



**INTRA-AFRICA ACADEMIC MOBILITY SCHEME
CALL FOR PROPOSALS EACEA/07/2016**

**GUIDANCE ON CONTRACTUAL PROJECT MANAGEMENT
NOVEMBER 2016
(VERSION 13/01/2017)**

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Introduction

Purpose of the document

The document applies to grants awarded under the Intra-Africa Academic Mobility Scheme. The document is intended to serve as an aid to beneficiaries and a management tool for projects. Its principal aims are to:

- help beneficiaries and Coordinators to manage their project and run it efficiently;
- clarify matters arising from the Grant Agreement and its annexes;
- provide practical information that may be referred to throughout the project's life;
- provide guidance on the methods of project monitoring and on the dissemination and exploitation of a project's results/products;
- provide guidance on how to handle the financial side of projects in such a way that financial statements can be readily drawn up;
- promote the sound financial management of a project and ensure that the best results/products are delivered at reasonable cost;
- encourage smooth relations between the parties involved by setting out an operational framework for the project.

Other documents

This document should be read in conjunction with your Grant Agreement and the Call for proposals, including all their annexes.

For further information

For further information or clarifications on the content of this document, please contact the Agency via the functional mailbox for this action:

EACEA-IntraAfrica-IntraACP@ec.europa.eu

Definitions

The Agency: refers to the Education, Audiovisual and Culture Executive Agency, to which the European Commission delegated powers for the implementation, on its behalf and under its responsibility, of part of Union programmes.

Amendment: an amendment is an act modifying the grant conditions initially agreed or established in clauses of the Grant Agreement.

Associated Partners: these organisations contribute indirectly to the implementation of specific tasks/activities and/or support the dissemination and sustainability of the project. Such contribution may for example take the form of knowledge and skills transfer, the provision of complementary courses or backing possibilities for secondment or placement. This applies more specifically to socio-economic partners (i.e. commercial enterprises, in particular SMEs, public authorities or organisations, non-profit or charitable organisations, interest organisations, etc.) that can propose, support and accompany - over a mid- and long-term perspective - specific research projects, contribute to the transfer of knowledge and results as well as the innovation process, assist in the promotion, implementation, evaluation and sustainable development of the project. These organisations are not considered as beneficiaries and are not subject to contractual requirements because they do not receive EU funding.

Beneficiary: any legal person with whom a Grant Agreement has been signed. In case of multi-beneficiary agreement, as for the Intra-Africa Academic Mobility Scheme projects, the beneficiaries are represented by a Coordinator whose legal representative signs the Grant Agreement. Beneficiaries are solely and totally responsible for implementing the action or the work programme defined in the Grant Agreement. All mandates provided to the Coordinator by the other beneficiaries are included in Annex IV of the Grant Agreement.

Contact person: the person at the coordinating institution responsible for the management of the project vis-à-vis the Agency and the contact for any communication from the Agency to the beneficiaries.

Coordinator: the beneficiary institution which signs the Grant Agreement and has the responsibility of coordinating the action. The Coordinator is the beneficiary that receives the grant and who reports directly to the Agency. As Coordinator, this beneficiary becomes the contact point between the other beneficiaries and the Agency.

Dissemination: is the planned process of transferring the successful results of programmes and initiatives to appropriate decision-makers at local, regional, national or European level.

EACEA Mobility Tool (EMT): specific IT tool developed to allow the monitoring of the implemented individual mobility. The EMT is intended for registering the data of all scholarship holders taking part in a mobility. In this context and in the framework of the regular reporting obligations to the Agency, the data encoded in the tool will also be used for assessing the partnership's performance as regards the amount and accuracy of the Intra-Africa scholarship utilisation. Username and password are given for access to the project Coordinator by the Agency. Access to the tool and the "EMT User Manual" are available via the following Agency link: <https://eacea.ec.europa.eu/mobility/index.cfm>.

Final Report: the Coordinator must submit (a) a technical report and (b) a financial statement covering the entire period of the action. Additional supporting documents and/or documents to be submitted for audit purposes are requested in the article I.4 of the Grant Agreement..

Financial Regulation: Council Regulation (EU, Euratom) N° 966/2012 of 25 October 2012 repealing Council Regulation N° 1605/2002 on the Financial regulation applicable to the general budget of the European Communities (OJ L 298/1 of 26 October 2012) and amending Regulation (EU, Euratom) 2015/1929 of 28 October 2015; Commission Delegated Regulation (EU) 2015/2462 of 30 October 2015 amending Delegated Regulation (EU) No 1268/2012 of 29 October 2012 (OJ L 362/1 of 31 December 2012) on the rules of application of Regulation (EU, Euratom) No 966/2012 of the European Parliament and of the Council on the financial rules applicable to the general budget of the Union.

Irregularity: means any infringement of a provision of EU law or a breach of a contractual obligation resulting from an act or omission by an economic operator, which has, or would have, the effect of

prejudicing the general budget of the European Union or budgets managed by it through unjustified expenditure.

Financial statements: the Coordinator must submit an “interim financial statement” or, for the payment of the balance, a "final financial statement" including a consolidated statement as well as a breakdown of the amounts claimed, drawn up in accordance with the structure of the estimated budget set out in Annex III, with Annex VI of the Grant Agreement and the provisions of the Grant Agreement. The final financial statement is to be submitted together with the final technical report, two months after the end of the eligibility period at the latest.

Grant Agreement: the Grant Agreement is a *bilateral act* establishing the legal relationship between the Executive Agency, on one side, and one or several beneficiaries, on the other side. In case of multi-beneficiary agreement, as it is the case under the Intra-Africa Academic Mobility Scheme, these beneficiaries have given mandate for the purpose of the signature of the agreement to the representative of the signatory of the agreement (called "Coordinator").

LEAR: Legal Entity Appointed Representative. It is the person authorised by the legal representative of each beneficiary to have access to the Participant Portal and proceed on behalf of the organisation to any changes related to its name, legal address, legal status, registration number and VAT number.

Legal Representative: the person legally authorised to enter into legal and financial obligations on behalf of the "Coordinator".

Mandate: mandates from the beneficiaries are given to the applicant/Coordinator to represent them in the framework of the submission of the proposal, selection process and to act in their name and for their account during the implementation of the action. Those mandates are signed bilaterally by the Coordinator and each beneficiary and are attached to the Grant Agreement.

Memorandum of Understanding: a document that describes all the agreements reached between the partners with regards to all aspects related to the management of the partnerships and organisation of the mobility. It outlines the role and responsibility of the partners within the organisation of mobility activities, the procedure and criteria for the selection of candidates as well as the foreseen measures to tackle specific programme objectives such as recognition, quality assurance, prevention of brain drain and sustainability. It must also contain specific provisions in terms of financial management of the grant.

Mobility Agreement: an agreement that sets out the programme of teaching / training to be followed and that is approved by the staff member, the home and the host institutions. The Mobility Agreement defines the components of the teaching or training period abroad and emphasises the mutual responsibility for the quality of the mobility of both the sending institution and the hosting institution.

Partnership: participating organisations from different countries teaming up to implement and follow up a project. The institutions listed in Annex IV of the Agreement (list of beneficiaries and mandates) compose the Partnership in charge of implementing the project. Only those beneficiary organisations appearing in the Annex IV of the Agreement can benefit directly from the grant awarded.

Partnership agreement: bilateral agreement made between the Coordinator and each beneficiary to govern a number of issues that will or may arise during the life of the project (e.g. collaboration methods, tasks, financial provisions, intellectual property rights, etc.) in accordance with article II. 1 of the Grant Agreement.

