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Social inclusion and common values: the contribution in the field of education and training
EACEA/34/2019

D3.1 Project Handbook

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Deliverable author(s)	Ioana Andreea Ștefan, Jannicke Baalsrud Hauge, Antoniu Ștefan, Ancuța Florentina Gheorghe
Partner(s)	ATS, BIBA
Contributors	
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Statement of originality

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

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LIST OF ABBREVIATIONS

Nr. Crt	Abbreviation	Stands for
1	ATS	Advanced Technology Systems
2	BIBA	Bremer Institute fuer Produktion und Logistik an der Universität Bremen
3	DoP	Description of Project
4	EACEA	Education, Audiovisual and Culture Executive Agency
5	EC	European Commission
6	GA	General Assembly
7	HFC	Hands Free Computing (Ireland) Limited
8	PA	Partner Agreement
9	PAC	PA College Limited
10	PC	Project Coordinator
11	QRM	Quality and Risk Manager
12	UTH	University of Thessaly
13	WP	Work Package
14	WPLs	Work Package Leaders

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Executive Summary

The purpose of this document is to provide an overview of the internal management, administrative and quality procedures of the INCLUDEME Project, in order to ensure efficient project execution, as well as high quality project results. It reunites D3.1 Project Handbook and D5.1 Quality Plan. The document will provide partners with a concise reference to the project management structure, tasks, responsibilities, reporting requirements, finance information and quality processes. The deliverable is based on and reusing similar project deliverables for previous projects the team members have been involved in.

1. INTRODUCTION

1.1 Summary

This document specifically covers the following areas:

- A summary of the requirements of the Education, Audiovisual and Culture Executive Agency (EACEA) of the European Commission (EC).
- Administrative project management processes that ensure accurate financial reporting and justification of the work being carried out.
- General project management processes that ensure tight co-ordination of activities resulting in high quality deliverables.
- An internal communication strategy that ensures clear and effective communication between the Partners and that allows for the early escalation and the timely resolution of management and technical issues.
- Details of the process for the quality review of project deliverables.
- External communication, dissemination and exploitation processes that ensure a unified presentation of the project to the public at large, as well as protect the IPR of the Partners. (Further details will be provided within the INCLUDEME Communication and Dissemination Plan.)

1.2 Precedence

The general principles for the project execution have been defined in the EC EACEA Grant Agreement, the Description of Project (DoP) and the Partner Agreement (PA). The Project Handbook does not replace any of these established agreements or replace any of the EC EACEA guidelines for project implementation and documentation.

All partners have received a copy of the Grant Agreement from the Project Coordinator for information and guidance for project activities. A copy of the Grant Agreement and its Annexes are available online within the project's repository.

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2. Project Outline

INCLUDEME stands for "Inclusive Digital Environments to Enable High-Quality Education for Disadvantaged and Disabled Learners" and addresses core challenges associated with inclusive and accessible education. The project envisions technology-enriched interventions that target the specifics of disadvantaged and disabled learners and also aims to facilitate teacher and stakeholder training that will equip them with relevant knowledge and skills.

2.1 Project Description

The objective of the project is to nurture and implement inclusive education practices across educational, economic, social and cultural contexts by infusing digital innovation in customisable, user- centred learning environments and by employing the capabilities and facilities provided through accessible information technologies and gaming approaches.

The INCLUDEME Project is composed of 8 Work Packages (WP):

- WP1 Stakeholder analysis and INCLUDEME Requisites.
- WP2 Set up of piloting activities.
- WP3 Management.
- WP INCLUDEME Platform & accessibility tools.
- WP5 Quality assurance and control.
- WP6 Evaluation and piloting.
- WP7 INCLUDEME Community building, dissemination and impact creation.
- WP 8 Transferability of results.

2.2 WP 1 - Stakeholder analysis and INCLUDEME Requisites (BIBA)

This WP is under the responsibility of Partner 3 - Bremer Institute fuer Produktion und Logistik an der Universität Bremen (BIBA).

