending);
- Cost Justification Template (to have justification for all major cost items);
- Person-months status (to monitor the staff effort allocated)
- Dissemination Reporting Form (Excel or Word or Online programmed);
- Dissemination and Exploitation Report Form;
- Excel pre-programmed is a good solution
- Quality Assurance Plan
- Quality check process description – The Quality Assurance Plan or the Consortium Agreement will define this process;
- Minutes of the meeting
- Minutes of all meetings (at the end of the minutes there is the list of common decisions, task schedule that partners should be able to check anytime);
- Contact list – emails/phones;
- Communication Plan (normally the CA or the Quality Assurance Plan includes it);
- Archiving, administration procedures (normally the CA or the Quality Assurance Plan includes it).

When preparing such toolbox, you should make sure that all the templates and guides you prepare contain detailed instructions, explanations and REAL examples which the partners can build on.

In case you have inexperienced partners in your consortium, it is a good idea to extend the content to:

- Guide to the Participant Portal or corresponding online tool for the respective EU competitive Programme, with screenshots;
- Training material or links to online training on EU project management.

Archiving

The following documents must be saved, archived and made available for all partners:

- Grant Agreement (GA);
- Description of Work (DoA);
- Consortium Agreement (CA);
- Deliverables, other major research results/documents;
- IPR agreements;
- Any other agreement;
- Copies of key correspondence with the EC (scanned letters, e-mails – if you do not use the Funding and Tenders Portal's Communication section under management);
- Reports (internal, EC);
- Financial summaries (updated, filled cost templates);
- Updated project planning document;
- Contact list(s);
- Amendment files (if relevant);
- Meeting minutes and presentations;
- Data Management Plan;
- Media files or other material (project logo, project PPT template, project dissemination materials, press releases, etc.).

Different versions might be available, so make sure that proper identification and naming procedures are set. See below the Quality Assurance Plan section for details. Archive electronic and paper versions as well.

The followings must be archived at an organisational level by all partners:

- Timesheets;
- Payslips;
- Invoices;
- Contracts;
- Reports, data sent to the Coordinator;
- Procurement documents (offers or full procurement documentation) ;
- Official letters;
- Proof on dissemination;
- Proof on event attendance.

Quality Assurance Plan

The purpose of a QA plan is normally to define a consistent set of working procedures, quality check processes, common standards and guidelines to ensure certain quality of the project outcomes.

The main objectives are to:

- Manage the interaction between the beneficiaries during the execution of work;
- Define the procedures for monitoring progress on a regular basis;
- Detail how and when the documentation and reporting have to be done/exchanged by the beneficiaries and with the EC;
- Set editorial/quality standards for project deliverables and document;
- Develop dissemination guidelines if a dissemination plan is not available;
- Provide supporting templates.

Risk Management

Typical steps of risk management:

- Identify the risk;
- Evaluate the risk;
- Identify the suitable responses to the risk;
- Select the response measures;
- Plan and evaluate;
- Monitor and report (return to step 2).

The easiest way is to create and maintain a good Risk Register. This may include initial risk estimates. The register should be updated quarterly or six-monthly based on the input from the internal reports.

FINANCIAL MANAGEMENT

The financial management of an EU-funded project starts at the budget development phase of proposal preparation. If you prepare a good budget – a well-planned one - you will have an easy job during the implementation of your project.

In EU-funded projects, costs can be divided into the following categories:

- Direct Costs (that can be attributed directly to the project)
    - Personnel costs (can also include "in-house consultants")
    - Sub-contracting/Third Party Assistance
    - Other Direct Costs
    - Travel costs for personnel working on the project
    - Costs for consumables
    - Other costs
    - Purchase costs/renting costs of durable equipment (depreciation)
- Indirect costs
- All those costs which cannot be identified as attributed directly to the project (the "running" costs: electricity, heating, telephone, internet etc. – also called "overheads")

Funding rates

Most EU programmes cover a specific percentage of eligible costs of the project (cost reimbursement method). EU funding may cover up to 100 % of all eligible costs. As seen in previous sections, certain EU programmes define the funding rate for activities that are linked to specific actions/funding schemes and in many cases set a limitation for the overall funding amount.

Another funding mechanism is based on unit costs (A unit cost is a fixed contribution which is multiplied by the specific number of units to cover the costs linked to the implementation of a specific activity or task)- most used in Erasmus+ programme e.g. as seen below in the extract from the programme guide of this programme:

TYPES OF GRANT

The grant may be any of the following types[138]:

- reimbursement of a specified proportion of the eligible costs: e.g. the amount awarded under the framework of Strategic Partnerships to cover additional costs linked to the participation of persons with special needs;
- reimbursement on the basis of unit costs: e.g. the amount awarded for the individual support in the framework of mobility projects in the field of education, training and youth;
- lump sums: e.g. the amount awarded to contribute to the implementation of complementary activities under Jean Monnet Projects;
- flat-rate financing: e.g. the amount awarded to cover indirect costs for profit sport events;
- a combination of the above.

The financing mechanism applied under the Erasmus+ Programme in most cases provides grants based on the reimbursement on the basis of unit costs. These types of grant help applicants to easily calculate the requested grant amount and facilitate a realistic financial planning of the project.

Indirect eligible costs (e.g. administration, communication and infrastructure costs, and office supplies) are reimbursed with a specific flat rate of the direct eligible costs (flat rate financing) where the percentage varies between 7-25%.

Checks and audits

In EU projects the coordinator and also the partners can become subjects of a so called a financial viability check before the project starts, in which they must prove that they have the resources to implement the project.
In many EU programmes the projects are required to submit with the official report an audit certificate in which an independent auditor certifies the eligibility of the costs occurred in the project. In specific cases the EC may ask only for one such certificate at the end of the project and may even limit the requirement to a certain amount of EU funding below which the certificate is not mandatory to submit.
The European Commission may initiate a financial audit any time during the lifetime of a project on the whole project and its participants an may do the same up to two years after payment of the balance. The audit strategy is focused on risk and fraud prevention.

Risk avoidance mechanism

There is only one programme where there is such a mechanism set up. The Horizon Europe Mutual Insurance Mechanism serves to cover the risk of financial losses. In Horizon Europe the financial responsibility of each participant is limited to its own debt. To ensure proper financial operation of H2020 the Commission established and operates a Guarantee Fund (now renamed to Mutual Insurance Mechanism) to assess risk of default and to cover financial loss. In other EU programmes the beneficiaries, normally the lead beneficiary is holding responsibility financially for the implementation of the project.

Eligible and Non-eligible costs

The total budget of a particular project must include all possible expenditures and costs: personnel/staff, travel, investment costs, running costs, etc. There are different needs and requirements in every single project, however in each case it is true that from the EC point of view a project budget is built-up from two types of costs: eligible and non-eligible costs.

Eligibility criteria

- Actual
- Incurred during the lifetime of the project, with the exception of e.g. costs relating to final reports and audit certificates;
- Indicated in the estimated overall budget of the project;

- Necessary for the implementation of the project which is the subject of the grant;
- Identifiable and verifiable, in particular being recorded in the accounting records of the beneficiary and determined according to the applicable accounting standards of the country where the beneficiary is established and according to the usual cost accounting practices of the beneficiary;
- Comply with the requirements of applicable tax and social legislation;
- Reasonable, justified, and comply with the principle of sound financial management, in particular regarding economy and efficiency.
- Not covered through EU grants in the form of contribution to unit costs, lump sums or flat-rate financing.

VAT

Value added tax will be considered as an eligible cost only if it is not recoverable under the applicable national VAT legislation.

Direct and Indirect Cost

Within the above defined "Eligible costs" category there are two main cost types which may be considered eligible and can be charged to the project: Direct Costs and Indirect (or maintenance/running) costs.

"Direct costs are all those eligible costs which can be attributed and *justifiably* linked directly to the project and are identified by the beneficiary as such, in accordance with its accounting principles and its usual internal rules."

The following direct costs may be considered as eligible (this list is not exhaustive):

- Personnel/Staff Costs
- Subcontracting
- Other Costs:
  - Travel Costs
  - Durable Equipment
  - Consumables/Other Costs
  - Cost of Certificate(s) of Financial Statements

Flat-rate amount not exceeding 7% (ERASMUS+, COSME, LIFE, Creative Europe, etc.) or 25% (Horizon Europe) of the eligible direct costs of the project is eligible under indirect costs, representing the beneficiary's general administrative costs (e.g. electricity or Internet bills, cost for premises, cost of certain permanent staff, PCs, etc.) which can be regarded as chargeable to the project.

Non-eligible costs

- Not foreseen in the proposal (e.g. subcontracting not foreseen)
- Related to return on capital, debt and debt-service charges, future losses or debts
- Interest owed
- Currency exchange losses
- Excessive or reckless expenditure
- Deductible VAT
- Cost incurred during suspension of the action costs declared by the beneficiary and covered by another project or work programme receiving an EU grant
- **In ERASMUS + e.g.**
    - in the case of renting or leasing of equipment, the cost of any buy-out option at the end of the lease or rental period;
    - costs of opening and operating bank accounts (including costs of transfers from/to the National or Executive Agency charged by the bank of the beneficiary).
- **In Horizon Europe e.g.**
    - Bank costs charged by the Beneficiary's bank for the transfers of grants from the EU

Developing the Budget

The budget is an important part of the proposal, as it will set the standard for how much the EC will contribute, or in other words, it will be the starting point from which the EC will start to reduce.

The first thing to remember is that no evaluator can know how much a specific action will cost. They can only judge if it seems reasonable. It is important not to underestimate the budget as evaluators will consider that the proposed action cannot be carried out due to insufficient resources. The budget will most likely be reduced and the EC contribution specified in the letter of invitation to Grant Agreement negotiations is the maximum amount. The budget cannot be increased during negotiation.

Staff costs comprise a significant part of the budget. These should be calculated using gross-gross salaries multiplied by man-months (staff effort). Some programmes use daily or hourly rates and number of days or hours for the calculation and even have limits per country and per staff category that can be included into the budget (ERASMUS+ e.g.) Salary rates should include all social charges and taxes but exclude overheads (i.e. indirect costs). One man-month is generally 21 working days, eight hours per day.

