



## **RE-designing Access to Cultural Heritage for a wider participation in preservation, (re)use and management of European Culture**

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## **1. INTRODUCTION**

### **1.1 ROLE OF THIS DELIVERABLE IN THE PROJECT**

The purpose of this Quality Plan deliverable is to provide an overview of the management and administrative procedures of the REACH project in order to ensure efficient project execution and high quality project results.

The document builds upon the methodology used within the FP7 RICHES project that was successfully coordinated by the same management team, with amendments made to incorporate lessons learned, Horizon 2020 requirements and best practices from the other projects both within the coordinating organisation and from other partners' experiences.

The Quality Plan will provide REACH project partners with an outline of the project's operational processes, tasks and responsibilities, activity and financial reporting requirements and quality assurance of deliverables. The templates provided within this Plan will facilitate a reporting infrastructure that will not only identify activity and help to define future action, but also enable information to be captured and ultimately reported to the Commission to showcase the work of the REACH project.

### **1.2 STRUCTURE OF THE DOCUMENT**

This quality plan specifically covers the following areas:

- a summary of project objectives
- project roles and responsibilities
- project management processes that ensure coordination of activities and enable escalation and timely resolution of management and technical issues
- an outline of internal communication mechanisms that ensures clear and effective communication between partners
- processes that ensure accurate financial reporting, justification of the work undertaken and evidence requirements
- details of the process for the quality review of project deliverables
- project templates.



## **2. BACKGROUND**

This section provides a brief background to and an overview of the REACH project.

### **2.1 COMMISSION CALL FOR COORDINATION AND SUPPORT ACTION**

A social platform will bring together relevant heritage stakeholders' representatives from research communities, heritage practitioners from public or private cultural institutions (heritage sites, libraries, archives, museums, and other public or private collections) and organisations (NGOs, associations), as well as policy-makers at European, national, regional or local levels. For improving the excellence of European heritage management and related policy making the platform should also harness the potential of networking among the growing number of European cultural heritage and cultural studies departments at higher education and research institutions.

Based on a focused, critical mapping of existing research and practice, the objective of the social platform is to develop an understanding of the challenges and opportunities for research and innovation in the participatory preservation, (re)use and management of cultural heritage. The platform should pay particular attention to the sustainability and employment dimensions of new approaches to cultural heritage, taking into account the issues of data collection and measurement. The platform will map and share European and extra-European best practices, identify emerging new European heritage communities, evaluate bottlenecks and opportunities in the financial and legal environment and create new European networks around the participative preservation, (re)use and management of cultural heritage.

The actions will form the basis for new institutional strategies to engage new audiences and communities and to combine culture, informal culture and cultural heritage demonstration and preservation with innovative ways of cultural transmission and creative re-use. The findings will help culture ministries, cultural institutions and other relevant actors to reinvent and modernise their policies and their roles as centres of culture, cultural heritage, information, learning and gathering. Results will give guidance on how to promote European culture and further democratise access to it in a way that enables mutual and intercultural understanding. In addition to new academic results, the activities will also provide analytical tools or toolkits, description of best practices and policy recommendations that can facilitate the direct uptake of research and other insights by stakeholders.

### **2.2 REACH PROJECT ABSTRACT**

The three-year REACH project will establish a Social Platform as a sustainable space for meeting, discussion and collaboration by a wide-ranging network of development bodies, tourism, education, creative industries, cultural heritage professionals, academic experts, arts practitioners, professionals in archives and galleries, associations and interest groups representative of non-professionals and local societies, and policy-makers – all those with a stake in research in the field of culture and cultural heritage (CH). The REACH Social Platform's activities will have a twofold scope: -



- Support: to map and provide analysis of research results achieved in previous programmes, to identify current and emerging research trends, and to offer authoritative new knowledge of the CH field to the European Commission and policy makers
- Coordination: to offer benefits to its participants, expanding knowledge of complementary research domains, and of new participatory research methodologies, generating opportunities for cooperation, offering pathways to wider user engagement with research outputs.

In the context of radical social changes taking place at global levels, Europe faces a serious challenge: the need for its citizens to live together in peace and mutual respect and to value and enjoy the diversity of cultures, which they bring to their respective societies. The REACH project is based on the proposition that CH plays an important role in contributing to social integration in Europe, and that a fuller and more detailed picture of the range, type and impact of research and participatory research methodologies, current and future, associated with these subjects will further enhance their potential for social good.

### **2.3 PRECEDENCE**

The general principles for the project execution have been defined in the European Commission Grant Agreement, the Description of Activity (DoA) and the Consortium Agreement. The Quality Plan does not replace any of these established agreements, or replace any of the Commission guidelines for project implementation and documentation.

All partners have access to a copy of the Grant Agreement for information and guidance for project activities. A copy is available online in the project's repository, hosted in the reserved partner area of the project's website and also within the project's SharePoint site.

### **2.4 PROJECT APPROACH**

The work plan of REACH comprises two phases:

- Project framework set-up (month 1-6): structures for data aggregation and tools for processing and analysis; critical mapping of previous research; set-up the online environment; terms of reference for the participation of associate partners, and collaboration with external experts
- Social platform operations (month 6-36): elaboration and testing of participatory models; workshops; participatory activities on the online portal; data gathering and measurements; pilots; registry of resources; map of participatory experiences and best practices; development of 'The REACH proposal for a resilient European CH'; establishing priority relations with target audiences, emerging new CH communities and networking with higher education and research institutions.



## 2.5 REACH WORK PACKAGES

The REACH project will achieve its objectives by structuring its work into the following 7 work packages:

- WP1 - Project Management
- WP2 -Communication and dissemination
- WP3 -Critical review and model building
- WP4 -Workshops & conferences
- WP5 - Participatory pilots
- WP6 - Data collection and measurement
- WP7 -Sustainability and resilience

A full programme of activity is provided within Annex 1 of the Grant Agreement.

## 2.6 GENDER AND ETHICAL CONSIDERATIONS

In addition to the work package activity, the project will also pay attention to gender and ethical considerations as themes running throughout all activity.

