Vademecum on drafting projects under budget heading 04.03.03.03.

"Information, consultation and participation of representatives of undertakings"

2011

With the financial support of the European Commission

Content

Foreword....................4
The SDA and the authors of this Vademecum 5
Introduction....................6
1. What is a grant? 6
2. The three budget headings on social dialogue 7
2.1 Budget heading 04.03.03.01. "Industrial relations and social dialogue" 8
http://ec.europa.eu/social/BlobServlet?docId=6542&langId=en....................9
2.2. Heading 04.03.03.02. "Information and training measures for workers' organisations" 9
2.3. Heading 04.03.03.03. "Information, consultation and participation of representatives of undertakings" 10
2.3.1. Objectives 10
2.3.2 Who manages this heading at the Commission? 13
2.3.3 The Infopoint project 14
2.3.4 Setting up a project under heading 04.03.03.03. 15
A) The SWIM system....................16
1. The SWIM home page 16
2. Registration 17
3. Entering the data 18
4. Downloading and attaching documents in "E. Annexes" 20
5. Submitting the grant application 21
6. Deleting the grant application 23
7. Signing the paper version (PDF) 24
8. Logout 24
B) Resources....................25
1. The promoting organization 25
1.1. Eligibility 25
1.2. The role of the promoter 26
1.3. Operational Capacity (C) 27
2. The partners (D) 27
2.1 Types of partnerships 28
3. Staff involved in the project 29
3.1 Project director....................29
3.2 Project manager....................29
3.3 Secretary....................30
3.4 Accountant 30
3.5 Experts 30
C) The project content (B) 31
1. Background....................33
2. Title (B.1) 33
3. Objectives (B.2, B.3, B.4)....................33
4. Partners (B.10, D)....................34
5. Transnational dimension (B.12) 34
6. Beneficiaries/ Target group (B.11)....................34
7. Activities (types of measures / activities or actions) (B.6, B.7, B.9) 35
8. Phases (B.7, B.9, B.13) 36
9. Project Evaluation and Monitoring 37
10. Expected results and dissemination of products (B.4, B.15, B.16)....................38
11. Multiplier effects (B.16) 38
12. Innovativeness: added value (B.14) 38
13. Sectors involved (B.11) 39
14. Other information 39

Content

D) Budget ... 40

1. Principles of a budget ... 40

2. The budget form ... 41

3. Expenditure – eligible costs ... 42

3.1. Personnel costs: Heading 1 – Staff costs ... 42

3.2 Travel and accommodation: Heading 2 - Travel and subsistence allowances ... 45

3.2.1 Travel costs ... 45

3.2.2 Subsistence allowances ... 46

3.3. Miscellaneous services: Heading 3 – Costs of services ... 49

3.3.1 Information dissemination ... 50

3.3.2 Translation costs ... 51

3.3.3. Publishing costs ... 52

3.3.4. Specific evaluation ... 53

3.3.5. Interpreting costs ... 53

3.3.6 External expertise ... 54

3.4. Administration: Heading 4 – Administration costs ... 56

3.4.1. Computer equipment ... 56

3.4.2. Cost of hiring rooms and offices ... 56

3.4.3 Cost of hiring interpreting booths ... 57

3.4.4. Audits ... 58

3.4.5. Financial costs ... 58

3.4.6. Other expenditure ... 58

4. Expenditure: Eligible indirect costs ... 58

4.1. Overheads: Heading 5 - Overheads ... 58

5. Revenue ... 59

5.1. Income: Heading 6 - Income ... 59

5.1.1 Income produced by the operation ... 59

5.1.2. Own contribution ... 59

5.1.3. Partner's contribution ... 59

5.1.4. Grant requested: EU grant ... 60

6. Reserves for contingencies ... 60

7. Non-eligible expenditure ... 61

E) Mandatory annexes to the application ... 62

1. Covering letter of application (E.8) ... 62

2. Print-out of the application form ... 64

3. Grid on Persons and Occupational sectors concerned (E.11) ... 64

4. Financial identification form (E.3) ... 66

5. Legal entities form (E.4) ... 67

5.1 Certificate of official registration (if available) ... 67

5.2. Articles of association/statutes ... 68

5.3. Applicant's tax or VAT number(if available) ... 68

5.4 Declaration of the legal representative (if appropriate)(E.14) ... 68

6. Detailed work programme and detailed budget (E.6) ... 68

6.1 Description of the Action (E.5) ... 69

7. Signed letters of commitment/partnership (E.2 = E.10) ... 69

8. The declaration (written and signed by the project manage) certifying the professional competence of the project team (E.15), accompanied by their CVs. ... 69

9. Sub-contracting (E.7, E.12) (if appropriate) ... 70

10. The most recent balance sheet of the organisation ... 72

11. External audit report (if appropriate) ... 72

12. Declaration on honour (E.1) ... 72

13. Letter of mandate (if appropriate)(E.9) ... 73

14. The most recent activity report of the applicant's organisation (if available) ... 74

15. Applicant's organisational chart ... 74

Sources ... 75

Foreword

This Vademecum is intended as a handy reference guide to using budget heading 04.03.03.03. on "information, consultation and participation of representatives within undertakings". It is aimed at all social partners whose activity is linked to grants and who are planning to submit a project under this budget heading. The Vademecum focuses principally on the project preparation phase and deals only to a limited extent with management and implementation issues.

Aside from the subject matter of the project, which has to correspond to the priorities fixed in the call for proposals, the success of a grant application depends to a large extent on the way the project description is written, the quality of the information presented and the way the application file with its annexes is filled in. In view of this, this publication aims to examine the practical and administrative aspects involved with submitting projects under heading 04.03.03.03. (how to use the SWIM on-line application form, what documentation to include with the application, etc.) and technical issues relating to the types of measures eligible, the different phases of the project, the estimated budget and the project team.

To this end, the Vademecum begins by outlining the context in which these grants are awarded and the history of EU budget headings in the field of social dialogue. This is followed by a clear description of the aims of budget heading 04.03.03.03.. The authors also describe the Infopoint project, which monitors the use and development of the budget heading, and devote a chapter

A) to the on-line application form SWIM .

The Vademecum then takes a detailed and structured look at the four main aspects (each dealt with in a separate section) involved in setting up a project, namely:

B) **resources:** this section highlights the important role played by the organisation promoting the project, the various partners and the team responsible for implementation;

C) **content:** the substance of the project, describing the different phases of the project, of, the objectives, the type of actions undertaken, its beneficiaries and the expected results;

D) **budget:** this is crucial insofar as it determines the financial resources needed to implement the project, thus enabling an evaluation of the feasibility and cost-benefit ratio of the project. It must refer closely to the project content and comply with the various financial rules imposed by the Commission;

E) **annexes:** these contain the additional practical and administrative information needed to evaluate the project. Failure to provide this information will invalidate the application.

This Vademecum is therefore intended as a practical guide to help you understand the technical, administrative and financial rules imposed by the European Commission in connection with grants awarded under budget heading 04.03.03.03.

Claudio Stanzani

SDA Managing Director

The SDA and the authors of this Vademecum

As part of the Infopoint project (see below), the Social Development Agency (www.sda-asbl.org) is undertaking a variety of initiatives, in particular to offer support and advice to social partners throughout the implementation phases, particularly the set-up phase, of projects submitted on line 04.03.03.03.

This Vademecum is therefore the result of the practical experience of the budget heading acquired by the Infopoint team of experts. The team is made up of Marina Monaco, Alexandre Martin and Natalie Glück, and is coordinated by SDA Managing Director Claudio Stanzani. We would like to thank Michel Mortelette, Project Director at the European Trade Union Confederation, for contributing the chapter on the three social dialogue budget headings.

Their experience in helping to set up projects has given these experts an insight into the difficulties experienced by a wide variety of promoters in the grant application process. They have been able to record the comments, doubts and other questions expressed by these promoters, relating both to the design and drafting of the project content and to the gathering of the administrative data needed to submit a grant application.

In this Vademecum, the authors cover the various aspects of setting up a project, highlighting do's and don'ts at each stage of the process and attempting to throw light on the various aspects of a procedure which has, until now, remained something of a mystery for many potential promoters.

As such, this Vademecum may and should evolve to take account of practical issues arising in the future. You are most welcome to share your experiences and comments with the Infopoint experts (sda-asbl@etuc.org) and so make a personal contribution to the ongoing improvement of the Commission's procedures for managing this budget heading.

Introduction

1. What is a grant?

According to the practical guide published in 2006 by the European Commission[1], a grant is a direct financial contribution from the EU budget to finance two distinct types of action: either the functioning of a body which pursues an aim of general European interest or has an objective forming part of a European Union policy (e.g. the EU funding awarded to the European Trade Union Institute, ETUI) or actions intended to help achieve an objective forming part of a European Union policy (e.g. the funding awarded under heading 04.03.03.03., the subject of this Vademecum).

A grant may therefore be defined as "a direct payment of a non-commercial nature by the European Commission to promote an EU policy aim".

It is important to distinguish between a grant and a procurement contract. The following criteria may be considered:

- **The origin of the bid content**. A grant is made for an operation which is proposed to the Contracting Authority by a potential beneficiary (an 'applicant') and falls within the normal framework of the beneficiary's activities. This is in contrast to a procurement contract, in which the Contracting Authority draws up the terms of reference for a project it wants to be carried out.
- **Ownership of the results**. A grant beneficiary is responsible for implementing the operation and retains ownership of its results. By contrast, under a procurement contract, it is the Contracting Authority (in this case the Commission) which owns the results of the project and closely supervises its implementation.
- **Co-financing**. A grant beneficiary generally contributes to the financing of the action. In the case of procurement contracts, however, the contractor does not normally contribute financially.
- **Amount.** The grant is expressed by ways of a percentage and a maximum amount of the eligible costs of the action incurred by the beneficiary. The amount of a procurement contract, on the other hand, represents a price fixed in accordance with competitive tendering rules.
- **Nature of the operation**. A grant can only be made for an operation whose immediate objective is non-commercial. Grant beneficiaries are generally non-profit-making. The fact that a body is non-profit-making does not necessarily mean that a contract to be concluded with it will be a grant contract; non-profit bodies can also tender for procurement contracts. The action itself must be of a non-commercial nature.

Grants are awarded following publication of a call for proposals (except in the few cases of restricted calls). Calls vary depending on the EU Contracting Authority and are essential documents that all promoters should read carefully before submitting their application. The guidelines explain the purpose of the call for proposals, the rules regarding the eligibility of

1 EuropeAid, *Practical Guide to contract procedures for EC external actions*, 2006 http://ec.europa.eu/comm/europeaid/tender/practical_guide_august2006/index_en.htm

applicants and partners, the types of action and costs which are eligible for financing, and the evaluation (selection and award) criteria. They also contain instructions on how to fill in the application form, what to annex to it and what procedures to follow for applying. They give information on the evaluation process that will follow and the contractual conditions which will apply to successful applicants. The 2011 Call for Proposals for budget heading 04.03.03.03. can be viewed at the following website:

http://ec.europa.eu/social/main.jsp?catId=630&langId=en&callId=295&furtherCalls=yes

To give you a better understanding of the calls for proposals and the way they work, the following paragraphs present the main features of those relating to social dialogue and offer a more detailed explanation of the aims of the Call for Proposals for budget heading 04.03.03.03., the subject of this Vademecum.

2. The three budget headings on social dialogue

The grants awarded by the European Commission under the social dialogue budget headings are part of the expenditure of the Directorate-General for Employment, Social Affairs and Equal Opportunities. They are a flexible instrument which the European Union can adapt to its objectives in the areas covered by EU policies on social dialogue, industrial relations, actions to help workers' organisations and information, consultation and participation of representatives of undertakings. The European Union also relies on the commitment and active participation of the European and national social partners to implement its and their objectives in the area of social dialogue in general.

Every year, the European Commission puts forward proposals for the three social dialogue budget headings. These are then approved by the European Parliament and the Council of Ministers. The allocations and the content of the calls for proposals are thus set annually and may vary from one year to the next.

These budget headings are designed to support the European social dialogue and industrial relations. This dialogue is the driving force behind the European social model and is enshrined in the Treaty on European Union. The actions concerned must favour transnational aspects.

European workers' and employers' organisations engage in industrial relations as part of the European social dialogue. Initially, the social partners worked together in European consultative committees and bodies. At Val Duchesse in 1985, Jacques Delors officially launched the European bipartite social dialogue bringing together European employers' and workers' organisations. In 1991, the European social partners signed an agreement on collective bargaining in Europe. The Maastricht Treaty re-enshrined this agreement by recognising the right of the European social partners to negotiate binding European framework agreements, which are either formalised in European law as directives or implemented 'independently' by the social partners at European and national level.

Since 1985, branch social dialogue committees have been established in 32 different industrial and services sectors. The social partners have adopted more than 40 cross-industry joint texts and 300 sectoral texts.

Introduction

2.1 Budget heading 04.03.03.01. "Industrial relations and social dialogue"

This heading is intended to finance actions to promote social dialogue at cross-industry and sectoral level in accordance with Articles 154 of the Treaty on the Functioning of the European Union. Promoters may be employers' or workers' associations organisations at European, national or regional level.

Joint projects generally have priority. The 2011 Call for Proposal for budget heading 04.03.03.01 can be viewed at the following web site:

http://ec.europa.eu/social/main.jsp?catId=630&langId=en&callId=292&furtherCalls=yes

The heading comprises two sub-programmes.

First sub-programme: **Support for European social dialogue.**

I) Appropriations are used to finance consultations, meetings, negotiations and any other activity designed to achieve these objectives and promote the actions set out in the European Commission communications entitled "The European social dialogue, a force for innovation and change" and "Partnership for change in an enlarged Europe - Enhancing the contribution of European social dialogue".

The activities financed under this sub-programme all revolve around social dialogue:

- Measures to prepare European social dialogue
- Preparation of negotiations, negotiations, implementation of negotiated agreements
- Implementation of the European social partners' work programme
- Measures to control and monitor social dialogue activities
- Measures to improve the coordination, functioning and effectiveness of European social dialogue
- Measures intended to strengthen social dialogue in the new Member States and candidate countries
- Actions intended to implement the the EU 2020 Strategy and the European Employment Strategy and monitor and analyse its impact on labour markets
- Measures to undertake and contribute to impact assessment of employment and social dimensions of EU initiatives.

II) Second sub-programme: **Improving expertise in the field of industrial relations.**

The aim of this sub-programme is to improve and develop expertise in industrial relations (especially in European and comparative terms), to promote the exchange of information and experience among parties actively involved in industrial relations, (companies, workers, public authorities and research centres) and to promote the development of industrial relations in Europe.

The following operations may be co-financed:

- general seminars or conferences on industrial relations, including preparatory studies, the organisation of round tables, exchanges of experience and networks of key actors and/or experts.
- initiatives designed to further the collection and use of information on national

industrial relations systems and on developments at European level (parties involved, institutions, developments, etc);

- initiatives designed to promote knowledge on effective industrial relations practices, including successful forms of worker participation, particularly in regard to the anticipation, preparation and management of change;
- initiatives connected with the use (i.e. promotion, discussions and dissemination) or preparation of the European Commission's *Industrial Relations in Europe* report;

For all activities under this budget heading, particular attention is focused on boosting participation of the representatives of the social partners in the candidate countries and of women. Actions financed under this heading must also guarantee disabled access.

These two components are of a horizontal nature, i.e. they apply to both sub-programmes.

The appropriation for this budget heading in 2011 is €13.260.000.

A list of projects financed under this heading in 2010 is published on the website of DG Employment and Social Affairs:

http://ec.europa.eu/social/BlobServlet?docId=6542&langId=en

2.2. Heading 04.03.03.02. "Information and training measures for workers' organisations"

This heading is intended to support actions linked to the implementation of European Union action on the social dimension of the market, including issues of gender equality and monetary union. Financing will go exclusively to specific information and training projects. Only European, national and regional workers' organisations with headquarters in the European Union may be promoters.

At least two-thirds of funding available under this budget heading is earmarked for actions submitted by European-level organisations.

Some of the actions financed must involve representatives of workers' organisations from the candidate countries and a significant proportion must go to women. Actions financed under this heading must also guarantee disabled access.

The appropriation for this budget heading in 2011 is €3.420.000.

The 2011 Call for Proposal for budget heading 04.03.03.02 can be viewed at the following web site: http://ec.europa.eu/social/main.jsp?catId=630&langId=en&callId=293&furtherCalls=yes

A list of projects financed under this heading in 2010 is available on the website of DG Employment and Social Affairs:

http://ec.europa.eu/social/BlobServlet?docId=6543&langId=en

2.3. *Heading 04.03.03.03. "Information, consultation and participation of representatives of undertakings" .*

2.3.1. Objectives

As stated in the introduction, this Vademecum is concerned with budget heading 04.03.03.03. entitled "Information, consultation and participation of representatives of undertakings". The central objective of this heading, as indicated in the Call for Proposals, is to "strengthen transnational co-operation between workers' and employers' representatives in respect of information, consultation and participation within undertakings operating in more than one Member State".

This central objective breaks down into three key components:

I) Firstly, the target group is "workers' and employers' representatives… within undertakings ". Consequently, the Call for Proposals is aimed mainly at trade unions, at EWCs, at employers' organisations and at undertakings managements and groups of undertakings.

II) The aim of this budget heading is to support EU legislation on informing and consulting representatives of undertakings. This budget heading relates to the following directives:

- Directive 2009/38/EC recasting Directives 94/45/EC and 97/74/EC on European Works Councils (EWCs)
- Directive 2001/86/EC on the involvement of employees in a European Company (SE)
- Directive 2003/72/EC on the European Cooperative Society
- Framework Directive 2002/14/EC on information and consultation at national level
- Article 16 of Directive 2005/56/EC on cross-borders mergers of limited liability companies
- Transnational company agreements envisaged in the Social Agenda 2005-2011 (COM (2005)33 Final of 9.02.2005).

III) Finally, the transnational dimension is another key element to be taken into account. The general objective calls for projects with a European dimension, which means that they must involve as many partners and participants from both European a candidate countries as possible.

The central objective is subdivided into a number of well-defined priorities.

A project promoter may choose one or more of these priorities. Below, we give an overview of these 'sub-objectives' and what they mean, along with some practical examples of how you might include them in your proposal. This budget line only finances two types of projects: transnational cooperation projects and information and observation points.

With regards to the transnational cooperation projects, they have to respond to the following priorities:

→ *to promote actions designed to the setting up of information, consultation and participation structures in the context of the European Company, the European Co-operative Society and the limited liability Companies issued of cross-border mergers, as per article 16 of the Directive 2005/56/EC;*

→ *to promote the exchange of information and good practice aimed at creating favourable conditions for the setting up of information , consultation and participation structures within undertakings as foreseen in Directive 2002/14/EC.*

This objective allows bodies of information and consultation in companies (national or transnational) which do not fall under the scope of the above mentioned directives on SE, ECS or EWC to use this budget line to improve their functioning or create favourable conditions for setting up those structures as foreseen by the Framework *Directive 2002/14/EC.*

It should be pointed out that national information and consultation bodies, such as works councils that only operate at national level (or those that operate in several countries but are not eligible to set up *European* information and consultation bodies), are included in the scope of this objective. However, national aspects of information and consultation bodies must be placed in a European context, for example by the exchange of good practice between national works councils in different countries.

