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Coordinator	Prof. dr Snežana Radulović
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Lead organization of WP6	University of Novi Sad
Lead organization of WT 6.2	University of Niš Task Leader Đurađ Milošević Team Dušanka Cvijanović, Snežana Radulović
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Versioning and contribution history

Version	Date	Revision Description	Task Leader	Task Team
v.01	14/03/2020	First draft	Đurađ Milošević	Duškanka Cvijanović Snežana Radulović

List of abbreviations

QAB	Quality Assurance Board
WP	Work Package
WPL	Work Package Leader
TL	Task Leader
PMT	Project Management Team
SC	Steering Committee
EACEA	Education, Audiovisual and Culture Executive Agency
CBHE	Capacity Building in Higher Education
ECOBIAS	The project acronym

List of the ECOBIAS partners:

- P1 UNIVERZITET U NOVOM SADU, Serbia, UNS
- P2 UNIVERZITET U NISU, Serbia, UNI
- P3 SVEUCILISTE U ZAGREBU, Croatia, UNIZG
- P4 UNIVERSITAET DUISBURG-ESSEN, Germany, UDE
- P5 UNIVERZITET DONJA GORICA PODGORICA, Montenegro, UDG
- P6 UNIVERSITY OF MOSTAR, Bosnia and Herzegovina, SUM
- P7 INTERNACIONALNI UNIVERZITET TRAVNIK U TRAVNIKU, Bosnia and Herzegovina, IUT
- P8 JAVNA USTANOVA UNIVERZITET U TUZLI, Bosnia and Herzegovina, UNTZ
- P9 UNIVERZITET U SARAJEVU, Bosnia and Herzegovina, UNSA
- P10 UNIVERZITET U BANJOJ LUCI, Bosnia and Herzegovina, UBL
- P11 UNIVERZITET U ISTOCNOM SARAJEVU, Bosnia and Herzegovina, UES



Management structure of ECOBIAS project (obligations and responsibilities)

The main goal of this Guideline is to provide support to the beneficiaries so that they can manage the project locally in an efficient and successful manner and provide all documents necessary for financial monitoring, reporting and audits. It offers detailed definition of eligible and ineligible costs, instructions for preparing financial tables, a list of required supporting documents to justify incurred costs, rules for tenders in order to facilitate purchasing of goods and services, etc. The beneficiaries will be able to fulfil successfully their contractual obligations and to provide all necessary inputs with high quality to project coordinator whose responsibility is to further incorporate them in reports for the EACEA.

Most of the rules are defined by the Grant Agreement, Partnership Agreements, Erasmus+ Programme Guide and ECOBIAS Rules of Procedure <https://www.ecobiaserasmus.com/wp-content/uploads/2020/02/Rules-of-Procedures-ECOBIAS.pdf>. The management structure of the ECOBIAS is designed to ensure effectiveness, flexibility and quality of the work and to fit the specific requirements of the Erasmus+ program for successful realization of planned project activities.

The project management structure was established and officially adopted at the Kick-off meeting:

- Legal representative of Coordinating institution,
- Project Coordinator,
- Steering Committee (11 members),
- Project Management Team (22 members),
- Quality Assurance Board (QAB) (11 members),
- Work Package Leaders (6) and
- Task Leaders (35)
- Task Teams (35)

The legal representative of the Coordinating institution is prof. dr Dejan Jakšić, rector of the University of Novi Sad. The Legal representative of the Coordinating institution is the representative person of the institution that is the grant holder, the person who signs the grant agreement, lead partner having power of attorney.

ECOBIAS Project Coordinator is prof. dr Snežana Radulović, Faculty of Sciences, University of Novi Sad. The Project Coordinator is the person at the coordinating institution who manages the project on a day-to-day basis and has contact with EACEA, responsible for overall project management (technical and operational), communication and reporting to EACEA, efficient use of the project grant, etc. The obligations and responsibilities of Project Coordinator comprises the following:

- a. Cooperates with the QAB, the Task Leaders and WP Leaders and Members of Task Teams on all matters arising relevant to ensuring the quality of the project's deliverables.
- b. Accepts the deliverable or provides final comments to the Task Leaders, WP Leaders and Members of Task Teams.
- c. Cooperates with the WP Leaders in order to ensure that all WPs are progressing in conformity with each other and that any cross-WP inputs and outputs are being delivered as foreseen by the WP description.

- d. Informs the QAB, the WP Leaders and the Task Leaders of any changes in the Partnership Agreement and the related Work Plan or any implicit changes in the implementation of the project that may affect the timing or the content of the relevant deliverables.
- e. Officially submits all approved deliverables after their approval.

At the Kick off meeting held on February 10th and 11th 2020, in Novi Sad, the structure of project management, comprising of the Project Management Team, Steering Committee, Quality Assurance Board, Work Package Leaders and Task Leaders were established.

The Steering Committee will consist of the following members:

1. Snežana Radulović, UNS
2. Đurađ Milošević, UNI
3. Marko Miliša, UNIZG
4. Floran Leese, UDE
5. Sandra Tinaj, UDG
6. Dragan Škobić, SUM
7. Mirano Jupić, IUT
8. Jasmina Kamberović, UNTZ
9. Samir Đug, UNSA
10. Svjetlana Lolić, UBL
11. Ljubica Vasiljević, UES

The member of the Steering Committee shall have the mandate to negotiate on behalf of his/her institution for each Steering Committee meeting. If the member of the Steering Committee is unable to attend a Steering Committee meeting, the beneficiary shall temporarily appoint a deputy.