The budget can be simple or complex as the consortium decides. In smaller projects it does not need to be too detailed, but in larger projects with numerous partners it is better to provide a detailed budget.

The budget must be broken down according to activity, each work package should have a separate budget, not only partners.

The budget should also be properly allocated according to the workload of the project and representative of the partners. It is obvious that salary rates vary according to country, but moving some of the tasks, such as printing, to less expensive countries can offset this. There are some budgetary guidelines to follow, but these are provided in the Guide for Applicants as well and should be duly followed.

Even if the budget is only an estimate[6] at the proposal preparation stage, and may change up until the acceptance of the costs during project implementation, you should properly plan the costs. The proposed budget cannot be increased at a later stage, only decreased. The budget should be realistic; there are no extra points given during the evaluation by proposing a small budget. Actually, it may have the inverse effect as it gives the impression that the proposers are not fully aware of the action's related costs. Also, during the preparation of the Grant Agreement the European Commission may ask for changes in the proposal and the budget, thus when you plan the budget, some leaving room for flexibility is beneficial.

Some EU competitive programmes require detailed budgeting, others ask for a summary table. In any case it is always recommended to have a detailed budget for future reference during project implementation.

An example for a simplier budget table from the Justice programme:

3 - Budget for the proposal

Maximum reimbursement rate for the call
80,00

No	Name of Beneficiary	Country	Estimated eligible costs								Estimated income		EU contribution
			A Direct personnel costs /€	B.1 Direct travel costs	B.2 Direct subsistence costs	C Direct costs of sub-contracting /€	D Direct costs of providing financial support	E Other direct costs	F Indirect costs /€ Max 7% of direct costs (sum of budget categories A-E)	G Total costs/€ (A)+(B)+(C)+(D)+(E)+(F)	H Receipts	I Other income (G-H-J)	J Requested EU contribution / €
1			0	0	0	0	0	0	0,00	0,00	0,00	0,00	0,00
Total			0	0	0	0	0	0	0,00	0,00	0,00	0,00	0,00

Requested reimbursement rate % K Requested EU contribution / Total costs	Requested indirect cost flat-rate % L Average indirect costs (F) of participants (max. 7 %)
0,00	0,00

[6] Take into consideration the likelihood of any increase in the costs due to inflation over the next 12-24 months.

An example for a more detailed budget structure is shown below – from the COSME's Erasmus for Young Entrepreneurs scheme:

Summary table:

Erasmus for Young Entrepreneurs - COS-EYE-2015-4-01

Participant		Eligible Direct costs						Eligible Indirect Costs	Total Eligible Costs
Participant No.[1]	Organisation short name[2]	(A) Direct personel costs[3]	(B) Other direct costs			(C) Direct costs of subcontracting[7]	(D) Costs of financial support to 3rd parties[8]	(E) Indirect costs[9]	(F) Total estimated eligible costs (A+B+C+D+E)
			Travel costs and subsistence allowances for personnel[4]	Depreciation cost of equipment[5]	Costs of other goods and services[6]				
1	0	0	0	0	0	0	0	0	0
2	0	0	0	0	0	0	0	0	0
3	0	0	0	0	0	0	0	0	0
4	0	0	0	0	0	0	0	0	0
5	0	0	0	0	0	0	0	0	0
6	0	0	0	0	0	0	0	0	0
7	0	0	0	0	0	0	0	0	0
8	0	0	0	0	0	0	0	0	0
9	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0
11	0	0	0	0	0	0	0	0	0
12	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0
14	0	0	0	0	0	0	0	0	0
15	0	0	0	0	0	0	0	0	0
TOTAL		0	0	0	0	0	0	0	0

Template

Partner tables:

Executive Agency for Small and Medium-sized Enterprises (EASME)

Erasmus for Young Entrepreneurs - COS-EYE-2015-4-01

Data Coordinator				Template	
Organisation short name		Participant No	1	Participant Role[13]	CC

Direct staff costs

Name of the staff and category (e.g. senior expert, expert, junior expert, etc.)[14]	Hours on Project[15] (A)	Hourly Rate[16] (B)	Direct Staff costs (AxB)
			0,00
			0,00
			0,00
			0,00
			0,00
			0,00
			0,00
			0,00
			0,00
			0,00
			0,00
			0,00
			0,00
Total	0		0,00

Travel costs and subsistence allowances for personnel

	Number of travels	Average travel and subsistence costs	Total [EUR]
International travels			0
National travels			0
		Subtotal:	0

Depreciation cost of equipment

Description	Work Package no.	Cost/value	Period of months used for project	Depreciation months	% Allocation to the project	Total [EUR]
		C	A	B	D	(A/B)xCxD
						0
						0
						0
						0
						0
						0
						0
					Subtotal:	0

Costs of other goods and services

Description	Work package no.	Total [EUR]

Subcontracting

Name of sub-contractor	Country	Description	Work package no.	Total [EUR]

Costs of financial support to 3rd parties

Expected number of entrepreneurs	Host Country	Expected average duration of the stay (months)	Work package no.	Total [EUR]

Cost calculation

This phase is needed to ensure full planning – all costs budgeted.

Personnel costs calculation

Ask your partners to calculate with different staff categories. For instance, 40% of the time of a PhD student, 20% of a senior researcher, 30% of a research manager, 10% of a financial manager (minimum of two categories should be considered). Take into account their average monthly salaries, multiply with the % of their time estimated to be allocated for the project, and base your one average person month calculation on this.

How to calculate one person-month? Well, no recipes here. One person-month can mean 135-170 hours in one month. If you calculate with the average monthly productive hours of the previous year, you will be fine. The budget is only an estimate.

Overestimating your budget by 10-15% is still better than underestimating it. Your person months calculated should be sufficient to allow your organisation to finalise the tasks foreseen.

EXAMPLE FOR CALCULATING AN AVERAGE PERSON-MONTH RATE

A project with 8 work packages
A university partner in Germany calculates PMs
A key partner in WP3 and WP4
36 months project period.

Person 1: One senior researcher will be the main contact person and overlook all activities, 20% of his time is dedicated to the project in a year. She/ He will be mainly working in WP3 and WP4, but his time is also dedicated to WP1 and WP8.; 2.4 PMs/year; Salary: EUR 8,000

Person 2 and 3: Two PhD students will work on the every-day scientific tasks, 80% of their time is allocated to the project in WP3 and WP4; 19,2 PMs/year; Salary: EUR 4,500

Person 4: One manager will be overlooking dissemination, administrative and management issues, involved in WP1 and WP8. All together 3PMs in three years; Salary: EUR 5,000.

Calculation:

Person 1:	3 x 2.4 PMs x 8,000 = 19,200
Person 2 and 3:	2 x 3 x 9.6 x 4500 = 259,200
Person 4:	3 x 5,000 = 15,000
Total =	293,400 EUR
Average PM rate:	**293,400 / 67.8 = EUR 4,327**

Calculation of staff costs in ERASMUS+ programme e.g. will look differently as you have to consider the specific staff categories and the cost limits to these.

					Staff cost by category											
			Overall total number of working days	Overall total staff costs	Manager			Teacher/Trainer/Researcher			Technician			Administrative		
					Number of working days on the project	Cost per day	Total staff cost by category	Number of working days on the project	Cost per day	Total staff cost by category	Number of working days on the project	Cost per day	Total staff cost by category	Number of working days on the project	Cost per day	Total staff cost by category
		Total	0	**0,00**	0		**0,00**	0		**0,00**	0		**0,00**	0		**0,00**
Partner	Name	Country														
			0,00	0,00			0,00			0,00			0,00			0,00

In this case you have to calculate with the average daily rates of the personnel according to staff categories, taking into account the max allowed staff costs for that category in your country.

Other costs

One of the basic and most common mistakes is forgetting to budget a task. During implementation you should not end up realising that you do not have enough budgets for a travel, an event, a software purchase, etc.
To be able to be flexible and make reallocations when needed, make sure to allocate budget in each cost category.

Travel costs are eligible according to the below rules and principles:

- For staff taking part in the project
- According to the usual practices of the beneficiary - *Using the cheapest means in ERASMUS +*
- if Based on real costs
- including all costs from Point A to Point B and may include visa fees, insurance, local travel to the destination, etc) – *distance calculation tool in ERASMUS + with a unit cost/travel*
    - The travel is linked to the action
- Subsistence: according to internal rules (per-diem, invoices)
    - May include accommodation, drinks, meals, local travel
    - Max. limits to be taken into account in ERASMUS + and/or national rules

Equipment costs are eligible according to the below rules and principles:

- Purchase, rent or lease of equipment (new or second-hand), including the installation, maintenance and insurance costs
- Written off in accordance with the tax and accounting rules applicable to the beneficiary
- Horizon Europe
    - Renting or leasing – only if doesn't exceed the depreciation costs, no financing fees and usage rate of the equipment must be recorded
- ERASMUS +
    - All equipment related to the administration of the project (e.g. PCs, portables, etc.) and all equipment purchased before the start of a project is covered by indirect costs of the project

Other direct costs have to be directly linked to the project and may include:

- The organisation of seminars where the seminar is foreseen as a product/result - Purchase of product related consumables,
- Travel and/or subsistence costs are reimbursed to third parties (people who are neither staff of the partners in the consortium, nor subcontractors),
- Developing dissemination material,
- Press releases and publicity,
- Purchase of copyrights and other Intellectual Property Rights,
- Purchase of information materials,
- Specific evaluation of the project,
- Audits,
- Translations,
- Website development, etc.

Regarding subcontracting:

- Activity has to be clearly described in the proposal
- Value-for-money selection process has to be implemented and proven – follow organisational and/or national rules
- There are limits for subcontracting in certain programmes
- Subcontractors can be audited

Financial Reporting

Financial reports - Preparing and submitting financial reports is one of the most important tasks in a project. Usually a detailed report must be submitted twice during the project period: once for the Interim Report and once for the Final Report, while a short, table-form briefing must be attached to every Progress/Interim report.