Another potential objective of projects would be to create links and information exchange between national and European information and consultation bodies within the same undertaking. In most cases, these bodies do not exchange information about their activities and the national bodies do not know what the European Works Council does.

→ *to promote action aiming to familiarize the social partners and actors at company level with the content of Directive 2009/38/EC on European Works Councils as well as to promote the setting up of new European Works Councils and to improve transnational information and consultation processes in European Union-scale undertakings and European Union –scale groups of undertakings;*

These objectives are primarily concerned with the creation of information and consultation bodies in transnational undertakings operating in Europe.

Particular attention is paid to European Works Councils, the new creation of which is explicitly mentioned as one of the prior objectives. Furthermore, the setting up of other types of participation systems can be promoted, as far as they are concerned by the directives regarding information, consultation and participation rights in a European Company (SE) and in a European Cooperative Society (ECS). Another target group are the employees representations involved in limited liability Companies issued of cross-border merges.

One of the aims of these first specific priorities might be to bring together employees' representatives and undertaking's (or group of undertakings') management in European countries in order to discuss the establishment of these representation bodies. Alternatively, the project might allow workers' representatives to meet for the first time to discuss setting up an information and consultation body with experts from trade unions and/or employers' organisations, or with unions or representatives from companies where information and consultation bodies already exist.

Additionally, the budget line can be used to familiarize social partners, employees’ representatives in existing European Works Councils and management with the content and consequences of the new EWC directive 2009/38/EC. Among others, it newly defines the concepts of information, consultation and transnationality, introduces the employer's obligation to provide EWC members with training and recognises the role of the Social Partners (they have to be informed on negotiations). The recast directive has to be transposed into national law by each Member State until 5 June 2011.

→ *to promote transnational actions involving representatives of the new member States and of Candidate Countries in the field of information, consultation and participation of workers;*

Although many Western European companies have sites in the new Member States the involvement of the workers into European information and consultation bodies did not reach that far (especially in Central-Eastern Europe). This budget line seeks to improve the participation of workers from the new Member States in such bodies. Thus the involvement of employees and employers organisations from those states as partner organisations or/and worker representatives or employer representatives as target groups (participants) in the content of the project is an important objective for the Commission.

→ *to promote actions aiming to enable the social partners to exercise their rights and their duties as regards information, consultation and participation in European Union scale undertakings, especially within the framework of their European work councils;*

This objective aims at promoting actions which may allow the strengthening trade unions' involvement within employees' information and consultation bodies as the EWCs. Although the role of the social partners in the process of setting up EWCs is recognized by the EWC recast directive, it is essential to promote the involvement of trade unions within EWCs especially in terms of support offered to the employees' representatives within the exercise of their functions.

→ *to promote action aiming to familiarize the actors represented at company level with transnational company agreements and to strengthen their cooperation within the European Union framework*

It is true that no legal framework for the negotiation of transnational company agreements at European level exists yet. Nevertheless, a huge number of framework agreements, social charters, and other transnational company conventions, signed by European social partners with the multinational company managements, (and often negotiated within bodies such as the EWCs), prove that they are a reality which has to be taken into consideration. This priority of call is aimed at familiarize the actors and at promoting interesting negotiation experiences which have resulted in the signature of European transnational agreements.

→ *to promote innovative actions relating to the management of information, consultation and participation, with the view of supporting the anticipation of change and the prevention and resolution of disputes in the context of corporate restructuring, mergers, take-overs* *and relocation*

The economic world is facing many challenges due to globalisation processes. Companies are restructuring, merging or relocating. Bodies of information and consultation should be involved in those processes in order to manage those changes peacefully and socially. This budget line supports projects which are aiming at developing innovative measures of cooperation between workers´ and employers´ representatives and organisations to manage changes which are in preparation or could be anticipated in future. This budget heading supports projects that develop innovative measures to boost cooperation between workers' and employers' representatives and organisations associated with these future economic changes.

What is not possible/what you need to know:

The objectives of this budget heading should be clearly distinguished from the themes of collective bargaining and European social dialogue in general. These topics may be hard to separate but you should stick to the primary theme at hand, namely "information, consultation and participation of workers' and employers' representatives in undertakings". Moreover, projects that aim merely to strengthen the capacity and functioning of social partners organisations, without improving competences over information and consultation of employee representatives at enterprise level will not be awarded funding.

Information and observation points

The Call for Proposals VP/2011/003 also provides the creation of information and observation points to support the preparation, launch and monitoring of transnational cooperation projects financed under this budget heading. Monitoring, analysing and evaluating experience with respect to transnational information and consultation bodies are also required within this type of project. The key funding condition for this project is that candidates must be European organisations representing either workers or employers.

2.3.2 Who manages this heading at the Commission?

Heading 04.03.03.03. is managed by the Labour Law and Work Organisation Unit at the European Commission's Directorate-General for Employment, Social Affairs and Equal Opportunities (DG EMPL).

This unit (http://ec.europa.eu/social/main.jsp?catId=157&langId=en) is responsible for implementing EU measures on labour law, including information, consultation and participation of representatives within undertakings.

The Call for Proposals for budget heading 04.03.03.03. is published annually and can be found on the website dedicated to social dialogue financing (which also contains a table listing the grants awarded under this heading): http://ec.europa.eu/social/main.jsp?catId=629&langId=en and on the website of DG Employment and Social affairs (where you can find also other interesting calls for proposals on employment and social issues:

http://ec.europa.eu/social/main.jsp?catId=86&langId=en

Introduction

The 2011 Call for Proposal for budget heading 04.03.03.03 can be directly viewed at the following web site:

http://ec.europa.eu/social/main.jsp?catId=630&langId=en&callId=295&furtherCalls=yes

You can contact the Commission directly regarding this budget heading. Please note that all correspondence must be in writing.

E-mail address: empl-04-03-03-03@ec.europa.eu

Postal address:

Call for proposals VP/2011/003

Budget heading 04.03.03.03

European Commission – DG EMPL/B.2

ARCHIVE Rue Joseph II, 54

B 1049 Brussels

Belgium

For technical information on budget heading 04.03.03.03., whether relating to the set-up or management of your project, the European Commission specifically mentions the INFOPOINT Helpdesk, financed by the European Commission itself, as the official contact for the free of charge assistance to the project promoters in the preparation of transnational cooperation projects in the field of consultation, participation and information of representatives of undertakings (http://ec.europa.eu/social/main.jsp?catId=630&langId=en&callId=295&furtherCalls=yes).

To consult the Infopoint project experts:sda-asbl@etuc.org.

2.3.3 The Infopoint project

The SDA has been commissioned by the European Trade Union Confederation (ETUC) to run an annual project called Infopoint, which is supported by the European Commission with funds from budget heading 04.03.03.03. The SDA took over the running of the project from ETUC in 2004.

Infopoint 2010-11 (http://www.sda-asbl.org) is aimed at all eligible promoters of projects subsidised under budget heading 04.03.03.03. (both workers' and employers' representatives). Its mission is to monitor the use and development of budget heading 04.03.03.03. as approved by the European Parliament and implemented by the Commission's DG Employment, Social Affairs and Equal Opportunities (DG EMPL). The Infopoint team's work is focused in two main axis: I) supporting the social partners throughout the preparation and implementation phases of projects to be submitted under heading 04.03.03.03. (planning, identification, instruction, financing, realisation and evaluation) and II) monitoring, analysing, assessing and disseminating the results achieved in the establishment of transnational representation bodies at enterprise level and the extent to which the objectives regarding information, consultation and participation have been effectively fulfilled within such bodies.

The aims of the first area of activity include:

- informing eligible promoters (i.e. company and/or group managements, European Works Councils, national and European trade union federations and confederations or employers' organisations) about the content of the budget heading;
- providing potential promoters with documentary information about budget heading 04.03.03.03. and its priorities (e.g. this Vademecum);
- offering project setting-up workshops particularly targeted at new promoters;
- examining projects and helping promoters with project set-up and gathering the administrative information needed to submit a project;
- 'approving' applications (content, forms, budgets, annexes, sub-contracting documents, etc.) based on the criteria set out in the Call for Proposals;
- providing promoters with content and management-related assistance to implement their actions and report on their activities (i.e. drafting the final report and accounts);
- monitoring and coordinating the use of the 04.03.03.03 budget line.

The aims of the second axis of activities are:

- the permanent **monitoring of ongoing EWC negotiations**;
- the permanent **collection and analysis of newly signed EWC agreements** (to feed an "improved" EWC database);
- the deepening of the **analysis and evaluation** of the challenges and of the results achieved in the operation of worker representation bodies, via a permanent collection of good (and bad) practices, via a large enquiry on EWCs and the organisation of a thematic workshop.
- the **dissemination** of the relevant information for actors involved in company-level worker representation, through the newsletter **"*PaRL*" (Participation and Rights Letter)**

2.3.4 Setting up a project under heading 04.03.03.03.

Setting up a European project under budget heading 04.03.03.03 calls for deep, long-term commitment based on strict working methods. Preparing a project for submission means knowing about and complying with a specific set of rules. As highlighted in the introduction, this Vademecum is aimed at all eligible promoters; in practice, these are most often the social partners. However, preparing and submitting projects are not normally among the core activities of social partner organisations or European Works Councils, which complicates matters somewhat. Preparing a bid calls for a considerable amount of organisation, human resources and time, as well as a knowledge of rules with which trade unionists and HR managers are unlikely to be familiar. On average, submitting a project under budget heading 04.03.03.03. takes around a month's hard work. During this period, the applicant needs to find partners, draft and circulate a detailed project description, calculate a budget, formalise financial agreements with the partners, gather all the administrative documents needed for the application, enter the project into the Commission's electronic system SWIM, and so forth. The second part of the Vademecum describes all the stages of the process, using practical examples derived from the project set-up assistance offered as part of the SDA's Infopoint project.

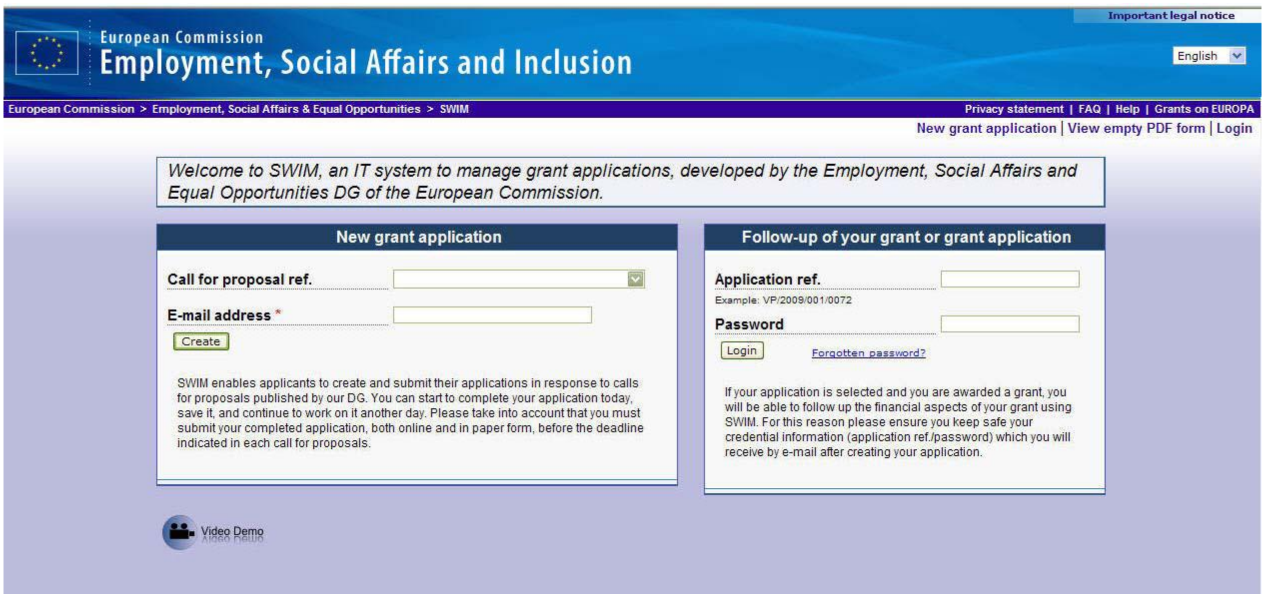
A) The SWIM system

1. The SWIM home page

In order to standardise submission procedures and speed up the processing of applications, DG Employment, Social Affairs and Equal Opportunities (DG EMPL) has developed **an electronic SWIM application form** which can be accessed on the following website:

https://webgate.ec.europa.eu/swim/external/displayWelcome.do

The following page will appear:



The explanations and information that you will find in this Vademecum on the SWIM on-line form are taken from a manual by the Information Technologies department of DG Employment[2]. You can find this PDF-manual by clicking on **"Help on SWIM".** The difference lies only in the fact that we adapted the information given in the manual by DG EMPL to the application form of the call for proposals VP/2011/003 of the budget line 04.03.03.03.

By clicking on the link **"Grants on EUROPA",** the user can conduct a more detailed search of all EU documents or legal texts published on EUROPA (the official website of the European Union). Clicking on **"Privacy Statement"** will bring up a text explaining how DG EMPL uses the data stored in the SWIM application and how the confidentiality of this information is guaranteed. **"FAQ"** answers frequent questions on the SWIM on-line form. **"Follow up your grant/ grant application"** allows you to work on an already created grant application and follow it up even after the application is handed in.

2 European Commission, SWIM – End User Manual, Version 2.1, 10/2/2011 http://ec.europa.eu/employment_social/calls/pdf/swim_manual_en.pdf

A) The SWIM system

Clicking on **“View empty PDF form”** provides you an overview over all information the SWIM form asks for.

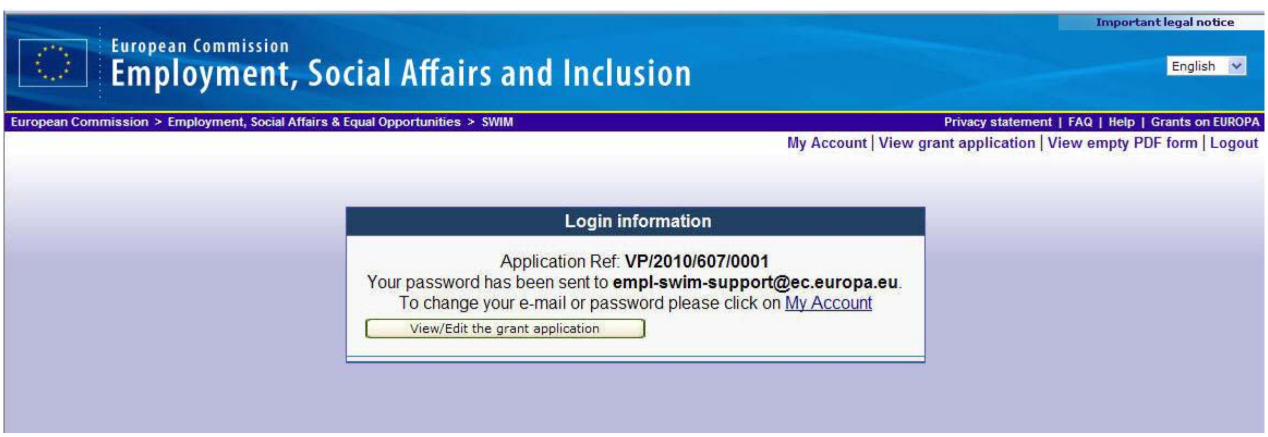
Select the reference number of the call for proposals (**VP/YEAR/003**) either in the box **"Opened call for proposals"** (all current open calls), or at **"Previous call for proposals"** (all calls with past deposit date). Then click on **"View"** and you will have access to a blank PDF form, as well as all the questions relating to this call for proposals. You can either print the form out or save it to your hard drive. Note: a PDF form cannot be edited electronically.

2. Registration

To initiate a new grant application, go to **“New grant application”.**

Begin by selecting the number of the call for proposals (as published in the Official Journal) (**VP/YEAR/003**) from the drop-down list, fill in your e-mail address and click on *Create*.

This page confirming the creation of your grant application is displayed:

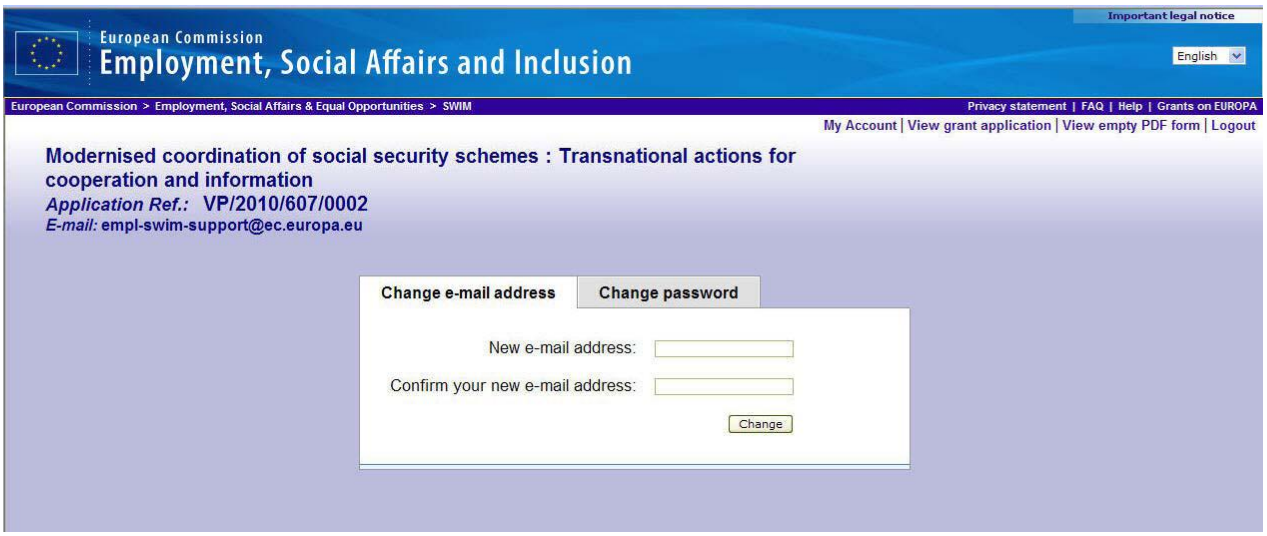


At the same time, you will receive an e-mail to the previously provided e-mail address with your grant application reference number and your password. You will need these to log into the SWIM system from the next session onwards. **Print and retain this e-mail**, since it will be useful whenever you want to log in again. Both e-mail address and password can be changed at any time by clicking on **“My Account”.**

You can then connect to the first page of the SWIM application form by clicking on **"View/Edit the grant application".**

In order to access the application the next time, go to **“Follow up your grant/ grant application”** on the main SWIM page and enter your application reference number and your password. Make sure you use the correct character cases (upper/lower cases).