Steering Committee meetings will be held according to dynamics of the implementation of the project activities. Faculty of Sciences, University of Novi Sad. The Chairman and the Coordinator will jointly prepare in advance the agenda of each Steering Committee meeting, which shall be released and circulated by the Chairman and reviewed by the other beneficiaries' project managers. The Chairman shall attend each Steering Committee meeting.

The Chairman shall take minutes of the meeting and send the minutes for comments to the Steering Committee members within 15 working days; if no objections are raised within 10 working days, the minutes shall be considered as approved.

SC Decision Making: at each Steering Committee meeting, no less than half of the members shall constitute quorum (50% + one member). Decision making shall be by simple majority among the present members (one vote per member). In case that the coordinator has profound objections concerning the compliance of a taken decision with the Grant Agreement of the legal basis of the Erasmus+ Key Action 2 CBHE action, the decision shall be frozen until the coordinator clarifies the matter with the Executive Agency. In case that no compliance should be asserted, the decision will be cancelled.

During the Steering Committee meetings, a regular risk assessment will be carried and reviewed out (Risk brainstorming) which shall lead to corrective actions and potential adaptations of the Work Plan based on a sound process.

The risk management strategy addresses issues that could potentially endanger the achievement of the overall goal of the project and its objectives considering potential financial risks (overspending and underspending), timing (postponing of activities / deliverables), performance risks (project management), and sustainability of the project results. The main aim will be to provide a sound assessment, to anticipate challenges in a systematic way and to minimize the potentially negative overall impact.

The first step in the project risk management is to identify the risks that are present in a project. The risks should furthermore be identified as early as possible in order to deal with them properly and to think about corrective and/or preventive actions.

Quality Assurance Board is direct support to the Project Coordinator in monitoring and assessing the quality of the project and its results, as well as development of Quality Assurance Plan. Each project output (e.g. deliverable, event, report) to be delivered to the Commission and/or uploaded at the project's website shall be approved by the QA board. It will also prepare the questionnaires that will be used for the evaluation of specific project activities, as described in each WP.

The Quality Assurance Board will consist of the following members:

1. Dušanka Cvijanović, UNS
2. Milica Stojković Piperac, UNI
3. Marko Čaleta, UNIZG
4. Martina Weiss, UDE
5. Anđela Jakšić, UDG
6. Zora Pilić, SUM
7. Zlatko Mecan, IUT
8. Vedad Pašić, UNTZ
9. Adi Vesnić, UNSA
10. Maja Manojlović, UBL
11. Jovana Amović, UES

Regular Quality Assurance Board meetings will be organised together with Regular Steering Committee and Project Management meetings in order to obtain cost effective budget allocation. Terms of these meeting events correspond with beginning and the end of activities in work packages Preparation and Development.

Project Management Team (PMT) will be responsible for the achievement of the project outcomes. The PMT will comprise of the person from each beneficiary institution who takes lead responsibility for the project from that institution (contact person of the institution). Contact person will be responsible for local government. Each partner will be equally and independently responsible for certain activities, the use of money and reporting. PMT will review activities and decide on necessary actions in the reorganization of tasks and resources with a strong emphasis on the impact of the project.

The Project Management Team will consist of the following members:

1. Snežana Radulović, UNS
2. Dušanka Cvijanović, UNS
3. Đurađ Milošević, UNI
4. Milica Stojković Piperac, UNI
5. Marko Miliša, UNIZG
6. Marko Čaleta, UNIZG
7. Floran Leese, UDE
8. Martina Weiss, UDE
9. Sandra Tinaj, UDG
10. Anđela Jakšić, UDG
11. Dragan Škobić, SUM
12. Zora Pilić, SUM
13. Mirano Jupić, IUT
14. Zlatko Mecan, IUT
15. Jasmina Kamberović, UNTZ
16. Vedad Pašić, UNTZ
17. Samir Đug, UNSA
18. Adi Vesnić, UNSA
19. Svjetlana Lolić, UBL
20. Maja Manojlović, UBL

WP Leaders (WPL) will be responsible for monitoring of the overall progress of the WP and its activities. The obligations and responsibilities of WPL will comprise the following:

- a. will be responsible for preparing and updating of WP Action plan, making sure that all activities are in the time frame defined
- b. will be responsible for coordinating the Work Package and ensuring that all the activities are contributing to the WPs objectives.
- c. will cooperate with the Task Leaders and the coordinator in ensuring that all of the contributing partners are smoothly cooperating with a view to accomplish the WPs objectives and that any cross-WP inputs and outputs are being delivered as foreseen by the project description.
- d. will send alerts in time to remind about submission deadlines and the procedures to be followed and provides input and suggestions to the Task Leaders of the WP during the development of the relevant deliverables.
- e. will provide to the Task Leaders comments and suggestions on the draft deliverables.
- f. will cooperate with the Task Leaders in ensuring the implementation of the suggestions of the QA board.
- g. Verifies the satisfactory implementation of the recommendations.

Task Leaders (TL) (main author of the deliverable) will be in charge of monitoring the assigned activity, ensuring its quality level and timeliness, and active participation of Task Team members. The role of TL will comprise the following:

- a. will be responsible for coordinating the development of the deliverable(s) according to the deliverable template.

