



**DG HOME**

**Project Management  
Key points**

1972/2014/1950/2015/2006/2007/2008/2009/2010/2011/2012/2013/2014/2015  
Kick-off meeting 11/04/2014 2015

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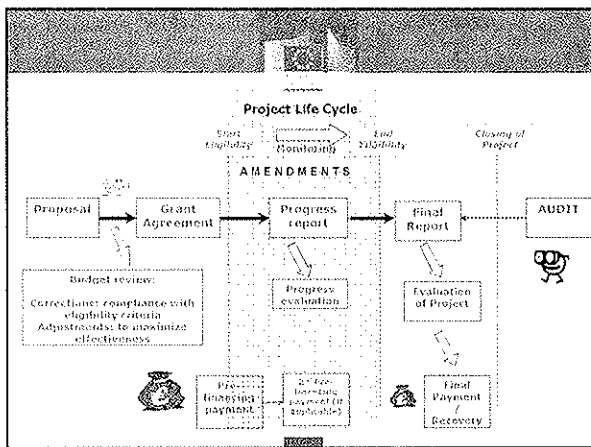
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**FIRST THINGS FIRST  
READ THE DOCUMENTS !**

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## Reference documents

- The **Grant Agreement** (including the Special Conditions) between the Commission and the co-beneficiaries and its binding **annexes**:
  - Project description (Annex I)
  - General conditions (Annex II)
  - Estimated Budget (Annex III)
  - Mandates co-beneficiaries (Annex IV)

The terms set out in the Special Conditions shall take precedence over those set out in the Annexes.  
The terms of Annex II "General Conditions" shall take precedence over the other Annexes.
- **Amendments**
- **Other documents**: The call for proposals, the applicants' guide, EU and national legislation applicable (tax, social security, labour law), the guide on the use of the EU emblem, etc.

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## Grant agreement

- What is a "multi-beneficiary" grant agreement?
 

The Commission ↔ The partnership of beneficiaries
- Common responsibility for implementing the project (Art. II.1 GA)
  - Coordinator by signing the grant agreement
  - co-beneficiaries by signing the mandates
- Joint financial liability towards the Commission (Art.I.8 GA)
- The beneficiaries shall bear sole liability vis-à-vis third parties

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## WHO'S WHO? The different actors

<p><b>Beneficiaries (mono or multi) and other project partners</b></p> <ul style="list-style-type: none"> <li>• Coordinator:           <ul style="list-style-type: none"> <li>➢ Legal representative</li> <li>➢ Contact person</li> </ul> </li> <li>• Co-beneficiaries</li> <li>• Associate partners</li> <li>• Co-financers</li> <li>• Sub-contractors</li> </ul>	<p><b>Commission Directorate-General Migration and Home Affairs</b></p> <ul style="list-style-type: none"> <li>• Project implementation (HOME E3)           <ul style="list-style-type: none"> <li>➢ Project Officer</li> <li>➢ Programme Manager</li> </ul> </li> <li>• Policy Unit (HOME D4)</li> </ul>
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## The Beneficiary/Coordinator

- Organisation leading the partnership that applied for the grant
- Legal Representative + coordinator/contact person
- Accountable for Financial Management

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## Contact Person / Coordinator/ Manager of the Project

- **MANAGEMENT:** Responsible for the implementation of the Project
- **COMMUNICATION:** Receives all official communication from and to the Commission
- **REPORTING:** Prepares all the reports for the Commission with the assistance of the co-beneficiaries
- **COORDINATION:** Coordinates partners' work, solves partnership problems
- **MONITORING:** Monitors implementation of the project and the budget

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## Co-beneficiaries

**Organisations that are parties to the grant agreement**

**Share part of the budget:**

- Receive part of the EU funding
- Some contribute to the co-financing

**Co-responsible for the implementation of the project:**

- Manage their activities & related expenditure
- Cooperate with all partners towards achieving the aims of the project
- Report to the coordinator
- Get invoices, travel tickets, signed lists of participants, etc. and hand them all in on time!

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### Other stakeholders

**Involved in the project but not parties to the grant agreement**

- **Associate Partners:**
  - Organisations participating in project activities which do not receive EU funding
- **Co-financer:**
  - Provides additional funding for the project, but plays no active role in the implementation
- **Sub-contractor:**
  - Outsourcing of tasks with a justified need of requiring technical capacity or competencies not available in the partnership
  - Project Management and the general administration of the project may NOT be sub-contracted

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### Relations between co-beneficiaries

**They may sign partnership agreements to clarify:**

- Cooperation rules
- Financial arrangements (transfer of pre-financing, final balance)
- Information requirements
- Reporting documents
- Intellectual property arrangements, etc.