If you forgot your password you can ask for a new one clicking on **“Forgotten password”**, which will be sent to your e-mail address.



3. Entering the data

Before we move on to filling in the SWIM form, note the following tips:

- Please save your work frequently in order to avoid any loss of your data. Once you have entered the data into a title, click on the **"SAVE"** button in the upper right of the screen to save and register your data.

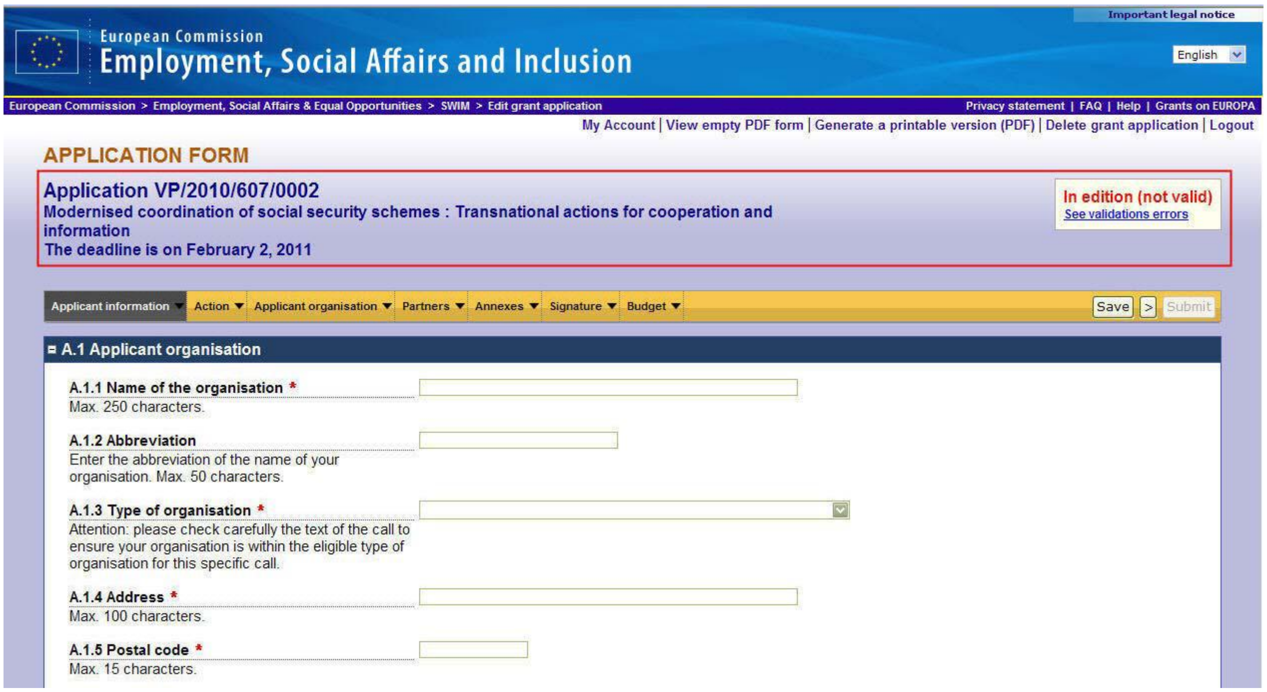
- If you do nothing for 1 hour or longer SWIM will assume that you have closed your browser window. You will be automatically logged out and will lose all changes since the last successful **"SAVE"**.

- Never use the Internet Explorer navigation buttons ("Back" or "Forward" on the toolbar) since this will take you out of SWIM and you will lose all the data that you had entered in your file.

- Please do not communicate your access code to your partners as **only one person at a time can enter data and modify the SWIM form**. This person is you. Working simultaneously with other people at the same time is not possible as the risk of losing your last unsaved data would be too great.

- Please avoid copying formatted text from another Word document as this can lead to errors when saving your data. Bear in mind the maximum number of characters permitted in each field. This information appears on the screen (e.g. Max. 2000 characters).

Once you have entered your file number and password, the SWIM on-line form will appear:



This first data input screen contains the following details:

- The **number of your file**
- The status of your file, **"File Status: In edition (not valid)"**. This means either that your file has not yet been finalised (i.e. is ongoing) or that it still contains errors.
- By clicking on the link **"See validation errors"**, you can view the errors which are preventing your file from being validated.
- Clicking on the menu(gives you direct access to all **"Titles"** or pages of the form. By clicking on one of the links in the menu, you will automatically be directed to the part of the application form that you have chosen.

A) The SWIM system

Each electronic file consists of 7 titles. Each title contains one or more sections. These titles are stated in the **menu** and are as follows:

TITLE	Sub-chapter	Content
Title 1	A. General information on the Applicant (Applicant Information)	This title contains 3 sections, for all the general information and contact details relating to the applicant organisation, the legal representative and the person responsible for managing the action.
Title 2	B. Information on the **action** for which the grant is requested	This section provides information on the project itself (title, summary, objectives, description of activities, workplan, timetable of action, partnerships, target groups, evaluation, added value, results, etc.).
Title 3	C. Structure, activities and resources of the **applicant organisation**	This title contains information on the operational structure of the applicant organisation (objectives, administrative structure, members, staff, experiences), about the financial capacity (sources, turnover) and previous EU grants obtained and current grant applications submitted by the applicant (indicating Directorate-General, Contract, Year, Title, Amount).
Title 4	D. **Partners** involved in the action	Under this title you simply indicate and provide contact details on each partner organisation and the person who is responsible to coordinate the project from the partner's site. In the letter of partnership/commitment you should provide a short description of the content of the partnership: how does the partnership work, what will the partner contribute to the project , what will be their role, why these partners are important for the project, etc.
Title 5	E. **Annexes**	Section containing the documents that need to be included with your application. The section contains links to downloadable annexes and to EUROPA pages where mandatory PDF documents can be found. The prepared forms must be sent as hard copies together with the application documents by post, duly signed and dated. Partly they have to be uploaded again (view Nota Bene).
Title 6	F. **Signature** of the legal representative	Please indicate the name, date, place and signature of the legal representative only on the paper version.
Title 7	**Budget**	This section provides all financial details to the budget.

Throughout this Vademecum references to these chapters are made, when information is relevant to fill in the application form at the respective place.

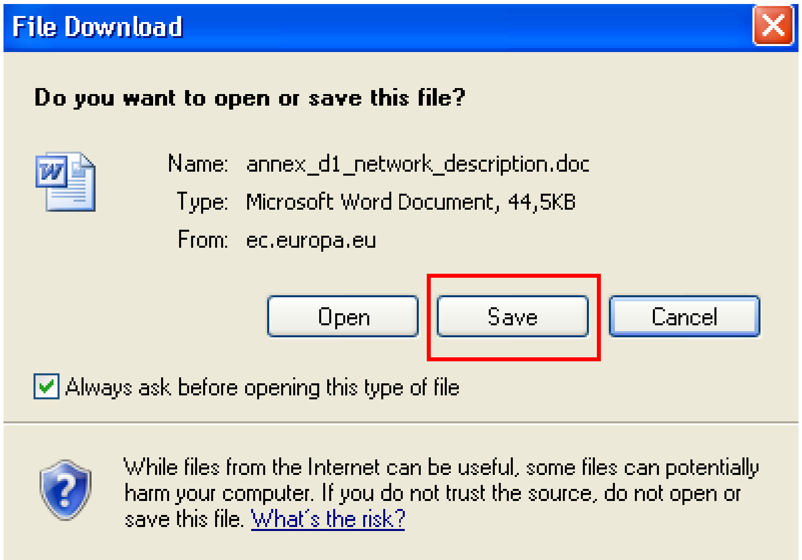
In order to help applicants in filling in the SWIM application form, a help message is displayed for most fields, when the cursor is pointed to that field, as shown in the example below:

4. *Downloading and attaching documents in "E. Annexes"*

For all documents which are to be completed and returned electronically or as hard copy please proceed as follows:

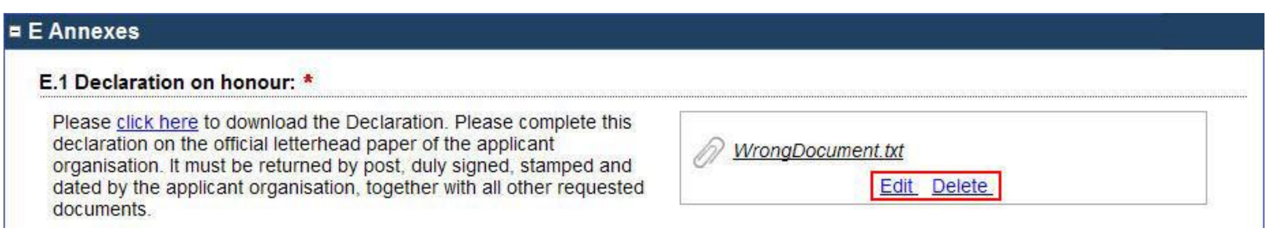
- Download the template by clicking on the *click here* link.

- Do not open it immediately, but save it on your Hard Disk instead:



- Open the document or annex on your computer and complete it with the requested information.
- If you want to upload the completed form, click on the *Browse* button and search the document on your computer. Once you clicked upon the right document, it will be automatically uploaded. In order to save it definitely, do not forget to press the save button on the online form.

In case a wrong document is uploaded in the SWIM application form, the applicant can use the *edit* or *delete* link to correct the situation:

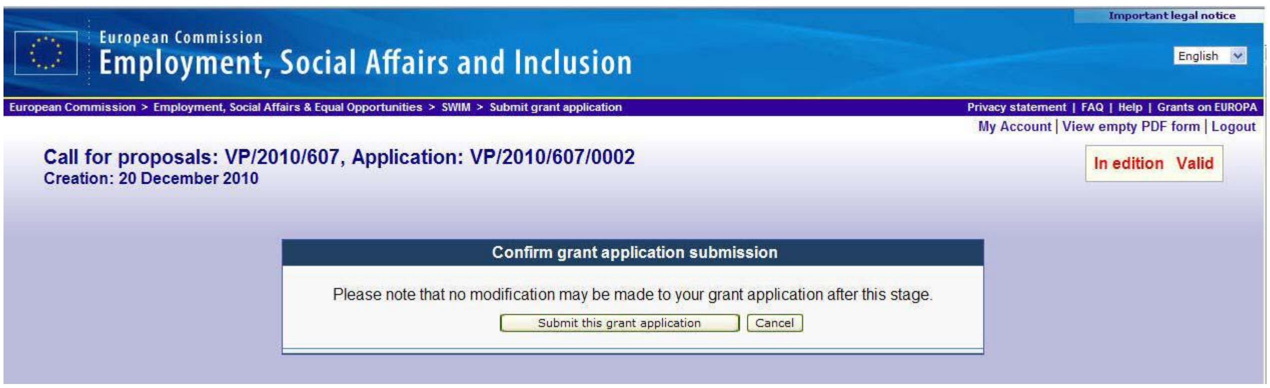


5. *Submitting the grant application*

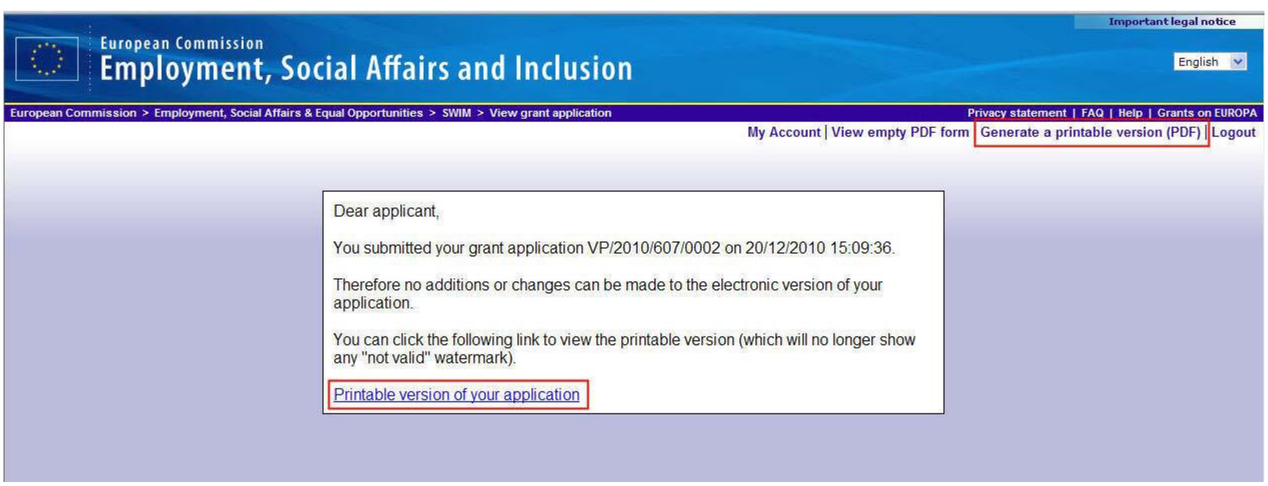
Once you have properly completed all sections of the SWIM application, the grant application status on the top left side of the screen changes to **"In edition (valid)".** You can now submit the grant application by clicking on the button **"Submit the grant application"** in the main menu:

A) The SWIM system

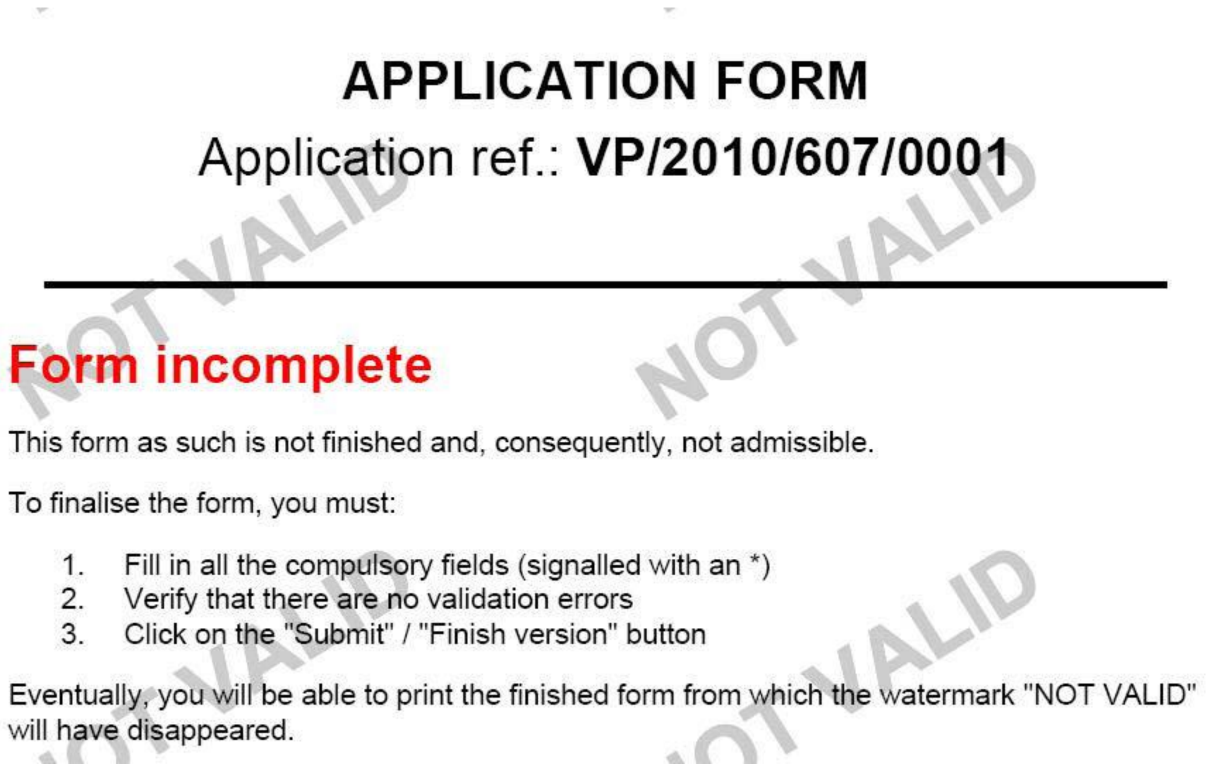
A confirmation screen appears. You can then either submit the application by clicking on **"Submit this grant application"** or cancel it by clicking on **"Cancel"**. Please note that after this stage you will not be able to make any further changes to your grant application:



After being submitted electronically, the application form must also be printed out, signed and send by post to the responsible unit. This can be done by using the link **"Printable version of your application"** located on the last confirmation page, as shown below:



However, you can create a printable version of your application even before submission, via the link **"Generate a printable version (PDF)"** located at the top right side of the screen. This will allow you to see what your application form looks like filled in. Before submission it contains the watermark **"not valid".**



APPLICATION FORM

Application ref.: **VP/2010/607/0001**

Form incomplete

This form as such is not finished and, consequently, not admissible.

To finalise the form, you must:

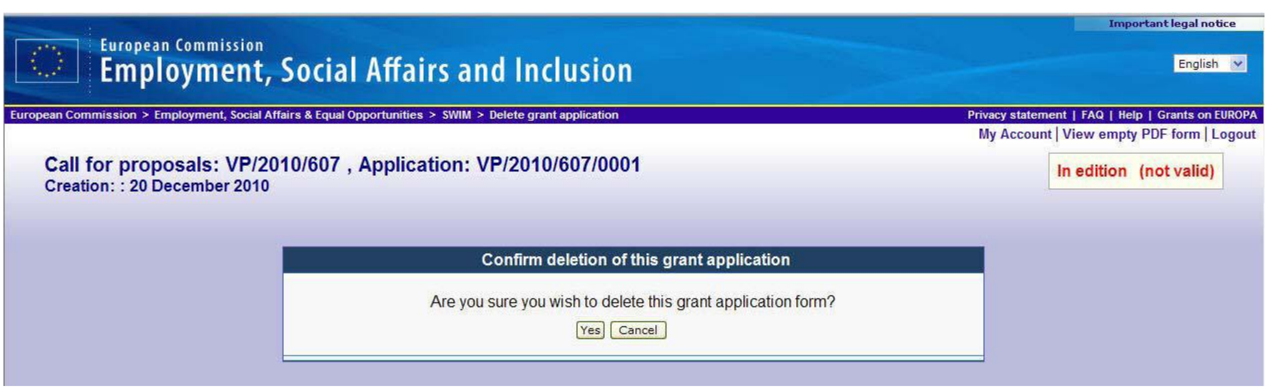
1. Fill in all the compulsory fields (signalled with an *)
2. Verify that there are no validation errors
3. Click on the "Submit" / "Finish version" button

Eventually, you will be able to print the finished form from which the watermark "NOT VALID" will have disappeared.

