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Project name:

**"Mild Health Conditions Optimization through Vital Exercise  
and Unwind Program"**

Project number and acronym:

**101184444 – MOVE UP**

## **D1.2 Project Management Manual**

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## About MOVE UP

MOVEUP transcends the realm of mere physical activity; it is a transformative initiative that fosters **resilience, empowerment, and social connectivity**. By redefining the approach to chronic health management, we enable individuals not only to exercise but to **thrive, engage, and build a fulfilling lifestyle** despite their health challenges. Through collaboration, innovation, and dedication, we are reshaping the future of well-being for those living with chronic conditions health challenges.

The **MOVEUP** project is dedicated to enhancing the well-being and physical condition of individuals living with chronic health conditions through structured physical activities and sports. Under the guidance of specialized trainers and the supervision of qualified medical professionals, the initiative aims to create a sustainable and accessible approach to health management. While chronic conditions present significant challenges, they do not necessitate a sedentary or restricted lifestyle. MOVEUP seeks to bridge the gap between conventional medical management and a more holistic, active way of living by integrating personalized exercise programs, continuous progress monitoring, and a supportive community network.

### Key Components of the Program

A fundamental pillar of the project is the development of **personalized training programs** tailored to the unique needs, abilities, and limitations of each participant. To ensure inclusivity, we will offer adapted team sports such as **walking football, walking basketball, and catchball**, allowing individuals to engage in enjoyable and structured physical activities within their capabilities.

Equally vital to the program is **community engagement**, as social interaction plays a crucial role in motivation and mental well-being. To facilitate this, we propose the development of a **user-friendly digital platform**, enabling participants to exchange experiences, share tips, and offer mutual encouragement, fostering a sense of camaraderie and shared progress.

**Collaboration with healthcare professionals** is central to our holistic approach. MOVEUP will maintain close engagement with **physicians, physiotherapists, and nutritionists**, ensuring that participants receive expert guidance on their health journey. Regular check-ins will allow for program adjustments based on individual progress and any



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emerging health concerns. Furthermore, certified trainers and coaches will provide expert supervision, ensuring proper technique, appropriate intensity, and necessary modifications while inspiring participants to push their boundaries safely and effectively.

### **Scaling Up and Expansion Strategy**

Beyond its initial implementation, the MOVEUP project is designed with a strong focus on scalability and long-term impact. The project's vision extends far beyond its pilot phase, aiming to establish a sustainable and expandable framework that can be replicated across Europe. By fostering strategic collaborations with sports federations, corporate wellness programs, and community organizations, MOVEUP seeks to create a lasting impact on public health and physical activity participation, particularly among individuals with chronic health conditions.

A key component of this expansion strategy is the development of multi-level partnerships to enhance accessibility and increase participation. By engaging with a diverse network of stakeholders—including sports governing bodies, professional associations, and grassroots organizations—the project will be positioned for widespread adoption and integration into national and regional sports initiatives. These partnerships will also help facilitate knowledge transfer, promote best practices, and encourage policy support for the inclusion of adapted sports training for individuals with chronic conditions.

Crucially, MOVEUP has already garnered strong institutional backing from major European sports entities. UEFA, the Italian Basketball Federation, and the International Catchball Federation have officially expressed their commitment to supporting and accelerating the project's expansion. Their letters of support serve as a testament to the project's credibility and potential for large-scale implementation. With their involvement, MOVEUP is well-positioned to leverage existing sports networks, professional expertise, and established outreach channels to reach a broader audience.

Additionally, the project envisions an ongoing evaluation and refinement process to ensure its scalability remains evidence-based and adaptable to diverse national contexts. By continuously assessing program outcomes, gathering participant feedback, and engaging in policy dialogue, MOVEUP aims to develop a replicable model that can be seamlessly integrated into sports and health programs across Europe.



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## The project partners

1. **Asociația Sportivă Corporate Games** – Romania (RO)
2. **Federația Română de Fotbal** – Romania (RO)
3. **APS ASD Margherita Sport e Vita** – Italy (IT)
4. **Federata e Futbollit e Kosovës** – Kosovo (XK)
5. **Fédération Internationale du Diabète - Région Europe AISBL** – Belgium (BE)
6. **Institutul Național de Cercetare pentru Sport** – Romania (RO)

## Document information

<b>Project title</b>	MOVE UP - Empowering women with and through sport
<b>Project N.</b>	101090089
<b>Deliverable</b>	D1.1
<b>Work Package</b>	Handbook on the project management
<b>Confidentiality status</b>	SEN
<b>Leading partner</b>	CORPORATE GAMES (Italy)



## Introduction

This document represents the Deliverable D1.2 of WP1 Project Management Manual of the MOVE UP project. It is designed as a comprehensive guide for the project participants, describing all relevant aspects of the project's management and coordination activities. It is intended as a useful manual for the Consortium, presenting procedures and tools to implement and manage in each project phase.

Effective project management aims at ensuring that the planned activities will be carried out effectively, pursuing project's objectives according to the time schedule, budget and the expected quality standards. The Project coordinator, CORPORATE GAMES, is responsible for communication with and management of all Partners within the project Consortium and also for the communications with EACEA, covering concertation meetings, cross-project events, etc.

