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## **INTERBA**

**INTER**nationalization at Home: Embedding  
Approaches and Structures to Foster  
Internationalization at Western **BA**lkans

**610429-EPP-1-2019-1-AL-EPPKA2-CBHE-JP**

KOZETA SEVRANI

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# INTERBA: Aim and Objectives

The **aim** of the project is to strengthen international, intercultural & global dimension via **Internalisation at Home (IaH)** implementation at partner HEIs in order to enhance the quality of education and make a meaningful contribution to the society.

# Specific Objectives

The specific **objectives** of the project include:

1. to formulate a coherent and detailed IaH concept that could be mainstreamed into the partner HEIs Roadmaps following on from their specific exigencies;
2. to level up the scope and viability of IaH activities implemented in partner HEIs;
3. to train expert pool capable of developing and integrating IaH into HEI environment;
4. to launch an online platform as a tool for IaH implementation
5. to establish/modernise the existing structure/entities responsible for IaH at HEIs.

# **So, the final expected outcomes of the INTERBA Project are:**

- the Increase the research capacities and the quality of the research results of PC universities; and,
- the initiation of a continuous process of cooperation in research and innovation between universities and local enterprises.

# INTERBA CONSORTIUM:

- **P1:** University of Tirana (UT) - Lead Partner (ALBANIA)
- **P2:** Middlesex University (UK)
- **P3:** Hamburg University of Technology (GERMANY)
- **P4:** University of Cagliari (ITALY)
- **P5:** European Center of Studies and Initiative (ITALY)
- **P6:** European University of Tirana (UET) (ALBANIA)
- **P7:** University of Pristina (UP) (KOSOVO)
- **P8:** University of Tuzla (BOSNIA & HERZEGOVINA)
- **P9:** Dzemal Bijedic University of Mostar (UNMO) (BOSNIA & HERZEGOVINA)
- **P10:** Universum College (UC) (KOSOVO)

**INTERBA** consortium partnership is established based on basis of quality assurance, education delivery and strict implantation of planned activities and deliverables.

# Project Activities and Methodology: Key Deliverables (1)

- **WP1: Universum College (WP Leader)**

- D.1.1. Performing analysis of knowledge capital in partner countries

- D.1.2. Conducting a needs analysis

- D.1.3. Prioritising internationalisation areas

- **WP2: University of Cagliari (WP Leader)**

- D.2.1. Creating a knowledge repository

- D.2.2. Creating a network of knowledge experts.

- D.2.3. Introducing a bridging model to align knowledge cases to knowledge gaps.

# Project Activities and Methodology: Key Deliverables (2)

- **WP3: Middlesex University (WP Leader)**

- D.3.1. Developing training content

- D.3.2. Preparing short training opportunities

- D.3.3. Creating guidelines for Request for Knowledge (RfK) documentation

- **WP4: Middlesex University (WP Leader)**

- D.4.1. Training key staff members

- D.4.2. Conducting training pilots

- D.4.3. Conducting re-training.

- D.4.4. Producing the training toolkit



# Project Activities and Methodology: Key Deliverables

## (3)

- **WP5: European University of Tirana (WP Leader)**

- D.5.1. Creation of Moodle structures for the delivery of e-learning.
- D.5.2. Moodle platform agreed and adopted to projects results
- D.5.3. Support of the introduction of materials delivered by EU partners
- D.5.4. Monitor and conduct the translation of key documentation
- D.5.5. Monitor the use of the platform during training and re-training
- D.5.6. Maintain the platform for the next years after the project has ended

- **WP6: Hamburg University of Technology (WP Leader)**

- D.6.1 Elaboration and dissemination of the methodology for the sustainability strategy
- D.6.2 Sustainability plan for training and re-training courses and Moodle platform
- D. 6.3 Sustainability plan for Train-to-Trainers workshop
- D. 6.4 Sustainability plan for network of knowledge experts
- D. 6.5 Sustainability interim reporting
- D. 6.6 Sustainability final reporting

# Project Activities and Methodology: Key Deliverables (4)

- **WP7: European Centre of Studies and Initiatives (WP Leader)**

- D.6.1. Quality Assurance Plan (QAP) and tools

- D.6.2. QA Annual Reports

- D.6.3. Final QA report

- D.6.4. External evaluation

# Project Activities and Methodology: Key Deliverables (5)

- **WP8: European University of Tirana (WP Leader)**

D.8.1. Setting up and maintaining the project Website (including project visual identity)

D.8.2. Consolidation of Dissemination and Exploitation Strategy

D.8.3. One paper on project activities and results published in relevant scientific magazines and/or presented at relevant international conferences  
D.8.4. Organising 1 dissemination event with relevant stakeholders (info day)  
D.8.5. Final International Project Conference in Tirana [dissemination]

D.8.6. Creation of the financial and institutional sustainability strategic plan  
D.8.7. Sustainable cooperation with labour market [exploitation]

D.8.8. Creation of the partner network between all institutions involved in the project

# Project Activities and Methodology: Key Deliverables (6)

- **WP9: University of Tirana (WP Leader)**

D.9.1. Participation on Kick-off meeting

D.9.2. Preparing Partnership Agreements

D.9.3. Involvement in project team meetings,

D.9.4. Submitting reports on performed activities to project coordinator on time

D.9.5. Preparing and submitting Intermediate report on time

D.9.6. Preparing and submitting Final report before deadline

D.9.7. Control finances and documentation

D.9.8. Maintain a project management spreadsheet or Gantt chart

D.9.9. Preparing First, Second and Third annual reports on project activities

# Logical Framework Matrix LFM (1)

- **Wider Objectives:**

- Establish a regional internationalisation infrastructure based on institutional knowledge capital from previous funded projects.
- Establish a network of experts to be used for bordering knowledge needs and knowledge capacity at institutional, regional and national level.

- **Specific Objectives:**

- Creation of a knowledge repository.
- Establishment of a network of experts.
- Deployment of the internalisation framework and supporting infrastructure.
- Supporting Request for Knowledge cases.
- Train key staff in disseminating knowledge and sharing expertise.
- Re-train peripheral staff at institutional level.