REACH will ensure that attention to gender issues play a relevant part in its planned activities:

1) The critical review of completed research projects, undertaken in WP3, will assess to what extent gender analysis has been integrated in these projects; it will identify areas where this integration has produced innovative results and best practices, and suggest additional forms of analysis and conceptual approaches in areas of knowledge and practice, related to tangible, intangible and digital CH, where gendered perspectives are still lacking. This screening process will provide salient information about the gender processes that have (or have not) been addressed in previous research projects, which will then be used to design gender sensitive 'models of participation'.

During the negotiation process, ethical considerations of the project's work were highlighted and plans developed to ensure that they permeate all area of REACH activity. It was agreed that REACH activity will not involve or seek to contact in any way children or any member of the public or of a group deemed to be vulnerable or potentially vulnerable. Any approach to participants should be via an NGOs as standard practice.

Partners must carry out the action in compliance with: (a) ethical principles (including the highest standards of research integrity) and (b) applicable international, EU and national law. Four categories relating to ethics now form part of the Grant Agreement: Participants, Data, Environment, Personal risk. Please see partner responsibilities in section 3.1.2 for further details.

The Coordinator is responsible for ethical issues within REACH and its Code of Conduct provides underpinning guidance for all partners. An Information Sheet and Informed Consent Form have been issued for use within project activity, with a requirement to capture proof of consent. Partners are requested to translate the documents into the languages of participants that will be approached during the project.



### **3. PROJECT ORGANISATIONAL STRUCTURE**

#### **3.1 OVERVIEW**

This section outlines roles and responsibilities within the project.

##### **3.1.1 COORDINATOR ROLE AND RESPONSIBILITIES**

The Coordinator is the central contact point with the Commission and represents the consortium. Coordination tasks are to:

- monitor action to ensure that it is implemented properly
- act as the intermediary for all communications
- request and review any documents or information required and verify their completeness and correctness
- ensure that deliverables, reports and financial statements are timely submitted
- check the quality of the documents submitted by partners
- review individual financial statements from each partner to verify consistency with the action tasks, as well as their completeness and correctness
- distribute payments to the partners, without unjustified delay.

##### **3.1.2 PARTNER ROLES AND RESPONSIBILITIES**

Partners have full responsibility for implementing the activity specified and for complying with the Grant Agreement. They are jointly and severally liable for the technical implementation of the project and:

- must inform the Coordinator immediately of any events or circumstances likely to affect significantly or delay implementation of project activity
- must keep information stored in the EC Participant Portal up to date, providing updates as soon as possible in the case of change of LEAR (Legal Entity Appointed Representative), FSign and LSign (authorised financial and legal project signatories). Failure to do so may prevent partners submitting their financial claims to the Commission.

Each partners must submit to the Coordinator in good time:

- individual financial statements for itself and, if required, certificates on the financial statements
- the data needed to draw up the technical reports
- ethics committee opinions and notifications or authorisations for activities raising ethical issues
- any other documents or information required by the Commission under the Agreement.

Partners need to:

- maintain gender balance when assigning activity to project personnel
- maintain awareness of their budget and person month allocation by work package
- track and monitor financial expenditure
- track the time that personnel are working on the project.
- maintain evidence to support financial and project activities



- take, for up to four years after the end of the project, measures aiming to ensure exploitation of its results by:
  - using them in further research activities (outside the project)
  - developing, creating or marketing a product or process
  - creating and providing a service
  - using them in standardisation activities.

Partners must process personal data used in the project in compliance with applicable EU and national law on data protection (including authorisations or notification requirements). Partners may grant their personnel access only to data that is strictly necessary for implementing, managing and monitoring project activity. Partners must inform the personnel whose personal data are collected and processed by the Commission.

Partners should have awareness of and comply with the requirements of the:

- European Charter for Researchers
- Code of Conduct for the recruitment of researchers
- European code of conduct for Research Integrity.

### **3.2 PROJECT BOARD**

The Project Board will be chaired by the Project Coordinator and will be formed by representatives from each partner. 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 WP Leader, and supervise the preparation of any technical deliverable for which the partner is responsible.

The Project Board is responsible for the:

- determination of the overall project strategy
- overall coordination of project developments
- oversight of partners' utilisation of resources allocated to the project
- achievement of the set objectives
- authorisation amendments to the contract
- monitoring of project progresses, achievements, and costs
- oversight of dissemination and exploitation of project results and outputs.

### **3.3 PROJECT ROLES AND RESPONSIBILITIES**

This section introduces the various roles within the project.

#### **3.3.1 PROJECT COORDINATOR AND PROJECT MANAGER**

The Project Coordinator, together with the Project Manager and Network Coordinator, will be responsible for the overall project strategy and management (quality and financial) and is the link between the consortium and the EC Project Officer. The Project Coordinator and Project Manager will directly work with the Work Package Leaders to maintain awareness of the evolution of the activities carried out and implement any required contingency measures.



The Project Manager is also responsible for the WP1 – Project Management and has to ensure that all project documents are prepared with the contribution of all partners.

### **3.3.2 NETWORK COORDINATOR**

The Network Coordinator who is responsible for dissemination and policy communication with a network of associate partners. Her work is concerned with external issues and the sustainability of project results.

The Network Coordinator's collaboration with the Project Coordinator provides a robust managerial structure to ensure the delivery of efficient and effective work and far-reaching project results and impact.

### **3.3.3 WORK PACKAGE LEADERS**

Work Package (WP) Leaders will be directly managed by the Project Coordinator (supported by the Project Manager) who will be in regular contact. The WP Leaders have detailed coordination 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 will, therefore, be responsible for achieving the objectives, for the quality of the products and for technical reporting to the Project Manager and the Project Board. The WP Leaders must have a global vision of the activities of the various WPs and will have to maintain tight collaboration and communication with their partners and with the Project Coordinator. In particular, the WP leaders will have to carry out the following tasks:

- coordinate the work of the other organisations 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, deadlines are respected
- contribute to ensuring the coordination and communication of all the horizontal activities
- report to the Project Board any conflicts or problems that can arise within their WP
- maintain close contact with the Project Coordinator, Network Coordinator and Project Manager
- fully participate in the overall monitoring activities carried out by the Project Manager, including submitting a regular report of activities within the work package
- work closely to support the activities of Task Leaders
- co-operate in the implementation of all the dissemination activities
- attend/present on activity relating to the WP at Commission Technical Review Meetings.

