



EUROPEAN COMMISSION

Employment, Social Affairs and Equal Opportunities DG

Employment, Lisbon Strategy, International Affairs

European Employment Strategy, CSR, Local Development

Grant Agreement for an action

Agreement title **PROJECTS CONTRIBUTING TO EXCHANGE OF GOOD PRACTICES**

Agreement ref. no. **VS/2009/0310**
The above title and reference no. **must** be quoted in **all** correspondence with the Commission.

Beneficiary

Other administrative information

Department **DG EMPL/D/2**

Ex-ante publicity Ref. no: —
Call for proposal Ref. no: VP/2009/011
SAGA Record no:

Other accounting information

Commitment no.
This commitment no. **must** be quoted in correspondence relating to **payments**.

Type of Agreement **V/SB/ACG02**

The European Community ("the Community"),
represented by the Commission of the European Communities ("the Commission"),
itself represented for the purposes of signature of this Agreement by Robert STRAUSS, Head
of Unit, EMPL/D/2, Employment, Social Affairs and Equal Opportunities DG,

of the one part,

AND

..... (Beneficiary's official name in full),
official legal form:,
official registration no:,
official address in full:,
VAT no:
("the Beneficiary"),
represented for the purposes of signature of this Agreement by (Signatory's forename
and name in full), (Signatory's function),

of the other part,

HAVE AGREED

the **Special Conditions, General Conditions** and **Annexes** below:

- **Annex I** Description of the action
 - **Annex II** Estimated budget of the action
 - **Annex III** Technical implementation reports and financial statements to be submitted
- which form an integral part of this Agreement ("**the Agreement**").

The terms set out in the Special Conditions shall take precedence over those in the other parts of the Agreement.

The terms of the General Conditions shall take precedence over those in the Annexes.

I. **Special conditions**

Article I.1 **Purpose of the Grant**

I.1.1. The Commission has decided to award a grant, under the terms and conditions set out in the Special Conditions, the General Conditions and the Annexes to the agreement, which the beneficiary hereby declares that he has taken note of and accepts, for the action entitled PROJECTS CONTRIBUTING TO EXCHANGE OF GOOD PRACTICES ("**the action**").

I.1.2. The Beneficiary accepts the grant and undertakes to do everything in his power to carry out the action as described in Annex I, acting on his own responsibility.

Article I.2 **Duration**

I.2.1. The Agreement shall enter into force on the date when the last of the two parties signs.

I.2.2. The action shall run for 12 months from ► (*insert date – this date cannot be before the date of official receipt by the Commission of the grant application with full supporting documents, nor before the 1st January of the current calendar year*) ("**the starting date of the action**").

Article I.3 **Financing the action**

I.3.1. Total cost of the action

The total cost of the action is estimated at EUR 0.00, as shown in the estimated budget in Annex II. The estimated budget shall give a detailed breakdown of the costs that are eligible for Community funding under the terms of Article II.14, of any other costs that the action may entail, and of all receipts, so that receipts and costs balance.

I.3.2. Eligible costs

The total eligible costs of the action for which the Commission grant is awarded are estimated at EUR 0.00, as shown in the estimated budget in Annex II.

Indirect costs are eligible for flat-rate funding of 7% of the total direct costs eligible, subject to the conditions laid down in Article II.14.3.

I.3.3. Amount of the grant

The Commission shall contribute a maximum of EUR equivalent to % of the estimated total eligible costs indicated in paragraph 2. The final amount of the grant shall be determined as specified in Article II.17, without prejudice to Article II.19.

The Community grant may not finance the entire costs of the action. The amounts and sources of cofinancing other than from Community funds shall be set out in the estimated budget referred to in paragraph 1.

I.3.4. Adjustment of the estimated budget

By way of derogation from Article II.13, the Beneficiary may, when carrying out the action, adjust the estimated budget by transfers between headings of eligible costs, provided that this adjustment of expenditure does not affect implementation of the action and the transfer between headings does not exceed 10% of the amount of each heading of estimated eligible costs for which the transfer is intended, and without exceeding the total eligible costs indicated in paragraph 2. He shall inform the Commission in writing.

Article I.4 Payment arrangements

I.4.1. Pre-financing

Within 45 days of the date when the last of the two parties signs the Agreement a pre-financing payment shall be made to the Beneficiary, representing 30% of the amount specified in Article I.3.3.

I.4.2. Further pre-financing payments

Pre-financing may be paid in several instalments. In that case, payment of each further instalment may not be made until at least 70% of the previous pre-financing payment has been used up.

Every request for payment of a further pre-financing instalment must be accompanied by the documents specified in Article II.15.2 and by a progress report on the action's implementation.

Within 45 days after the Commission receives the request for payment of a further instalment, together with the documents referred to in the previous subparagraph, a pre-financing payment shall be made to the Beneficiary, equivalent to 40% of the amount specified in Article I.3.3.

I.4.3. Interim payment

Not applicable.

I.4.4. Payment of the balance

The request for payment of the balance shall be accompanied by the final technical implementation report and financial statement specified in Article II.15.4.

The Commission shall have 60 days to approve or reject the technical implementation report or to request additional supporting documents or information under the procedure laid down in Article II.15.4. In that case the Beneficiary shall have 30 days to submit the additional information or a new report.

A payment representing the balance of the grant determined in accordance with Article II.17 shall be made to the Beneficiary within 45 days following approval by the Commission of the technical implementation report accompanying the request for payment of the balance. The Commission may suspend the period for payment in accordance with the procedure in Article II.16.2.

Article I.5 Submission of reports and other documents

The provisions relating to the submission of the technical implementation reports, financial statements and other documents referred to in Article I.4 are contained in Annex III.

The final financial statement of the costs actually incurred, which should be annexed to the final payment request, in accordance with Art. II 15.4, must be drawn up in euro by the beneficiary. If necessary, the actual costs incurred may be converted into euro using the monthly accounting rate for the month in which the final payment request is sent. This rate is set by the European Commission and published on its internet site (<http://ec.europa.eu/budget/infoureuro/index.cfm>).

Article I.6 Bank account

Payments shall be made to the Beneficiary's bank account or sub-account denominated in euro ¹, as indicated below ²:

- name of bank:
- address of branch:
- exact designation of account holder:
- full account number including codes:
- IBAN or, if non available, BIC code: —

¹ Except in the case of bank accounts in countries that do not accept euro transactions.

² As shown by the account identification document issued or certified by the bank concerned.