The Financial Report is part of the Periodic/Interim progress Reports, which provide justification of the major costs incurred and resources deployed by each beneficiary, linking the activities implemented by each beneficiary and explaining their necessity.

Financial reports are normally delivered in an excel table and submitted through electronic means to the coordinator and then to the European Commission. They will contain explanatory notes on the major cost items such as personnel, important equipment, travel, etc. and a tabular overview of budgeted costs and actual costs. Some programmes require to submit an excel sheet detailing all invoices reported, e.g. Creative Europe or Erasmus+ sport sub-programme.
The approval of the detailed financial report is the precondition for the transfer of the interim payment / 2nd advance-payment or the final / balance payment. Payments are done to the lead beneficiary/coordinator who transfers the payment to the other beneficiaries.

The Financial Management and Accounting system

One of the key success factors of project implementation is to have an internal controlling system reasonably capable of guaranteeing that the operation is complying with the legal and financial obligations. Receipts and payments for the project must be proven and identified and shown that they are separate from the normal operations of the organisation.

Requirements for the cost keeping (accounting) system:

- Must include all project related costs and the requested details (seller details, invoice no., dates, amounts, VAT, unit, purpose, justification, cost category).
- The country specific and EC specific rules must be in line!
- It must be up-to-date! Upload the new costs and invoices frequently for cost efficiency.
- Handle it separately from other company-related costs!

In case the company is running multiple projects, it is very important to separate all invoices according to projects so as not to fall into the problem of double funding. To be able to identify all invoices by project a good accounting system is needed, where the place of invoices can be identified in the EC and national system in order to ease reporting with the respective tax authorities. This can be managed in a simple excel table.

Time sheets - Nobody can prove how many hours were actually spent on the project, but nobody can question how many hours were worked as long as there are valid timesheets for the period. There is no pre-defined form of timesheets, only the minimum requierements of data to be visible on a timesheet (but templates are available) and usually personnel time recordings should be enough if they show actual personnel involvement in the project. Make sure to fill out the timesheets during the course of the project identifying the names of involved staff, their role(s), and the rates hourly, daily or monthly (including hired employees and in-house consultants). The timesheet must be validated by the persons involved and by the supervisor in the organisation. Save them like the invoices in case of future audits.

Budget monitoring

It compares the planned budget with the actual, but also considers adjustments such as costs accepted/rejected after a review, etc. You should also monitor the status of the person months spent on a work package by work package, or even task by task basis. Also, you have to consider and note to all partners that eligibility rules have to be met.

The reported Eligible costs must be:

- Actual, except…
- Average personnel costs – check the conditions!
- Incurred during the project, except…

- Ticket to kick-off meeting bought before the start of the project (date of completion of the mission counts)
- Equipment purchased before the project start but the depreciation period and eligibility period overlap
- After the project closure and within 60 days for reporting and reporting only!
- Incurred at/by the Beneficiary, except….
- Incurred at a third party
- In accordance with the beneficiary's usual accounting and management principles, except…
- Your 'jolly joker' sentence. Do not change your principles just because you joined an EU project.
- Recorded in the accounts of the beneficiary, except…
- Recorded in the accounts of a third party
- Used for the sole purpose of achieving the objectives of the project – NO EXCEPTION!

Typical mistakes in financial reporting

Typical mistakes in personnel cost calculation:

- Costs claimed for people not directly employed nor paid by the beneficiary.
- Personnel costs claimed based on budgeted, standard, estimated rates.
- Billable hours are used instead of number of workable hours.
- For the calculation of the number of productive hours on the project, including time spent related to maintaining general expertise, administration and/or sales.
- Absence of timesheets.
- Timesheets not approved by a project leader.
- For the calculation of the hourly personnel rate, by dividing the payroll costs by the number of productive hours on the project (only) instead of by the total number of productive hours.
- Personnel costs claimed include overtime hours for which staff have not been paid.
- Personnel costs claimed include the remuneration of an in-house consultant hired through a contract with a consultancy firm (no labour contract, no direct instructions, not 100% on the premises, commercial rate, etc).
- Overhead costs included in the personnel cost calculation.

Other mistakes:

- Incorrect conversion in EUR.
- Costs claimed include elements not incurred and recorded during eligibility period.
- Costs include excessive costs and uneconomical expenditure (travel).
- Costs not relevant to the project (hospitality costs, entertainment costs).

- Costs cannot be substantiated by proper audit trail and full supporting documentation (Invoices, tickets, timesheets).

Project closing, post-monitoring

The precondition of closing the project is submission and approval of the technical and financial final reports. Only after these have been submitted is the project considered to be closed by the EC and the final or balance payment transferred. This process can take up to 6 or 12 months depending on the scale or achievement of the project and the final payment will arrive only after the project is officially closed. If the project ran without problems during the implementation, its closure will also go fast, and the converse is also true, problems lead to scrutiny. On project closure the Project Officer posts technical and financial questions and asks for supplements that need to be answered. Only after that process is complete, the project can be closed and the final payment of the grant transferred.

When submitting the final reports to the European Commission, it usually takes 3-6 months to receive the final payment(s) and the official letter of project closure. The time needed for closing the project mainly depends on the performance of the partnership during the project. If all deadlines were met and all the reports were submitted on time without any major problems, then this period could be even shorter. But when a partnership had serious delays during the project, there was a problematic partner and/or the quality of implementation of the planned tasks was poor, this period could be extremely long – even more than one year.

When the project is closed and the final payment is transferred, the Commission still has two years to monitor or evaluate the project. The Commission may organise reviews or request additional information from the beneficiaries relating to submitted reports and/or to the implementation of the project, e.g. databases, statistics, evaluations. The EC may also carry out an audit at any time during the contract and up to two years after the end of the project. The audits have to be organised by either the Commission, or the European Court of Auditors. Audits may cover any scientific, technological, ethical, financial or other aspects relating to the proper implementation of the project and the EC Grant Agreement. Beneficiaries are legally obliged to keep all original (or electronic) documentation relating to the EC Grant Agreement for up to five years from the end of the project. The financial audit will cover all financial aspects of the reported costs, systematic aspects that refer to your accounting and time recording system, the method of overhead or personnel cost calculation, etc. And finally it also examines other aspects, such as if the costs allocated to the project follow the usual accounting and management principles of your organisation. Check out your obligations in case of an audit.

A provisional report shall be drawn up on the basis of the findings made during the financial audit and sent to the beneficiary audited. The beneficiary then can make observations within one month of receiving the report. The Commission may decide not to take into account observations or documents sent after that.

The final report shall be sent within two months of expiry of this deadline. On the basis of the conclusions of the audit, the Commission may issue recovery orders and apply sanctions including liquidated damages.

Sanctions are foreseen in cases of irregularities committed by a beneficiary, such as infringement of a provision of European Union or national law or any breach of a contractual obligation.
In such cases the Commission can exclude the beneficiary from the current grant agreement, exclude the beneficiary from other Framework Programme contracts and from contracts under other EU Programmes. The beneficiary might become ineligible to participate in future Framework Programme activities, and in programmes under other European Union policies. And finally the Commission, with the aim of protecting the financial interests of the European Union, is entitled to claim liquidated damages from a beneficiary who is found to have overstated expenditures and who has consequently received an unjustified financial contribution from the EU.

To avoid the previously mentioned scenarios, you have to be prepared. Your financial reports of course have to comply with both the national and the programme's rules. It should also be noted that the auditors will usually not evaluate the value-for-money, but they will examine if the costs were excessive or reckless. Justification of the costs should be simple and understandable as the auditors will be financial experts, not scientific. An official letter received from the Commission will initiate the procedure of the audit. You will receive contact information of the auditors with whom you can discuss the details of their visit. Depending on how many and how big projects they want to audit, the visit may take 1-5 days. Please note that the auditors may ask for all kinds of financial documents, even those not related to the project under audit.

After the detailed check of your documents, the auditors will prepare a preliminary audit report. You may comment on their conclusions and justify your opinion if different from the auditors'. The Commission will decide on the closure of the audit with or without the consequences.

OTHER MANAGEMENT ISSUES

Technical activity report and monitoring

Reporting fills an important function in allowing the Commission to follow the project and ensure it is implemented as stated in the Grant Agreement and in compliance with financial rules. Beneficiaries will submit an interim/progress report informing on the state of implementation of the project. The interim/progress report must be submitted by the deadline indicated in the grant agreement or grant decision.

The aim is to provide an overall picture on the project's progress, relation to original and revised plans, and provide a review of incurred costs. It is also a good opportunity for the Coordinator to confirm that the beneficiaries carry out the work as planned and agreed. The project officer, and occasionally experts from the Commission, assess the reports and decide whether any modifications are needed or if the project can continue as foreseen. The consortium can initiate changes during the project, but major modifications must be submitted and approved by the Commission. It is important to inform the project officer about major changes in due time before they take place as expenditures that were not foreseen initially are not eligible or calculated for in the grant.

The structure of a progress report template varies between the different programmes. Here is an example from the LIFE programme:

1. Table of contents.
2. List of keywords and abbreviations (when appropriate).
3. Executive summary (max 3 pages).
    3.1. General progress.
    3.2. Assessment as to whether the project objectives and work plan are still viable.
    3.3. Problems encountered.
4. Administrative part
5. Technical part (You can add more descriptive titles that refer to the technical content of the project)
    5.1. Actions (please follow the structure of your proposal).
    5.2. Envisaged progress until next report.
    5.3. Impact:
    5.4. Outside LIFE: Summarise the different actions taking place outside the framework LIFE project (i.e. not financed by LIFE) but that are complementary to the project and add to its impact (if applicable).
6. Financial part
    6.1. Costs incurred (summary by cost category and relevant comments).
7. Annexes
    7.1. Deliverables
    7.2. Dissemination materials

As described in the Erasmus+ Handbooks as well in more details, performance-oriented monitoring is relevant in the first half of the project lifecycle: it targets more the way the project is being managed, how the consortium is cooperating, and whether the activities are being implemented according to plans. A result-oriented approach is relevant in the second half of project implementation and focuses more on the produced deliverables, their outreach, dissemination, future exploitation and sustainability, scalability and transferability of results.
The EC monitoring may cover operational and/or financial aspects and may be performed through face to face meetings or remotely. Monitoring can be performed in three main different ways (not exhaustive list, additional project monitoring methods may be developed):

- desk monitoring,
- EC monitoring activities (visits),
- Online monitoring through the electronic tools of management (e.g. Funding and Tenders portal or Collaborative e-Platform)

We should keep a good professional relationship with the Project Officer and not disturb him/her with trivial problems that can be solved within the consortium. In case of major problems, obviously he/she should be informed. Include the problem in the report but inform also the Project Officer informally via a phone call or an email.