### **3.3.4 TASK LEADERS**

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

- ensuring the correct procedures during their task lifecycle in order to get the best results
- informing their WP Leader (and Project Manager) about any technical, procedural, administrative issue that could prevent the task and activity from getting the best results
- The Task Leaders will participate in technical meetings with other project partners.



### **3.3.5 ASSOCIATE PARTNERS**

In addition to the partners of the consortium, a number of organisations and individuals, Associate Partners, will participate in project activities on a voluntary basis. They will be asked to sign a Cooperation Agreement in order to formalise their participation in the project. Links will also be forged with other complementary projects via a Memorandum of Understanding to recognise mutually beneficial collaboration. The REACH network will be a central element of the outreach work, and a pathway to project impact, both during the project and after its conclusion.



## 4. INTERNAL COMMUNICATIONS

### 4.1 OVERVIEW

Project Board meetings will be organised to evaluate overall progress and achievement, coordinate project-related interactions among partners and evaluate progress against project plans, identifying and contemplating any major problems and deviations from the project time-schedule. The following section summarises the rules and procedures for Project Board meetings.

The details provided here are aligned to the project's Consortium Agreement; the document (based upon the DESCA model) that has been agreed and signed by all partners and is effective between 17 November 2017 and the completion of project activities. 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

Project Board meetings serve as a forum for making decisions concerning the progress and outcome of the project.

#### 4.1.2 GENERAL RULES

##### Frequency:

Ordinary Meeting: 2 times a year

Extraordinary meeting: Convened at any time upon written request of any Member of the Consortium

**Meeting Notice:** The Coordinator/Project Manager must give notice 14 calendar days prior to holding an ordinary Project Board meeting or 7 days for Extraordinary meetings.

**Agenda Notice:** The Coordinator/Project Manager must send the agenda 14 Calendar days prior to a face-to-face meeting or 7 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, the day before a teleconference or on the day of meeting with unanimous approval of the Project Board.

**Minutes:** The Coordinator/Project Manager must make the Minutes available within 14 Calendar days of the meeting; Partners may comment on the Minutes up until 15 Calendar days (or other date later specified date) after the Minutes have been made available. Following this, the Minutes are considered accepted and published online within the partners' reserved area of the project's website.

#### 4.1.3 VOTING

**Quorum:** Two-thirds of the Project Board members must be present to establish a Quorum.



**Voting Representative:** Each Partner has one vote.

**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 Coordinator prior to the meeting.

**Decisions:** If consensus is not possible, then decisions require a 2/3 majority vote except for certain items such as adding a new consortium member which requires a unanimous vote.

**Defaulting Parties / Project Termination or Suspension:** These decisions require 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 on the agenda prior to the meeting. Decisions made by simple majority and in case of a tie, Coordinator has casting vote.

## 4.2 CONFLICT RESOLUTION

Special focus will be kept on areas that most likely might lead to conflicting situations. The Project Coordinator will directly work with the WP Leaders who will send alerts when any potential issue arise, especially if there is potential to jeopardise the completion of the project. The Project Coordinator will have then to assess and mitigate any conflict amicably. If the issue cannot be solved, then he will submit it to the Project Board for discussion and if necessary a vote to resolve the issue.

## 4.3 MEETING SCHEDULE

The following meeting schedule has been proposed at the project’s kick-off meeting; dates are subject to revision.

Type of Meeting	Month and Venue	Attendees
Project Board (Physical)	M2 - December 2017 – Berlin M7 – May 2018 - Budapest M12 – November 2018 - Berlin M17 – March 2019 - Coventry M24 – October 2019 - Granada M30 – April 2020 - Prague M36 – October 2020 - Rome	All Partners to have a representative. Formal minutes are produced as a meeting record.
Monthly Partner Meetings (online)	A monthly Skype meeting will be held on the second Tuesday of each month at 15:00 CET (when no physical meeting is scheduled) to discuss ongoing progress	An informal meeting for partners to keep in touch. Notes from the meeting are circulated.



Work Package/Task Meetings may be called when specific needs arise, even at a short notice, in order to discuss, plan and solve technical problems related to specific tasks, these will often take place online. Copies of meeting minutes, with details of decisions taken should be forwarded to the Project Manager. These minutes will be the responsibility of the Work Package or Task Leader and, as in section 4.1.2 above they should be produced within 14 calendar days of the meeting taking place.

#### **4.4 MAILING LISTS**

The following project distribution lists will be available for effective project communication:

All project personnel – [reach@promoter.it](mailto:reach@promoter.it)

Associate Partners – [associate-reach@promoter.it](mailto:associate-reach@promoter.it).

WP6 Best practice – [bestpractices-reach@promoter.it](mailto:bestpractices-reach@promoter.it),

Additional lists may be created to meet the requirements of partners.

Each list has been populated with e-mail addresses of appropriate personnel and therefore an e-mail sent to this list will reach everyone concerned. Further e-mail addresses can be added or existing addresses removed from each list, as required.

#### **4.5 DOCUMENT SHARING**

Partners will have access to a secure restricted area within the REACH project website and also on the Coordinator's SharePoint site. This will enable storage of project documents, (including confidential) project plans, contact details, meeting minutes and all other project reports, as well as internal reports. Parent folders available include:

- Contractual
- Deliverables submitted to the EC
- Dissemination material
- Draft for comments to be approved
- Signed Agreements
- Meetings/Events
- Work Packages.



## 5. REPORTING

All templates related to reporting will be made available to partners on both the restricted area of the REACH project website and the SharePoint site.

