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HANDBOOK

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Coordinator	USM – Moldova State University
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Project duration	36 months

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1. CONSORTIUM MEMBERS

Institution	Role	Code/Email
EU Partners		
European Policy Development and Research Institute, Maribor, SLOVENIA	Coordinator	P13-EPDRI www.epdri.com/
Central and Eastern European Network of Quality Assurance Agencies in Higher Education	Partner	P14-CEENQA https://www.ceenqa.org/
University of Montpellier, FRANCE	Partner	P10 – UM https://www.umontpellier.fr/en/
University of Salamanca, SPAIN	Partner	P11 – ES https://www.usal.es/en/university-glance
Leipzig University, GERMANY	Partner	P12 – DE https://www.uni-leipzig.de/en/
MD Partners		
Moldova State University	Coordinator	P1– USM https://usm.md/
Academy of Economic Studies of Moldova	Partner	P2 – ASEM www.ase.md
Balti State University	Partner	P3 – USARB www.usarb.md
Cahul State University	Partner	P4 – USC www.usc.md
Comrat State University	Partner	P5– KDU www.kdu.md
Academy of Music, Theatre and Fine Arts	Partner	P6– AMTAP https://amtap.md/
University of Political and Economic European Studies	Partner	P7– USPEE https://uspee.md/
National Agency for Quality Assurance in Education and Research	Partner	P8– ANACEC https://www.anacec.md/
Ministry of Education, Culture and Research of the Republic of Moldova	Partner	P9 – MECRRM www.gov.edu.md



2. INTRODUCTION

The QFORTE Project Handbook is a reference document for consortium partners containing all relevant information to refer to, during the project. It provides information on the work packages, management structures, communication and collaboration, the detailed timeline, standard procedures, the events conducted during the project, information on the documents' completion and submission, deadlines, delivering project reports and other deliverables.

The handbook must be read in conjunction with the official approved documents that have been made available to all partners:

- EACEA – QFORTE project Grant Agreement
- QFORTEE project's Partnership Agreements
- EACEA - Guidelines for the Use of Grants
- EACEA - Frequently Asked Questions

We strongly encourage all partners to read carefully all of the above documents and to familiarise themselves with the aims, objectives and activities of the project.

3. PROJECT DETAILS

3.1 Strategic objective

QFORTE project aims to contribute to deeper integration of Moldova into EHEA through the enhancing of quality assurance in higher education system. It will also seek to develop and implement national-level policies on internal and external quality assurance, by promoting institutional quality cultures and supporting universities in developing internal quality systems.

3.2 Specific objectives

- OB1: To promote and strengthen the QA culture in Moldova and to build national consensus of the key-actors on the development issues by November, 2023
- OB2: To develop and advance a national legislative framework and stimulate regulatory changes on QA in HEIs in Moldova by November, 2023
- OB3: To enhance the QA management of HEIs in Moldova through International institutional accreditation by November, 2023
- OB4: To enhance the institutional capacities of HEIs in Moldova for efficient and effective implementation of QA reform by November, 2023

3.3 Total cost of the project

EC Grant: € 992.363,00

3.4 Outputs

National level

- Recommendations for reforming the National Methodology on Institutional QA Accreditation developed



- Developed amendments to the Code of Education of the RM
- Developed evaluation procedures for accreditation of joint programs
- Developed QA institutional external evaluation guide

University level

- University strategies for QA development elaborated and adopted at each PCU
- QA manuals modernized at each PCU involved in the project
- Action plans for further QA consolidation elaborated after passing the international accreditation (sustainability of the project)
- Methodology of External Institutional QA Evaluation of HEIs applied
- Active online platform for institutional QA external evaluation

Moldovan society

- Developed QA culture in the Republic of Moldova
- National consensus of the key-actors on QA
- Advancement of the national legislative framework on QA in Moldova
- Enhanced QA management of HEIs in Moldova through international institutional accreditation