A periodic report contains an overview of the achieved results during the given period, a description of progress toward the objectives of the project, a description of progress towards the milestones and deliverables foreseen, the identification of any problems encountered and corrective action taken.
Deliverables are partial results of the project. As the name indicates, these should be delivered according to the deadlines defined in the Grant Agreement. Deliverables can have different statuses and thus be available to different groups, i.e. public, restricted or confidential. The deadlines for deliverables must always be met; they are an indicator that the project is progressing on time. Dissemination is an important issue for the EC and it is best if as many deliverables as possible are classified as public in the proposal.
At the end of each reporting period the Commission shall evaluate the reports and the deliverables and disburse the corresponding payments.
Payments will be made after the Commission's approval of reports and deliverables. The absence of response from the Commission within the time-limit will not imply the reports and deliverables approval. The Commission may reject reports and deliverables even after the time-limit for payment.
What can happen if a report/deliverable is NOT approved?

- Suspend the time limit for payments (informing the coordinator in writing).
- Proceed with an interim payment in part.
- Start the procedure for termination of the GA in whole or in part

Technical reviews – monitoring site visits

The aim of a technical monitoring meeting – called review or monitoring site visit - is to assess the work carried out under the project over a certain period and provide recommendations to the Commission (typically use independent expert(s) to review project).
A visit to the premises of the coordinating organisation can take place at any time during the lifetime of the project. The visit will focus on the follow-up of the work programme, project outputs, communication, administrative practices, project documents, as well as on general questions relating to the financial management of the project.
Such reviews may cover scientific, technological and other aspects relating to the proper execution of the project:

- Degree of fulfilment of the project work plan and the related deliverables
- Resources planned and utilised
- Management procedures
- Expected potential impact in scientific, technological, economic, competitive, and social terms (where relevant)
- Dissemination and exploitation plans

Possible outcomes:

- The project can continue without modification or with minor modifications
- The project can only continue with major modifications
- Termination of the agreement or of the participation of any beneficiary
- Issue of a recovery order regarding all or part of the payments made by the Commission and application of sanctions

Publications

Any communication or publication related to 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 funding from the Union and must display the European Union emblem. When displayed in association with another logo, the European Union emblem must have appropriate prominence.

EU competitive programmes promote the open access to materials, documents and media that are useful for learning, teaching, training, research, youth work and are produced by projects funded by the Programmes. Beneficiaries producing any such materials, documents and media in the scope of any funded project must make them available for the public, in digital form, freely accessible through the Internet under open licences. Beneficiaries are nonetheless allowed to define the most appropriate level of open access,

including limitations (e.g. interdiction of commercial exploitation by third parties) if appropriate in relation to the nature of the project and to the type of material.
The open access requirement is without prejudice to the intellectual property rights of the grant beneficiaries. The Agency and the Commission can make free use of the results of your project.
During and after the project, the Coordinator shall provide references of all scientific publications related to resluts at the latest 2 months after publication (full list in Final Report)
In terms of scientific publications we can differentiate gold and green ways for open access.
"OPEN ACCESS" Clause in the GA ensures that publications are placed in a repository, making them electronically and freely available to anyone.
The “green” OA, also called Self-archiving, means that the published article or the final peer-reviewed manuscript is archived (deposited) by the author - or a representative - in an online repository before, alongside or after its publication. Repository software usually allows authors to delay access to the article (‘embargo period’).

The “gold” OA, also called Open access publishing, means that an article is immediately provided in open access mode as published. In this model, the payment of publication costs is shifted away from readers paying via subscriptions. The business model most often encountered is based on one-off payments by authors. These costs (often referred to as Author Processing Charges, APCs) can usually be borne by the university or research institute to which the researcher is affiliated, or to the funding agency supporting the research. In other cases, the costs of open access publishing are covered by subsidies or other funding models.

Dissemination and Exploitation

EU projects have the responsibility to put emphasis on dissemination and exploitation of results, as they directly contribute to the impact of the programme and to public awareness of their functioning and results. Beneficiaries must make themselves familiar with the underlying principles and tools and take them fully into account during the project implementation phase.

Dissemination is a planned process of providing information on the results of the activities to key actors. It occurs as and when the results of activities become available.

Exploitation is (a) a planned process of transferring the successful results of the activities to appropriate decision-makers in regulated local, regional, national or European systems, on the one hand, and (b) a planned process of convincing individual end-users to adopt and/or apply the results of the activities on the other hand.

IPR Issues

IPR stands for Intellectual Property Rights. When an organisation operating in any field produces something, then that something, whether it is information, a book, a product or service, should be protected. IPR is extremely important and it is the duty of the consortium to determine how any Intellectual Property developed is going to be protected. There are various forms of protection for intellectual property a consortium can use.

The first form protects, in general, artistic, intellectual and/or creative works and is a **Copyright**. There are no formalities to enjoy copyright protection. Once an idea has been expressed the creator is automatically granted copyright protection. While formal registration is not required to receive copyright protection, it is recommended that formal registration be sought, as this can be very useful in cases of disputes. Typically copyrights are granted for a certain period of time, and up to 70 years after the author has died. Some examples of works that enjoy copyright protection are written works, books, software, lyrics, etc. Copyrights are international in character and are enforced all over the world.

The second form of protection is a **Patent**. Patents are used to protect new inventions, typically industrial inventions. While copyrights are international, patents only protect inventions in the country where the patent was granted, that is to say they only provide territorial protection, although it is possible to apply for a patent from a regional office, which can cover more than one country (i.e. the European Patent Office). Patents are granted through a patent office and can be expensive. Formal requirements must be met in order for an invention to be granted a patent. Such formal requirements include originality, i.e. newness, practical use, and inventive. If the invention incurs high costs during development it is highly recommended to ensure a third party does not develop a similar product and patent it, denying the original creator any privileges. Typically a patent is applicable for 20 years before it becomes a public domain.

The third common form of protection is a **Trademark**. Trademarks allow for brand recognition and are a way for consumers to associate products of the brand with the same quality, good or bad. They are granted for products and services. As with patents, trademarks are granted territorially, must meet formal requirements and can be very expensive. The typical time period of a trademark is ten years, but can be renewed for ten-year periods indefinitely.

International protection for patents and trademarks can be applied for and obtained from the World Intellectual Property Organisation.

Costs are high but worth the expense, as such protection will eliminate future legal problems that may arise. The costs incurred for protecting results of an EU project are considered eligible costs; therefore they may be charged to the project – *if protection is reached within the project duration*. Any results occurred in parallel with the project but not directly related to the project are not eligible and cannot be charged to the project.

Other forms of intellectual property right protection also exist, but the three mentioned are the most common. It is important to keep in mind that ideas cannot be protected solely as ideas! They must be transformed into tangible, concrete form before they can be protected. Entering into an EU project can be a great advantage for any company or organisation, but as companies and organisations have certain "trade secrets" that should be protected it must always be clearly stated how the partners in a consortium are going to protect their background and foreground. In order to protect background and result in any project a Consortium/Partnership Agreement should be signed.

Gender Action Plan

By integrating the concept of gender mainstreaming into EU projects, the EC aims to ensure that gender aspects are taken into consideration during the whole research project, from its inception to delivery, and to ensure that the scientific research is gender-aware, addresses gender-related needs, and contributes to eliminating gender discrimination. To monitor the career progress of female scientists' participation in Framework Programmes, the EC collects statistics on gender distribution, showing whether the situation is improving, and how it differs across scientific disciplines and countries. Further information with respect to EC's activities and policies to promote gender equality in science can be found at the following link:
EC website on Science with and for Society (Swafs)

The Gender Action Plan, which an increasing number of projects have in place nowadays, is not primarily about how many female researchers work in the consortium. You may provide sex-disaggregated data on the workforce involved in the research proposal, but that is only the beginning.

If possible, when recruiting researchers, the project partners can try offering gender sensitive working conditions and culture; but that also requires a gender strategy at the participating organisations. Horizon 2020 should support organisational changes in research institutions and in the content and design of research activities. More importantly, the project should address gender dimension of the research activities within the project considering target groups, using different channels or tools to address female/male researchers, etc.

To increase female participation, you may consider:

- Collecting gender statistics on the workforce employed by the consortium and monitor the progress made in terms of gender balance;
- Establishing a Gender Awareness Group or equivalent structure to encourage networking and mentoring amongst women researchers;
- Organising outreach activities such as girls' days;
- Organising incentives (fellowships and training awards) that really fit the needs of women beneficiaries.