This account or sub-account must identify the payments made by the Commission. If the funds paid to this account yield interest or equivalent benefits under the law of the State on whose territory the account is opened, such interest or benefits shall, if they are generated by pre-financing payments, be recovered by the Commission as specified in Article II.16.4.

Article I.7 General administrative provisions

Any communication in connection with this Agreement shall be in writing, indicating the number of the Agreement, and shall be sent to the following addresses:

For the Commission

- *Requests for payment and other financial information must be addressed to:*
European Commission
Directorate-General Employment, Social Affairs and Equal Opportunities
EMPL/D/2
B-1049 Bruxelles (Belgium)
- *The technical reports and all other correspondence must be sent to:*
European Commission
Directorate-General Employment, Social Affairs and Equal Opportunities
EMPL/D/2
B-1049 Bruxelles (Belgium)

Ordinary mail shall be considered to have been received by the Commission on the date on which it is formally registered by the Commission unit responsible referred to above.

For the Beneficiary

- (Mr/Mrs – forename and name)
- (function)
- (official denomination)
- (full official address)

Article I.8 Law applicable and competent court

The grant is governed by the terms of the Agreement, the Community rules applicable and, on a subsidiary basis, by the law of Belgium relating to grants.

The beneficiary may bring legal proceedings regarding decisions by the Commission concerning the application of the provisions of the agreement and the arrangements for implementing it, before the Court of First Instance of the European Communities and, in the event of appeal, the Court of Justice of the European Communities.

Article I.9 Other special conditions

Data protection

All personal data contained in the agreement shall be processed in accordance with Regulation (EC) No 45/2001 of the European Parliament and of the Council on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data. Such data shall be processed solely in connection with the implementation and follow-up of the agreement by Employment, Social Affairs and Equal Opportunities DG, without prejudice to the possibility of passing the data to the bodies responsible for inspection and audit in accordance with Community legislation.

Beneficiaries may, on written request, gain access to their personal data and correct any information that is inaccurate or incomplete. They should address any questions regarding the processing of their personal data to Employment, Social Affairs and Equal Opportunities DG. Beneficiaries may lodge a complaint against the processing of their personal data with the European Data Protection Supervisor at any time.

II.

General conditions

PART A Legal and administrative provisions

Article II.1 Liability

II.1.1. The beneficiary shall have sole responsibility for complying with any legal obligations incumbent on him.

II.1.2. The Commission shall not, in any circumstances or on any grounds, be held liable in the event of a claim under the agreement relating to any damage caused during the action's execution. Consequently, the Commission will not entertain any request for indemnity or reimbursement accompanying any such claim.

II.1.3. Except in cases of *force majeure*, the beneficiary shall make good any damage sustained by the Commission as a result of the execution or faulty execution of the action.

II.1.4. The beneficiary shall bear sole liability vis-à-vis third parties, including for damage of any kind sustained by them while the action is being carried out.

Article II.2 Conflict of Interests

The beneficiary undertakes to take all the necessary measures to prevent any risk of conflicts of interests which could affect the impartial and objective performance of the agreement. Such conflict of interests could arise in particular as a result of economic interest, political or national affinity, family or emotional reasons, or any other shared interest.

Any situation constituting or likely to lead to a conflict of interests during the performance of the agreement must be brought to the attention of the Commission, in writing, without delay. The beneficiary shall undertake to take whatever steps are necessary to rectify this situation at once. The Commission reserves the right to check that the measures taken are appropriate and may demand that the beneficiary take additional measures, if necessary, within a certain time.

Article II.3 Ownership/Use of the Results

II.3.1. Unless stipulated otherwise in this agreement, ownership of the results of the action, including industrial and intellectual property rights, and of the reports and other documents relating to it shall be vested in the beneficiary.

II.3.2. Without prejudice to paragraph 1, the beneficiary grants the Commission the right to make free use of the results of the action as it deems fit, provided it does not thereby breach its confidentiality obligations or existing industrial and intellectual property rights.

Article II.4 Confidentiality

The Commission and the beneficiary undertake to preserve the confidentiality of any document, information or other material directly related to the subject of the agreement that is duly classed as confidential, if disclosure could cause prejudice to the other party. The parties shall remain bound by this obligation beyond the closing date of the action.

Article II.5 Publicity

II.5.1. Unless the Commission requests otherwise, any communication or publication by the beneficiary about the action, including at a conference or seminar, shall indicate that the action has received funding from the Community.

Any communication or publication by the beneficiary, in any form and medium, shall indicate that sole responsibility lies with the author and that the Commission is not responsible for any use that may be made of the information contained therein.

II.5.2. The beneficiary authorises the Commission to publish the following information in any form and medium, including via the Internet:

- the beneficiary's name and the address,
- the subject and purpose of the grant,
- the amount granted and the proportion of the action's total cost covered by the funding.

Upon a reasoned and duly substantiated request by the beneficiary, the Commission may agree to forgo such publicity if disclosure of the information indicated above would risk compromising the beneficiary's security or prejudicing his commercial interests.

Article II.6 Evaluation

Whenever the Commission carries out an interim or final evaluation of the action's impact measured against the objectives of the Community programme concerned, the beneficiary undertakes to make available to the Commission and/or persons authorised by it all such documents or information as will allow the evaluation to be successfully completed and to give them the rights of access specified in Article II.19.

Article II.7 Suspension

II.7.1. The beneficiary may suspend implementation of the action if exceptional circumstances make this impossible or excessively difficult, notably in the event of *force majeure*. He shall inform the Commission without delay, giving all the necessary reasons and details and the foreseeable date of resumption.

II.7.2. If the Commission does not terminate the agreement under Article II.11.2, the beneficiary shall resume implementation once circumstances allow and shall inform the Commission accordingly. The duration of the action shall be extended by a period equivalent to the length of the suspension. In accordance with Article II.13, a supplementary written agreement shall be concluded to extend the duration of the action and to make any amendments that may be necessary to adapt the action to the new implementing conditions.

Article II.8 Force Majeure

II.8.1. *Force majeure* shall mean any unforeseeable exceptional situation or event beyond the parties' control which prevents either of them from fulfilling any of their obligations under this agreement, was not attributable to error or negligence on their part, and proves insurmountable in spite of all due diligence. Defects in equipment or material or delays in making them available (unless due to *force majeure*), labour disputes, strikes or financial difficulties cannot be invoked as *force majeure* by the defaulting party.

II.8.2. A party faced with *force majeure* shall inform the other party without delay by registered letter with advice of delivery or equivalent, stating the nature, probable duration and foreseeable effects.