This Handbook contains the project management strategy and procedures, integrating the decisions taken at the coordination meetings, and will be used as a reference document by both the project partners, the Quality Committee and other Experts if needed.

## Project management

The project management will provide continuous support and coordination activities during the lifetime of the project to ensure the project delivers its required outcomes within the agreed timescale, to cost and to quality standards that satisfy the needs of project partners/participants/stakeholders. Management will also ensure the active involvement of all partners to achieve consensus on key actions, essential for the successful implementation of the project.

The project management will be led by the project coordinator, CORPORATE GAMES, but a strict cooperation with local administrative/technical contacts and with WP Leaders (WPL) is necessary to ensure an efficient management, and to verify the consistency between the resources allocated and the activities performed.

**A Project Management Board** will be established, comprising one member, possibly the Project Manager, from each partner to:

- ensure the pursuit of the project goals in agreement with the contract, in full respect of the financial and temporal constraints;
- provide an efficient administrative and financial co-ordination to collect all the



necessary project scientific, legal, and financial information and communicate them to EACEA;

- provide resources, procedures, and tools for ensuring that all results are delivered on time, with an adequate quality level and within cost, comprising risk management and quality control procedures;
- foster an effective collaboration between partners, ensuring a smooth flow of work across institutions and relevant activities;
- disseminate the results of the project to the interested research community, to the interested parties and associations
- The specific tasks aiming at the project implementation include:
  - Develop a detailed project plan specifying the aims and objectives, as well as the tasks of each partner.
  - Monitor all stages of the project to ensure timely and efficient delivery.
  - Plan and hold initial and follow up partner meetings.
  - Attend any additional meetings with EACEA.
  - Minute keeping for all meetings and teleconferences.
  - Financial management and reporting.
  - Design and maintain a regular quality assurance strategy.
  - Develop mailing/dissemination list for newsletters and project findings.
  - Evaluate which materials need to be translated into partner languages in consultation with relevant stakeholders.
  - Develop and deliver interim and final reports.
  - Mailing/dissemination lists for newsletters and project findings will be developed and extended as the project progresses with a target of at least 50 organisations and individuals per country accessing newsletters by the end of the project.

The coordination of the actual project activities will take place mainly during the **project meetings**. There will be 4 meetings in total:

- Online kick-off meeting was held at M1 (on 7 December 2024)
- 1st Coordination meeting will be held (in parallel with the coach training) in Bucharest (RO) at M6 (on 5-7 may 2025)
- 2nd Coordination meeting will be held in Bari (IT) at M11 (October 2025)
- Final meeting will be held in Brussels (BE) at M23

Coordinators will then meet every 2 months via video conferencing/Skype/google



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hangout. It is anticipated that partners will build in a degree of flexibility to meet demand for work during the project lifecycle.

Sufficient time has been foreseen in the timetable for the accomplishment of the management, preparatory/coordination activities of the project. Constant communication between the partners and the leader, through e-mail, teleconferences or telephone calls, will be maintained throughout the duration of the project.

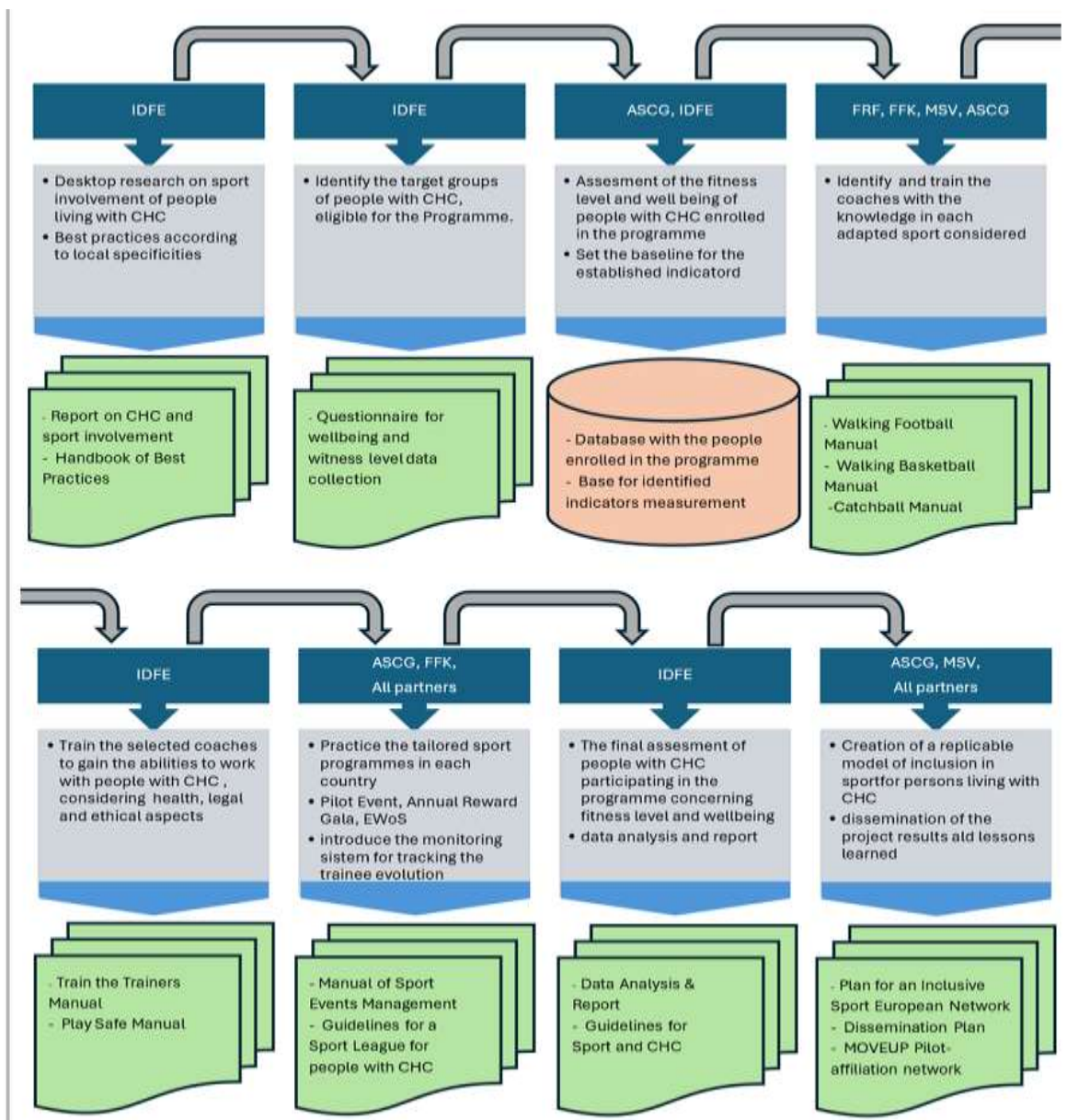
Under the management WP, on-going and final evaluation activities will be carried out (by a panel of external evaluators expert in the project field who will be selected in the first project's months implementation by the partnership).