- c. will be responsible for coordinating the work of TM members involved in the task, providing guidance when necessary.
- d. will be responsible for aligning the contributions of Task Team members involved in the task, in order to produce the deliverable.
- e. will be responsible for the submission of the draft deliverable to the WP leader, the QAB and the coordinator.
- f. will be responsible for implementing the suggestions of the QAB, assigning certain amendments to the other partners contributing to the task as appropriate.
- g. will be responsible for sending the amended draft deliverable.
- h. will report to the WP Leader for any problems occurring during the implementation of the activity.
- i. will cooperate with the WP Leader and the TM in the same WP in order to ensure the activity progress in conformity with other activities and that any cross-task inputs and outputs are being delivered as foreseen by the WP description (respecting any changes approved by the Steering Committee as recorded in the respective minutes).

The list of WP leaders,

- WP1 PREPARATION – Đurađ Milošević UNI
- WP2 DEVELOPMENT – Dušanka Cvijanović UNS
- WP3 ECOBIAS – NET Adi Vesnić UNSA
- WP4 QUALITY ASSURANCE – Antun Alegro UNIZG
- WP5 DISSEMINATION – Jasmina Kamberović UTZ
- WP6 MANAGEMENT – Snežana Radulović UNS

Task leaders

1 PREPARATION -UNI Đurađ Milošević

- 1.1. Analysis of PgC partners Knowledge/Skills/Practice in EMAB UNIZG Marko Miliša
- 1.2. Analysis of PC partners Knowledge/Skills/Practice in EMAB UNI Vladimir Zikic
- 1.3. Analysis of existing curricula related to EMAB in both Programme and Partner Country partners UDE Cristina Hartmann Fatu
- 1.4. Analysis of labour market needs relevant to EMAB in PCs UNI Milica Stojković Piperac

2 DEVELOPMENT -UNS Dušanka Cvijanović

- 2.1. Development of aims, specific competencies and learning outcomes of master curricula and LLL trainings in EMAB UNS Srđan Rončević
- 2.2. Development of courses design and syllabus for ECOBIAS curricula and LLL trainings UNS Goran Anačkov
- 2.3. Purchasing of literature, software and laboratory equipment, installation and activation UNS Đurađ Milošević
- 2.4. Theme-based training of teaching staff for acquiring new EMAB methods and field techniques UNI Vladimir Randelović
- 2.5. Preparation of learning materials and field protocols using ICT tools UNIZG Antun Alegro
- 2.6. Accreditation/ approval of MSc curricula UNTZ Avdul Adrovic
- 2.7. Implementation of developed MSc curricula UNTZ Elvira Hadžiahmetović Jurida
- 2.8. Accreditation/ approval of LLL courses for professionals UBL Svjetlana Lolić
- 2.9. Implementation of LLL courses for professionals UBL Maja Manojlović



- 2.10. Optimization of MSc and LLL courses based on the feed-back of enrolled participants (students, researchers, professionals) SUM Dragan Škobić

3 ECOBIAS-NET – UNSA Adi Vesnić

- 3.1. Establishment of regional academic network in EMAB IUT Zlatko Mecan
- 3.2. Development and updating of ECOBIAS-NET internet platform UNSA Nusret Drešković

4 QUALITY ASSURANCE -UNIZG Antun Alegro

- 4.1. Establishment of Quality Assurance Board UNS Maja Novković
- 4.2. Development of Quality and Assurance Plan UNIZG Marko Čaleta
- 4.3. Regular Quality Assurance Board meetings UNIZG Ivana Buj
- 4.4. Inter-project coaching UDG Anđela Jakšić
- 4.5. External evaluation of the project UDE Florian Leese
- 4.6. External financial control UNIZG Marko Čaleta

5 DISSEMINATION -UNTZ Jasmina Kamberović

- 5.1. Preparing project dissemination plan UNS Dušanka Cvijanović
- 5.2. Setting and updating of Project site UNS (zamena za UNI) Dušanka Cvijanović
- 5.3. Design, printing, recording and publishing promo material UNS Maja Novković
- 5.4. Workshops at Partner Country HEI IUT Zlatko Mecan
- 5.5. Round tables with stakeholders UDG Sandra Tinaj
- 5.6. Open day at each Partner Country HEI UDG Marija Vugdelić
- 5.7. Workshop and Summer School in DNA Metabarcoding at University of Tuzla UNTZ Adisa Ahmić
- 5.8. Final Conference on ECOBIAS UNTZ Vedad Pašić

6 MANAGEMENT -UNS Snežana Radulović

- 6.1. Establishment of management board and Kick-off meeting UNS Goran Anačkov
- 6.2. Development of guidelines on the project management and reporting UNI Đurađ Milošević
- 6.3. Day-to-day coordination of project activities UNS Snežana Radulović
- 6.4. Regular Steering Committee and Project Management meetings UNS Dušanka Cvijanović
- 6.5. Submission of interim and final reports UNS Snežana Radulović

Task Team (TM) will be appointed for each Task, depending of the Task complexity and requirements, and may include members from all beneficiary institutions. Members of the TM are co-authors responsible for the production of their part in the deliverable according to the Task Leaders instructions. They make sure that their written contributions comply with the Deliverables. Also, they document Template so that to ensure that the Task Leader will be able to put all contributions together in the desirable format. They are responsible for providing to the Task Leader all the complementary information regarding their work (i.e. references, bibliography, methodologies used, contact details of people interviewed etc.) and responsible to implement amendments to their contribution as a result of the amendments requested by the QAB, after consulting with the Task Leader. The List of the Task Team Members will be available at the project internet site: <https://www.ecobiaserasmus.com/task-teams/>.