3.5 Coordinator contact details

Name/surname	Igor ȘAROV	Nadejda VELIȘCO	Olesea SIRBU
Status	Legal representative	Grant coordinator	Grant co - coordinator
Institution	Rector, Moldova State University	Moldova State University	Vice-rector ASEM
Address	60 Alexei Mateevici Str. Chișinău	60 Alexei Mateevici Str. Chișinău,	61 Banulescu-Bodoni Str. Chișinău
Email	rector@usm.md	qforte.project@gmail.com qforte.project@usm.md	oleseasarbu@gmail.com
Phone	+373 22 244 821	+373 69289434	+ 373 60 608804



4. PROJECT MANAGEMENT

QFORTE's management structure is based on vast managerial experience of all partners and is established to ensure effectiveness, decisiveness, flexibility and quality of work. Much emphasis has been put on establishing management structures and procedures that cover successfully all the project needs, and keep the organizational complexity at an appropriate level. The detailed management structure is described below.

Grant Coordinator (GC), Dr. Nadejda Velisco (P1-USM) and the **Co-coordinator** (Dr. Olesea Sirbu /P13-EPDRI/SI) have extensive experience in coordination of Structural CBHE projects. The coordinators' main responsibilities are related to overall coordination, assuring the project's deliverables quality, monitoring of the project implementation, technical and financial reporting.

Executive Board (EB) includes the leaders of the Work Packages (WPs). EB will be mainly responsible for the academic management, technical coordination and direct reporting to the GC & PCB (see below).

Project Consortium Board (PCB) – a high-level decision making body responsible for planning, overall project strategy directing, strategic management, monitoring and controlling project implementation. The PCB will meet four times (WP7-act.7.1.2) and jointly review, decide on any necessary contingency measures in reorganisation tasks and resources.

Project Coordination Team (PCT) will provide financial & technical assistance to the GC for day-to-day management. The PCT will seat at the P1-USM/MD and consist of three members.

Quality Assurance Team (QAT) will act as a support to the GC & AC in the process of overall internal monitoring & evaluation.

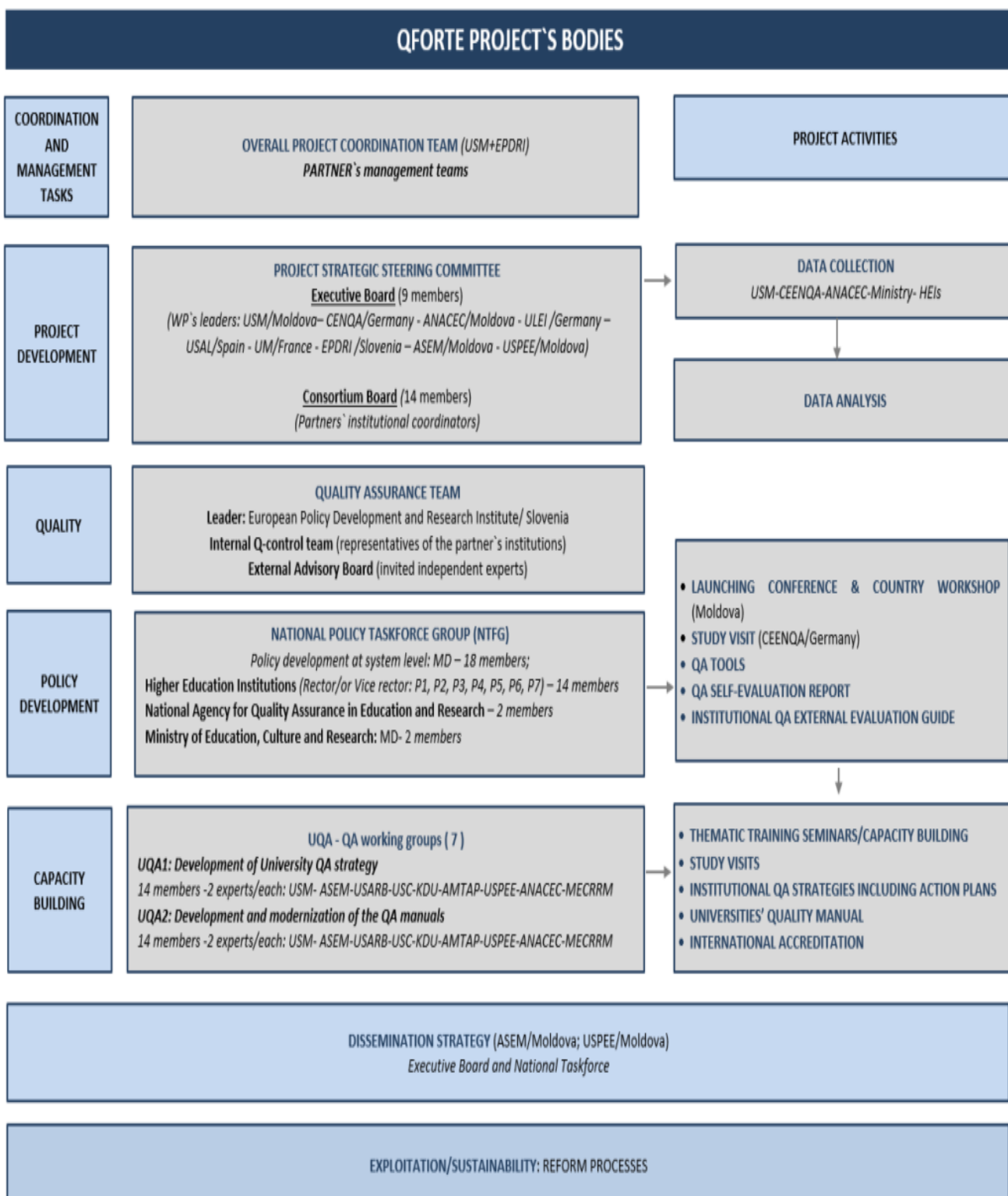
WP leaders, co-leaders will have the responsibility for technical management of their WPs, monitoring deliverables & planned milestones related to their WP, communication among partners in their WPs.

