



**Erasmus+ Capacity Building projects
in the field of Higher Education
Call 2018**

FINANCIAL MANAGEMENT OF THE GRANT

*Grant Holders' Meeting
Brussels, 28-29 January 2019*



European Commission

REGULATORY FRAMEWORK

EACEA Documents

Application

Your documents



ERASMUS+ - National Financial Statement of the Beneficiary									
SECTION 1 - THE FINANCIAL STATEMENT									
Beneficiary	Name	Country	Registration Number	IC	ISIC	ICZ	ICD	ICJ	ICK
1	Beneficiary Name	2	Beneficiary Address	3	4	5	6	7	8
9	10	11	12	13	14	15	16	17	18
19	20	21	22	23	24	25	26	27	28
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489	490	491	492	493	494	495	496	497	498
499	500	501	502	503	504	505	506	507	508

National legislation & Institutional regulation

Any prior authorisation from EACEA

OUTLINE

- 1) Financing principles**
- 2) Actual costs**
- 3) Unit costs**
- 4) Management of the Grant and amendments**
- 5) Financial reporting**
- 6) Final grant**
- 7) Checks & Audits**

NB: Please note that this document has no legal value

BUDGET MODEL

(ANNEX III OF GRANT AGREEMENT)

<i>BUDGET HEADINGS</i>		<i>EUR</i>
I	STAFF COSTS	340.000
II	TRAVEL COSTS	150.000
III	EQUIPMENT	150.000
IV	COSTS OF STAY	160.000
V	SUBCONTRACTING	50.000
VI	EXCEPTIONAL COSTS	0.00
TOTAL GRANT (total I-VI)		850.000

1) FINANCING PRINCIPLES

- ✓ *Funding rule & Financing approach*
- ✓ *Budget headings and ceilings*
- ✓ *Eligible / Ineligible costs*

FUNDING RULE & FINANCING APPROACH

Co-funding principle

Grant \neq **Total costs** of the project

Grant

(combination of two different financing approaches)

- **AC:** Actual costs (Equipment, Subcontracting and Exceptional costs)
- **UC:** Unit Costs (Staff, Travel and Costs of stay)

BUDGET HEADINGS AND CEILINGS

Staff costs (UC)	Max 40% of grant (Art I.3 of GA)
Travel costs (UC)	<i>no ceiling</i>
Costs of stay (UC)	<i>no ceiling</i>
Equipment (AC)	Max 30% of grant (Art I.3 of GA)
Sub-contracting (AC)	Max 10% of grant (Art I.3 of GA)
Exceptional (travel) costs (AC)	<i>no ceiling</i>

ELIGIBLE COSTS

Article II.19.1 Grant Agreement

- Incurred **by the beneficiaries** during the eligibility period
- Foreseen in the application/budget
- In connection with action/necessary for project implementation
- Identifiable, verifiable, recorded in the accounting records
- Comply with requirements of tax/national legislation
- Reasonable, complying with sound financial management (economy and efficiency)

INELIGIBLE COSTS

1) Costs NOT fulfilling requirements of Art. II.19.1

2) Art. I.10.4/II.19.4

examples:

- ✓ **equipment such as: furniture, motor vehicles, alarm systems**
- ✓ **costs linked to the purchase of real estate**
- ✓ **activities not in project beneficiaries' countries (Annex IV), unless prior authorisation**
- ✓ **Exchange losses**
- ✓ **in kind contribution**
- ✓ **excessive expenditure**
- ✓ **deductible VAT**

AFFILIATED ENTITIES OF A BENEFICIARY

- Organisations that have a legal or capital link with a beneficiary and that contribute to the achievement of project objectives and activities under the responsibility of the beneficiary concerned.
- Must be identified in the Grant Agreement in order to have their costs reported under the project budget

Example: *Organisation X, with headquarters in Madrid, is part of a network of 20 institutions. Staff members from one of the network institutions may work for the project and claim eligible costs as long as this institution is included as an affiliated entity in the G.A.*



WHEN DECLARING CO-FINANCING AT FINAL REPORT STAGE, IS THERE A MINIMUM AMOUNT/PERCENTAGE TO DECLARE?