II.8.3. Neither of the parties shall be held in breach of their obligations under the agreement if they are prevented from fulfilling them by *force majeure*. The parties shall make every effort to minimise any damage due to *force majeure*.

II.8.4. The action may be suspended in accordance with Article II.7.

Article II.9 Award of Contracts

II.9.1. If the beneficiary has to conclude contracts in order to carry out the action and they constitute costs of the action under an item of eligible direct costs in the estimated budget, he shall seek competitive tenders from potential contractors and award the contract to the bid offering best value for money; in doing so he shall observe the principles of transparency and equal treatment of potential contractors and shall take care to avoid any conflict of interests.

II.9.2. Contracts as referred to in paragraph 1 may be awarded only in the following cases:

- (a) they may only cover the execution of a limited part of the action;
- (b) recourse to the award of contracts must be justified having regard to the nature of the action and what is necessary for its implementation;
- (c) the tasks concerned must be set out in Annex I and the corresponding estimated costs must be set out in detail in the budget in Annex II;
- (d) any recourse to the award of contracts while the action is under way, if not provided for in the initial grant application, shall be subject to prior written authorisation by the Commission;
- (e) the beneficiary shall retain sole responsibility for carrying out the action and for compliance with the provisions of the agreement. 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;
- (f) the beneficiary must undertake to ensure that the conditions applicable to him under Articles II.1, II.2, II.3, II.4, II.5, II.6, II.10 and II.19 of the agreement are also applicable to the contractor.

Article II.10 Assignment

Claims against the Commission may not be transferred.

In exceptional circumstances, where the situation warrants it, the Commission may authorise the assignment to a third party of the agreement and payments flowing from it, following a written request to that effect, giving reasons, from the beneficiary. If the Commission agrees, it must make its agreement known in writing before the proposed assignment takes place. In the absence of the above authorisation, or in the event of failure to observe the terms thereof, the assignment shall not be enforceable against and shall have no effect on the Commission.

In no circumstances shall such an assignment release the beneficiary from his obligations to the Commission.

Article II.11 Termination of the Agreement

II.11.1. Termination by the beneficiary

In duly justified cases, the beneficiary may withdraw his request for a grant and terminate the agreement at any time by giving 60 days' written notice stating the reasons, without being required to furnish any indemnity on this account. If no reasons are given or if the Commission does not accept the reasons, the beneficiary shall be deemed to have terminated this agreement improperly, with the consequences set out in the third subparagraph of paragraph 4.

II.11.2. Termination by the Commission

The Commission may decide to terminate the agreement, without any indemnity on its part, in the following circumstances:

- (a) in the event of a change to the beneficiary's legal, financial, technical, organisational or ownership situation that is liable to affect the agreement substantially or to call into question the decision to award the grant;
- (b) if the beneficiary fails to fulfil a substantial obligation incumbent on him under the terms of the agreement, including its annexes;

- (c) in the event of *force majeure*, notified in accordance with Article II.8, or if the action has been suspended as a result of exceptional circumstances, notified in accordance with Article II.7;
- (d) if the beneficiary is declared bankrupt, is being wound up or is the subject of any other similar proceedings;
- (e) if the beneficiary is found guilty of an offence involving his professional conduct by a judgment having the force of *res judicata* or if he is guilty of grave professional misconduct proven by any justified means;
- (f) if the beneficiary is guilty of misrepresentation or submits reports inconsistent with reality to obtain the grant provided for in the agreement;
- (g) if the beneficiary has intentionally or by negligence committed a substantial irregularity in performing the agreement or in the event of fraud, corruption or any other illegal activity on the part of the beneficiary to the detriment of the European Communities' financial interests. A substantial irregularity consists of any infringement of a provision of an agreement or regulation resulting from an act or an omission on the part of the beneficiary which causes or might cause a loss to the Community budget.

II.11.3. Termination procedure

The procedure is initiated by registered letter with advice of delivery or equivalent.

In the cases referred to in points (a), (b) and (d) of paragraph 2, the beneficiary shall have 30 days to submit his observations and take any measures necessary to ensure continued fulfilment of his obligations under the agreement. If the Commission fails to confirm acceptance of these observations by giving written approval within 30 days of receiving them, the procedure shall continue to run.

Where notice is given, termination shall take effect at the end of the period of notice, which shall start to run from the date when notification of the Commission's decision to terminate the agreement is received.

If notice is not given in the cases referred to in points (c), (e), (f) and (g) of paragraph 2, termination shall take effect from the day following the date on which notification of the Commission's decision to terminate the agreement is received.

II.11.4. Effects of termination

In the event of termination, payments by the Commission shall be limited to the eligible costs actually incurred by the beneficiary up to the date when termination takes effect, in accordance with Article II.17. Costs relating to current commitments that are not due to be executed until after termination shall not be taken into account.

The beneficiary shall have 60 days from the date when termination takes effect, as notified by the Commission, to produce a request for final payment in accordance with Article II.15.4. If no request for final payment is received within this time limit, the Commission shall not reimburse the expenditure incurred by the beneficiary up to the date of termination and it shall recover any amount if its use is not substantiated by the technical implementation reports and financial statements approved by the Commission.

By way of exception, at the end of the period of notice referred to in paragraph 3, where the Commission is terminating the agreement on the grounds that the beneficiary has failed to produce the final technical implementation report and financial statement within the deadline stipulated in Article I.5 and the beneficiary has still not complied with this obligation within two months following the written reminder sent by the Commission by registered letter with advice of delivery or equivalent, the Commission shall not reimburse the expenditure incurred by the beneficiary up to the date on which the action ended and it shall recover any amount if its use is not substantiated by the technical implementation reports and financial statements approved by the Commission.

By way of exception, in the event of improper termination by the beneficiary or termination by the Commission on the grounds set out in points (e), (f) or (g) of paragraph 2, the Commission may require the partial or total repayment of sums already paid under the agreement on the basis of technical implementation reports and financial statements approved by the Commission, in proportion to the gravity of the failings in question and after allowing the beneficiary to submit his observations.

Article II.12 Financial Penalties

By virtue of the Financial Regulation applicable to the general budget of the European Communities, any beneficiary declared to be in grave breach of his obligations shall be liable to financial penalties of between 2% and 10% of the value of the grant in question, with due regard for the principle of proportionality. This rate may be increased to between 4% and 20% in the event of a repeated breach in the five years following the first. The beneficiary shall be notified in writing of any decision by the Commission to apply such financial penalties.

Article II.13 Supplementary Agreements

II.13.1. Any amendment to the grant conditions must be the subject of a written supplementary agreement. No oral agreement may bind the parties to this effect.