Publicity obligations

For the purpose of Article II.8 of the grant agreement, relating to the publicity and use of the relevant logo, the beneficiaries must follow the instructions available on the following website: https://eacea.ec.europa.eu/about-eacea/visual-identity_en

The beneficiaries must inform the public, press and media of the action (internet included), which must, in conformity with Article II.8 mentioned above, visibly indicate “with the support of the Erasmus+ Programme of the European Union” as well as the graphic logos.

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

If the action includes events for the public, signs and posters related to this action must be displayed. This must include the logos mentioned under point 1. Authorisation to use the logos described in point 1 implies no right of exclusive use and is limited to this agreement. A Detail Dissemination plan will be available on the project internet site by 15th of May 2020 by UNS (P1).

Penalties in the case of non-compliance with publicity obligations

Without prejudice to the right to terminate the grant, the Agency may also apply a 20%-reduction rate on the maximum amount of the grant if an obligation under the Grant Agreement has been breached, in particular in case of non-compliance with the obligation of visibility of Union funding set out in Article II.8 which constitutes a substantial obligation.

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

For the purpose of poor, partial or late implementation as provided for in Article II.25.4 of the Agreement, the assessment of the implementation of the project will be performed by the Agency, which will result in the award of a score comprised between 0% and 100%, where 0% is at the bottom of the rating scale (corresponding to the worst quality of implementation) and 100% is at the top (corresponding to the best quality of implementation).

The score awarded will take into account the existence and seriousness of non-, poor, partial or late implementation, and its impact on the achievement of the project. If the score is below 50%, the following reduction rates may be applied on the maximum amount of the grant provided for in the grant agreement:

- 25% if the project scores at least 40% and below 50%, meaning that some objectives/results set in the application have not been reached, limiting the global result of the project;
- 35% if the project scores at least 30% and below 40% meaning that several important objectives/results set in the application have not been reached, the global result of the project has been affected and the project can be considered only partially achieved;
- 55% if the project scores at least 20% and below 30% meaning that the majority of the objectives/results set in the application have not been reached, the global result of the project has been strongly affected and the project cannot be considered achieved;

- 75% if the project scores below 20%, meaning that any objectives/results set in the application have not been reached and any substantial outcomes of the project have not been reached in a satisfactory way.

Financial management of the ECOBIAS project

As defined in Article I.3.2 of the Grant Agreement, the grant will take the form of:

- the reimbursement of 100% of the eligible costs actually incurred for the following categories of costs: equipment costs, costs for subcontracting,
- unit contribution to cover the following categories of eligible costs indicated in Annex III: Staff Costs, Travel Costs and Costs of Stay.

Where, in accordance with Article I.3.2 (a) (i), the grant takes the form of the reimbursement of actual costs, the beneficiary must declare as eligible costs the costs it actually incurred for the action.

Where, in accordance with the Article I.3.2 (b), the grant takes the form of the reimbursement of unit costs or of a unit contribution, the beneficiary must declare as eligible costs or as requested contribution the amount obtained by multiplying the amount per unit specified in the Program Guide for ERASMUS + (Version 2 (2020): 26-02-2020) by the actual number of units used or produced.

Exchange rates

Requests for payment and financial statements must be drafted in euros. Beneficiaries and affiliated entities with general accounts in a currency other than the euro must convert costs incurred in another currency into euros at the average of the daily exchange rates published in the C series of the Official Journal of the European Union, determined over the corresponding reporting period (available at <http://www.ecb.europa.eu/stats/exchange/eurofxref/html/index.en.html>). If no daily euro exchange rate is published in the Official Journal of the European Union for the currency in question, conversion must be made at the average of the monthly accounting rates established by the Commission and published on its website (http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/inforeuro_en.cfm), determined over the corresponding reporting period. Beneficiaries and affiliated entities with general accounts in euros must convert costs incurred in another currency into euros in accordance with their usual accounting practices.

Co-financing principle

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



The grant awarded to CBHE projects is based on an estimated budget combining unit costs and actual costs and it corresponds to the European Union financial contribution to the project, as indicated in Annex III of the Agreement. In application of the co-financing principle, this amount has to be considered as a contribution to cover part of the costs incurred by the beneficiary institutions to carry out the activities foreseen in the project, and should not be mistaken with the total costs of the project which also include co-financing from the partner institutions.