Deliverable leaders will be responsible for the management and coordination at the level of activities, including planning, monitoring and reporting to the WP leaders.

All partners will be involved in each WP. In accordance with the defined plans (Coordination Plan, Risk Management, Communication, Dissemination & Sustainability) with respect to the equality of all project partners, leaders of the WPs will have a greater responsibility for implementation of WP & cooperation with all project's partners, together with the GC. The assignments are evenly distributed among the all project partners.

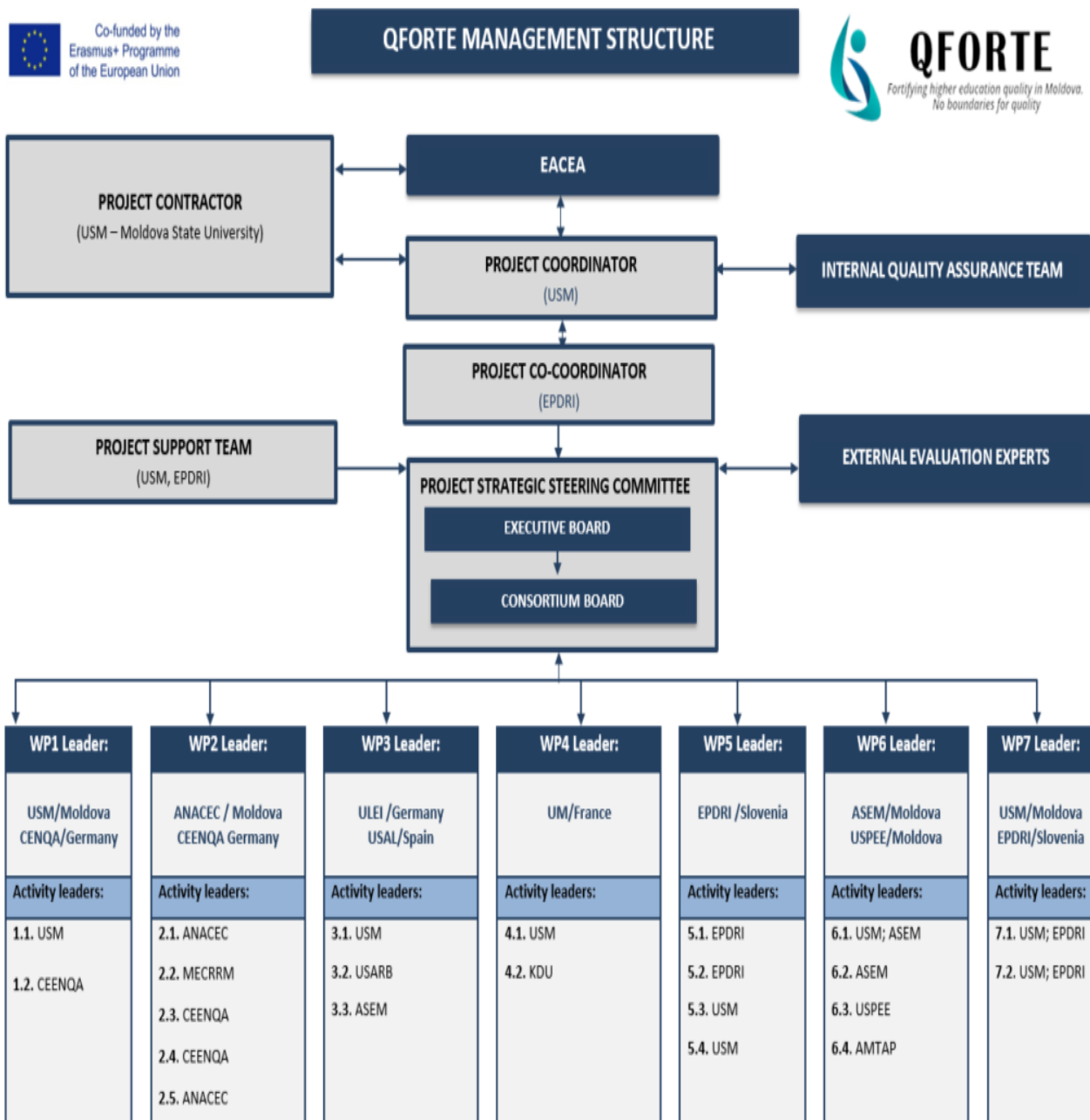


5. PROJECT BODIES





6. MANAGEMENT STRUCTURE





7. PROJECT WORK PACKAGES' STRUCTURE

WPs Nr.	TITLE	DELIVERABLES	ACTIVITIES	ACTIVITY LEADER
WP 1	Preparation <u>Leader –</u> USM/MD, <u>Co-leader –</u> CENQA/DE	1.1. One (one) project handbook elaborated (M3) 1.2. Number of Partnership agreements elaborated and signed (M3) 1.3. Elaborated QA evaluation questionnaires (M4); At least seven completed questionnaires (M10) 1.4. 1 (one) QA Country profile (M12);	1.1.1. Participation at the Grand Holder coordinators meeting 1.1.2. Elaboration of Project handbook 1.1.3. Elaboration and signature of Partnership Agreements 1.2.1 Development and completion of QA evaluation questionnaires 1.2.2 Elaboration of country profile	1.1. USM 1.2. CENQA