II.13.2. The supplementary agreement may not have the purpose or the effect of making changes to the agreement which might call into question the decision awarding the grant or result in unequal treatment of applicants.

II.13.3. If the request for amendment is made by the beneficiary, he must send it to the Commission in good time before it is due to take effect and at all events one month before the closing date of the action, except in cases duly substantiated by the beneficiary and accepted by the Commission.

PART B Financial Provisions

Article II.14 Eligible Costs

II.14.1. To be considered as eligible costs of the action, costs must satisfy the following general criteria:

- they must be connected with the subject of the agreement and they must be provided for in the estimated budget annexed to it;
- 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 as specified in Article I.2.2 of the agreement;
- 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.

The beneficiary's internal accounting and auditing procedures must permit direct reconciliation of the costs and revenue declared in respect of the action with the corresponding accounting statements and supporting documents.

II.14.2. The eligible direct costs for the action are those costs which, with due regard for the conditions of eligibility set out in Article II.14.1, are identifiable as specific costs directly linked to performance of the action and which can therefore be booked to it direct. In particular, the following direct costs are eligible provided that they satisfy the criteria set out in the previous paragraph:

- the cost of staff assigned to the action, comprising actual salaries plus social security charges and other statutory costs included in the remuneration, provided that this does not exceed the average rates corresponding to the beneficiary's usual policy on remuneration;
- travel and subsistence allowances for staff taking part in the action, provided that they are in line with the beneficiary's usual practices on travel costs or do not exceed the scales approved annually by the Commission;
- the purchase cost of equipment (new or second-hand), provided that it is written off in accordance with the tax and accounting rules applicable to the beneficiary and generally accepted for items of the same kind. Only the portion of the equipment's depreciation corresponding to the duration of the action and the rate of actual use for the purposes of the

action may be taken into account by the Commission, except where the nature and/or the context of its use justifies different treatment by the Commission;

- costs of consumables and supplies, provided that they are identifiable and assigned to the action;
- costs entailed by other contracts awarded by the beneficiary for the purposes of carrying out the action, provided that the conditions laid down in Article II.9 are met;
- costs arising directly from requirements imposed by the agreement (dissemination of information, specific evaluation of the action, audits, translations, reproduction, etc.), including the costs of any financial services (especially the cost of financial guarantees);

II.14.3. The eligible indirect costs for the action are those costs which, with due regard for the conditions of eligibility described in Article II.14.1, are not identifiable as specific costs directly linked to performance of the action which can be booked to it direct, but which can be identified and justified by the beneficiary using his accounting system as having been incurred in connection with the eligible direct costs for the action. They may not include any eligible direct costs.

By way of derogation from Article II.14.1, the indirect costs incurred in carrying out the action may be eligible for flat-rate funding fixed at not more than 7% of the total eligible direct costs. If provision is made in Article I.3.2 for flat-rate funding in respect of indirect costs, they need not be supported by accounting documents.

II.14.4. The following costs shall not be considered eligible:

- return on capital;
- debt and debt service charges;
- provisions for losses or potential future liabilities;
- interest owed;
- doubtful debts;
- exchange losses;
- VAT, unless the beneficiary can show that he is unable to recover it;
- costs declared by the beneficiary and covered by another action or work programme receiving a Community grant;
- excessive or reckless expenditure.

II.14.5. Contributions in kind shall not constitute eligible costs. However, the Commission can accept, in duly substantiated exceptional cases, that the cofinancing of the action referred to in Article I.3.3 should be made up entirely or in part of contributions in kind. In this case, the value calculated for such contributions must not exceed:

- the costs actually borne and duly supported by accounting documents of the third parties who made these contributions to the beneficiary free of charge but bear the corresponding costs;
- the costs generally accepted on the market in question for the type of contribution concerned when no costs are borne.

Contributions involving buildings shall not be covered by this possibility.

In the case of cofinancing in kind, a financial value shall be placed on the contributions and the same amount will be included in the costs of the action as ineligible costs and in receipts from the action as cofinancing in kind. The beneficiary shall undertake to obtain these contributions as provided for in the agreement.

II.14.6. By way of derogation from paragraph 3, indirect costs shall not be eligible under a project grant awarded to a beneficiary who already receives an operating grant from the Commission during the period in question.

Article II.15 Requests for Payment

Payments shall be made in accordance with Article I.4 of the Special Conditions.

II.15.1. Pre-financing

Pre-financing is intended to provide the beneficiary with a float.

Where required by the provisions of Article I.4 on pre-financing, the beneficiary shall furnish a financial guarantee from a bank or an approved financial institution established in one of the Member States of the European Union.

The guarantor shall stand as first call guarantor and shall not require the Commission to have recourse against the principal debtor (the beneficiary).

The financial guarantee shall remain in force until final payments by the Commission match the proportion of the total grant accounted for by pre-financing. The Commission undertakes to release the guarantee within 30 days following that date.

II.15.2. Further pre-financing payments

Where pre-financing is divided into several instalments, the beneficiary may request a further pre-financing payment once he has used up the percentage of the previous payment specified in the provisions of Article I.4 on further pre-financing. The request shall be accompanied by the following documents:

- a detailed statement of the eligible costs actually incurred;
- where required by the above-mentioned provisions of Article I.4, a financial guarantee in accordance with paragraph 1;
- where required by the above-mentioned provisions of Article I.4, a certificate on the action's financial statements and underlying accounts, produced by an approved auditor or in case of public bodies, by a competent and independent public officer;
- any other documents in support of his request that may be required in support of the request for further pre-financing payments.

The documents accompanying the request for payment shall be drawn up in accordance with the relevant provisions in Article I.5 and the annexes.

II.15.3. Interim payments

Interim payments are intended to reimburse the beneficiary for expenditure on the basis of a detailed statement of the costs incurred, once the action has reached a certain level of completion. It may clear all or part of any prefinancing.

By the appropriate deadline indicated in Article I.5, the beneficiary shall submit a request for interim payment accompanied by the following documents:

- an interim report on implementation of the action;
- an interim financial statement of the eligible costs actually incurred, following the structure of the estimated budget;
- where required by the provisions of Article I.4 on interim payment, a certificate on the action's financial statements and underlying accounts, produced by an approved auditor or in case of public bodies, by a competent and independent public officer. The purpose of the audit is to certify that the financial documents submitted to the Commission by the beneficiary comply with the financial provisions of the agreement, that the costs declared are the actual costs, and that all receipts have been declared.