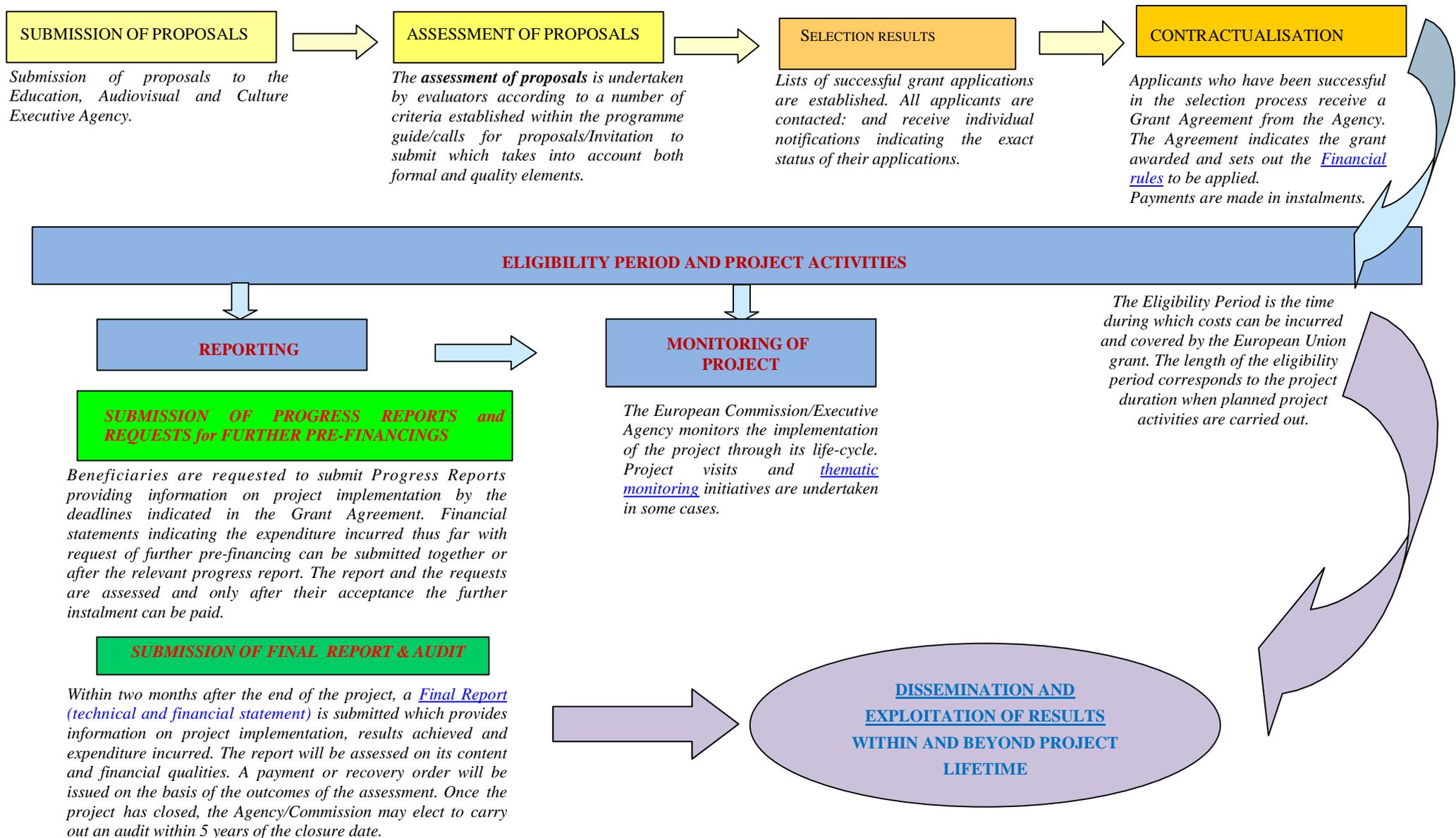
Progress reports: the Coordinator must submit technical and financial reports drawn up in accordance with Annex V and by the deadlines indicated in article I.4.1 of the Grant Agreement.

PIC: Participant Identification Code.

Student Agreement: an agreement signed by the partnership and the student participating in the mobility explicitly indicating any academic, financial and administrative modalities related to the student's obligations and rights.

1. Management of your project

Project Life Cycle Overview



2. Monitoring of the project by the Agency

Monitoring is a standard part of the quality management cycle. Monitoring activities can have different objectives. They aim principally to:

- assess the implementation of successful project management strategies (legal aspects, regularity and sound financial management);
- provide advice and support to the beneficiaries in the implementation of their project from both operational and financial perspectives; inform them of the practical rules of daily management;
- monitor the correct execution of the projects, in line with the operational and financial plans;
- identify any potential problems during the project implementation;
- identify best practices and lessons learned, and demonstrate the European added value of the Erasmus + Programme;
- analyse to what extent the project contribute to the achievement of the EU policy priorities as described in the call.

In general, project monitoring should allow both the Agency and the Coordinator to follow-up the project performance and results. Smooth cooperation between the Agency and the beneficiaries is crucial. To this end, the Agency will ensure a constant follow up on the projects.

The Agency's monitoring may be performed through face to face meeting or remotely and can be performed in different ways:

- ***Desk monitoring***

The desk monitoring is done at the Agency by the project officers on the basis of the information available during all the life cycle of the project (mainly on the basis of interim and final reports). The Agency may use external expertise to analyse and assess these reports. Project officers are available to provide information, answer queries and give guidance. The partnership should address the responsible project officer (as communicated by the Agency) and always put in copy the programme's functional mailbox EACEA-IntraAfrica-IntraACP@ec.europa.eu for any contact regarding the project.

- ***Onsite or online meeting at the Agency/European Commission***

Consortium representatives may be asked to attend meetings organised by the Agency/European Commission and /or meetings/conferences relevant to specific topics related to the content of their project or for promotion purposes (indicatively there will be a maximum of 3 onsite meetings/events per Grant Agreement). They may also be invited to meet the staff who manages their project in the context of on-going monitoring. Depending on the type of meeting, project representatives may also be requested to make presentations on the progress of their projects or aspects of its content or management. Examples of such meetings are the following:

- "Kick-off meetings" organised by the Agency: the project's representatives have the opportunity to participate in such meetings at the beginning of the project. Kick-off meetings relate to the start of the activities and allow the beneficiaries to get familiar with all administrative and financial aspects of the project implementation and the related challenges;
- "Cluster meetings" focusing on a particular subject/topic. The project representative(s) have relevant experience in the domain and share their knowledge with other projects, thus benefitting from mutual learning.

The incurred expenditure for participating in the meetings may be covered by the "Lump sums" component of the grant intended to cover the costs of the organization of the mobility and referred to in Art. I.3 of the Grant Agreement.

- ***Onsite or online monitoring visit to your organisation***

A monitoring visits can take place to verify the status of the project's implementation and the preparation of its outputs to obtain a clear picture of how well the project is being managed, to see how well partners are cooperating and to provide the project with support and guidance. Visits after the end of the eligibility period are also possible and will mainly focus on the impact and sustainability of the project results.

At a more detailed level, the visit will focus on the follow-up of the work programme, project outputs, communications, administrative practices, project documents as well as on general questions relating to the financial management of the project.

The documents which should be made available for the Agency during the onsite visit could include, but may not be limited to, the following:

- any results/products available at the time of the visit;
- beneficiary agreements referring explicitly to the EU Grant Agreement provisions such as the Memorandum of Understanding;
- minutes of the partnership meetings;
- documents related to the organisation and implementation of the mobility;
- copies of the money transfers to the beneficiaries;
- accounts and all the corresponding supporting documents;
- full set of documents related to the procurement procedure (call/request of offers: the required number of offers, evaluation committee report, notification and rejection letters), the subcontracting agreements and invoices;
- internal and external evaluation reports, including results of testing;
- promotion plan and outputs;
- quality plan and results;
- dissemination and exploitation plan, including intellectual property and commercialisation agreements where appropriate.

The Agency's monitoring visits may be undertaken by **Agency's representatives** (e.g. operational, financial officer), **representatives of the European Commission and /or external experts**.

If the monitoring requires a visit to your premises, the Agency will confirm in advance and in writing the purpose of the visit, the issues to be addressed and, where appropriate, the list of documents that should be made available or submitted in advance.

- ***Visit to a partnership meeting and/or a project event organised by the beneficiary***

The Agency may attend a project event or a partnership meeting as an observer in order to become acquainted with the progress of the project. At the partnership meeting, each beneficiary will be expected to describe its contribution to the project and demonstrate its activities and results/outputs to the Agency. The Agency's representative may be accompanied by an external expert and by a representative of the European Commission.

The Agency representative may also wish to cover specific areas related to project implementation. Therefore, the Agency may take the opportunity to cover management issues in a separate meeting with the Coordinator and other project representatives.

- ***Checks and audits***

Checks and audits can also be carried out at the beneficiary institutions. Please see section 4.5 of this document.

3. Amendments

An amendment is an act modifying the grant conditions initially agreed or established in clauses of the Grant Agreement. It requires that one party requests a change that the other party agrees to.

A request for amendment has to be submitted in principle before the change occurs (or as soon as the change occurs like new bank account, new legal representative, etc.) and at the latest one month before the end of the eligibility period as indicated in the Grant Agreement. However, exceptions to this rule are possible when there is a duly justified reason substantiated by the Coordinator and accepted by the Agency, provided this does not question the principles of amendments.

Five principles apply:

- An amendment cannot question the decision to award the grant;
- An amendment must comply with the eligibility criteria set out in the Calls for proposals;
- An amendment cannot result in unequal treatment of applicants;
- An amendment can be made only in writing;
- The modification to a Grant Agreement has to be authorised by the same parties who have signed it.

Therefore, any request for modification must be approved by the Agency in writing, in order for the modification to take effect. When preparing an amendment request, the partnership should ensure that all the criteria defined for the action are respected.

The amendment requests are to be discussed and agreed beforehand within the partnership, among the beneficiaries. In case of doubt, where appropriate, the Agency may request proof of endorsement by the beneficiaries.

The amendment request has to:

- be a **letter signed by the legal representative** of the Coordinator (see 3.1 and 3.3) submitted by email to the responsible project officer at the Agency and copy to the functional mailbox EACEA-IntraAfrica-IntraACP@ec.europa.eu. In some specific cases outlined below, a **simple email** can be sent by the contact person (see 3.2.);
- duly justify the reasons for the proposed changes.