6. *Deleting the grant application*

If you have not already submitted your grant application you can, if you wish, delete it by clicking on the button **"Delete grant application"**:

A confirmation message appears asking you whether you wish to delete the file or not:



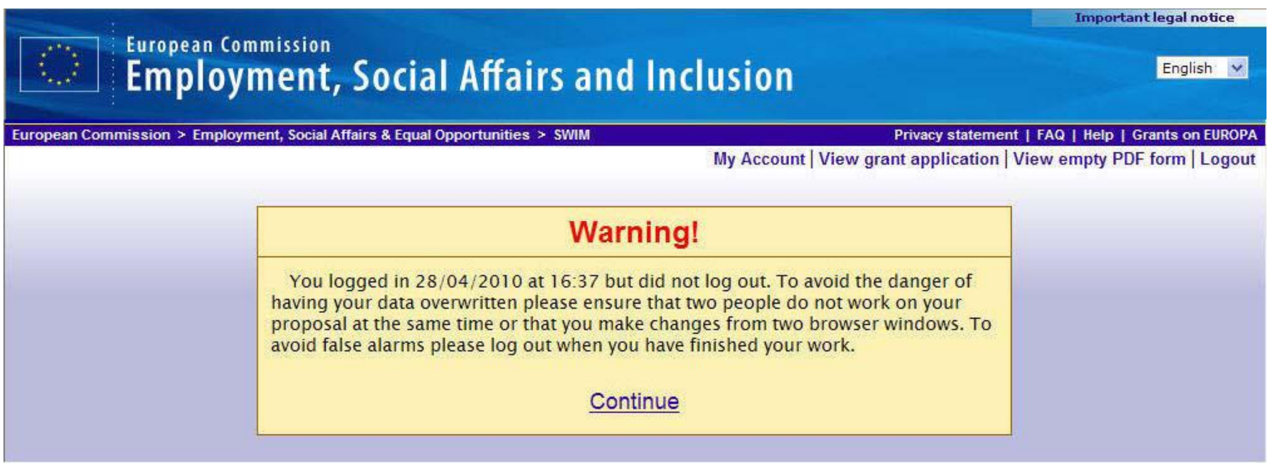
7. Signing the paper version (PDF)

Do not forget that after submitting your form electronically, you must also print out a paper copy (PDF), date and sign it and post it, along with the rest of the application, to the address indicated in the Guidelines for Applicants. This final version does not contain the **"Not valid"** watermark; accordingly, <u>no further changes are possible after submission.</u>

8. Logout

When you want to disconnect, use the **"Logout"** button on the top right pane of the screen. However, before doing so, do not forget to save the data you have entered in your file.

If you disconnect from SWIM (from your file) without using the **"Logout"** button, you will receive the following message the next time you try to connect to your file:



Just click on **"Continue".** If you saved your data before disconnecting, you should find the file exactly as it was when you last left it.

B) Resources

In this section, you will find information about the human and organisational resources needed to submit (and then manage) a project under heading 04.03.03.03. The topics dealt with are: the promoting organisation, the partners and the project team.

1. The promoting organisation

1.1. Eligibility

The 2011 Call for Proposals for budget heading 04.03.03.03 sets out specific conditions regarding the eligibility of applicants according to the priority objective of the project being submitted.

For projects whose main objective is <u>transnational cooperation</u>, eligible applicants are representatives of workers or employers having their registered office in one of the 27 Member States of the European Union. Other bodies are eligible as applicants if they can be listed in the category of the *mandated bodies*.

The Call specifies how these three categories are to be understood.

a) **Workers' representatives** are:

- works councils[3] or similar bodies ensuring the general representation of workers;
- regional, national, European, sectoral or multi-sectoral trade unions.

b) **Employers** are:

- management of undertakings;
- organisations representing employers at regional, national, European, sectoral or multi-sectoral level.

c) **Mandated bodies** according to the following regulations:

As a departure from the rule stating that eligible applicants are representatives of workers or employers, the call for 2011 specifies that commercial undertakings and technical bodies can be applicants at certain conditions.

Both the technical bodies and commercial undertakings will be considered eligible only where they are **expressly mandated** by one or more of the parties, which means that a specific letter of mandate has to be included. The template to be filled out can be downloaded from the SWIM application form (section annexes). This letter shall contain details on the mandator, the content of the mandate, the reasons for the mandate, the reasons why the mandating body is not able to implement the project, the assistance and/or participation of the mandator in the project, the original signature of the legal representative of the mandator.

3 EWCs often have difficulties submitting projects since they do not meet the financial requirements imposed by the Call (i.e. they do not have a bank account in the name of the EWC itself). To get around this, EWCs are advised to mandate either a trade union or the undertaking itself (in the case of joint projects) to submit the application.

B) Resources

With technical bodies the call for 2011 means non-profit training and research bodies. They may also submit a grant application under heading 03 provided they are properly constituted legal persons[4].

Commercial undertakings are only eligible for grants provided they can prove in the project description that the immediate objective of the action is non-commercial and that the undertaking will not make a profit of it.

For projects with information and observation points as their priority objective, applicants must be European organisations representing workers or employers.

The Call also specifies which promoters are not eligible under this heading. First and foremost, project applicants cannot be individuals.. Commercial undertakings are only eligible for grants provided they can prove in the project description that the immediate objective of the action is non-commercial and certainly not to make a profit.

For information purposes, a list of promoters that received grants under budget heading 04.03.03.03. in 2010 is available on the DG Employment and Social Affairs website: http://ec.europa.eu/social/BlobServlet?docId=6343&langId=en

1.2. The role of the promoter

Submitting a transnational project under budget heading 04.03.03.03 involves a whole raft of responsibilities for the promoting organisation. Firstly, it should be noted that the promoter's work begins well before the Call is published, when there emerges a political need to undertake a specific project and work has to begin on developing a strategy. The promoting organisation is therefore committed throughout the whole project cycle, from project design, submission of the application, implementation, appropriation of results and finally evaluation. The promoter's role is both operational (it is responsible for submitting the proposal and then, if the project is selected, for coordination and day-to-day management, distributing the awarded funds and compiling the final reports) and legal, since it enters into a contractual agreement with the Commission.

The following table details the tasks of the promoter at each stage of the project:

The promoter's role	
TASKS	
Before the call	Develop the project concept Identify partners and associates Draft a preliminary project description
Following publication of the call	Draft a description Calculate the budget Formalise the partnership

4 The latter condition applies to all applicants that are not social partner organisations. For such organisations, many of which are without legal personality, the Commission applies a derogation, enabling them to submit projects under this budget heading For more information about the social partner organisations currently consulted under Article 138 of the EC Treaty, see Annex 5 of the European Commission communication entitled "Partnership for change in an enlarged Europe - Enhancing the contribution of European social dialogue" [(COM(2004) 557 final].

B) Resources

The promoter's role	
	Fill in the SWIM form Open a bank account (if necessary) Compile all necessary documents Verify formalities
After project submission	Sign the agreement Implement the project/organisational aspects Coordinate activities and partners Choose experts (where appropriate) Manage payments Draft reports Disseminate results EU audit (where appropriate)

1.3. Operational Capacity (C)

Given the extent of the promoter's work, it is only logical that the Call specifies that "Applicants should have the operational capacity to complete the project to be supported." Promoters are asked to demonstrate this capacity by providing a series of annexes (CVs of the staff involved, organisational chart, activity report) by giving a description of the promoter's structure and activities, as well as its potential experience with implementing similar projects and/or by creating an effective partnership.

In fact, since 2010 the online Swim application form has a new section where the applicant must provide detailed information concerning its operational and financial capacity. The idea behind this section is to ensure that the promoter will be able, in organisational and financial terms, to implement the proposed project.

You will therefore have to describe the main objectives and activities of your organisation, its administrative structure, your members, the staff your organisation employs in the fields relevant for conducting the project and your experience with similar projects.

To judge your financial capacity, the Commission asks for your organisation’s usual source of finance and your organisation’s turnover or equivalent for the last financial year in EUR.

Furthermore, it is necessary to state whether you have received previous grants by the Commission (in the past 3 years) and if you are currently running other grant applications.

2. The partners (D)

Generally, the project partners are bodies that are actively involved in realising the project. They help make decisions and implement the project activities alongside the promoter. All projects submitted under heading 04.03.03.03. require the creation of a transnational partnership between organisations based in an EU Member State and/or candidate country. The Commission particularly values projects involving new Member States or candidate countries.

Transnationality is a fundamental component of 04.03.03.03. projects and is assessed based on the project description and objectives. The partnership must therefore include the promoter and at least two other organisations from two EU (or candidate) countries. Bilateral projects are assessed on a case-by-case basis but are often rejected on the grounds that they are insufficiently transnational. Another criterion for assessing a project's transnationality is whether its events bring together people from a number of European countries (see also the section on beneficiaries).

As a rule, partners must belong to one of the promoter categories listed above, namely:

- works councils or similar bodies;
- trade unions or employers' organisations at regional, national, European, sectoral or cross-industry level;
- managers of undertakings;
- research or training institutes;
- etc.

By contrast, the Call categorically states that normal commercial suppliers of goods and services may not be chosen as project partners in a bid to sidestep subcontracting rules. Thus, the Commission does not find it appropriate to include as project partners independent consultants, conference organisers, etc.

The role of the partners in implementing the project must be detailed in the work programme. An explanation of the reasons behind the partnership and how it will be structured could also be included since this will help the Commission to better understand the logic behind the project and the effectiveness of the human resources put in place to meet the stated objectives.

All partners of 04.03.03.03 projects must contribute to their project, either directly in the form of funding, or indirectly in the form of human or material resources. The type of contribution will depend largely on the agreements concluded between the applicant and the partner, and will vary depending on a number of factors: degree of partner's involvement in the project, partner's financial capacity, amount of human resources provided, and so forth. There may be cases where the partners do not contribute financially to the project but provide one or more staff members. The nature of the partnership and the cash amount of any financial contribution must be indicated in letter of commitment that each partner must sign and send to the applicant before the Call closing date. A draft model for this letter can be found attached to the on-line application form (section annexes).

Finally, we need to distinguish between partners and associates. Associates are usually organisations that offer the promoter external support but are not involved in making decisions, setting objectives or implementing the project. For example, European social partner organisations are often associates of projects submitted by national or regional applicants in order to provide a more solid European dimension. Although they are not directly involved, associates are often invited to take part in one or more events organised as part of the project and to help disseminate the results. This kind of involvement should be described in the project description. However, no letters from associates are required.

2.1 Types of partnerships

B) Resources

The Call for Proposals is aimed at three main types of project:

- “Workers'” projects
- “Employers'” projects
- “Joint” projects.

The first of these are trade union projects, i.e. projects submitted by a trade union with partners linked to the trade union movement (confederations/federations, trade union research institutes and/or universities, etc.).

The second are projects submitted by the management of an undertaking or an employers' organisation (European, national or local) with partners that are affiliated organisations and/or research centres, universities, etc.

Joint projects are those where the first two categories are associated in a partnership (usually management and EWC of one specific company). Such projects must be submitted by one of the two parties who will fulfil the contractual commitments *vis-à-vis* the Commission and the other party must indicate in writing its agreement to the joint implementation of the contract. The 2011 call of proposals makes clear that projects involving only one information and consultation body (for example one specific EWC) should be submitted as joint projects from representatives of workers and employers. **Where particular circumstances do not allow submitting such a joint project, the reasons must be specified in the application**.

3. Staff involved in the project

Although it is impossible to tell in advance how many people will be involved in implementing a transnational project under heading 04.03.03.03, the applicant must make an effort to do so, not least because this is expressly required by the Call, which states that "The names of **all** members of staff involved in the project, their positions, and employment status must be included” in the detailed work programme. In addition to these administrative details, the promoter must specify in the detailed budget the role of each person mentioned. This will help the Commission to assess whether the applicant is putting in place the right human resources to successfully complete the project activities. Finally, details of the staff involved in the project are vital for calculating the budget.

Staff numbers should be estimated carefully, based on the number of activities to be realised and the objectives to be met. Remember, the Call is not intended to finance the functioning of organisations so the number of staff should be reasonable and judicious.

As a rule, the core management team of projects submitted under heading 04.03.03.03 comprise the following positions:

3.1 Project director

The project director is usually a policy officer (in the case of projects submitted by trade unions) or an HR representative (in the case of projects submitted by undertakings). He or she takes the critical decisions and monitors the team to ensure that it adheres to the timetable. The director must know about and approve of every step taken, any problems encountered and the solutions applied. In practice, the legal representative often assumes this role.

3.2 Project manager

B) Resources

The project manager is the person responsible for the practical implementation of the project. He or she usually coordinates staff work and the use of material resources during the implementation phase, using project management techniques to meet quality targets, monitor the timetable and ensure that the budget is adhered to, to the satisfaction of the team members and the organisation. The project manager is the main intermediary between the project and the project director. The applicant must include the project manager's CV with the grant application.

3.3 Secretary

The post of secretary may be held by one or more individuals, depending on the number of partners and activities. The secretariat is responsible for managing the organisational aspects of the project, e.g. administrative tasks such as organising trips, hiring rooms, dealing with interpreters and translators and sending out invitations to meetings.

3.4 Accountant

The accountant is the member of the promoting body responsible for the management accounting, arranging reimbursements and drafting the final financial report.

3.5 Experts

Two types of expert may be involved with 04.03.03.03 projects: internal and external. Internal experts are individuals employed on an employment contract with the applicant organisations or one of its partners. In the latter case, the letter of partnership must mention the fact that one or more experts is to be supplied for the project and must describe their tasks and responsibilities. This information must also be included in the project description.

External experts are employees of neither the applicant nor its partners. They are usually experts (university professors or researchers, consultants, instructors, discussion leaders, etc.) who work either independently or for organisations not represented in the project team. In general, **the use of external expertise is only admissible if the staff of the promoter or project partners do not have the skills required**. Hence, it is very important that applicants justify the use of external expertise and the nature and value of all the skills required by the work programme.

While the costs of internal experts are considered under the heading “staff costs”, the involvement of external experts is subject to specific subcontracting rules. The costs of external experts are considered under the heading “Costs of services” (see below chapters D 3.3.6 and E 9).

C) The project content (B)

In this section we want to give an overview of what has to be included in the content of a project. There are several aspects which need to be developed but the key elements of a project content are the objective(s), the activity(ies) and the target group. If you have defined them as precisely as possible, it will be easy to deduce from them all other aspects of the project content such as the beneficiaries, added value, the multiplier effect, the products and the transnational dimension. Even if you have a very clear idea of the aim of your project and who should be involved in it, in practice the development of a project content takes several weeks, sometimes even months, before being ready. Hence we strongly advise you to start writing your project description early on, before the call for proposals is published.

Three project descriptions have to be distinguished. First, there is the text that you have to write in title 2 of the SWIM application form part "B. Information on the action for which the grant is requested" (boxes B.1 – B.16). Here, you must comply with the maximum number of characters given and indicate the most important information of your project for each respective box. Once it is completed, the on-line SWIM application form will give a very clear overview of the content of a project.

Second, you need to write a full project description of your project in a separate Word document. The Call for Proposals refers to this document as the **"detailed work programme"** and demands a detailed description of the project, a timetable for the activities, the names of all members of staff involved in the project including their positions and employment status**.** Your full project description will be around 8-10 pages and has to be uploaded to the SWIM application form. All information which has to be filled in boxes B.1 – B.16 of the SWIM form should be further developed in your detailed work programme, including <u>more details and any other information that you deem necessary to better understand your project objectives</u>. Part II of your detailed work programme is the detailed budget, where you explain in detail each costs contained in the SWIM application form. Further information are provided in Chapter D.

Third, the Commission asks for a word-document called "description of the action" providing a comprehensive description of the scope, objectives, methodology and events of the action. This document serves as a further summary clearly answering why and how you want to implement your project.

Also, please note the following:

- You may feel that you are **repeating** yourself in some parts of your detailed work programme and in the SWIM application form. This is not a problem. The structure of the application form makes this inevitable and some repetition is actually required.

- The detailed work programme is your **key tex**t which describes your project, so make sure that is does not contain less information than the section "B- Information on the action for which the grant is requested" of the SWIM application form.

- The section "B- Information on the action for which the grant is requested" of the SWIM application form and the description of the action of should be **short versions** of your detailed work programme.

All documents - the SWIM form and the detailed work programme - must be written in English, French or German.

The following key aspects of a project description need to be elaborated in the detailed work programme. Some of them can be also found as headings in the SWIM application form (under B.1 – B.16). In this section we will explain what they mean and how you should develop them.

C) The project Content (B)

1. Background

The background of a project should be explained only in your detailed work programme. Here you basically justify why your organisation needs to conduct this project. You may give a short description of political, economic, social or other problems that your project will help to solve. It is also important that you indicate if your project is linked to a previous action. Thus, you may put your project into a broader context and describe if there are already any similar actions taking place on the issues you want to deal with (e.g. studies, political discussions, EU programmes or initiatives, etc.).

2. Title (B.1)[5]

First of all, you need to choose a good title for your project. A good title accurately describes the content of the project in the fewest possible words. Avoid making the title too long. It is <u>not</u> necessary to put the description of the objectives into the title. Try to develop a creative and interesting title which conveys your goals in a straightforward way. The title should indicate what your project is about and should be as concise as possible When thinking up your title, bear in mind the following tips:

- Use keywords, especially those relating to the objective of the call for proposals.
- Avoid jargon and abbreviations which are not common.
- Be careful with syntax.

3. Objectives (B.2, B.3, B.4)

The section on objectives is one of the most important. Here you have to be very clear and precise what your objectives are and how you are going to achieve them. Firstly, you need to differentiate between the following:

- Objectives stated in the call - EU objectives (long-term overall objectives)
- Objectives of your organisation (long-term overall objectives)
- Objectives of your project (short-term objectives).

The objectives of the call and the objectives of your organisation are <u>long-term objectives</u> that hold out the prospect of policies. Those objectives will not be achieved through one project alone. The project will be a contribution along with other projects and actions.

The objectives of your project are <u>short-term objectives</u> and in general very specific; they are achievable in the defined period and are measurable. For example: bringing together 50 representatives from different EWCs at a conference to exchange information on how to deal with company restructuring. You will always need to link your project objectives to the objectives of the call for proposals.

In the SWIM application form under B.2, you must indicate the type of the projects, whether your objectives relate to the 1st or 2nd priority. The 1st priority refers to "transnational cooperation projects", the 2nd to "information and observation points".

5 The indication B.1, B.2 etc. stands for the titles in the SWIM application form under "B- Information on the action for which the grant is requested".

C) The project Content (B)

In B.4 you have to specify what your project is aiming at: a list of objectives is given from which you need to choose one objective of your project, (point 1.2 of the Call for Proposals). A full description must also be provided in the separate detailed work programme.

4. Partners (B.10, D)

In general it is important to involve partners from different countries in your project in order to guarantee a transnational dimension. There is no rule about the number of partners. It will depend on the content of your project and your capacity to manage a partnership network. Only if your organisation is a European trade union or employers' organisation, part of a group of undertakings or an EWC, will you be exempted from the partnership requirement (the fact that your members come from different countries is seen as sufficient). In all other cases, the creation of a partnership is compulsory.

The nature of partnerships can be quite diverse. Your partner organisation might support the project through expert input, financial contribution, information on a specific topic, research, etc.

Your project will be at a major advantage, if you involve both social partners as official project partners, either the management and workers' representatives of companies or employers' associations and trade unions. Please mention, whether your project is a joint one. If this is not the case, explain why not and give justifications.