WP 2	Development and advancement of national legislative framework on QA <u>Leaders –</u> ANACEC/MD, CEENQA/DE	2.1. One National Policy Task Force created (M2); Three Workshops on QA development realised in Moldova (M3,16,28); One study visit to the EU (M6) 2.2. National legislation on institutional QA advanced and QA tools developed (M18) and final adopted published (M28) 2.3. E-form for AQ self-evaluation report developed (M20) 2.4 QA institutional external evaluation guide elaborated (M23) 2.5 Experts on external institutional QA evaluation trained (M23,24,25)	2.1.1. Setting up the National Policy Task Force 2.1.2. Country Workshops on QA development 2.1.3. Study Visit on QA Policy development at system level 2.2.1. Elaboration, adoption of the following QA tools (M18): 2.2.1.1 New methodology of external institutional QA evaluation of HEIs 2.2.1.2 Amendments to the Code of Education 2.2.1.3 Evaluation procedures for accreditation of joint programs 2.2.2. Translation, e-publishing of the QA tools (M19) 2.3. Elaboration and testing of the e form for AQ self-evaluation report (M20); 2.4.1. Elaboration and approval of institutional QA external evaluation guide (M20) 2.4.2. Translation, e-publishing of the institutional QA external evaluation guide (M21) 2.5. Organization of training seminars on external evaluation of institutional QA (M4, M17, M29)	2.1. ANACEC 2.2. MECRRM 2.3. CEENQA 2.4. CEENQA 2.5. ANACEC
WP 3	Advancement of university integrative function on	3.1 One UQA working group formatted (M4) in each PCU; Three Study visits to EU (M7, 13, 18); at least 7 institutional structures of the PCUs consolidated	3.1.1 Setting up the University QA working groups (UQA) 3.1.2 Study Visits on institutional QA strategy development 3.1.3 Development, adoption of institutional QA strategies	3.1. USM 3.2. USARB 3.3. ASEM