- a. No
- b. Yes, an amount representing minimum 10% of the costs declared
- c. Yes, an amount representing minimum 10% of the costs declared, but only for unit costs



MY UNIVERSITY COOPERATION AND RESEARCH GRANTS ARE MANAGED THROUGH ITS OWN FOUNDATION. CAN THE COSTS DECLARED BY THE FOUNDATION BE CONSIDERED ELIGIBLE?

- a. No, because the Foundation is not a Beneficiary.
- b. Yes, because the Foundation acts on behalf of my university which is a Beneficiary.
- c. Only if the Foundation is included in the grant Agreement as Beneficiary or as Affiliated entity of a Beneficiary.

2) ACTUAL COSTS

- ***Definition***
- ***VAT***
- ***Exchange rate***
- ***Tendering procedure***
- ***Equipment***
- ***Subcontracting***
- ***Exceptional (travel) costs***
(described under the "unit costs" section)

ACTUAL COSTS - DEFINITION

Expenses actually incurred

(Documented and justified with corresponding level of cost)

Example:

Reported cost (laptops) of 1.500 EUR

=

Supporting documents to the value of 1.500 EUR

VAT (ART. II.19.4 GA)

Ineligible

Unless

official document from **competent authorities** proving that the corresponding costs cannot be recovered

*Check with NEO/EU Delegation
if an agreement exists between EU and Partner Country*

EXCHANGE RATE (ART. I.10.2 GA)

Which exchange rate should be applied?

- 1) From start of eligibility period until receipt of second pre-financing:
monthly rate of reception of FIRST PRE-FINANCING
- 2) From date of receipt of second pre-financing until end of eligibility period:
monthly rate of reception of SECOND PRE-FINANCING

Rate to apply:

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

EXAMPLE

1st Pre-financing: 23 Dec 2018 – 2nd Pre-financing: 22 Aug 2019

Invoice date: 09 January 2019 Applicable monthly rate: December 2018

All transactions must be declared in EUR in the Final Report 16

PROCUREMENT OF GOODS/SERVICES

Less than 25.000 €

- Best value for money

25.000 € - 134.000 €

- Tendering procedure

More than 134.000 €

- National Legislation





EQUIPMENT

*Relevant to the objectives of the project
and foreseen in the application*

- **Total purchase cost** (no depreciation)
- Exclusively for **Partner Country Higher Education Institutions**
- Recorded in the **inventory** of the institution
- Labelled with **E+ stickers** (to be printed by beneficiaries)
https://eacea.ec.europa.eu/about-eacea/visual-identity-and-logos-eacea/erasmus-visual-identity-and-logos_en
- Purchased and installed **as soon as possible** in order to be **used during project implementation**



Equipment **not foreseen** in the application?
(Serious) **Delays** in the purchase/instalment?



**Prior authorisation
From the Agency !**

SUBCONTRACTING

Implementation of specific tasks, by third party, to which a contract is awarded by one/several beneficiaries

Examples:

- Evaluation activities/auditing
- IT courses, Language courses
- Printing, publishing and dissemination activities
- Translation services
- Web design and maintenance

Not foreseen in the application? ➡ *Prior authorisation from Agency*

Please Notice This



Tasks that cannot be performed by Beneficiaries
NO project-management related tasks

SUPPORTING DOCUMENTS

Equipment

- Invoice(s) and proofs of payment
- > EUR 25.000 < EUR 134.000: tendering procedure and three quotations from different suppliers
- EUR 134.000: procedure according to national legislation
- Registration in the inventory

Subcontracting

- Invoice(s), subcontracts and proofs of payment
- > EUR 25.000 < EUR 134.000: tendering procedure and three quotations from different suppliers
- EUR 134.000: procedure according to national legislation
- Travel activities of subcontracted service provider: copies of travel tickets, boarding passes, invoices and receipts

To keep with project accounts

To send with Final Financial statement:

>EUR 25.000: invoices, (subcontracts for subcontracting), competitive offers
Any prior authorisation from the Agency



1) DO I HAVE TO LAUNCH A TENDERING PROCEDURE FOR A CONTRACT VALUE OF 23,000 EUR?

