



PROJECT MANAGEMENT HANDBOOK

WP7 - D7.1 Project Management Handbook



**Co-funded by
the European Union**

Technical References

Project Title	RETICULATE
Grant Agreement	AGREEMENT NUMBER - VS/2021/0247 (01.11.2021)
Project Manager (PM)	Alessandro Lanzetta - Anci Toscana alessandro.lanzetta@ancitoscana.it
Project Duration	November 2021 - April 2024 (30 months)
Deliverable No.	<i>D7.1</i>
Work Package	<i>WP7 - Management of the Project</i>
Task	<i>Task 7. 2 - Operational (including risk) management</i>
Lead beneficiary	<i>Anci Toscana</i>

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Table of Acronyms

SdS	Società della Salute
PM	Project Manager. He is the Project Coordinator
FM	Financial Manager. He is the Financial Co-ordinator of the project
AB	Advisory Board (Scientific Committee)
PB	Project Board
REB	Regional Experimentation Board
ICA	Internal Cooperation Agreement
GA	Grant Agreement
CE	European Commission

Introduction

(key words, procedures, tools, basic templates)

The purpose of the Reticulate Project Management Handbook is to provide an overview of the most important project management aspects, identifying roles and responsibilities of the partners, in order to help ensure effective and quality operations. This Handbook is complemented by the Quality Plan and the Communication Plan.

This document details the project management strategy, partnership governance structure, internal reporting and external communication procedures (consistent with the Communication & Dissemination Plan), available templates, etc. It also details the financial management aspects of the Grant Agreement and the Internal Cooperation Agreement.

This manual will be updated in line with project developments and needs; the partnership will be promptly informed of any updates.

In the event of inconsistencies between documents, reference is always made to the Grant Agreement and its annexes, as well as to the Internal Cooperation Agreement and any addenda.

1. Operational Information/Project Basis

1.1 Partnership

The project is implemented by the following partners (signatories of the Grant Agreement):

No.	Organisation	Acronym
1	Anci Toscana - National Association of Italian Municipalities - Tuscany	Anci Toscana
2	National Institute of Social Security	INPS
3	Institute of Social Research	IRS
4	Municipality of Livorno	Livorno
5	Municipality of Capannori	Capannori
6	Italian Federation of Organisations for Homeless People	Fio.PSD
7	European Social Network	ESN
8	Società della salute Coeso Grosseto - Local Health Care Public Company	Coeso SdS Grosseto
9	Tuscany Regional Employment Agency	ARTI
10	Società della Salute Pistoia - Local Health Care Public Company	SdS Pistoia

The associated partners, whose budget for mission expenses is included within that of the Lead Partner, are the following:

No.	Partner Organisation	Acronym
1	ActionAid International Italia Onlus	ActionAid / AA
2	Directorate for the Fight Against Poverty, Ministry of Labour and Social Affairs - Greece	MLSA
3	Public Planning Service for Social Integration - Belgium	PPP
4	Regione Toscana Direzione diritti di cittadinanza e coesione sociale (Health, Welfare and Social Cohesion from 2022), Welfare and Social Innovation Sector	RT

1.2 Project duration, budget, EC contribution

The project has a duration of 30 months, unless extended: from 1st November 2021 to 30th April 2024.

The total budget approved by the EC is € 1,435,544.10.

The maximum value of the *grant awarded* is € **1,148,435.28**, which corresponds to 80% of the total approved budget.

The detailed budget for each beneficiary is available in Annex III to the Grant Agreement, as amended.

The contribution to each partner is the maximum amount granted, which is conditional on the EC's acceptance of the expenditure submitted. This means that if a partner spends less than the amount indicated in its approved budget (or the Commission does not accept the total expenditure submitted), it will only receive the proportional share of the EC contribution.

1.3 Contractual documents

1.3.1 Grant Agreement

The Grant Agreement (GA) is the contractual document, signed by the project partners, which defines the partnership's rights and obligations towards the EC. The Grant Agreement includes the following annexes:

- I. Description of the action
- II. General Conditions (legal, administrative and financial provisions)
- III. Estimated budget of the action
- IV. Mandates provided to the coordinator by the other beneficiaries
- VI. Technical report template (Final technical report template)

The Grant Agreement and its annexes are available on the BaseCamp management platform ([link](#)).

1.3.1.1 Amendments to the Grant Agreement

The partnership is required to comply with the approved project, in terms of activities to be implemented and deliverables to be developed, as detailed in the GA and its annexes.

The *amendment* to the Grant Agreement (GA) is a formal act that modifies the commitments described in the GA and may create new rights or impose new obligations on the parties. The *amendment* allows the partnership to modify the GA during its duration. Amendments are envisaged by the project on an annual basis (M1-M12, M13-M24, M25-M30) and only under exceptional and duly justified cases an additional amendment can be made on an annual basis.

As a general rule, an amendment to the Grant Agreement (GA) is necessary whenever the GA or its annexes need to be amended.