	QA Leaders – ULEI/DE, USAL/ES	(M24) 3.2 Seven (7) University strategies on QA adopted (M19) 3.3 Seven (7) QA manuals elaborated and adopted (M24) 3.4 At least five (5) HEIs accredited internationally (M36)	3.1.4 Translation and e-publishing of institutional QA strategies 3.2.1 Modernisation and adoption of the institutional Quality Manual 3.2.2 Translation and e-publishing of institutional Quality Manuals 3.3.1 Training seminars on QA development and International institutional accreditation 3.3.2 Developing the application for international accreditation	
WP 4	Enhancement of institutional capacities for implementation of QA reform Leader – UM/ FR	4.1. Three Study visits realised (M5/11/13) 4.2. Seven (7) Trainings in MD (M6/8/12/14/17/19/20) 4.3. Number of equipment`s items purchased (M12)	4.1.1 Organisation and realisation of the Training Seminars on QA capacity building in the EU partner institutions; 4.1.2 Consolidation of the university structures for QA 4.1.3 Acquisition, installation of the equipment 4.2 Elaboration of the action plan following the external evaluation reports on institutional accreditation (Task leaders: P1-ASEM/MD)	4.1. PCUs 4.2. KDU
WP 5	Quality plan Leader – EPDRI/ SI Co-leader – USM/MD	5.1. Templates & guidelines elaborated (M3)/ monitoring visits realized (M16, M28, M34)/ Three internal Q-reports 5.2. Set of recommendations of EAB (M17, M35) /one audit report (M35) 5.3. At least four NPTF`s meetings in Moldova/ and 4 UQA`s` meetings in MD	5.1. Internal monitoring & evaluation 5.2. External independent evaluations 5.3. Fine tuning of procedures and regulations 5.4. External financial audit	5.1. EPDRI 5.2. EPDRI 5.3. USM 5.4.1. USM
WP 6	Dissemination, Exploitation and Impact Maximization Leaders – ASEM/MD, USPEE/MD Co-leader – USM/MD	6.1 Dissemination strategy developed (M3)/ webpage and project`s identity design and materials published (M3)/ 3- inter-project coaching meeting organised / Launching & Concluding Conferences organised (M3/36) 6.2 Three Country Workshops realised (M3, 16, 28)/ 5 articles published (M5, 17, 24, 28, 36) 6.3 Number of DISS events realised by PCUs (M5, 7, 9, 18, 20, 22, 29, 31, 33)	6.1.1 Elaboration of project`s dissemination strategy 6.1.2 Design of project`s identity, promo materials & web page 6.1.3 Organisation and realisation of Launching and Concluding conferences 6.1.4 Organisation and realisation of inter-project coaching 6.2.1 Organisation and realisation of Country Workshops 6.2.2 Dissemination of information on project-related issues in national mass-media 6.3.1 Organisation and realisation of the dissemination events on	6.1.1.USM, ASEM 6.1.2 USM, ASEM 6.1.3USM, ASEM 6.1.4USM, ASEM 6.2.2 ASEM 6.3.1 USPEE 6.3.2 USPEE 6.4. AMTAP



		/number of articles published by PCUs (M5, 7, 9, 18, 20, 22, 29, 31, 33) 6.4 One survey realised (M36)	institutional level 6.3.2 Publication of articles about project-related events in the institutional newspapers; 6.4 Conducting TG satisfaction survey	
WP 7	Project Management <u>Leaders –</u> USM/MD, EPDRI/SI	7.1. Twenty two (22) outputs/ outcomes delivered in time and according to the quality indicators. 7.2. Intermediate report submitted and approved by EACEA (M20)/ Final report submitted and approved (M36)	7.1.1. Project coordination 7.1.2. Organisation and realisation of the Consortium meetings; 7.1.3. Elaboration and submission of the Interim and Final reports; 7.2. Realisation of the project financial management	7.1.1. USM, EPDRI 7.1.2. USM, EPDRI 7.1.3. USM, EPDRI 7.2. USM, EPDRI

8. CONTRACTUAL AND FINANCIAL MANAGEMENT

8.1. Payment arrangements

Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the Grant and Partner Agreement and its annexes.