The documents accompanying the request for payment shall be drawn up in accordance with the relevant provisions in Article I.5 and the annexes. If an external audit of the action's accounts is not required, the beneficiary himself shall certify that the financial documents submitted to the Commission comply with the financial provisions of the agreement, that the costs declared are the actual costs, and that all receipts have been declared.

On receipt of these documents, the Commission shall have the period specified in Article I.4 in order to:

- approve the interim report on implementation of the action;
- ask the beneficiary for supporting documents or any additional information it deems necessary to allow the approval of the report;
- reject the report and ask for the submission of a new report.

Failing a written reply from the Commission within the time limit for scrutiny indicated above, the report shall be deemed to have been approved. Approval of the report accompanying the request for

payment shall not imply recognition of their regularity or of the authenticity, completeness and correctness of the declarations and information they contain.

Requests for additional information or a new report shall be notified to the beneficiary in writing. The beneficiary shall have the period laid down in Article I.4 to submit the information or new documents requested.

If additional information is requested, the time limit for scrutiny shall be extended by the time it takes to obtain this information.

Where a report is rejected and a new report requested, the approval procedure described in this Article shall apply.

In the event of renewed rejection, the Commission reserves the right to terminate the agreement by invoking Article II.11.2(b).

II.15.4. Payment of the balance

Payment of the balance, which may not be repeated, is made after the end of the action on the basis of the costs actually incurred by the beneficiary in carrying out the action. It may take the form of a recovery order where the total amount of earlier payments is greater than the amount of the final grant determined in accordance with Article II.17.

By the appropriate deadline indicated in Article I.5, the beneficiary shall submit a request for payment of the balance accompanied by the following documents:

- a final report on the implementation of the action;
- a final financial statement of the eligible costs actually incurred, following the structure of the estimated budget;
- a full summary statement of the receipts and expenditure of the action;
- where required by the provisions of Article I.4 on payment of the balance, a certificate on the action's financial statements and underlying accounts, produced by an approved auditor, or in case of public bodies by a competent and independent public officer. The external audit shall be carried out by an independent body or expert officially authorised to carry out audits of accounts. The purpose of the audit is to certify that the financial documents submitted to the Commission by the beneficiary comply with the financial provisions of the agreement, that the costs declared are the actual costs, and that all receipts have been declared.

The documents accompanying the request for payment shall be drawn up in accordance with the provisions of Article I.5 and the annexes. If an external audit of the action's accounts is not required, the beneficiary himself shall certify that the financial documents submitted to the Commission comply with the financial provisions of the agreement, that the costs declared are the actual costs, and that all receipts have been declared.

On receipt of these documents, the Commission shall have the period specified in Article I.4 in order to:

- approve the final report on implementation of the action;
- ask the beneficiary for supporting documents or any additional information it deems necessary to allow the approval of the report;
- reject the report and ask for the submission of a new report.

Failing a written reply from the Commission within the time limit for scrutiny indicated above, the report shall be deemed to have been approved. Approval of the report accompanying the request for payment shall not imply recognition of their regularity or of the authenticity, completeness and correctness of the declarations and information they contain.

Requests for additional information or a new report shall be notified to the beneficiary in writing. The beneficiary shall have the period laid down in Article I.4 to submit the information or new documents requested.

If additional information is requested, the time limit for scrutiny shall be extended by the time it takes to obtain this information.

Where a report is rejected and a new report requested, the approval procedure described in this Article shall apply.

In the event of renewed rejection, the Commission reserves the right to terminate the agreement by invoking Article II.11.2(b).

Article II.16 General Provisions on Payments

II.16.1. Payments shall be made by the Commission in euro. Any conversion of actual costs into euro shall be made at the daily rate published in the Official Journal of the European Union or, failing that, at the monthly accounting rate established by the Commission and published on its website applicable on the day when the payment order is issued by the Commission, unless the Special Conditions of the agreement lay down specific provisions.

Payments by the Commission shall be deemed to be effected on the date when they are debited to the Commission's account.

II.16.2. The Commission may suspend the period for payment laid down in Article I.4 at any time by notifying the beneficiary that his request for payment cannot be met, either because it does not comply with the provisions of the agreement, or because the appropriate supporting documents have not been produced or because there is a suspicion that some of the expenses in the financial statement are not eligible and additional checks are being conducted.

The Commission may also suspend its payments at any time if the beneficiary is found or presumed to have infringed the provisions of the agreement, in particular in the wake of the audits and checks provided for in Article II.19.

The Commission shall inform the beneficiary as soon as possible of any such suspension by registered letter with advice of delivery or equivalent, setting out the reasons for suspension.

Suspension shall take effect on the date when notice is sent by the Commission. The remaining payment period shall start to run again from the date when a properly constituted request for payment is registered, when the supporting documents requested are received, or at the end of the suspension period as notified by the Commission.

II.16.3. On expiry of the period for payment specified in Article I.4, and without prejudice to paragraph 2 of this Article, the beneficiary is entitled to interest on the late payment at the rate applied by the European Central Bank for its main refinancing operations in euros, plus three and a half points; the reference rate to which the increase applies shall be the rate in force on the first day of the month of the final date for payment, as published in the C series of the Official Journal of the European Union. However, where payment is due before 1 January 2008, the beneficiary may claim interest only within two months of receipt of a late payment. This provision shall not apply to recipients of a grant which are public authorities of the Member States of the European Union.

Interest on late payment shall cover the period from the final date for payment, exclusive, up to the date of payment as defined in paragraph 1, inclusive. The interest shall not be treated as a receipt for the action for the purposes of determining the final grant within the meaning of Article II.17.4. The suspension of payment by the Commission may not be considered as late payment.

By way of exception, when the interest calculated in accordance with the provisions of the first and second subparagraphs is lower than or equal to EUR 200, it shall be paid to the beneficiary only upon demand submitted within two months of receiving late payment.

II.16.4. The beneficiary shall inform the Commission of the amount of any interest or equivalent benefits yielded by the pre-financing it has received from the Commission. Notification must be made annually if the interest in question represents a significant amount, and in any event when the request is made for interim payment or for payment of the balance that clears the pre-financing. The interest shall not be treated as a receipt for the action within the meaning of Article II.17.4. The Commission shall issue a recovery order in respect of it in accordance with Article II.18.

II.16.5. The beneficiary shall have two months from the date of notification by the Commission of the final amount of the grant determining the amount of the payment of the balance or the recovery order pursuant to Article II.17, or failing that of the date on which the payment of the balance was received, to request information in writing on the determination of the final grant, giving reasons for any disagreement. After this time such requests will no longer be considered. The Commission undertakes to reply in writing within two months following the date on which the request for information is received, giving reasons for its reply. This procedure is without prejudice to the beneficiary's right to appeal against the Commission's decision pursuant to Article I.8. Under the terms of Community legislation in this matter, such appeals must be lodged within two months following the notification of the decision to the applicant or, failing that, following the date on which the applicant learned of the decision.

