

## D7.1 Management Structure & Plan

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## Versions of the Document

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## Scope of the Document

The aim of the project management plan is to secure the smooth and planned implementation of the project in administrative and technical terms as well as to achieve an efficient and productive collaboration and communication of the partnership. It also aims to implement a follow-up system for a proper management and monitoring of the administrative, financial and technical matters.

## 1. Introduction

The project management plan presents the role and responsibilities of partners in general and it specifies the tasks of WP Leaders as well as the tasks of projects committees (steering committee, executive board and financial committee). Moreover the role of the external evaluators of e-step project is presented in details. In addition, the conflict resolution processes along with the tools for the internal communication of the consortium are presented.

The issues of Grant Agreement and of bilateral agreements are presented and the deadlines for the interim and final reports are addressed.

The rest document deals with the detailed description of the eligible and non eligible costs; the needed documents for the reporting and the supportive documents per budget category.

The new issue of audit certificate is also presenting in details.

## 2. Partners Roles & Responsibilities

### 2.1 Lead Partners Responsibilities

CTI is the Lead partner of the project and also responsible for the overall management of the project. The main responsibilities of the Project Manager (PM) are:

- Coordinate and align the work between the work packages.
- Day by day monitoring of the project, analysis of results and corrective actions.
- Ensuring effective communication among the partners.
- Control and refine the objectives of the project.
- Management of meeting agendas and its contents.
- Dispose of all deliverables by work package.
- Prepare documentation and reports required by the European Commission.
- Solve, with main responsible role, the possible conflicts among consortium partners.
- Convene and preside the project meetings.
- Having the communication between the project and the Commission.
- Assurance of timely delivery and quality of project results.
- Report to European Commission and partners.
- Provide communication mechanisms to project partners.

### 2.2 Work Package Leaders & Partners Responsibilities

The main responsibilities of the **WP leader** are:

- Monitoring and supervising the smooth implementation of the WP they are responsible for.
- Coordinating the participated partners and ensuring the on time preparation of their deliverables.
- Proposing solutions in case of arisen problems and if the problems are not solved, informing the steering committee.
- Preparing the required reports of their WPs

**WP leaders** are in every moment supported by the project leader

**All Partners** should:

- Actively participate in the development of all their corresponding tasks
- Participate in project decisions and scheduled meetings
- Deliver on time all the documents or results requested by the WP leaders
- Deliver on time the financial information requested by lead partner and by External Auditor
- Communicate to the LP all changes, problems or difficulties which might affect the Project or the Partnership.

The Table 1 presents the responsible partners per Work package

Workpackage number	Partner number	Country	Short Name	Workpackage title
WP1	P5	EL	EA	User Needs Analysis
WP2	P2	UK	BCU	Design of Training Framework
WP3	P5	EL	EA	Implementation
WP4	P1	EL	CTI	Evaluation
WP5	P3	AT	BMUKK	Dissemination and Promotion
WP6	P6	IE	ULS	Exploitation of results
WP7	P1	EL	CTI	Project Management and Quality Assurance

**Table 1: E-STEP work package leaders**



## 2.3 Description of role of WP Leader & partners per WP

### WP1: User Needs Analysis

*Duration 6 months*

#### Partners' role & tasks

*P1 CTI (EL):* To contribute to the review of the state-of-art and use cases/scenarios of parental engagement (including cases of social networking applications uses)

*P2 BCU (UK):* To contribute to the review of the state-of-art and use cases/scenarios of parental engagement (including cases of social networking applications uses)- Organizing two sessions with teachers from schools in the UK and parents.

*P3 BMUKK (AT):* To contribute to the review of the state-of-art and use cases/scenarios of parental engagement (including cases of social networking applications uses)- - Organizing two seminars with teachers from Austrian schools and parents.

*P4 NRN Association (BG):* To contribute to the review of the state-of-art and use cases/scenarios of parental engagement (including cases of social networking applications uses)-- Organizing two sessions with teachers from Bulgarian schools and parents.

**P5 EA (EL) : WP Leader** Responsible for this WP, coordinating all partners' activities and contributions; EA will coordinate the collection and analysis of current situation and needs, the development of the format of school sessions and the tools for needs elicitation. EA will also integrate the reports from national sessions into a general set of requirements for the Training Framework. It will also organise two school sessions with teachers from Greek schools and parents.