The Erasmus+ grant amounts received in advance and not used by the beneficiaries must be reimbursed to the coordinator at the latest 30 days after the end of the project's contractual period.

If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency at the end of the project, the following procedure will apply:

- **The beneficiary responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator.**

The costs of financial transfers shall be borne as following:

- **The costs of dispatch charged by the bank of the coordinator and costs of repeated transfers caused by one of the parties will be charged to the beneficiary.**

The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to each individual beneficiary in the Partner Countries using the new account for the project in EUR. The transfer of money will be executed in EUR.

The coordinator will transfer the part of the Erasmus+ grant contribution corresponding to each individual beneficiary in the Programme Country (Germany, Spain, France, Slovenia) using new account for the project in EUR.



The transfer of the Erasmus+ grant contribution to individual beneficiaries will be implemented in accordance with the following timetable and procedure:

No.	Report	Eligible cost by	Report due date	Payment of EACEA to coordinator (as a percentage of "Total EU Budget per Party" indicated in Anex III)	Payment to beneficiaries No.	Payment due date	Payment amount (as a percentage of "Total EU Budget per Party" indicated in Anex III)
				50% December 2020	1st payment	December 2020 (after signature of PA)	25%
1.	Intermediate report	14.05 2021	31.05. 2021				
2.	Intermediate report	14.11.2021	30.11.2021				
3.	Intermediate report	14.05 2022	31.05. 2022				
	EACEA progress report		15.07. 2022				
4.	Intermediate report	14.12.2022	30.12.2022				
5.	Intermediate report	14.05. 2023	31.05. 2023				
6.	Final report	14.10.2023	04.11. 2023				
	EACEA final report		04.11. 2023				
				September 2022 payment of the balance (max. 10%)	Final payment: balance		Payment of the balance (max. 10%)

8.2. Remuneration modalities for staff cost

The QFORTE project remuneration of staff involved in the project is based on the rules set out by the Education, Audiovisual & Culture Executive Agency (EACEA) of the European Commission in the Grant Agreement and accompanying Guidelines for the Use of the Grant of the Erasmus+ CBHE call 2019 (art.3.3.1.1., pag.29).

The amount of staff costs that can be reimbursed to a partner institution for staff involved in the project is limited to the maximum indicated in the budget per partner (Annex I of the Partnership Agreement) and the ceilings per staff category set out in the Guidelines for the Use of the Grant.



The staff category to be applied depends on the type of work performed in the project and not on the status or the title of the individual. The grant for staff cost is calculated by multiplying the unit cost by the total number of days spent on the implementation of the project. One working day is defined according to the applicable national legislation. Normally 7.5 Hours in the EU. Declared working days per individual will not exceed 20 days per month or 240 days per year. The coordinator will reimburse to the beneficiary's account the costs actually incurred in accordance with the estimated budget breakdown identified under Annex I of the Partner Agreement for staff costs. The exception is the last reporting period when the reimbursement will be made after the final 10% balance transfer of funding from the EACEA.

Payment for work conducted for the implementation of the project will be paid in arrears after the submission of the evidence to support the request for payment within 15 days after the end of the Period for which the report is being sent (see Chapter "Technical and Financial reporting"). The beneficiary will provide the receipt for the amount requested.

