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Project Management Handbook



Erasmus + KA2 Cooperation for innovation and the exchange of good practices **Capacity Building in the field of Higher Education**

Proposals 2019 - EAC/A03/2018

Project Grant Agreement N. **586221**

Project acronym: **NePreV**

Full title: **Setting up a multidisciplinary joint master degree dedicated to the Next Production Revolution**

Project Management Handbook

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Executive summary

The Project Management Handbook contains the project management strategy and procedures. It also describes the composition of the management bodies.

WP9 deals with project management and ensures that the overall objectives of the NePREV project will be achieved within the foreseen time and budget. This WP includes the implementation of management structures and procedures that will be collected in the Project Management Handbook.

WP9 is lead by PoliTO.

Introduction

This deliverable summarizes the main administrative procedures already stated in the **Grant Agreement** and in the **Partnership Agreement**. This document is addressed to the **administrative staff** involved in the project.

WP9 - Management

The **Work Package 9** activities include the operative and financial management of the project.

This work package aims to ensure that the overall objectives of the project will be achieved within the foreseen time and budget. This WP includes the implementation of management structures and procedures that will be collected in this Project Management Handbook.

In particular, the project coordinator will be in charge of the organization of periodic meetings and the day-to-day execution of project administration and monitoring.

The project coordinator will identify potential risks linked with the development of the project also assessing the performance of the project partners. In particular, appropriate recovery plans will be identified as well as the implementation of corrective actions to cope with possible misbehaviours of some partners.

Finally, the coordinator will elaborate the guidelines and will supply standards, procedures and conventions for the preparation of documentation and reports to deliver to the European Commission. Moreover, the project coordinator will be responsible for the organization and preparation of the project review meetings.

All project partner meetings are included in this WP.

The activities of the WP9 are organized in the following sub-tasks:

TR1. Kick-off meeting (Tunis)

- sets the formalities and plans the project's activities
- scheduled in correspondence with the Strategy Forum Workshop

TR2. First mid-term meeting (Milan)

- analysis of the Development phase of the Project



- scheduled in correspondence of the training sessions

TR3. Second mid-term meeting (Paris)

- analysis of the Development phase of the Project

TR4. Third mid-term meeting (Turin)

- analysis of the Development phase of the Project
- scheduled in correspondence of the training sessions

TR5. Forth mid-term meeting in (Jendouba)

- analysis of the Development phase of the Project

TR6. Final meeting (Tunis)

- analysis of the Development phase of the Project
- scheduled in conjunction with the final graduation of first students

TR7. Virtual meetings

- videoconferences organized every four months by the project's coordinator

TR8. Report: Project Management Handbook

- contains the project management strategy, monitoring and procedures
- a reference document by both project partners and the External Quality Expert

TR9. Annual Report: Progress of Work Packages

- executive summaries of the main achievements of the WPs
- provided by WPs' leaders

This Management Handbook is foreseen in the TR8.

Management bodies

Three main structures are identified corresponding to different decision levels: a) Project Manager (PM); b) Assembly of Partners (AoP); c) Steering Committee (SC).

a) The **Project Manager (PM)**, appointed by POLITO. His main mission is the day-to-day management and overall supervision of activities. He is responsible for the direction of all aspects of the project, including technical work, administration, control, planning, progress, revision and reporting. He acts as the main interface between the consortium and the Executive Agency.

Composition: 1 skilled professional from POLITO.

b) The **Assembly of Partners (AoP)** represents the individual positions of partners and takes decisions pertaining to issues of relevance to all partners. The AoP decide upon proposals on



strategic issues, e.g. among those proposed by the PM or the SC or by single partners, or emerging as necessary decisions to be taken at given times in the project.

Composition: 1 representative per partner.

c) The **Steering Committee (SC)** is in charge of strategic input to the project. This relates to relations with stakeholders, input to the dissemination, communication and exploitation strategies and to the post-project developments within a sustainable perspective.

Composition: WP leaders.

Relations among management bodies.

The PM is in charge of relations with the Executive Agency and refers to the AoP. The SC provides strategic input to the PM, who eventually brings issues raised by the SC to the attention of the AoP.

Decision making process.

Decisions will be taken by consensus. In the case that voting becomes necessary, the majority of votes of the AoP decides. The vote of the PM is only counted in case of an equal number of pro and contra votes. Decisions will be collected in the AoP minutes and distributed to all partners with minimum delay and no later than 5 working days after the AoP.

General administrative provisions

Any important project related communication between the parties shall be done in writing and addressed to the appointed project manager of each beneficiary, as per the details below:

For the coordinator:

POLITECNICO DI TORINO - ENERGY DEPARTMENT
CORSO DUCA DEGLI ABRUZZI 24 - 10129 - TORINO Italy
Project Manager: Pierluigi Leone
pierluigi.leone@polito.it
Administrative and financial manager: Projects and Contracts Office
denerg.progetti@polito.it
Formal e-mail address: denerg@pec.polito.it

For the beneficiaries:

POLITECNICO DI MILANO
Project Manager: Sergio Terzi
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Assistant to the PM: Elisa Negri
elisa.negri@polimi.it
Administrative and Financial Manager: Federico Crivelli



federico.crivelli@polimi.it
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CENTRALESUPELEC
Project Manager: Sahin Evren
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Assistant to the PM: Oualid Jouini
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ASOCIACION OBSERVATORIO DE LAS RELACIONES UNION EUROPEA AMERICA LATINA - OBREAL
Project Manager: Nicolás Patrici
npatrici@obreal.org
Administrative and Financial Manager: Agustina Calabrese
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UNIVERSITE DE TUNIS EL MANAR
Project Manager: Wyssal Abbassi
Wyssal.abbassi@enit.utm.tn
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SFAX UNIVERSITY
Project Manager: Hamdi Kessentini
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Administrative and Financial Manager: Hamdi Kessentini
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Formal e-mail address: none

UNIVERSITE OF JENDOUBA
Project Manager: Boutheina Regaieg
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Administrative and Financial Manager: Hanen Rebhi
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Formal e-mail address: contact@uj.rnu.tn

UNIVERSITE DE GAFSA
Project Manager: Maher Raddaoui
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Administrative and Financial Manager: Maher Raddaoui



raddaouimaher@gmail.com
Formal e-mail address: none

Any changes to the above information should be communicated in a timely manner to the Coordinator (pierluigi.leone@polito.it and denerg.progetti@polito.it)

The legal representative, as stated in the Mandates, of each beneficiary is given the beneficiary's power of attorney to sign all documents directly linked to the project execution as described in the Grant Agreement and the Partnership Agreement.