## Role and tasks per partners

The Work Packages have enabled the project activities to be divided up equally between the participating countries with CORPORATE GAMES (RO) being the applicant organisations. All responsibility for work packages has been shared to reflect the skills of the partner countries involved.

The MOVE UP project is structured around five key Work Packages (WPs), each designed to ensure the effective execution and sustainability of the initiative. The collaboration among partner organizations allows for the distribution of responsibilities according to expertise, ensuring the successful implementation of project goals. The following sections outline the roles and contributions of each partner within the respective WPs.





### **WP1: Project Management and Coordination**

WP1, led by Corporate Games (RO), focuses on overseeing the project's administration, coordination, and financial management in accordance with the ERASMUS+ Guide 2024. Corporate Games (RO) is responsible for drafting and signing partnership agreements, managing financial allocations per work package, and supervising project execution. This includes organizing transnational meetings, ensuring adherence to deadlines, implementing risk management strategies, and maintaining quality assurance. Additionally, partners contribute by implementing WP1 activities at the national level, providing feedback through specific questionnaires, and ensuring proper dissemination of the project's progress.

### **WP2: Study on Sport and Chronic Health Conditions (Diabetes and Hypertension)**

WP2, coordinated by IDFE, is dedicated to assessing the current state of sport and chronic health conditions across the participating countries. The research phase involves desk research and focus groups, with partners contributing by reviewing literature, analyzing national policies, and identifying barriers to sports participation for individuals with chronic health conditions. Additionally, each partner supports the formation of local medical supervision teams and the identification of necessary coaching skills. The gathered insights will inform policy recommendations and strategies to facilitate sports participation among individuals with chronic conditions.

### **WP3: Educating Coaches to Train People with Chronic Health Conditions**

The French Rugby Federation (FRF) leads WP3, focusing on the education and training of coaches to support individuals with chronic health conditions (CHC). A key initiative within this work package is the "Train the Master Trainers" course, which equips experienced coaches with sport coaching, health coaching, motivational communication, and assessment skills. Each participating country is responsible for training at least two master trainers, who will then conduct "Train the Trainers" sessions at the national level. This multiplier approach ensures that 5-10 additional coaches per country are trained, ultimately facilitating outreach to 60-80 individuals with CHC per country.



#### **WP4: Local Trainings and Competitions**

Asociatia Sportiva Corporate Games (ASCG) leads WP4, which centers on implementing training sessions and organizing competitions. Each partner supports training sessions for people living with CHC, ensuring medical supervision and adherence to a structured schedule. Additionally, national partners facilitate participation in pilot events such as the Kosovo Pilot Event and European Week of Sport (EWOs) activities in 2025 and 2026. These events promote project results and raise awareness about healthy lifestyles. Furthermore, partners contribute to the development and deployment of a customized app for tracking participants' well-being and fitness progress.

#### **WP5: Dissemination, Impact, and Sustainability**

MSV oversees WP5, ensuring project visibility and long-term sustainability. All partners play a crucial role in dissemination efforts, utilizing digital platforms (websites, social media, newsletters) and leveraging UEFA's support to amplify outreach. Partners contribute to media campaigns, publications, and impact assessments, ensuring that the project's benefits extend beyond its duration. Additionally, environmental considerations are integrated into WP5, with partners working collaboratively to reduce the ecological footprint of project activities through sustainable practices, such as tree-planting initiatives. Efforts to establish post-project sustainability include the development of long-lasting events and activities that continue beyond the formal project timeframe.