However, it is only obligatory to involve both social partners as official partners in projects involving only one information and consultation body. This is mainly the case when individual EWCs apply for their own project, only dealing with their body. Here the Commission expects cooperation with the company management This means that either management or the EWC is acting as project promoter and the other party as project partner. The call, however, specifies that where particular circumstances do not allow submitting such a joint project, the reasons must be specified in the application. Experience shows that a detailed elaboration is necessary to argue that particular circumstances exist.

For more information about partners, see section B “Resources”.

5. Transnational dimension (B.12)

Besides your specific project objectives, your project needs to have a transnational dimension, i.e. your project description should explain how you will involve people and organisations from different European countries. You should indicate the country of origin of your partner organisations and the beneficiaries of the actions. You should also explain why you have chosen people and/or organisations from those countries. When choosing your project partners/beneficiaries, bear in mind that it is an asset to involve the new Member States and that the range of countries involved should be as wide as possible. It is difficult to give maximum or minimum numbers since this depends on the scope and objectives of your project and the management capacities of the applicant organisation. However, you should be aware that this is one of the most important criteria for evaluating your project.

6. Beneficiaries/ Target group (B.11)

As well as stating the project's objectives, a good project proposal must also identify the beneficiaries. Beneficiaries are those who benefit from the implementation of the project, i.e. not the project management or experts. A distinction may be drawn between:

- direct beneficiaries (also called the target group) and
- indirect beneficiaries.

Direct beneficiaries (the target group) are those who benefit from the project **immediately and directly** (e.g. participants at a conference) whereas indirect beneficiaries are those who benefit from the project **in the long term**, either in the company or in the sector at large (see below under "multiplier effects"). In your project proposal you should be clear about who needs to be involved in the actions and why. This is to give the necessary depth to your project description and content.

The information on those beneficiaries should be as detailed as possible in the in the detailed Project description, i.e. number of people, country of origin, information on function (elected or appointed workers´ or employers´ representative from a company, trade union official or representative of an employer association, belonging to which sector, etc).

7. Activities (types of measures / activities or actions) (B.6, B.7, B.9)

The measures (as they are referred to in the SWIM application form) in question are those that have to be taken to produce results and achieve the project's objectives. The Call for Proposals sets out a range of eligible measures that you can use to achieve your project objectives.

- **Conference**

Conferences are the most common type of action for achieving objectives. They usually involve a large number of people (over 50) and thus do not enable in-depth communication between participants. In general, they take the form of an exchange of information and good practice at which experts are invited to analyse various topics or practitioners report on their experiences. One way of gathering together a large target group whilst allowing exchange between the participants is to is split the conference into working groups. If you do this, you will need to bear in mind the additional costs for interpretation and rooms.

- **Seminar**

Seminars are structured in a similar way to conferences but the number of participants is usually smaller and the exchange between participants is more in-depth.

- **Training**

The aim of training sessions/courses is to instruct participants on various topics and to improve their skills and knowledge. Very often it is experts who act as trainers. The number of participants is usually smaller than at seminars or conferences but if you wish to bring together a larger group of people you can organise several sessions/courses together, inviting different participants for each one (e.g. from different countries, companies, organisations, etc.). However, bear in mind that more activities mean higher costs and more organisation.

- **Analysis papers**

Analysis papers or studies have to be on subjects related to the structures concerning the workers' and employers' representatives, the social dialogue at undertaking level in a transnational cooperation context. These studies can be the main part of the project, but they normally represent preparatory measures, providing new information/facts or analysis ahead of a conference, seminar or training session.

It is possible to pay one or more external researchers to conduct a study over a period of several months and finally produce an analysis paper. But this can be done only in **exceptional cases, and under the condition that the expertise which is necessary to carry the study is not available within the staff of the promoter or of the partners.** However, the costs and time involved must be in proportion to the main actions and the study method must be properly justified. You should check whether research has already done on the topic you wish to tackle.

- **Publications**

These can take a range of forms, especially given new technologies such as websites, on-line networks and CD-ROMs. More traditional publications include information materials such as leaflets, books, brochures, posters and newsletters, not forgetting the final report on your main event. Publications are important in that they disseminate the results of your project to a wider audience than the direct participants. Most publications should be produced at the end of your project, although you can of course produce and distribute publications as working material during conferences, seminars or training sessions.

8. Phases (B.7, B.9, B.13)

You will probably need to realise more than one action in order to meet your project objectives and, as you will see later in this text, the measures need to be divided into **phases**, which means you might choose to undertake different measures in different phases.

The maximum time frame for a project is **12 months** following the Call for Proposals. You should try to stick to the project period stated in your project proposal, although it possible to request a three-month extension. Note that the Commission can refuse to pay the last instalment if the project is not completed on time. Even if you think you can complete your project in a shorter time than initially planned, we would still recommend you use the full 12 months. This will ensure you have all the time you need and will give you some extra room for manoeuvre.

You should structure your project into three phases: the preparatory phase, the main event and the follow-up phase. In the SWIM form (B.9), you must describe your measures in terms of this time frame and give clear indications where (town/city) and when (exact date) the actions will take place. Note also that more than one action can take place in each phase.

- **Preparatory phase**

During the preparatory phase, tasks are undertaken which will help towards realising the main event, e.g. holding meetings with partners to discuss the management of the project, conducting a study whose results will serve as the basis for a discussion during the main event, compiling materials and information for an exchange of experiences.

- **Main events**

The main event comprises actions directly involving the target group, e.g. seminars, workshops, training sessions, etc. This phase should bring together the most people and will thus also be the most costly. Consequently, you need to provide a **detailed agenda** of the events, indicating the topics, the experts, group work sessions, etc. in order to justify the actions.

- **Follow-up phase (B.13)**

All actions after the main event belong to the follow-up phase. These include the project evaluation, disseminating publications and developing a web site. Note: it is permissible to write the final report for the Commission within the time period of your project.

When you draw up your list of project measures, their content must be described as accurately as possible and must be justified, since this part of your project will entail the most costs. Explain what you will do in each phase and why you have chosen a particular form of action: training session, seminar, conference, group work, etc., since the choice of measure will influence the outcome, e.g. a conference will lead to a different outcome than a training session.

You will need to indicate the number of people, which organisation or company they come from and their role (project team, target group/participants, experts, trainers, speakers, etc.). The reason for this is that they will generate costs, e.g. for travel, accommodation, subsistence, experts' fees, working time of project team, etc. **The project team members in particular must be named and their functions and task indicated in the project description.**

Furthermore, in your detailed project description you should state whether your events need interpretation (and for which languages) or translation of documents (indication the approximate number of pages and languages). The question of languages is very important since we are dealing here with European projects and the range of countries of origin of the people involved, whether as participants, experts, or organisers, will be quite broad.

9. Project Evaluation and Monitoring

With view to increasing the project quality, the Commission started to put increasing importance on project evaluation and monitoring.

These aim at ensuring that you are running your project according to your plan, that you use the most efficient ways to implement your project actions and that you are able to reach the objectives set in the project application. Monitoring focuses on activities currently taking place; while evaluation looks at past processes. In addition to the final evaluation in the follow-up phase of your project, it might make also sense to pursue a mid-term evaluation after the first part of your project activities to make sure that you are on the right track and possibly can adjust further project activities to changed circumstances.

Evaluation and monitoring should be undertaken together with your project partners. Thus steering committee meetings might be an adequate level besides frequent exchanges among partners and the promoter.

The 2011 call for proposals indicates that costs of evaluation and monitoring activities will be regarded as eligible expenditure. Therefore you can apply for adequate resources (staff costs).

In your project description you should state, which methods you will use for evaluation and monitoring, how you will pursue it and in which frequency.

10. Expected results and dissemination of products (B.4, B.15, B.16)

Results can be divided into:

- material results (e.g. leaflets, books, posters, web pages, CD-ROMs, films);
- immaterial results (strategies, awareness, competences or qualifications, etc.).

The spreading and disseminating of results are actions that form part of the follow-up phase. However, we need to mention this action as a separate point, since it is very important to 'produce' or develop something which can be 'distributed' to a wider range of people/indirect beneficiaries who did not participate in the project.

The material and immaterial results mostly go together, i.e. new competences or qualifications will be published in written material which can then be distributed. Make clear how you are going to distribute the products. You will of course use the channels of your partner organisations or affiliated organisations, e.g. their websites, upcoming meetings, as well as other distribution resources such as the media, congresses, etc.

In order to draw up an effective budget, you should already have some idea of the number of pages, number of copies and number of languages into which the documents will be translated.

11. Multiplier effects (B.16)

By distributing your results you will achieve multiplier effects and impact on a wider environment. For this reason, these two concepts are lumped together under one heading on the SWIM application form (B.16). Multiplier effects represent possibilities of replicating and extending action outcomes. An impact is the effect of the project on its wider environment, and its contribution to the overall objectives of the EU and your organisation.

You will achieve multiplier effects and impact if you define your indirect beneficiaries. Such beneficiaries are not directly involved in your project but you know that the results of the project will very relevant to them and will improve their knowledge and competences. They will amplify the results of your project and the more of them you reach the greater the impact your project will have.

12. Innovativeness: added value (B.14)

If you can show that your project or parts of it are innovative, you will be able to claim that it has added value. Whatever the case, your project should always include some innovative aspects.

Innovativeness is difficult to measure and identify. To help you think about the ways your project is innovative, try - for instance - placing your project in the context of your organisation's field of work, the sector you are working in and the relations you have with other organisations from other countries. For example: your organisation has never before engaged in transnational training with other European organisations from the same or other sectors with a view to information exchange: this is innovative in itself. It should be not too difficult to think of ways in which your project is innovative since an EU-financed project is in itself likely to be outside the daily work of your organisation. Even if you have decided to base your project on something already done by another organisation or the Commission itself, you can still argue that your project is innovative: you might be incorporating new research findings, other sectors and companies, and so on.

13. Sectors involved (B.11)

Your project may include one or more sectors, depending of course on the organisational scope of your action. However, it is recommended that you include more than one sector. Although the Call for Proposals does not make it obligatory to involve company representatives as direct beneficiaries/the target group, your project has to compete with other applications so it will always be a major asset to involve those individuals as participants and thus as direct beneficiaries/a direct target group.

14. Other information

Aspects not directly linked to the execution of the project but which lend the project added value include: political support from social partner organisations or representatives of information and consultation bodies. This support should be described in your detailed work programme and the participation of those organisations should be foreseen during the project activities.

D) Budget

Every project submitted in response to the 04.03.03.03 Call for Proposals must have a budget. The budget is an estimate of the value or cost of the project; it should always indicate both expenditure, i.e. costs arising from the project, and income, i.e. resources invested in the project to cover the expenditure. The budget must be balanced, neither negative nor positive (since projects financed under this heading are non-profit making).

Calculating the budget is an important task. Firstly, it is closely linked to the drafting of the project description and thus we would always advise you to read the two documents in parallel. The more developed and detailed the description is, the easier it will be to calculate the expenditure and justify the costs. For this reason, you should normally calculate the budget after writing the project description. Only when you have a clear idea of the activities to be implemented will you be able to draw up a realistic budget. For the same reason, it is highly inadvisable to entrust the budget calculation to someone who has not seen the detailed project description.

Depending on the size of the project, it may be difficult to establish an overall budget at the outset. Nonetheless, in spite of these difficulties, the budget is important as it gives an idea of the realism and scale of the project. Without a budget, it is impossible to evaluate the feasibility of a project. If you cannot work out the cost of your project, you will not be able to evaluate the amount of funding needed. It is as simple as that.

In addition to the overall budget, you will also have to compile a **detailed budget** for each of the activities, at least the major ones (e.g. the different meetings, the different types of expertise required, the products to be published, etc.). There are two main reasons for this:

- Often, the amounts involved are so large (for an international seminar, for instance) that they will require separate accounts and financing.
- The Commission's budget form is a reference model with a rigid structure and is not suitable for every project. It is therefore necessary to provide a more detailed breakdown of expenditure in a separate budget.

This section of the Vademecum will give you the most important information you need to fill in the official budget form. A lot of this information can be found in Annex I of the 2011 Call for Proposals. Also, when necessary a direct reference will be made to the information that you can include in your detailed budget.

1. Principles of a budget

The official budget covers all the items for which you are applying for financial support from the Commission. Before we take a detailed look at how to calculate your estimated budget, bear in mind the following 9 principles:

- Present a balanced budget. Total expenditure should exactly equal total income.
- Present a realistic budget. There are likely to be people within your organisation or company who know the price of services, but if unsure you should seek quotations from professional suppliers. If you underestimate your costs, this will suggest a lack of knowledge or an amateurish approach. If you overestimate them, this may suggest the

possibility of poor management. Also, you should always bear in mind that if actual eligible expenditure is lower than estimated, the European Commission's contribution will be reduced in proportion. However, if the costs are higher, the contribution cannot not be increased.

- Link the estimated budget to the project activities. Funding under this budget is exclusively earmarked for financing specific activities: organisations' operating costs are therefore not considered as eligible expenditure.
- If you are running more than one EU project, check what expenses are covered by the funding: there can be no duplicate European Union funding of the same expenditure.
- Express your estimated budget in € (Euro). If your organisation is based in a country outside the Euro area, it is fully liable for any exchange risks.
- Divide up your activities into three time phases (preparation, main event, follow-up). This will make it easier to divide up your costs in the same way.
- The estimated budget should cover costs incurred during the contractual period. The Commission will not reimburse any costs incurred while preparing the grant application.
- Have one or more colleagues read through your budget and description to detect any omissions or any discrepancies between expenses and activities.
- Finally, remember that the aim is to achieve your project objectives, not to get your hands on the money!

2. The budget form

From 2007, the Commission changed the form of the budget. In the previous years the budget form was a separate Excel sheet which does not exist any more[6]. Now, the section for filling in the budget is in the SWIM application form. The budget is structured in three parts:

A) Eligible direct costs

- Heading 1 – Staff costs
- Heading 2 – Travel and subsistence allowances
- Heading 3 – Costs of services
- Heading 4 – Administration costs

B) Eligible indirect cost

- Heading 5 - Overhead

C) Revenue

6 The two tables where you had to put in the names of companies and number and origin of people involved in the project as participants have been taken out from the application form. Nevertheless, you need to indicate in the detailed project description the people and companies participating in project.

3. *Expenditure – eligible costs*

The eligible direct and indirect costs indicate the expenditure of your project.

"Eligible direct costs" that the following general criteria:

- Only costs incurred by people (either as project partners or participants in actions) coming form EU countries or candidate countries (Croatia, Iceland, Macedonia, Montenegro and Turkey) are eligible. The costs of representatives from non-EU countries (Norway and Switzerlandfor instance) may not be included in this item or the calculation. The following information from the Commission is of relevance in this connection: "Persons resident in third countries may participate in operations supported under this budget heading, but it is not possible to reimburse any expenses of such persons for travel, accommodation, subsistence or staff costs. Nor can these costs count toward the applicant's own contribution."
- They must be connected with the subject of the agreement.
- They must be necessary for performance of the action covered by the agreement.
- They must be reasonable and justified and they must accord with the principles of sound financial management, in particular in terms of value for money and cost-effectiveness.
- They must be generated during the lifetime of the action.
- They must be actually incurred by the beneficiary, be recorded in his accounts in accordance with the applicable accounting principles, and be declared in accordance with the requirements of the applicable tax and social legislation.
- They must be identifiable and verifiable

Calls for proposals for other budget headings contain the following remark: "Eligible direct costs are those costs which are identifiable as specific costs directly linked to performance of the action and which can therefore be booked to it direct." In other words, they are costs that can reasonably be deduced and calculated based on the activities referred to in the project description. According to the Commission, the following direct costs in particular are eligible: staff costs, travel and subsistence allowances, miscellaneous service costs and administration costs.

To assist your understanding of all the items, we will now go through the budget sections for heading 04.03.03.03 one by one.

3.1. *Personnel costs: Heading 1 – Staff costs*

You will need to calculate the daily unit cost of the gross salaries (including net salary, social security charges and other remuneration-related costs/ statutory costs) of the permanent or temporary staff involved in implementing the project. These staff members must be employed on employment contracts with the applicant organisation or one of its partners. The Commission wants to know exactly who is involved in the project, so you should always check that the names, positions and employment status of all these people are mentioned in the work programme and/or the detailed budget. At the end of the project, when you hand in the final activity and financial report, the beneficiary of the grant and its partners must be able to justify upon request these staff costs through supporting documents (in particular, you will need to include a table showing the hours/days and months worked on the project and copies of the wage slips for the months concerned).

Remuneration must be calculated according to the number of persons, the number of days (working days exclusively devoted to implementing the project) and the daily rate applied and should be based on an average of 225 working days per year. This has been changed in 2011 and the Commission provides complex rules in the Call of proposals. Thus the determination of the workable days should be made respecting the standard working time either under national laws, collective agreements or under the organisations' normal accounting practice.

Timesheets should not be sent to the Commission, except if specifically requested. For instance, when submitting the request for final payment, the beneficiary might be requested to provide pay slips and timesheets justifying the actual staff costs declared, as well as the basis for the calculation of daily rates and workable days.

Remuneration must not exceed either the remunerations and other charges usually paid by the applicant or the remunerations generally applied on the market for the same type of service.

Next let us see how to calculate personnel costs in practice. First of all, you need to distinguish between the different positions (functions) of the staff involved in implementing the project. Heading 2 includes five separate sub-items: project management, project administration, secretariat, accounting and other staff. The latter item relates mainly to <u>internal</u> experts, i.e. experts employed by the promoter or its partners. It is very important not to confuse the external experts under Heading 3 – costs of services with these internal experts.

Example 1*

Project team made up as follows:

- **1 project director**

  Confederal secretary of trade union X (promoter), Belgian employment contract, gross annual salary: €60,000, amount of time devoted to project: 15 days

- **1 project manager**

  Employee of trade union X (promoter), Belgian employment contract, gross annual salary: €45,000, amount of time devoted to project: 30 days

- **1 secretary**

  Employee of trade union X (promoter), Belgian employment contract, gross annual salary: €25,000, amount of time devoted to project: 25 days

- **1 accountant**

  Employee of trade union X (promoter), Belgian employment contract, gross annual salary: €30,000, amount of time devoted to project: 5 days

- **3 experts**

  1 employee of trade union X (promoter), Belgian employment contract, gross annual salary: €32,000, amount of time devoted to project: 10 days

  1 employee of trade union Y (partner), Hungarian employment contract, gross annual salary: €18,000, amount of time devoted to project: 10 days

  1 employee of trade union Z (partner), Swedish employment contract, gross annual salary: €70,000, amount of

* The costs in this and the following examples are **not** based on quotations and are therefore purely **indicative**.

time devoted to project: 10 days

Heading 1 - Staff costs

Management/Coordination (transnational and national)

Name	Name of organisation and function within the organisation	Status	Daily Salary cost	Number of days	Total
		Project manager	266.67	15.00	4 000.05

Total cost of Management/Coordination.. .... 4 000.05

Administration/Implementation of the project

Name	Name of organisation and function within the organisation	Status	Daily Salary cost	Number of days	Total
		Project administrator	200.00	30.00	6 000.00

Total cost of Administration/Implementation of the project.. .... 6 000.00

Secretarial costs

Name	Name of organisation and function within the organisation	Status	Daily Salary cost	Number of days	Total
		Secretary	111.11	25.00	2 777.75

Total cost of Secretarial costs.. 2 777.75

Accounting

Name	Name of organisation and function within the organisation	Status	Daily Salary cost	Number of days	Total
		Accountant	133.33	5.00	666.65

Total cost of Accounting.. ....666.65

Other staff

Name	Name of organisation and function within the organisation	Status	Daily Salary cost	Number of days	Total
		Expert	142.22	10.00	1 422.20
		Expert	80.00	10.00	800.00
		Expert	311.11	10.00	3 111.10

Total cost of Other staff.. 5 333.30

Total staff costs... .... 18 777.75

Table 1

D) Budget (G)

The calculation of the number of persons occupying each position and the days worked must be based on the project description. Most projects submitted under this heading have a management team comprising one director, one manager, one secretary and one accountant. Projects with a large number of active partners and activities to be implemented may have more than one manager and secretary. The number of internal experts will also vary depending on the project's objectives and the scale of the activities involved.