The Agency reserves the right to reject an amendment request that is not sufficiently justified.

Once the amendment is made, it becomes an integral part of the initial Grant Agreement.

Depending on the nature of the modification the amendment is made through different procedures, as outlined below.

3.1 Amendments via an Exchange of Letters

The Coordinator must submit by email the scanned copy of a letter signed by its legal representative in order to request any of the modifications listed below. **The Agency will reply with a formal letter also sent by email.**

The amendment request letter must be signed by the legal representative of the Coordinator, *i.e.* the person who has the necessary powers to commit the entity. This can be the same person as the one who signed the Grant Agreement or it could be another person replacing the initial representative or a person to whom the authorisation to represent and commit the entity has been given by means of a specific mandate. If the person signing is not the legal representative identified as such in the Grant Agreement, a supporting document proving the authority to sign on behalf of the Coordinator should be submitted along with the request for amendment.

Requests for changes leading to a modification of the grant agreement must be supported by a detailed justification and full details of the desired changes. The Agency acknowledges receipt of an amendment request and, if necessary, requests further information (e.g. missing accompanying documents/justifications). Failure to provide such supporting documentation will considerably delay

the review process and may lead to the refusal of the request. It should also be noted that if no modification request has been submitted, a change in the project implementation will cause serious difficulties at final report stage and in certain circumstances may thus result in a reduction of the final grant.

i) Change of the Coordinator

A change of the coordinator requires an amendment. This implies a change in the legal liability under the grant agreement and is always subject to an amendment procedure. It should be noted that the new Coordinator will be liable for all rights and obligations for the entire duration of the grant agreement. All eligibility, selection and award criteria must be still fulfilled at project level if the Coordinator is replaced by a new entity.

A change of Coordinator must always be endorsed by both organisations concerned (endorsement signed by their legal representatives): the former Coordinator which renounces to all its rights and obligations in the context of the grant agreement, and the new Coordinator which agrees to take over the full responsibility (including financial accountability) of a running grant agreement from the start until the end, i.e. also for activities undertaken before it became the coordinator. In this context, the former Coordinator must transfer the balance of any pre-financing of the grant not yet used to the new coordinator. In addition, the written endorsement of all beneficiaries is required in order to approve the proposed new coordinator.

When the change in the composition of the consortium refers to the replacement of the Coordinator by a legal entity which is already a member of the consortium, this change is recorded via an exchange of letters i.e. the amendment request letter and the reply letter of the Agency.

When the new Coordinator is not already a member of the partnership, an assignment contract which is a three-party contract will have to be signed. Further guidance on this matter can be obtained by consulting the Agency.

In any event, as the change of the Coordinator may have an impact on the content or the quality of the project, a new description of the action and of the role of each beneficiary institution must be submitted. This description will be assessed against the eligibility, exclusion, selection and award criteria used at application stage, if necessary with the help of external academic experts. Should the new consortium be judged ineligible or not sufficient in quality/capacity, the grant agreement may be terminated.

ii) Change of the composition of the partnership i.e. withdrawal of one beneficiary and/or addition of another

It needs to be ensured that by removing and/or adding a new beneficiary, all the eligibility and selection criteria (operational and financial capacity) originally applied are still fulfilled. A newly proposed member should also comply with the exclusion criteria announced in the call for proposals. A new organisation cannot be accepted if all these criteria are not met. If after the removal of a beneficiary – which may or may not be replaced by a new one – the eligibility and/or selection criteria are no longer respected at project level, the agreement will be terminated.

If the change in the composition of the consortium engenders other major changes, (e.g. major change in the description of the action, work programme, budget), these changes will have to be reflected in the amendment.

Should a beneficiary leave the project during the period of eligibility, the use of the lump sum contribution and the payment of scholarships by that beneficiary remains an eligible expenditure of the consortium, provided this expenditure has occurred before the beneficiary's withdrawal and that the beneficiary is able to supply the relevant supporting documents regarding the payment of scholarships.

NOTE: Joining/withdrawal of associated partners are not considered amendments. The notification and approval procedures are explained further below.

iii) Changes of the eligibility period (extension)

Any extension of the eligibility period must comply with the requirements laid down in the Call for

proposals. The extension of the eligibility period cannot exceed 12 months and cannot give rise to additional funding for the partnership. A modification of the eligibility period may also imply a modification of the deadlines for submission of reports and of other documents specified in the Grant Agreement.

iv) Change of the legal representative of the Coordinator

The letter (signed by the new legal representative) notifying the change to the Agency must be accompanied by an official original document confirming the capacity of the new legal representative to enter into legal and financial binding commitments on behalf of the beneficiaries. The Agency will either confirm the change by way of sending a letter of amendment or, if necessary, request further information. Pending such exchange of letters, changes are not considered approved by the Agency.

v) Change of bank account

If the bank account of the Coordinator changes, the new bank details need to be communicated to the Agency by filling in the Financial Identification form available on the following website:

http://ec.europa.eu/budget/contracts_grants/info_contracts/financial_id/financial_id_en.cfm

The form must be signed by the account holder and stamped and signed by the bank.

vi) Substantial changes to the description of the action (including the mobility plan)

The new description of the action or the new mobility plan needs to be attached to the amendment request letter. The letter should provide information on the reasons and impact of the requested substantial changes. If in case of change of the description of the action or mobility plan, you are in doubt about whether or not you need to request an amendment, please contact the Agency.

vii) Change of the deadline for the submission of reports exceeding 30 days (not related to an extension of the eligibility period)

A request to postpone the deadline for the submission of reports by more than 30 days (without the extension of the eligibility period) must be submitted as soon as possible, and before the initial contractual deadline has been reached. The extension request needs to be duly justified.

3.2 Amendments via the Participant Portal

The Participant Portal allows the beneficiaries to register themselves any changes related to their legal entities. The signature of the legal representative of the coordinator is replaced by the Legal Entity Appointed Representative (LEAR), logging in into the Participant Portal and submitting the information related to the change.

Changes of organisation data of a beneficiary will have to be communicated by the LEAR, or the person with Account Administrative role, and provide the supporting documents¹ via the My Organisations option in the organisations menu by using the Unique Registration Facility (URF) hosted in the Participant Portal under the following link:

<https://ec.europa.eu/education/participants/portal/desktop/en/organisations/register.html>

Changes made by the beneficiaries in the Participant Portal are considered to be sufficient and deemed to be equal to an amendment request.

Updates of the beneficiaries' legal records may concern changes in the following data:

- Legal name
- Legal address
- VAT n°

¹ An updated and duly completed and signed Legal Entity form available under the following website: http://ec.europa.eu/budget/contracts_grants/info_contracts/legal_entities/legal_entities_en.cfm together with the related supporting documents

- Registration n°
- Legal status (*SPRL, SA, etc.*)
- Legal type (*legal-natural person, NGO, Public, Private, Non Profit*)
- Language
- Website

The authentication status of the organisation will change in the IT tool and the validation team in charge will treat the change request, verify the new data and authorise the changes as appropriate. Once the changes are validated, the Agency's databases will be updated automatically and an automatic request for amendment of beneficiary data will be created in its IT systems.

Provided that the changes are compatible with the eligibility, exclusion and selection criteria applied during the selection process (including where applicable proof of operational and financial capacity), the Agency will approve the changes and the beneficiary concerned will be informed accordingly by means of a notification sent to the coordinator. Pending such notification, the above-mentioned changes of the legal status are not considered approved by the Agency.

Typically, such modification requests occur following a privatisation of a public body or vice-versa, a take-over by another organisation, or following a merger of two existing legal entities. Such changes often entail changes of the bank information as well, which then will require an amendment via an "Exchange of letters" sent to the coordinator (see section 3.1).

In case of problems linked to your PIC or changes of legal entity's data, please follow these instructions:

- If you are a Self-registrant/LEAR please contact the Validation Services via the messaging tab of the PIC in the Participant Portal Beneficiary Register:
<http://ec.europa.eu/research/participants/portal/desktop/en/organisations/register.html> (log in with your ECAS account)
- For technical questions, please address your request to the IT helpdesk:
<http://ec.europa.eu/research/participants/api//contact/index.html>

i) Change in the legal status/type of a beneficiary

The new legal status/type of a beneficiary has to be examined to ensure that it still fulfils all the eligibility and selection criteria originally applied. If this change results in non-fulfilment of the eligibility and/or selection criteria, this should be regarded as equivalent to termination of its participation. It will also be verified whether the eligibility criteria at project level are still respected. If this is not the case, this should be regarded as equivalent to termination of the grant agreement.

ii) Change of legal name of a beneficiary

In certain cases, what appears to be a change of the legal name may in fact refer to a different change (e.g. new legal entity, transfer of rights and obligations), which may require other supporting documents to be provided and a different treatment. In case of doubt, the beneficiary must contact the Agency and provide the details needed in order to be able to decide the course to be taken.

iii) Change of legal address of a beneficiary

The change will be accepted provided that it is still compatible with the eligibility criteria. The Agency notification will take the form of an email in case of change of the legal address of a beneficiary and by an official letter in case of change of the legal address of the coordinator.

iv) Change of language/website

The Agency will acknowledge the change occurred.