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

Planned Co-financing for P1-UNS:

Item	Source of Co-financing	Justification	Total (EUR)
Laboratory consumables	Institution's own resources	Chemicals, Test kits	7,000.00
Catering for meetings	Institution's own resources	(estimated)	3,000.00
Equipment utility	Institution's own resources	(estimated)	1,000.00
ICT and Network equipment	Institution's own resources	Cables, routers, service	1,200.00
ICT and Network Staff work	Institution's own resources	20 days x 6 hours x 10 persons x 5 EUR	6,000.00
Post service, Bank transfers	Institution's own resources	(estimated)	3,000.00
Staff, teachers/researchers/admin.	Institution's own resources	10 days x 6 hours x 12 persons x 10 EUR	7,200.00
Travel/ Stay costs, PgC-to-PgC flows	Institution's own resources	20 days x 6 persons x 60 EUR	7,200.00

Planned Co-financing for P2-UNI:

Item	Source of Co-financing	Justification	Total (EUR)
Travel/ Stay costs, PgC-to-PgC flows	Institution's own resources	20 days x 6 persons x 60 EUR	7,200.00
Laboratory consumables	Institution's own resources	Chemicals, Test kits	1,000.00
Catering for meetings	Institution's own resources	(estimated)	1,000.00
Equipment utility	Institution's own resources	(estimated)	500.00
ICT and Network equipment	Institution's own resources	Cables, routers, service	300.00

Planned Co-financing for P3-UNIZG:

Item	Source of Co-financing	Justification	Total (EUR)
ICT and Network Staff work	Institution's own resources	5 days x 6 hours x 5 persons x 4 EUR	600.00
Post service, Bank transfers	Institution's own resources	(estimated)	200.00
Staff, teachers/researchers/admin.	Institution's own resources	10 days x 6 hours x 12 persons x 10 EUR	7,200.00
Travel/ Stay costs, PgC-to-PgC flows	Institution's own resources	20 days x 6 persons x 60 EUR	7,200.00
Laboratory consumables	Institution's own resources	Chemicals, Test kits	5,000.00
Catering for meetings	Institution's own resources	(estimated)	1,000.00

Planned Co-financing for P4-UDE:

Item	Source of Co-financing	Justification	Total (EUR)
Equipment utility	Institution's own resources	(estimated)	500.00
ICT and Network equipment	Institution's own resources	Cables, routers, service	300.00
ICT and Network Staff work	Institution's own resources	5 days x 6 hours x 5 persons x 4 EUR	600.00

Planned Co-financing for P5-UDG:

Item	Source of Co-financing	Justification	Total (EUR)
Post service, Bank transfers	Institution's own resources	(estimated)	200.00
Staff, teachers/researchers/admin.	Institution's own resources	10 days x 6 hours x 12 persons x 5 EUR	3,600.00
Travel/ Stay costs, PgC-to-PgC flows	Institution's own resources	20 days x 6 persons x 30 EUR	3,600.00
Laboratory consumables	Institution's own resources	Chemicals, Test kits	1,000.00

Planned Co-financing for P6-SUM:

Catering for meetings	Institution's own resources	(estimated)	1,000.00
Equipment utility	Institution's own resources	(estimated)	500.00
ICT and Network equipment	Institution's own resources	Cables, routers, service	300.00
ICT and Network Staff work	Institution's own resources	5 days x 6 hours x 5 persons x 4 EUR	600.00
Post service, Bank transfers	Institution's own resources	(estimated)	200.00

Planned Co-financing for P7-IUT:

Item	Source of Co-financing	Justification	Total (EUR)
Staff, teachers/researchers/admin.	Institution's own resources	10 days x 6 hours x 12 persons x 5 EUR	3,600.00
Travel/ Stay costs, PgC-to-PgC flows	Institution's own resources	20 days x 6 persons x 30 EUR	3,600.00
Laboratory consumables	Institution's own resources	Chemicals, Test kits	1,000.00
Catering for meetings	Institution's own resources	(estimated)	1,000.00

Planned Co-financing for P8-UNTZ:

Item	Source of Co-financing	Justification	Total (EUR)
Equipment utility	Institution's own resources	(estimated)	500.00
ICT and Network equipment	Institution's own resources	Cables, routers, service	300.00
ICT and Network Staff work	Institution's own resources	5 days x 6 hours x 5 persons x 4 EUR	600.00
Laboratory consumables	Institution's own resources	Chemicals, Test kits	3,000.00

Planned Co-financing for P9-UNSA:

Item	Source of Co-financing	Justification	Total (EUR)
Staff, teachers/researchers/admin.	Institution's own resources	10 days x 6 hours x 12 persons x 5 EUR	3,600.00
Travel/ Stay costs, PgC-to-PgC flows	Institution's own resources	10 days x 6 persons x 30 EUR	1,800.00
Laboratory consumables	Institution's own resources	Chemicals, Test kits	1,000.00
Catering for meetings	Institution's own resources	(estimated)	1,000.00
Equipment utility	Institution's own resources	(estimated)	500.00

Planned Co-financing for P10-UBL:

Item	Source of Co-financing	Justification	Total (EUR)
ICT and Network equipment	Institution's own resources	Cables, routers, service	200.00
ICT and Network Staff work	Institution's own resources	5 days x 6 hours x 5 persons x 4 EUR	600.00
Post service, Bank transfers	Institution's own resources	(estimated)	200.00

Planned Co-financing for P11-UES:

Item	Source of Co-financing	Justification	Total (EUR)
Staff, teachers/researchers/admin.	Institution's own resources	10 days x 6 hours x 12 persons x 5 EUR	3,600.00
Travel/ Stay costs, PgC-to-PgC flows	Institution's own resources	10 days x 6 persons x 30 EUR	1,800.00
Equipment utility	Institution's own resources	(estimated)	1,500.00

Modification to the budget

By way of derogation from the first subparagraph of Article II.22 of the General Conditions, the coordinating institution may, in agreement with the beneficiaries, when carrying out the action, adjust the estimated budget by transfers between categories of eligible costs, provided that this adjustment of expenditure does not affect the implementation of the action and the transfer between categories does not exceed 10% of the amount of each category of estimated eligible costs for which the transfer is intended, and without exceeding the total eligible costs indicated in Article I.3.