Budget management

The budget has been set considering the duration and the overall effort requested by all activities in terms of human resources. Travels and cost of stay have been minimized. For instance, a Strategy Forum Workshop has been planned in correspondance of the kick off meeting in Tunis. A training session has been planned in correspondance of the second term meeting in Milan. Virtual meetings have been planned to reduce travel costs and time abroad. Budget is planned to assure adequate economic resources in terms of human resources and skills from researchers, managers and technicians, the contribution of each WP activity and equal budget distribution between partners considering a balanced economic distribution between the project years.

The incidence per WP Type is:

WP Type	Budget share (%)
Preparation	7.5%
Development	74.7%
Quality Plan	4.9%
Dissemination & Exploitation	4.3%
Management	8.7%

The incidence per grant heading is:

Grant Heading	Budget share (%)
Staff costs:	39.7%
Travel Costs	4.9%
Cost of stay	19.6%
Equipment Costs	28.5%
Subcontracting Costs	7.2%

Partners are aware that the implementation of the project requires other type of expenditures which will co-funded by partner institutions. These expenditures correspond to the 8.8% of the requested grant and has been identified as follows:



Development costs

- Travel and cost of stay of two staff from EU Partners for joint teaching in Tunisian Universities in the framework of new courses.

Dissemination costs

- Conference fees and travels for the participation to international conferences.

Other costs (e.g. bank costs for the management of the grant and international bank transfers) are co-financed by the projects' coordinator, PoliTO.

Overheads/indirect costs: Indirect costs (e.g. general photocopying, office supplies, postage and telecommunication costs related to the implementation of the project) are calculated at 7% of the total grant and will be co-financed by partner institutions' own resources.

In terms of financial management, the consortium adopts the following principles:

- Each partner will be responsible for the management of its own budget, in accordance with the general project budget;
- Bilateral online meetings on financial management will be organized for each partner institution in the first month of the project. This will ensure: i) direct communication with the right persons responsible for finances, and ii) maximum participation and opportunities to ask questions in the early stage of the project;
- The coordinator will maintain a help-desk contact consisting of an EU-project financing specialist, to answer all questions of partners;
- The coordinator will check partners' spending against plans every 3 months, to ensure that the project runs on budget according to the performed activities;
- Any changes in resourcing will have to be approved by the coordinator or by the assembly of partners (depending on severity of the change) before they will be implemented by an individual partner.

Payment arrangements

The coordinator will transfer the parts of the Erasmus+ grant contribution corresponding to each individual beneficiary using the accounts stipulated in Annex VII of the Partnership Agreement.

The transfer of the Erasmus+ grant contribution to the beneficiaries will be implemented in accordance with the timetable and procedure described in details in Annex I of the Partnership Agreement.

In order to face unforeseen expenditures, the coordinator will keep a reserve fund, which is the 20% of the staff cost foreseen in the approved budget. The instalments to be transferred to the Partners are calculated on the remaining amount. At the end of the project, the remaining reserve fund will be transferred to each Partner according to the scheme reported in Annex I.



According to the Guidelines for the Use of the Grant issued by the Executive Agency on January , 9th 2018 – Section 2, the total first pre-financing payment is equal to the 50% of the maximum amount of the contribution and the second pre-financing payment is equal to the 40% of the maximum amount of the contribution as specified in Annex 1 of this Agreement

For each instalment, the coordinator will transfer to the account of each beneficiary part of the Erasmus+ grant contribution, as better described in Annex I of the Partnership Agreement.

Any situation different from the standard will be managed singularly by the Coordinator asking also for the support of the Project Officer and/or legal and/or fiscal advisors.

Reimbursement of costs incurred

Each Partner will receive a budget according to the tranche schemes reported in Annex I.

This budget can be used to cover the expenditures (for staff, travels, stays, equipment and subcontracting) incurred for the implementation of the activities of the project according to the eligibility of costs rules set up in the Grant Agreement and in the Guidelines for the Use of the Grant and better described in Annex II and Annex III of the Partnership Agreement.

Beneficiaries are obliged to use the Erasmus+ grant contribution exclusively for the purposes defined by the project, and in accordance with the terms and provisions of the present Agreement and the Grant Agreement and its annexes. Erasmus+ grant amounts received in advance and not used by the beneficiaries will be reimbursed to the coordinator at the latest 90 days after the end of the project's contractual period.

If there is a difference between the amount of the Erasmus+ grant contribution actually used by the partnership and the amount of expenditure declared eligible by the Executive Agency, the beneficiary responsible for the expenditure declared ineligible will reimburse the corresponding amount to the coordinator within 90 days after the communication received by the Executive Agency.

The costs of financial transfers will be borne by the coordinator.

Budgetary and financial management

The Erasmus+ grant contribution to the project's staff costs, travel costs and costs of stay will be calculated on the basis of "unit contributions" whose individual amounts are specified in the Erasmus+ Programme Guide and in the Guidelines for the Use of the Grant.