*P6 ULS (IE):* To contribute to the review of the state-of-art and use cases/scenarios of parental engagement (including uses of social networking applications)- Organizing two seminars with teachers from Irish schools and parents.

### WP2: Design of Training Framework

*Duration 18 months*

### **Partners' role & tasks**

*P1 CTI (EL):* Contributing to and reflecting on the Training Framework design, according to the needs of the Greek schools; also adapting the Training Framework and the training resources in Greek

**P2 BCU (UK) WP Leader:** Preparation of an initial basic training framework that will be then structured according to the needs analysis results (WP1) taking into account the other partners' contributions. Deliverables production coordinator (framework, guides, material, resources)

*P3 BMUKK (AT):* Contributing to and reflecting on the Training Framework design,, according to the needs of the Irish schools. Also translating and adapting the Training Framework and the training resources in Bulgarian.

*P4 NRN Association (BG):* Contributing to and reflecting on the Training Framework design, according to the needs of the Irish schools. Also translating and adapting the Training Framework and the training resources in Bulgarian.

*P5 EA (EL) :* Contributing to and reflecting on the Training Framework design, according to the needs of the Greek schools. Also adapting the Training Framework and the training resources in Greek resources in Greek

*P6 ULS (IE) :* Contributing to and reflecting on the Training Framework design, according to the needs of the Irish schools; Also adapting the Training Framework and resources.

### **WP3: Implementation**

*Duration: 13 months*

### **Partners' role & tasks**

*P1 CTI (EL) :* It will co-organize teachers' training with EA; It will support the on-line training sessions; It will contribute to the composition of the trainee's report with EA



*P2 BCU (UK):* It will compose the Implementation Plan; It will organize teachers' training; It will support the on-line training sessions organization; It will compose the trainee's report; It will translate in its language the report of other partners

*P3 BMUKK (AT):* It will compose the Implementation Plan; It will organize teachers' training; It will support the on-line training sessions organization; It will compose the trainee's report; It will translate in its language the guide of other partners

*P4 NRN Association (BG):* It will compose the Implementation Plan; It will organize teachers' training; It will support the on-line training sessions organization; It will compose the trainee's report; It will translate in its language the guide of other partners

**P5 EA (EL) WP Leader:** It will compose the Implementation Plan; It will co- organize teachers' training with CTI; It will support the on-line training sessions organization; It will translate in its language the report of other partners; Collects the reports from all deliverables

*P6 ULS (IE):* It will compose the Implementation Plan; It will organize teachers' training; It will support the on-line training sessions organization; It will compose the trainee's report; It will translate in its language the guide of other partners

## WP4: Evaluation

*Duration: 24 months*

### Partners' role & tasks

**P1 CTI (EL): WP Leader**, it will design the evaluation & validation activities, providing all involved partners with the relevant material (guidelines, questionnaires, etc.). It will be responsible for collecting data from partners and reporting.

*P2 BCU (UK):* Provides collected evaluation results from national training/ implementation activities.

*P3 BMUKK (AT):* Provides collected evaluation results from national training/ implementation activities.

*P4 NRN Association (BG):* Provides collected evaluation results from national training/ implementation activities.

*P5 EA (EL)* : Provides collected evaluation results from national training/ implementation activities.

*P6 ULS (IE)* : Provides collected evaluation results from national training/ implementation activities.

## **WP5: Dissemination and Promotion**

*Duration: 24 months*

### **Partners' role & tasks**

*P1 CTI (EL)* : Co-organize the final project conference and prepare the project proceedings; Contribution to the promotion plan; Own promotion activities; Create the web site; Contribution to the project leaflets & newsletter

*P2 BCU (UK)*: Contribution to the project web site; Contribution to the promotion plan; Own promotion activities; Contribution to the project leaflets & newsletter; Participate in the final conference

**P3 BMUKK (AT) WP LEADER**: Create the promotion plan, Monitor plans execution, Contribution to the project web site; Own promotion activities; Contribution to the project leaflets & newsletter; Assure project promotion on relevant European level networks; Participate in the final conference