# Logical Framework Matrix LFM (2) - Outputs

## WP1

- Create the project's standardised documentation templates for recording knowledge capital
- Perform a literature review on conducting such analysis
- Collect cases of knowledge capital.
- Create knowledge capital repository.
- Conduct a literature review on performing needs analysis.
- Produce needs analysis at institutional level.
- Reach consensus for needs analysis at national level.
- Reach consensus for needs analysis at regional level.
- Identify criteria to be used for prioritisation internationalisation areas.
- Identify the key internationalisation areas.
- Specify how each area will be supported through reshaping existing knowledge, providing new knowledge and seeking links to other current projects that could provide knowledge.

# Logical Framework Matrix LFM (3) - Outputs

## WP2

- Creating a knowledge repository
- Creating a network of knowledge experts.
- Introducing a bridging model to align knowledge cases to knowledge gaps.

## WP3

- Developing training content
- Preparing short training opportunities
- Creating guidelines for Request for Knowledge (RfK) documentation

## WP4

- Training key staff members
- Conducting training pilots
- Conducting re-training.
- Producing the training toolkit

# Logical Framework Matrix LFM (4) - Outputs

## WP5

- Creation of Moodle structures for the delivery of e-learning.
- Moodle platform agreed and adopted to projects results
- Support of the introduction of materials delivered by EU partners
- Monitor and conduct the translation of key documentation
- Monitor the use of the platform during training and re-training
- WP6
- Elaboration and dissemination of the methodology for the sustainability strategy
- Sustainability plan for training and re-training courses and Moodle platform



# Logical Framework Matrix LFM (5) - Outputs

## WP6

- Elaboration and dissemination of the methodology for the sustainability strategy
- Sustainability plan for training and re-training courses and Moodle platform

### WORKPLAN for project year 1

Activities		Total duration (number of weeks)	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Ref.nr/ Sub-ref nr	Title													
1.1	Performing analysis of knowledge capital in partner countries	8		4X	4X									
1.2	Conducting a needs analysis	16			4X	4X	4X	4X						
1.3	Prioritizing internationalization areas	20		4=X	4=X	4=X	4=X	4=X						
4.1	Training key staff members	12										4=	4=	4=
5.1	Model platform created for project purposes	12										4=	4=	4=
5.2	Support of the introduction of the materials	12										4=	4=	4=
7.2	Q&A annual report	4										4=X		
7.4	External evaluation	4										4=X		
8.1	Setting up and maintaining the project Web site (including project visual identity – logo)	12						4X	4X	4X				
8.2	Consolidation of Dissemination and Exploitation Strategy	12	4X	4X	4X									
8.4	Organising 4 dissemination events with relevant stakeholders	12		4=X										
8.4	Organising 4 dissemination events with relevant stakeholders	12										4=X		
9.1	Kick off meeting	4	4X											
9.2	Project team meetings	4												4X
9.3	First annual report on project activities	4										4=X		





# Cooperation arrangements, management & communication (1)

The project will create the following bodies and structures:

- Steering Committee (SC)
- Project manager participates as Secretary – no vote
- Working Groups (WG) - will have a specific role in managing technical Work Packages (9)
- Project leader - Two evaluation reports (progress and final), which will be then reviewed, provided feedback and approved by the SC

# Expected impact of the project

- **Findings from knowledge capital analysis** - Individual academics, researchers, practitioners or professionals at institutional, national and regional level but also institutions from EU states.
- **Findings from needs analysis** - Consortium members and potentially other HEIs at regional level
- **Knowledge repository** - Potentially HEIs and associated entities worldwide
- **Network of knowledge experts** - Potentially HEIs and associated entities worldwide
- **Bridging model** - Potentially HEIs and associated entities worldwide
- **Training** - Members of the consortium and associate partners at regional level
- **Request for Knowledge (RfK) documentation** - - Potentially HEIs and associated entities worldwide
- **E-learning platform** - All participating partners at regional level.

# Dissemination & Exploitation Strategy

- Dissemination activities are also a central aspect of the sustainability of the project results.
- The information material for the knowledge repository and the network of experts will contribute to the long-term impact and sustainability of the project results.

# Dissemination & Exploitation Strategy

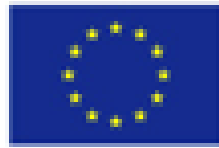
Target Group	Means of communication to reach these target groups	When	Indicators to measure the effectiveness of the means of communication
Project Team Email M1-M3 - level of responsiveness -delivered feedback on the draft of strategic document for dissemination	Project Team Email M1-M3 - level of responsiveness -delivered feedback on the draft of strategic document for dissemination	Project Team Email M1-M3 - level of responsiveness - delivered feedback on the draft of strategic document for dissemination	Project Team Email M1-M3 - level of responsiveness -delivered feedback on the draft of strategic document for dissemination
Staff, students, project team Website, facebook, linkedin, youtube, Instagram, twitter M5 (updates until M36) -number of clicks -number of page likes/follows -post engagements (shares, post likes, comments, page mentions) -outreach level, especially for interactive posts	Staff, students, project team Website, facebook, linkedin, youtube, Instagram, twitter M5 (updates until M36) -number of clicks -number of page likes/follows -post engagements (shares, post likes, comments, page mentions) -outreach level, especially for interactive posts	Staff, students, project team Website, facebook, linkedin, youtube, Instagram, twitter M5 (updates until M36) - number of clicks -number of page likes/follows -post engagements (shares, post likes, comments, page mentions) -outreach level, especially for interactive posts	Staff, students, project team Website, facebook, linkedin, youtube, Instagram, twitter M5 (updates until M36) -number of clicks -number of page likes/follows -post engagements (shares, post likes, comments, page mentions) -outreach level, especially for interactive posts
Staff, students, project team Email, website, social media, newsletter M10 -feedback of readers -number of clicks	Staff, students, project team Email, website, social media, newsletter M10 -feedback of readers -number of clicks	Staff, students, project team Email, website, social media, newsletter M10 -feedback of readers -number of clicks	Staff, students, project team Email, website, social media, newsletter M10 -feedback of readers -number of clicks
Project team, EACEA Email, M20 * Feedback of the quality of dissemination activities (information level about the project WP8 development	Project team, EACEA Email, M20 * Feedback of the quality of dissemination activities (information level about the project WP8 development	Project team, EACEA Email, M20 * Feedback of the quality of dissemination activities (information level about the project WP8 development	Project team, EACEA Email, M20 * Feedback of the quality of dissemination activities (information level about the project WP8 development