- The Commission does not interfere, no template is provided
- The grant agreement takes precedence!

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### Strong partnership

- Taking ownership of the project and pride in working on it together
- Clear attribution and division of roles and tasks
- Good communication
- No "last minute" or "just-in-time" approach (collect regularly supporting documents such as invoices, travel tickets, signed participation lists)
- The more partners in a project, the more time effort and energy will have to go into:
  - Co-ordination
  - Communication
  - Consensus building
  - General management

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## Ownership of results

- Results of the action, including industrial and intellectual property rights
- Reports and other documents relating to it

*are the property of beneficiaries but the Commission is granted the right to make a free use of them (Art. II.8 GA)*

➔ **Important to have arrangements between beneficiaries on this (partnership agreement)**

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✓ V.I.







But not this logo → 

## EU-FUNDING VISIBILITY

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**Examples:**

 Co-funded by the Drug Prevention and Information Programme of the European Union 

 This project is funded by the Prevention of and Fight against Crime Programme of the European Union 

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## EU-FUNDING VISIBILITY

- On websites, publications, communication means, products and deliverables add also the following "Disclaimer":

*"This publication/website has been produced with the financial support of <the Prevention of and Fight against Crime Programme> <Drug Prevention and Information Programme> of the European Union. The contents of this publication/website are the sole responsibility of <name of the author/contractor/implementing beneficiary> and can in no way be taken to reflect the views of the European Commission."*

- A guide on "The use of the EU emblem in the context of EU programmes" is available at:  
[http://ec.europa.eu/dgs/communication/services/visual\\_identity/pdf/use-emblem\\_en.pdf](http://ec.europa.eu/dgs/communication/services/visual_identity/pdf/use-emblem_en.pdf)
- If you have any technical questions regarding the use of the EU emblem in the context of EU programmes, please write to:  
[comm-visual-identity@ec.europa.eu](mailto:comm-visual-identity@ec.europa.eu)

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## REPORTS

- **Progress reports (Template online)**
  - For projects of 2 years (and projects with 2 pre-financings, interim payments)
  - To be submitted 2 weeks after mid-term
  - Present what has been achieved
  - Highlight difficulties encountered
  - Not an opportunity to change substantially the project!
- **Final narrative report (Template online)**
  - Show the quality, achievements and impact of your project
  - Justify the costs of the activities
  - Not necessarily long but complete, structured and precise
  - Add clear reference to annexes presenting results

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## Complete Final Report

- Must be submitted within 60 days after the end of the implementation period
- It consists of:
  - **final financial statement and signed cost claim** (hard copy and electronically)
  - **Signed final narrative report** (hard copy and electronically) *1 copy*
  - **samples of the final products** (CDs, books, guidelines, brochures, posters, flyers etc...) (hard copy and electronically)
  - **Minutes of meetings, agendas, presentations, signed lists of participants** (only electronically)

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## Evaluation of Final Report

- Evaluation of the technical content of the Report and the results of the project
- Operational and administrative aspects and outputs
- Financial analysis such as eligibility of costs, implementation period, supporting documents, exchange rates and final payment calculation

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### Audits and Checks - Art. II.27 GA

- The beneficiaries agree to an audit by the Commission staff or an outside contracted body
- Right of access to sites and premises, and to all information
- During 3 years (grants up to 60.000 €) or 5 years (grants > 60.000 €) as of the date of the final payment
- The same period applies to the obligation to keep the original supporting documents
- The Court of Auditors has the same rights as the Commission as regards checks and audits

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### What changed?

- New rules on VAT (now: activity-based)
- Reduced delay for submitting the final reports (60 days) \*
- Increased threshold for budget transfers: budget transfers between budget categories (headings) above 20% of the amount of each budget category (heading) for which the transfer is intended require prior approval from the Commission. \*
- Interest on pre-financing: not to be declared

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### STAY ON TOP OF THE GAME

- **As a coordinator**
  - You are responsible for the project
  - You are the contact point for the COM
- **Ongoing coordination and management**
  - Gather information and do your coordination work as an on-going process, also in terms of financial management
- **Ongoing accounting and financial management**
  - Get invoices, travel tickets, signed participation lists, etc., fully documented during the project, **NOT** 15 months later or in a panic at the end of the project.

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**KEEP IN TOUCH**

- Keep in touch with your co-beneficiaries and other partners
- Keep in touch with the Commission
- Anticipate problems and if in doubt consult partners, the reference documents and the Commission (your project officer)

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Thank you for your attention!  
All the best with your project!

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