Aim of WP1

WP1 aims to map all the specific needs of the target groups in order to enable methodologies, good practices, and emergent technologies, and also to facilitate the constant engagement and sustainable inclusion of disabled and disadvantaged learners in diverse educational contexts.

Main objectives of WP1

- Analysing the needs of the target groups in relation to innovative approaches and technologies, in order to inform the activities of WP3 INCLUDEME Platform & accessibility tools.
- Employing a set of technologies that accommodate user-specific needs and that foster the long-term engagement and motivation of disadvantaged and disabled learners.

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- Assessing accessibility tools in order to facilitate an equal and inclusive access to education.
  Evaluating the specific needs of teachers and of educational leaders for information, competence and resources to maximize the adoption of the INCLUDEME tools and learning resources.

2.3 WP2 – Set up of piloting activities (PAC)

This WP is under the responsibility of Partner 6 – PA College Limited (PAC).

Aim of WP2

WP2 aims to carry out the setup of the INCLUDEME pilots that will target disabled and disadvantaged students, other students, teachers, and other stakeholders (educational leaders, NGOs and other social actors, policy makers, etc.), in an effort to maximize adoption of INCLUDEME best practices and technologies.

Main objectives of WP2

- Carrying out the selection of the target groups (primary and secondary stakeholders) and setting-up specific pilots that will be implemented in WP6.
- Defining the piloting guidelines and programme for each target group, includingdisabled and disadvantaged students, students, teachers and other stakeholders as well as for mixed groups.
- Providing a pilot plan that will support piloting activities in WP6. The plan will include templates for specific user group activities: focus groups, workshops, and training sessions.
- Establising effective metrics for evaluating the performance of the piloting program. SMART performance goals will be defined to align project-piloting activities with its objectives, and collect data on indicators that have been defined as attainable during the project timeframe.

2.4 WP3 – Management (ATS)

This WP is under the responsibility of the Coordinator/Partner 1 – Advanced Technology Systems (ATS).

Aim of WP3

WP3 aims to ensure co-ordination, co-operation and cohesion in all aspects of the project's lifetime ensuring that all the foreseen activities are carried out accordingly with the approved work plan.

Main objectives of WP3

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- Monitoring, tracking and controlling deviations due to progress, costs, and scheduling-changes.
- Managing the project according to approved plans.
- Ensuring that the required reporting is prepared and delivered in a timely manner.
- Implementing procedures for quality management.
- Implementing an administration and communication infrastructure to establish a basis for efficient and easy communication within the project in addition to ensuring that external communication, which includes theproject web, dissemination and exploitation activities, is done and controlled by the project management.

2.5 WP4 – INCLUDEME platform & accessibility tools (ATS)

This WP will be under the responsibility of the Coordinator/Partner 1 – Advanced Technology Systems (ATS).

Aim of WP4

WP4 aims to provide access to a set of learning tools that enable the construction of customized, game-based learning experiences for disadvantaged and disabled learners.

Main objectives of WP4

- Designing the multilingual INCLUDEME Platform components that will enable the demployment of a suite of existing and innovation-driven technologies.
- Developing the key components of the INCLUDEME Platform:
- INCLUDEME Sandbox that integrates an Authoring Tool for creating gamified learning paths and collaborative spaces that enables the co-creativity, co-creation and co-design of engaging and motivating learning experiences.
- Games, which aim to enhance the long-term engagement and motivation of disabled and disadvantaged students.
- The Analytics component that will provide insights on the user experiences and their involvement in learning activities.
- The INCLUDEME Repository of technical resources that manages collections of games and of gamified learning paths created within the project.
- INCLUDEME Learning Resources Centre that will provide access to educational resources, and will consolidate inclusive education.
- INCLUDEME Information Booth that provides guidelines on the use of the platform tools and access to assistance from INCLUDEME coaches.
- Develop and integrate accessibility features to foster the inclusion of disabled students in co-creation and co-design processes, and facilitate access to learning resources and tools, respectively:
- Enhance the capabilities of a web accessibility tool to support the specific needs identified in WP1.