*P4 NRN Association (BG)*: Contribution to the project web site; Contribution to the promotion plan; Own promotion activities; Contribution to the project leaflets& newsletter; Participate in the final conference

*P5 EA (EL)* Organize the project conference and it will contribute to the contents of conference proceedings; Contribution to the project web site; Contribution to the promotion plan; Own promotion activities; Contribution to the project leaflets& newsletter; Participate in the final conference

*P6 ULS (IE)* Contribution to the project web site; Contribution to the promotion plan; Own promotion activities; Contribution to the project leaflets& newsletter; Participate in the final conference

## WP6: Exploitation

*Duration: 15 months*

### Partners' role & tasks

*P1 CTI (EL):* It will contribute to the Exploitation plan by providing with needed feedback to the WP Leader; It will execute its selective exploitation activities; It will create its exploitation activities report and it will send them to the WP Leader; It will co-create the Guide on future exploitation and viability

*P2 BCU (UK):* It will contribute to the Exploitation plan by providing with needed feedback to the WP Leader; It will execute its selective exploitation activities; It will create its exploitation activities report and it will send them to the WP Leader; It will co-create the Guide on future exploitation and viability

*P3 BMUKK (AT):* It will contribute to the Exploitation plan by providing with needed feedback to the WP Leader; It will execute its selective exploitation activities; It will create its exploitation activities report and it will send them to the WP Leader; It will co-create the Guide on future exploitation and viability

*P4 NRN Association (BG):* It will contribute to the Exploitation plan by providing with needed feedback to the WP Leader; It will execute its selective exploitation activities; It will create its exploitation activities report and it will send them to the WP Leader; It will co-create the Guide on future exploitation and viability

*P5 EA (EL) :* It will contribute to the Exploitation plan by providing with needed feedback to the WP Leader; It will execute its selective exploitation activities; It will create its exploitation activities report and it will send them to the WP Leader; It will co-create the Guide on future exploitation and viability

**P6 ULS (IE) WP LEADER,** It will define the WP internal development plan and main tasks per partner, including milestones and critical points, and assure the correct development of the WP; It will design Exploitation Plan structure and it will collect needed feedback from partners; It will conduct its selected exploitation activities. It will create its exploitation activity report; It will collect partners' exploitation report and it will create the

Overall exploitation Activities Report; It will co-create the Guide on future exploitation and viability

## **WP7: Project Management and Quality Assurance**

*Duration: 24 months*

### **Partners' role & tasks**

**P1 CTI (EL): WP Leader:** It will serve as the Project coordinator; It will be responsible for the Management Plan (D5.1); arrange project meetings, and coordinate partners' input and reporting; It will participate in the quality review process based on the quality plan

*P2 BCU (UK):* It will follow project developments and administrative requirements, as defined by the programme needs; It will participate in the quality review process based on the quality plan

*P3 BMUKK (AT):* It will follow project developments and administrative requirements, as defined by the programme needs; It will participate in the quality review process based on the quality plan

*P4 NRN Association (BG):* It will follow project developments and administrative requirements, as defined by the programme needs; It will participate in the quality review process based on the quality plan

*P5 EA (EL):* It will follow project developments and administrative requirements, as defined by the programme needs. It will create the Quality plan; It will monitor the quality review process; It will assign task 7.7 Overall Report and Recommendations to an external expert; It will participate in the quality review process based on the quality plan

*P6 ULS (IE):* It will follow project developments and administrative requirements, as defined by the programme needs; it will participate in the quality review process based on the quality plan

## 2.4 Coordination method (Steering, Technical and Financial Committees)

The following bodies are setting up in the consortium aiming at facilitating implementation control both in project level and in WP level.