For the implementation of the project and the beneficiary's reimbursement of costs incurred in terms of travel and costs of stay, the partnership will use the procedures described in Annex II and Annex III of this Agreement.

For the implementation of the project and the beneficiary's reimbursement of costs incurred in terms of staff, the partnership will apply the unit costs amounts as defined in the Erasmus+ Programme Guide and in the Guidelines for the use of the Grant.

The Erasmus+ grant contribution to the project's equipment and subcontracting costs will be based on the justification of the costs actually incurred. This justification will take the form of the support documentation specified in the relevant section of the Erasmus+ Programme Guide and the Guidelines for the Use of the Grant.

The beneficiaries confirm that they respect the social and labour legislation of their country regarding the costs of staff contributing to the project.

Each beneficiary is responsible for ensuring adequate insurance arrangements for their staff and students while participating in project activities.

Here below are reported integrally the Annexes of the Partnership Agreement describing the management procedures adopted for the budget management.

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Annex I - Budget and Co-financing breakdown

The Partners agree that **the Coordinator will partially manage the budget of P5, P6, P7 and P8** for what concerns the **Travel Costs, Costs of Stay** and the **Equipment Costs** as asked by the Partner Countries Partners during the KoM.

The budget for the **Travel Costs** and **Costs of Stay** will be kept by the Coordinator who will **select a travel agency** to manage the **costs for subsistence (main meals), accommodation, local and public transport such as bus and taxi (from and to the airport or urban travels if no other public transports are available), personal or optional health insurance** (if not already provided by the Home Institution) of the staff of the Partner Countries Partners (as foreseen in the Programme Guide). The Coordinator will pay the agency using the budget of the home Institution corresponding to each staff member.

If happens the agency is not able to manage some services, provided that the expenses are considered eligible, the cost may be borne by the traveller and not by the agency. The traveller will then be able to ask for the reimbursement to the Coordinator according to the Politecnico di Torino reimbursement procedure for external staff. This alternative procedure is available only if the impossibility to manage the costs by the agency is duly justified.

The reimbursement by the Politecnico di Torino will take place only against the delivery of the original documents of expenditures of the whole mission to the Politecnico di Torino (i.e. travel tickets, boarding passes, restaurant invoices, taxi invoices, etc.)

The costs of the traveller will be charged on the budget of his/her home Institution.

Any real costs exceeding the budget will be charged on the reserve fund of the belonging institution. If less budget will be spent for the Costs of Stay, and all the expenses will be considered eligible by the Auditor and EACEA, the remaining sum will be distributed to the Partners with the balance at the end of the project.

The budget for the **Travel Costs** includes the contribution to the travel costs of students and staff involved in the project, from their place of origin to the venue of the activity and return includes the cost of the **mean of transport** (flight, train, ferry, bus), **visa fee and related obligatory insurance, travel insurance and cancellation costs** (if justified).

The budget for the **Equipment Costs** will be kept by the Coordinator. **The responsibility of the tendering procedure will be of each Institution** with budget for the Equipment. **The Coordinator** will have the responsibility to **check each step** of the tendering procedure of each Partner and, at the end of the procedure, will pay the selected supplier/s. The invoices will be addressed to each Partner Institution buying equipment and **the Coordinator will pay the invoices in name and on behalf of each Partner Institution**.

It is agreed by the Partners that, for the **extra activity of the budget management for the Costs of Stay** along the whole duration of the Project, a budget transfer in the Staff Cost is going to take place and a **forfeit quota of € 1'000,00 (una tantum)** is transferred from the involved Partners to the Coordinator.



The voices of the budget affected by the particularities described above are highlighted in the scheme below in light blue for what concerns the Staff Cost and in yellow for what concerns the Travel Costs, Costs of Stay and Equipment.

The Partners agree that a **Reserve Fund is set aside** and it will be kept and managed by the Coordinator. The management of the Reserve Fund is better described in the following paragraph.

Approved Budget breakdown per partner and budget category [EURO]

P. N°	Name of Partner	Country	PR/PA	1. Staff Costs	2. Travel Costs	3. Costs of Stay	4. Equipment Costs	5. Subcontracting Costs	6. Exceptional Costs	7. Total Costs
P1	POLITO	Italy	Programme Countries	92.174,00	4.750,00	12.720,00	-	10.000,00	-	119.644,00
P2	POLIMI	Italy	Programme Countries	78.838,00	439000%	12.720,00	-	-	-	95.948,00
P3	CS	France	Programme Countries	79.938,00	5.225,00	12.720,00	-	1.592,00	-	99.475,00
P4	OBREAL	Spain	Programme Countries	47.914,00	5.225,00	12.720,00	-	45.000,00	-	110.859,00
P5	ENIT	Tunisia	Partner Countries	23.716,00	7.965,00	55.620,00	137.000,00	-	-	224.301,00
P6	ISGIS	Tunisia	Partner Countries	14.276,00	6.105,00	24.750,00	47.000,00	-	-	92.131,00
P7	FSJEGJ	Tunisia	Partner Countries	15.266,00	5.565,00	24.750,00	42.000,00	10.000,00	-	97.581,00
P8	ENIGA	Tunisia	Partner Countries	14.386,00	6.105,00	24.750,00	37.000,00	-	-	82.241,00
										922.180,00

Legend:

Forfait quota transferred to the Coordinator for budget management of TRAVELS, COSTS OF STAY and EQUIPMENT of Partner Countries Partners

Kept and managed by the Coordinator

Reserve Fund

A reserve fund of the **20% of the staff cost** is set aside by the partnership to meet any unexpected costs that may arise in the implementation of the project. The reserve fund will be used to

- i) co-finance travel costs and costs of stay higher than the unit costs;
- ii) co-finance other type of expenditures required for the implementation of the project (such as costs for dissemination, printing and publishing) which are not taken into account in the calculation of the grant.