### 5.1 FORMAL REPORTING REQUIREMENTS

The Project is divided into two 18 month long reporting periods:

- Reporting period 1: 1 November 2017 - 30 April 2019
- Reporting period 2: 1 May 2019 - 31 October 2020 (project end).

During the course of the project the following items need to be submitted to the Commission:

- the deliverables identified in the Description of Action (DoA) by their due date
- a Periodic Report within 60 days of the end of each reporting period
- a Final Report within 60 days after the end of the project
- continuous reporting via the Commission's Participant Portal.

The REACH DoA lists 23 deliverables that are required to be submitted during the lifetime of the project (Part A p6/7). In addition, the DoA includes a list of 16 project milestones with dates for activity completion (Part A p30/31) and a list of communication/dissemination related performance indicators (Part B p23) including the requirement for 12 open access scientific publications.

### 5.2 CONTINUOUS REPORTING

It is a requirement to maintain project information on the Participant Portal as part of continuous reporting activity. Topics to be maintained include:

- Deliverables
- Milestones
- Risks
- Publications
- Communication
- Open Data
- Patents (IP)
- Gender

### 5.3 PERIODIC REPORTS

Following the end of each reporting period, the Coordinator is required to submit a Periodic Report, within 60 days, summarising the activity of the partnership during that period. The content must include:

- an explanation of the work carried out by partners
- an overview of progress towards objectives, including milestones and deliverables
- justification of any differences from Annex 1 of the Grant Agreement
- an outline of communication, dissemination and exploitation



- a summary for publication
- the completed questionnaire covering societal and economic impact in line with H2020 key performance indicators and monitoring requirements.

All partners are required to submit information to the development of this report within their regular internal reports, with further information provided at the time of reporting (May/June 2019 and November/December 2020), as required.

As detailed within the Finance section 6, a financial statement for each partner will also have to be submitted at the end of each reporting period.

It is following the assessment and acceptance of these reports and deliverables that the Commission will make payment.

#### **5.4 FINAL REPORT**

As with the Periodic Report, the Coordinator is required to submit a public facing Final Report within 60 days after the end of project delivery. It must include:

- an overview of the results and their exploitation and dissemination
- the conclusions on the action
- the socio-economic impact of the action.

As with the Periodic 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 from their areas of work.

#### **5.5 TECHNICAL REVIEW MEETINGS**

The Commission will invite representatives of the REACH project to attend a Technical Review meeting at the end of each reporting period. The Review will assess work carried out under the project, including evaluating reports and deliverables, the use of resources and the efficiency and effectiveness of management of the project and expected impact.

Technical Review meetings are called by the Commission's Project Officer and the agenda of the meeting is agreed in advance. The Project Coordinator and all Work Package Leaders are required to attend the Review and make presentations to the Commission and/or their selected panel of experts to outline the operation and achievements of work undertaken.

A rehearsal for partners will take place the day before meeting the Commission for those partners involved in the Review meeting.

#### **5.6 INTERNAL FINANCIAL AND ACTIVITY REPORTING**

At four monthly intervals partners should submit internal reports to the Project Manager via the secure area allocated to each partner on the SharePoint site. The information provided here not only enables project activity to be monitored, but stores information that can form the basis of project reports to the Commission. Information should include:



- summary of the major activities within each WP, issues/risks and actions undertaken
- any change from the planned activities and the reasons for this
- any changes to the planned activities which may be considered necessary within the coming period
- description of expenditure for the period and associated person months used, especially detailing any departure from the planned budget
- list of the deliverables with their status: on time, delayed; delivery date/s, etc.
- list of main actual outputs as against those planned in the Description of Action
- dissemination activities carried out in the period, including event, articles or blog posts

A series of partner financial and management reporting templates have been developed to provide information for project reporting. These are available in section 8.

Partner internal reports covering each four month period are due as follows:

Period Reported	Due date
November 2017-February 2018	16 March 2018
March 2018 –June 2018	18 July 2018
July 2018 –October 2018	16 November 2018
November 2018 –February 2019	18 March 2019
March 2018 –June 2019	17 July 2019
July 2019 –October 2019	18 November 2019
November2019 –February 2020	18 March 2020
March 2020 –June 2020	17 July 2020
July 2020 –October 2020	18 November 2020

Partners should inform the Project Manager if they anticipate a delay in submitting their internal reports.

The Project Manager may ask for further information, clarification and/or justification of project activity following receipt of a partner report.

## 5.7 ASSESSMENT AFTER PROJECT COMPLETION

The Commission may carry out interim and final evaluations of the impact of the project, measured against the objective of the EU programme. Evaluations may be started during the project and up to five years after the final payment is made. The evaluation is considered to start on the date of the formal notification to the Coordinator or partners. The Coordinator or partners must provide any information relevant to evaluate the impact of the action, including information in electronic format.



## 6. FINANCIAL OVERVIEW

The value of the REACH project grant is 1,499,981.88. Details of the estimated budget are outlined within Annex 2 of the Grant Agreement. It contains the estimated eligible costs and the forms of costs, broken down by partner and budget category.

The estimated budget breakdown may be adjusted — without an amendment — by transfers of amounts between partners, budget categories and/or forms of costs. However, partners may not add costs relating to subcontracts not already detailed in the DoA, unless additional subcontracts are approved by an amendment from the Commission. Any transfers would need to be agreed between the Coordinator and partner(s) involved. Any other unauthorised additional expenditure by a partner may not be reimbursed.

### 6.1 COMMISSION PAYMENT MODEL

The first payment to partners is made by the Coordinator following the receipt of the pre-financing payment from the Commission. The Pre-financing payment represents 75% of the value of the grant.

5% is retained by the Commission as a Guarantee Fund. This money is only released at the end of the project when everything is justified and competed satisfactorily.

At the end of each reporting period, each partner must complete a financial statement within 60 days. This must be submitted through the Commission's Participant Portal and signed off and submitted by the Coordinator. The Commission requires that the statement is signed (electronically) by the authorised financial signatory (FSign) within the partner's organisation confirming that the claim is full, reliable, true, costs are eligible, substantiated by records and incurred within the reporting period.