- a. No, even if my institution requires to do it
- b. Yes, but the Agency should be informed
- c. No, unless my institution and/or the national legislation requires to do it

2) CAN A PARTNER PURCHASE EQUIPMENT FOR ANOTHER ELIGIBLE PARTNER?

- a. Yes, only if the project partner is a private HEI
- b. No, unless this was specified in the application
- c. Yes, if the cost effectiveness can be demonstrated and the equipment is delivered and recorded in the inventory of the partner country HEI.

3) WHICH SUPPORTING DOCUMENT DO I NEED TO KEEP TO JUSTIFY THAT AN INSTITUTION CANNOT RECOVER VAT?

- a. A declaration signed by the legal representative of the institution
- b. An official document from the competent authorities
- c. A certificate from the financial department of the institution



3) UNIT COSTS

➤ ***Definition***

➤ ***Staff costs***


➤ ***Travel costs and costs of stay***

UNIT COST - DEFINITION

Fixed contribution multiplied by number of units,
based on "Triggering events" (activities/outputs)

- **No need to justify level of spending**
- **Financial control/audit ➡ declared unit costs supported with proofs of activities implemented**



Grant management cycle	UNIT COST	ACTUAL COSTS
Grant allocation	Based on <u>estimated work programme</u>	Based on the <u>estimated budget</u>
<p style="text-align: center;">↓</p> Grant Implementation	Beneficiary's own FINANCIAL "RECIPE" 	Record <u>costs actually incurred</u>
<p style="text-align: center;">↓</p> Justification of the Grant	Based on <u>activities actually implemented</u>	Based on <u>costs actually incurred</u>



1) IF WE HAVE ESTIMATED 20 WORKING DAYS IN THE APPLICATION FOR PRODUCING THE QA STRATEGY, WHICH IS THE WRONG STATEMENT?

- a. We will be granted 20 days at the final report stage if we can produce the expected supporting documents and a QA strategy
- b. We can declare a different nr. days in the final report
- c. The actual nr. of days granted will be decided on the basis of the actual outputs (QA strategy) and other supporting docs. and will never be more than the nr. of days declared

2) THE ACTUAL COSTS FOR TRAVEL "X" ARE 30% HIGHER THAN THE VALUE OF THE UC

- a. The EACEA should be informed so as to authorise a higher grant contribution
- b. You can increase the UC value by 30% and justify it in your final report
- c. You have to balance this loss with savings made under other activities funded by UC and/or with co-funding provided by the partnership

STAFF COSTS

Contribution to Institutions for Staff* performing tasks necessary to achieve the objectives of the project

Unit cost = amount in Euro per working day per staff (not linked to the actual level of remuneration in the salary slip)

Calculation ➔ 3 variables: staff category, country, number of days

a) Categories: Managers, Researchers/Teachers/Trainers, Technical, Administrative ➔ *nature of work performed, not status of individual*

b) Country in which staff is employed, independently of where tasks are executed

c) Number of days proportioned to the work carried out

**Formal contractual relationship with a beneficiary organisation*

STAFF COSTS

Example

A staff employed in Lithuania performing teaching activity for 3 days:

➔ *222 Euro (3 unit costs of 74 Euro each)*

One working day according to national legislation (7 to 8 hours)

In principle max. 20 days/month or 240 days/year

SUPPORTING DOCUMENTS

To keep with project accounts:

Staff Costs

- *Joint Declaration (EACEA template)*
- *Time-sheets (EACEA template)*
- Proof of formal contractual relationship
- Evidence justifying workload and activities/outputs (e.g. attendance lists , tangible outputs / products)

To send with Final Financial statement:

Any prior authorisation from the Agency

TRAVEL COSTS AND COSTS OF STAY

Travel/stay for staff/students participating in eligible activities related to the achievement of the project

Calculation: 3 variables ➡ travel distance (travel costs), duration (costs of stay) and type of participant

Staff

- Under contract with beneficiary
- Travels intended for the activities listed in the E+ Programme Guide
- Duration: Max. 3 months

Students

- Registered under beneficiary institutions
- Duration: Min. 2 weeks – Max. 3 months (Max. 1 week for short term activities linked to the management of the project)

Eligible activities ➡ *Erasmus+ Programme Guide (CBHE section)*

TRAVEL COSTS: RULES



*From home institution to venue of activity
(project beneficiaries' countries) and return*

Travel distance calculator (one-way travel):

http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm

Calculation ➔ unit cost corresponding to applicable distance band

7 distance bands (see Erasmus+ Programme Guide - CBHE section)

TRAVEL COSTS: RULES

EXAMPLES

CASE 1

Participant from Madrid (ES) takes part in activity in Rome (IT)

Madrid - Rome (1365 Km): unit cost (distance band 500/1999 Km): 275 €

CASE 2

Participant from Madrid takes part in activities first in Rome and then in Kiev (circular travel)*

Madrid - Rome (1365 Km): unit cost (distance band 500/1999 Km): 275 €

+

Rome - Kiev (1680 Km): unit cost (distance band 500/1999 Km): 275 €

= 550€

EXCEPTIONAL COSTS

(financed under actual costs)

EXPENSIVE TRAVEL COSTS OF PARTICIPANTS

If for a specific travel, the UC contribution represents less than 65% of the actual/real travel costs, financial support under the budget heading "exceptional costs" can be claimed. This financial support is limited to a maximum of 80% of the actual/real costs

Example:

13-17 Feb 2019 ➡ Almaty (Kz) – Plovdiv (BG)
Distance in km (distance calculator) ➡ 4.197
Cost of flight: 1.321€
Unit cost: 820€ (less than 65% of actual cost of flight, which is 858,65€)
Exceptional cost (replacing unit cost) ➡ 1.056,80€ (= 80% of the actual cost of flight)

As all other budget headings, "Exceptional costs" can be increased without amendment by up to 10% as compared to the amount mentioned in the G.A. Any other circumstances (including where no Exceptional costs have been foreseen) will require an amendment

TRAVEL COSTS IN THE "UNIT COSTS" SYSTEM

4 meetings, 25 participants each, destination 2500 km =360 €

	EACEA Unit costs	<i>Real costs</i>	<i>Methodology applied within consortium</i>	Balance (UC-RC)
Travel 1	360	210	?	
Travel 2	360	420	?	
Travel 3	360	700	?	
...	
Travel 100	360	290	?	
scenario 1 TOTAL	36.000	37.000		-1.000
scenario 2 TOTAL	36.000	35.000		+1.000



COSTS OF STAY: SPECIFIC RULES

Staff/students activities outside city of their home institution

Calculation:

number of days of activities (including travel) = Number of unit costs

Unit costs for **staff** \neq unit costs for **students**

Staff	120 €	70 €	50 €
DAYS	Up to 14 th day	15 th – 60 th	61 st – 3 months
		15 th – 90 th	
Students	55 €	40 €	

COST OF STAY: SPECIFIC RULES EXAMPLES

A staff (Paris): activity in Brussels during 2 days (inc. travel)

➡ **Max. 2 unit costs of 120 € (TOTAL: 240 €)**

A staff (Paris): activity in Brussels during 20 days (inc. travel)

➡ **Max. 14 unit costs of 120 € + 6 unit costs of 70 € (TOTAL: 2.100 €)**

A student (Paris): activity in Berlin during 22 days (inc. travel)

➡ **Max. 14 unit costs of 55 € + 8 unit costs of 40 € (TOTAL: 1.090 €)**

SUPPORTING DOCUMENTS

Travel and Costs of Stay

- *Individual Travel Report (EACEA templates) + Supporting documents*
- (e.g. travel tickets, boarding passes, invoices, receipts, proof of attendance in meetings, agendas, tangible outputs/products, minutes)*