By strategically allocating responsibilities within the Work Packages, the MOVE UP project fosters collaboration among partners, maximizing impact while ensuring adherence to the project's objectives and sustainability goals.

#### **Reference documents for a proper project management:**

- Grant Agreement.
- Cooperation Agreements (bilateral) between the Project Coordinator, and the partners.



## Specific areas of responsibilities and expertise

### Asociația Sportivă Corporate Games – Romania (RO)

1. Project Management manual
2. Questionnaire for Wellbeing and Fitness data collection
3. Catchball Manual
4. Train the Trainers Manual
5. Manual of Sport Event Management for people with CHC
6. Dissemination Plan

### APS ASD Margherita Sport e Vita – Italy (IT)

1. Risk evaluation and mitigation plan, Digital, pdf, English, 10-20 pages
2. Walking Basketball Manual, Digital pdf, English, 10 pages, Web publication
3. Plan for an Inclusive Sport European Network, English, 10 pages
4. Project Newsletters 5 numbers, Digital web, English
5. Leaflets and Brochures, Printed, English, one A5 page
6. MOVEUP Pilot affiliation network Digital affiliation platform, English

### Federația Română de Fotbal – Romania (RO)

1. Play Safe Manual Digital pdf, English, 20 to 30 pages
2. Guidelines for a national Sport League for people with CHC, English, 10 pages
3. Project Website
4. TPM Train the master trainers Bucharest, 15 participants

### Federata e Futbollit e Kosovës – Kosovo (XK)

1. Walking football Manual, Digital pdf, English, 10 pages, Web publication
2. Guidance Lines for Sustainability. Digital pdf, English, 20-30 pages
3. Pilot Event with 60 - 80 participants

### Fédération Internationale du Diabète - Région Europe AISBL – Belgium (BE)

1. Report on Chronic Health Conditions and sport, Digital, pdf, English, 20-30 pages
2. Data Analysis & Report, Digital, pdf, English, 20-30 pages
3. Guidelines for sport events for people with CHC, Digital, pdf, English, 20-30 pages



## General tasks and deliverables to be completed by all partners

### 1. Desktop Research – Sport and CHC

The report is building on current knowledge about chronic health conditions and sports, studying the policies and practices of the countries involved, and showing the social impact and benefits. 2-3 pages from each partner, pdf, English

### 2. Focus Group

Partners will explore the challenges and supports related to sport participation for people with chronic health conditions, taking into account their specific needs and concerns and also reflect on how adapted sport training can aid them. Each partner will submit a 3–5 pages report, pdf, English

### 3. Revealing Best Practices

Partners will collect national best practices using the WP2 leader's template and submit a 1–2 pages report , pdf, English, highlighting key examples, with conclusions to be discussed and adopted across project activities.

### 4. First Wellbeing Data Collection

Each partner will collect, clean and summarize the answers from the 60-80 participants and supply the results to IDFE, pdf, English.

### 5. Second Wellbeing Data Collection

Each partner will collect, clean and summarize the answers from the 60-80 participants and supply the results to IDFE, pdf, English.

### 6. Multiplying Training sessions

Each sport will have 2–3 certified coaches per partner, and each holding a diploma signed by master trainer and provided with a custom-designed T-shirt. Total of 6-9 certified local coaches/partner.

### 7. Identification of the target groups

With the support of national medical associations, local organizations, NGOs, and guidance from medical experts. Facebook posts inviting participants to join will be published in local languages to promote the initiative.



## 8. Demo trainings events

Each local coach will be responsible for training and coaching two teams in any of the available sports, and there will be a minimum of two demo sessions for each sport, with dates clearly published as events on the Facebook page for every participating partner. Total 4 teams in 3 sports, total 12 teams and 6 demo sessions.

## 9. EWoS competitions

A one-day event—ideally scheduled for Friday, 26 September—will feature simultaneous sports competitions, with medals awarded to the top three teams in each sport, and custom-designed t-shirts must be provided for all participants. The event will be fully supported by trained officials, referees, volunteers, on-site medical assistance, and water supplies to ensure safety and comfort. In addition, workshops will be held before and/or after the competitions to present the project and showcase its key outcomes. To boost visibility and engagement, a dedicated Facebook event will be created for each partner. Each partner will register at least two teams (preferable three) in each sport.

## 10. Annual Reward Gala

Each partner will host a festive Awards Gala, preferably in early December, to celebrate the competition winners and recognize outstanding contributions through five distinctive awards—such as Best Team, Fair Play Team, Most Enthusiastic Team, and other honors that highlight spirit, teamwork, and positive participation. The event will welcome all players, officials, medical staff, and volunteers, as well as invited stakeholders, media representatives, and medalists, with a dedicated Facebook event created to promote the celebration and enhance public engagement. Minimum 25 participants, 6 awards and diplomas and one presence in the online media.