The use of the reserve fund can arise from any beneficiary and shall be approved by the partnership. The Assembly of Partners (AoP), as described in the Proposal of the Project and will be better detailed in the Project Management Handbook, will have the responsibility to assess and approve the final redistribution of the Reserve Fund.

The amount to be allocated to the reserve fund will be withdrawn from the first transfer of projects funds to each partner and will be managed centrally by the coordinator. At the end of the project, if the reserve fund or a part of it has not been spent, those remaining funds will be redistributed to the partners in a share proportional to the amount initially withdrawn. This transfer will occur together with the payment of the final balance (see below)

Reserve Fund breakdown per partner [EURO]

		TOTAL GRANT	1. Staff Costs	RESERVE FUND: 20% of the STAFF COST
A	B	C		F
1	POLITO	119.644,00 €	92.174,00 €	18.434,80 €
2	POLIMI	95.948,00 €	78.838,00 €	15.767,60 €
3	CS	99.475,00 €	79.938,00 €	15.987,60 €
4	OBREAL	110.859,00 €	47.914,00 €	9.582,80 €
5	ENIT	224.301,00 €	23.716,00 €	4.743,20 €
6	ISGIS	92.131,00 €	14.276,00 €	2.855,20 €
7	FSJEGJ	97.581,00 €	15.266,00 €	3.053,20 €
8	ENIGA	82.241,00 €	14.386,00 €	2.877,20 €
		922.180,00 €		73.301,60 €



Payment scheduling

1ST TRANCHE (PRE-FINANCING)

		TOTAL GRANT	PRE-FINANCING from EACEA: 50% of TOT GRANT	RESERVE FUND	GROSS PRE-FINANCING for Partners (E-F)	Quota of staff costs kept by the coordinator to cover the work for the management of other partners' costs	Quota kept and managed by the Coordinator for COSTS OF STAY and EQUIPMENT of the Partner Countries Partners ((3+4)0,5)	1ST TRANCHE for Partner Countries Partners (G-H-I)
A	B	C	E	F	G	H	I	J
1	POLITO	119.644,00 €	59.822,00 €	18.434,80 €	41.387,20 €			41.387,20 €
2	POLIMI	95.948,00 €	47.974,00 €	15.767,60 €	32.206,40 €			32.206,40 €
3	CS	99.475,00 €	49.737,50 €	15.987,60 €	33.749,90 €			33.749,90 €
4	OBREAL	110.859,00 €	55.429,50 €	9.582,80 €	45.846,70 €			45.846,70 €
5	ENIT	224.301,00 €	112.150,50 €	4.743,20 €	107.407,30 €	1.000,00 €	100.292,50 €	6.114,80 €
6	ISGIS	92.131,00 €	46.065,50 €	2.855,20 €	43.210,30 €	1.000,00 €	38.927,50 €	3.282,80 €
7	FSJEGJ	97.581,00 €	48.790,50 €	3.053,20 €	45.737,30 €	1.000,00 €	36.157,50 €	8.579,80 €
8	ENIGA	82.241,00 €	41.120,50 €	2.877,20 €	38.243,30 €	1.000,00 €	33.927,50 €	3.315,80 €
		922.180,00 €	461.090,00 €	73.301,60 €	387.788,40 €	4.000,00 €	€209.305,00	€174.483,40

2ND TRANCHE

		TOTAL GRANT	MID TERM FINANCING by EACEA: 40% of TOT GRANT (C*0,4)	Quota kept and managed by the Coordinator for COSTS OF STAY and EQUIPMENT of the Partner Countries Partners ((3+4)*0,4)	2ND TRANCHE transferred to Partners by the Coordinator (K-L)
A	B	C	K	L	M
1	POLITO	119.644,00 €	47.857,60 €		47.857,60 €
2	POLIMI	95.948,00 €	38.379,20 €		38.379,20 €
3	CS	99.475,00 €	39.790,00 €		39.790,00 €
4	OBREAL	110.859,00 €	44.343,60 €		44.343,60 €
5	ENIT	224.301,00 €	89.720,40 €	80.234,00 €	9.486,40 €
6	ISGIS	92.131,00 €	36.852,40 €	31.142,00 €	5.710,40 €
7	FSJEGJ	97.581,00 €	39.032,40 €	28.926,00 €	10.106,40 €
8	ENIGA	82.241,00 €	32.896,40 €	27.142,00 €	5.754,40 €
		922.180,00 €	368.872,00 €	167.444,00 €	201.428,00 €



BALANCE

		TOTAL GRANT	BALANCE SUM from EACEA: 10% of TOT GRANT (C*0,1)	Quota kept and managed by the Coordinator for COSTS OF STAY and EQUIPMENT of the Partner Countries ((3+4)*0,1)	BALANCE TRANCHE transferred to Partners by the Coordinator
A	B	C	N	O	P
1	POLITO	119.644,00 €	11.964,40 €		11.964,40 €
2	POLIMI	95.948,00 €	9.594,80 €		9.594,80 €
3	CS	99.475,00 €	9.947,50 €		9.947,50 €
4	OBREAL	110.859,00 €	11.085,90 €		11.085,90 €
5	ENIT	224.301,00 €	22.430,10 €	20.058,50 €	2.371,60 €
6	ISGIS	92.131,00 €	9.213,10 €	7.785,50 €	1.427,60 €
7	FSJEGJ	97.581,00 €	9.758,10 €	7.231,50 €	2.526,60 €
8	ENIGA	82.241,00 €	8.224,10 €	6.785,50 €	1.438,60 €
		922.180,00 €	92.218,00 €	41.861,00 €	50.357,00 €

Legend:

Budget flow from EACEA to the Coordinator

Budget flow from the Coordinator to the Partners

Reserve fund kept by the Coordinator until the balance at the end of the project

Budget management details

Each Partner Institution will receive its budget according to the tranche schemes reported above. This budget could be used to cover the expenditures occurred for the implementation of the activities of the project.