Article II.17 Determining the Final Grant

II.17.1. Without prejudice to information obtained subsequently pursuant to Article II.19, the Commission shall adopt the amount of the final payment to be granted to the beneficiary on the basis of the documents referred to in Article II.15.4 which it has approved.

II.17.2. The total amount paid to the beneficiary by the Commission may not in any circumstances exceed the maximum amount of the grant laid down in Article I.3.3, even if the total actual costs eligible exceed the estimated total eligible costs specified in Article I.3.2.

II.17.3. If the actual eligible costs when the action ends are lower than the estimated total eligible costs, the Commission's contribution shall be limited to the amount obtained by applying the Community grant percentage specified in Article I.3.3 to the actual eligible costs approved by the Commission.

II.17.4. The beneficiary hereby agrees that the grant shall be limited to the amount necessary to balance the action's receipts and expenditure and that it may not in any circumstances produce a profit for him.

Profit shall mean any surplus of total actual receipts attributable to the action over the total actual costs of the action. The actual receipts to be taken into account shall be those which have been established, generated or confirmed on the date on which the request for payment of the balance is drawn up by the beneficiary for financing other than the Community grant, to which shall be added the amount of the grant determined by applying the principles laid down in paragraphs 2 and 3 of this article. For the purposes of this article, only actual costs falling within the categories set out in the estimated budget referred to in Article I.3.1 and contained in Annex II shall be taken into account; non-eligible costs shall always be covered by non-Community resources.

Any surplus determined in this way shall result in a corresponding reduction in the amount of the grant.

II.17.5. Without prejudice to the right to terminate the agreement under Article II.11, and without prejudice to the right of the Commission to apply the penalties referred to in Article II.12, if the action is not implemented or is implemented poorly, partially or late, the Commission may reduce the grant initially provided for in line with the actual implementation of the action on the terms laid down in this agreement.

II.17.6. On the basis of the amount of the final payment determined in this way and of the aggregate amount of the payments already made under the terms of the agreement, the Commission shall set the amount of the payment of the balance as being the amount still owing to the beneficiary. Where the aggregate amount of the payments already made exceeds the amount of the final grant, the Commission shall issue a recovery order for the surplus.

Article II.18 Recovery

II.18.1. If any amount is unduly paid to the beneficiary or if recovery is justified under the terms of the agreement, the beneficiary undertakes to repay the Commission the sum in question on whatever terms and by whatever date it may specify.

II.18.2. If the beneficiary fails to pay by the date set by the Commission, the sum due shall bear interest at the rate indicated in Article II.16.3. Interest on late payment shall cover the period between the date set for payment, exclusive, and the date when the Commission receives full payment of the amount owed, inclusive.

Any partial payment shall first be entered against charges and interest on late payment and then against the principal.

II.18.3. If payment has not been made by the due date, sums owed to the Commission may be recovered by offsetting them against any sums owed to the beneficiary, after informing him accordingly by registered letter with advice of delivery or equivalent, or by calling in the financial guarantee provided in accordance with Article II.15.1. In exceptional circumstances, justified by the necessity to safeguard the financial interests of the Communities, the Commission may recover by offsetting before the due date of the payment. The beneficiary's prior consent shall not be required.

II.18.4. Bank charges occasioned by the recovery of the sums owed to the Commission shall be borne solely by the beneficiary.

II.18.5. The beneficiary understands that under Article 256 of the Treaty establishing the European Community, the Commission may adopt an enforceable decision formally establishing an amount as receivable from persons other than States. An action may be brought against such decision before the Court of First Instance of the European Communities.

Article II.19 Checks and Audits

II.19.1. The beneficiary undertakes to provide any detailed information requested by the Commission or by any other outside body authorised by the Commission to check that the action and the provisions of the agreement are being properly implemented.

II.19.2. The beneficiary shall keep at the Commission's disposal all original documents, especially accounting and tax records, or, in exceptional and duly justified cases, certified copies of original documents relating to the agreement for a period of five years from the date of payment of the balance specified in Article I.4.

II.19.3. The beneficiary agrees that the Commission may have an audit of the use made of the grant carried out either directly by its own staff or by any other outside body authorised to do so on its behalf. Such audits may be carried out throughout the period of implementation of the agreement until the balance is paid and for a period of five years from the date of payment of the balance. Where appropriate, the audit findings may lead to recovery decisions by the Commission.

II.19.4. The beneficiary undertakes to allow Commission staff and outside personnel authorised by the Commission the appropriate right of access to sites and premises where the action is carried out and to all the information, including information in electronic format, needed in order to conduct such audits.

II.19.5. By virtue of Council Regulation (Euratom, EC) No 2185/96 and Regulation (EC) No 1073/1999 of the European Parliament and the Council, the European Anti-Fraud Office (OLAF) may also carry out on-the-spot checks and inspections in accordance with the procedures laid down by Community law for the protection of the financial interests of the European Communities against fraud and other irregularities. Where appropriate, the inspection findings may lead to recovery decisions by the Commission.

II.19.6. The European Court of Auditors shall have the same rights as the Commission, notably right of access, as regards checks and audits.

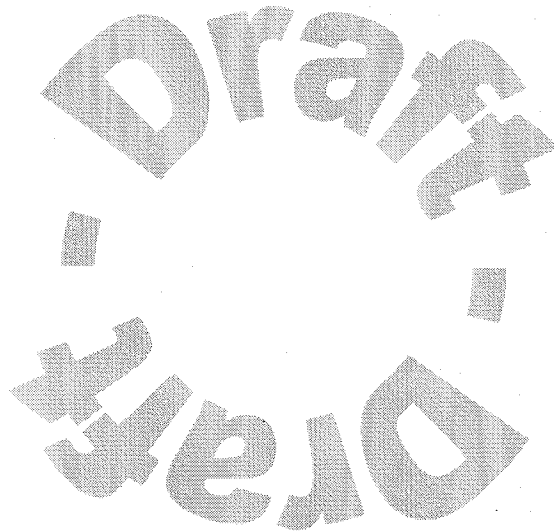
Signatures

1. For the Beneficiary,
..... (forename, name)
..... (function)
..... (Beneficiary's official name in full)

2. For the Commission,
Robert STRAUSS
Head of Unit
Employment, Social Affairs and Equal
Opportunities DG

Done at (place) Done at Brussels
..... (date) (date)

In duplicate, in English.