## 11. Local dissemination events

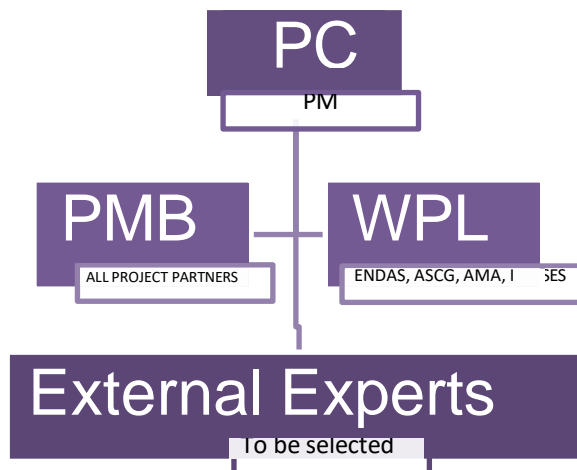
Each partner will organize a minimum of two dissemination events, ideally aligned with major national or local sports events, to maximize visibility, community engagement, and the broader impact of the project's goals and outcome. Attendance on each event: minimum 15 participants

## Consortium management and decision making

The management structure is based on the experience of the partners in European funded projects and has been adapted in order to meet the requirements of a project that is characterized by an ambitious activity plan and a heterogeneous consortium.

The main elements of the project organizations are:

- the Project Coordinator (PC), CORPORATE GAMES, acting as the general manager and overseeing the technical progress of MOVE UP;
- the Project Management Board (PMB), chaired by the PC and consisting of one representative of each partner of the Consortium, is the decision-making body of the consortium;
- the Work Package Leaders responsible for successful execution of the work packages;
- the External experts board the external experts' body.



### Project Governance and Decision-Making Structure

The day-to-day scientific and management decisions within the project will be overseen by the Project Coordinator (PC), ensuring efficient execution of tasks and maintaining alignment with project objectives. The most critical strategic, technical, and operational decisions—such as rescheduling deliverables, adjusting milestones, reallocating tasks, and modifying effort distribution—will be made by the Project Management Board (PMB). As the highest decision-making authority, the PMB holds the ultimate responsibility for policy setting and ensuring project success.

The Project Management Board shall only deliberate and make valid decisions if at least two-thirds (2/3) of its members are present or represented, thus meeting the



required quorum. Each member holds a single vote, and Defaulting Parties are not permitted to participate in voting. In cases requiring conflict resolution, decisions must be approved by an 80% majority, ensuring a fair and balanced approach to dispute management. The PC plays a crucial role in mediating discussions and actively participates in all significant decisions.

In addition to formal meetings, decision-making may also occur remotely through written procedures. If the PC circulates a written proposal to all members, decisions can be finalized upon receiving the required majority approval. Such documents must specify the response deadline, ensuring clarity and efficiency in decision-making processes. Decisions reached through this method become binding only after the relevant section of the meeting minutes has been formally accepted.

To maintain transparency and accountability, the Project Manager (PM) is responsible for documenting all discussions and resolutions. Written minutes of each meeting will serve as the official record of decisions made, ensuring comprehensive documentation of governance processes. The PM shall circulate draft minutes to all members within ten calendar days, allowing for review and validation before finalization. This structured approach fosters clear communication, streamlined decision-making, and robust project management, ultimately contributing to the successful execution of the project. The minutes shall be considered as accepted if, within 15 calendar days from sending, no member has sent an objection in writing to the PC with respect to the accuracy of the draft of the minutes. The PC shall send the accepted minutes to all the members of the Project Management Board. The Project Management Board shall be free to act on its own initiative to formulate proposals and take decisions in accordance with the procedures set out.

Conflict is not expected to be a significant factor since the roles of each partner have been well defined, so as to avoid any misunderstandings that might occur later in the project. The resolution of problems and conflicts are handled systematically. Establishing a good working relationship among the project team members is a prerequisite for the quick resolution of problems and issues.

Conflicts resolution are based on the principle that any dispute should be resolved by consent and as near the source as possible, thus, conflicts on a local sphere are managed by the people involved (e.g. a dispute between the partners engaged in a WP should be addressed by that WP team).

Conflicts which cannot be solved internally are taken through a "principled



negotiation" process that is focused on optimizing outcomes and maximizing the benefits of all parties involved.

In case of conflicts arising within the consortium regarding the carrying out of the project or other matters related to the project itself, the following steps are taken:

- The parties will try to resolve the conflict issue amicably between them;
- If a conflict cannot be resolved within the local sphere, it is raised to the PC; for conflict resolution in a technical aspect, the PC is in charge of proposing an alternative. If this is agreed, the issue is solved. If this attempt fails the question will be brought to the first scheduled meeting of the PMB, or in case of urgency, an ad hoc meeting of the PMB will be called for by the Project Coordinator, upon request of a PMB member. The question will be discussed within the PMB, and the Project Coordinator will try to solve it by consensus; the PMB will decide which procedure will be followed, and the corresponding correction measures that should be taken.