3.3 Amendments by e-mail

This section describes those cases where the beneficiaries do not submit an amendment request letter. Instead a **simple email request** by the legal Coordinator is required as described specifically hereafter. If the email is not sent by the legal representative of the Coordinator, he/she should be in copy. **The Agency will reply by simple email.**

i) Change of the Legal Representative of a beneficiary (not of the Coordinator):

The Coordinator shall send an email together with an official document confirming the name of the new legal representative of the concerned beneficiary. Examples of official documents include statutes and/or minutes of the Board, extract from register, etc.

ii) Change of the contact person (i.e. responsible for the management of the project at the Coordinator)

An email must be submitted by the Coordinator to the Agency outlining the reasons for the envisaged change. The email must include full contact details of the new Contact person (name, address, phone number, email).

3.4 Modifications requiring a Notification to the Agency

In complement to the changes leading to an amendment of the grant agreement that are presented above in sections 3.1, 3.2 and 3.3, other changes may occur (see below) which will not affect the agreement but will nevertheless require a notification to the Agency (by letter or e-mail sent by the legal representative or the contact person, or via the EMT) in order to be recorded in the Agency's relevant management tools and to be taken into account for the efficient monitoring of the project.

i) Changes in the budget

According to the provisions of the Grant Agreement (article II.22 of the General Conditions), no budget transfer is allowed to amounts that take the form of lump-sums. Therefore, in the Intra-Africa Academic Mobility Scheme projects, no budget transfer is allowed between the two budget headings "A. Organisation of the mobility" and "B. Implementation of the mobility".

However, beneficiaries are allowed to adjust the estimated budget set out in Annex III by transfers between the sub-headings of "B. Implementation of the mobility" without this adjustment being considered as an amendment of the agreement but provided that the action is implemented as described in Annex I and that the unit costs amounts indicated in the Call for proposals are respected. For substantial adjustments, the Agency shall be informed by simple email or with the relevant progress report, outlining the reasons for the envisaged change.

ii) Change of the deadline for the submission of reports (up to 30 days)

An extension of the deadline for the submission of a report may be requested for duly justified reasons.

iii) Change of an Associated Partner

The withdrawal or addition of an Associated Partner, the reasons and impact on the project implementation, shall be communicated to the Agency by email. Once the change has been processed in the Agency's database the Coordinator will be notified accordingly.

iv) Change of contact data of the legal representative / contact person

While the change of the legal representative of the Coordinator, or of the contact person, affects the grant agreement and has to be handled via the procedures described under 3.1 and 3.2 above, changes in their contact data just have to be notified in writing to the Agency in order to update the relevant management tools.

For other major changes not indicated above, an amendment request letter signed by the legal representative of the Coordinator might still be needed.

All other minor changes should be communicated to the Agency in the context of the regular reporting obligations. Intra-Africa partnerships should nevertheless be very careful to ensure that such changes are not in conflict with the basic requirements of the Programme (including compliance with the eligibility, exclusion, selection and award criteria) and/or that they do not negatively affect the overall

quality of the original proposal.

As a result, in case of doubt, the contact person is invited to liaise with the Agency in order to verify in advance the admissibility of the change envisaged and, if applicable, the relevant procedure to follow.

3.5 Summary table on amendments/modifications to the Grant Agreement

	3.1 Exchange of letters (Amendment)	3.2 Amendments via the Participant Portal (Amendment)	3.3 Amendments by e-mail (Amendment)	3.2 Notification (Modification)
CHANGES	<ul style="list-style-type: none"> i. Change of the Coordinator ii. Change in the composition of the partnership iii. Extension of the eligibility period iv. Change of Legal Representative of the Coordinator v. Change of bank account vi. Substantial changes to the description of the action (including mobility plan) vii. Change of deadline for submission of reports (exceeding 30 days) 	<ul style="list-style-type: none"> i. Change in the legal status/type of a beneficiary ii. Change in the legal name of a beneficiary iii. Change in the legal address of a beneficiary iv. Change of language/website 	<ul style="list-style-type: none"> i. Change of the Legal Representative of a beneficiary (excluding the Coordinator) ii. Change of the contact person (i.e. responsible for the management of the project at the Coordinator) 	<ul style="list-style-type: none"> i. Changes in the budget ii. Change of the deadline for the submission of reports (up to 30 days) iii. Change of an Associated Partner iv. Change of contact data of the legal representative / contact person
PROCEDURE	<p>Scanned copy of an amendment request letter (dated and signed by the Legal Representative) to be sent by email along with supporting documents where needed.</p> <p>To be submitted as soon as the change occurs (for changes iv-v) or before it is due to take effect and at the latest 1 month before the end of the project eligibility period (for changes i-iii and vi-vii).</p>	<p>Request for an amendment via the Participant Portal, introduced by the LEAR.</p> <p>E-mail to inform EACEA about the change.</p> <p>To be submitted as soon as the change occurs.</p>	<p>Request for an amendment by a simple email (or a letter dated and signed/sent by the legal representative of the coordinator attached to an email), where relevant together with supporting documents.</p> <p>To be submitted as soon as the change occurs (for change i) or before it is due to take effect and (for changes ii).</p>	<p>To be submitted as soon as the change occurs.</p>
EACEA	<p>Acknowledgement of receipt will be sent by the Agency.</p> <p>The Agency approves or rejects the request for amendment in writing. The scanned copy of a signed amendment (or rejection) letter is sent by email within 30 calendar days (indicatively) after receipt of the request.</p> <p>Pending such exchange of letters, the requested changes are not considered as approved by the Agency.</p>	<p>Acknowledgement of receipt will be sent.</p> <p>A notification of the amendment will be sent.</p>	<p>Acknowledgement of receipt will be sent by the Agency.</p> <p>The Agency approves or rejects the request for modification in writing by email within 30 calendar days indicatively after receipt of the request.</p>	<p>The Agency sends a notification in writing within 30 calendar days (indicative) acknowledging the change occurred.</p>

4. Financial aspects

This section complements the financial provisions as stated in Part B of the general conditions of the Grant Agreement and applies to all beneficiaries.

4.1 General provisions on eligibility of costs

4.1.1 Eligible Costs

The eligible costs for the project are those specific costs directly linked to implementation of the project's action and can therefore be attributed directly to it. To be eligible, these costs shall comply with the conditions of eligibility set out in the Call for proposals and in the Grant Agreement.

The EU grant awarded to the Intra-Africa Academic Mobility Scheme projects can be used to cover the costs incurred for the implementation of eligible activities and is broken down into: *A. Lump-sum contribution for the organisation of the mobility* and *B. Unit costs contribution for the implementation of the mobility*. **Transfers of funds between these two main budget items (A and B) are not allowed.**

A. Lump-sum contribution for the organisation of the mobility

The part of the grant awarded to cover the costs incurred by the HEIs for the organisation of the mobility are calculated on the basis of lump-sum amounts. For the whole duration of the project the lump-sum amounts are equivalent to EUR 20.000 multiplied by the number of beneficiaries.

Since the maximum partnership composition is of 7 beneficiaries (including the EU technical partner), the maximum possible amount to be granted for the organisation of mobility is EUR 140.000.

The associated partners have not the status of partners and are not considered as beneficiaries and cannot receive funding from the grant. As such, they are not accounted for in the calculation of the lump-sum contribution.

The beneficiaries are responsible for managing this lump-sum amount in accordance with the partnership's arrangements and procedures that must be commonly agreed and stated in a Memorandum of Understanding (MoU). This amount is intended to cover the management costs incurred by the partnership, such as those related to the organisation and participation in partnership meetings/events (e.g. management/coordination meetings, selection committee meetings, closure meeting), the travel costs and costs of stay for attending meetings organised by the Agency (up to 3 meetings per Grant Agreement), the costs incurred to promote the scholarship opportunities and to disseminate the projects' outcomes and results (development of website, promotion material, etc.), the tools put in place for the selection of the scholarship holders and for quality assurance, administrative support at the coordinating and partner institutions, bank transfer fees etc.

B. Unit costs contribution for the implementation of the mobility

The grant amount allocated for the coverage of the costs of the individual scholarships is calculated on the basis of unit costs **as detailed in the Call for proposals** (Section 11.2). In particular, the EU funds for individual mobility of students and staff will contribute to cover:

- a) travel and visa costs;
- b) subsistence allowances, settling-in allowances and allowances for female scholarship holders;
- c) participation costs;
- d) research costs;
- e) insurance costs.