For the calculation of the amount to be reimbursed the following must be produced:

- 1) Scanned copy of the Contract of Employment covering the period in which claim is being made. The contract of employment should be sent for the First Period only if it is a permanent contract. This could be either an existing contract or a document signed by the Legal Representative stating that the person is employed in the organization from the date to – permanent -. If it is a temporary contract, then the period of employment must be clearly stated (From-date to date). Originals must be kept in the partner organisation for 5 years.
- 2) Scanned copy of the Time-Sheet where the activities conducted are described. (The template is available on the EACEA webpage). Originals must be kept in the partner organisation for 5 years.
- 3) Scanned copy of the Joint Declaration form dully completed. (The template is available on the EACEA webpage). Originals must be kept in the partner organisation for 5 years.

8.3. Reimbursement modalities for travel and costs of stay

This budget heading contributes to the costs of travel and stay for staff* and students participating in activities directly related to the achievement of the project. These costs are covered on the basis of unit costs (see section 3.3 of the Guidelines for the Use of the Grant).

** The existence of a formal employment relationship between the employee and the beneficiary institutions is required in order to participate to any travel.*

The unit costs to be applied are those defined in Annex I of the Partnership Agreement. Prior written authorisation from the Agency is required for activities and their corresponding travel costs and costs of stay which are not taking place in or between countries represented in the partnership.

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



Except in the case of existence of a national law which states the contrary, beneficiary institutions should not suspend payment of normal salaries to their staff during time spent travelling within the framework of the project.

The coordinator will organise the travel and will cover the travel cost in the limits indicated in the Partner Agreements.

The coordinator will pay in cash 100% of the estimated Erasmus+ grant contribution (in EUR) for cost of stay at the first day of each of mobility period indicated in the Partner Agreements.

The following supporting documents must be retained with the project accounts:

- A duly filled-in Individual Travel Report. Originals or scanned copies of the Individual travelling reports completed using the template available on the webpage of the project. Originals must be kept in the partner organisation for 5 years.
- Supporting documentation will have to be attached to each Individual Travel report:
 - Scanned copies of the boarding passes for flights or train tickets glued on a A4 white paper. This could be scanned and sent by email as digital copies. Originals must be kept in the partner organisation for 5 years.
 - If dates of travelling are not shown on the travelling documents then scanned copies of invoices must be sent to the coordinator. Originals must be kept in the partner organisation for 5 years. EACEA is not interested in the cost but in the dates of the travelling to show that the participant has actually travelled during the period claimed.
 - Scanned copies of invoices for accommodation. Originals must be kept in the partner organisation for 5 years.

If the beneficiary fails to submit to the coordinator the mobility reports and the supporting documents within two month of the event, then the amount spent will be regarded as co-financing.

8.4. Project documents

In order to save time and labour and to facilitate the transmission of documents, partners must produce scanned copies of the documents to be submitted to the coordinator. Scanned copies, of good quality, are acceptable as official documents.

However, partners are responsible for keeping the originals and are obliged to send them by post to the coordinator or EACEA if requested.

9. TECHNICAL AND FINANCIAL REPORTING

9.1. Basic principles of reporting

There are two main purposes of the reporting. The formal reporting, by USM and ASEM, provides the necessary information to the Education, Audiovisual and Culture Executive Agency (EACEA) to assure them that our project is being implemented according to the Grant Agreement and that payments should therefore be released. The annual reports provide information to the PCT (Project Coordination Team) to allow them to support project partners with implementation.



Reporting also helps us to view our progress objectively.

The annual (technical and financial) reports are linked to transfer of grant to partners from USM/ASEM. The Final Report though must be approved by EACEA before the final payment to the coordinator is released. No report is required to secure the advance payment.

The reports should accurately reflect Project Partner (PP) progress during the reporting period, highlighting any key issues and providing justification for any deviations from the Description of the project as set out in Annex I of Grant Agreement.

It is significantly faster to prepare the technical reports if information is added to them at the time when the activity takes place. This can always be amended later but it makes sure that the recommendations for corrective action and for improving the programme are not lost. Equally, the Work plan should be updated whenever necessary changes are identified and submitted along with the annual report if there are any changes. All changes must be justified in writing.

9.2. Standards of all reports

All reports should be typed and should be in English. Copy of each report and supporting documents should be provided to the PCT, as well as an electronic version. The report forms will be sent to each partner.