# Project Sustainability

- **Training and re-training courses (WP3)**- Regularly updating of the training contents; Production of the knowledge transfer short courses; Recognition of the training courses through certification or institutional recognition
- **Train-to-Trainers workshop (WP4)** - should be continued even after the end of the duration of the project in order to transfer the elaborated training model for the re-training sessions, which enables the extension of the network of experts and the exchange of knowledge capital over the network
- **Moodle platform (WP5)** - should ensure access to the training and re-training material at any time beyond the project period
- **Network of knowledge experts (WP2)** - maintain the established network of knowledge experts

Sustainable Outcomes	Strategy to ensure their sustainability	Resources necessary to achieve this	Where will these resources be obtained?
Training and re-training courses (WP3)	Regularly updating of the training contents; Production of the knowledge transfer short courses; Recognition of the training courses through certification or institutional recognition	Trained and re-trained academics for the implementation of the training courses	Internal operational capacities of PC universities; Internal operational capacities of peripheral institutions
Train-to-Trainers workshop (WP4)	Maintenance of the elaborated training model for the re-training sessions after the project is finished	Trained and re-trained academics for the implementation of the re-training courses	Internal operational capacities of PC universities; Internal operational capacities of peripheral institutions
Moodle platform (WP5)	Support and access to the training material after the project is finished	Trained academics for maintenance of the Moodle platform	Internal operational capacities of PC universities
Network of knowledge experts (WP2)	Promotion of the network of experts after the project is finished; Support and regularly update the content of the network account INTERBA LinkedIn after the project is finished	Trained and re-trained academics for promoting the network of knowledge experts and creating of a bridge between experts	Internal organisational and operational capacities of PC universities and peripheral institutions; Internal financing sources of the PC universities; External financing sources of local enterprises



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**Thank you for your attention!**

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# INTERBA **INTER**nationalization at Home: Embedding Approaches and Structures to Foster Internationalization at Western **BA**lkans

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**Kick-Off Meeting**  
**9 – 10 March 2020**  
**Tirana, Albania**





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# PROJECT MANAGEMENT

**Kreshnik Vukatana**

University of Tirana  
Faculty of Economy  
Department of Statistics and Applied Informatics







## Wider Objective

- Establish a regional internationalization infrastructure based on institutional knowledge capital from previous funded projects.
- Establish a network of experts to be used for knowledge transfer and knowledge capacity at institutional, regional and national level.





## Specific Project Objectives

- Creation of a knowledge repository.
- Establishment of a network of experts.
- Deployment of the internalization framework and supporting infrastructure.
- Supporting Requests for Knowledge Cases.
- Train key staff in disseminating knowledge and sharing expertise.
- Re-train peripheral staff at institutional level.





# Indicators of progress

- Creation of the institutional knowledge repositories and the necessary regional infrastructure for accessing knowledge cases.
  - The number of knowledge cases in the repository.
- Creation of networks of experts and the necessary match-making process.
  - The number of experts participating in the network.
  - The number of staff trained.
  - The number of staff participating in retraining sessions.
- The creation of the internationalization infrastructure and its pilot use.
  - The number of Requests submitted.







# Project Management Key Performance Indicators (KPIs)

- **Schedule variance**

- Shows how much ahead or behind of planned budget your project is running.
- + have a bigger budget left to spend on remaining tasks.
- - have a bigger budget left to spend on remaining tasks.

- **Schedule Performance Index**

- Shows whether you're ahead or behind the planned project schedule (work plan).
- $<1$  indicates that the project is potentially behind schedule.
- $>1$  indicates that the project is running ahead of schedule.



# Project Management Key Performance Indicators (KPIs)

- **Overdue Project Tasks / Crossed Deadlines**
  - ✓ Shows an overview of how many project activities are overdue. Is a calculated percentage of tasks with crossed deadlines compared to all the completed project activities.
  - ✓ high percentage of overdue tasks (needs new contributors).
- **Missed Milestones**
  - ✓ Grouped task related to key objectives.
  - ✓ Must keep to 0.



# Project Management Key Performance Indicators (KPIs)

- Percentage Of Tasks Completed
  - show a quick overview of project's performance.
- Percentage Of Projects Completed On Time
  - indicates the number of projects completed on time compared to crossed deadlines.
  - able to keep this percentage over 80%.



## Assumptions & risks

- Lack of sufficient expertise in certain areas.
  - Each partner institution will open re-training sessions to other.
- Inconsistent contributions from partners.
  - The consortium will monitor the contributions to the repositories.
- Inability to establish sufficient internationalization resources.
  - Each institution will create its core team and the project will help to bridge between resources.





## Assumptions & risks

- Project sustainability after the end of funding.
  - The Train the Trainers program will assist to maintain future internationalization opportunities in a self-sustained network of experts.
  - Moodle Platform
- Establishment of sufficient critical mass of interested experts.
  - Partners have already identified existing projects and prior knowledge capital cases to achieve minimum involved numbers of experts.



# Reporting & Monitoring

- Quarterly Progress Reports. (1<sup>o</sup> day of each period)
  - Each partner institution will report through a report template.
  - Each partner institution uploads all documents related to the ending period.
- Progress Report
  - All the partner institutions prepare the report for EU.
- Final Report
  - All the partner institutions prepare the report for EU.