**Non-exhaustive list*

Exceptional costs

Proof of the actual cost of the travel

To send with Final Financial statement:

Any prior authorisation from the Agency



- 1) CAN A STUDENT RECEIVE STAFF COSTS? WHICH IS THE WRONG ANSWER?**
- a. No, never
 - b. Yes, provided that his/her contribution is in line with the scope of the project and necessary for its achievement
 - c. Yes, provided that the student signs an ad hoc agreement with the HEI against payment
- 2) A TECHNICAL STAFF HAS A USUAL REMUNERATION OF 60 EUR PER DAY. THE CORRESPONDING DAILY UNIT COST IS 55 EUR. HOW MUCH SHOULD THIS PERSON ACTUALLY RECEIVE UNDER THE PROJECT?**
- a. 60 EUR
 - b. any amount higher or equal to 55 EUR
 - c. it is up to the project to decide

3) IF I TRAVEL FROM A TO B, AND FROM B TO C, AND BACK TO A, WHAT CAN I CHARGE TO THE PROJECT:

- a. UC for distance band from A to B + UC for distance band from B to C
- b. UC for distance band from A to B + UC for distance band from B to C + UC for distance band from C to A
- c. UC for the sum of the distances from A to B + B to C

4) I TRAVEL TO BERLIN FROM FEB 5TH TO FEB 9TH AND I PARTICIPATE IN A 2 DAYS MEETING (6 AND 7). ON THE 8TH I TAKE ONE DAY OFF:

- a. I can charge a maximum of 2 days as costs of stay
- b. I can charge a maximum of 4 days as costs of stay
- c. I can charge a maximum of 5 days as costs of stay

4) MANAGEMENT OF THE GRANT AND AMENDMENTS

5) FINANCIAL REPORTING

6) CALCULATION OF THE FINAL GRANT

7) CHECKS & AUDITS(ART. II.27)

4) MANAGEMENT OF THE GRANT AND AMENDMENTS

Grant paid on the bank account of the coordinator (Art I.5 of GA)