In general:

- the project manager works more days than the project director;
- the secretariat works a similar number of days to the manager;
- do not exaggerate the number of days worked by the accountant(s) (3 to 10): after all, their work is confined to organising reimbursements and writing the final financial report.

Remember the basic principle: this call is not intended to finance organisations' operating costs so if the calculation of the working days is too high the Commission will either cut the number down or reject the project.

3.2 Travel and accommodation: Heading 2 - Travel and subsistence allowances

3.2.1 Travel costs

Travel costs cover staff missions undertaken as part of project implementation (travelling to meetings, gatherings, interviews, etc.) and also the travel costs of those participating at the various meetings planned. These costs must always tie in with the project description, which must specify the number and type of journeys/missions to be organised. Travel and subsistence costs of interpreters are only covered by the grant if the application explains why it is not possible to hire them locally.

Travel expenses are calculated based on the means of transport used and the countries of origin and destination. Journeys must be made by the most direct and economic route. The following means of travel may be used:

- <u>Train</u>: unit cost per journey calculated on the basis of the first-class fare.
- <u>Aeroplane</u>: only for journeys over 400 km each way (may be used for shorter journeys only if there is no available train connection), or for a sea crossing; always economy class fare.
- <u>Car</u>: reimbursement on the basis of the first-class train fare for the same route, or at a flat rate of €0.25 per km.
- <u>Boat</u>: often used for journeys between Sweden and Finland.

Example 2

- One preparatory meeting in Brussels involving 5 participants, 3 travelling by plane (1 from Hungary, 1 from Germany, 1 from Spain,) and 2 by train (from Belgium)
    - Average plane journey: €400
    - Average train journey: €20

→ *Average cost per journey (preparatory phase): (€400* x 3) + (€20 x 2) / 5 = €248

- One conference in Berlin involving 53 (in total), of which 50 participants will travel: 48 travelling by plane (10 from Belgium, 5 from Hungary, 5 from Germany, 5 from Sweden, 5 from Spain, 4 from the UK, 4 from Italy, 4 from Turkey, 3 from Greece, 3 from Lithuania,) 2 by train (from Belgium), 3 stay already in Berlin.
    - Average plane journey: €350
    - Average train journey: €20

→ *Average cost per journey (implementation phase): (€350* x 48) + (€20 x 2) / 50= €336.80

- One follow-up meeting in Brussels involving 6 participants, 4 travelling by plane (2 from Hungary, 1 from Germany, 1 from Spain,) and 2 by train.
    - Average plane journey: €400
    - Average train journey: €20

→ *Average cost per journey (follow-up phase): (€400* x 4) + (20 € x 2) / 6 = €273.33

Table 2

Travel and subsistence allowance :

Purpose of the travel	Place of the event	Average travel cost per person	Number of people	Travel sub-total	Daily Cost per person	Number of people	Number of days	Subsistence sub-total	Total
Preparatory phase Steering committee	Brussels	248.00	5	1 240.00	106.00	5	1.00	530.00	1 770.00
Main event Conference	Berlin	336.80	50	16 840.00	140.00	53	1.00	7 420.00	24 260.00
Follow up Steering committee	Brussels	273.33	6	1 639.98	115.00	6	1.00	690.00	2 329.98

Travel Total	**19 719.98**
Subsistence Total	**8 640.00**
Total	**28 359.98**

Train and boat fares can usually be calculated by consulting rail company websites. To calculate the unit costs of aeroplane tickets, the promoter is advised to request a quotation from a travel agent. It is also advisable to enclose a copy of the quotation with the grant application for information purposes.

Be careful not to mix up travel expenses with local transport costs (taxi, bus, tram, metro, etc.). The latter should be included to the "subsistence allowances" (see below).

3.2.2 Subsistence allowances

The budget also allows for the reimbursement of **subsistence allowances** for those who travel. These must be calculated at the rates set by the Commission (see Annex I of the Call for

Proposals). There are two types of allowance: the daily subsistence allowance (DSA), and the maximum hotel price. The rates vary according to the country in which the meeting or mission is taking place.

The rates for 2011 are as follows:

Member States:

Destinations		***DSA in €***	***Maximum hotel price in €***
AT	Austria	95,00	130,00
BE	Belgium	92,00	140,00
BG	Bulgaria	58,00	169,00
CY	Cyprus	93.00	145.00
CZ	Czech Rep.	75.00	155.00
DE	Germany	93.00	115.00
DK	Denmark	120,00	150,00
EE	Estonia	71.00	110,00
EL	Greece	82,00	140,00
ES	Spain	87,00	125,00
FI	Finland	104,00	140,00
FR	France	95,00	150,00
HU	Hungary	72,00	150,00
IE	Ireland	104,00	150,00

Destinations		***DSA in €***	***Maximum hotel price in €***
IT	Italy	95,00	135,00
LT	Lithuania	68,00	115,00
LU	Luxembourg	92,00	145,00
LV	Latvia	66,00	145,00
MT	Malta	90,00	115,00
NL	Netherlands	93,00	170,00
PL	Poland	72,00	145,00
PT	Portugal	84,00	120,00
RO	Romania	52,00	170,00
SE	Sweden	97,00	160,00
SI	Slovenia	70,00	110,00
SK	Slovakia	80,00	125,00
UK	United Kingdom	101,00	175,00

Candidate countries

Destinations		***DSA in €***	***Maximum hotel price in €***
HR	Croatia	60.00	120.00
MK	Macedonia	50,00	160,00

Destinations		***DSA in €***	***Maximum hotel price in €***
TR	Turkey	55.00	165.00
IS	Iceland	85,00	160

Daily subsistence allowances (DSA) are paid as a flat-rate amount and are considered to cover breakfast and two main meals, local travel, the cost of telecommunications, including fax and Internet, and all other sundries. They will be paid for each calendar day spent on mission away from the usual place of work, provided that the corresponding assignment is of a short-term nature. DSAs are to be calculated as follows according to the length of the mission:

- 6 hours or less: reimbursement of actual expenses (on production of supporting documents);
- more than 6 hours but not more than 12 hours: 0.5 DSA;

- more than 12 hours, but not more than 24 hours: 1 DSA;
- more than 24 hours but not more than 36 hours: 1.5 DSA;
- more than 36 hours but not more than 48 hours: 2 DSA;
- more than 48 hours but not more than 60 : 2.5 DSA, and so on.

Example 3 (based on data from example 2)

- One preparatory meeting in Brussels involving 5 participants, of which:
  - 3 stay one night in a hotel (1 from Hungary, 1 from Germany, 1 from Spain,); Average hotel in Belgium per night with B&B: €110
  - 2 require one meal (from Belgium) and 3 require two meals

  DSA: €25 per meal

  → *Average cost per accommodation/subsistence (preparatory phase): (€110* x 3 x 1) + (€25 x 2 x 1) + (€25 x 3 x 2) / 5 = €106
- One conference in Berlin involving 53 participants, of which:
  - 50 stay two nights in a hotel (12 from Belgium, 5 from Hungary, 5 from Germany, 5 from Sweden, 5 from Spain, 4 from the UK, 4 from Italy, 4 from Turkey, 3 from Greece, 3 Lithuanians)

  Average hotel in Germany: €97
  - 50 require public transport from the airport/train station to the hotel/conference ((12 from Belgium, 5 from Hungary, 5 from Germany, 5 from Sweden, 5 from Spain, 4 from the UK, 4 from Italy, 4 from Turkey, 3 from Greece, 3 Lithuanians)

  € 25 per journey in average
  - 53 require two meals for two days

  DSA: €25 per meal

  → *Average cost per accommodation/subsistence _(implementation phase): (€97 x 50 x 2) + (€25 x 50 x 2) + (€25 x 53 x 2) / 53 / 2 = €140*
- One follow-up meeting in Brussels involving 6 participants, of which:
  - 4 stay one night in a hotel (2 from Hungary, 1 from Germany, 1 from Spain,)

  Average hotel in Belgium: €110
  - 2 require one meal (from Belgium) and 4 require two meals

  DSA: €25 per meal

  → *Average cost per accommodation/subsistence (follow-up phase): (€110 x 4 x 1) + (€25 x 2 x 1) + (€25 x 4 x 2) / 6 = €115*

D) Budget (G)

Table 3

Travel and subsistence allowance :

Purpose of the travel	Place of the event	Average travel cost per person	Number of people	Travel sub-total	Daily Cost per person	Number of people	Number of days	Subsistence sub-total	Total
Preparatory phase Steering committee	Brussels	248.00	5	1 240.00	106.00	5	1.00	530.00	1 770.00
Main event Conference	Berlin	336.80	50	16 840.00	140.00	53	1.00	7 420.00	24 260.00
Follow up Steering committee	Brussels	273.33	6	1 639.98	115.00	6	1.00	690.00	2 329.98

Travel Total	**19 719.98**
Subsistence Total	**8 640.00**
Total	**28 359.98**

The amount for accommodation and DSA as indicated in the table above is considered the upper limit. However, for the daily costs per person you should

- always try to calculate the most accurate number of people to be accommodated,
- you should ask for offers for hotel rooms (including breakfast) and
- for lunch and dinner
- Furthermore, take into account some extra costs for taxi or public transport from the airport/train station to the hotel/conference place.

It may be difficult to find hotels that offer accommodation and meals at the Commission's prices. In most cases, it should be possible to find hotels at prices close to, or lower than, the maximum prices set by the Commission. This is especially true of the prices charged by trade union training centres, which are well within the levels set by the Commission. In this case, we would advise you to use the true market cost since this will enable us to reduce the overall cost of the budget. However, the reverse situation may arise: namely, hotel prices that exceed the Commission rates (especially if you are organising meetings in high season and in European capitals). The best thing in this case would be to hold the meeting at another time or (if this is not possible) to choose a different city or country.

3.3. Miscellaneous services: Heading 3 – Costs of services

This section covers five items relating to services provided by bodies other than the promoter and its partners (subcontracting). Among others it includes publishing costs, translation costs, the costs of external expertise, interpretation costs and costs for evaluation.

As mentioned in the paragraph on the promoting organisation, the promoter and its partners must have the operational capacity to complete the activity for which a grant is being requested. However, the Commission is aware that there may be some parts of the project that neither the promoter nor its partners can perform, e.g. translating a document into a language other than that of the promoter or its partners, or conducting research into a topic requiring special expertise not possessed by the persons involved in the project. In such cases, the Commission allows parts of the project to be subcontracted to an external individual or organisation.

With its request to comply with subcontracting rules the text of the call for proposals is differentiating between general external services such as e.g. translation, interpretation or publication and services such as “external expertise”. External expertise is considered to be external knowledge on political or scientific issues which are needed for the project, e.g.an analysis paper needs to be produced by a research institute or an expert needs to give a presentation to the participants.

While translation and interpretation services as well as the production of publication is not very problematic, the Commission puts quite strict rules on the subcontracting of services to external experts (such as IT experts, researchers and experts intervening during conferences and workshops). Regarding the first case, you simply fill in the sections on translations, reproductions/ publications and interpretations and you apply the most reasonable market prices as explained below.

Subcontracting for **external expertise** is subject to more detailed and specific rules, which will be explained further below under the point “external expertise”Thus, promoters that choose to subcontract a limited part of their activities are required to seek competitive tenders from potential contractors and to award the contract to the bid offering best value for money. They must also observe the principles of transparency and equal treatment of potential contractors and avoid any conflict of interest. To this end, the legal representative must confirm his intention to comply with these rules by completing the compulsory annex “declaration on subcontracting” (see section “Mandatory annexes to the application”). Once the choice to subcontract has been made, the promoter shall ensure that the terms applicable to itself under the agreement are also applicable to its subcontractors.

The nature and value of all activities to be subcontracted must be declared in the detailed work programme and in the annex “contracts for implementing the action”.

3.3.1 Information dissemination

Under this sub-heading you enter all your publications like books, leaflets, CDs, web-pages etc. which will be used for disseminating the results of your project. This part of the project should not be underestimated since the Commission wants to have a prove in which way you will reach a wider audience with the project. And of course publications of any kind are a very concrete tool for spreading information. Regarding books and leaflets, like in this example, they can be also put under the sub-heading publications (see section 3.3.3.).

Example 4

1 book à 60 pages in 1000 copies: costs per book = € 6

1 leaflet à 1 page in 250 copies: costs per leaflet = € 3

1 CD in 100 copies: costs per CD = € 3,50

D) Budget (G)

Table 4

Information dissemination :

Nature of costs	Quantity	Unit cost	Total
book	1 000	6.00	6 000.00
leaflet	250	3.00	750.00
CD	100	3.50	350.00
Total information dissemination			7 100.00

3.3.2 Translation costs

The translation costs must include details of the number of languages, the number of pages to be translated and the rate applied per page. In addition, applicants should explain the nature of the documents to be translated in the detailed budget explanation. These documents may include research conducted as part of the project, invitations and documentation for a conference, publications, etc.

Translation costs vary considerably depending on the target and sources languages. Once again, therefore, the promoter must obtain a number of quotations so that it can choose the bid that offers the best value for money.

Example 5

Promoter X wishes to translate:

- a 60-page book into 3 languages (from French into English, Spanish and Turkish)
- a leaflet into 5 languages (from French into English, Spanish, Turkish, German and Italian)
  - Cost per page for EU languages: €40
  - Cost per page for Turkish: €50

→ average: €40 + €50 = € 90 / 2 = € 45

→ *Translation cost of book: (€45 x 60 x 3) = € 8,100*

→ *Translation cost of leaflet: (45 € x 1x 5) = € 225*

→ ***TOTAL translation cost : (€8,100 + € 255 = 8,325***

Table 5

Translations :

Description of documents to be translated	Languages from ... to ...	Total number of languages (the document is translated to)	Cost per page (1 page=1500 characters without blanks)	Number of pages	Total
book	from French to English, Spanish, Turkish	3	45.00	60	8 100.00
leaflet	From French, to English to Spanish, German, Italian and Turkish	5	45.00	1	225.00
Total translations					8 325.00

As above, if the translation cannot be done internally, the promoter must apply the subcontracting rules.

3.3.3. Publishing costs

This covers publications directly related to the activities contained in the work programme and reproduced by other means than photocopying. Such publications may include books, magazines, posters and leaflets. The publishing costs must include details of the number of pages, the unit cost per page and, and the nature of the document to be published. The unit cost will depend largely on the quality of the paper , the type of publication and the quantity of copies. The promoter must obtain quotations in order to determine the unit cost.

Example 6

- Promoter X wishes to publish:
    - a 6o-page book with a print-run of 1,000
    - a leaflet with a print-run of 250

→ *Cost of the book (€0.10 x 60 x 1,000) = 6,000*

→ *Cost of the leaflet (€3 x 1x 250) = €750*

Table 6

Reproductions and publications :

Document	Number of pages	Unit cost	Total
book	60 000	0.10	6 000.00
leaflet	250	3.00	750.00
Total reproductions and publications			6 750.00

There are two ways to enter the date on publications: either you calculate the cost including all copies for the (e.g.) book (see example 6 and table 6) or you calculate the costs only for one book (see example 4 and table 4) and calculate the costs of the copies under sub-heading “Information dissemination” (see section 3.3.1.)

Example 7

a 60 page book with costs per page of € 0.1: € 0.1 x 60 = € 6 per book

a leaflet of 1 page with costs per page € 3 x

Note: The number of copies for the book (1000) and for the leaflet (250) are put in the sub-heading “Information dissemination”

D) Budget (G)

Table 7

Reproductions and publications :

Document	Number of pages	Unit cost	Total
Book	60	0.10	6.00
leaflet	1	3.00	3.00
Total reproductions and publications			**9.00**

If the promoter cannot produce the publication internally, it must call in an outside operator and the rules on subcontracting will apply. <u>Photocopying costs should not be charged to this item but to overheads.</u>

3.3.4. Specific evaluation

This sub-heading is **not** relevant for the projects under this Call. Some other call for proposals of the social dialogue budget lines require an external evaluation at the end of the project with a report which needs to be annexed to the final report.

3.3.5. Interpreting costs

Promoters must calculate the cost of each interpreter per day, the number of interpreters needed and the number of days worked. The number of days will be linked to the length of the meetings described in the work programmes. This document (or else the detailed budget explanation) should also include a description of the planned working languages and distinguish between active and passive interpretation.

The daily rate of an interpreter varies depending on the type of interpreting (consecutive or simultaneous), the language availability in the country where the meeting is being held and the market price in that country. More than one quotation should therefore be sought. The number of interpreters will depend on the number of languages needed to successfully hold the meeting. In general, two simultaneous interpreters should be allowed for each language.

Interpreting costs should also be split up by project phase (preparation, main event and follow-up).

Example 8

Promoter X requires interpreting for three meetings in the following languages:

- One preparatory meeting in Brussels (1 day): 2 languages, French and German
- One conference in Berlin (2 days): 5 languages, French, English, Spanish, German and Turkey
- One follow-up meeting in Brussels (1 day): 2 languages, French and German

  - Daily cost per interpreter in Brussels , VAT included: 600
  - Daily cost per interpreter in Berlin , VAT included: €600

<u>Note</u>: for each language two interpreters need to be employed!

D) Budget (G)

Table 8

Interpretation :

Meeting	Languages	Number of interpreters	Number of days	Daily cost per interpreter	Total
Preparatory Meeting	French German	4	1.00	600.00	2 400.00
Conference	French English Spanish German Turkey	10	2.00	600.00	12 000.00
Follow up Meeting	French German	4	1.00	600.00	2 400.00
Total interpretation					16 800.00

Interpreters' travel and accommodation expenses are not normally covered by the grant. Interpreters should be hired locally. For interpreters' travel and accommodation expenses to be covered by the grant, it must be impossible to hire interpreters locally and the applicant must explain the reason for this in the work programme.