Please note that each project cost to be considered eligible must be **supported by contracts/ tender documents/ quotes/ receipts/ invoices fiscally recognized/ proofs of payments/ proofs of work done**, readable



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and eventually translated in English. Additional information may be found in Annex II of the Grant Agreement.

A pdf copy of these documents will have to be provided to the Coordinator for the submission of the Mid Term Report and for the Final Report, in order to receive the second tranche and the balance, at the latest 30 days after the Mid Term date and 30 days after the End date of the project.

The **first tranche** will be transferred to the Partners within 60 days after that all the Partners will have signed this Partnership Agreement, provided that the Coordinator has already received the **Annex VII duly completed** with the bank account data of the Beneficiary.

The **second tranche** will be transferred to the Partners who will have spent already at least the 70% of the first tranche and that will have **sent to the Coordinator all the documents needed for the Mid Term Report** (documenting the expenditures and the activities carried out in the first 18 months). The transfer will take place within 60 days after receiving the second instalment from the Executive Agency.

The **balance, together with the left reserve fund**, will be transferred to the Partners that will have **send to the Coordinator all the documents needed for the Final Report** (documenting the expenditures and the activities carried out in the last 18 months).

The balance will have to be approved by the Assembly of Partners before being transferred to Partners. The transfer will take place within 60 days after receiving the balance from the Executive Agency.



Annex II - Remuneration modalities of staff involved in the project

This budget heading contributes to the cost of staff for all beneficiaries when they are performing tasks which are directly necessary to the achievement of the objectives of the project. These costs are supported on the basis of unit costs. A unit cost is a fixed contribution which is multiplied by the specific number of units to cover the costs linked to the implementation of a specific activity or task. The unit costs to be applied are those defined in the tables below.

The existence of a formal employment relationship between the employee and the beneficiary institutions is required. The employee must be part of the payroll system of the beneficiary institution.

The unit costs to be applied for Staff costs take into account two variables: the type of staff category and the country in which the staff member is employed. Each unit cost corresponds to an amount in Euro per working day per staff.

The applicable staff categories to be applied are the following:

- Managers (including legislators, senior officials and managers) carry out top managerial activities related to the administration and coordination of project activities;
- Researchers, teachers and trainers (RTT) typically carry out academic activities related to the development of project results;
- Technical staff (including technicians and associate professionals) carries out technical tasks such as book-keeping, accountancy, in-house translation activities;
- Administrative staff (including office and customer service clerks) carries out administrative tasks such as secretarial duties. Students can work for the project and can be considered as administrative staff, provided that they have signed a work contract with a consortium beneficiary institution.

The Staff category to be applied depends on the type of activity performed in the project and not on the status or title of the staff member.

The unit cost to be applied is the one corresponding to the country in which the staff member is employed, independently of where the tasks will be executed (i.e. a staff member of an organisation of country A working (partly) in country B will be considered for the unit costs under country A).

Country	Manager	Teacher/Trainer/Researcher	Technician	Administrative
Italy	280	214	162	131
France	280	214	162	131
Spain	164	137	102	78
Tunisia	47	33	22	17

The reimbursement is based exclusively on the application of the unit costs and is independent from the actual remuneration of the staff involved.



The reimbursement for staff costs is calculated by multiplying the unit cost (corresponding to the applicable category of country and staff) by the total number of days spent on the implementation of the project per staff member. One working day is defined according to the applicable national legislation. Declared working days per individual shall not exceed 20 days per month or 240 days per year.

Every Beneficiary will pay the salaries of their own project team members.

As contribution to the cost of its staff, the Beneficiary will claim its quota of the budget to the Coordinator according to the payment scheduling as described in the Annex I.

The quota of budget requested as contribution for the incurred costs of staff will have to be calculated with the unit cost method described above, basing on the hours described in the submitted TS.

Supporting documents

Beneficiaries do not need to justify the actual cost of the activity (of their staff) but they have to comply with the mandatory documental requests described in the Programme Guide and in the Guidelines for the Use of the grant and summarized in this paragraph.

A formal contractual employment relationship between the employee and the employer (the beneficiary) must exist. **A formal employment contract is required and will have to be reproduced as supporting document for the final audit.**

The documents that have to be supplied to the coordinator include:

1. A **Joint Declaration** (Annex II of the Guidelines for the use of the Grant) for each person employed by the project. The JD must be signed by the person performing the activity then countersigned and stamped by the person responsible (in accordance with Article 8.1) in the institution that employed this person. **For staff performing different categories of tasks a separate convention must be signed for each type of activity.**
2. **Timesheets** have to be completed periodically and they must be signed by the person concerned and countersigned by the person responsible in the institution that employed this person. The timesheets must indicate:
 - a. the project references;
 - b. the name of the person performing the tasks, his/her position and the staff category;
 - c. the institution and the country where the person is employed;
 - d. the number of days worked for the corresponding month and year;
 - e. the description of the tasks performed, the outputs produced and the related work package.
3. **Employment contract or payroll.** These documents contain private data and will have to be handled according to the Privacy Regulations. Only one reference person per Institution will have the responsibility to collect these documents, archive the paper copies and upload the scanned copies



on the appropriate **PRIVATE shared folder**. The access to the private shared folder will be managed by the Coordinator who will give the access only to the designed person, authorized by the Partner Institution.

These documents will have to be supplied in their original language if in one of the UE recognized languages, otherwise they will have to be accompanied by a declaration of the Institution describing the contents of the documents.