Regarding the gender aspects of a specific research field, we suggest using the following document for guidance:

- This report published by the European Commission provides scientists and engineers with practical tools for gender analysis which help them rethink concepts, formulate relevant questions and develop appropriate methods.
- The report also offers recommendations to research funding agencies, research institutions, heads of higher education establishments, industries, journal editors and other interested parties

Gendered innovations (2013)
Gender Equality Strategy (2020)

- FP7 supported the promotion of gender equality in scientific research through several projects. The Gender Toolkit is a practical tool for integrating gender aspects into research projects, including equal opportunities for women and men and the gender dimension of research, thereby contributing to excellence in research. The project finished in 2012. Check the toolkit's downloadable sections in your research field:
- https://www.yellowwindow.com/genderinresearch

TAKING GENDER ASPECTS INTO ACCOUNT

Gender equality is a tough issue not just only in project development but also during project implementation. Gender issues may arise unexpectedly and you have to know how to deal with them. At the beginning of an earlier FP7 Science and Society project of ours, the consortium prepared a Gender Action Plan with meticulous care where we had committed ourselves to pay special attention to the involvement of female researchers in the project activities, and to monitor their contribution. The overall aim of the project was to identify new approaches to engage the public in science, thereby building a scientific culture and raising awareness to scientific careers. A few months after the project started and the consortium became a good team - thanks to the successfully completed tasks and deliverables - we had a project meeting to monitor progress in the implementation of the project's activities. At the end of the meeting one of our Advisory Board members wanted to take a look at the monitoring data on the women researcher's contribution in the activities. Somehow, the partners and the coordinator overlooked this aspect of the completed tasks and a proper assessment was not done. After we discovered that the measurement was missing, the partners had to review the forthcoming activities and find a way to involve female researchers and measure their contribution – certainly without any major modification of the original tasks. We were lucky that we were really at the beginning and the forthcoming activities were flexible enough to ensure the involvement of female researchers although some partners had to change their original implementation plan in order to fulfil their shared commitment. Lesson learned: Gender Action Plan is not just a document that you complete and then put into the drawer; completed tasks must also respond to the requirements/measurements established in the Action Plan. Although the partners have joint responsibility, in this case the coordinator should be the one to remind partners to ensure their compliance with the objectives set out in the Gender Action

Ethical Issues

As H2020 Manual states: ***„There is clear need to make a thorough ethical evaluation from the conceptual stage of the proposal not only to respect the legal framework but also to enhance the quality of the research."***
Ethical issues are getting tough. Do not forget to tackle ethical issues when relevant. Make sure that you monitor ethical issues throughout the whole project duration.
From the PP Online Manual: "All proposals above threshold and considered for funding will undergo an Ethics Review carried out by independent ethics experts and/or qualified staff working in a panel. The Review starts with an Ethics Screening and if appropriate a further analysis called the Ethics Assessment is conducted. The Ethics Review can lead to ethics requirements that become contractual obligations."

Some typical issues you consider for sure as Ethical issues in Section 5 of the proposal:

1. Research with Humans – do you do a survey? interviews? field work? – informed consent procedure should be described,
2. Protection of Personal Data – data processing, data security, data use principles need to be defined,
3. Research in Third Countries – anyone outside EU? include their ethical principles, regulations to keep. etc
4. Other Ethics Issues – misuse of research data is normally handled in this section

If any of these apply, also decide on management procedures for handling ethical issues in the project.

A few useful readings may help:
GDPR regulation – handling personal data
Ethics in H2020 (Online Manual)
Ethics Self-Assessment – EC publication

Unwanted Procedures

Actions against non-performance

Let's assume you have an excellent communication strategy in place that works well, and your monitoring procedures are also good; still, you may face the problem of a non-performing party.
The first thing you need to understand is "why". What happened? To get a full, satisfactory justification for any action you may ini tiate, you need to know exactly the reasons behind. If e-mail and phone do not work, travel to the premises of the non-performing partner and communicate with the decision-makers. Do not allow the partner to come up with half answers; you need to protect the whole project and the consortium's interests as a coordinator.

When the reasons are clear, you may initiate/suggest changes, such as:

- Partner should employ an assistant, hire new workforce;
- Partner should change the appointed manager for the project;
- Partner might reallocate some budget to subcontracting to perform adequately a task (if possible);
- Other partners might offer help in finalising specific tasks;
- You may ask the help of the EC to sort out legal/financial matters more quickly;
- You may initiate a full project meeting and take a decision on the next steps;

NON-PERFORMING PARTNERS

In a closed project of ours, in which we were a partner supporting the coordinator and leading the dissemination activities, there was a common task, namely the establishment of an online stakeholder platform, to be implemented with all the partners' contribution. Such tasks which require the joint efforts of ALL the partners are tricky – especially in case of larger consortia with more than 10 partners. In the case of our project, this online platform task was not taken seriously by some of the partners who were focussed more on research activities and kept on postponing providing their input for the platform. We should emphasise here that the EC pays as much attention to such horizontal activities (dissemination, promotion, communication, etc.) as it does to research activities in such research and innovation projects. For the EC and the EU in general, it is important that the project activities and their results are successfully delivered, but it is equally important that they are appropriately communicated and conveyed to all relevant audiences. Therefore, when the stakeholder platform development was delayed in our project, our Project Officer was not happy. When the delay became longer (and although the other activities of the project were all going well), official warnings started to arrive from the EC and we had to take corrective action within the consortium, urging partners and making them aware of our joint responsibility arising from the GA and of the possible negative consequences including a suspension or even an eventual GA termination by the EC. Fortunately, these internal warnings have worked out and soon the platform was launched and populated by the partners' input. Of course, from then on the Project Officer kept a much closer eye on the project as the project already received a red flag. Obviously, this is an undesired situation and the best solution would be to avoid this from the beginning by possibly making the partners aware of the importance of the common tasks, setting an internal

- Your last chance is to give an official written notice (also to be reported to the EC) to the partner and follow the procedures defined in the CA.

As the Consortium Agreements normally define:

- Defaulting Party means a Party which the Steering Committee has identified to be in breach of the Consortium Agreement and/or the Grant Agreement as specified in Article x.x of the Consortium Agreement.

"In the event a responsible Management Body identifies a breach by a Party of its obligations under this CA or the GA (e.g. a partner producing poor quality work), the Coordinator or the party appointed by the responsible Management Body if the Coordinator is in breach of its obligations under this CA or the GA will give written notice to such Party requiring that such breach be remedied within 30 calendar days. If such breach is substantial and is not remedied within that period or is not capable of remedy, the responsible Management Body may decide to declare the Party to be a Defaulting Party and to decide on the consequences thereof".

In the event the responsible Management Body declares a party to be a Defaulting Party, the consequences may include:

- Termination of the participation of the Defaulting Party
- The Coordinator may require fulfilling new reporting tasks or work plan related requirements from the Defaulting Party and withhold any interim payment from the Defaulting Party until the requirements are met.

But again, good communication and monitoring procedures are needed, and they need to be followed by all partners, so that such cases are noticed in time and solutions can be quickly recommended and implemented.

Suspension

Suspension of a project is normally initiated by the EC and rarely by the consortium. As a Coordinator, you have a crucial role to survive the process and ensure a positive outcome.
You need to develop a "small new project" for the duration of the suspension. The time and efforts are not co-financed, yet, the tasks have to be performed and you need to make sure that they are done in excellent quality. So, as in a traditional project management scenario, set your goals, define the results to be developed and create a detailed implementation plan. Identify the responsible people for each task, set strict deadlines, and monitor the activities on a daily/weekly basis. Remain a strict coordinator as long as needed. You may use the same templates as previously, but they need to be more detailed.

What you need to clearly explain to the partners:

- Extra efforts and work are needed that are not paid by the project, it is their own investment;
- Tight deadlines will need to be kept, the project should be lifted on their priority list;
- Close monitoring will be implemented by you and all partners need to comply with the stricter reporting rules.

Termination of the participation of a partner

You need to follow the rules and guidelines of the programme. A few extra things to consider:

- Personal, face-to-face discussion of the situation with the project officer might be advisable. Discuss also the actions you have planned in order to avoid any problems in the project. (introduce already a new partner, show the re-organised tasks, etc.);
- The terminated partner's exit report and financial statement needs to be carefully checked. You may consider asking for the timesheets and invoice copies;
- Consider the initiation of a suspension if the termination of the partner creates risks in implementation. Suspension might give you enough time to re-organise the project;
- Be aware of the bad scenarios that may come true (partner does not send the reports, partner does not transfer the balance needed from the advance payment, EC initiates sanctions because of non-accepted reports/deliverables from this partner, etc.) and make sure that you have a Plan B.

Problems with the transfer of the Foreground

IPR issues may lead to sensitive legal conflicts and may jeopardise the exploitation of the project's results. In case you have implemented the four simple steps described earlier (before or after GA signature), you should be able to see clearly if and when a transfer of Foreground will happen.

Your role will be:

- To make sure that all beneficiaries are notified (and the EC if the Foreground is transferred to a third country not associated to Horizon 2020);
- To check that the access rights of the other beneficiaries are protected and remain so after the transfer, so that the transfer does not create a security risk or breach of EU market conditions (e.g. creating a competitive disadvantage for the EU, unavailability on the EU market, etc.)
- To make sure that the transfer does not breach any ethical rules and principles.

If your management structure contains an IPR committee, these tasks would fall under its responsibility.

ANNEX1: USEFUL LINKS

EU Bodies

1. EU Institutions

European Commission
https://ec.europa.eu/info/index_en
European Parliament
https://www.europarl.europa.eu/portal/en
Council of the European Union
https://www.consilium.europa.eu/en/council-eu/
European Court of Auditors
https://www.eca.europa.eu/en/Pages/ecadefault.aspx
Court of Justice
https://curia.europa.eu/jcms/jcms/j_6/en/
European Ombudsman
https://www.ombudsman.europa.eu/en/home
European Data Protection Supervisor
https://edps.europa.eu/

2. Financial Bodies

European Central Bank
https://www.ecb.europa.eu/home/html/index.en.html
European Investment Bank
https://www.eib.org/en/
European Investment Fund
http://www.eif.europa.eu/

3. Advisory Bodies

European Economic and Social Committee
https://www.eesc.europa.eu/
Committee of the Regions
https://cor.europa.eu/en

4. Interinstitutional Bodies

Publications Office of the European Union
https://op.europa.eu/en/home
European Personnel Selection Office
https://epso.europa.eu/
European School of Administration

https://europa.eu/eas/index_en.htm

5. Agencies

List of Agencies and other EU Bodies
https://europa.eu/european-union/about-eu/agencies_en

EC Agencies:

Agency for the Cooperation of Energy Regulators (ACER)
https://www.acer.europa.eu/
Body of European Regulators for Electronic Communications (BEREC)
https://berec.europa.eu/
Community Plant Variety Office (CPVO)
https://cpvo.europa.eu/en
European Agency for Safety and Health at Work (EU-OSHA)
https://osha.europa.eu/en
European Agency for the Management of Operational Cooperation at the External Borders (FRONTEX)
https://frontex.europa.eu/
European Agency for the operational management of large-scale IT systems in the area of freedom, security and justice (EU-LISA)
https://www.eulisa.europa.eu/
European Asylum Support Office (EASO)
https://easo.europa.eu/
European Aviation Safety Agency (EASA)
https://www.easa.europa.eu/
European Banking Authority (EBA)
https://eba.europa.eu/
European Centre for Disease Prevention and Control (ECDC)
https://www.ecdc.europa.eu/en
European Centre for the Development of Vocational Training (Cedefop)
https://www.cedefop.europa.eu/en
European Chemicals Agency (ECHA)
https://echa.europa.eu/web/guest/home
European Environment Agency (EEA)
https://www.eea.europa.eu/
European Fisheries Control Agency (EFCA)
https://www.efca.europa.eu/en
European Food Safety Authority (EFSA)
http://www.efsa.europa.eu/
European Foundation for the Improvement of Living and Working Conditions (EUROFOUND)
https://www.eurofound.europa.eu/
European GNSS Agency (GSA)
https://www.gsa.europa.eu/

European Institute for Gender Equality (EIGE)
https://eige.europa.eu/
European Insurance and Occupational Pensions Authority (EIOPA)
https://www.eiopa.europa.eu/
European Maritime Safety Agency (EMSA)
http://www.emsa.europa.eu/
European Medicines Agency (EMA)
https://www.ema.europa.eu/en
European Monitoring Centre for Drugs and Drug Addiction (EMCDDA)
https://www.emcdda.europa.eu/
European Network and Information Security Agency (ENISA)
https://www.enisa.europa.eu/
European Police College (CEPOL)
https://www.cepol.europa.eu/
European Police Office (EUROPOL)
https://www.europol.europa.eu/
European Railway Agency (ERA)
https://www.era.europa.eu/
European Securities and Markets Authority (ESMA)
https://www.esma.europa.eu/
European Training Foundation (ETF)
https://www.etf.europa.eu/en
European Union Agency for Fundamental Rights (FRA)
https://fra.europa.eu/en
European Union Intellectual Property Office (EU-IPO)
https://euipo.europa.eu/ohimportal/en
Single Resolution Board (SRB)
https://srb.europa.eu/
The European Union' Agency for Criminal Justice Cooperation (EUROJUST)
http://www.eurojust.europa.eu/Pages/home.aspx
Translation Centre for the Bodies of the European Union (CdT)
https://www.cdt.europa.eu/

Agencies under Common Foreign and Security Policy

European Defence Agency (EDA)
https://europa.eu/european-union/about-eu/agencies/eda_en
European Union Institute for Security Studies (EUISS)
https://europa.eu/european-union/about-eu/agencies/iss_en
European Union Satellite Centre (Satcen)
https://europa.eu/european-union/about-eu/agencies/satcen_en

Executive Agencies

Education, Audiovisual and Culture Executive Agency (EACEA)
https://ec.europa.eu/info/departments/education-audiovisual-and-culture_en

Executive Agency for Small and Medium-sized Enterprises (EASME)
https://ec.europa.eu/info/departments/small-and-medium-sized-enterprises_en
European Research Council Executive Agency (ERCEA)
https://ec.europa.eu/info/departments/european-research-council_en
Consumers, Health, Agriculture and Food Executive Agency (CHAFEA)
https://ec.europa.eu/info/departments/consumers-health-agriculture-and-food_en
Research Executive Agency (REA)
https://ec.europa.eu/info/departments/research-executive-agency_en
Innovation & Networks Executive Agency (INEA)
https://ec.europa.eu/info/departments/innovation-and-networks-executive-agency_en

Euratom agencies and bodies

EURATOM Supply Agency (ESA)
https://ec.europa.eu/euratom/index.html
Fusion for Energy (F4E)
https://europa.eu/european-union/about-eu/agencies/fusion-for-energy_en
European Institute for Innovation and Technology
https://eit.europa.eu/

Funding Opportunities

1. Pre-Accession Assistance

IPA II (Instrument for Pre-Accession Assistance)
https://ec.europa.eu/neighbourhood-enlargement/instruments/overview_en
TAIEX
https://ec.europa.eu/neighbourhood-enlargement/tenders/taiex_en
Twinning
https://ec.europa.eu/neighbourhood-enlargement/tenders/twinning_en
SIGMA
http://www.sigmaweb.org/about/

2. External Assistance

ENPI (European Neighbourhood and Partnership Instrument)
https://ec.europa.eu/europeaid/tags/european-neighbourhood-and-partnership-instrument-enpi-0_en
Instrument contributing to Stability and Peace (IcSP)
https://eeas.europa.eu/topics/instrument-contributing-stability-and-peace-icsp_en
Civil Protection and Humanitarian Aid
https://ec.europa.eu/echo/
Macro Financial Assistance (MFA)
https://ec.europa.eu/info/business-economy-euro/economic-and-fiscal-policy-coordination/international-economic-relations/macro-financial-assistance-mfa-non-eu-partner-countries_en
EuropeAid by region
https://ec.europa.eu/europeaid/countries-territories-and-regions-where-we-are-active_en
EuropeAid calls for proposals: PROSPECT
https://webgate.ec.europa.eu/europeaid/online-services/index.cfm?do=publi.welcome&userlanguage=en

3. Regional Assistance

Regional Policy
https://ec.europa.eu/regional_policy/en/
ERDF (European Regional Development Fund)
https://ec.europa.eu/regional_policy/index.cfm/en/funding/erdf/
ESF (European Social Fund)
https://ec.europa.eu/esf/
Cohesion Fund
https://ec.europa.eu/regional_policy/index.cfm/en/funding/cohesion-fund/
EU Solidarity Fund
https://ec.europa.eu/regional_policy/en/funding/solidarity-fund/
IPA
https://ec.europa.eu/regional_policy/index.cfm/EN/funding/ipa/

4. Agricultural Support

Food, farming, fisheries
https://ec.europa.eu/info/food-farming-fisheries
CAP
https://ec.europa.eu/info/food-farming-fisheries/key-policies/common-agricultural-policy/financing-cap/cap-funds_en

5. EU Programmes

Justice and Consumers Programme
https://ec.europa.eu/info/departments/justice-and-consumers_en
COSME
https://ec.europa.eu/growth/smes/cosme/
Creative Europe
https://ec.europa.eu/programmes/creative-europe/about
Customs 2020
https://ec.europa.eu/taxation_customs/business/customs-cooperation-programmes/customs-2020-programme_en
Digital Agenda for Europe
https://ec.europa.eu/digital-single-market/en/newsroom/funding-opportunities/all
EAFRD (European Agricultural Fund for Rural Development)
https://ec.europa.eu/info/food-farming-fisheries/key-policies/common-agricultural-policy/rural-development
EFF (European Fisheries Fund)
https://ec.europa.eu/fisheries/
Erasmus +
https://ec.europa.eu/programmes/erasmus-plus/
EU Programme for Employment and Social Innovation (EaSI)
https://ec.europa.eu/social/main.jsp?langId=en&catId=1081
Europe for Citizens
https://eacea.ec.europa.eu/europe-for-citizens_en
European Globalisation Adjustment Fund (EGF)
https://ec.europa.eu/social/main.jsp?langId=en&catId=326
Fiscalis 2020
https://ec.europa.eu/taxation_customs/fiscalis-programme_en
Fund for European Aid to the Most Deprived (FEAD)
https://ec.europa.eu/social/main.jsp?langId=en&catId=1089
Financing Civil Protection
https://ec.europa.eu/echo/funding-evaluations/financing-civil-protection_en
Hercule III
https://ec.europa.eu/anti-fraud/policy/hercule/hercule-iii_en
Horizon Europe
https://ec.europa.eu/info/horizon-europe-next-research-and-innovation-framework-programme_en
Funding and tender opportunities
https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home
CORDIS – Community Research and Development Information Service
https://cordis.europa.eu/
Network of H2020/Horizon Europe National Contact Points (NCPs)
https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/ncp

Justice Programme
https://ec.europa.eu/justice/grants1/programmes-2014-2020/justice/index_en.htm
LIFE (Financial Instrument for the Environment)
https://ec.europa.eu/easme/en/life
EU Health Programme
https://ec.europa.eu/health/funding/programme_en
Rights, Equality and Citizenship Programme 2014 - 2020
https://ec.europa.eu/justice/grants1/programmes-2014-2020/rec/index_en.htm

EU Legislation

Access to Council documents
https://www.consilium.europa.eu/en/documents-publications/
Official documents of the European Parliament
https://www.europarl.europa.eu/committees/en/documents/search
Public Register of Documents - European Parliament
https://www.europarl.europa.eu/RegistreWeb/home/welcome.htm?language=en Register of Commission Documents
https://ec.europa.eu/transparency/regdoc/?
Transparency Access to documents - Committee of the Regions
https://cor.europa.eu/en/engage/Pages/access-to-documents.aspx
EURlex
https://eur-lex.europa.eu/

ANNEX2: USEFUL TEMPLATES, LISTS, SOURCES

Internal template for proposal development – building a Communication Plan

For each communication tool you will utilize (social media, project website, etc.), reflect on the following:

- Objective of the activity - which impact or reaction do you expect to cause in your audience?
- Target group – analyse your audience: what is their typical media consumption?
- Message – how do you plan to tailor your communication style according to the tool and target group?
- Means – which level are you targeting? Local/National/European/International?
- Quantitative indicator – e.g. monthly visits to a website, number of followers on Twitter in the first year, etc.
- Monitoring and evaluation – which tools will you utilise to monitor your communication activities? (e.g. Google analytics, etc.)