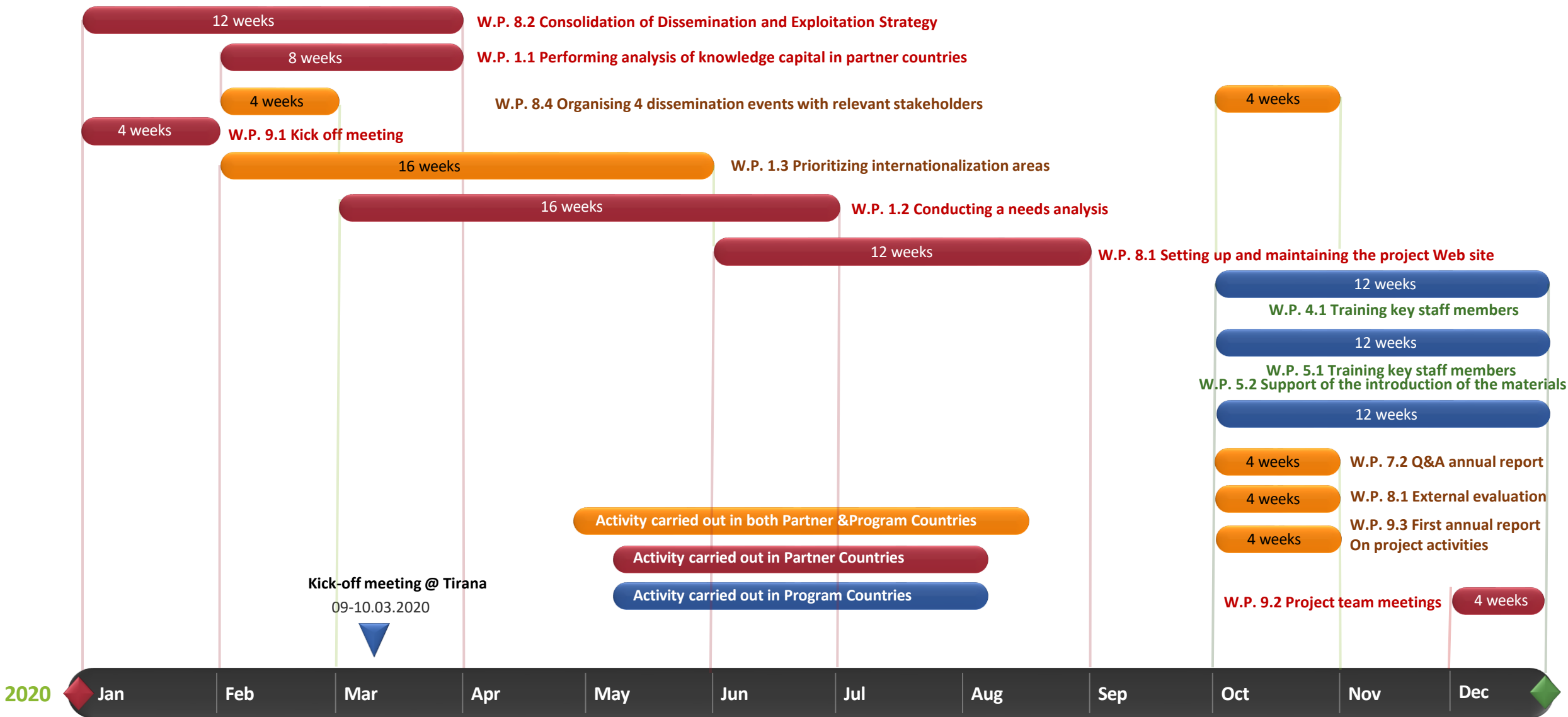




# Reporting & Monitoring

- Minutes of Meeting Reports
  - Each partner institutions prepare the report.
- Issue Management Log Template
  - Un Excel file where to report issue description, status, priority etc.
- Agganty online tool for monitoring
  - Gantt chart with all WP (deadlines, responsibility, description etc.)
  - E-mail notification (due deadlines, finished task, assigned task etc.)









## Issues to be discussed

Discrepancies on declared task/sub-task time and work plan schedule time.

All Partners:

- Have to revisit the work packages where they are leader.
- Assign starting/finished date to task/sub-tasks or due dates.

Project leader:

- Reallocate time to work plan related to work packages.





# WP1: Gap analysis and existing knowledge capital analysis (15/10/19-31/07/20)

Leader: Universum College (P7)

TASK	WPck Date	WPlan Date	Proposed Date
1.1 Performing analysis of knowledge capital in partner countries	?	01/12/19 31/01/20	15/03/20 31/04/20
1.2 Conducting a needs analysis	?	01/01/20 31/04/20	15/04/20 31/07/20
1.3 Prioritizing internationalization areas	?	01/12/19 31/04/20	15/04/20 31/07/20



# WP1: Gap analysis and existing knowledge capital analysis

## Participating Organization:

- The EU institutions will provide expertise in conducting the analysis tasks and share current practices.
- The Partner Country institutions will provide access to their existing resources, help documenting knowledge capital in a standardized way and reach consensus about the analysis results at institutional, national and regional level.





# WP1: Gap analysis and existing knowledge capital analysis (15/10/19-31/07/20)

Leader: Universum College (P7)

## Overall Estimation Time Proposed

Estimated Start Date : 15-11-2019 ->

15-03-2020

Estimated End Date: 31-07-2020 ->

31-07-2020

Time estimated: 7.5 months ->

4.5 months

Postpone dates.  
Reduction months  
planned.



## WP2: Creation of a coordination model for use of existing resources based on a knowledge capital repository (01/02/2020-31/12/2020)

Leader: University of Cagliari (P4)

TASK	WPck Date	WPlan Date	Proposed Date
2.1 Creating a knowledge repository.	31/12/20	01/09/21 30/10/21	01/09/21 30/10/21
2.2 Creating a network of knowledge experts.	31/12/20	01/04/21 30/10/21	01/04/21 30/10/21
2.3 Introducing a bridging model to align knowledge cases to knowledge gaps.	31/12/20	01/07/20 30/10/21	01/07/20 30/10/21





## WP2: Creation of a coordination model for use of existing resources based on a knowledge capital repository

### Participating Organization:

- The EU institutions will provide expertise in creating the knowledge repository and share current practices.
- The Partner Country institutions will provide access to their existing resources, help providing expert profiles and support the establishment of institutional networks of experts.





## WP2: Creation of a coordination model for use of existing resources based on a knowledge capital repository (01/02/2020-31/12/2020)

Leader: University of Cagliari (P4)

### Overall Estimation Time Proposed

Estimated Start Date : 01-02-2020 ->

Estimated End Date: 31-12-2020 ->

Time estimated: 11 months ->

01-04-2020

31-10-2021

19 months

Estimation  
based on  
Work plan.



## WP3: Development of training content to increase capacity in internationalization (01/04/2020-31/03/2021)

Leader: Middlesex University (P2)

TASK	WPck Date	WPlan Date	Proposed Date
3.1 Developing training content.	31/03/21	01/09/21 31/01/22	01/09/21 31/01/22
3.2 Preparing short training opportunities.	31/03/21	01/05/21 31/01/22	01/05/21 31/01/22
3.3 Creating guidelines for Request for Knowledge (RfK) documentation.	31/03/21	01/10/21 31/01/22	01/10/21 31/01/22





## WP3: Development of training content to increase capacity in internationalization

### Participating Organization:

- The EU institutions will assist in contributing towards the design and development of the training content, as well as the evaluation of the proposed training materials.
- The Partner Country institutions will participate in evaluating the suitability of the provided content for subsequent Train-the-Trainers sessions.