Full costs need to be declared, even if the total exceeds the estimated budget in Annex 2.

Partners need to submit a draft claim as early as possible, within the 60 day period, to allow for review by the Project Manager and timely submission. Although the claim will be checked for consistency, which may require partners to rework their claim, the coordinating organisation is not obliged to verify the eligibility of partners' costs. Each partner remains responsible for the cost it declares (ie eligibility and record keeping to substantiate them).

Should partners fail to submit their claim at the end of the first reporting period within the required (60 day) timeframe, the Coordinator may choose to submit the project's financial claim without their data. In this instance, the partner would have to wait until the end of the next reporting period (for REACH, this would mean the end of the project) to report their claim.

An interim payment is made by the Commission for the work accepted within the first reporting period following assessment of the report and deliverables submitted for/during the first reporting period, as well as the financial information provided by each partner.



The Commission can make a payment, a part payment or ask for amendments; the timing of the payment to partners will be dependent upon the scope of this process. The Commission will make payment within 90 days of the submission of the Period Report and all financial statements. (However, as this assessment process can be suspended, as clarification or further work is sought from partners, the timeframe is often extended by several weeks.) Once received, the Coordinator must distribute the payment between partners without unjustifiable delay.

The pre-financing and interim payment may not exceed 90% of the maximum financial contribution, with 10% withheld until the final payment.

Any further amounts due will be paid following acceptance of the Final Report (following a similar timescale as the interim payment).

Should the amount paid, ahead of the Final Report, prove higher than the contribution accepted, the Commission, via the Coordinating partner, will recover the difference.

## **6.2 CURRENCY**

Partners with accounting established in a currency other than the Euro must convert the costs recorded in their accounts into Euro, at the average of the daily exchange rates published in the C series of the Official Journal of the European Union, calculated over the corresponding reporting period.

## **6.3 AGREED PAYMENT MODEL (AS DETAILED IN THE CONSORTIUM AGREEMENT)**

The payment schedule, which contains the transfer of pre-financing and interim payments to partners, will be handled on the following basis:

50% of each partner's grant allocation will be paid to them at the start of the project (after the partner has acceded to the Grant Agreement and signed the Consortium Agreement).

The remaining 25% of the pre-financing payment will be paid out, when a partner has reported a minimum of 25% expenditure to the Project Manager, via the internal project reporting mechanism, by the end of Year 1.

Following the end of the first reporting period financial claim, partners should receive a further 10% of their grant allocation, where they have reported at least 50% expenditure to the Project Manager by the end of Year 2.

Potentially 15% will be paid out to partners at the end of the project, comprising the 10% cap and 5% Guarantee fund (subject to the full allocation being requested within the final claim to the Commission at the end of the project).



Should these 25% and 50% expenditure thresholds not be met at the end of Years 1 and 2 respectively, the Coordinator will discuss an appropriate payment with the partners concerned. Should the 25% expenditure level be evidenced at an earlier stage within the first year, the Coordinator may choose to forward the remainder of the pre-financing payment immediately.

The Coordinator is entitled to withhold any payments due to a partner identified to be in breach of its obligations under this Consortium Agreement or the Grant Agreement.

The Coordinator is entitled to recover any payments already paid to a defaulting partner. The Coordinator is equally entitled to withhold payments to a partner when this is suggested by or agreed with the Commission.

## **6.4 METHODOLOGY, DOCUMENTATION AND AUDIT TRAIL**

Partners must ensure that they retain a full audit trail of all documentation for any expenditure made and claimed within the project.

### **6.4.1 ELIGIBLE COSTS**

Eligible costs must be:

- based upon the DoA (indicated in the budget/Annex 2 and related to a task in Annex 1)
- necessary for the project
- actually incurred
- reasonable and justifiable
- identifiable and verifiable and recorded within accounts
- take place within the duration of the project
- determined in accordance with the usual accounting and management practices of the partner, based upon national and organisational practices.

### **6.4.2 BUDGET CATEGORIES**

Direct costs specific linked to activity in DoA

- Personnel costs include employees, natural persons working under direct contract, personnel seconded by a third party against payment etc
  - Actual Personnel Cost = hours worked for the project x hourly rate
  - Hourly Rate = annual or monthly personnel costs/annual or monthly productive hours
  - The hourly rate is to be calculated per financial year/monthly
  - If the financial year is not closed at the time of reporting, the partner must use the last closed financial year available.
- Costs of subcontracting (for REACH translation)
- Other direct costs –travel and related subsistence allowances, equipment, other goods and services

Indirect costs: Based on 25% flat rate of direct costs (no evidence is required)

Payment is made at 100% of claim



Partners must select one option when deciding their annual productive hours. This decision is made at institutional and not project level (and is therefore the same for all H2020 projects):

- Option 1: 1720 hours
- Option 2: Individual annual productive hours: formula: annual workable hours + overtime –absences
- Option 3: Standard annual productive hours: according to the partner’s usual accounting practices; Minimum threshold: annual productive hours  $\geq$  90 % of the standard workable hours

Most partners have nominated option 1, as their financial methodology.

#### **6.4.3 TIMESHEETS**

Staff working on the project are required to maintain a timesheet. This timesheet should record total productive time available, as well as actual time spent on project activities. The timesheet must record:

- title and number of the REACH project (769827)
- individual’s full name, date and signature
- number of hours worked; detailed per day and by work package
- supervisor’s full name and signature
- reference to the tasks or work package described in Annex 1, to verify that work carried out matches that assigned and the person-months reported
- brief description of the activities carried out to explain the work was carried out

A sample timesheet is available from the Project Manager, if required, but must be approved for use at institutional level (a screenshot is available in section 8.)

Personnel spending 100% of their time working on the project do not have to complete a timesheet. Instead, they have the option to complete a ‘Declaration of exclusivity’; in these circumstances, only hours spent on the project can be reported.

However, as partners report their activity by work package, a record of activity is still needed for each person working on the project.