### 2.4.1 The Steering Committee

The Steering Committee (SC) is the ultimate decision-making body of the Consortium. It consists of the official representative of partners' Institutions with the authority to commit their organisation to the decisions and the capability to take the important scientific coordination decisions. It is chaired by the Lead Partner (CTI)

The members of E-STEP SC are:

Partner No.	Entity	Representative
1	CTI	Prof. John Garofalakis (in case of absent representative is Mrs. Catherine Christodouloupoulou and/or Mr. Andreas Koskeris)
2	BCU	Prof. Alex Kendall
3	BM:UKK	Dr. Christian Reimers
4	NRN Association	Mr. Orlin Kouzov
5	EA	Dr. Sofoklis Sotiriou and Mrs. Eleni Chelioti
6	ULS	Dr. Alan Bruce

The SC tasks are:

- Approval the appointment and withdrawal of the project,
- Decision on scientific issues (redefinition of tasks, quality control, etc.),
- Review the project results internally with regard to deliverables and milestones,
- Decision on changes in partner participation

## 2.4.2 The Executive Board (EB)

The Executive Board (EB) is responsible for the day-to-day management of the project and shall report and be accountable to the SC. The EB consists of the PM and the WP Leaders

The members of E-STEP EB are:

Partner No.	Entity	WP Leader	Representative
1	CTI	WP4 & WP7	Mrs. Catherine Christodouloupoulou, Mr Andreas Koskeris
2	BCU	WP2	Prof. Alex Kendall
3	BM:UKK	WP5	Dr. Christian Reimers
4	NRN Association		Mr. Orlin Kouzov
5	EA	WP1 & WP3	Mrs. Eleni Chelioti
6	ULS	WP6	Dr. Alan Bruce

The **tasks** of the EB include:

- Monitoring the progress within each WP,
- Assessing the quality of deliverables and milestones,
- Proposing decisions for SC,
- Preparing project reviews,

## 2.4.3 The Financial Committee

The Financial Committee (FC) is responsible for the smooth and effective financial management of the project. It consists of the responsible for financial issues per each participated organization. It is chaired by the Lead Partner who is responsible to collect the financial data and to prepare the official financial report for the EACEA. The members



of FC contributes by providing the Lead partner with time sheets, expenditure declarations and supporting documents each 6 months in the agreed templates. They are also responsible to provide LP with all needed clarification in case of any arisen financial issue.

The members of E-STEP Financial committee are:

<b>Partner No.</b>	<b>Entity</b>	<b>Representative</b>
1	CTI	Mrs. Catherine Christodouloupoulou, Mr Andreas Koskeris
2	BCU	Prof. Alex Kendall
3	BM:UKK	Dr. Christian Reimers
4	NRN Association	Mr. Orlin Kouzov
5	EA	Mrs. Eleni Chelioti
6	ULS	Dr. Alan Bruce

#### 2.4.4 The External Evaluator

Dr. Heinrich Pingel-Rollmann, an experienced teacher, teacher trainer, educational administrator and university lecturer as well as external evaluator of Comenius Multilateral Projects and Comenius Networks, will perform an advisory function to the project including basically two aspects:

- Assessing the rate of success in relation to the objectives and aims as outlined in the original application. Evaluation of project results
- Ongoing project process evaluation providing recommendations to the consortium
- Ongoing project process evaluation, e. g. through assessing the conceptual coherence and organizational effectiveness of the partnership, in particular partner involvement and co-operation.
- Providing recommendations to the consortium

Activities include e. g. attendance at project meetings and monitoring visits in order to discuss project implementation with the coordinator. Results to be delivered are the External Interim Report (M 12) and External Final Report (M 24).

## 2.5 Conflict resolution

Decisions will be taken by consensus by all partners. In case of conflict, Project Coordinator will perform the initial assessment of the conflict and seek a pacific resolution.

If such an agreeable solution can not be reached, issue will be referred to Steering Committee.

Steering Committee will review the necessary details of the conflict and seek to bring about a fair and democratic resolution.

Eventually, the Project Beneficiary and Contractor of the Grant Agreement will have the last word.