In order to accomplish the requirements of point 1 above, **the JOINT DECLARATION FORM, the TIMESHEETS, the CONTRACTS and the PAYROLLS** have to be completed/collected and **sent to the coordinator within 15 days after month 18 and within 15 days after the end of the project (month 36).**

A formal staff-monitoring table (shared on the sharepoint) collecting the data of each single staff member participating to the project for each beneficiary (name, roles, start and end of his/her activity on the project) will be issued by the coordinator within month 6 of the project.

If **any changes in the staff members** (i.e. names, duration, role, etc.) occur, the coordinator will have to be promptly informed by the beneficiary by means of a written communication and **the beneficiary will have the duty to update the data on the shared staff-monitoring table.**

The data collected will have to be used according to the privacy legislation mentioned in the Grant Agreement.

It is also mandatory to detain and provide to the coordinator any **material evidence** useful to verify that the **declared workloads** correspond to actual activities/outputs (e.g. attendance lists for lectures given, tangible outputs / products, minutes of meetings, etc.). These documents will have to be provided for the final audit therefore they will be collected along the project.

The EACEA Joint Declaration and the EACEA TS will appear as represented in the following figures:



ANNEX II

JOINT DECLARATION

Ref. No. Project No.
The reference number must correspond to the progressive numbering indicated in the financial statements of the final report

FROM
Hereinafter "the Institution"*

AND Name:
Address:
.....
Hereinafter "the Staff member"*

THE INSTITUTION AND THE STAFF MEMBER HEREBY CERTIFY THAT:

- The Institution is a member of the partnership for the above-mentioned project.
- The Staff member is either:
- employed by the Institution and is part of its payroll system YES/NO
or
- a natural person ** assigned to the project on the basis of a contract against payment YES/NO
- The Institution and Staff member agree that the Staff member has worked on this project and performed the following duties during the project's eligibility period.
dd/mm/yy dd/mm/yy

FROM		TO	
-------------	--	-----------	--

Please describe the outputs produced (short overall indication since detailed information has to be given in the accompanying time-sheet):
.....
.....

4. Please complete the following information.

Staff category (Manager / Researcher, Teacher, Trainer / Technician / Administrative staff)	
Country of the Institution	
Number of days worked and charged to the project (according to time-sheet)	

5. This declaration does not alter in any way the employment conditions/assignment already existing between the Institution and the Staff member and is established solely for the purpose of justifying the Staff costs that the Institution will charge to the Erasmus+ Capacity Building in Higher Education grant.

Done in Date

Name

Function

Institution Staff member name

Signature and Stamp of the Institution Signature of the Staff member

**The declaration must be signed by the person concerned, then signed and stamped by the person responsible in the Institution where this person worked for the project. The Institution must be a member of the partnership.*

*** A natural person (individual) can be assigned to the action also on the basis of e.g. a civil contract, a free-lance contract, an expert contract, a service contract with self-employed person ("in house consultant) or a secondment to the Institution against payment. The costs of such natural persons working under the action may be assimilated to the costs of personnel, if (i) the person works under conditions similar to those of an employee (in particular regarding the way the work is organized, the tasks that are performed and the premises where they are performed); and (ii) the result of the work belongs to the Institution (unless exceptionally agreed otherwise); and (iii) the costs are not significantly different from the costs of staff performing similar tasks under an employment contract within the institution*

Figure 1 - EACEA Joint Declaration module sample



Annex III - Reimbursement modalities for travels, costs of stay and equipment

Travels and costs of stay

Although CBHE partnership applies the unit costs amounts defined in the Erasmus+ Programme Guide for the reimbursement of the travel and costs of stay incurred by the beneficiary organizations for the implementation of the project activities, **the beneficiary's procedure for covering these costs will be based on the reimbursement of actual costs incurred for travel costs and costs of stay.** Further rules are described below.

In general, each beneficiary will manage its budget for what concerns

- Travel costs
- Costs of stay

In case the global expenditures for travel costs and costs of stay will exceed the unit costs amounts, as defined in the Erasmus+ Programme Guide, the partnership will use *in primis* the generated savings then its own reserve fund to cover the extra costs.

Final balances for each Partner or between Partners will be eventually analysed at the end of the project and will have to be approved by the Steering Committee.

For what concerns the costs whose reimbursement will be managed directly by each Partner, each beneficiary will collect the original justifications of the incurred costs and archive them at their Administrative office for five years after the end of the project.

In case the mission costs are managed in a mixed mode, partially by the Coordinator and partially by a Partner Institution itself, the original documents will be kept by the institution that made the payment, and each Institution will have the responsibility to upload the scanned copies of them in the appropriate folder of the share point, together with the ITR they refer.

It is agreed that **the Coordinator will manage the budget of the travel costs and costs of stays of the Partner Countries Institutions.** A selection of a managing travel agency will be carried out by the Coordinator for the management of the stays. The staff of the Partner Countries Institutions will receive the direct contact of the agency and will directly arrange the stay with the travel agency. The Coordinator (denerg.progetti@polito.it) will have to be kept in Cc in all the communications with the agency.

Expenses reimbursable on the project budget for travels and stay described at pages 171-172 of the Programme Guide and are summarized below:



Under the category “TRAVEL COSTS”:

- **Flights, trains, ferries, buses** (used to connect the home departing location and the location of the meeting);
- **Private car or rented car only if duly justified** (i.e. no other means of transport available)
- **VISA fees and connected mandatory insurance**
- **Cancellation insurance for travels**

Under the category “COSTS OF STAY”:

- **Meals** (breakfast, lunch and dinners if not supplied by the organiser of the meeting)
- **Accommodation**
- **Local transports at the location of the meeting** (buses, underground, taxi, any public transports to travel the hotel-place of meeting distance)
- **Taxi from and to the airport** (if no other public transport available or if taken by a group so economically convenient)
- **Health insurance for the travel** (if not already provided by the home Institution for its employees/students)

No other types of expenditures for travels and stays are considered eligible to be refunded on the project budget.