Summary table – unit costs

The table below summarises the unit costs per type of mobility and how these are managed:

Type of mobility	Subsistence allowance (per month)	Settling-in allowance (only paid once upon arrival)	Allowances for female scholarship holders (per academic year only for mobility equal or longer than 2 academic years)	Participation costs (per academic year only for mobility equal or longer than 10 months)	Research costs (per academic year only for mobility equal or longer than 10 months)	Insurance costs (per month)	Travel and visa costs
Master	600 €	600 €	600 €	3.500 €	600 €	75 €	According to travel bands as indicated in the Call for proposals
Doctorates	900 €	900 €	900 €	4.000 €	2.000 €	75 €	
Staff	1.200 €	-	-	-	-	75 €	
	<i>Must be paid in full to the scholarship holder</i>	<i>Must be paid in full to the scholarship holder</i>	<i>Must be paid in full to the scholarship holder</i>	<i>To be managed by the partnership</i>	<i>To be managed by the partnership</i>	<i>To be managed by the partnership</i>	<i>To be managed by the partnership</i>

4.1.2 Unit Costs for the implementation of the mobility: general principles

The beneficiaries are responsible to manage the unit costs contribution for the implementation of the mobility. This should be done in accordance with the provisions of the Call for proposals and the arrangements agreed in a Memorandum of Understanding and in line with the following principles:

- Whereas the partnership manages the costs linked to travel, visa, insurance, participation and research, it must pay directly to the scholarship holders on a regular basis the *subsistence allowances, settling-in allowance and additional allowances for female scholarship holders*.
- The payment of the scholarships must be in line with the provisions of the Call as well as with the provisions detailed in the relevant student agreements. The scholarship payments cannot be used by the partnership as a "conditionality" mechanism, i.e. to improve performance, ensure presence/ participation, etc.
- When all the costs related to travel, visa, insurance, participation and research of the implemented mobility have been covered by the beneficiaries in line with the requirements of the call and of the Grant Agreement, any remaining funds of the corresponding unit costs belongs to the partnership that can use them as it deem it most appropriate for the benefit of the project.
- The beneficiaries shall be held responsible for any ineligible cost incurred. To be eligible, the costs incurred shall comply with the Programme eligibility criteria (as stated in the Call).

Examples of ineligible costs: i. payment of mobility costs beyond the eligible duration of a mobility (e.g. beyond 24 months for master students); ii. payment of mobility costs related to ineligible candidates (i.e. scholarship holders who do not respect the eligibility criteria for students as set out in the Call for proposals), etc.

- Scholarships are intended for full-time study (students) and work (staff). However, the programme does not foresee any restrictions for remunerated work outside the scholarship activities, providing that:
 - it is in line with the national legislation of the country(ies) concerned;
 - the scholarship holder can still dedicate the necessary efforts to the mandatory activities in order to complete them successfully within the agreed period.
- A scholarship holder may receive additional funding to their study/ research activities from other sources providing these are complementary and cannot be considered as double funding.

- Mobility flows are not allowed between institutions located in the same country nor to institution located in the country of residence/nationality of the scholarship holders.

a) *Travel and visa costs*

- The partnership is responsible for the management of the grant awarded to the project and will cover the cost incurred for the travel and for the visa procedures of each scholarship holder in order to carry out the mobility.
- A unit cost will be granted for each return ticket. Therefore, the eligibility of the unit cost for travel and visa costs is related to the purchase of a **return** travel ticket (both inbound and outbound flight). If there is only proof of one-way travel, no unit cost will be paid.
- The unit cost amount allocated for this purpose is determined by the linear distance between the location of origin and destination and is meant to cover a round trip (for the calculation of the distance please refer to: http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm).
- Depending on the target group, the location of origin can either be the location of the home institution (TG1) or the place of origin (TG2). The destination is always the location of the host institution.
- For selected students whose mobility is equal to or longer than two academic years², the partnership will be entitled to receive the amount corresponding to two unit costs in order to cover the costs of an additional return ticket per scholarship holder during the long mobility. For any other mobility duration/type, only the amount corresponding to one unit cost can be claimed by the partnership.
- In case a mobility is cancelled but the travel expenses have already been incurred, the corresponding unit cost for travel can be claimed by the partnership providing the reasons for cancellation and proving that the reimbursement of the return ticket was not possible anymore.
- The partnership must cover costs related to the visa delivery for the selected scholarship holders. These may include the costs of translation of documents, obligatory travel insurance for visa, travel to the responsible Consulates, etc. In order to accelerate and facilitate the procedure for obtaining the visa, the partnerships are strongly advised to contact and liaise with the Consulates, the Embassies and the EU Delegations in the concerned countries as soon as the scholarship holders are selected.

b) *Subsistence allowances and insurance costs*

The **subsistence allowance** is a monthly allowance for costs of living that can only be paid as from the month of arrival and covers each full month of the mobility, based on academic grounds. It should be paid in full and regularly to the students and staff concerned, on a monthly basis.

In addition, a settling in allowance must be paid **to the students upon arrival** to cover the installation costs and it consists of an extra month of subsistence allowance.

The partnership must also ensure that each scholarship holder in mobility receives a **full insurance coverage** in line with Annex X of the Grant Agreement. In order to cover the insurance expenses, a monthly unit costs will be granted to the partnership for each scholarship holder.

The overall amounts of *subsistence allowances* and *insurance costs* per scholarship holder are calculated by multiplying the corresponding unit costs indicated in the Call for proposal and reported in the Summary Table above, by the duration **in months** of the mobility.

² Students must have fulfilled all the academic obligations corresponding to 2 academic years and completed a mobility period of a minimum duration of 20 months.

How to calculate the duration in months of the mobility flows³

In order to calculate the duration in months of the mobility flow, the following formula is to be used:

$$\text{Duration in days} / 30$$

Where:

- *Duration* is the number of calendar days between the start date and the end date of the mobility;
- 30 is the average number of days per month to be taken as an absolute number for the calculation.

The result, calculated with 2 decimals, must be rounded to the nearest integer, as follows:

- if the decimals are < or = to 49, the number of months shall be rounded down;
- if the decimals are > or = to 50, the number of months shall be rounded up.

Examples:

- 1) ***Start date: 20 January 2017***
End date: 30 July 2017

The number of calendar days between the start date and the end date is 191 days.

$$191:30 = 6,37$$

As 6 is the nearest integer to 6,37, the duration in months of the mobility (and therefore the number of months to be encoded in the EACEA Mobility Tool) is 6.

- 2) ***Start date: 20 January 2017***
End date: 3 August 2017

The number of calendar days between the start date and the end date is 195 days.

$$195:30=6,50$$

As 7 is the nearest integer to 6,50, the duration in months of the mobility (and therefore the number of months to be encoded in the EACEA Mobility Tool) is 7.

- 3) ***Calculation of the duration in case of split mobility***

1st Mobility period ***Start date: 25 February 2017*** ***End date: 12 April 2017***

2nd Mobility period ***Start date: 15 June 2017*** ***End date: 14 September 2017***

The total calculated number of calendar days is (46+91=) 137.

$$137:30=4,56$$

As 5 is the nearest integer to 4,56, the duration in months of the mobility (and therefore the number of months to be encoded in the EACEA Mobility Tool) is 5.

c) Allowances for female scholarship holders

For mobility equal or longer than 2 academic years, the partnership shall pay an extra allowance corresponding to the *monthly subsistence allowance* amount to female master students and doctoral candidates, **for each academic year they spend on mobility**. For instance, a female doctoral

³ Before the submission of a report it is highly recommended to do an Excel extract of the mobility list from the EACEA Mobility Tool (EMT) and to check the correctness of the calculation of the durations by using the following formula: =ROUND((End date-Start date)/30;2)

candidate having fulfilled all the academic obligations corresponding to 4 academic years and completed a mobility period of a minimum duration of 40 months, is entitled to receive 4 times the extra allowance. This extra allowance aims at facilitating access to longer study periods abroad to female candidates and may for instance cover costs related to family obligations.

<i>Examples for the calculation of the allowances to be paid to <u>female students</u></i>	
1) Doctoral candidate - duration of the mobility 19 months (01/01/2017 – 31/07/2018):	
• Settling-in allowance:	1 instalment
• Subsistence allowance:	19 instalments
• Allowance for female scholarships:	0
• TOTAL:	20 instalments (20 x 900 EUR = 18.000 EUR)
2) Doctoral candidate - duration of the mobility 20 months (01/01/2017 – 31/08/2018):	
• Settling-in allowance:	1 instalment
• Subsistence allowance:	20 instalments
• Allowance for female scholarships:	2 instalments
• TOTAL:	23 instalments (23 x 900 EUR = 20.700 EUR)

d) *Participation costs*

HEIs must cover the participation costs incurred related to all students independently of the duration of the mobility.

For students' **mobility flows** equal or longer than **10 months**, a **unit cost** will be granted **to the partnership for each academic year of mobility** in order to cover the participation costs as indicated in the Call. For such mobility flows, students must not be charged any fees by their home institution.

The participation costs may cover tuition and/or registration fees, additional library, student unions, laboratory consumable costs, permit residence, language courses costs etc. on an equal basis to that charged to local students.

The total amount of this budget item is managed by the partnership and the distribution of funds should be decided on the basis of the actual participation cost of each selected students.