## 2.6 Communication and Internal Monitoring System and Tools

The communication system that will apply to E-STEP consortium consists of the following process:

- One physical meeting every six months: Kick off meeting (Patras, Greece); 2<sup>nd</sup> meeting (Austria, April 2014); 3<sup>rd</sup> meeting (Greece, July 2014); 4<sup>th</sup> meeting (UK, October 2014); 5<sup>th</sup> meeting (Bulgaria, February 2015); 6<sup>th</sup> final meeting (Patras, Greece, October 2015)
- Communication via E-STEP intranet: CTI has implemented an internal platform where all partners upload documents and notifications
- Communication via mail: partners are communicating via E-STEP mailing list
- Direct communication via phone or Skype: for urgent issues and before project meetings

### 3. Contractual Management

**Grant Agreement** signed between CTI(Coordinator) and the Commission of the European Communities (*Grant Agreement N° 2013-3638/001-001*)

**Bilateral Agreements** between the Project Beneficiary and every partner of the consortium

Official starting date: **01/12/2013 (date of eligibility of costs)**

Closing date: **30-11-2015 (2 years / 24 months)**

**Payment arrangements:**

- Pre-financing: 40% of partner's funding in the beginning of the project
- Second pre-financing: 30% subject to acceptance of the Progress Report & if 70% of the first pre-financing has been used up
- Payment of the balance: 30% at the most, subject to acceptance of declared costs

### 4. Financial Matters & Reporting

#### 4.1 Interim Report

- Covers first 11 months of the project
- Deadline (for delivering to EACEA) - 01/01/2015
- Deadline for each partner to send his/her Progress Report to LP : 10/12/2014
- Interim Report includes Technical and Financial Report

#### 4.2 Final Report

- Covers full eligibility period – 24 months
- Deadline: 24 + 2 months
- Report all eligible expenses and incomes
- Balance payment (last 30%) - to be paid within 90 days of the submission of the report

### 4.3 E-STEP Internal report

For the facilitation of financial monitoring, the partner will send every 6 months their internal semester reports

The reports will have to be:

- Sent both electronically and in printed form;
- Accompanied by copies of the respective supporting documentation;
- Signed and stamped.

## 5. Eligible costs

### 5.1 Staff cost

Permanent or temporary with category ceilings\*;

Cost based on real daily staff costs according to beneficiary's usual policy (comprising actual salaries plus social security charges but excluding incentive payments like bonuses etc).

### 5.2 Travel

Expenses to be claimed for people working in the project;

Inside the eligible countries;

Connected to specific and clearly identifiable project-related activities;

In-line with partner's usual practices

### 5.3 Subsistence

Calculated based on overnight stays + a maximum of half a day and not exceeding the ceiling;

Proof of attendance and overnight accommodation required.

## 5.4 Subcontracting

Different procurement rules according to the cost of the subcontract;

- Specific reference to be made in the contract (e.g. the name of the EU project, the tender number, clear description and relation to the project, etc).

## 5.5 Other Costs

Expenses not falling under other categories;

From requirements imposed by the grant agreement;

Travel expenses of third parties;

- Not costs related to the administration of the project.

## 5.6 Indirect Costs

Costs not identifiable as specific costs directly linked to performance of the project.

Norma overheads costs for the organization

All costs for equipment related to administration (PC's, laptops...)

Typical examples: communication costs (phone, internet) infrastructural costs (rent, electricity. Etc.), office supplies, photocopies...

*Limited to 7% of direct costs*

## 6. Non Eligible Costs

- Return on capital
- Debt and debt service charges
- Interest owed
- Exchange losses
- VAT, **unless** you are unable to recover it
- Costs declared by the participant and covered by another

- Action or work program receiving a Community grant
- Costs of opening and operating bank accounts
  - (Money transfer costs ARE eligible)

## 7. Exchange Rate

If the currency of the invoice is not **EURO**, please write on it the **EURO equivalent** using the accounting rate published on the website

<http://ec.europa.eu/budget/inforeuro>

**"first month of the period of eligibility of costs" as set in the GA (Article I.11.1 of the GA) for E-STEP project : 01/12/2013.**

## 8. Needed documents for the reporting

- **Expenses form** : excel file named: **Financial report template E-STEP**
- **Specification of salary costs employer** (for the 1<sup>st</sup> report & final report, and each time that the salary cost changes)
- **Justification for Subsistence costs** (for partners that **use daily allowance**)
- **Time sheets**: the excel file named **Timesheet E-STEP**