The maximum grant as specified in Article I.3 can never be exceeded.

If, for whatever reasons, some of the allocated activities will not be undertaken or completed by the beneficiary, the resources associated with those activities may be removed from the budget of the beneficiary. Prior removal of resources from the budget of the beneficiary, information will be officially delivered for approval, within two weeks before possible reducing its related budget. After the confirmation of the beneficiary that for whatever reasons, marked activities have not been undertaken or completed by the beneficiary, these resources shall be allocated to another beneficiary who agrees to undertake those activities.

Payment arrangements and reimbursement procedure amongst project beneficiaries

It is the responsibility of the partners to agree the best approach for paying/reimbursing costs incurred on project activities and to define the appropriate modalities. Payment conditions in terms of timing, requirements, form and destination must be formally agreed by the parties concerned in the Partnership Agreement (or any annex complementary to it).

It is recommended that all transfers to project beneficiaries are made via bank transfers and that all the bank statements are kept with the project accounts. In those cases in which payments are made directly to individuals involved in the project, it is the partnership's responsibility, and more in particular the responsibility of the coordinating institution and the partner concerned, to decide and agree on the best approach for paying (/reimbursing) their staff/students for the activities implemented in the context of the project. This can concern the reimbursement of travel and subsistence costs as well as the payment of staff costs.

If the bank account of the beneficiary changes, the beneficiary shall communicate the new bank account details in a timely manner to the coordinating institution by filling in the form which includes the details given above, signed by the legal representative of the beneficiary.

For the purpose of transferring the part of the Erasmus+ grant contribution, the beneficiary shall send Request for payment (using the Annex V of this Agreement) to the coordinating institution, duly signed by the legal representative of the beneficiary, for each instalment calculated and approved by the coordinator on the basis of previously verified expenses and/or submitted outputs.

Equipment

This budget heading may be used to support the purchase of equipment on the condition that such equipment is not ineligible and is directly relevant to the objectives of the project. Following equipment is considered ineligible: furniture, motor vehicles of any kind, equipment for research and development purposes, telephones, mobile phones, alarm systems and anti-theft systems.

The coordinating institution will transfer funds for the purchase of the equipment (equipment is intended exclusively for the Partner Country Higher Education Institutions, included in the partnership, as defined in the Programme Guide and Guidelines for the Use of the Grant) under the condition that the coordinating institution has received the requested documentation as proof that the appropriate procedure has been conducted and on the basis of eligible costs stipulated in contract(s) duly signed by the beneficiary and selected supplier(s), followed by corresponding invoice(s).

Notwithstanding the general rule set forth in the preceding point (a), the coordinating institution may, upon specific request by the beneficiary in writing, transfer the funds for the purchase of the equipment as the advance payment. The coordinating institution will transfer these funds 30 days after the receipt of the beneficiary's request. In the request for the advance payment the beneficiary should specify the amount and the equipment to be paid in such manner. In such a case, the beneficiary undertakes to promptly provide the relevant documentation as a proof that the appropriate procedure has been conducted and on the basis of eligible costs stipulated in contract(s) duly signed by the beneficiary and selected supplier(s), followed by the commercial documents evidencing the fulfilment of contract(s) in all respects.

In the case of advance payment as per the preceding point (b) the beneficiary is obliged to make monthly reports to the coordinating institution on the progress of the tendering procedure.

If the beneficiary fails to conduct the tendering procedure and purchase the equipment within 12 months before the end of the project, the total amount of the advance payment shall be reimbursed to the coordinating institution at the latest 30 days after the expiration of the mentioned deadline.

Advance payment of the grant for the purchase of equipment has to be used exclusively for the purchase of equipment for the beneficiary for the purpose of the implementation of the project (equipment directly relevant to the objectives of the project) and cannot be used for other purposes. The equipment shall be the ownership of the beneficiary and must be recorded in the inventory of the institution where it is installed. All equipment purchased with



the Erasmus+ CBHE funds must bear an Erasmus+ logo in a form of a sticker as defined by the Executive Agency. The beneficiary may not split the purchase of the equipment into smaller contracts below the threshold, in order to avoid launching tendering procedure. Since the joint tendering procedure is the expression of a sound and cost-efficient management, beneficiary shall inform the coordinating institution in a timely manner about the intention of purchase of the equipment and will not undertake any further actions related to the matter before the approval of the coordinating institution.

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

The beneficiaries may not split the purchase of equipment into smaller contracts below the threshold. The co-ordinator must clearly document the tendering procedure and retain the documentation in particular for audit purposes in accordance with Article II.27 of the General Conditions.

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

Subcontracting

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

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

Subcontracting costs will be reimbursed on the basis of the eligible costs actually incurred (actual costs). Typical activities which may be sub-contracted (provided they are not carried out by beneficiaries' staff) are:

- Evaluation activities and auditing (Certificate on the Financial Statement),
- Printing, publishing and dissemination activities,
- Translation services,
- Web design and maintenance,

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

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

Subcontracting must be done on the basis of a contract, which should describe the specific task being carried out and its duration. It must include a date, project number and the signature of both parties. Beneficiaries and their staff members are not allowed to operate in a subcontracting capacity for the project.