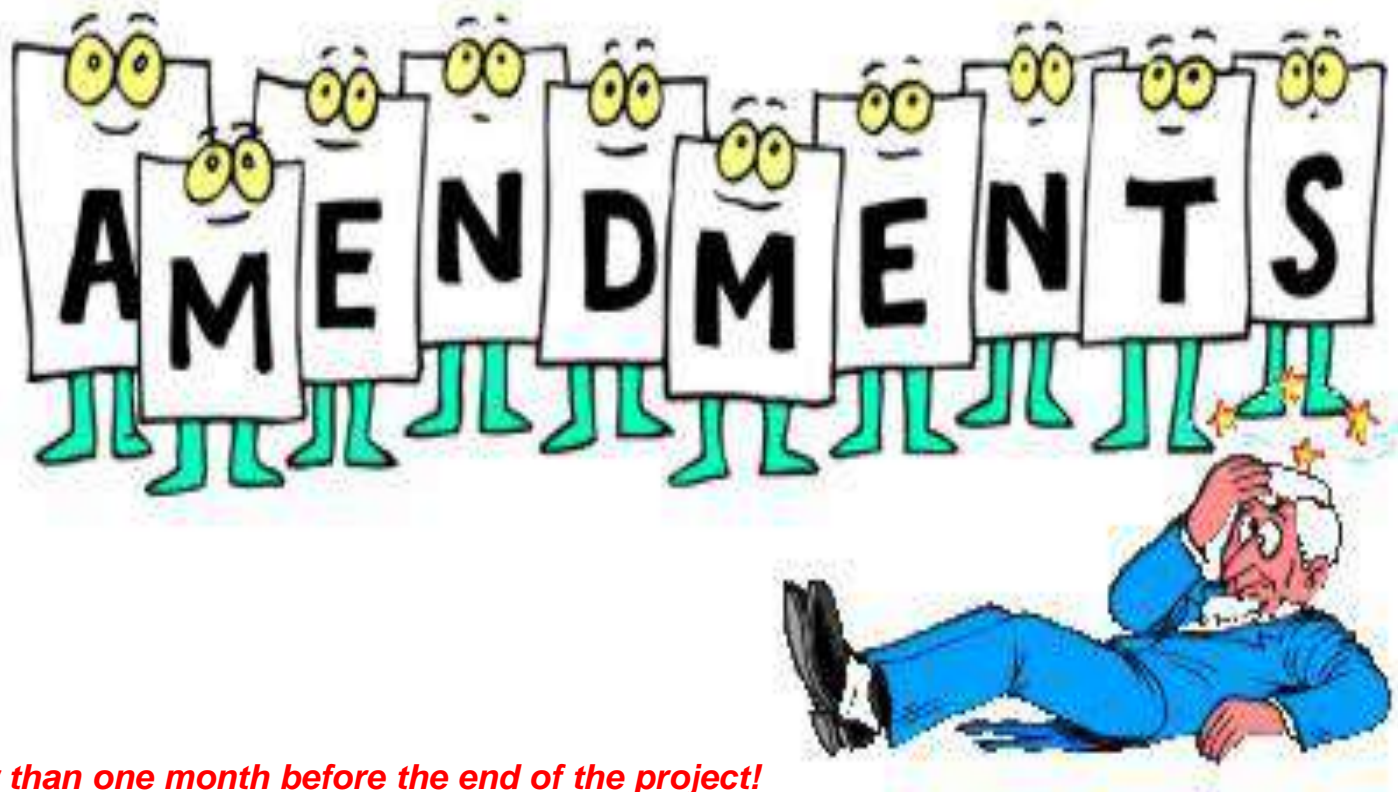
Methods for distributing the grant/reimbursing the costs between coordinator and partners → **Detailed in PARTNERSHIP AGREEMENT:**

- a) decision on **HOW** to reimburse costs (in particular UC)
- b) decision on **WHERE** to pay (/to whom)
- c) decision on **WHEN** to pay

No ideal / unique / imposed method >>> specific situation of each partner should be taken into account

Transfers amongst project beneficiaries >>> **only to institutional bank accounts**

Art. II.12 of Grant Agreement



No later than one month before the end of the project!

Request change of

- legal status of the coordinator and/or beneficiaries
- legal name of the coordinator and/or beneficiaries
- address of the coordinator
- address of a beneficiary (not the coordinator)

- contact person of the coordinator
- deadline for submission of reports

- coordinating institution
- eligibility period
- budget breakdown
- partnership composition
- legal representative of the coordinator
- bank account of the coordinator
- the work programme

Done through.....

Participant
Portal

E-mail

Scanned letter

Before Asking for an Amendment

Principle: the application is the baseline for project implementation

*Estimate the **impact of the proposed** change on the project:*

- **Compare this change/deviation with the initial work plan**
- **Make sure it stays within the scope of the project and complies with the programme's rules**
- **Who does it affect – one partner/the whole partnership?**
- **Does it have an effect on the project budget?**
- **Does it have an effect on the project timeframe?**
- **Any risk that the project will not deliver the planned outputs?**
- **Reflect on alternative solutions (fall-back plan)**

BUDGET TRANSFERS (between budget headings)

**Increase
UP to 10%**

- ***No prior authorization***
- Even above the ceilings (for staff, equipment and subcontracting)

**Increase by MORE
than 10%**

- ***Amendment***
- Ceilings cannot be exceeded

Staff costs	% of total grant in G.A.	Proposed increase	Effect on % of total grant	Decision
Max ceiling: 40%	30%	+20%	36%	Amendment possible
	35%	+20%	42%	Not allowed