For mobility of less than 10 months, the partnership is not entitled to receive any participation costs. The beneficiary host institution **must apply a fee-waiver** policy for mobility of less than 10 months and the students will continue paying their tuition and/or registration fees in their home institution. In order to avoid double imposition of fees, in those cases where the host institution requires the payment of the registration/tuition fees the students must not be charged the same type of fee by their home institution.

Where a mobility equal or longer than 10 months is terminated before its planned terms and become shorter than 10 months, the unit cost for participation can be exceptionally claimed by the partnership in duly justified cases such as, for instance, serious illness of the scholarship holder or earlier accomplishment of the academic obligations following the high level of performance of the scholarship holder. These exceptions must obtain a prior authorisation by the Agency. Therefore, a specific and motivated request shall be addressed by email to the Agency in this regard. The Agency will reply by email.

Under no circumstances may a beneficiary host institution claim participation costs for student scholarship holders beyond the amounts indicated in the Call or retain the funds allocated for their subsistence allowances or request contribution from students to cover participation costs.

e) *Research costs*

For mobility equal or longer than 10 months, a unit cost for master and doctorate students will be granted **per academic year** of mobility to the partnership to cover the costs related to the students' research activities, as indicated in the Call. In particular, research costs are meant to contribute to the research activities of master students and doctoral candidates and shall be used to cover costs such as laboratory consumable costs, field research costs, registration for online research platforms, etc. The distribution of funds from this pool shall be decided by the partners on the basis of the actual research needs of selected students.

Where a mobility equal or longer than 10 months is terminated before its planned terms and become shorter than 10 months, the same rules as described above for the participation costs apply. **How to calculate the overall amount of participation and research costs**

For the purposes of calculating the overall amount of participation and research costs, only a full academic year is considered. Students are deemed to have completed **one academic year** if they have fulfilled all the academic obligations corresponding to one academic year and completed a mobility period of minimum of 10 months; **two academic years** if the corresponding academic obligations are fulfilled and the mobility period is of minimum 20 months; **3 academic years** if the corresponding academic obligations are fulfilled and the mobility period is of minimum 30 months; **4 academic years** if the corresponding academic obligations are fulfilled and the mobility period is of minimum 40 months.

If for academic reasons the mobility duration is between 10 and 19 months, then the number of academic years to be applied for the calculation of the eligible amounts is 1 year. If the duration of the mobility is between 20 and 29 months (with all corresponding academic obligations fulfilled), the number of years to be considered for the calculation of the eligible amounts is 2.

For instance, for a doctoral candidate having fulfilled all the academic obligations corresponding to 4 academic years and completed a mobility period of a minimum duration of 40 months, the partnership is entitled to receive 4 times the unit cost for participation and 4 times the unit cost for research.

Example for the calculation of a total scholarship

Target Group 1,

Woman, doctoral candidate,

Duration of the mobility 20 months (from 01/01/2017 to 31/08/2018)

Home university: University of Cape Town

Host university: University of Casablanca (distance: 7.978 km)

Settling-in allowance:	1 instalment	= 900 EUR
Subsistence allowance:	20 instalments	= 18.000 EUR
Allowance for female scholarships:	2 instalments	= 1.800 EUR
Insurance:	20 months	= 1.500 EUR
Participation costs:	unit cost x 2	= 8.000 EUR
Research costs:	unit cost x 2	= 4.000 EUR
Travel costs	unit cost x 2	= 4.400 EUR
TOTAL SCHOLARSHIP:		38.600 EUR

4.1.3 Unit Costs for the implementation of the mobility: suspension/interruption or early termination of student mobility

a) Suspension/interruption

Whereas *staff mobility* can be split in several periods provided that the total duration in month respects the Call for proposals requirements, *student mobility* periods can only be interrupted if the student has to temporarily stop the academic activities at the host institutions for duly justified and well documented personal reasons (e.g. serious illness, parent loss, etc.) or academic reasons (e.g. research activities abroad). The Agency shall be informed of the suspension/interruption underlying the personal or academic reasons of such a split of mobility.

Suspension/interruption for personal reasons: the scholarship payment must be interrupted until the student has resumed the academic activities at the host institution. However, if despite the temporary absence the scholarship holder can catch up on the study/research activities without needing to extend the originally agreed scholarship duration, the monthly allowances corresponding to the period of interruption could be paid to the student if agreed among the partners.

If the scholarship holder could not catch up because of serious and justified reasons, his/her absence might lead to an extension of the mobility duration, within the eligible duration indicated in the Call for proposals for each type of mobility.

Suspension/interruption for academic reasons: academic grounds may justify an interruption in a period of mobility, for instance to allow a student to study or carry out research activities for a short period of time in his/her home country or any other institution outside the partnership. However, in this case, the scholarship will not be paid for the period of interruption.

The compulsory/institutional breaks in the academic calendar and the scholarship holders' holiday rights are not considered as suspension/interruption and are not concerned by the above provisions since they are imposed by the academic calendar and granted by the institutions' regulations. The Agency does not need to be informed about them.

b) Early termination

If a scholarship holder withdraws during the mobility, the payment of the subsistence allowance to him/her is stopped at the time of termination. The partnership has the possibility to replace her/him from the reserve list as it is the case for withdrawals before the start of mobility. If such replacement is not possible, the remaining monthly allowances, insurance costs, participation and research costs (if applicable) may be reallocated to prolong the mobility of other scholarship holders or for other scholarship selections. The Agency shall be informed via the EACEA Mobility Tool.

4.2 Accounting system/internal control and bank account

The beneficiaries must set up an adequate accounting system, which must make it possible to identify the payment made to students and academic staff.

All transactions relating to the action must be recorded using a numbering system in which the project is given a specific identifiable number.

As far as possible, the persons responsible for managing the daily activities of the action should not be the same as those responsible for its financial management.

The beneficiaries must at any moment be able to identify dates and figures related to any payment received or made under the grant. It is recommended to use a dedicated bank account to manage the project funds exclusively. If an existing account/sub-account is used, the accounting methods of the beneficiaries must make it possible to comply with the above mentioned requirements.

Cash withdrawals and cash payments are not recommended and must be substantiated by receipts.

4.3 Supporting documentation

The beneficiaries must keep all supporting documents relating to their activities in the project no matter which beneficiary incurred the costs. The Coordinator will collect a complete set of the main supporting documents, being the main contact organisation for the Agency.

Activities which are considered as eligible according to the criteria detailed above will become ineligible if they are **not supported by adequate supporting documents**.

The Coordinator shall report on the project activities and results on behalf of the project as a whole, specifying all **the elements necessary to appreciate the reality of the triggering event**.

These supporting documents shall demonstrate the occurrence of the event, i.e. proving the implementation of the tasks as foreseen in the work programme of the project and described in the progress/final report are for example:

- Proof of **mobility activities**: general description of the approach for the implementation of the mobility, such as main objectives, determination of home and hosting institutions, selection of candidates, average duration, main learning/training outcomes planned, list of actual participants (name, sending organisation, hosting organisation, start date and end date of the mobility, e-mail contact). Documents such as (e-)tickets and/or (e-)boarding passes for return tickets (both inbound and outbound flights) are needed. Signed attendance lists to events, invoices, service contracts can serve as further proof for the mobility activities;
- Proof of **activities** undertaken and outputs produced related to the organisation of the mobility: such as reports, analytical papers, press releases, websites, etc. They should remain available for checks and audits at the premises of the Coordinator. Other documents such as invoices or service contracts can serve as further proof for the activities;
- Proof of **partnership meetings**: such as agenda indicating time and place, attendance lists signed by the individual participants, individual travel tickets, minutes, reports, etc.;
- Proof of **events/conferences**: final programme, invitations, list of invitees/ mailing list, list of attendance signed by each participant, material for the conference (for ex. papers, presentations, leaflets, videos...), outputs of the conference (reports, web-site, evaluations, pictures, etc.).

This list cannot be exhaustive as it depends on the actual outputs of the project. As a general rule, please keep all possible results to be able to show-case your activities. It is on these results that your final report will be assessed. In case of weak or insufficient implementation the final grant can be reduced (see 7.2).

4.4 Determining the final amount of the grant

The maximum grant amount is indicated in the Grant Agreement. Please refer to Article II.25 of the Grant Agreement for more information on the calculation of the final amount of the grant.

The final amount of the grant to be awarded to the beneficiary is established after completion of the action or work programme, upon:

- approval of a payment request accompanied by a final report providing details of the implementation and results of the action/work programme;
- verification of the implementation of the activities and/or of the production of the deliverables planned in the application;
- submission of supporting evidences required by the Grant Agreement (audit certificates, sampling of accounting evidences, etc.).

On that basis, **the final amount of the grant is to be calculated following 2 steps:**

STEP n°1: Validation of reports + determination of eligible amount

The eligible amount of the grant will be determined solely on the basis of the final implementation report and on the qualitative and quantitative evidence allowing the verification of the compliance with the conditions defined in the description of the action. In case of only partial fulfilment of those conditions, the final payment will be prorated for the effective realization. When funding is determined on the basis of unit costs, this adjustment is automatic, simply by multiplying the unit cost by the consumed or number of units produced.