Unit Costs

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

Staff costs

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

The unit-cost which will be applicable to calculate the grant will be the one of the country in which the staff member is engaged, independently of where the tasks will be carried out (i.e. a staff member of an organisation of Country A working (partly) in Country B will be considered for the unit-costs under Country A).

	Manager	Teacher/ Trainer/ Researcher	Technician	Administrative staff
Germany	280	214	162	131
Croatia, Serbia	88	74	55	39
Bosnia and Herzegovina, Montenegro	108	80	57	45

The applicable staff categories to be applied are the following:

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

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

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

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

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

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

- The existence of a formal contractual relationship between the employee and the employer.
- A duly filled-in Joint Declaration for each person employed by the project. The declaration must be signed by the person performing the activity then countersigned and stamped by the person responsible (e.g. rector, dean) in the institution that employed this person. For staff performing different categories of tasks a separate declaration must be signed for each type of activity.
- Time-sheets have to be attached to each joint declaration. They must be signed by the person concerned and countersigned by the person responsible in the institution that employed this person. They must indicate the following:
 - the project reference,
 - the name of the person performing the tasks, his/her position and the staff category,
 - the institution and the country where the person is employed,



- the number of days worked for the corresponding month and year, the description of the tasks performed, the outputs produced and the related work package.
- Any material evidence allowing to verify that the declared workloads correspond to actual activities/outputs (e.g. attendance lists for lectures given, tangible outputs / products, salary slips, etc.).

Travel costs and Costs of Stay

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

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

In order to apply the correct unit cost, the beneficiary must identify the travel distance of a one-way travel (from their place of origin - home institution within the partnership - to the venue of the activity) using the distance calculator supported by the European Commission: https://ec.europa.eu/programmes/erasmus-plus/resources/distance-calculator_en

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

Unit costs based on the travel distance per participant are:

Distance (km)	Travel Costs (EUR)
0-9	0
10-99	20
100-499	180
500-1999	275

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

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

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

Activities and related travels must be carried out in the project beneficiaries' countries. Any exception to this rule must be authorised by the Agency. Please note that the unit costs for



travel also cover cancellation costs. Therefore, it is strongly recommended to purchase travel tickets including cancellation insurance. Except for cases of "force majeure" or exceptional and duly justified cases, only unit costs for travel which actually took place can be reported and charged to the project. Prior written authorisation from the Agency is required in these cases.

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

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

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

In order to apply the correct unit cost, the beneficiary must identify the duration in days of the activity (including the travel from their place of origin to the venue of the activity and vice versa) and apply the corresponding unit costs as defined:

Unit costs based on the duration of the stay of the participants:

Staff:

120 EUR/day for day 1 to day 14

Student:

55 EUR/day from day 1 to day 14

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

Financial support will be provided only for costs of stay that are directly related to the achievement of the objectives of the project. Activities must be carried out in the project beneficiaries' countries.

Any exception to this rule must be authorised by the Agency.

Reporting

The coordinator is responsible for submitting in due time to the Executive Agency all reports and financial statements as required in the Grant Agreement. For this purpose and in a timely manner, the beneficiary commits to provide the coordinating institution with all necessary information and copies of supporting documents needed for drawing up reports, financial statements and any other documents required in the Grant Agreement.

Within ECOBIAS project three ways of reporting are planned:



1. Internal reporting within the Consortium where beneficiaries inform the Coordinator about the technical progress on institutional implementation of the project and partners' financial reports with declaration of expenses incurred accompanied with necessary supporting documents.

2. Reporting on realized different events (info days, workshops, seminars, conference, meetings, trainings, etc.) by all beneficiaries prepared using the template provided in the Quality Assurance Plan for posting on the project website.

3. Reporting on realized project activities by all beneficiaries prepared using the template provided in Quality Assurance Plan for posting on the project website (8 reports during the project).

For the purpose of partnership reporting, internal reporting forms have to be used (will be available at the project internet site by the first reporting period). These reports shall be submitted by the beneficiary to the coordinating institution according to the following schedule:

Reporting periods

Reporting period:	From-To	Deadline for submission of the partnership reports by the beneficiary to the coordinating institution
The 1 st reporting period	15/01/2020 – 14/6/2020	30/6/2020
The 2 nd reporting period	15/6/2020 – 14/09/2020	30/9/2020
The 3 rd reporting period	15/9/2020 – 14/02/2021	28/02/2021
The 4 th reporting period	15/02/2021 – 14/7/2021	31/7/2021
The 5 th reporting period	15/7/2021 – 14/9/2021	30/9/2021
The 6 th reporting period	15/9/2021 – 14/01/2022	31/01/2022
The 7 th reporting period	15/01/2022 – 14/9/2022	30/9/2022
The 8 th reporting period	15/9/2022 – 20/12/2022	30/12/2022

For the purpose of reporting by the coordinating institution to the Executive Agency, beneficiary shall have to submit his reports to the coordinator, using the reporting forms (consisting of the narrative and financial part) available on the website of the Executive Agency: https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space_en

Type of the report	Deadline for submission of the reports by the coordinator to the Executive Agency	Deadline for submission of the reports by the beneficiary to the coordinating institution
The progress report on the implementation of the action	(at the latest) half-way through the eligibility period, on 13/09/2021	at the latest 10 days before 13/09/2021
Final report	two months after the end of the contractual period, on 15/03/2023	01/02/2023

In case the beneficiary does not provide all required reports with appropriate and accurate information therein, together with financial statements and copies of supporting documents within 10 working days from the date(s) stated above, coordinator will inform beneficiary's project manager about this in written form, with the beneficiary's legal representative in carbon copy. Failure to provide all requested documents and information within 10 working days from the date of coordinator's notice will result in suspending further instalments of the Erasmus+ grant contribution to the beneficiary. The coordinator reserves the right to consult the Executive Agency if the activities declared by beneficiary and/or delivered outputs are questionable.