#### **6.4.4 EVIDENCE**

Examples of the types of evidence required by category (which may differ between partners based upon national and institutional rules) include:

##### **Personnel Costs**

- employment contracts (or other independent/legal justification of personnel costs claimed)
- ledgers / accounts, payroll records / bank statements
- timesheets
- annual productive hours methodology and back-up documentation

##### **Equipment / Consumables**

- consumables: number, nature, main components (and link to Task)
- Invoices and proof of payment
- procurement documentation
- for purchased equipment: nature, net price, depreciation rate, % use, amount claimed, purpose/link with the project



- for rented equipment: Rental contract, inventory list of the equipment; proof of the investment values of the rented equipment
- proof of the percentage of time used for project activities and depreciate calculations for purchased equipment

#### Travel expenses

The requirements for allocation of travel evidence will vary in accordance with national regulation. Some partners will receive a per diem rate for each country visited, others will have to keep receipts. In all cases, good practice would be to keep:

- travel tickets/boarding passes
- a report, record, minutes, dissemination/networking events form etc indicating the date, purpose and participants of the meetings/events
- a timesheet entry must be made that corresponds with the dates of travel.

There is no requirement for partners to send audit trail evidence to the Coordinator. It is the responsibility of each partner to maintain the necessary records of activity.

#### **6.4.5 INELIGIBLE COSTS**

Examples of ineligible cost include:

- costs related to return on capital
- debt and debt service charges
- provisions for future losses or debts
- interest owed
- doubtful debts
- currency exchange losses
- bank costs charged by the partner's bank for transfers from the commission/agency
- excessive or reckless expenditure
- deductible VAT (non-recoverable VAT is eligible)
- costs incurred during suspension of the action.

#### **6.4.6 EVIDENCE RETENTION**

All evidence needs to be retained by partners for five years after the completion of the project. For the REACH project, this is mid 2026.

The Commission may choose to audit any project partner either during the project or within the following two year period after payment has been made.

#### **6.5 SUB-CONTRACTING**

Where partners are required to enter into a sub-contracting agreement to carry out some part of a task related to the project, it remains bound by its obligation to the Commission and the other partners under the Grant Agreement and retains sole responsibility for carrying out the project and for compliance with the Grant Agreement.



For any sub-contract, the costs of which are to be claimed as an eligible cost, must be awarded according to the principles of best value for money (best price-quality ratio), transparency and equal treatment. Original copies of any sub-contract procurement and contract documentation should be retained.

Within the REACH project, sub-contracting is allocation for the purpose of translation of documents and dissemination material. Promoter, SPK, ELTE, UGR and CUNI each have an allocation of 4,500 Euro.

Sub-contractors should be asked to state the project title and reference number (and ideally Task number) on all invoices, as well as to provide a summary of the work undertaken.

A brief outline of the procurement process should be included within internal reports, as details will need to be included within the Periodic Report submitted to the Commission.

## **6.6 FUND FOR ASSOCIATE PARTNERS**

A budget of 20,000 Euro is allocated for the reimbursement of travel and subsistence costs of Associate Partners invited to participate in the project's events. (If deemed necessary, it could also cover expenses of conference key note speaker). This is allocated to the Coordinator's budget and will serve the requirements coming from all the partners and all the parts of the project. Due to demand, a cap may be introduced to individual's expenses to maximise the number of people who are able to travel to project events. Any one submitting a claim for reimbursement would have to provide evidence of reasonable flight/rail travel and/or hotel bookings to have any payment considered.



## 7. DELIVERABLES AND QUALITY ASSURANCE PROCEDURE

Deliverables and reports generated during the project will be subject to a standard quality control procedure. This will include peer review based upon content and a final edit for English and to ensure that other project activities are cross-referenced, the project house style is maintained and that deliverables are written in the third person. Deliverables should be of the appropriate length and not extended unnecessarily. Some deliverables, especially those that are descriptive can be short and concise; others, that detail specific project activity, can be longer where it is justifiable. Wherever possible images should be included to illustrate the narrative description (where permission has been sought and attribution available.)

The partner responsible for the deliverable will complete a draft version using the REACH Deliverable Template. The two peer reviewers nominated for each deliverable will be asked to complete the Deliverable Internal Review Form to pass comments back to the author.

The proposed timescales for review of deliverables is as follows:

1. draft of deliverable is circulated to the project partners for review, WP Leader and Project Manager one month before the due date.
2. reviewers will have two weeks to consider the deliverable and send their comments back to the originating partner using the Deliverable Internal Review Form and annotating the text where appropriate. A copy of these comments should be forwarded to the relevant WP Leader and the Project Manager. The Project Manager may also send feedback.
3. the partner responsible for creating the deliverable (and the relevant WP Leader/Project Manager) will consider the reviewers' comments and make amendments, as appropriate.
4. a final draft of the deliverable, revised by the responsible partner is delivered to Project Manager one week before due date.
5. the final draft is to be reviewed by the Project Manager and a pre-submission check and edit is made ahead of submission to the Commission by the deliverable due date.
6. the submitted version of deliverable is uploaded onto the website following acceptance.

The following should be noted:

- the content of the deliverables is the most important aspect to review. Internal reviewers should assess its quality and judge the contribution that the deliverable makes
- the importance of the review of a third party deliverable for the overall value of the project cannot be overestimated, as it allows cross-fertilisation of ideas across different strands of the project's activity
- the Project Manager will monitor the progress of the QA cycle. In order to allow time for review and for enhancements, the preceding stages must be completed on time. The Project Manager will be aware of the risk of late deliverables and late reviews. However, if a significant delay is detected and cannot be avoided, the Coordinator will seek the permission of the EC Project Officer to submit a late high-quality deliverable, rather than a weak deliverable on time
- where a partner becomes aware that they will be unavailable during the dates allocated for delivery or review, or believe that they do not have the necessary competence to undertake the process, they should inform the Project Manager as soon as possible to allow appropriate action to take place.



## 8. DOCUMENT TEMPLATES

Various templates have been created for the project and are shown below: These templates should be used for reporting on project activity, as specified in section 5. This will provide valuable material to be used when developing project reports for the European Commission.