ANNEX I **Description of the action**

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ANNEX II Estimated budget of the action

1. Provisional budget in EUR

<i>Headings and Items</i>	<i>Sub-totals</i>	<i>Totals</i>
COSTS		
NON-ELIGIBLE COSTS		
	Total Non-Eligible Costs	0.00
ELIGIBLE COSTS (D + I)		
Eligible Direct Costs (D)		
<i>Heading 1 - Staff costs</i>	0.00	
<i>Heading 2 - Travel and subsistence allowances</i>	0.00	
<i>Heading 3 - Costs of services</i>	0.00	
<i>Heading 4 - Administration costs</i>	0.00	
	Total Eligible Direct Costs (D)	0.00
Eligible Indirect Costs (I)		
<i>Heading 5 - Overheads</i>	0.00	
	Total Eligible Indirect Costs (I)	0.00
	Total Eligible Costs = D + I	0.00
TOTAL COST OF THE ACTION		0.00
REVENUE		
COVER OF NON-ELIGIBLE COSTS		
Beneficiary's contribution to cover the non-eligible costs		0.00
INCOME		
Beneficiary's contribution in cash (C)		0.00
Revenue generated by the Action (R)		0.00
Community Grant (S)		0.00
	Total Income = C + R + S	0.00
TOTAL REVENUE OF THE ACTION		0.00

2. Calculation of amounts due under the present Agreement

2.1. DSAs (Daily Subsistence Allowances)

The daily subsistence allowance (DSA) is paid as a flat-rate amount and is 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. The DSA will vary according to the country in which the missions are to be carried out.

Daily subsistence allowances (DSA) 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.

The agreed rates (in EUR per calendar day) to be used for the purposes of the present Agreement are set as follows:

Destinations		DSA in EUR	Maximum hotel price in EUR	Destinations		DSA in EUR	Maximum hotel price in EUR
AT	Austria	95,00	130,00	IT	Italy	95,00	135,00
BE	Belgium	92,00	140,00	LT	Lithuania	68,00	115,00
BG	Bulgaria	58,00	169,00	LU	Luxembourg	92,00	145,00
CY	Cyprus	93,00	145,00	LV	Latvia	66,00	145,00
CZ	Czech Republic	75,00	155,00	MK	F.Y.R. of Macedonia	50,00	160,00
DE	Germany	93,00	115,00	MT	Malta	90,00	115,00
DK	Denmark	120,00	150,00	NL	The Netherlands	93,00	170,00
EE	Estonia	71,00	110,00	PL	Poland	72,00	145,00
EL	Greece	82,00	140,00	PT	Portugal	84,00	120,00
ES	Spain	87,00	125,00	RO	Romania	52,00	170,00
FI	Finland	104,00	140,00	SE	Sweden	97,00	160,00
FR	France	95,00	150,00	SI	Slovenia	70,00	110,00
HR	Croatia	60,00	120,00	SK	Slovakia	80,00	125,00
HU	Hungary	72,00	150,00	TR	Turkey	55,00	165,00
IE	Ireland	104,00	150,00	UK	United Kingdom	101,00	175,00

2.2. Travel expenses

Travel expenses relating to journeys effected in execution of the present Agreement: these expenses will be reimbursed within the following limits:

- the journeys have to be carried out by the most direct and economic route;
- train journeys: first class;
- air travel: special fares (Apex type) will be the normal basis of reference. The "full fare economy" will be accepted only on a case-by-case basis with proper supporting evidence – in any case it constitutes a maximum (air travel allowed only for distances above 400 km, i.e. return flight above 800 km);
- car journeys: equivalent of corresponding first-class train ticket.

ANNEX III **Technical implementation reports and financial statements to be submitted**

See attached document(s): 8 pages.

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EUROPEAN COMMISSION
Employment, Social Affairs and Equal Opportunities DG
Directorate-General
General Coordination, Interinstitutional Relations

**COMMUNITY ACTION PROGRAMME IN THE SPHERE OF
EMPLOYMENT AND SOCIAL SOLIDARITY – PROGRESS 2007-2013**

FINAL ACTIVITY REPORT TEMPLATE TO BE USED BY BENEFICIARIES

This exercise should tell us how the action you have received funding for has progressed and what was achieved in the funding period.

It is divided in three different parts. The first part relates the general information about your action, including presentation of the key points and executive summary. The second part refers to a more qualitative self-assessment of your work. The third part concerns quantitative information related to your work that we will request you to collect, compile and present. This information will be used for the performance monitoring of PROGRESS, your funding programme. Lastly, the list of evidence and annexes to be attached is given at the end of the quantitative information questionnaire.

DEADLINE

BOTH hard and electronic versions of your Final activity report and financial statement and other documents referred to in Article I.4 of your grant agreement must be submitted at the request for final payment and, at the latest, within 3 months following the closing date of the action specified in Article I.2.2 of your agreement.

Please send 3 hard copies of this Final Activity Report, including all of your evidence, to the address indicated in Article I.7 of your grant agreement.

Please complete all the sections

I.- GENERAL INFORMATION

Title of the action

Please insert the title as indicated in your grant agreement

Agreement reference Number

Please insert the reference as indicated in your grant agreement

Duration of the action

Starting date of the action

Closing date of the action

Website of the action

Details of the beneficiary

Name

Street

Postcode

City

Country

Website

Telephone

Telefax

Legal representative

Family Name

First Name

Position/Function

Person to contact for questions on the report (contact person)

Family Name

First Name

Position/Function

E-mail

Telephone

Telefax

II.- QUALITATIVE INFORMATION

Here only standard information common to all PROGRESS funding is listed. This information refers to a qualitative self-assessment of your work. More precise instructions might be given to you in due time by responsible units.

II.1- Results

List the original goals and objectives of the action as set out in your grant agreement, and tell how they were met during the implementation period.

Summary of progress of your action (include detail on what *change* your action has brought about as well as any *difficulties* you have faced). If possible, explain results in outcome-based terms. For example, what differences did this grant make in your community or for the population or target groups you are serving?

Variance from original action plans often occurs. In what ways did the actual work vary from your initial plans? Describe how and why.

Is this action to continue after the PROGRESS funding has come to an end?

Yes: No:

If Yes, how will it then be funded?

--

II.2- Lessons learned

What are the most important outcomes and lessons learned from your action?

--

What recommendations would you make to the European Commission?