The **supporting documents** that will have to be provided **for each mission of every person** are specified at point 3.3.1.2 of the Guidelines for the Use of the Grant and **include**:

- The **Individual Travel Report** (EACEA) with the travel distance calculated using the distance calculator supported by the European Commission (http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm);
- **Boarding passes, public transports tickets;**
- **Taxi invoices;**
- Distance travelled by own/rented car taken from **Google Maps, invoice of the car rental, fuel invoices** if not included in the rental, invoice of the **pay tolls;**
- **Hotel invoices;**
- **Restaurant/bar invoices (single bill for each person)**
- **VISA receipt**
- **Travel/health insurance receipts**

The missions have to be **supported by documents of the activities carried out** too, including:

- **Agendas;**
- **Signature lists;**
- **Invitation letters;**
- **Presentations;**
- **Photos;**
- **Flyers;**
- **Minutes;**
- **Any other tangible document produced during the activities carried out during the mission.**

All travels have to be consistent with the project activities. Existence of a formal employment direct link is required in order to participate to a project travel.



Key principles for travel costs and costs of stay are the following:

- Beneficiaries are required to choose the cheapest means of travel, e.g. economy tickets for air travel and to take advantage of reduced fares. Where this is not the case a full explanation should be provided to the Coordinator;
- Costs related to entry visas and related obligatory insurance are eligible and will be reimbursed;
- Meals that are included in the mission, but not supplied by the organization of the meeting (i.e. meeting lunch/social dinners/included with the hotel booking), may be refunded for maximum 40€ per person per day;
- The hotel rooms may be reserved for the number of nights needed to perform the project-related activities for the beneficiaries;
- Additional nights, needed for personal reasons, have to be booked and paid directly to the hotel by the single staff person and they will not be reimbursable on the project budget;
- All other expenses (e.g. difference from a standard room to a superior room or a superior hotel, mini bar, hotel bar, additional meals, etc.) will not be reimbursed because not eligible;
- In case of cancellation made by the beneficiary institution or by the single staff person of the institution, for any reason, after confirmation (i.e. after ticket purchase and hotel booking), the related costs will be deducted from the beneficiary's project budget because they are not eligible.
- If the traveller needs to stay some days more for his private reasons (after or before the meeting), it is possible to book the flights also some days before or after the end of the meeting. In any case, always consider that:
- The price of the flights has to be comparable (no more than 50 € or cheaper) with respect to the price of the flights that would be reserved according to the ordinary travel scheme:
 - ➔ the departure day should be one or two days before the meeting (depending on the connections. In case of bad interconnections more days may be considered but the situation has to be duly justified),
 - ➔ the leaving should take place on the day the meeting ends (if not late and connections are available) or the day after.
- The traveller who needs, for private reasons, to arrive earlier or depart later, and if this cause an increment of the price higher than 50€, they will have to pay directly the gap (the delta);
- After the travel plan is confirmed and the tickets are issued, every modification, due to private reasons, will generate penalty fees that will have to be paid directly by the traveller/ his beneficiary institution and not charged on the project.

If happens that the Coordinator has to reimburse costs for travel and/or stays to any person internal or external to Partner Institutions (i.e. invited speakers or other exceptions of travels/stays not reserved through the selected travel agency), the **internal procedures of the Politecnico di Torino will have to be applied**.

In the cases mentioned above, the single traveller has to anticipate all the expenses and then complete the forms for the reimbursement procedure of the Politecnico di Torino. Appropriate forms and guidelines will be supplied.

The expenses will be allocated by the Coordinator to a specific beneficiary or might be spread over all the beneficiaries proportionally to their share of the total budget depending on the motivations that triggered the mission (common or single interests).

The reimbursement from the Politecnico di Torino may be possible ONLY WHEN THE ORIGINAL PROOFS OF THE EXPENDITURE ARE DELIVERED TO THE ADMINISTRATIVE OFFICE of the Department of Energy of the Politecnico di Torino.

For the reimbursement request, the fulfilment of the

- INDIVIDUAL TRAVEL REPORT (ITR)

is mandatory, one for each travel (Annex III – Guidelines for the Use of the Grant).



INDIVIDUAL TRAVEL REPORT for travel costs and costs of stay

To be filled in by *each* participant

In case of circular/multiple travels, please fill in separate Individual Travel Reports.

Ref. No.....Project No.
The reference number must correspond to the progressive numbering indicated in the financial statements in the final report

(1) PERSONAL DATA

Surname: Forename:

Home institution:

Staff position/student year of study at home institution:

(2) TYPE OF ACTIVITY (Tick as appropriate)

STAFF

- Teaching/training assignment
- Training and retraining purposes
- Updating programmes and courses
- Practical placements in companies, industries and institutions
- Project management related meetings
- Workshops and visits for result dissemination purposes

STUDENTS

- Study period
- Participation in intensive courses
- Practical placements, internships in companies, industries or institutions
- Participation in short term activities linked to the management of the project

(3) DETAILS OF THE TRAVEL

PERIOD*	From (Depart date) <i>(dd/mm/yy)</i>	To (Return date) <i>(dd/mm/yy)</i>
PLACE OF DEPARTURE**	HOME INSTITUTION	
	COUNTRY..... CITY.....	
PLACE OF DESTINATION/ LOCATION OF ACTIVITY	HOST INSTITUTION	
	COUNTRY..... CITY.....	
TRAVEL DISTANCE***	Km	

*Please indicate period of travel from departure to return to place of origin
** If different from Home institution please enclose authorisation from the Agency
*** Travel distance in Km (One-way travel using distance calculator: http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm) from place of departure to location of activities

(4) DETAILS OF THE ACTIVITY

DATES (excluding travel)	From (date):..... To (date):
DESCRIPTION OF ACTIVITY(IES) PERFORMED (brief description of the activities performed)	
.....	
.....	
.....	
.....	