Communication Tool	Objective	Target Group	Message	Means	Quantitative indicator	Monitoring and Evaluation

Template of a Budget Table – Staff effort and total budget

	Participants											
Work Packages	**P1**	**P2**	**P3**	**P4**	**P5**	**P6**	**P7**	**P8**	**P9**	**P10**	**Total**	**% per WP**
WP1												
WP2												
WP3												
WP4												
WP5												
WP6												
WP 7												
Total												
% per partner												

	Total Budget										
	P1	**P2**	**P3**	**P4**	**P5**	**P6**	**P7**	**P8**	**P9**	**P10**	**Total**
Person-month rate (Daily or hourly rate)											
Total Person Months (No of days or hours)	*See Table on Travel Costs*										
Personnel costs (=person-month rate* total person months)											
Travel costs											
Equipment	*See Table on Other Costs*										
Consumables											

Other											
Subcontracting											
Total direct costs											
Overheads											
Total estimated eligible costs											
EU contribution (funding rate)											
Other/Personnel											
Maximum budget allowed											

Template of a Budget Table – Other costs

	Participants										
Work Packages	**P1**	**P2**	**P3**	**P4**	**P5**	**P6**	**P7**	**P8**	**P9**	**P10**	**Total**
WP1 • Task 1.1 *(describe related costs)* • Task 1.2 e.g. conducting a survey • Task 1.3											
WP2 • Task 2.1 • Task 2.2 e.g. workshop organisation • Task 2.3											

WP3 • Task 3.1 e.g. translation • Task 3.2 • Task 3.3											
WP4 • Task 4.1 • Task 4.2											
WP5 • Task 5.1 • Task 5.2											
WP6 • Task 6.1 e.g. printing dissemination material • Task 6.2 e.g. final event											

Total

Template of a Budget Table – Travel costs

Establish which partner is travelling to which meeting											
Planned travels (project and technical meetings)	**Participants**										
	P1	**P2**	**P3**	**P4**	**P5**	**P6**	**P7**	**P8**	**P9**	**P10**	**Total**
Kick-off-meeting	X	X	X	X	X	X	X	X	X	X	
Project Meeting 1	X	X	X	X	X	X	X	X	X	X	
Technical Meeting 1		X	X	X	X						
Project Meeting 2	X	X	X	X	X	X	X	X	X	X	
Technical Meeting 2						X	X	X	X	X	

Project Meeting 3	X	X	X	X	X	X	X	X	X	X	
Final Conference	X	X	X	X	X	X	X	X	X	X	
Local travel		X		X		X		X		X	
Travel to dissemination events	X	X	X	X	X	X	X	X	X	X	

Insert now planned costs in EUR, based on an estimation that includes:

airfare, accommodation, per diem; include number of nights and persons travelling

	P1	**P2**	**P3**	**P4**	**P5**	**P6**	**P7**	**P8**	**P9**	**P10**
Kick-off-meeting										
Project Meeting 1										
Technical Meeting 1										
Project Meeting 2										
Training Meeting 2										
Stakeholder workshop										
Final Conference										
Local travel										
Travel to dissemination events										
Total										

Please note: this template is appropriate for most EU projects, but different EU programmes may require specific budget lines: make sure you are aware of all conditions

Organising a kick-off meeting or a project meeting: a useful checklist

- Decide the date well in advance
    - Check the availability of all partners (e.g. via a Doodle poll)
    - Invite the Project Officer
- Think thoroughly of a well-balanced agenda:
    - Everyone should be active
    - Organise an ice-breaking event
- Include:
    - Coordinators' perspective and the basics of the project: clarify the project and the interdependencies between Work Packages
    - The EC's perspective
    - An introduction of all partners
    - Work Package presentations by Work Package leaders
        - Activities
        - Timeline
        - Resources
        - Partners' roles and responsibilities
    - Detailed planning for the first 6-12 months:
        - Who is doing what, and when?
        - Deliverables: by whom, by when?
        - Share formats and templates
    - Overview of critical issues
    - Intellectual Property issues, including the Consortium Agreement
    - Administration, internal monitoring, decision-making structure, financial issues
    - A training session on reporting, providing templates and practical examples
- Circulate the minutes of the meeting:
    - Who was present? (Don't forget to have partners sign an attendance list!)
    - What was discussed?
        - Critical points
        - Questions
        - Conclusions
        - Actions

Contact list of project partners

[Logo]

[Project name] Contact list

Partner No.	Partner name	Reference name and surname	Main contact	Second contact	Admin/Financial contact	E-mail address	Telephone
1	Company Ltd.	Jane Doe	X				
		John Smith		X			
		Richard Roe			X		
2							
3							
4							

Template for Project Meeting Minutes

[Logo]

[Project Name]
[Name of the Project Meeting] Minutes

[Date and host city, country]

[Name of the host venue]
[Web link of the host venue]
[Address of the host venue]

Day *[n] [DD MM YYYY]*

[Main sessions of the meeting]

[Sub-sessions of the meeting]

- ***[Documentation of the content in each session and sub-session]***
  - ***[Further breakdown]***
    - ***[Further breakdown]***

- **Discussion item *[n] [Documentation of discussions, agreements or further steps in the respective matter, highlighting actions to be taken in bold with the name of the responsible partner/person, if applicable.]***
- **Discussion item *[n+1]***

Planning and next steps
- ***[Documentation about next steps after the meeting, discussing and agreeing on the planned progress of the project.]***

Project Work Plan: Internal Monitoring

[Project Logo]

[Project Name] biannual work plan

M1-M6 (Covered timeline)

Task	Responsible	Deadline	Status
Work Package 1 MX - MY			
Task 1.1 – Leader: Contributors:			
D1.1			
Organise Kick-off meeting			
Circulate Kick-off meeting minutes			
Task 1.2 – Leader: Contributors:			
Task 1.3 – Leader: Contributors:			
Task 1.4 – Leader: Contributors:			
Task 1.5 – Leader: Contributors:			
Work Package 2 MX - MY			
Task 2.1 – Leader: Contributors:			
Task 2.2 – Leader: Contributors:			
Task 2.3 – Leader: Contributors:			
Task 2.4 – Leader: Contributors:			

Status: Not started/Ongoing/Completed

Template Risk Register

WP involved	Type of Risk*	Originator	Reason, issue	Risk event	Consequence	Impact**	Probability**	Rating**	Mitigating Action	Action Owner	Status
						L/M/H	L/M/H				

* Type of risk: Project Implementation; Security, Safety, Health, Environment; Technology; People and Organisation; Finance; Market; Other

Risk rating = Impact X Probability

		Probability		
		Low	Medium	High
Impact	Low	Low	Low	Moderate
	Medium	Low	Moderate	Moderate
	High	Moderate	Moderate	Severe

Checklist for a Quality Assurance Plan

- Governance Structure:
  - Roles of each governance level in the decision-making process
  - Procedures in decision-making
- Communication Protocols:
  - Tools
  - Meetings
    - Timing
    - Protocols for information sharing
- Deliverables:
  - Production stages
  - Quality standards
  - Responsible partners
  - Management of deadlines
- Reporting:
  - Reporting periods of the project
  - Explanation of partners' duties and timelines
  - Internal reporting: templates and timelines
- Risk assessment

Internal Reporting template to collect technical contributions by partners

[Logo] - [Project Name]

Work Progress and achievements during the reporting period

Summary of progress towards objectives –all partners

Describe shortly the overall objectives for the period and the progress towards them, focusing on: *- Technical aspects* *- User related aspects* *- Management and partnership aspects*

Please fill in with description of your activities the table below.

If appropriate the description may be broken down into task level.

Please use the minutes of the meetings, the DoW and any other relevant task description document for reference.

WP n°	WP title	Justification of efforts and work performed
1		• Task 1.1 – Leader: • Task 1.2 – Leader: • Task 1.3 – Leader:
2		• Task 2.1 – Leader: • Task 2.2 – Leader: • Task 2.3 – Leader:

3		• Task 3.1 – Leader: • Task 3.2 – Leader: • Task 3.3 – Leader:

Dissemination activities (all partners)

Please update the table shared on the Partner Area of the Project website

Results – by WP leaders

Describe the achievements, focusing on: *- Technical/Scientific results* *- Verification data (statistics, visual introduction, pictures, any other data)* *- Clear references to deliverables and milestones* *- Dissemination/Exploitation*

Highlight clearly any significant results occurred within the work package you are leading or where you are a major contributor. Please be reminded that dissemination/exploitation related activities should be reported here as well.

Status of deliverables – by WP leaders

Give an overview of the status of internal and external deliverables.

Status of Deliverables						Milestone
Ref	Description	Delivery Date Planned	Actual delivery date	Resp.	Internal/ External	Status

Actual or potential problems

Explain the reasons for deviations from the DoW, the reasons for failing to achieve critical objectives and/or not being on schedule and explain the impact on other tasks as well as on available resources and planning.

Activities and events planned during the next six months

Highlight any significant activities or events (within the work package if you are reporting on the WP) for the next period. If appropriate the description may be broken down into task level.