3.3.6 External expertise

Promoters might have to call on experts outside their organisation/ company to undertake a limited part of their project (carry out a study/survey, contribute to a conference, etc). It is important to distinguish between external expertise (for which special subcontracting rules apply) and internal experts. Internal experts are individuals employed on employment contracts by the applicant organisation or one of its partners. Their daily unit costs are therefore calculated on the basis of their actual salaries. The work and tasks performed by the project partners (as described in the letters of commitment) are not subject to the rules on subcontracting. However, it is not permissible to include normal commercial suppliers of goods and services as project partners in order to avoid these rules. By way of example, and without limiting the exclusions to the examples listed, the Commission does not find it appropriate to include as project partners independent consultants, conference organisers, etc.

By contrast, external experts are not employees of the applicant or its partners. They are usually experts (university professors or researchers, consultants, trainers, discussion leaders, webmasters etc.) who work either independently or for organisations not represented in the project team. The daily unit cost of such experts is set based on market costs and depends on a number of factors (tasks to be accomplished, quality of expertise required, duration of work, etc).

Example 9

Promoter X needs two external experts to implement its project:

- 1 instructor, who has to work 10 days. For this work promoter X intends to pay €450 per day, VAT included;
- 1 researcher who has to write a report on a specific topic and will work for 15 days. For this work, promoter X intends to pay €300 per day, VAT included.

D) Budget (G)

Table 9

External expertise :

Task	Number of days	Daily cost	Total
Instruction	10.00	450.00	4 500.00
Research; report writing	15.00	300.00	4 500.00
Total external expertise			9 000.00

As a general rule, subcontracting for external expertise **is only admissible if the staff of the project promoter or partners do not have the skills required.** For this reason, it is very important that the applicant justifies the use of external expertise and the nature and value of all the expertise called for by the work programme[7]. It is also important to explain the selection and award procedures to be used.

The Commission prepared 2 documents on subcontracting that have to be annexed to the project application and can be downloaded in the SWIM Application form, Section E.

- The legal representative has to sign a declaration on sub-contracting (Annex E.12)
- The Annex “Contracts for implementing the action” (E.7) asks for specific information on each contract, on tasks involved, reasons for contracting and the selection procedure.

If the project is accepted, the Commission's rules on subcontracting must be applied to the external expertise.

First and foremost, the applicant must draw up tender specifications and publish the call for tenders. Once the bids have been sent in and the deadline for receipt of bids has passed, the applicant must choose the contractor whose tender offers best value for money, i.e. the one offering the best price-quality ratio. Contracts must be awarded in writing. The Commission's rules also demand compliance with the principles of transparency and equal treatment and the avoidance of any conflict of interests in the choice made.

- Contracts with a value less than or equal to € 5 000 may be awarded on a basis of single tender.
- Where the value of the procurement contract to be awarded exceeds € 5 000 up to € 60 000, the promoter must provide information on the nature, value and reason for the amount of subcontracting and publish a call for tenders by using the model for tender specifications.
- Where the value of procurement contract awarded exceeds € 60 000, the beneficiary must be able to prove, if requested, that they have sought bids –by registered letter- from at least five different tenderers, including proof of posting and proof that they have posted the call for tender of invitation to tender at least on their website and provide copy of draft tender specifications.

7 Applicants should not underestimate the importance of the description of plans and procedures for external expertise included in the work programme. If the project is accepted, this information will form a part of the grant agreement. The Commission reserves the right to verify that the beneficiary has carried out the subcontracting in accordance with this description and with the rules included in the grant agreement. Failure to comply with these conditions will constitute grounds for non-acceptance of the costs of subcontracting in the final accounts of the beneficiary.

D) Budget (G)

Even if the activity is subcontracted, the beneficiary retains sole responsibility for carrying out the agreement and for compliance with its provisions. In addition, the beneficiary must undertake to make the necessary arrangements to ensure that the contractor waives all rights in respect of the Commission under the agreement. In the written contract between the grant beneficiary and the subcontractor, the latter must undertake to accept checks and/or audits under the same conditions as those applied to the direct beneficiary of the financial agreement with the Commission.

3.4. Administration: Heading 4 – Administration costs

Administration costs cover expenditure on any equipment needed to implement the project effectively. This expenditure is intended to cover specific usage of equipment for the project, which must be included in the project description. It is important not to charge to the budget equipment needed for the functioning of the organisation, by virtue of the general rule that this type of call for proposals is not intended to cover organisations' operating costs.

3.4.1. Computer equipment

This item generally covers the costs of hiring computer equipment (projector, flip-flop charts, etc.). In this case, the applicant must indicate the unit cost of hiring these tools and the number of days. A description of the equipment must be included and justified in the work programme.

It should also be stressed that this budget heading does not cover the purchase of computer equipment. Where fixed assets are purchased (computers, printers, photocopiers, etc.), only the annual depreciation value for the period in question can be taken into account. The depreciation of new and old equipment (under three years old) is permitted over three years. The straight-line depreciation of new software takes place over two years. Only that part of the equipment used for the action may be depreciated.

Example 10

PC acquired in 2005 for the sum of €999; depreciation is 999/3 years = 333 €/year. Equipment used over a 6-month period; authorised depreciation: €333/2 = €166.5.

Table 10

Depreciation for purchase of equipment :

Type of equipment	Estimated depreciation cost
Computer equipment	166.50
Total depreciation	**166.50**

3.4.2. Cost of hiring rooms and offices

The costs of hiring rooms include costs incurred by the conferences/seminars /meetings scheduled in the work programme as well as offices. Especially for the calculation of costs for office rent, the costs must be limited to the depreciation value over the period of the action and assessed on the basis of acceptable costs.

Example 11

Promoter X needs to hire rooms for the following meetings:

- One preparatory meeting in Brussels (1 day) involving 5 participants
  - Daily cost per meeting room (for 10 people) in Brussels: €100
- One conference in Berlin (2 days) involving 53 participants
  - Daily cost per conference room (for 60 people) in Berlin: €750
- One follow-up meeting in Brussels (1 day) involving 6 participants
  - Daily cost per meeting room (for 10 people) in Brussels: €100

Table 11

Hire of rooms :

Meeting	Number of days	Unit cost per day	Number of rooms	Total
Preparation	1.00	100.00	1	100.00
Implementation	2.00	750.00	1	1 500.00
Follow-up	1.00	100.00	1	100.00

Total hire of rooms **1 700.00**

3.4.3 Cost of hiring interpreting booths

The cost of hiring interpreting booths is calculated on the number of seminars and the days worked by the interpreters. You are advised to enter the costs of hiring microphones, projectors, flip-flop charts, etc, under "Others" (see below). Indicative amounts for rental of booths, exluding technical equipment in the call are: EUR 750 (excluding VAT) per booth per day; rental of booths with equipment and technical assistance: EUR 1200 (excluding VAT) per booth per day.

Example 12

Promoter X requires interpretation for three meetings in the following languages:

- One preparatory meeting in Brussels (1 day): 2 languages, French and German
- One conference in Berlin (2 days): 5 languages, French, English, Spanish, German and Turkish
- One follow-up meeting in Brussels (1 day): 2 languages, French and German
  - Daily cost per booth in Brussels, VAT included: €350
  - Daily cost per booth in Berlin, VAT included: €400

D) Budget (G)

Table 12

Hire of interpreting booths :

Meeting	Languages	Number of booths	Number of days	Unit cost per day	Total
Preparation	French German	2	1.00	350.00	700.00
Implementation	French English Spanish German Turkish	5	2.00	400.00	4 000.00
Follow-up	French German	2	1.00	350.00	700.00

Total Hire of interpreting booths **5 400.00**

3.4.4. Audits

Those costs are only relevant if the grand form the Commission exceed € 500 000. In this case you need to have an external auditor to check your budget, invoices and balance sheet.

3.4.5. Financial costs

These are costs for example for the setting up of a bank account. Not eligible financial costs are those relating to a interest costs for a loan.

3.4.6. Other expenditure

This item is very useful since it allows you to include all the expenditure that cannot be entered under the preceding items like costs of hiring conference equipment (microphones, technicians, etc.).

It is essential that you specify these costs in the project description.

4. Expenditure: Eligible indirect costs

4.1. Overheads: Heading 5 - Overheads

Overheads are indirect eligible costs resulting directly from implementation of the activities contained in the work programme and are limited to 7% of total eligible direct costs. They are a flat-rate amount intended to finance the overheads of the beneficiary organisation, and will only be paid if the organisation is not already receiving operating grants from the Commission. Should a promoter run several projects in the same year, the Commission can reduce this maximum flat rate with regard to the work programmes in order to avoid double financing.

This general heading can include operating costs such as maintenance, stationery, photocopying, mailing, telephone and fax costs, heating, electricity or other forms of energy, water, office furniture, insurance and any other expenditure necessary for the successful completion of the project.

Mailing costs are also considered as overhead costs and cannot be accepted under the headings "publishing" or "administration".

If the approved budget includes a reserve for eligible indirect costs, the expenses relating to it do not have to be supported by accounting documents.

D) Budget (G)

The acceptable value of indirect costs will be finally established by the Commission at the end of the project by reference to the total eligible direct costs. In no case can indirect costs exceed 7% of the value of these eligible direct costs.

Table 13

Heading 5 - Overheads	
Overheads associated with the operation are limited to a maximum flat-rate of 7% of the total eligible direct costs. Taking account of the figures already filled in for the previous items, the maximum eligible amount is:	7 274.34
Amount :	7 000.00

5. Revenue

5.1. Income: Heading 6 - Income

The contractor must take care to avoid any unnecessary or unnecessarily high expenditure and must not derive any profit or gain from the European Union contribution.

Total income must be identical to total expenditure. The income side should only cover expenditure indicated in the budget.

5.1.1 Income produced by the operation

Revenues arising from the activities of the project (such as sales of publications produced during the project, registration fees, financial interest, etc.) should be estimated and included in the income side of the budget.

5.1.2. Own contribution

Under heading 04.03.03.03., the applicant and/or its partners are required to make a financial contribution to the project of at least 20%. The 20 % are the sum of the applicant´s contribution and of the partner’s contribution. One way to cover those costs are the staff costs under heading 1., i.e. the applicants and its partners will contribute with their staff which they employ.

5.1.3. Partner’s contribution

The partners must indicate, among other things, the amount of any financial contribution they make in their letters of commitment. As we have seen, these letters must be included in the grant agreement (see section on partnership). In order to ensure that such contributions are forthcoming, the Commission will, at the appropriate time, ask the applicant for proof of co-financing.

It is also possible for the applicant to obtain additional financial contributions from other donors (national or regional authorities, etc.).

5.1.4. *Grant requested: EU grant*

The grant may not cover the total cost of the project. In principle, the EU contribution will cover up to 80% of total eligible costs. The Commission grant is calculated on the basis of real and eligible expenditure and cannot exceed the total eligible costs.

If your project is selected for a grant, the Commission will calculate its contribution in Euro and express it as a percentage of the total cost of the project. The same percentage will be used for payment of the grant. If your actual expenditure turns out to be lower than the expenditure for which you budgeted, the actual grant will also be reduced (but the percentage contribution will remain the same). If your actual expenditure turns out to be higher than the expenditure budgeted, under no circumstances can the Commission grant be increased.

Table 14

Heading 6 - Income

F.6.1	
Beneficiary's contribution in cash:	
Own contribution :	12 500.00
Partner's contribution :	10 000.00
Total beneficiary's contribution in cash (C)	**22 500.00**
Revenue generated by the Action (R) :	0.00
Community Grant (S)	**89 544.20**
Total Income (T) (where T = C + R + S)	**112 044.20**
TOTAL REVENUE OF THE ACTION (T) (T = Total Eligible Costs = D + I)	**112 044.20**
Please check that you do not exceed the maximum percentage for Community funding established in the call for proposals. Based on the figures already filled in for the previous items, the percentage of the total eligible costs you are requesting is :	**79.92**

6. *Reserves for contingencies*

Reserves for contingencies cannot be calculated in the budget.

Nonetheless, the 10% flexibility rule can be applied. In other words, the estimated budget in a given section may be exceeded by up to 10% without the prior authorisation of the Commission, provided that this does not lead to an increase of the total grant awarded. However, it is recommended that you inform the Commission by mail.

By contrast if the transfer exceeds 10% of the total of each section, an *addendum* is requires which needs to be signed at least one month before the end of the benefit period. In this case, the beneficiary is required to lodge a written request with the Commission immediately and no later than one calendar month before the end of the benefit period. It must also justify the changes to the budget and include with its request a revised detailed budget.

7. Non-eligible expenditure

Expenditure which is not eligible includes the following:

- costs for EU-officials or national public officials
- Contributions in kind: Contributions in kind have been ineligible since 2004 but you need to know what they are so that you do not include them in your calculations by mistake. The Commission defines contributions in kind as "voluntary work and/or provision free of charge of elements essential for the implementation of the project, such as office supplies, etc."
- Cost of purchasing infrastructure equipment (with the exception of depreciation relating to purchased equipment, based on the project duration)
- Expenses related to the normal activities of the organisation rather than to the project
- Expenditure which is manifestly reckless or excessive
- Expenditure incurred outside the contractual period
- Costs which would have been incurred even if the project had not taken place
- Costs not consistent with market conditions
- Costs not entered in the account, which are not identifiable or not verifiable
- Invested capital costs, debts owed, interest on debts owed, bad debts receivable and exchange rate losses
- Expenses of representatives from non-EU countries
- Expenses of representatives from government institutions
- VAT, unless the beneficiary can show that he is unable to recover it.

E) Mandatory annexes to the application

Every grant application under heading 04.03.03.03 must be accompanied by a number of supporting documents. Most of these can be downloaded from the SWIM on-line form and must be sent in with your application file by post before the deadline specified in the Call for Proposals. The electronic versions of the following annexe must also be attached to your SWIM on-line application form: detailed work programme, detailed budget and the description of the action which need to be established by the applicant.

Please note that the **Commission's Evaluation Committee will not consider applications lacking one or more of these documents**.

The list below does not reproduce the annexes as listed in the SWIM form. Rather, it shows all the documents that need to be included in an application file, in the order indicated in the section on "Eligible applications" in Call for Proposals VP/2011/003.

The labelling of the annexes with E+Number corresponds to the list of annexes of the SWIM on-line form.

1. Covering letter of application (E.8)

Your application must be accompanied by a covering letter quoting the reference of the call and bearing the original signature of the legal representative of your organisation. The model letter can be downloaded from your SWIM on-line form. This annex should be handed in English, French or German.

In comparison to the previous years, the Commission asks for detailed information on the support your organisation has received for this project or this type of project. The major aim of the SDA's INFOPOINT project is to support promoters in preparing project applications and pursuing projects.

In order to indicate that the SDA has supported you, please fill in the following information, as requested by the Commission:

Supporter organisation Name: Social Development Agency - asbl.

Supporter organisation address: 5, Bvd du Roi Albert II - B-1210 Brussels

Type of support, if appropriate:

- Utilisation of SDA's **Vademecum** on drafting projects under budget heading 04.03.03.03 *(this publication!);*
- Utilisation of information on the **SDA website**, such as the Frequently Asked Questions, News and other Publications;
- **Individual support by SDA experts via e-mail, telephone or personal meetings** on your specific concept, project description, budget and the application process;
- Support by SDA in **finding project partners and/ or trainers;**
- Participation in a **project workshop** organised by SDA on how to develop project

contents and use the tools for the submission of a grant application;

- Utilisation of information in the SDA **newsletter PaRL** on information and participation rights, European Works Councils and related projects;
- Participation in **conferences and thematic workshops** organised by SDA to increase your knowledge and awareness of topics related with Information, Consultation and Participation;
- **Participation of SDA experts** in workshops/ conferences which are part of your project.

Annex E.8

OFFICIAL COVERING LETTER OF APPLICATION

This letter must be written on the official letterhead of the applicant organisation

a) APPLICATION No:………………………….. (allocated by SWIM)

On behalf of my organisation, *(Please insert name of the applicant organisation………………………………………………………………………),*
I hereby, Legal Representative, declare that I agree to the conditions of participation in the call for proposals VP/2010/003 – "Information, Consultation, and Participation of Representatives of Undertakings" (Budget heading 04.03.03.03) and submit an application for the following proposal:

b) TYPE of Project (I or II)*

c)TITLE (*Please insert the title of your action*)

……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………

Pursuant to point 3.1.2.5. of the Call for proposals VP/2010/003 -
I declare that my organisation has been mandated/has not been mandated*
IF MANDATED please insert:
d) Mandator's Name……………………………………………………………………..

Mandator's address:……………………………………………………………………….

Mandator's type of organisation (Trade Union Org., Employers Org.: EWC, undertakings)……………………………………………………………………………

I declare that my organisation has/has not * received a support for preparing or submitting this project to the Commission.

IF SUPPORT RECEIVED (*please insert clearly Name and address of the organisation that has supported this project and type of support).*

e)Supporter organisation Name:…………………………………………………………

Supporter organisation address:

……………………………………………………………………………………………
……………………………………………………………………………………………

Type of support:

……………………………………………………………………………………………
……………………………………………………………………………………………

I confirm that the information contained in the present request is correct and that all relevant information, which the European Commission may need in assessing the application and the appropriateness of making a grant, will be produced upon request.

I declare that my organisation and I, and our partners, will comply with and abide by these basic conditions and that we will co-operate fully with measures taken by the European Commission to oversee the actions.

Should my application be selected, I hereby agree that the name and address of my organisation, the name of legal representative, the mandator, if any, as well as the subject of the grant, the grant amount and the rate of funding be published on the Commission's Internet site (point 10 of Annex 1). I also undertake to mention clearly the Community funding in every instance, public or not, official or not, and on all information material.

I hereby agree that in order to achieve a wider dissemination of project results, the elements concerning, inter alia, the project description, results and methodology (see point 10 above) will be published on the internet site of the European Commission

Name of legal representative of the organisation:

► ……………………………………………………………………………………………

Position:

► ……………………………………………………………………………………………

Date ► ………………………… *Place* ► …………………………

Signature

► ……………………………………………………………………………………

Official stamp ►

2. Print-out of the application form

A print-out of the SWIM application form must be included in the file. The on-line form **must first be submitted electronically before printing**. It will then be clear that this is the final version as it will not bear the word "Draft" which appears on all printable versions of forms that have not been submitted electronically.

3. Grid on Persons and Occupational sectors concerned (E.11)

An excel document (E.10) on the subjects and the sectors involved in the project also has to be filled in and annexed to the dossier. This document will recall the profile (workers' representative, management representative, university expert, etc) and the origin (Country) of the persons involved in the actions of the project, as well as the sectors and the undertakings.