SIGNATURE OF THE PARTICIPANT

I hereby declare that I have been carrying out the above-mentioned activities.

Date:

Signature:

Figure 3 – Individual Travel Report sample

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THE ORIGINAL PROOFS OF THE EXPENDITURES HAVE TO BE ATTACHED to the ITR modules in any case of reimbursement modality. These original documents have to be ARCHIVED at the Administrative Office of the Institution that bear the payment within 45 days after the conclusion of the mission.

The Administrative Officer of the paying Institution will have to upload a copy of all these documents to the shared management folder of the project (online cloud) within 45 days after having received them and in any case, **no later than 30 days after the Mid Term Report/Final Report deadlines.**



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Equipment costs

According to the Budget Plan, only the Partner Country Beneficiaries have budget allocated for the “Equipment Costs”. The coordinator will support these Beneficiaries to manage the purchasing procedure.

In particular, the **coordinator** has the obligation to :

- Supervise the whole tendering procedure as described in Guidelines for the Use of the Grant art 3.2.5;
- If the Beneficiary has objective obstacles for the payment, **the Coordinator could keep the budget of the beneficiary and pay the invoices on behalf of the Beneficiary** (allocating the cost to the budget of the Beneficiary concerned – see “Annex I - Budget and Co-financing breakdown” for more details).

While the beneficiary has the obligation to:

- Manage the tendering procedure as described in Guidelines for the Use of the Grant art 3.2.5;
- providing additional documents to let the full understanding of the contents if the original documents are not in English;
- Complete the forms provided by the coordinator, if necessary, with the requested information related to the applied tendering procedure;
- **Wait for the formal approval of the coordinator before closing each step of the procedure.**

For what concerns the equipment cost, the eligibility of VAT/governmental/national fees/taxes will be evaluated on case by case base. According to the general principle of the European Funding, no VAT should be applied on purchases done using a public European Fund. If VAT or other taxes are mandatory in the Country of the purchase, VAT/taxes may be charged on the project budget only if they are not deductible by the Institution bearing the cost.

In general, if any doubt rises on the eligibility of an expense, contact the Coordinator at denerg.progetti@polito.it.



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Annex VII - Individual Bank account of each beneficiary organisation

Proposal / Contract Number	GA N. 609702	Proposal/Contract Acronym (Name)	NEPREV
Financial Information for payments			
<ul style="list-style-type: none"> Please ensure that the following information is correct, otherwise the payment may be rejected. Complete the form on your PC and not by hand, since unreadable information might cause delays: send a scanned copy of the signed document to denerg.progetti@polito.it and pierluigi.leone@polito.it If a change of this Financial Information is necessary please inform the Coordinator immediately! Any costs and bank fees due to incorrect or invalid Financial Information will be borne by the Contractor. 			

Account holder	
<i>Name of Account holder (as registered with the bank)</i>	
<i>Full address of account holder (as registered with the bank)</i>	
<i>Street name and number</i>	
<i>Postal Code</i>	<i>Town/City</i>
<i>Country</i>	<i>VAT number</i>
<i>Contact person of the account holder regarding the payments</i>	
<i>Name</i>	<i>First name(s)</i>
<i>Phone</i>	<i>Fax</i>
<i>e-mail</i>	

Bank-Information	
<i>Bank name</i>	
<i>Branch address (full address – PO box not accepted)</i>	
<i>Street name and number</i>	
<i>Postal Code</i>	<i>Town/City</i>
<i>Country</i>	
<i>Account no</i>	
<i>Bank sorting code</i>	
International Bank Account Number (IBAN) <small>The IBAN is mandatory for all European Partners. Where no IBAN is provided increased bank-fees are charged to the partners. See also http://www.ecbs.org/iban.htm</small>	
BIC/SWIFT	



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Requested »reason for payment« (if other than EU-project-name or -no.) / Remarks

NEPREV Project (609702-EPP-1-2019-1-IT-EPPKA2-CBHE-JP)

We certify that above information declared is complete and true.

DATE, STAMP + SIGNATURE of Bank

(Obligatory)

DATE, STAMP + SIGNATURE of ACCOUNT HOLDER

(Obligatory)



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Annex VIII - Reporting forms

Reporting forms for staff costs and travel costs and costs of stay are available on the CBHE Beneficiary Space:

Link to the CBHE Beneficiary Space:

https://eacea.ec.europa.eu/erasmus-plus/beneficiaries-space/capacity-building-in-field-higher-education-2019_en

Direct links to official reporting forms of EACEA:

1. Joint Declaration

https://eacea.ec.europa.eu/sites/eacea-site/files/750MB/cbhe_joint_declaration_2019.doc

2. Individual Travel Report

https://eacea.ec.europa.eu/sites/eacea-site/files/750MB/cbhe_individual_travel_report.doc

3. Time-Sheet

https://eacea.ec.europa.eu/sites/eacea-site/files/750MB/cbhe_template-timesheet_version_2020_1.xlsm

Internal reporting forms, if needed, will be available on the SharePoint of the project within month 12 of the project.

Each Partner Institution has to name one or two persons responsible for managing the administrative documentation of the whole project. These staff persons are in charge to **collect, check, store the original paper copies of the administrative documents** of the staff on the project, of their travels and stays (the reporting forms above) and all the other documents linked to the project (for equipment purchase and subcontracts).

A pdf of all the documents duly dated and signed will have to be uploaded to the appropriate folder on the sharepoint folder of the project.

In order to speed up the process of preparing the Reports, and to minimize the digitizing errors, the Time-Sheet excel file will have to be uploaded to the sharepoint together with its pdf signed copies.

At month 18 of the project (for the Mid Term Report) and at month 36 for the Final Report, if documents are missing, expenses will not be recognized to the beneficiary and the transferred budget could be reduced.