List of supporting documentation for the reporting

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

1. STAFF COSTS

- Joint Declaration - duly filled-in. The Joint Declaration must be signed by the person concerned and signed and stamped by the responsible person in the institution where this person is normally employed.
- Time sheets for each Joint Declaration – duly filled-in and signed
- Attendance lists for lectures given
- Tangible outputs/ products
- Employment Contract
- Salary slips, bank statements
- Tax statement (if applicable)

2. TRAVEL COSTS AND COSTS OF STAY

- Individual Travel Report — duly filled-in and signed by the person who travelled
- Travel order / decision (if applicable)
- Travel tickets (plane, train, bus, etc.)
- Boarding passes
- Invoices
- Bank statements
- Tax statement (if applicable)
- Agendas
- Proof of attendance
- Photos
- Tangible outputs / products
- Minutes of meetings

3. EQUIPMENT

- Contract with selected supplier
- Pro-forma invoice of selected supplier
- Vat exemption
- Invoice of selected supplier
- Bank statement
- Delivery notes
- Inventory list of the equipment
- Analytical Card for Fixed Assets
- Pictures of equipment (with ERASMUS+ sticker)

4. SUBCONTRACTING

- Order forms from three suppliers (for procurement less than 25000 EUR)
- Contracts and invoices for external staff / selected supplier
- Pro-forma invoice
- Vat exemption
- Final Invoice
- Bank statement
- Tangible outputs / products



Channels of communications

Communication channels should follow for achieving the main objectives and the desired results of the project. The project management team and partner countries management team are responsible for finding the best forms of communication between project partners and to other actors involved in this project. The main forms of communication in ECOBIAS Project will be:

- formal and informal e-mails,
- regular meetings (both at project level and at partner country level),
- online chats,
- rounded tables,
- video-conferences,
- Documents, memos, reports, etc.

In order to organise effective meetings is necessary to follow a guideline, consisting in: •

Defining all the purposes and outcomes of the meeting

- Providing an agenda before the meetings to all the participants
- Preparing all the necessary materials and distribute them to all the participants

Conflicts

A conflict is a normal part of relationship between partners involved in a working group of a project. It can arise from different point of views and there are some steps should follow in order to manage and give a resolution to any type of conflicts.

As in any other multi partner project, all the potential conflicts lie on:

- 1- Goal-oriented conflicts; associated with end results, performance specifications and criteria, priorities, and objectives.
- 2- Administrative conflicts refer to the management structure and philosophy and are mainly based on definition of roles and reporting relationships and on responsibilities and authority for tasks, functions, and decisions.
- 3- Interpersonal conflicts resulting from differences in work ethics, styles, egos, and personalities of the participants

Anticipating conflicts

- The project coordinator should create a working plan to anticipate conflicts and their impacts on over well going of the project.
- To avoid conflicts over project priorities, the project coordinator must prepare a master plan compatible with long-term strategies.
- To avoid conflicts regarding administration procedure, the project coordinator must clarify role, responsibilities and reporting relationship since the begging of the project.
- To avoid conflicts over technical and performance opinions, the project coordinator must create teams and other quality and steering comities to review specification and design.
- To avoid conflicts over human resources, the project coordinator must develop a breakdown structure and responsibilities for everyone involved.

- To avoid conflicts over cost and budget, the project coordinator must develop an overall project budget, supported by a detailed budget and cost for every task and activity planned.
- To avoid personality conflicts, it is important that project coordinator, create an environment that emphasize respect, equality and diversity.
- In a multi partner project, as ECOBIAS project is, an effective way of avoiding any kind of conflict is learning from similar project. For this reason, it is necessary, from time to time, to invite colleagues that have been part of similar projects in the past, exchange experience with them and learn from their mistakes (management and financial issues).

Resolving conflicts

After accepting the conflict, project coordinator should plan how to deal with the conflict. First, they should identify the problem and understand as soon as possible the conflicting parties. After that, by focussing on the main problem of the conflict, project coordinator should negotiate and find an agreement between involved parties. In analysing the conflict and finding the best way of resolving it, the project coordinator should take in consideration the whole project and the main objective of the project. Team leaders should use communication skills, open communication and take in consideration every need of involved parties. The project coordinator and all the parties involved in conflict must find a solution that satisfies everyone. The best form to achieve a good conflict management is to collaborate, remain flexible and think that there are solutions not yet discovered.

Communication as an important key for resolving conflicts

Project managers should use communication as an important key in solving conflicts, because a good communication can increase understanding and reduce the risk of jumping to conclusions. Best way of communication used by project managers is formal communication that sends information between different organization structures in downward, upward and horizontal communication, In multi partner projects, where partners belong to different countries, it is important to find the appropriate language of communication. The formal language of ECOBIAS project, at project level will be English, and in partner country level, each PC or other institution, can use its native language.

<https://www.ecobiaserasmus.com/rules-of-procedure/>