9.3. Reporting schedule

Project partners are required to produce technical and financial reports:

Report no.	Eligible costs by	Report due date
1 st Intermediate report	14 May 2021	31 May 2021
2 nd Intermediate report	14 November 2021	30 November 2021
3 rd Intermediate report	14 May 2022	31 May 2022
4 th Intermediate report	14 December 2022	31 December 2022
5 th Intermediate report	14 May 2023	31 May 2023
Final report	14 October 2023	04 November 2023

Reports (two in total) prepared by the Coordinator to be delivered to EACEA:

- EACEA Progress Report – 15.07.2022
- EACEA Final report – 04.11.2023

The partner has to respect the reporting deadlines (also stated in the Partnership Agreement), and submit their Report with supporting documents on validation of expenditure to the project coordinator in due time as requested, in 10 (ten) working days. If those are not submitted to the coordinator within the set deadline, they will not be included in the progress report of the project that coordinator is responsible to deliver to the Executive Agency.

9.4. Partner reports

The partners` reports are linked to a payment. Information contained in the reports will be reviewed as part of the monitoring process. It is not intended that these reports will provide all



the details of what is happening on the project. The reports focus on activities and results. If further details are required for clarification, then PP will be contacted separately.

The Coordinator can only submit Intermediate and Final reports, as well as financial statements to the EACEA based on inputs from project partners. Therefore, in order to provide adequate information on the progress of the project, each Project partner has to submit the partner report to the Coordinator consisting of:

- **Technical report**, describing the activities carried out and their results during the reporting period, and
- **Financial report**, presenting the costs incurred during the reporting period.

The intermediate reports of the partners will be reviewed by PCT team and approved by the Coordinator, taking into consideration following assessment criteria:

- Conformity of the expenditures with the budget of the project;
- Eligibility of the expenditures;
- Correct use of the procurement procedures, whenever required;
- Correctness and completeness of all supporting documents;
- Correctness of the calculations and applied exchange rates;
- That any changes which occurred between budget categories are eligible and justified;
- All copies of the annual reports must be signed in original by the appointed contact person of partner institution;
- Expenditures must be in conformity, including full eligibility, with the allocated Budget in the Partnership Agreement.

In case that information in Annual Report are not complete or justified, the PCT team will help and make recommendations on how this situation can be rectified prior to the final approval of the Annual report by the Coordinator. The Report approved in this way is the basis for the transfer of next instalment to the partner institution.

9.4.1. Technical report

The technical reports should provide the clear picture on the progress of project activities, time and quality of deliverables and results, to what extent the progress indicators are achieved, as well as introduction of changes into the Work plan (if any). For this purpose, the Technical report is structured as follows:

- Statistics and indicators
- Table of achieved/planned results,
- Statement of costs incurred.

Apart from the statistical and financial information related to the reporting period, the major part of the Technical Report is consisted of the Table of achieved/planned results (one table per work package), with following describing elements:

1. Activities carried out and indicators of achievement,
2. Planned activities and indicators for progress,
3. Any proposed changes (people involved, budget, remaining activities...).



EACEA has provided a template for the technical reporting:

https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space/capacity-building-in-field-higher-education-2020_en

9.4.2. Financial report

When preparing the Financial Report, the project partners are strongly advised to use the Excel file provided by the EACEA Final Financial Statement, which can be found here:

https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space/capacity-building-in-field-higher-education-2020_en

9.4.3. Exchange Rate

The Partner financial reports should be drawn up in Euro. In case that Project Partner is from State which has not adopted the Euro as their currency, the Project Partner shall convert into Euro the amounts of expenditure presented in the cash-flow tables that correspond to the invoices in national currency. Those amounts have to be included in all other tables of the Financial report.

Any conversion into euro of actual costs incurred in other currencies shall be made by the partners at the monthly accounting rate established by the Commission and published on the webpage https://ec.europa.eu/info/funding-tenders/how-eu-funding-works/information-contractors-and-beneficiaries/exchange-rate-infoeuro_en.

9.5. Request for payment

The Coordinator has provided all partners with the appropriate form for issuing the transfer of funds to the partner institution – Request for Payment (the template is sent to all project's partners). Along with the Request for Payment, the partner has to submit the report whose approval will be the basis for issuing the next instalment. Deadlines for submitting the Partner Reports are given in section 9.3 of this Manual.