STEP n°2: Application of double ceiling

For the grant based entirely on flat rates/lump sums or unit costs, the final amount of the grant will be determined after consideration of the final implementation report, if the final amount is less than the overall ceiling expressed in terms of absolute value set in the agreement. Otherwise, if the final amount calculated is higher than estimated, the final amount of the grant will be limited to the absolute ceiling set out in the Grant Agreement.

4.5 Checks and audits

Please refer to the article II.27 of the general conditions of the Grant Agreements for more information on possible checks and audits.

The primary aim of a control or an audit in the case of grants awarded in the form of unit cost and lump-sum contributions is to verify that the terms of the grant agreement have been met and notably to what extent the objectives were achieved. The emphasis should thus be placed on the technical verification with the intention to justify that what has been reported corresponds to reality and that the payment has been or will be made accordingly. Beneficiaries are bound by the obligation to preserve all documentation that is relevant to the action during a five-year period from the date of the payment of the balance. It is worth insisting on the following:

- all supporting documents relating to the eligible activities and the eligible unit costs of the project's implementation must be gathered by the Coordinator whether the costs relate to the own organisation or to the beneficiaries;
- all documents should state the project's reference and possibly the reference to the relating work programme's activity;
- the importance of having a separate bank account (or sub account that allows identification of payments made) for the project funds;
- the need to have a good accounting and internal control system leading to transparency. This has to be reflected in a reliable and easy audit trail, where financial data can be traced from general ledger to source documents and which constitutes a basis of objectivity.

5. Publicity obligations

Publicity:

Project beneficiaries must make themselves familiar with the publicity provisions as stipulated both in the specific and the general provisions of the Grant Agreement in conjunction with the guidelines on the following Agency website: https://eacea.ec.europa.eu/about-eacea/visual-identity_en

Any communication or publication related to the Project, made by the beneficiaries jointly or individually, including at conferences, seminars or in any information or promotional materials (such as brochures, leaflets, posters, presentations, etc.), must indicate that the project has received funding from the Union and must display the European Union emblem. When displayed in association with another logo, the European Union emblem must have appropriate prominence.

Disclaimer:

The following disclaimer should appear in the project documents/website/publications, etc.:

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

For other official EU language versions, reference must be made to the following website: http://ec.europa.eu/dgs/education_culture/publ/graphics/beneficiaries_all.pdf

6. Dissemination and exploitation of results

EU (co-)funded projects have the responsibility to put emphasis on dissemination and exploitation of results, as they directly contribute to the impact of the programme and to public awareness of their functioning and results. Grant beneficiaries must make themselves familiar with the underlying principles and tools and take them fully into account during the project implementation phase. The following provisions can serve as examples.

Purpose of dissemination and exploitation activities

Significant emphasis is placed on the impact of EU co-financed projects and on ensuring that what they produce will be widely known about and widely used. The results generated, lessons learned and the experience gained by the project should be made available to the widest possible community.

The objective of dissemination and exploitation is to maximise the impact of project results by optimising their value, strengthening their impact, transferring them to different contexts, integrating them in a sustainable way and using them actively in systems and practices at local, regional, national and European levels.

Whenever appropriate, projects are encouraged to make the results of available through open licences/open educational resources (OER).

When undertaking dissemination and exploitation activities, it should be kept in mind that many other EU-funded projects and programmes have been implemented before. Beneficiaries are recommended to use existing tools and databases for good practice examples.

What are the project results

The results of the project may be of a diverse nature and consist of concrete (tangible) results as well as skills and personal experiences (intangible results) that both project Coordinators and participants to the activities have acquired. The different categories of results may require different approaches for dissemination and exploitation. For example, tangible results such as 'products' may be easily demonstrated with actual items, graphical representations and samples, whereas intangible results such as 'experiences' may require alternative methods of display such as survey results, interview analysis and accreditation programmes.

How to plan successful dissemination and exploitation

Having a strong plan for dissemination and exploitation from the beginning of a project is a key priority. In planning/updating these activities, the project team should address the following main questions:

- What needs does the project meet?
- What are the expected results?
- Which users will benefit from the project's results?
- To reach these users, in which languages should the products be disseminated?

Key elements of a dissemination and exploitation plan are among others:

- The types of activity – the methods and mechanisms, the languages to be used;
- The resources – people and budget including for translation;
- The timetable;
- The strategy beyond the project's lifetime and beyond the partnership.

How to disseminate and exploit results

In order to reach as many people as possible, it is advisable to translate as many communication materials and project outputs in as many languages as possible. It is recommended to cover all languages of the partnership and English.

There are many different ways to disseminate and exploit results. Beneficiaries could use:

- the relevant platforms made available by the EU;
- project or organisational websites;
- meetings and visits to key stakeholders;
- dedicated discussion opportunities such as information sessions, workshops, seminars, training courses, exhibitions, demonstrations, or peer reviews;
- targeted written material such as reports, articles in specialised press, newsletters, press releases, leaflets or brochures;
- audiovisual media and products such as radio, TV, video clips, podcasts or apps;
- social media;
- public events;
- project branding and logos;
- existing contacts and networks.

When should dissemination and exploitation activities be carried out

Dissemination and exploitation of results are an integral part of the Intra-Africa Academic Mobility Scheme project throughout its lifetime. Examples of activities at different stages of the project cycle are:

BEFORE the project starts (NB: costs associated to those activities are not considered eligible)

- drafting the dissemination and exploitation plan;
- definition of the expected impact and deliverables;
- consideration of how and to whom dissemination and exploitation outcomes will be disseminated.

DURING the project

- putting in place and maintaining a project website;
- updating the dissemination platform with recent information on the project and results;
- contacting relevant media e.g. at local or regional level;
- conducting regular activities such as information sessions, training, demonstrations, peer reviews;
- assessing the impact on target groups;
- involving other stakeholders in view of transferring results to end users/ new areas/policies;
- involving policy-makers.

AFTER the project (NB: costs associated to those activities are not considered eligible. The following advice is not a contractual obligation, but should be considered as good project practice)

- contacting policy-makers at wider scale;
- continuing further dissemination (as described above);
- developing ideas for future cooperation;
- evaluating achievements and impact;
- contacting relevant media.

How to assess success

The impact assessment is an essential part of the process. It evaluates achievements and generates recommendations for future improvements. Indicators could be used to measure progress towards goals. These are signs that help measuring performance. Indicators can be both quantitative relating to numbers and percentages as well as qualitative relating to the quality of the participation and experience. Questionnaires, interviews, and assessments could also be used to measure the impact. Defining indicators relating to the different project activities should be foreseen at the start of the project and part of the overall dissemination plan. Some examples:

- Facts and figures related to the website of project organisers (updates, visits, consultation, cross referencing);
- Number of meetings with key stakeholders/public authorities;
- Number of participants (institutions and individuals) involved in experimentation, discussions and information sessions (workshops, seminars, peer reviews); follow-up measures;
- Production and circulation of products;
- Media coverage (articles in specialised press newsletters, press releases, interviews, etc.);
- Visibility in the social media;
- Participation in public events;
- Links with existing networks and transnational partners; transfer of information and know-how;
- Impact on regional, national, EU policy measures;
- Feedback from end-users, other stakeholders, peers, policy-makers.

The dissemination and exploitation plan should be regularly reviewed, and if necessary corrective action should be taken in close cooperation and in agreement with the Agency.

7. Penalties in the case of non-compliance with publicity obligations and for poor, partial, or late implementation

7.1 Publicity

The obligation to comply with the publicity provision set out in articles I.9.6 and II.7 of the grant of agreement constitutes a substantial obligation. Without prejudice to the right to terminate the grant, in case of failure to fulfil this obligation, the Agency may apply a 20% reduction of the grant initially provided for.

7.2 Poor, partial, or late implementation

Poor, partial or late implementation of the project may be established by the Agency on the basis of:

- The final report submitted by the Coordinator;
- Information received from any other relevant source proving that the project is not implemented in accordance with the contractual provisions; other sources of information may include monitoring visits, desk checks or on the spot checks undertaken by the Agency.

According to article I.9.3 of the grant agreement, the final report will be assessed by the Agency, where applicable with the help of external experts, using a common set of quality criteria such as:

- **Relevance** (max 10 points), including the extent to which the project was implemented in line with the approved grant application; the extent to which the project proved to be innovative/complementary to other initiatives, etc.
- **Quality of:**
 - **the partnership** and cooperation mechanisms (max 25 points), including the extent to which the project implemented effective quality measures as well as measures for evaluating the project's outcomes, etc.;

- **the organisation and implementation of the mobility** (max 40 points) including the quality of activities undertaken and their consistency with the project objectives; the services offered to the scholarship holders; the quality of the practical arrangements provided in support of the mobility, in terms of preparation, monitoring and support to participants during their mobility activity; the quality arrangements for the recognition/validation of the learning outcomes of participants, etc.
- **Impact and sustainability** (max 25 points), including the learning outcomes and impact on participants; the impact on the participating organisations; the potential wider impact of the project on individuals and organisations beyond the beneficiaries; The quality and scope of the dissemination activities undertaken, etc.