--

II.3 – Dissemination – Public relations

News/success/best practise - We are very keen to hear about any success or good news from the actions that we fund. Please use the space below to tell us about any such news or if you have developed practices that you think others may want to know about or could benefit from. Please attach any relevant supporting information or material.

--

III.- QUANTITATIVE INFORMATION

REPORTS	Unit	Planned	Actual
If there were REPORTS (includes all reports, analyses, studies, reviews, manuals, working papers, toolkits, etc.) produced under your action, please indicate:			
Number of reports, of which	No.		
• <i>reports aimed at providing policy advice, research and analysis</i>	No.		
• <i>reports aimed at identifying good practices</i>	No.		
• <i>monitoring and assessment reports on the implementation of laws or policies</i>	No.		
• <i>reports aimed at the development of appropriate statistical tools, methods and indicators</i>	No.		
Next please indicate the key audiences which are the intended users of the report(s):			
Target audience (mark the appropriate)			
• <i>EU-level policy and decision-makers</i>	N/A		
• <i>National/regional/local-level policy and decision-makers</i>	N/A		
• <i>Social, economic/business partners</i>	N/A		
• <i>Civil society, NGOs</i>	N/A		
• <i>Academia, experts, think tanks</i>	N/A		
• <i>Media, Journalists</i>	N/A		
• <i>All of the above</i>			
• <i>Other</i>	N/A		
If (any of) the reports have been actively distributed, please indicate:			
Scope of dissemination, of which			
• <i>Total number of paper copies distributed</i>	No. of copies printed and distributed		
• <i>Total number of electronic copies downloaded from the website (if web address differs from the one indicated under Part I, please copy website address here)</i>	No. of downloads		

INFORMATION/PROMOTIONAL MATERIAL/WEBSITE	Unit	Planned	Actual
If there were any INFORMATION/PROMOTIONAL MATERIALS (includes leaflets, brochures, newsletters, websites, articles in media, video material, etc.) produced under your action, please indicate:			
Number of information and promotional material, of which			
• <i>Total number of printed material copies</i>			
• <i>In which languages (EN FR DE and other (specify))</i>			
• <i>In easy-to-read language for disabled people</i>	Yes	No	
Scope of dissemination, of which			
• <i>Total number of material copies distributed</i>	No. of copies printed and distributed		
• <i>Total number of visits to websites related to information and promotional</i>	No. of downloads		
In case there was coverage of your action's outputs in mass media, please estimate:			
• <i>Estimated newspaper/journal/etc. readership</i>	No. of readers		
• <i>Estimated size of radio/TV audience</i>	No. of listeners/viewers		
Next please indicate the key audiences which are the intended users of information/promotional material:			
Target audience (mark the appropriate)			
• <i>EU-level policy and decision-makers</i>	N/A		
• <i>National/regional/local-level policy and decision-makers</i>	N/A		
• <i>Social, economic/business partners</i>	N/A		
• <i>Civil society, NGOs</i>	N/A		
• <i>Academia, experts, think tanks</i>	N/A		
• <i>Media, Journalists</i>	N/A		
• <i>All of the above</i>			
• <i>Other</i>	N/A		

TRAINING/MUTUAL LEARNING	Unit	Planned	Actual
If there were TRAINING/MUTUAL LEARNING (includes various trainings, peer reviews and other forms of mutual learning) events organised through your action, please indicate:			
Number of trainings, peer reviews and other mutual learning events	No.		
Number of individuals who participated in these events	No.		
Of which number of women who participated in these events	No.		
Size of events (sum of days spent in events by every participant)	Person/days		

Next please report on participants satisfaction using the standardised questionnaire (see footnote ¹):			
OTHER INFORMATION AND COMMUNICATION EVENTS	Unit	Planned	Actual
If there were OTHER INFORMATION AND COMMUNICATION EVENTS (includes various seminars, conferences, round tables, networking events, etc.) events organised under your action, please indicate:			
Number of information and communication events	No.		
Number of individuals who participated in these events	No.		
Of which number of women who participated in these events	No.		
Size of events (sum of days spent in events by every participant)	Person/days		
Next please report on participants satisfaction using the standardised questionnaire (see footnote):			
Total number of participants responding to at least one compulsory question	No.		
Did the event match your needs?	Value		
Did you gain relevant knowledge and information?	Value		
Will you be able to apply such knowledge and information in your work?	Value		

¹ We are keen in ensuring that what we fund or do is to the satisfaction of participants. For that we need your assistance. You will thus be requested for each event you are organising to carry out a short on-the-spot survey. We have listed standard questions, which shall feature in the evaluation form distributed to the participants of your events. Depending on the internal needs of your work, your questionnaire may feature more questions, yet these other questions remain outside the scope of our monitoring work. The standard questionnaire below sets only the compulsory questions which shall be posed to the participants as they are (i.e., without adjusting them):

Compulsory questions of participant satisfaction surveys					
Please scale the following aspects of the event on a 1-5 basis, where 5 signifies "yes, agree strongly" and 1 – "no, disagree strongly" (Values shall be rounded to one decimal point).	5	4	3	2	1
Did the event match your needs?					
Did you gain relevant knowledge and information?					
Will you be able to apply such knowledge and information in your work?					



EUROPEAN COMMISSION
Employment, Social Affairs and Equal Opportunities DG
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COMMUNITY ACTION PROGRAMME IN THE SPHERE OF EMPLOYMENT AND SOCIAL SOLIDARITY – PROGRESS 2007-2013

STRUCTURE FOR EXECUTIVE SUMMARY TO BE USED BY BENEFICIARIES

As you know, all beneficiaries and contractors are requested to provide DG Employment, Social Affairs and Equal Opportunities with an executive summary (max 5/6 pages). The Executive Summary should be written in plain language and be available in English, French and German. It should be a stand-alone summary of your work and its implications. The Executive Summary will be used and posted on the website of the Directorate General for Employment, social affairs, so it must be well thought out and presented as it may be a unique opportunity to publicise your work and your organisation.

Please ensure your Executive Summary includes the following headings:

1. Key points (no more than one page and presented in bullet points)

- What should be retained from your action in terms of aims, results and findings, recommendations

2. Background

- Context in which your action was carried out

3. Who is your work targeted at?

4. Aims/objectives of your action

5. Methods used to implement it

6. Results/key findings

- in relation to the objectives of your work
- additional findings

7. Implications for relevant stakeholders:

- policy makers
- opinion-makers including mass media, journalists
- non-governmental organisations
- Research institutions, think tanks
- Social partners
- others where relevant

8. Recommendations (if any)

- who are the recommendations targeted at?