All partners are invited to regularly check with the PM any issues that may be subject to change. When starting the project and budget amendment procedure, the PM will consolidate the requests of all partners. The partners responsible for the WPs and Tasks will notify the PM in writing of the different amendment requirements. The PM will share with the partnership a detailed overview of the requests for approval.

The requests for amendments, approved by the PB, authorise the PM to send the request to the EC. The silent consent procedure applies for the members who will not give written feedback.

The formal amendment procedure takes place through a formal exchange of letters between the PM and the Secretariat, in addition to the mailing of the relevant documentation.

Any changes to the project are subject to official acceptance by the EC. Any substantial change to the content of Annex I of the GA (Description of the Action), as well as to the administrative and financial information of the project (concerning project partners, project budget, etc.), requires official acceptance by the EC through an amendment procedure.

For further details, please see [Annex I: Amendments to the Grant Agreement](#).

1.3.2 Internal Cooperation Agreement

With reference to Art. I.10 of the Grant Agreement, the Internal Cooperation Agreement (ICA) is the inter-partnership agreement for the implementation of the project, signed by all the project partners, as listed in the GA.

The ICA details the project management rules and is available on BaseCamp at [this](#) link.

In the event of discrepancies/disagreements, the GA rules over the PA.

2. Operational Organisation/Project Structure

Annex I of the GA - Description of the Action - sets out the work plan, in terms of activities, deliverables, responsibilities and deadlines. The project results will be formally shared with the Commission at the three project reporting periods:

Reporting Period 1: month 1 to month 12

Reporting Period 2: month 13 to month 24

Reporting Period 3: month 25 to month 30

2.1 Work Packages and Tasks

The partners responsible for a WP nominate a person to act as WP Leader and identify the people responsible for the individual Tasks. For both WPs and Tasks, each person identified as responsible is accompanied by the indication of a deputy member who can replace him/her in case of need.

The names of those responsible for the WPs and Tasks are listed in Annex III.

Each WP has a Leader, who is the partner responsible for the management of the relevant technical and economic aspects, including the internal co-ordination of the WP. This includes responsibility for:

- the preparation of any technical report;
- the achievement of interim objectives (milestones),
- drafting or coordinating drafting of deliverables and delivery to the PM on time;
- drafting of interim and progress reports and delivery to the PM on time.

The following Work Packages (WP) and Tasks structure the operation of the project:

Work Packages & Tasks		Leader	Start	End
WP1	Setting up the experimentation structure: scoping and design of the actions and capacity building	IRS	Nov 2021	Jan 2024
Task 1.1	Scoping: research-action activity	IRS	Nov 2021	Jan 2022
Task 1.2	Methodologies for identifying effective support structures, ensuring referral to concerned services, experimentation model and related tools	IRS	Jan 2022	Aug 2022
Task 1.3	Capacity building in participatory environment	SdS Grosseto	Jun 2022	Dec 2022
WP2	Reaching out to household need and homeless:	fiio.PSD	Jan 2022	Apr 2024

	testing an innovative outreach approach			
Task 2.1	Identification of the barriers of specific target groups in accessing welfare services and strategies to overcome them	fio.PSD	Mar 2022	Aug 2022
Task 2.2	Techniques for approaching and engaging vulnerable households and homeless people	Livorno	Jan 2022	Feb 2022
Task 2.3	Involvement of the homeless and the household in need in the structuring of the services	fio.PSD	Mar 2022	Apr 2024
WP3	Testing and implementation of the new model of integrated approach between key stakeholders	SdS Pistoia	Sept 2022	Apr 2024
Task 3.1	Implementation of integrated caretaking by social services and employment services	Livorno	Sept 2022	Apr 2024
Task 3.2	Implementation of personalised and integrated caretaking	ARTS	Nov 2022	Apr 2024
Task 3.3	Testing and implementation of the one stop shop	Capannori	Dec 2022	Apr 2024
WP4	Transnational Cooperation	ESN	Nov 2021	Apr 2024
Task 4.1	Knowledge and experience sharing at local, national and European level	ESN	Apr 2022	Oct 2023
Task 4.2	Promotion of cooperation among EU member states	ESN	Apr 2022	Sept 2022
WP5	Communication, Dissemination, Mainstreaming and Up-scaling	Anci T.	Nov 2021	Apr 2024
Task 5.1	Communication and dissemination tools set up	Anci T.	Nov 2021	Feb 2022
Task 5.2	Communication activities	Anci T.	Mar 2022	Apr 2024
Task 5.3	Dissemination activities at regional, national and European level	Anci T.	Mar 2022	Apr 2024
Task 5.4	Mainstreaming and up-scaling activities	Anci T.	Aug 2023	Apr 2024
WP6	Monitoring & Evaluation	IRS	Nov 2021	Apr 2024
Task 6.1	Monitoring	IRS	Nov 2021	Apr 2024
Task 6.2	Evaluation	IRS	Nov 2021	Apr 2024
WP7	Management of the Project	Anci T.	Nov 2021	Apr 2024
Task 7.1	Strategic Coordination	Anci T.	Nov 2021	Apr 2024
Task 7.2	Operational (including risk) management	Anci T.	Nov 2021	Apr 2024
Task 7.3	Regional Experimentation management	Anci T.	Jan 2022	Apr 2024
Task 7.4	Administrative and Financial management	Anci T.	Nov 2021	Apr 2024
Task 7.5	Quality management and assurance	Anci T.	Jan 2022	Apr 2024