Dissemination reporting

1. *Participation in Events*

Author/ presenter	Others involved	Type of activity	Title of the event	Title of the session	Date	Venue	Language(s)	Type of audience reached	Estimated no. of persons reached	Link	Pictures (link to retrieve them)	Countries addressed (whenever relevant)	No. of dissemination material distributed

2. *Articles on the Press*

Title	Author	Media outlet	Date	Partner	Link

3. Peer-reviewed Publications

Type of Publication	Title	DOI	ISSN or eSSN	Author(s)	Title of the Journal or equivalent	Number, date or frequency	Publisher	Place of publication	Year of publication	Relevant pages	Peer-reviewed?	Is/Will open access provided to this publication? Yes- Green OA: insert the length of embargo if any Yes- Gold OA: insert the amount of processing charges in EUR if any

Some official Reporting templates

H2020/Horizon europe:
http://ec.europa.eu/research/participants/data/ref/h2020/gm/reporting/h2020-tmpl-periodic-rep_en.pdf
http://ec.europa.eu/research/participants/data/ref/h2020/gm/reporting/h2020-tml-rep-cum-exp_en.doc

Erasmus+:
https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space_en
Select the action you are interested in

Creative Europe:
https://eacea.ec.europa.eu/creative-europe/beneficiaries-space_en
Select the action you are interested in

LIFE:
Progress report:
http://ec.europa.eu/environment/life/toolkit/pmtools/reporting/documents/life_envprogressreportmodel2005_en.doc
Interim/Final report:
http://ec.europa.eu/environment/life/toolkit/pmtools/reporting/documents/life_envinterimreportmodel2005_en.doc
Financial:
http://ec.europa.eu/environment/life/toolkit/pmtools/reporting/financial/index.htm
Timesheets:
http://ec.europa.eu/environment/life/toolkit/pmtools/reporting/timesheets/index.htm
Audit reporting:
http://ec.europa.eu/environment/life/toolkit/pmtools/reporting/audit/index.htm

Timesheet-template in Erasmus + KA3

Name of staff member
Name of Beneficiary/ Partner
Total of working hours *
Calendar Year
Calendar Month

* indicate number of working hours per day, week or month

Calendar Day	1	2	3	4	5	6	7	8	9	10	11	...	30	31	TOTAL
In case of absence, indicate one of the reason codes below															
Hours worked on project ......**															0,0
Hours worked on project ......**															0,0
Hours worked on project ......**															0,0
Hours worked on project ......**															0,0
Other activities															0,0
Total hours (including overtime)	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	**0,0**

** indicate the reference of the project

Absences	
Weekend	WE
Sick leave	SL
Public holidays	PH
Annual holidays	AH
Other absence	OA

Signature and date of the staff member

Signature and date of the supervisor

TIME RECORDING FOR A HORIZON 2020 ACTION – Minimum requirements

Title of the action (acronym):		Grant Agreement No:	
Beneficiary´s / linked third party's name:			
Name of the person working on the action:		Type of personnel (see Art. 6.2.A Grant Agreement)	

Month	[Month / Year]	[Month / Year]	[Month / Year]	[Month / Year]	[Month / Year]	[Month / Year]	...	Total
Number of hours								
Work packages (of Annex 1) to which the person has contributed by the reported hours								
Date and signature of the person working for the action								
Name, date and signature of the superior								

LIFE Project Number

<LIFEyy ENV or NAT or INF/Country Code/xxxx>

Progress Report

Covering the project activities from dd/mm/yyyy to dd/mm/yyyy

Reporting Date

<dd/mm/yyyy>

LIFE+ PROJECT NAME or Acronym

<Name of the project>

Data Project

Project location	
Project start date:	<dd/mm/yyyy>
Project end date:	<dd/mm/yyyy> **Extension date:** <dd/mm/yyyy >
Total budget	€
EC contribution:	€
(%) of eligible costs	

Data Beneficiary

Name Beneficiary	
Contact person	<Mr/Mrs/Ms> <first name> <last name>
Postal address	<Street, n°, country code, postal code, commune>
Telephone	xx-xx-xxxxxxx + direct n°
Fax:	xx-xx-xxxxxxx + direct n°
E-mail	
Project Website	

<u>Notes:</u>

According to the Common Provisions Article 12 – Technical activity reports, the coordinating beneficiary must provide the Commission with:

- progress reports with the delay between consecutive reports which does not exceed 18 months;

The progress report **shall contain the necessary information for the Commission to evaluate the state of implementation of the project, the respect of the work plan, the financial situation of the project and whether the project's objectives have been achieved or are still achievable.**

Identical copies of any progress report, in both paper and electronic versions, shall be simultaneously forwarded to the Commission and to the external monitoring team designated by the Commission, both of them receiving one complete copy of the technical reports, including annexes.

- Progress reports must be submitted following the timetable as foreseen in the final version of the proposal attached to the Grant Agreement, unless modified with agreement of the Commission.
- A progress report would normally contain approximately 10 pages (maximum 20), excluding annexes. Please use font Times New Roman 12 or eqivalent.
- The technical part should contain a concise statement of the tasks undertaken and a forecast for the next reporting period. Any problems encountered during the period and possible deviations from project plans must be covered.
- Progress reports can be accompanied by annexes such as specific technical reports on issues relating to the project or reports and dissemination deliverables or other outputs from the project.
- Progress reports should be submitted in paper and electronic form.

REQUIRED STRUCTURE:

1. Table of contents.

2. List of key-words and abbreviations (when appropriate).

3. Executive summary (max 3 pages).
   1.1. General progress.
   1.2. Assessment as to whether the project objectives and work plan are still viable.
   1.3. Problems encountered.
      - Problems or difficulties encountered or foreseen and their implications for future actions. They may be technical (equipment delivery is delayed, construction of infrastructure takes longer than anticipated), financial (the costs are not likely to correspond with the budgeted amounts) or organisational (role of partners are changing). The beneficiary should also provide an assessment to what extent these problems will affect the timely completion of the project, and describe the measures taken or foreseen to overcome or alleviate the problems in question.
      - If the project seems likely to become/stay behind schedule, please indicate this clearly. The beneficiary must signal changes to the baseline implementation programme.

4. Administrative part
   - Describe what the project manager and other representatives of the coordinating beneficiary have done to organise/co-ordinate the project: meetings, seminars etc. What the associated beneficiaries have done.
   - Describe any changes in the project's management structure; partner withdrawn, replaced, etc. Please note that the Commission also must be informed of major modifications in separate notes (cf. CP Art 13).
   - A clear informative organigramme of the project team and the project management structure.
   - Mention what reports have been delivered since the start of the project.
   - Indicate if any extension of the project duration is needed or envisioned (also to be included in the executive summary). Please note that a separate request for prolongation or modification with an extensive justification is required.

5. Technical part (You can add more descriptive titles that refer to the technical content of the project)

   Describe clearly for each of the actions (and sub-actions as appropriate) defined in the proposal and list below the activities conducted and resulting outputs during the reporting period.
   5.1. Actions (please follow the structure of your proposal).

      NB: Please clearly indicate the title of the action.

5.1.1. Action 1
5.1.2. Action 2
5.1.3. Action 3 etc.

- Describe what has been done regarding each action (and sub-action if applicable). Avoid describing the objectives and targets as such. The description should include the status of the activities (started, completed, in progress).
- Indicate what problems you have had, how you have solved them or plan to solve them, what delays (if any) you have and how this will (or will not) impact on the other actions of the project whose implementation depend on this action, and how you plan to catch up.
- Compare the progress made with the established time schedule. Indicate a timetable showing how you plan to continue this action during the next reporting period. Please provide a clear and comprehensive milestone table.
- For each of the objectives of the action, indicate whether you estimate you will achieve them. Where these objectives are quantitative, indicate the target, what you have achieved so far and what you think you will achieve by the end of the project.
- Attach completed deliverables as annexes (with a clear reference in the text of the report).
- Please present the progress of the project using a Gantt-chart or similar.

5.2. Envisaged progress until next report.

- What will be done during next 9 months, i.e. up to the next progress report? Describe the development of different tasks or entities and envision of the milestones to be achieved; mid-term report, all field work finished, infrastructure construction finished etc.
- Planned actions should also be indicated in the Gantt chart used to illustrate progress:

Tasks/ Activities		2009				2010				2011				201x			
		1T	2T	3T	4T	1T	2T	3T	4T	1T	2T	3T	4T	1T	2T	3T	4T
Overall project schedule	Proposed	O		X		X		O		X		X					
	Actual																
Action 1	Proposed																
	Actual																

Start date

Mid-Term

End

X=Progress reports

Action 2	Proposed																
	Actual																
Action 3	Proposed																
	Actual																
Action 4	Proposed																
	Actual																

5.3. Impact:

Nature & Biodiversity: Indicate as appropriate for each site of the project and overall, the impact of your project so far on the species/habitats targeted, and on the other/species/habitats present on the site(s).

Environmental Policy & Governance**:** Indicate as appropriate the impact of your project so far on the environmental issues tackled. Indicate your estimations as to what the impact of your project could be if other stakeholders applied your approach/technology.

Information and Communication**:** Indicate as appropriate the impact of your project so far on the main target audience and the environmental problem targeted. Please indicate whether this impact is in line with the expectations as indicated in the proposal.

Note: It is clear that at the early stages of the project this section will not be well developed, but it is useful to see it progress.

Indirect impacts: Indicate any indirect impacts of the project (e.g. local authorities near the project may have been inspired by the project to invest time/money or adopt the project's approach to the conservation/environmental issue in question)

5.4. Outside LIFE: Summarise the different actions taking place outside the framework LIFE project (i.e. not financed by LIFE) but that are complementary to the project and add to its impact (if applicable).

6. Financial part

6.1. Costs incurred (summary by cost category and relevant comments).

Fill in the following table concerning the incurred project costs:

Budget breakdown categories	Total cost in €	Costs incurred from the start date to xx.xx.xxxx in €	% of total costs
1. Personnel			
2. Travel and subsistence			
3. External assistance			
4. Durable goods			

Infrastructure			
Equipment			
Prototype			
5. Land purchase / long-term lease			
6. Consumables			
7. Other Costs			
8. Overheads			
TOTAL			

*) If the Commission has officially approved a budget modification indicate the breakdown of the revised budget

**) Calculate the percentages by budget lines: How many % of the budgeted personnel costs are incurred by xx.xx.xxxx

- Comment on the budget posts, particularly discrepancies (for example why 80% of one post is spent although the overall level is 30% of the budget spent) and indicate if any budget modification is expected.
- If before mid-term payment, indicate when the 30 % threshold value of total costs is expected to be reached.

Please fill in the following additional table (recommended). When compiling the information please refer to Form B of the proposal:

Action number and name	Foreseen costs	Spent so far	Remaining	Projected final cost
Action 1 "Name"				
Action 2 "Name"				
Action 3 "Name"				
Action 4 "Name"				
Action 5 "Name"				
Action 6 "Name"				
Action 7 "Name"				
TOTAL				

7. Annexes
    7.1. Deliverables
    7.2. Dissemination materials
        - Activities which have given publicity to the project; like seminars, newspaper (local, popular, national) articles, scientific articles, presentations, radio and TV broadcasts. Remember that an overall objective of the LIFE programme is demonstration, i.e. informing about the project and its results so that others can benefit from the experience gained with EU support. Consider that all dissemination material (Website, brochures, reports, slides, leaflets, etc.) must include an acknowledgement of LIFE financing and the LIFE logo.