## WP3: Development of training content to increase capacity in internationalization (01/04/2020-31/03/2021)

Leader: Middlesex University (P2)

### Overall Estimation Time Proposed

Estimated Start Date : 01-04-2020 ->

Estimated End Date: 31-03-2021 ->

Time estimated: 12 months ->

01-05-2021

31-01-2022

9 months

Estimation  
based on  
Work plan.



# WP4: Organization of training and re-training (01/04/2020-31/12/2022)

Leader: Middlesex University (P2)

TASK	WPck Date	WPlan Date	Proposed Date
4.1 Training key staff members.	31/12/22	01/08/20 31/01/21	01/08/20 31/01/21
4. 2 Conducting training pilots.	31/12/22	01/09/21 31/10/21	01/09/21 31/10/21
4.3 Conducting re-training.	31/12/22	01/09/21 31/10/21	01/09/21 31/10/21
4.4 Producing the training toolkit.	31/12/22	01/08/21 31/10/21	01/08/21 31/10/21



## WP4: Organization of training and re-training

### Participating Organization:

- The EU institutions will contribute in training events with expertise and delivery of specific sessions.
- The Partner Country institutions will ensure that sufficient numbers of trainees participate and must also conduct re-training sessions.





# WP4: Organization of training and re-training (01/04/2020-31/12/2022)

Leader: Middlesex University (P2)

## Overall Estimation Time Proposed

Estimated Start Date : 01-04-2020 ->

Estimated End Date: 31-12-2022 ->

Time estimated: 30 months ->

01-08-2020

31-10-2021

14 months

Estimation  
based on  
Work plan.  
Extend???





## WP5: E-learning platform and tools for delivery, support and exchange of existing and new knowledge capital (01/02/2020 – 31/02/2020)

Leader: European University of Tirana (P6)

TASK	WPck Date	WPlan Date	Proposed Date
5.1 Creation of Moodle structures for the delivery of e-learning.	31/12/20	01/08/20 31/10/20	01/08/20 31/10/20
5. 2 Support of the introduction of materials.	31/12/20	01/08/20 31/10/20	01/08/20 31/10/20
5.3 Monitor the translation of key documentation.	28/02/21	01/11/20 31/12/20	01/11/20 31/12/20
5.4 Monitor the use of the platform during training and re-training.	31/12/21	01/08/21 31/10/21	01/08/21 31/10/21



## WP5: E-learning platform and tools for delivery, support and exchange of existing and new knowledge capital

### Participating Organization:

- The EU institutions will provide expertise in current e-learning practices and share good practice.
- The Partner Country institutions will provide participation in deploying the necessary infrastructure and resources.





## WP5: E-learning platform and tools for delivery, support and exchange of existing and new knowledge capital (01/02/2020 – 31/02/2020)

Leader: European University of Tirana (P6)

### Overall Estimation Time Proposed

Estimated Start Date : 01-02-2020 ->

01-08-2020

Estimated End Date: 31-12-2020 ->

31-10-2021

Time estimated: 11 months ->

15 months

Estimation  
based on  
Work plan.





# WP6: Sustainability (15/10/2021-14/10/22)

Leader: Hamburg University of Technology (P3)

TASK	WPck Date	WPlan Date	Proposed Date
6.1 Elaboration and dissemination of the methodology for the sustainability strategy.	31/10/21	01/08/21 31/10/21	01/08/21 31/10/21
6. 2 Sustainability plan for training and re-training courses and Moodle platform.	31/10/21	01/11/21 30/11/21	01/11/21 30/11/21
6.3 Sustainability plan for Train-to-Trainers workshop.	31/03/21	01/11/21 31/01/22	01/11/21 31/01/22



# WP6: Sustainability (15/10/2021-14/10/22)

Leader: Hamburg University of Technology (P3)

TASK	WPck Date	WPlan Date	Proposed Date
6.4 Sustainability plan for network of knowledge experts.	30/06/22	01/02/22 30/04/22	01/02/22 30/04/22
6. 5 Sustainability interim reporting.	30/06/22	01/02/22 30/04/22	01/02/22 30/04/22
6.6 Sustainability final reporting.	14/10/22	01/04/22 31/08/22	01/04/22 31/08/22



## WP6: Sustainability

### Participating Organization:

- The EU institutions will provide expertise in establishing sustainable projects and specific examples of current practices.
- The Partner Country institutions will need to come up with a sustainability plan.





# WP6: Sustainability (15/10/2021-14/10/22)

Leader: Hamburg University of Technology (P3)

## Overall Estimation Time Proposed

Estimated Start Date : 15-10-2021 ->

01-08-2021

Estimated End Date: 14-10-2022 ->

31-08-2022

Time estimated: 12 months ->

12 months

Estimation  
based on  
Work plan.



# WP7: Quality Assurance (15/10/2019-14/10/22)

Leader: European Centre of Studies and Initiatives (P5)

TASK	WPck Date	WPlan Date	Proposed Date
7.1 Quality Assurance Plan (QAP) and tools.	Ongoing	Ongoing	Ongoing
7.2 QA Annual Reports.	31/12/20	01/08/20 31/08/22	01/08/20 31/08/22
7.3 Final QA report.	28/02/21	01/08/20 31/08/22	01/08/20 31/08/22
7.4 External evaluation.	31/12/21	01/08/22 31/08/22	01/08/22 31/08/22



## WP7: QUALITY ASSURANCE

### Participating Organization:

- All partners must contribute to the QA procedures and provide their feedback to the WP leader for all project activities.







# WP7: Quality Assurance (15/10/2019-14/10/22)

Leader: European Centre of Studies and Initiatives (P5)

## Overall Estimation Time Proposed

Estimated Start Date : 15-10-2019 ->

01-02-2019

Estimated End Date: 14-10-2022 ->

14-10-2022

Time estimated: 36 months ->

33.5 months

Estimation  
based on  
Work plan.