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- Implement accessibility features for the Authoring Tool used for creating gamified learning paths.
- Implement accessibility features for games.

2.6 WP5 – Quality assurance and control (BIBA)

This WP is under the responsibility of the Partner 3 - Bremer institute fuer Produktion und Logistik an der Universität Bremen (BIBA).

Aim of WP5

WP5 aims to ensure the project quality standards and respect of the approved schedule for deliverables.

Main objectives of WP5

- Ensuring quality and for the adequate management of eventual risks that could emerge during the project lifetime and jeopardise the achievement of the project results and the expected impact.
- Enhancing and further developing the initial risk contingency plan including all potential risks.
- Ensuring the ethical use of data within the INCLUDEME project.

2.7 WP6 – Evaluation and piloting (PAC)

This WPis under the responsibility of the Partner 6 – PA College Limited (PAC).

Aim of WP6

WP6 aims to prepare, execute and evaluate the pilot operations, including the preparation of the environment, the engagement of users, the execution of the actual pilot cases and the collection and evaluation of the results.

Main objectives of WP6

- Oversee and coordinate all piloting activities involving all interested parties.
- Plan the overall schedule of the activities and the execution sessions;
- Organize sessions in which learners will use the provided tools and learning resources. The training sessions aim to enable teachers and trainers to effectively use the INCLUDEME tools and resources and enrich teaching and learning methods for inclusive and accessible education.

2.8 WP7 – Community building, dissemination and impact creation (UTH)

This WP is under the responsibility of the Partner 4 – University of Thessaly (UTH).

Aim of WP7

WP7 aims to coordinate the dissemination and communication actions to be performed during the INCLUDEME project for diffusing the project goals and results among the widest possible audience.

Main objectives of WP7

- Developing the communication and dissemination strategy and plan the design of the related supporting materials that will be based on the project identity.
- Designing and developing the project website.
- Coordinating of the promoting project objectives, activities and outcomes in mainstream social media to establish the INCLUDEME community that will engage all interested stakeholders, such as local communities, and will keep them involved during the entire project lifetime.

2.9 WP8 – Transferability of results (HFC)

This WP is under the responsibility of the Partner 2 – Hands Free Computing (Ireland) Limited (HFC).

Aim of WP8

WP8 aims to define and put in place the necessary activities and procedures ensuring an efficient transferability of the approaches and technical solutions experienced in the pilots, thus ensuring that they can be replicated in other member states for the benefit of the entire European society.

Main objectives of Work Package 8

- Facilitating the knowledge transfer process and exploiting the inclusive and accessible education models.
- Developming an exploitation strategy based on use cases that will allow to sustain project results beyond project lifetime and enable adopters to implement the outcomes.
- Exploiting the learning experiences of INCLUDEME via educational organisations and interested parties.
- Fostering collaboration with the stakeholders of education programs.

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3. Project Organisational Structure

3.1 Overview

The organisational structure of the Consortium shall comprise the following Consortium Bodies:

General Assembly as the ultimate decision-making body of the consortium.

Executive Board as the supervisory body for the execution of the project, which shall report to and be accountable to the General Assembly.

The Project Coordinator as the legal entity acting as the intermediary between the Partners and the Funding Authority. The Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement and this Partner/Consortium Agreement.