## **Partnerships for Cooperation funding model**

The funding rules of Partnerships for Cooperation have been simplified compared to similar actions supported under Erasmus+ during the period 2014-2020. These rules are based on the following principles:

- The grant takes the form of one single fixed amount (single lump sum), covering all costs of eligible activities linked to the implementation of the project;
- The amount is allocated to each activity and to the WP project management, which must satisfy the principles of economy, efficiency and effectiveness in relation to the objectives of KA2.
- The lump sum amounts are fixed.
- The lump sum amount chosen at proposal stage cannot be modified during the project implementation phase. It becomes a characteristic of the project, and it can only be reduced at final report stage due to poor, partial, or late implementation
- The final payment of the lump sum will depend on the level of achievement of the project objectives and the quality of the project results.



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## MOVE UP budget

**DETAILED BUDGET TABLE ERASMUS SPORT**

	WP 1	WP 2	WP 3	WP 4	WP 5	TOTAL
<b>Participants</b>	Project Management and Coordination	Study on Sport and Chronic Health Conditions (Diabetes and Hypertension)	Educating Coaches to Train People with Chronic Health Conditions	Local Trainings and Competitions	Dissemination	
CORPORATE GAMES	€ 21,013	€ 10,513	€ 17,126	€ 12,613	€ 9,016	<b>€ 70,281</b>
FEDERATIA ROMANA DE FOTBAL	€ 6,000	€ 3,900	€ 11,713	€ 11,413	€ 12,463	<b>€ 45,489</b>
APS ASD MARGHERITA SPORT E VITA	€ 13,813	€ 3,900	€ 9,013	€ 10,213	€ 19,076	<b>€ 56,015</b>
FEDERATA E FUTBOLLIT E KOSOVES	€ 6,000	€ 3,900	€ 10,513	€ 4,800	€ 7,813	<b>€ 33,026</b>
FEDERATION INTERNATIONALE DU DIABETE REGION EUROPE AISBL	€ 6,000	€ 20,426	€ 3,900	€ 10,213	€ 4,650	<b>€ 45,189</b>
	<b>€ 52,826</b>	<b>€ 42,639</b>	<b>€ 52,265</b>	<b>€ 49,252</b>	<b>€ 53,018</b>	<b>€ 250,000</b>



### **Co-financing and no-profit**

MOVE UP project shall comply with the principles of co-financing and no-profit.

The principle of co-financing implies that the resources necessary to carry out the action are not provided entirely by the grant.

The applicant are not required to demonstrate the co-financing by means of a detailed project budget. The compliance to this principle will be assessed based on the information provided in the description of the activities. The evaluators must be convinced that the value of the activities to be implemented is higher than the amount requested.

In line with the no-profit principle, grants shall not have the purpose or effect of producing a profit within the framework of the action or the work programme of the beneficiary.

### **Activities covered by the lump sum**

There is full flexibility in the management of the lump sum as long as the activities are implemented as foreseen in the proposal and the expected results remain the same.

So, the single lump sum shall be used to cover all costs related to the implementation of eligible activities falling within the scope of the project such as for example:

- Project management (planning, finances, coordination and communication between partners, monitoring and supervision, etc.)
- Teaching and training activities
- Meetings and events
- Project deliverables (publications, materials, documents, tools, products, etc.)
- Activities aimed at sharing project's results

In order to be eligible, the activities must take place in the countries of the organisations participating in the project.

Typical costs linked to such activities would be: travel and subsistence; equipment; costs for publication and editing of materials; IT development (such as creating a website); staff and human resources costs; etc.

Please note that any activity can be accepted when considered relevant for the project and compliant with the eligibility criteria. If an application presents activities that are deemed not relevant to achieving the objectives of the



programme or are disproportionate in terms of costs, the project might be either ranked with a low score during the selection phase or even rejected.

### Lump sum financial reporting

- No need to report actual costs
- One lump sum share is fixed in the grant agreement for each work package:
- Work package completed → Payment
- Payments do not depend on a more or less successful outcome, but on the completion of activities.

Erasmus+ Lump Sum Funding is a simplified financial model designed to enhance efficiency in budget management and reporting. Unlike traditional cost-based funding, where expenses are reimbursed based on actual incurred costs, lump sum funding requires beneficiaries to achieve predefined results and deliverables to receive funding. This approach reduces administrative burdens while ensuring financial accountability.

Financial reporting under the lump sum model focuses on verifying the completion of project activities rather than justifying individual cost items. Beneficiaries must provide clear evidence of project implementation, including progress reports, documentation of deliverables, and impact assessments. The final grant amount is determined based on the successful execution of work packages as outlined in the grant agreement.

To ensure compliance, beneficiaries must maintain thorough records of project activities, including meeting minutes, participant lists, and dissemination materials. The European Commission or National Agency may conduct audits to verify that the agreed outcomes have been achieved. If a project fails to meet its objectives, the grant amount may be reduced proportionally.

This funding model promotes result-driven project management, allowing beneficiaries to focus on quality and impact rather than administrative complexity, ultimately fostering innovation and collaboration within the Erasmus+ framework.



## Keeping records for EACEA

### What you need

- Technical documents
- Deliverables
- Publications
- ...any document proving that the work was done as detailed in Annex 1 of the grant agreement

### What you do not need\*

- Invoices
- Receipts
- Timesheets
- Payslips
- Contracts
- Depreciation policy

\* However, all these documents have to be kept at your office following your national legislations and be ready for possible audits.