## WP8: Dissemination and exploitation activities of project results and achievements (15/11/2019-14/11/2022)

Leader: European University of Tirana (P6)

TASK	WPck Date	WPlan Date	Proposed Date
8.1 Setting up and maintaining the project Web site (including project visual identity – logo) [D].	30/09/19	01/04/20 30/06/20	01/03/20 31/05/20
8.2 Consolidation of Dissemination and Exploitation Strategy [D].	31/03/22	01/11/19 31/01/20	01/03/20 30/04/20
8.3 Two papers on project activities and results published in relevant scientific magazines and/or presented at relevant international conferences [D].	31/10/20	01/08/21 31/08/21	01/08/21 31/08/21
	31/03/22	01/08/21 31/08/21	01/08/21 31/08/21





## WP8: Dissemination and exploitation activities of project results and achievements (15/11/2019-14/11/2022)

Leader: European University of Tirana (P6)

TASK	WPck Date	WPlan Date	Proposed Date
8.4 Organizing 4 dissemination events with relevant stakeholders (workshops, info days) [D].	27/02/20	01/12/19 31/12/19	01/04/20 30/04/20
	14/10/20	01/08/20 31/08/20	01/08/20 31/08/20
	30/10/21	01/02/21 28/02/21	01/02/21 28/02/21
	14/10/22	01/08/21 31/08/21	01/08/21 31/08/21



## WP8: Dissemination and exploitation activities of project results and achievements (15/11/2019-14/11/2022)

Leader: European University of Tirana (P6)

TASK	WPck Date	WPlan Date	Proposed Date
8.5 Final International Project Conference in Tirana[D].	30/06/22	01/04/22 30/04/22	01/04/22 30/04/22
8.6 Creation of the financial and institutional sustainability strategic plan [E].	14/10/20	N/A	TBD
8.7 Sustainable cooperation with labor market [E].	14/10/22	N/A	TBD
8.8 Creation of the partner network between all institutions involved in the project [E].	31/07/22	01/05/21 31/05/21	01/05/21 31/05/21



# WP8: Dissemination and exploitation activities of project results and achievements

## Participating Organization:

- All partners will contribute for the WP tasks at institutional, national and international level.





## WP8: Dissemination and exploitation activities of project results and achievements (15/11/2019-14/11/2022)

Leader: European University of Tirana (P6)

### Overall Estimation Time Proposed

Estimated Start Date : 15-11-2019 ->

01-03-2020

Estimated End Date: 14-10-2022 ->

14-11-2022

Time estimated: 36 months ->

32.5 months

Estimation  
based on  
Work plan.



## WP9: PROJECT MANAGEMENT - DESCRIPTION

Project management will be focused on how the project is progressing in terms of:

- expenditure
- use of resources
- implementation of activities
- delivery of results
- management of risks



## WP9: PROJECT MANAGEMENT - DESCRIPTION

### Duties:

- collect, analyze and use relevant information about project progress
- reviews progress reports and follow-up action instructions
- reporting and communication with ERASMUS+ office

### Boards:

- Steering Committee (SC)
- Project Coordination Board (PCB)
- Quality Committee







## WP9: PROJECT MANAGEMENT

Leader: University of Tirana (P1)

Tasks:

1. Participation on Kick-off meeting
2. Preparing Partnership Agreements
3. Involvement in project team meetings
4. Submitting reports on performed activities to project coordinator on time
5. Preparing and submitting Intermediate report on time





## WP9: PROJECT MANAGEMENT

Leader: University of Tirana (P1)

Tasks:

6. Preparing and submitting Final report before deadline
7. Control finances and documentation
8. Maintain a project management spreadsheet or Gantt chart
9. Preparing First, Second and Third annual reports on project activities







## WP9: PROJECT MANAGEMENT

Leader: University of Tirana (P1)

### Overall Estimation Time Proposed

Estimated Start Date : 15-10-2019 ->

Estimated End Date: 14-10-2022 ->

Time estimated: 36 months ->

15-01-2020

14-10-2022

33.5 months

Postpone dates.  
Reduction  
months planned.



## WP9: PROJECT MANAGEMENT

### Participating Organization:

- All partners must produce the necessary reports and provide information as requested by the managing partner and must participate in the necessary meetings and project management activities.





## WP9: PROJECT MANAGEMENT - RISKS

- Low commitment of the partners
- Resistance to change
- Often changing of legal representatives
- Often changing of contact persons
- COVID 19





## WP9.1: Kick-off meeting

The kick off meeting will be held at UT in Albania. All partners will participate on that event, presenting their institutions. Other important issues will address project management, financial issues, reporting, and quality management. Partnership Agreement will be discussed.

Due date: 31-12-2019 delayed in 10-03-2020





## WP9.2: Project team meetings

Project team meetings will be organized in all partners for discussing ongoing activities, reports adopted by SC and other issues concerning project.

Estimated Start Date : 15-10-2019 delayed in 15-06-2020

Estimated End Date: 14-10-2022

Suggestions  
next meeting?



## WP9.3: First annual report on project activities

Report on overall project activities during the first year of realization.  
Report includes risk management plans and controls.

Due date: 14-10-2020 delayed in 14-12-2020







## WP9.4: Second annual reports on project activities

Report on overall project activities during the second year of realization. Report includes risk management plans and controls.

Due date: 14-10-2021







## WP9.5: Third annual reports on project activities

Report on overall project activities during the third year of realization.

Due date: 14-10-2022





## Issues discussed & Due date😊

### All Partners:

- Revisit the work packages where they are leader of work package
- Assign due dates and also reallocate time to work plan and due dates on work packages
- Must finished **ASAP**.

Due date?