The project's management and administrative functions will be provided as shown below:
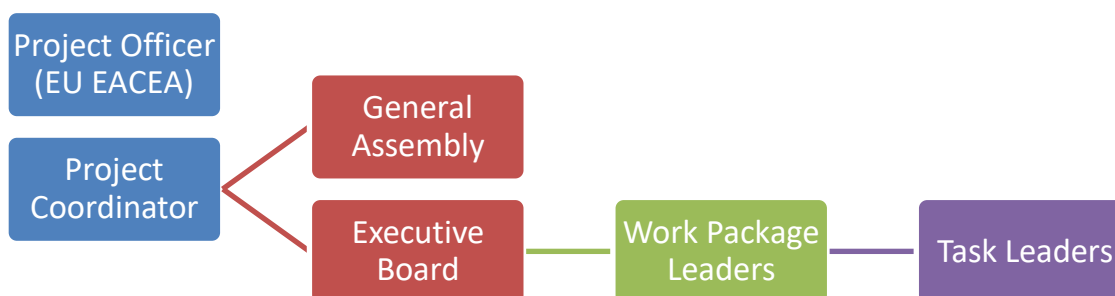
Figure 1 Project's management and administrative functions

3.2 General Assembly (GA)

The General Assembly will be chaired by the Project Coordinator (PC) and will be formed by representatives from each Partner. Each Partner will nominate an individual as its representative. The Partner representative will have the authority to commit the Partner to decisions and will be responsible for submitting any technical document contributions required to the appropriate Work Package Leader and supervise the preparation of any technical deliverable for which the Partner is responsible.

Where the nominated representative is unavailable, a substitute may attend and vote at project meetings. In this instance or where there is a change to a nominated representative, the Partner should notify the PC at the first opportunity. The General Assembly is responsible for the:

- Determinating the overall project strategy.
- Overall co-ordination of project development.
- Overseing of Partners' utilisation of the resources allocated to the project.
- Achieving of the project objectives.
- Requesting amendments to the project contract.
- Monitoring of project progresses, achievements and costs.

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- Overseeing of the dissemination and exploitation of project results and outputs.

3.3 Project Coordinator

The PC (Ioana Andreea Ștefan) will be responsible for the overall project quality and financial management. With the support of the project team, the PC will directly work with the WPLeaders who will keep the team informed about the evolution of the activities carried out and send alerts when any potential issue may arize. The PC will also be responsible for the Management WPand must ensure that all project documents are prepared with the contribution of all Partners. In the execution of her functions, the PC will collaborate with the other members of the GA.

The PC will be the sole link between the consortium and the EC EACEA Project Officer. The EC EACEA Project Officer is directly responsible for overseeing progress and reviewing the project. Any questions that partners may have should be passed to the project team to either resolve or escalate to the EC EACEA Project Officer.

3.4 Quality and Risk Manager (QRM)

The QRM (Jannicke Baalsrud Hauge) will support the PC and be responsible for the quality of task implementation. The QRM will supervise the activities in the WPs and ensure compliance with the project plan in terms of quality of work and risk management. The QRM will provide a robust managerial structure to ensure the delivery of efficient and effective project activity and far-reaching project results.

3.5 WPLeaders (WPLs)

WP No.	Title	WP Leader	Leader Name
WP1	WP1 Stakeholder analysis and INCLUDEME requisites	BIBA	Bremer institute fuer Produktion und Logistik an der Universität Bremen
WP2	WP2 Set up of piloting activities	PAC	PA College Limited
WP3	WP3 Management	ATS	Advanced Technology Systems
WP4	WP4 INCLUDEME Platform & accessibility tools	ATS	Advanced Technology Systems
WP5	WP5 Quality assurance and control	BIBA	Bremer institute fuer Produktion und Logistik an der Universität Bremen

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WP No.	Title	WP Leader	Leader Name
WP6	WP6 Evaluation and piloting	PAC	PA College Limited
WP7	WP7 INCLUDEME Community building, dissemination and impact creation	UTH	University of Thessaly
WP8	WP8 Transferability of results	HFC	Hands Free Computing (Ireland) Limited

Table 1 WP Leaders

WP Leaders (WPLs) will be directly managed by the PC. The WPLs have detailed co-ordination of their WP, which entails the definition of the roles of the Partners as well as the preparation, planning, undertaking and reporting of the activities of the WP. The WP Leader(s) will, therefore, be responsible for achieving the WP objectives, for the quality of the products and for technical reporting to the PC and the GA any conflicts or problems that can arise within their WP. The WPLs must have a global vision of the activities of the various WPs. In particular, the WP Leaders will have to carry out the following tasks:

- Coordinatingthe work of the other Partners involved in the WP.
- Organise meetings with the other Partners involved in the WP, when this is necessary, in order to ensure that the envisaged activities are carried out, the objectives and products are obtained and deadlines are respected.
- Contributing to the coordination and communication of horizontal activities.
- Reporting to the GA any conflicts or problems that may arise within the WP.
- Maintaining close contact with the PC and project team.
- Fully participating in the overall monitoring activities carried out by the PC, including submitting a regular report of activities within the WP.;
- Working closely to support the activities of Task Leaders.
- Providing input for the preparation of the project newsletters.
- Co-operating in the implementation of dissemination activities.
- Present WP activity.

3.6 Task Leaders (TL)

Task Leaders will be directly managed by their appropriate WP Leader(s) and will be in charge of:

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- Ensuring the correct procedures during their task lifecycle in order to get the best results.
- Informing their WP Leader about any technical, procedural, administrative issue that could prevent the task and activity from getting the best results;
- Working closely with the other Partners involved in their tasks.
- Participating in meetings, as appropriate.

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4. Communication

4.1 General Assembly Meeting Rules

The following section summarises the rules and procedures for GA Meetings. The details provided here are aligned to the project's Consortium Agreement. Should there be any discrepancy between this handbook and the Consortium Agreement, the conditions of the Consortium Agreement will take precedence.

4.1.1 Purpose

The GA Meetings will serve as a forum for making decisions concerning the progress and outcome of the project.

4.1.2 General Rules

These will be in-line with the standards agreed in the Consortium Agreement.

Meeting Notice: The PC must give notice in writing 28 calendar days prior to holding a face-to-face meeting or 7 calendar days prior to holding a teleconference or video-teleconference.

Special Meetings: The PC shall convene extraordinary meetings at any time upon written request of 1/3 of members of the GA.

Agenda Notice: The PC must send the agenda 14 calendar days prior to a face-to-face meeting or 3 working days prior to a teleconference.

Agenda Contributions: Any Partner may submit agenda items up until 7 calendar days prior to a face-to-face meeting, 1 day before a teleconference or online meeting or on the day of meeting with unanimous approval of the GA.

Any agenda item requiring a decision by members of the GA must be identified as such on the agenda.

Minutes: The Project Team must make the minutes available within 10 calendar days of the meeting. Partners may comment on the minutes up until 15 calendar days after the minutes have been made available. Following this, the minutes will beconsidered accepted and published online in the reserved area of the project's website.

4.1.3 Voting

Quorum: Two-thirds of the GA members must be present to establish a Quorum for formal deliberations to take place.

Voting Representative: Each Partner has one vote, if absent then the PC as the lead will cast the Partner vote and decisions will be taken on a majority basis.

Proxy: Each Partner may appoint a substitute or a proxy to attend and vote at any meeting. However, this must be submitted in writing to the PC prior to the meeting.

Decision Making: The GA shall attempt to make decisions by consensus by the unanimous vote of all members present or represented. W where this is not possible, a simple majority vote will be sufficient for most decisions (as detailed within the Consortium Agreement).

IPR-related Decisions: These decisions require a unanimous vote.

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Defaulting Parties / Project Termination or Suspension: These decisions require a unanimous vote.

4.1.4 Veto

Right to Veto: A Partner has the right to veto, if it can show that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a specific decision.

Veto Vote: In the case of a veto, each Partner must be present to vote if the decision has been included in the agenda prior to the meeting.

4.2 General Assembly Meeting Role

General Assembly meetings will be organized to evaluate overall progress and achievement, co-ordinate project-related interactions among partners and evaluate progress against project plans and identify and contemplate any major problems and deviations from the project time-schedule.