According to article I.9.4 of the grant agreement, the final report will be evaluated on the basis of quality criteria and scored on a total of maximum 100 points. If the final report scores below 50 points in total, the Agency may reduce the final grant amount on the basis of poor, partial or late implementation of the project even if all activities reported were eligible and actually took place. A reduction may be applied to the grant initially provided for of:

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

8. Reporting

Disclaimer:

The Agency is currently revising its reporting procedure and is moving towards an eReporting system. This section of the Handbook will be updated as soon as the new rules for submitting reports are in place. Meanwhile, please refer to the report templates made available by the Executive Agency for preparing the reports as the information required will not be modified, only the procedure for submitting reports.

8.1 Purpose of the reports

Reporting on your project's progress and achievements is both a crucial and beneficial part of the project management process. The reports you are required to submit serve a dual purpose:

- For your own benefit and use. The reports are means of communication between you and your peers about the project implementation. In addition, reports allow you to share the knowledge created via the project at the disposal of a wider community. Through their dissemination, you increase the potential for discovering initiatives that share common ground with yours and you increase the chances of being contacted by interested parties with useful input or feedback.
- For the Agency's benefit and use. The assessment of the reports enables the Agency to take a decision on the continuation of the project. The progress reports provide the Agency with an update on how a project is advancing against original plans and budgets, while the final report is due at the end of the project and allows the overall evaluation of the project.

Coordinators will be required to submit three progress reports and a final report. The approval of the 2nd and 3rd progress report is a pre-condition for the approval of the requests for 2nd and 3rd pre-financing respectively. These requests can be submitted separately but not before the submission of the corresponding progress report (in line with article I.4.1 of the Grant Agreement).

In order to provide a practical and structured means for a project to report its progress and final achievements, the Agency prepares report templates - including a financial statement form which will be available on the Agency's website at the beneficiary space of the Intra-Africa Academic Mobility

Scheme webpage: http://eacea.ec.europa.eu/intra-africa/beneficiaries-space_en.

Coordinators are therefore advised to read the instructions on the report templates carefully so that they are familiar with the content and aware of the accounting information required for their completion.

8.2 Reporting period and payment of pre-financings

Upon entry into force of the Agreement, a pre-financing payment of 30% of the maximum amount specified in Article I.3 shall be paid to the Coordinator.

The reporting periods and deadlines for the submission of progress reports are specified in the Grant Agreement (Article I.4.1). The progress reports must cover the period referred to in the Grant Agreement.

A final report, covering the reporting for the entire project duration must be submitted at the latest **two months** after the end of the project's eligibility period.

Late submission of the reports may considerably delay the process of analysing and assessing the report and making the pre-financing payments. In case of delays, a prolongation of the submission deadline of a report may be requested via email to the Agency and must be duly justified. The Agency will acknowledge receipt of the request and will notify the project Coordinator in writing.

As mentioned above, the financial statement accompanying a request for further pre-financing can be submitted separately from the progress reports. However:

- the request for second pre-financing payment cannot be submitted before the submission of the second progress report. A second pre-financing payment of 50% of the maximum amount specified in Article I.3 shall be paid to the Coordinator subject to having used at least 70% of the previous pre-financing instalment paid and to the receipt of the request for payment (drawn up in accordance with Annex VI).
- the request for third pre-financing payment cannot be submitted before the submission of the third progress report. A third pre-financing payment of 20% of the maximum amount specified in Article I.3 shall be paid to the Coordinator subject to having used at least 70% of the previous pre-financing instalment paid and to the receipt by the Agency of the request for payment (drawn up in accordance with Annex VI).

The total eligible costs of the project will only be determined at the reception of the final report.

8.3 Additional documents to be sent with the reports

Each technical report (progress and final) as well as the requests for further pre-financing under the Intra-Africa Academic Mobility Scheme must be accompanied by print-outs from the EACEA Mobility Tool (EMT) duly signed by the Coordinator guaranteeing the accuracy and completeness of the data contained therein. These print-outs present the list of the students and staff selected to benefit from a mobility scholarship as well as the reserve list pertaining to the selections that have taken place during the reporting period. In case of technical reports, the signed declaration on the respect of the minimum requirements for the selection procedures carried out during the reporting period (drawn up in accordance with Annex IX) shall also be submitted.

The EMT has been developed in order to monitor the scholarship holders' activities, mobility tracks, and financial related aspects. The Coordinator is requested to encode the results coming out from the selection of students and staff as well as to update the information on mobility on a regular basis.

The EMT and its print-outs must contain all necessary information regarding the individual mobility and the related financial aspects for all the scholarship holders, notably in case of request for further pre-financing.

The students and staff must be informed about the fact that their personal data will be sent to the Agency and may be used by other bodies involved in the management of the Intra-Africa Academic Mobility Scheme acting as stakeholders of the programme (e.g. European Commission, African Union Commission, EU Delegations, National Erasmus+ Offices in Africa) for facilitating the students and staff's mobility or for the purpose of evaluating the programme.

Changes on the mobility flows must be registered in the EMT and notably:

- replacement of selected candidates by reserve candidates belonging to the same or a different mobility type;
- reduction/extension of the mobility duration within the limits defined in Article I.2 of the Grant Agreement.

Changes affecting the allocation by country or the distribution range per mobility type need to be reported to the Agency with the relevant report and must in any case respect the provisions of the Call for proposals.

The 1st progress report must also be accompanied by a copy of the Memorandum of Understanding, duly signed by all partners together with other additional relevant documents as indicated in the report form (e.g. model of student agreements, model of learning agreement, model of transcript of records).

8.4 Instructions to complete the reports

Please note the following points before you produce and submit your report to the Agency:

- You must use the appropriate reporting templates and financial tables provided on the Agency's website.
- All sections and tables of the report templates must be completed.
- The report should be written in one of the official working languages of the EU (English, French or German).
- The report must be sent electronically to: EACEA-IntraAfrica-IntraACP@ec.europa.eu. The Agency acknowledges receipt of the report by email and, if necessary, requests further information.
- The report should not be used as a means to signal major changes. These are subject to formal amendment requests that should be submitted separately, at any event, within a minimum of 30 days before the end of the eligibility period.

8.5 Final report

The final report consists of a narrative and a financial part.

- Narrative part

You will be requested to describe the project implementation in detail. The final report template will be available in the 'Beneficiaries space': http://eacea.ec.europa.eu/intra-africa/beneficiaries-space_en

- Financial part

You will be requested to present the financial aspects of the project implementation in detail. The budget table template will be available in the 'Beneficiaries space': http://eacea.ec.europa.eu/intra-africa/beneficiaries-space_en. You must keep all supporting documents and records for a period of five years after the final balance of the grant is paid in case of audit.

8.6 Possible reimbursement of part of the grant

The Agency will analyse the declaration of expenditure in order to arrive at the final EU grant. This analysis may lead to a request for reimbursement of a certain amount. If the beneficiary has to reimburse a certain amount a recovery order will be issued by the Agency for the agreement in question. The financial analysis of the Final Report will be explained to the Beneficiary in a settlement

letter.

8.7 Additional Interim Reports

In addition to the reports detailed in this chapter, the Agency may, at any time, request the beneficiaries to produce an additional report on the progress of the project to date, covering both its technical and financial aspects. The purpose of such an additional report is to verify that high quality is being managed and implemented in accordance with the rules set out in the Grant Agreement and their annexes.

8.8 Processing the Reports

The reports will only be viewed and assessed by representatives of the Agency (with in certain cases the support of independent experts), to judge the project performance and decide upon the payment of the due part of the grant.

➤ Incompleteness of a report

If a report is incomplete (for instance, some parts are missing or incorrect), the Agency may request that further information be supplied and provided through the submission of a new, updated version of the report. In this case, the period foreseen in the contract for payment will be suspended until the additional information has been received by the Agency.

➤ Rejection of a report

In addition, there are a number of elements that are indispensable for the Agency to carry out an analysis of the report. The absence of any of these elements would render the Agency unable to assess the report and would thus lead to a rejection of the report until the missing information had been provided. The rejection letter is addressed to the beneficiary and mentioned the reasons which justify the rejection.

The consequence is the application of the article II.24.5 of the Grant Agreement "Suspension of the time limit for payment".

Hereafter the most common reasons for rejecting reports:

- lack of signature by the legal representative or signed by an unauthorized person;
- the financial report (electronic version) is missing or the amounts presented are not in accordance with the agreed budget (initial or last amended budget);
- the report, including the financial statement, has been submitted using wrong templates and/or not using the correct excel reporting tool.

In case that a report is not complete and additional information needs to be submitted, the related payment is likely to be delayed.

Once the assessment is complete, the Agency will inform the project with an acceptance letter, on the final evaluation results e.g. its decision and feedback on the project's progress and achievements.