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THANK YOU FOR  
YOUR LISTENING

DO YOU HAVE  
ANY QUESTIONS



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cesie  
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# INTERBA **INTER**nationalization at Home: Embedding Approaches and Structures to Foster Internationalization at Western **BA**lkans

610429-EPP-1-2019-1-AL-EPPKA2-CBHE-JP

Kick-Off Meeting  
9 – 10 March 2020  
Tirana, Albania



University of Tuzla  
Bosnia and Herzegovina





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# FINANCIAL MANAGEMENT OVERVIEW

**Elira Hoxha**

University of Tirana

Faculty of Economy

Department of Statistics and Applied Informatics





# Project Management – Financial Issues

All document forms and other project related information can be found at:

[https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space/capacity-building-in-field-higher-education-2019\\_en](https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space/capacity-building-in-field-higher-education-2019_en)

**Prior authorization from EACEA** before any change of the planned budget distribution or any other financial issue which does not comply with the project proposal, with the GA, or with other program rules





# Budget Overview

<b>Unit costs</b>	<b>Staff</b>	<b>Max 40% of total eligible costs</b>
	<b>Travel</b>	<b>No threshold</b>
	<b>Costs of stay</b>	<b>No threshold</b>
<b>Actual costs</b>	<b>Sub-contracting</b>	<b>Max 10% of total eligible costs</b>
	<b>Equipment</b>	<b>Max 30% of total eligible costs</b>
	<b>Exceptional costs</b>	<b>No threshold</b>





# Eligible Costs

- 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

- Equipment such as: furniture, motor vehicles, alarm systems
- Costs linked to the purchase of real estate
- Activities held not in project beneficiaries' countries, unless prior authorization
- Exchange losses
- In kind contribution
- Excessive expenditure
- Deductible VAT



# Unit Cost

**Definition:** Fixed contribution multiplied by the number of units, based on the “Triggering events” (activities/outputs)

Declared unit costs ➡ proofs of activities implemented

Activities that are not documented **“did not happen”** and their costs are ineligible.



# Grant Management Cycle

- Grant allocation
- Grant Implementation
- Justification of the Grant

The use/distribution of unit costs from the partnership is defined in the PA and it is linked with the modalities of the management.

**The Grant may, under no circumstances, generate a surplus of revenue (profit) for the organization.**



# Staff Costs

**Definition:** Contribution to beneficiary 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

- **Categories:** Managers, Researchers/Teachers/Trainers, Technical, Administrative (nature of work performed, not status of individual)
- **Country** in which staff is employed, independently of where the tasks are executed
- **No of days** proportioned to the work carried out (can not exceed 20 days per month or 240 days per year)



# Staff Costs Example

A staff employed in **UK**, performing **training** activity for **3** days:

➔ 642 Euro (3 unit costs of 214 Euro each)

Country (to encode in overview sheet)	Teacher/Trainer/Researcher		
	Number of days	Unit cost per day	
Albania	35.0	80.00	
United Kingdom	10.0	214.00	
Germany	10.0	214.00	





# Staff Costs – Employment contracts

## Must be:

- in line with national legislation
- individuals employed/assigned in “beneficiaries” listed in the Grant Agreement
- should follow the budget plan
- should not be paid in private bank accounts, but to the institution





# Staff Costs – Employment contracts (2)

**Individuals** → employed or assigned

**Employed:** employment contract

**Assigned:** self-employed person or secondment (civil contract, a free-lance contract, an expert contract, etc)

## Conditions:

- the person works under conditions similar to those of an employee
- the result of the work belongs to the Institution
- the costs are similar to staff with employment contract within the institution



# Supporting Documents

## 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)

**\*Any prior Authorization**



# Joint Declaration 1/2

JOINT DECLARATION	
Ref. No. ....	Project No. ....
The reference number must correspond to the progressive numbering indicated in the financial statements of the final report	
FROM .....	
Hereinafter "the Institution"*	
AND	Name: .....
	Address: .....
	Hereinafter "the Staff member"*
THE INSTITUTION AND THE STAFF MEMBER HEREBY CERTIFY THAT:	
1. The Institution is a member of the partnership for the above-mentioned project.	
2. The Staff member is either:	
- employed by the Institution	
YES/NO	
or	
- a natural person ** assigned to the project on the basis of a contract against payment	
YES/NO	
3. The Institution and Staff member agree that the Staff member has worked on this project and performed the following duties during the project's eligibility period.	
dd/mm/yy dd/mm/yy	
FROM	TO
Please describe the outputs produced (short overall indication since detailed information has to be given in the accompanying time-sheet):	

## JOINT DECLARATION

Ref. No. **S\_UT\_1**

The reference number must correspond to the progressive numbering indicated in the financial statements of the final report

FROM University of Tirana



# Joint Declaration 2/2

4. Please complete the following information.

Staff category (Manager / Researcher, Teacher, Trainer / Technician / Administrative staff)	
Country of the Institution	
Number of days worked and charged to the project (according to time-sheet)	

5. This declaration does not alter in any way the employment conditions/assignment already existing between the Institution and the Staff member and is established solely for the purpose of justifying the Staff costs that the Institution will charge to the Erasmus+ Capacity Building in Higher Education grant.

Done in .....

Date .....

Name .....

Function .....

Institution .....

Staff member name .....

Signature and Stamp of the Institution

Signature of the Staff member

*Manager / Trainer*

AL

10 / 15

*\*The declaration must be signed by the person concerned, then signed and stamped by the person responsible in the Institution where this person worked for the project. The Institution must be a member of the partnership.*

*\*\* A natural person (individual) can be assigned to the action also on the basis of e.g. a civil contract, a free-lance contract, an expert contract, a service contract with self-employed person ("in house consultant") or a secondment to the Institution against payment. The costs*



# Timesheet

Add Row		Delete Row		PROJECT TIMESHEET	
Project number :					
Surname :					
First Name :					
Institution :					
Country :					
Position :					
Staff Category :					
Year	Month	Number of Days	Work Package	Description of tasks performed and outputs produced	
Total days:		0			

Signature of the staff member :

Signature of the person responsible in the institution (where the staff member is employed) :







# Travel Costs and Costs of Stay

**Definition:** 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/student)

**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)



# Travel Costs

- Only during the eligibility period
- They need to be necessary, identifiable and verifiable
- Also they need to be reasonable and prudent (economy class flights and so on)
- They need to be recorded in the accounting system
- Procedures need to comply with usual practices of the institution

**KEEP ALL DOCUMENTS**







## Travel Costs (2)

Travel from home institution to venue of activity (project beneficiaries' countries)

Travel distance calculator:

[http://ec.europa.eu/programmes/erasmus-plus/tools/distance\\_en.htm](http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm)

**Calculation** ➡ unit cost corresponding to applicable distance band

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



# Travel Costs Examples

**Case 1:** Participant from Cagliari (IT) takes part in an activity in Hamburg (DE)

**Sardegna - Hamburg** (1499.5 Km)

➡ unit cost (distance band 500/1999 Km): 275 €

**Case 2:** Participant from London takes part in activities first in Sarajevo and then in Tirana (**circular travel**)

**London – Sarajevo** (1620.48 Km)

➡ unit cost (distance band 500/1999Km): 275 €

**Sarajevo – Tirana** (304.04 Km)

➡ unit cost (distance band 100/499 Km): 180 €

**Total = 455 €**



# Exceptional Costs

## EXPENSIVE TRAVEL COSTS OF PARTICIPANTS

(financed under actual costs)

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.