4.3 Conflict Resolution

Special focus will be kept on areas that most likely might lead to conflicting situations. The PC will directly deal with the WP leaders who will keep the PC informed about the evolution of the activities carried out and send alerts when any potential issue may happen. The PC will have then to assess and mitigate any conflict amicably. If the issue cannot be solved then the PC will submit it to the GA for discussion and, if necessary, a vote to resolve the issue.

4.4 Emergency Procedure / Conflict Resolution

In the event that an issue should arise that could jeopardize the overall completion date of the project or the quality of the delivered results it should be reported immediately to the PC. The PC will endeavour to resolve the issue as soon as possible by calling an emergency GA Meeting, depending upon the issue, in order to determine the next steps.

4.5 Project Meetings

On-line transnational project meetings will be held every trimester, while traveling restrictions apply. When possible, physical GA meetings will take place at six month intervals and/or take place during project conferences or events. Physical GA meetings are physical meetings attended by a representative of each of the project Partners.

Meetings for all WP leaders can be called as required and are likely to take place online.

Intra-WP/Task Meetings will be called when specific needs arise, even at a short notice, in order to discuss and solve technical problems or related to specific tasks such as undertaking work towards the development and writing of a project deliverable. As with GA meetings, wherever possible, these should be integrated intoother project events.

Regular WP conference calls, monthly project conference calls will take place as well as communication by e-mail.

Copies of WP meeting minutes, with details of all decisions taken during meetings, should be forwarded to the Project Coordinator. These minutes will be the responsibility of the WP or Task Leader, responsible for calling the meeting, and as in section 4.1.2 above, they should be produced within 10 calendar days of the meeting having taken place.

Technical Review Meetings will provide, together with Deliverables and Reports, the means to allow EACEA to check and validate Project progress. Technical review meetings are called by EACEA. The agenda of the meeting is agreed between EACEA and the PC: the agenda of the project's presentation within the general agenda is agreed amongst the partners and provided by the PC to EACEA.

Where partners wish to suggest a change to the DoP, they should do so by using the Amendment to DoP form, available in the project repository; a copy is provided in section 8.

4.6 Mailing Lists and Address Book

The project team is small. We will use the normal email addresses and one mailing list for the consortium. The repository will be in OneDrive that will be used as common working space.

4.7 Document Sharing

For day-to-day operation, partners should share working documents using the project folder available in OneDrive. These arrangements will be agreed at WP and/or Task levels for particular project activity.

Where it is required to share a physical project document, Partners:

- Are advised to use a courier service to mail any legal or signed documents.
- Should keep a copy of all signed documents for their own records.

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5. Reporting

5.1 Reporting Procedures, Frequency and Format

During the course of the project, the following items need to be delivered:

- The deliverables identified in the Description of Proposal.
- The milestones identified based on the Description of Proposal.
- An Interim Progress Report; within 60 days of the end of the reporting period.
- A Final Report; within 60 days after the end of the project.

5.2 Internal Financial and Activity Reporting

At six-month intervals administrative information will be collected from the Partners, who will be required to deliver a progress report to the PC including:

- Description of expenditure for the period (timesheets).
- Any deviation from the planned budget.
- Any future departure from the budget for the next period.
- List of the deliverables with their status: on-time, delayed, delivery date/s, etc.
- Dissemination activities carried out during the period.
- Dissemination and training events organised or participated in by the partner.
- Dissemination plan for the next period.

A named person within each partner organisation will be responsible for each deliverable.

As a further aspect of the reporting process, Partners will need to outline the time that their organisation has spent on any given activity in person months. There is no generic definition of a standard person month. This should be calculated based on the number of hours per week that is considered standard within each Partner's own organisation.

The project Partners will provide this information to the Project Team on a regular basis, both informally through e-mail and formally using the templates provided.

5.3 Progress Report

At the end of the first reporting period, the PC is required to submit a progress report summarising the activity of the partnership during according to the Project implementation plan.