BUDGET TRANSFERS

Example 1 = NO need for amendment

	EUR	%	Budget transfer	% of budget heading	result	% of total grant
I STAFF COSTS	340.000	40%	+27.200	+8% of 340.000	367.200	43,2%
II TRAVEL COSTS	150.000	17,6%	-27.200		122.800	14,4%
III COSTS OF STAY	150.000	17,6%			150.000	17,6%
IV EQUIPMENT	160.000	18,8%			160.000	18,8%
V SUBCONTRACTING	50.000	5,9%			50.000	5,9%
VI EXCEPTIONAL COSTS	0.00	0,0%			0.00	0,0%
TOTAL GRANT (total I-V)	850.000				850.000	

BUDGET TRANSFERS

Example 2 – amendment

	EUR	%	Budget transfer	% of budget heading	result	% of total grant
I STAFF COSTS	340.000	40%			340.000	40%
II TRAVEL COSTS	150.000	17,6%			150.000	17,6%
III COSTS OF STAY	150.000	17,6%	-10.000		140.000	16,5%
IV EQUIPMENT	160.000	18,8%			160.000	18,8%
V SUBCONTRACTING	50.000	5,9%	+10.000	+20% of budget heading	60.000	7,1%
VI EXCEPTIONAL COSTS	0.00	0,00%			0,00	0,0%
TOTAL GRANT (total I-V)	850.000				850.000	



CAN I INCREASE THE STAFF COSTS FOR A PROJECT PARTNER BY 15% WITHOUT REQUESTING AN AMENDMENT TO THE GA (IF THIS IS JUSTIFIED BY THE PROJECT ACTIVITIES)?

- a. Yes, as far as the budget heading "staff costs" at project level does not increase by > 10% (and that the partnership agrees)
- b. No, never
- c. Yes, only if the staff costs of the partner do not exceed 40% of the total budget of the partner

5) FINANCIAL MONITORING AND REPORTING

Financial statements (Excel) → main financial reporting tool:

- Financial monitoring per budget heading/partner/WP during project implementation (for budget consumption)
- Statement on the use of the previous pre-financing for PR and request for second pre-financing
- Financial reporting at final report stage, supported by **AUDIT CERTIFICATE (REPORT OF FACTUAL FINDINGS ON THE FINAL FINANCIAL REPORT - TYPE II)**

Financial Statements (".xls" format) available at:
https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space_en