# Exceptional Costs Example

06-10 Apr 2020 ➡ Tirana (AL) – London (UK)

**Distance in km** (distance calculator) ➡ 1.891, 72 km

**Cost of flight** ➡ 537 €

**Unit cost** ➡ 275 € (less than 65% of actual cost of flight, which is 349,05 €)

**Exceptional cost** (replacing unit cost) ➡ 429,60 €  
(= 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.



# Costs of stay

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 <sup>th</sup> day	15 <sup>th</sup> – 60 <sup>th</sup>	61 <sup>st</sup> – 3 months
		15 <sup>th</sup> – 90 <sup>th</sup>	
Students	55 €	40 €	



## Costs of stay Examples

**A staff (form Germany):** activity in Italy (Cagliari) during 2 days  
(including travel)

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

**A staff (from BiH):** activity in Kosovo (Pristina) during 20 days  
(including travel)

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





## Costs of stay Examples (2)

**A student (from Albania):** activity in UK during 22 days  
(including travel)

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





## Costs of stay Examples (3)

**Kick-off Meeting Activity:** Monday and Tuesday

**Travel to Tirana:** On Saturday

**Leaving Tirana:** On Friday



Max. 4 unit costs (2 UC for the activity days and 2 UC for traveling days)



# 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)\*

\*not exhaustive list

## Exceptional costs:

Proof of the actual cost of the travel



# Individual Travel Report

Ref. No.....TSC\_UT\_1.....  
The reference number must correspond to the

Ref. No.....Project No. ....  
The reference number must correspond to the progressive numbering indicated in the financial statements in the final report

## (1) PERSONAL DATA

Surname: ..... Forename: .....  
Home institution: .....  
Staff position/student year of study at home institution: .....

## (2) TYPE OF ACTIVITY *(Tick as appropriate)*

### STAFF

- |                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Teaching/training assignment                                   |
| <input type="checkbox"/> | Training and retraining purposes                               |
| <input type="checkbox"/> | Updating programmes and courses                                |
| <input type="checkbox"/> | Practical placements in companies, industries and institutions |
| <input type="checkbox"/> | Project management related meetings                            |
| <input type="checkbox"/> | Workshops and visits for result dissemination purposes         |

### STUDENTS

- |                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Study period   |
| <input type="checkbox"/> | Participation in intensive courses   |
| <input type="checkbox"/> | Practical placements, internships in companies, industries or institutions     |
| <input type="checkbox"/> | Participation in short term activities linked to the management of the project |

## (3) DETAILS OF THE TRAVEL

PERIOD*	From (Depart date) (dd/mm/yy)	To (Return date) (dd/mm/yy)



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# Individual Travel Report (2)

<b>PLACE OF DEPARTURE**</b>	HOME INSTITUTION .....
	COUNTRY..... CITY.....
<b>PLACE OF DESTINATION/ LOCATION OF ACTIVITY</b>	HOST INSTITUTION .....
	COUNTRY..... CITY.....
<b>TRAVEL DISTANCE***</b>	Km .....

*\*Please indicate period of travel from departure to return to place of origin*  
*\*\* If different from Home institution please enclose authorisation from the Agency*  
*\*\*\* Travel distance in Km (One-way travel using distance calculator: [http://ec.europa.eu/programmes/erasmus-plus/tools/distance\\_en.htm](http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm)) from place of departure to location of activities*

## (4) DETAILS OF THE ACTIVITY

<b>DATES</b> (excluding travel)	From (date): ..... To (date): .....
<b><u>DESCRIPTION OF ACTIVITY(IES) PERFORMED</u></b> (brief description of the activities performed)	
.....	
.....	
.....	
.....	
.....	
.....	

## SIGNATURE OF THE PARTICIPANT

I hereby declare that I have been carrying out the above-mentioned activities.

Date: .....

Signature: .....



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# 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





# 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
- Purchased and installed not later than 12 months before the end of the project
- Labelled with E+ stickers (to be printed by beneficiaries)





## Equipment (2)

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



**Prior authorization from the Agency!**





# Subcontracting

**Definition:** 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



## Subcontracting (2)

- Not foreseen in the application?



**Prior authorization from the Agency!**

- Only for:

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



# VAT (Value Added Tax)

**VAT can only be claimed if it cannot be recovered by a beneficiary**

If VAT is claimed under the project, in case of sampling of supporting documents, the Agency/Auditor will request an official document from national tax authorities stating that the institution concerned can not recover VAT

## Alternative options:

- Specific declaration of refused claim for reimbursement by tax authorities
- Declaration on honour from institution concerned accompanied by an expert statement (e.g. certified auditor)



# Exchange Rate

## Which exchange rate should be applied?

- Requests for payment and financial statements must be in euros.
- Beneficiaries 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 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>



## Exchange Rate (2)

### Which exchange rate should be applied?

Beneficiaries with **general accounts in euros** must convert costs incurred in another currency into euros in accordance with their usual accounting practices.





# Tendering Procurement of Goods/Services

Less than 25.000 €	•Best value for money
25.000 € - 134.000 €	•Tendering procedure
More than 134.000 €	•National Legislation



# Foundations

## (or other autonomous legal entities)

Costs of Foundations (or other autonomous legal entities), if not listed in Annex IV of the Grant Agreement, cannot be allowed and become ineligible for reimbursement. This concerns all costs (staff, travels, costs of stay, equipment and subcontracting)



# What do we need to do?

- Keep reliable accounting (Accounting software is preferable)
- Keep detailed/extensive records
- Minimize cash transactions for better traceability
- It is suggested that each partner keeps its own originals and register the transaction in its accountancy and that a full set of certified copies of all justifying documents should be given to lead beneficiary/coordinator.



# Control and audit visits

- Monitoring and spot controls from the agency's external auditors
- Supporting documentation from all project partners WILL be inspected.
- The Beneficiary needs to allow auditors an the Agency to check all the records, through the course of the project, and 5 years after the final payment was made.



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**THANK YOU FOR  
LISTENING**

**ANY QUESTIONS?**



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the world is only one creature



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