Annex E.11

Persons concerned

	Preparatory			Main event			Follow-up		
	M	F	Tot.	M	F	Tot.	M	F	Tot.
Worker's representatives									
- elected by works council									0
- company union representatives			0						0
- outside union representatives									0
Employers' representatives	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*	*0*
- company			0			0			0
- outside			0			0			0
Others							*0*	*0*	*0*
- Instructors			0						0
- Experts									0
- Discussion leaders			0			0			0
- Geographical origin							*0*	*0*	*0*
A - Austria			0			0			0
B - Belgium			0			0			0
CY - Cyprus									0
CZE - Czech Republic			0			0			0
D - Germany									0
DK - Denmark									0
E - Spain									0
EL - Greece									0
EST - Estonia			0			0			0
F - France									0
FIN - Finland									0
HU - Hungary									0
I - Italy			0			0			0
IRL - Ireland									0
L - Luxembourg			0			0			0
LTU - Lithuania			0			0			0
LVA - Latvia			0			0			0
NL - Netherlands									0
M - Malta									0
P - Portugal			0			0			0
PL - Poland									0
S - Sweden			0			0			0
SK - Slovak Republic			0			0			0
SVN - Slovenia			0			0			0
UK - United Kingdom			0			0			0
BG - Bulgaria			0			0			0
RO - Romania			0			0			0
MK-Macedonia			0			0			0
HR - Croatia									
TR - Turkey			0			0			0
OTHERS			0			0			0
TOTAL							**0**	**0**	**0**

* *Undertakings concerned*

	Name	Size	Town/City - Country	Sector(s)
a)				
b)				
c)				
d)				
e)				
f)				
g)				
h)				
I)				
j)				
k)				

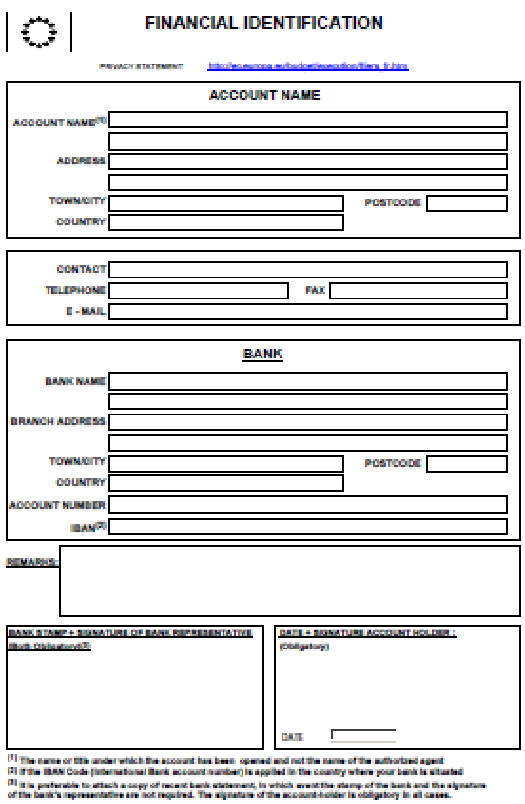
* *Occupational sectors concerned*

4. *Financial identification form (E.3)*

The financial identification form contains the promoter's bank details: information about the account holder, account number and details of the bank itself. It must bear the original signature of the **organisation's legal representative** (not the accountant's) together with the stamp and original signature of the bank. The bank account must be held in the name of the applicant. Applications cannot be accepted with an account held in the name of an individual.

For each country you can select a financial identification form (the example here is for UK). It can be downloaded at the following address:

http://ec.europa.eu/budget/info_contract/ftiers_en.htm



FINANCIAL IDENTIFICATION

PRIVACY STATEMENT

ACCOUNT NAME

ACCOUNT NAME[1]
ADDRESS
TOWN/CITY — POSTCODE
COUNTRY

CONTACT
TELEPHONE — FAX
E - MAIL

BANK

BANK NAME
BRANCH ADDRESS
TOWN/CITY — POSTCODE
COUNTRY
ACCOUNT NUMBER
IBAN[2]

REMARKS:

BANK STAMP + SIGNATURE OF BANK REPRESENTATIVE (Both Obligatory)[3]

DATE + SIGNATURE ACCOUNT HOLDER : (Obligatory)

DATE

[1] The name or title under which the account has been opened and not the name of the authorized agent
[2] If the IBAN Code (International Bank account number) is applied in the country where your bank is situated
[3] It is preferable to attach a copy of recent bank statement, in which event the stamp of the bank and the signature of the bank's representative are not required. The signature of the account-holder is obligatory in all cases.

Annex E.3

5. Legal entities form (E.4)

The legal entities form appropriate to the body applying for the grant (i.e. individual, private company or public entity) must be filled in. If the applicant is a trade union, the 'public entities' form should be used.

This form contains information such as the type of company involved, its registration number and the address of its head office. It can be downloaded at the following address:

http://ec.europa.eu/budget/info_contract/legal_entities_en.htm

The legal entities form has to be complemented by further documents proving the legal entity of your organization (if applicable): copies of the Certificate of official registration; Articles of association/ statues or equivalent; the applicants' tax or VAT number and a declaration of the legal representative

Annex E.4

LEGAL ENTITIES

PRIVACY STATEMENT http://ec.europa.eu/budget/execution/legal_entities_fr.htm

PUBLIC ENTITIES

TYPE OF COMPANY

NGO YES ☐ NO ☐ (Non-Governmental Organisation)

NAME(S)

ABBREVIATION

OFFICIAL ADDRESS

POSTCODE P.O. BOX

TOWN/CITY

COUNTRY

VAT**

PLACE OF REGISTRATION

DATE OF REGISTRATION DD MM YYYY

REGISTRATION No

PHONE FAX

E-MAIL

THIS "LEGAL ENTITIES" FORM SHOULD BE COMPLETED, SIGNED AND RETURNED TOGETHER WITH:
** A COPY OF THE RESOLUTION, LAW, DECREE OR DECISION ESTABLISHING THE ENTITY IN QUESTION;*
** OR, FAILING THAT, ANY OTHER OFFICIAL DOCUMENT ATTESTING TO THE ESTABLISHMENT OF THE ENTITY BY THE NATIONAL AUTHORITIES*
*** IF THIS FIELD IS COMPLETED, PLEASE ATTACH AN OFFICIAL VAT DOCUMENT*

DATE:

NAME + FUNCTION OF AUTHORISED REPRESENTATIVE

SIGNATURE

STAMP

5.1 Certificate of official registration (if available)

A copy of the **certificate of official registration** or other official document attesting to the establishment of the entity (if available – since most of the trade unions in Europe are not registered) has to be handed in. In case of trade unions this document is not necessary.

5.2. Articles of association/statutes

A copy of the organisation's **articles of association/statutes or equivalent** proving the eligibility of the organisation has to be handed in.

5.3. Applicant's tax or VAT number(if available)

A copy of a document proving the applicant's **tax or VAT number** (if available). In case of trade Unions this is not necessary. This concerns foremost commercial organisations, which are mandated by a social partner.

5.4 Declaration of the legal representative (if appropriate)(E.14)

Exclusively in the case of social partner organizations without legal personality, a signed declaration of the legal representative stating his capacity to undertake legal obligations has to be handed in. A draft model can be found from 2011 onwards attached to the SAGA form.

Annex E.14

Declaration for the organisations without legal personality under the applicable national law
(e.g. Social Partners in some M.S)

I, the undersigned,

- *Name, First name –*

- *function*

legal representative of – *name of the Organisation without legal personality under the applicable national law -*

certify my capacity to undertake legal obligations on behalf of the quoted Organisation .

Place, date.

Signature.

6. Detailed work programme and detailed budget (E.6)

A Word-document containing the detailed work programme and detailed budget for the project must be submitted and signed by the legal representative. This must be a separate document – the project description in the grant application form is not enough. The programme must provide a detailed description of the project and a timetable for the activities. The detailed budget explanation must respect the format and numbering of the budget section in the SWIM application form and provide any additional relevant information concerning the budget for the project. This annex should be handed in English, French or German.

6.1 Description of the Action (E.5)

The Commission has newly introduced the Annex E.5 “Description of the action”. This is a word document requested in addition to the “Detailed work program”. The text will be inserted in the DATA BANK created on EUROPA web page to disseminate the results of the Call for Proposals. This annex must give a comprehensive description of the scope, objectives, methodology and event. This annex should be handed in English, French or German.

7. Signed letters of commitment/partnership (E.2 = E.10)

Your application file must include **original** letters of commitment from all the partners involved in the project (whether providing financial and/or technical assistance), signed by their respective legal representatives, Beside the contact details of the person responsible within the partner organisation and the overall sum of a financial contribution (if it the case) the letter should give **detailed** description on the task and role of the partner organisation. This annex should be handed in English, French or German.

Annex E.2 = E.10

LETTER OF COMMITMENT FROM PARTNERS PARTICIPATING IN, AND/OR PROVIDING A CASH CONTRIBUTION TO THE PROPOSED PROJECT
This letter must be written on the official letterhead paper of the organisation. In terms of contribution to the costs of the project, *(name of partner)* will provide a cash contribution to the project of __________ Euro. Call for proposals VP/2011/003 Letter of commitment This letter is to confirm that *(name of partner organisation)*, represented by *(name of legal representative)* is committed to participate in and/or contribute to the financing of [delete as appropriate] the project entitled *(title of project)*. As a partner in this project, my organisation is undertaking to perform the following roles and tasks as set out in the work programme *(description of the roles and tasks):* Date & legal representative's signature

8. The declaration (written and signed by the project manage) certifying the professional competence of the project team (E.15), accompanied by their CVs.

A written declaration signed by the project manager is requested, certifying the professional competence of the team performing the tasks of the project. This declaration ensures the evaluator that the team built for the project has the operational capacities and the experience necessary for the project. A draft model can be found from 2011 onwards attached to the SWIM form.

It has to be accompanied by the Curriculum vitae of the project manager, showing clearly his/ her employment relation with the promoter.

In addition the CV of each member of the « project team » has to be included.

These annexes should be handed in English, French or German.

Annex E.15

Declaration certifying the professional competence of the team performing the tasks associated with the action for which funding is requested.

I undersigned –

– *Name, first name (as quoted in the Application Form)*

Responsible for managing the action for which the funding is requested

-*name of the project*

certify the professional competence of the team performing the tasks associated with the action for which funding is requested.

Please find attached.
- my curriculum vitae indicating clearly the current employer with whom it exists either a permanent or temporary contract of employment;
- curricula vitae of the persons who will perform the tasks associated with the action (where applicable), for which funding is requested

Place, date:

Signature of the person responsible for managing the action (as quoted in the Application Form):

9. Sub-contracting (E.7, E.12) (if appropriate)

In case of sub-contracting, the promoter has to hand in the Declaration on Sub-Contracting (E.12) once, as well as the Annex "Contracts for implementing the Action" (E.7) for each subcontractor. The "model for tender specifications" demanded in previous years is not mentioned in the call any more.

Through the declaration (E.12), the legal representative of the organisation applying for the grant undertakes, on behalf of the organisation, to observe the principles of transparency and equal treatment when subcontracting as part of the project. In particular, this means that the promoter must avoid any conflict of interest in such cases, seek competitive bids from potential contractors and award contracts in writing to the bid offering the best price/quality ratio. The promoter also declares that in these contracts subcontractors will undertake to accept checks or audits under the same conditions as those applied to the direct beneficiary of the grant. Finally, the promoter accepts the Commission's right to verify that the beneficiary has carried out the subcontracting in accordance with the rules included in the grant agreement. If this is not the case, the promoter accepts the non-acceptance of the costs of subcontracting in the final accounts.

The annex "Contracts for implementing the Action" (E.7) asks for detailed information on the tasks carried out by the sub-contractor, the reasons for subcontracting and the selection procedure. The template also asks for the Contractor's official name (if known). This question of the standard document for all budget headings is not appropriate for the 04.03.03.03 budget heading, since the Call for Proposal asks for competitive tenders to be undertaken once the project will have started. **Therefore the name of the future Contractor should not be known to you at the time of applying.**

Annex E.12

DECLARATION ON SUB-CONTRACTING VP/2011/003

As legal representative of the organisation ..... (name of applicant organisation) submitting the grant application for the project "(project title)", I undersigned [*name, forename, function*] declare hereby on my honour that the applicant will:

- Observe the principles of transparency and equal treatment and avoid any conflict of interest;
- Seek competitive tenders from potential contractors and award contracts in writing to the bid offering the best value for money i.e. the best price/quality ratio;
- Ensure that, in the written contract with the subcontractor, the latter will undertake to accept checks or audits under the same conditions as those applied to the direct beneficiary of the grant agreement with the Commission;
- Accept the Commission's right to verify that the beneficiary has carried out the subcontracting in accordance with this description and with the rules included in the grant agreement. Failure to comply with these conditions will constitute ground for non-acceptance of the costs of subcontracting in the final accounts of the beneficiary.

Signed

(Legal Representative)

Date

Annex E.7

CONTRACTS FOR IMPLEMENTING THE ACTION

Reasons must be given for contracting out implementation work.

Contracts must be awarded to the tender offering best value for money, that is to say, to the tender offering the best price-quality ratio, care being taken to avoid any conflict of interest. Any special rules in this connection contained in the call for proposals or any other document governing the grants concerned must be complied with.
The information below must be given for each contract covering a heading or sub-heading of the costs of the action or work programme concerned:
(add further sheets if necessary)

- Tasks involved:
- Reasons for contracting out implementation work:
- Selection procedure:

• Contractor's official name (if known):

10. The most recent balance sheet of the organisation

A balance sheet must be included in the file, demonstrating the financial and operational capacity of the applicant. Note that the Commission reserves the right to request balance sheets from previous years, if necessary.

11. External audit report (if appropriate)

This document is only required for grant requests over **€500,000**. It must be produced by an approved auditor, certifying the last year available and assessing the applicant's financial viability (not necessary for public bodies). This annex should be handed in English, French or German.

12. Declaration on honour (E.1)

This declaration, which must be written on the official letterhead paper of the organisation, is the document by which the promoter's legal representative accepts that, in the case of false declarations, administrative and financial sanctions could be implemented against him/her and against the organisation that he/she represents.

The legal representative officially declares that the organisation applying for the grant has not been the subject of bankruptcy proceedings, been convicted of an offence or been the subject of other judgments concerning its professional conduct, fulfils its legal obligations, is not subject to a conflict of interest and has duly provided all the information required by the European Commission during the selection phase. This annex should be handed in English, French or German.

Annex E.1

This declaration must be written on the official letterhead paper of the applicant organisation and have the original signature of the legal representative

DECLARATION BY THE APPLICANT

I, the undersigned, ____,
authorised to represent the applicant, hereby request from the Commission a grant of
EUR ____
with a view to implementing the action / work programme on the terms laid down in this application.

I certify that the information contained in this application is correct and that the applicant organisation has not received or applied for any other Union funding to carry out the action / work programme which is the subject of this grant application.

I declare on my honour that the applicant organisation has access to stable and adequate funding to maintain activities for the period of the project to help finance it as necessary.

I declare on my honour that the applicant organisation has the operational capacity and the operational resources (technical, management) to successfully complete the activity.

I certify on my honour that the applicant organisation is not in one of the situations which would exclude it from taking part in a Union grant programme and accordingly declare that the organisation:

- is not bankrupt or being wound up, is not having its affairs administered by the courts, has not entered into an arrangement with creditors or suspended business activities, and is not in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- has not been convicted of an offence concerning its professional conduct by a judgment which has the force of *res judicata*;
- is not guilty of grave professional misconduct proven by any means which the contracting authority can justify;
- has met its obligations relating to the payment of social security contributions or taxes under the legislation of the country in which it is established;
- has not been the subject of a judgment which has the force of *res judicata* for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Union's financial interests;
- is not currently subject to an administrative penalty for having been found guilty of serious misrepresentation in supplying the information required by the Authorizing Officer or for failing to supply such information, or for having been declared to be in serious breach of contract for failure to comply with its contractual obligations subsequent to another procurement procedure or grant award procedure financed by the Union budget;
- is not subject to any conflict of interest;
- is not guilty of misrepresentation in supplying any information required by the Authorizing Officer or of failing to supply this information.

I have been informed that, under Council Regulation (EC, Euratom) N° 1605/2002 of 25 June 2002 on the Financial Regulation applicable to the general budget of the European Communities[8], applicants found guilty of false declarations may be subject to administrative and financial penalties in accordance with the conditions laid down in that Regulation.

The administrative penalties consist in being excluded from all contracts or grants financed from the Union budget for a maximum of two years from the date on which the infringement is established, as confirmed after an adversarial procedure with the applicant. This period may be extended to three years in the event of a repeat offence within five years of the first infringement. Applicants who are guilty of making false declarations will also receive financial penalties representing 2% to 10% of the value of the grant being awarded. This rate may be increased to 4% to 20% in the event of a repeat offence within five years of the first infringement.

Name / first name:

Title or position in the applicant organisation:

Signature and official stamp of applicant:

Date:

13. Letter of mandate (if appropriate)(E.9)

In case the promoter is a mandated body, this letter shall contain details on the mandator, the content of the mandate, the reasons for the mandate, the assistance and/or participation of mandator in the project, if any, the original signature of the legal representative of the mandator.

[8] OJ L 248, 16.09.2002, p.1, as last amended by Council Regulation n°1525/2007 of 17 December 2007, OJ L 343, 27.12.2007, p.9

Annex E.9

LETTER OF MANDATE AS STATED AT POINT 3.1.2.1.
(If requested at point 3.1.2.1 of the Call for Proposals) ***This letter must be written on the official letterhead paper of the mandator*** **<u>Call for proposals VP/2011/003</u>** **LETTER OF MANDATE** I, the undersigned, (*name*), Legal representative of the organisation: (*name of the organisation that you represent*), hereby declare that I have given Mandate to (*specify name of mandated body*), legally represented by (*name of legal representative of the mandated body*), to submit an application to carry over the project (*name of the project*), intended to …. …. … … … … (*specify object of the project*). … … … … … (*specify name of mandated body*) has been chosen because … … … … (*specify reason(s) of your choice of the mandated body*) and because our organisation is not able to implement the project due to … … … … … … … (*list reasons*). Our organisation will / will not participate in the project as ….. *Signature:* … … … … … … … *(Legal representative)* Date:: … … … … … … …

14. The most recent activity report of the applicant's organisation (if available)

If it is available (some eligible candidates, as ETUC, do not have any activity report), it has to include all the actions undertaken by the organisation; it help in proving that the applicant has the operational capabilities and the experience necessary to coordinate the project for which the financial support is demanded. This annex should be handed in English, French or German.

15. Applicant's organisational chart

An organizational chart has to be included, showing the structure of the applicant's organization including the members of staff involved in the project, their positions and employment status. . This annex should be handed in in English, French or German.

Sources

- European Commission, **Call for Proposals 04.03.03.03. Information, Consultation and Participation of Representatives of Undertakings** (2011)
- European Commission, **Call for Proposals 04.03.03.02. Information and training measures for workers' organisations** (2011)
- European Commission, **Call for Proposals 04.03.03.01. Industrial Relations and Social Dialogue** (2011)
- European Commission, **SWIM - End User Manual, Version 2.1,** February 2011
- European Commission, EuropeAid, **Project Cycle Management Guidelines**, March 2004
- European Commission, **Vademecum on Grant Management**, 2000
- European Commission, EuropeAid, **Practical Guide to contract procedures for EC external actions**, 2006
- ETUI-REHS, Education Department, **Trade Unions and Transnational Projects: A guide to managing European training projects**, 5th edition, 2005