Templates are:

- Deliverables Template
- Deliverable Internal Review Form
- Partner Activity Summary
- Amendment to the DoA Form
- Financial/Dissemination spreadsheets
- Timesheet – a screenshot is provided as the final page of the handbook.  
(Partners may use their own timesheet on the basis that it fulfils Commission requirements.)

These templates may evolve to collect slightly different information at different stages of the project.



## APPENDIX: PROJECT TEMPLATES

### Deliverable Template

**RE-designing Access to Cultural Heritage  
for a wider participation in preservation, (re)use  
and management of European Culture**

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement no 769827.

<b>Deliverable number</b>	
<b>Title</b>	

<b>Due date</b>	Eg Month 6
<b>Actual date of delivery to EC</b>	Xx Month YY

### Project Coordinator:

Coventry University

Professor Neil Forbes

Priority Street, Coventry CV1 5FB, United Kingdom

+44(0)797 498 4084

E-mail: [n.forbes@coventry.ac.uk](mailto:n.forbes@coventry.ac.uk)

Project website address: <http://www.reach-culture.eu>

### Context:

<b>Partner responsible for deliverable</b>	
<b>Deliverable author(s)</b>	
<b>Deliverable version number</b>	

<b>Dissemination Level</b>	<b>Public</b>
----------------------------	---------------



## History:

Change log			
Version	Date	Author	Reason for change

Release approval			
Version	Date	Name & organisation	Role

### 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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## **EXECUTIVE SUMMARY**

The Executive summary is written to summarise the key questions and findings of the document. It is actually a document in miniature that may be read in place of the larger document.

Ideally the document should be no more than one or maybe two pages long.

## **INTRODUCTION**

This document provides..... reading this should prepare the reader for the rest of the document. This, plus the conclusion, can act as a sort of summary.

### **8.1 Background**

Why the material in the deliverable appears in the project. Any background which sets the scene for the material herein.

### **8.2 Role of this Deliverable in the Project**

What element or aspect of the project does this deliverable represent? How does the work reported herein contribute to the overall progress of the project?

The inputs and dependencies for the work described in deliverable.

The manner in which this deliverable feeds into further work in this and other work-packages.

### **8.3 Approach**

Description of the work carried out, the results of which appear in this deliverable. What did people actually DO, and how ? Specific protocols and standards? Using work from other WPs ? Influenced by other research or projects?

If appropriate to this deliverable and not covered in greater depth within the main body of the text, detail should be provided here of ethics and gender considerations.

### **8.4 Structure of the document**

Brief description of the chapters which compose the document



## 9. TITLE 1

### 9.1 TITLE 2

#### 9.1.1 TITLE 3

Normal text.

#### Bulleted lists:

- Row 1
- Row 2
  - Sub-row 1
  - Sub-row 2

#### Numbered lists:

1. Row 1
2. Row 2
  - a. Sub-row 1
  - b. Sub-row 2

#### Figures:

FIGURE 1

*Figure 1: Sample figure*

#### Tables:

Column 1	Column 2
Text	Text
Text	Text

*Table 1: Sample table*



## **RESULTS AND IMPACT**

Results of the work described above. Numbers, diagrams, conclusions, suggestions.

How these results contribute to the progress of the project. What new work can now start. What work-packages will this work feed into.

If broader (beyond project) impact, mention this here too.

## **CONCLUSION**

Brief summary of the document. Take-home messages. Focus on the progress demonstrated and the next steps.

## **APPENDIX: DEFINITIONS OF TERMS AND ABBREVIATIONS**

Glossary of terms and abbreviations used in the document





## Partner Activity Summary

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement no 769827.

Project acronym	REACH	Project number	769827
Partner Name			
Reporting period	From	To	

**Please provide a summary of activity for each Work Package that your organisation has been involved with during this four month period.**

Delete the work package if there is no activity to report for this four month period.

Please indicate Task numbers, as appropriate.

**Work Package 1**

**Work Package 2**

**Work Package 3**

**Work Package 4**

**Work Package 5**

**Work Package 6**

**Work Package 7**

### Deliverables schedule

Deliverable number			
Month due (see DoA)			
Actual/forecast			

**If you have forecasted a deliverable to be completed after the due date, please provide an explanation for this change.**

**Have there been any issues that have delayed planned activity? Do you foresee any risks that might prevent completion of future work? Describe any corrective action taken or planned.**

**Please provide a list of travel and/or meetings undertaken for the REACH project during this four month period.**

**Please provide a link to any project open datasets created or worked upon during this period.**



**If you have undertaken any sub-contracted activity, please outline the process for procuring the supplier and the work that they have undertaken.**

**Please provide any other comments**

**In your capacity as Work Package Leader please summarise the objectives for the period together with details of progress and results. (Please indicate Task numbers where appropriate.)**

**Have there been any issues that could have delayed planned activity? Do you foresee any risks that might prevent completion of future work? Describe any corrective action taken or planned.**

**Please detail progress beyond the state of the art, expected results until the end of the project and potential impacts (including the socio-economic impact and the wider societal implications of the project so far.)**



## Request for Amendment to the DoA

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement no 769827.

Project Number	769827	Project Acronym	REACH
Work package		Type of activity	
Work package title			
Start month		End month	
Lead partner name		Date of request	

### Description of Amendment Requested

Please insert a detailed description of the change to the DoA.  
 This should include an explanation of the implication of leaving things how they are and why this change is in the best interests of the project.

If applicable please complete the following table with revised person-months per partner.