## 9. Supportive documents per budget category

<i>Staff costs</i>	<ul style="list-style-type: none"> <li>• Employment contracts (or other independent / legal justification of personnel costs claimed)</li> <li>• payroll records (including those summaries sent to the relevant national income tax authorities for each member of personnel engaged on the selected projects) <b>NOTE: For the Interim and for the Final report</b></li> </ul>
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	<ul style="list-style-type: none"> <li>• Proofs of payment</li> </ul>
<i>Travel expenses</i>	<ul style="list-style-type: none"> <li>• Invoices</li> <li>• Proofs of payment,</li> <li>• Mission approval forms</li> <li>• A report, records, minutes etc. indicating purpose and participants of the meetings / events</li> <li>• Internal procedure related to travel</li> </ul>
<i>Subcontracting</i>	<ul style="list-style-type: none"> <li>• Subcontracting agreements,</li> <li>• Invoices,</li> <li>• Proofs of payment,</li> <li>• Tendering procedure (if required),</li> <li>• Deliverables from the sub-contractors</li> </ul>
<i>Other costs</i>	<ul style="list-style-type: none"> <li>• Invoices,</li> <li>• Proofs of payment</li> </ul>
<i>General Ledger</i>	<p>Salient extracts and reconciliations of costs claimed back to underlying accounting records/general ledger to facilitate easy and swift verification of costs claimed and their eligibility (for beneficiary and project partners)</p> <p><b>NOTE: For the Final report</b></p>
<i>VAT status report</i>	<p>The VAT status of the beneficiary and of each of the partners, officially certified by the respective Tax Authorities and whether VAT is being claimed on project expenses</p>

- **All copies** should be **signed and stamped by your organizations financial responsible/ representative**;
- Partners have to provide **a clear photocopy** of all receipts/payments;
- **If the receipts are not in English, a short description** is needed

## 10. Audit certificate

### EXTERNAL AUDITOR... for the final report

From now on, LLP projects have to adapt the process of **Audit Certificate** for the **submission of a Report of Factual Findings on the Final Financial Report - Type I**

The **Audit Certificate** concerns the payment of grants based upon eligible, real costs

The audit report is an **independent report** on the final financial report for a project, which has been produced by an **approved auditor**

Its purpose is to provide the Agency and the beneficiary with a **reasonable assurance** that the cost declared at final report stage are **duly justified and / or eligible**

The Agency is encouraging projects with contracts from previous years (prior to 2013) to also use the Audit Certificate so as **to improve the accuracy of projects' final financial**

The **role** of the auditor is

- To check supporting documents and accounting movements with the aim of establishing **whether the costs were incurred within the eligibility period and are justified by relevant documents.**
- To verify the conversion of cost incurred in a currency **other** than EURO,
- To verify the compliance with the terms and provisions stated in the grant agreement/ decision regarding **accounting, sub-contracting and procurement.**
- The **Report of Factual Findings** on the **Final Financial Report - Type I** is an independent report of factual findings produced by an auditor (having a contractual relationship with the lead partner)

**N.B: The submission of a Report of Factual Findings on the Final Financial Report - Type I does not mean that the Agency, the Commission or the Court of Auditors waive their right to carry out their own audits**

for more details please see [http://eacea.ec.europa.eu/about/documents/guidance-notes-audit-type-i\\_11.2012\\_en.pdf](http://eacea.ec.europa.eu/about/documents/guidance-notes-audit-type-i_11.2012_en.pdf)



## 11. Budget Breakdown Amendment

Budget structure

Heading A	Direct costs	Staff	160000
Heading B	Direct costs (Operational costs)	Travel & subsistence (item B1)	115000
		Equipment (item B2)	
		Subcontracting (item B.3)	
		Other (Item B.4)	
Heading C	Indirect costs		14000

### ***Amendment: change to the budget breakdown***

- Not necessary if transfer does not exceed 10% of the **budget heading** for which the transfer is indented
- Accepted only if justified and consequence of changes in the work-program
- Total budget, EU grant and maximum EU contribution **cannot** be modified

### ***Examples of transfers between budget headings***

Increase of the budget allocation to "Staff" from 160.000€ to 170.000€ **Less than 10%**  
**No amendment is necessary (GA article I.4.4 or I.3.4)**