## Budget Management Rules

Effective budget management is crucial for the successful implementation of Erasmus+ projects funded under the lump sum model. This funding approach simplifies financial reporting by focusing on the achievement of project results rather than individual cost reimbursements. However, it also imposes strict rules to ensure proper allocation and use of funds.

### 1. No Transfers Between Work Package Lump Sums

One of the fundamental principles of lump sum budget management is that allocated amounts for each work package cannot be transferred to another. This means that once a project budget is approved, the funds assigned to a specific work package must be used exclusively for the activities outlined within that work package. Beneficiaries must carefully plan expenditures to ensure that all necessary actions are completed within the assigned budget, avoiding financial shortfalls that could impact project implementation.

### 2. Amendments for Incomplete Work Packages

In cases where a work package cannot be fully completed due to justified and unforeseen circumstances, project coordinators should request an amendment. This amendment may include adjustments to project activities, an extension of the project duration, or other modifications necessary to achieve the intended objectives. The request for amendment must be well-documented and justified,



demonstrating that all reasonable efforts have been made to complete the work package as planned. The approval of such amendments remains at the discretion of the project officer and the funding agency.

### **3. Opportunity to Respond to Observations**

If a work package declared as completed is flagged as incomplete by the project officer during the evaluation process, the beneficiary is given an opportunity to provide clarifications and additional documentation. This allows the project coordinator to justify the completion status, provide missing evidence, or explain any deviations from the initial work plan. The project officer will review these explanations before making a final decision on whether the work package meets the required standards for full payment.

### **4. Partial Payment for Incomplete Work Packages**

If, at the end of the project, a work package remains incomplete, the lump sum payment is adjusted based on the degree of completion. This assessment is carried out through a contradictory procedure, meaning that the project beneficiaries and the funding agency engage in a formal discussion to determine the appropriate partial payment. The final amount is decided based on the extent to which deliverables have been achieved and the impact of the incomplete activities on the overall project objectives.

## **Reporting**

### Reporting on Erasmus+ Lump Sum Projects

Effective reporting is a crucial component of managing Erasmus+ projects funded under the lump sum model. Unlike traditional cost-based funding, where beneficiaries must justify every expense, lump sum funding focuses on verifying project implementation and the completion of planned deliverables. The reporting process consists of two key phases: the **Intermediate Report** and the **Final Report**, both of which serve as critical tools for monitoring progress, assessing financial management, and ensuring compliance with program guidelines.

#### Intermediate Report

The Intermediate Report is submitted partway through the project and provides an overview of the implementation status. This report is essential for demonstrating that the project is progressing according to plan and that the allocated funds are being used effectively. The structure of the Intermediate Report typically includes:



- **Operational Progress:** This section details the activities completed within each work package, highlighting key achievements, deliverables, and milestones. It should also outline any deviations from the original work plan and provide justifications for any necessary adjustments.
  - **Financial Overview:** Since the lump sum model does not require reporting on individual costs, this section focuses on confirming that work packages have been implemented as planned and that no budget reallocations have occurred. It should provide evidence that project activities align with the agreed budget and timeline.
  - **Risk Mitigation and Challenges:** This section identifies any challenges encountered during the project, potential risks, and the strategies implemented to mitigate these issues. It ensures that project coordinators take a proactive approach to overcoming obstacles.
- The approval of the Intermediate Report may be a prerequisite for the disbursement of further funding, ensuring that project partners remain accountable for delivering planned outcomes.

### Final Report

At the conclusion of the project, the Final Report provides a comprehensive review of project implementation, impact, and results. It is the primary document used by the European Commission or National Agency to assess whether the agreed-upon objectives have been met. The structure of the Final Report typically includes:

- **Operational Report:** A detailed description of the completion of each work package, including final deliverables, dissemination activities, and stakeholder engagement. Evidence such as reports, training materials, event documentation, and participant feedback is crucial.
- **Financial Report:** This section confirms that work packages were implemented according to the budget. If any work package was not fully completed, the final payment may be adjusted accordingly.
- **Communication and Dissemination Plan:** This section outlines how the project's results have been shared with relevant stakeholders, institutions, and the broader public. It details the strategies used, including website updates, newsletters,



conferences, and social media engagement. The effectiveness of these activities is also evaluated.

- **Key Performance Indicators (KPI) Report:** A critical aspect of the Final Report is the assessment of project impact against predefined KPIs. This section provides measurable data on the project's success, such as participant engagement, training completion rates, impact on target groups, and sustainability measures. It ensures accountability and demonstrates the tangible outcomes achieved.
- **Risk Mitigation and Lessons Learned:** A reflection on challenges faced, solutions implemented, and recommendations for future projects to enhance efficiency and effectiveness.

Accurate and well-documented reporting is essential for ensuring compliance, securing full funding, and demonstrating the success and impact of the Erasmus+ project. By thoroughly addressing all aspects of the final report, including communication strategies and performance evaluation, beneficiaries can showcase the project's long-term value and contribution to the Erasmus+ objectives.

## Payments

### System of Payments from the Coordinator to Project Participants

The financial distribution in an Erasmus+ lump sum project follows a structured payment schedule designed to ensure that project activities are executed as planned while maintaining financial accountability. Payments from the coordinator to project participants occur in three stages: two pre-financing payments and a final payment. Each installment is linked to the successful implementation of the project's work packages and the submission of required reports.