6) CALCULATION OF THE FINAL GRANT

Grant will never exceed maximum amount indicated in Grant Agreement

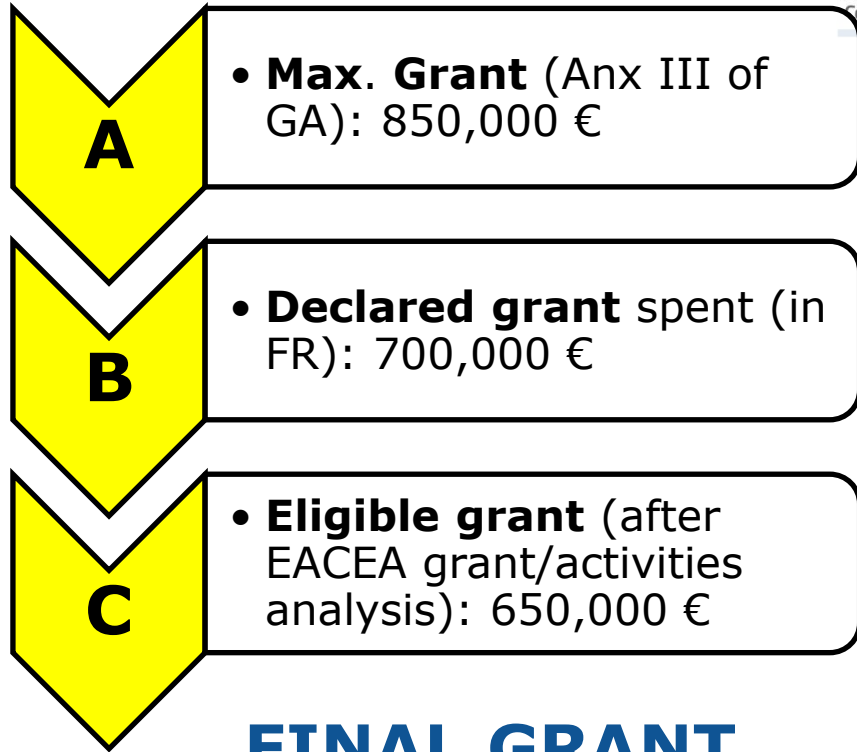
FINAL GRANT

- 1) Examination of:
 - a. financial statements
 - b. eligibility of activities implemented
 - c. eligibility of declared expenses
- 2) Examination of potential penalties applied on maximum Grant
- 3) FINAL GRANT = LOWEST VALUE between maximum Grant reduced by penalty(ies) and result of examination 1

FINAL GRANT MINUS PRE-FINANCINGS

Positive value:
BALANCE PAYMENT

Negative value:
RECOVERY



FINAL GRANT

Eligible grant = **650,000 €**

Max grant reduced by penalty = **637,500 €**

Eligible grant = **650,000 €**

HOW WILL THE FINAL GRANT AMOUNT BE DETERMINED?

Penalties ?

(for poor performance or non-respect of visibility obligations)

NO

YES for "Poor performance"
(Minus 25% of Max Grant = 637,500 €)

YES for "Visibility obligations"
(Minus 20% of Max Grant = 680,000 €)

examples (1 of 2)

		Total declared expenditure			
	Max Grant awarded	CASE 1 = max. grant awarded	CASE 2 < max. grant awarded UNDERSPENT	CASE 3 > max. grant awarded OVERSPENT	
I	STAFF COSTS	340.000	340.000	290.000	330.000
II	TRAVEL COSTS	150.000	150.000	150.000	150.000
III	COSTS OF STAY	150.000	150.000	150.000	160.000
IV	EQUIPMENT	160.000	160.000	160.000	170.000
V	SUBCONTRACTING	50.000	50.000	40.000	50.000
VI	EXCEPTIONAL COSTS	0	0	0	0
TOTAL GRANT (total I-V)		850.000			
TOTAL DECLARED			850.000	790.000	860.000
FINAL GRANT			850.000	790.000	850.000

examples (2 of 2)

		CASE 4		CASE 5		
		Total declared expenditure		Total declared expenditure		
	Grant awarded	% TOTAL GRANT	< total grant awarded	% TOTAL GRANT AWARDED	= total grant awarded	% INCREASE
I STAFF COSTS	340.000	40%	374.000	44%	340.000	
II TRAVEL COSTS	150.000	17,6%	150.000		202.000	34%
III COSTS OF STAY	150.000	17,6%	100.000		130.000	
IV EQUIPMENT	160.000	18,8%	160.000		150.000	
V SUBCONTRACTING	50.000	5,9%	0		28.000	
VI EXCEPTIONAL COSTS	0	0,0%	0		0	
TOTAL GRANT	850.000					
TOTAL DECLARED			784.000		850.000	(- 37.000 €) (202.000-165.000)
FINAL GRANT			784.000		813.000	<u>Ineligible</u>

7) CHECKS & AUDITS (ART. II.27)

- EACEA/Commission may carry out **technical/financial checks and audits** in relation to the use of the grant
- **During implementation** of Agreement and for a period of **5 years** starting from the date of payment of the balance/recovery order
- Usually outsourced to **external auditors**
- At premises of **coordinator and/or partners**

FINAL MESSAGES

- Transparency/Partnership Agreement
- Regular monitoring/reporting
- Minimum 60% of Unit costs ➡ a lot of flexibility ➡ consider the specific needs/means of your partners
- In case of doubts...ASK!

QUESTION NOT ANSWERED?
Please contact the E+CBHE team

**[EACEA-EPLUS-CBHE-
PROJECTS@ec.europa.eu](mailto:PROJECTS@ec.europa.eu)**

**Don't forget to mention
your project number!**