Person Months Per Partner				
Participant number	Participant name	short	Original Person Months per participant	Revised Person Months per participant

If applicable please complete the following table with revised deliverable information

List of Deliverables					
Deliverable Number	Deliverable Title	Lead partner	Estimated indicative person-months	Dissemination level	Delivery date

If applicable please complete the following table with revised milestone information

List of Milestones				
Milestone number	Milestone name	Lead partner	Delivery date from Annex I	Comments

Has this request been discussed and approved by the WP partners Yes  No

To be completed by the Coordinator	
Date received	
Name of reviewer	
Date reviewed	
Amendment approved	Yes <input type="checkbox"/> No <input type="checkbox"/>
Steering committee approval	Yes <input type="checkbox"/> No <input type="checkbox"/>
Explanation, if request denied	

Does this request need approval by the EC Project Officer Yes  No



Cumulative costs incurred	Personnel Costs	Other Direct Costs	Indirect Costs	Sub-contracting	Total
<b>Grant Allocation</b>					<b>0.00</b>
November 2017 - February 2018			0.00		0.00
March 2018 – June 2018			0.00		0.00
July 2018 – October 2018			0.00		0.00
November 2018 – February 2019			0.00		0.00
March 2018 – June 2019			0.00		0.00
July 2019 – October 2019			0.00		0.00
November 2019 – February 2020			0.00		0.00
March 2020 – June 2020			0.00		0.00
July 2020 – October 2020			0.00		0.00
<b>Totals</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Adjustments</b>					
<b>Remaining</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Total spent on dissemination activity</b>			N/A		0.00
--	--	--	-----	--	------

This expenditure is already included in the table above, but an indicative figure also has to be reported for dissemination/communication.



	WP1		WP2		WP3		WP5		WP5		WP6		WP7								
	M1-M36		M1-M36		M2-M30		M2-M22		M2-M22		M10-M30		M4-M36								
	PM Allocated	PM Used																			
Q1	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
Q2		0		0		0		0		0		0		0	0	0	0	0			
Q3		0		0		0		0		0		0		0	0	0	0	0	0	0	
Q4		0		0		0		0		0		0		0	0	0	0	0	0	0	
Q5		0		0		0		0		0		0		0	0	0	0	0	0	0	
Q6		0		0		0		0		0		0		0	0	0	0	0	0	0	
Q1		0		0		0		0		0		0		0	0	0	0	0	0	0	0
Q2		0		0		0		0		0		0		0	0	0	0	0	0	0	0
Q3		0		0		0		0		0		0		0	0	0	0	0	0	0	0
Q4		0		0		0		0		0		0		0	0	0	0	0	0	0	0
Q5		0		0		0		0		0		0		0	0	0	0	0	0	0	0
Q6		0		0		0		0		0		0		0	0	0	0	0	0	0	0
<b>Total used</b>		<b>0</b>																			
<b>Remaining</b>		<b>0</b>																			
<b>Hours remaining</b>		<b>0</b>																			

Total PMs allocated	0
Total PMs used	0
Total PMs remaining	0.0

1 PM	143.33
Hours per year	1720
Hours per day	7.8
Days per month	18.33



Dissemination and Communication activities							
Type of Activity*	Title	Date	Location	Type of Audience*	Estimated number of persons reached	Nationalities Addressed	Result/Impact
Additional comments:							

\* List options from the list below in order of priority

REACH  
 Deliverable: D1.1  
 Title: Quality Plan



1																	
2	<b>Externally-funded FP7 projects</b>																
3	<b>Coventry University Monthly Timesheet</b>																
4																	
5	<b>Name:</b>	[insert your name here]					<b>Project Name:</b>	[insert full project title here]									
6	<b>Position:</b>	[insert your job title here]					<b>Project Acronym</b>	[insert project acronym here]									
7	<b>Month:</b>	Nov-12					<b>Contract Number:</b>	[insert EC project contract number here]									
8																	

No. PRODUCTIVE hours during month: **165.00**

	Date	Week day	Description of activities	WP 1	WP 2	WP 3	WP 4	WP 5	WP 6	WP 7	WP 8	Other Projects	Teaching	Other	Absence / Leave	Training
9	01/11/12	Thu	Select from drop down list											7.50		
10	02/11/12	Fri	Select from drop down list											7.50		
11	03/11/12	Sat	Select from drop down list											0.00		
12	04/11/12	Sun	Select from drop down list											0.00		
13	05/11/12	Mon	Select from drop down list											7.50		
14	06/11/12	Tue	Select from drop down list											7.50		
15	07/11/12	Wed	Select from drop down list											7.50		
16	08/11/12	Thu	Select from drop down list											7.50		
17	09/11/12	Fri	Select from drop down list											7.50		
18	10/11/12	Sat	Select from drop down list											0.00		
19	11/11/12	Sun	Select from drop down list											0.00		
20	12/11/12	Mon	Select from drop down list											7.50		
21	13/11/12	Tue	Select from drop down list											7.50		
22	14/11/12	Wed	Select from drop down list											7.50		
23	15/11/12	Thu	Select from drop down list											7.50		
24	16/11/12	Fri	Select from drop down list											7.50		
25	17/11/12	Sat	Select from drop down list											0.00		
26	18/11/12	Sun	Select from drop down list											0.00		
27	19/11/12	Mon	Select from drop down list											7.50		
28	20/11/12	Tue	Select from drop down list											7.50		
29	21/11/12	Wed	Select from drop down list											7.50		
30	22/11/12	Thu	Select from drop down list											7.50		
31	23/11/12	Fri	Select from drop down list											7.50		
32	24/11/12	Sat	Select from drop down list											0.00		
33	25/11/12	Sun	Select from drop down list											0.00		
34	26/11/12	Mon	Select from drop down list											7.50		
35	27/11/12	Tue	Select from drop down list											7.50		
36	28/11/12	Wed	Select from drop down list											7.50		
37	29/11/12	Thu	Select from drop down list											7.50		
38	30/11/12	Fri	Select from drop down list											7.50		
39																
40																
41			<b>Totals</b>	<b>0.00</b>	<b>0.00</b>	<b>165.00</b>	<b>0.00</b>	<b>0.00</b>								
42																
43																

**Total Hours** 165.00  
 check: **OK**

I confirm that the hours shown above are a true and accurate record.

<b>Signed</b>	.....	<b>Date</b>	05/12/12	<b>Print name</b>	[insert your name here]
<b>Verified*</b>	.....	<b>Date</b>	06/12/12	<b>Print name</b>	[insert your line managers name here]