#### I. First Pre-Financing Payment (20%)

At the start of the project, an initial pre-financing payment of **20% of the total grant** is transferred from the coordinator to project participants. This payment serves as advance funding to facilitate the launch of the project activities, including administrative setup, initial research, and stakeholder engagement. The purpose of this pre-financing is to ensure that partners have the necessary financial resources to begin executing their assigned tasks efficiently.



The coordinator is responsible for disbursing these funds promptly to all beneficiaries, ensuring that each partner receives the agreed portion in accordance with the project's budget distribution. The recipients of the funds must ensure that they use the allocated amount strictly for project-related activities and maintain records of expenditures as per Erasmus+ financial regulations.

## II. Second Pre-Financing Payment (20%)

The second pre-financing payment, accounting for another **20% of the total grant**, is scheduled for disbursement latest **31 August 2025**. However, this payment is **conditional** upon the successful completion of all assigned tasks for the first project year by the co-beneficiaries. The coordinator evaluates the progress of each partner before releasing funds to ensure that project milestones and deliverables have been met.

The verification process includes:

- Reviewing progress reports submitted by partners.
- Ensuring that all planned activities have been implemented
- Assessing any deviations from the work plan

Failure to meet the required conditions may result in a delay or reduction of this installment until compliance is ensured.

## III. Third Pre-Financing Payment (30%)

The second pre-financing payment, accounting for another **30% of the total grant**, is scheduled for disbursement latest **31 March 2026**. However, this payment is **conditional** upon the successful completion of all assigned tasks for the first project year by the co-beneficiaries. The coordinator evaluates the progress of each partner before releasing funds to ensure that project milestones and deliverables have been met.

The verification process includes:

- Reviewing progress reports submitted by partners.
- Ensuring that all planned activities have been implemented
- Assessing any deviations from the work plan

Failure to meet the required conditions may result in a delay or reduction of this installment until compliance is ensured.



#### IV. Final Payment (30%)

The remaining **30% of the total grant** is disbursed as the final payment. This payment is **linked to a periodic report**, which must be submitted **within 60 days after the project's conclusion**. The final payment is released **90 days after the reception of the report**, following an assessment by the funding agency.

The final payment serves to reimburse project expenses incurred in the last phase and ensures that all deliverables have been completed satisfactorily. If any work package is deemed incomplete or not fully implemented, the final payment may be reduced accordingly.

By following this structured payment system, the Erasmus+ program ensures financial accountability, promotes transparency, and enables smooth project execution.

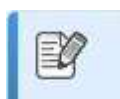
## Continuous reporting

- The beneficiaries must continuously report on the progress of the action (e.g. deliverables with due dates, milestones, outputs/outcomes, critical risks, indicators, etc.; if any), in the Continuous Reporting tool (Art.21.1 GA);
- The reporting must be in English (Art.21.4 GA);
- Non-sensitive information about the project and materials and documents from the beneficiaries (summaries for publication, deliverables, pictures or audio-visual material, in paper or electronic form) can be used for policy information, communication, dissemination and publicity purposes — during or after the project (Art 16.3 GA).

Fig. 1 Continuous reporting tool



Task available to be carried out by the Consortium



No task is available to be carried out by the Consortium



Process finalized



- CORPORATE GAMES will act as the intermediary for all communications between the consortium and EACEA (Art.7 GA)
- Deliverables and reports must be submitted on the platform within the due dates and deadlines to EACEA;
- CORPORATE GAMES is going to immediately inform EACEA (and the other beneficiaries) of :
  - events likely to affect or delay the implementation of the action or affect the EU's financial interests (changes in their legal, financial, technical, organisational or ownership situation);
  - circumstances affecting the decision to award the grant or compliance with requirements under the Agreement.

### **What to do on the platform?**

Step 1: All beneficiaries receive a notification and log on to the Funding & Tenders Portal

Step 2: All beneficiaries complete their contribution to the Technical Part of the Periodic Report and Lock for Review their Technical Part once completed

Step 3: The Coordinator completes the Status of Work Packages and Locks & Includes them

Step 4: The beneficiaries receive a notification that their Financial Statement is ready, they lock it for review and sign it

Step 5: The Coordinator reviews the elements of the Periodic Report & submits to the EU

## Grant Agreement amendments, suspension and termination

### Consortium Requested Amendments

NEEDED: beneficiary leaving consortium, new beneficiary joining the partnership, extension of eligibility period, bank account, significant changes in planned activities / deliverables.

NOT NEEDED: name & address of the organisations, legal form, PLSIGN change, PCoCo change, etc. but obligation to update information in the participant portal.

### Suspension

The suspension of the project can be requested by both parties – consortium or EU

Consortium-initiated (Art. 31.1): If implementation of the project is impossible;  
exceptional circumstances — in particular force majeure

EU-initiated (Art. 31.2) If beneficiary has committed substantial errors, irregularities or fraud; serious breach of obligations under this Agreement or during its award

### Termination

Grant agreement termination can be introduced by both sides – by consortium (Art. 32.1.) or by EU (Art. 32.3) through a justified request for amendment in the portal. It will take effect on the termination date specified in the amendment.