The report should include a publishable summary, containing information on the progress of work, including achievement and attainment of any milestones and deliverables identified in the DoP. In addition, this report should contain information on resources deployed and deviations from the work schedule.

All Partners should contribute information to the development of the progress report, with WP Leaders co-ordinating the response to provide a critical analysis of project work undertaken and the results achieved.

As detailed within the Finance section, a financial summary for each Partner will also be submitted at the end of the reporting period.

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It is following the assessment and acceptance of these submissions that the EACEA will make payment.

5.4 Final Report

As with the Progress Report, the PC is required to submit a final report.

The final report shall comprise a final publishable summary report covering the results, conclusions and social-economic impact of the project.

As with the Progress Report, input from partners is important to represent the project activities effectively and WP Leaders will play a key role in presenting the details of activity and results for their areas of work.

Financial information will also be reported for each partner to enable the EACEA to calculate final payments.

The EACEA can accept or reject deliverables and reports and suspend payments where this is deemed necessary.

A series of Partner financial and management reporting templates have been developed to provide information for project reporting.

6. Finance

6.1 Finance Explanation

Finance payments will be made in accordance with the Grant Agreement and as outlined in the Consortium Agreement. Each partner is responsible for the expenditure and costs incurred to action the project and work packages and must only attribute costs to the project that comply with the following:

- Actually incurred by the beneficiary.
- All expenditure must be incurred during the action duration.
- Entered as eligible costs in the estimated budget of the action.
- Connected to the action as described in Annex 1.
- Identifiable and verifiable.
- Compliant with applicable national laws on taxes, labour and social security.
- Reasonable, justified and compliant with the principles of sound financial management, in particular regarding economy and efficiency.

The EU/Euratom grant cannot be used to finance activities other than those approved by the EACEA.

6.2 Financial Reporting

Internal financial reporting will take place on a six-monthly basis to allow the coordinator to:

- Monitor the financial progress of the project in line with work packages delivery.
- Monitor costs to date.
- Identify of any anomalies.
- Take corrective action to ensure successful delivery of the project.

6.3 Documentation and Audit Trail

The Partners must keep appropriate records and supporting documentation to justify the expenditure for which they declare costs.

The Partners must keep the original documents. Digital and digitalised documents are considered originals if they are authorised by the applicable national law.

For actual costs, adequate records and other supporting documentation to prove the costs declared, such as contracts, subcontracts, invoices and accounting records must be retained.

For unit costs: adequate records and other supporting documentation to prove the number of units declared must be retained.

For direct personnel costs declared as unit costs calculated in accordance with the beneficiary's usual cost accounting practices must be retained.

All evidence must be verifiable, auditable and available. The beneficiaries must, for a period five years after the payment of the balance, keep records and other supporting documentation in order to prove the proper implementation of the action and the costs declared as eligible.

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An audit trail must be traceable and available for expenditure incurred. Original supporting documentation must be retained and costs to the project must be authorised, recorded in the accounting system of the beneficiary and identifiable as project related. Costs must not be recorded twice, namely the same costs must not be charged against this project and another project.

The sufficiency and the persuasiveness of the evidence provided, as well as the audit trail, will be assessed against the International Standards on Auditing.

7. Document Templates

Various templates have been created for the project and are shown below. These templates should be used for time sheeting, progress and management reports. This will aid the collation of material for the reports to the Education, Audiovisual and Culture Executive Agency (EACEA) of the European Commission (EC).

Templates available as annexes are:

- Deliverable Template.
- Deliverable Internal Review Form.
- Timesheet.
- Financial Reporting.
- Progress Report Template.
- Final Report Template.
- Request for Amendment.

Guidelines provided by the EACEA:

- Guidelines for Applicants (including annex).
- Practical Information on Contractual Project Management.
- Audit Guidelines (Report of Factual Findings on the Final Financial Report - Type I).

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