Increase of the budget **within the same heading:** e.g. Equipments from 3.000 to 6.000€ and decrease from 68.000 to 65.000€ for "Travel" **changes within the same heading (operational costs-heading B)**  
**No amendment is necessary (GA article I.4.4 or I.3.4)**

Increase of the expenses for operational cost (Travel & subsistence + equipment + subcontracting + other) from 115.000 to 150.000 **more than 10%**  
**Formal amendment request is necessary**

## 12. ANNEX

## E-STEP Templates for Reporting (also attached)

### 12.1 ANNEX 1: E-STEP Justification for Subsistence costs

To: CTI  
N Kazantzaki str Patras University  
Rio, Patras 26 504  
Greece

Place (day/month/year)

*Theme:* Specification of salary costs for the employer

It is certified that (name of partner's employer dedicated to E-STEP) is employed as (position of employer/ based on program staff categories) in partners name and his/her Gross salary (included Social security and all related costs) for the year ... is of 00.000€. The Number of working days per year for our Institution is (number of days). The cost to partner's employer per day is 00.00€ (Gross salary /number of working days)

Name of financial director  
Position  
Institution

Signature

Stamp

## 12.2 ANNEX 2:E-STEP Specification of salary costs employer

To: CTI  
N Kazantzaki str Patras University  
Rio, Patras 26 504  
Greece

Place (day/month/year)

**Theme:** Specification of salary costs for the employer

It is certified that (name of partner's employer dedicated to E-STEP) is employed as (position of employer/ based on program staff categories) in partners name and his/her Gross salary (included Social security and all related costs) for the year ... is of 00.000€. The Number of working days per year for our Institution is (number of days). The cost to partner's employer per day is 00.00€ (Gross salary /number of working days)

Name of financial director  
Position  
Institution

Signature

Stamp

## 12.3 ANNEX 3: E-STEP Timesheets

Workers:																																		
Number of working hours and days devoted to the project																																		
2014	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Total hours	Total days	
Jan																																0	0	
Feb																																	0	0
Mar																																	0	0
Apr																																	0	0
May																																	0	0
Jun																																	0	0
July																																	0	0
Aug																																	0	0
Sept																																	0	0
Oct																																	0	0
Nov																																	0	0
Dec																																	0	0
Tasks per month																															Total	0		
Jan																																		
Feb																																		
Mar																																		
Apr																																		
May																																		
June																																		
July																																		
Aug																																		
Sept																																		
Oct																																		
Nov																																		
Dec																																		
Place and Date	Signed by the worker involved in the project															Signed by the supervisor/contractor																		

Σελίδα 1

## 12.4 ANNEX 4: Financial report template E-STEP

<b>Lifelong Learning Programme</b>			
Multilateral projects, networks, accompanying measures, and studies			
<b>STATEMENT OF ACCOUNTS - COST CLAIM (PROGRESS REPORT)</b>			
Agreement number	2013-3638/001-001	Eligibility period from:	to
Project number	539498-LLP-1-2013-1-GR-COMENIUS-CMP		
Project Title	Supporting teachers' and parents' partnerships through social-networking technologies / E-STEP		
Action (select from list)			
Beneficiary name and Legal address	Σελίδα 1		
(all figures in EURO)	<b>AGREED BUDGET</b>	<b>REALISED</b>	<b>% Execution</b>
<b>EXPENDITURES</b>			
STAFF COSTS		0,00	#ΔΙΑΙΠ/0!
TRAVEL AND SUBSISTENCE		0,00	#ΔΙΑΙΠ/0!
EQUIPMENT (Max 10% of A)		0,00	#ΔΙΑΙΠ/0!
SUBCONTRACTING (max 30% of A)		0,00	#ΔΙΑΙΠ/0!
OTHER COSTS		0,00	#ΔΙΑΙΠ/0!
<b>TOTAL DIRECT COSTS (A)</b>		<b>0,00</b>	<b>#ΔΙΑΙΠ/0!</b>
<b>INDIRECT COSTS (B) max 7% of A</b>		<b>7,00%</b> 0,00	<b>#ΔΙΑΙΠ/0!</b>
<b>TOTAL COSTS (A+B)</b>		<b>0,00</b>	<b>#ΔΙΑΙΠ/0!</b>