2.2 Deliverables

Deliverables are associated with each WP and the different Tasks. It is important that during the project all results are strictly monitored. The list of deliverables for the 30 months of the project is given below. The list is given in chronological order to facilitate the follow-up of the deliverables. If a deliverable consists of several versions to be submitted on different dates, the deliverable is shown as many times as there are dates.

No.	Title	WP	Task Leader	WP Leader	Delivery date	1st Year (M1-12)	2nd Year (M13-24)	3rd Year (M25-M30)
D7.1	Project Management Handbook	7	Anci T.	Anci T.	M2 Dec 2021	X		
E7.1 E7.2	<i>Kick Off Meeting Brussels + Florence</i>	7	Anci T.	Anci T.	M2-3	X		
D1.1	Models and tools for identifying the processes and levels of integration of social services	1	IRS	IRS	M3 Jan 2022	X		
D6.1	Monitoring Plan within 3 months from the start of the project	6	IRS	IRS	M3 Jan 2022	X		
D6.3	Evaluation Plan within 3 months from the start of the project	6	IRS	IRS	M3 Jan 2022	X		
D7.3	Strategy Report	7	Anci T.	Anci T.	M3 Jan 2022	X		
D7.3	Peer Review Logbook/diary	7	Anci T.	Anci T.	M3 Jan 2022	X		
E7.3	<i>1 Experimentations start meeting (in presence) (Strategic Board, Project Board, Local teams) - to be done via web</i>	7	Anci T.	Anci T.	M3 Jan 2022	X		
D7.2	Quality Plan	7	Anci T.	Anci T.	M3 Jan 2022	X		
D7.4	Local Experimentations logbook + Quarterly review	7	Anci T.	Anci T.	From M4 Feb 2022	X	X	X
D6.2	Monitoring reports every six months	6	IRS	IRS	M6, M12, M18, M24, M30	X	X	X
E7.5	<i>9 Project meetings (web-streaming) with AB(3), SB(3), PB(3)</i>	7	Anci T.	Anci T.	M6-12-19	X	X	
E5.1	<i>Study visit and sharing of experiences in Belgium (Brussels)</i>	4	ESN	ESN	M7 May 2022	X		
E5.2	<i>Study visit and sharing of experiences in Greece (Athen)</i>	4	ESN	ESN	M8 June 2022	X		
D2.1	Methodology for the active recruitment of target groups of the project actions	2	Livorno	fio.PSD	M9 July 2022	X		
D5.1	Communication and dissemination plan (DCP) and Toolkit	5	ANCI TOSCANA	ANCI TOSCANA	M9 July 2022	X		
D5.3	RETICULATE web site and social media	5	ANCI TOSCANA	ANCI TOSCANA	M9 July 2022	X		
E7.4	<i>4 Experimentations meeting (in presence) (Regional Experimentation Board)</i>	7	Anci T.	Anci T.	M9-15-21- 26	X	X	X
D1.2	Summary report of the critical issues identified in the interactions between the services of the concerned areas	1	IRS	IRS	M10 Aug 2022	X		
D1.3	Synthesis of multi-professional diagnostic and therapeutic care pathways	1	IRS	IRS	M10	X		

					Aug 2022			
D5.2	Internal toolkit detailing Communication, Outreach and Dissemination measures, including responsibilities, roadmap, targets and branding rules	5	ANCI TOSCANA	ANCI TOSCANA	M11 Sept 2022	X		
D5.4	Dissemination of project outputs: Handbook in EN detailing project management procedures, tools and basic templates (deliverables carried out within WP4 and WP7) <i>(see also D7.1)</i>	5	ANCI TOSCANA	ANCI TOSCANA	M11 Sept 2022	X		
D2.2	Report on the development of generative approaches based on the key role played by citizens in the caretaking actions	2	fio.PSD	fio.PSD	M12 Oct 2022 ?	X		
E4.3	<i>Study visit and sharing of experiences in Italy (Capannori-Lucca)</i>	4	ESN	ESN	M12 Oct 2022	X		
E4.4	<i>Study visit and sharing of experiences in Italy (Turin)</i>	4	ESN	ESN	M12 Oct 2022	X		
D6.4	Interim evaluation report at the end of the first year of experimentation	6	IRS	IRS	M12 Oct 2022	X		
D7.5	Interim progress report (technical and financial)	7	Anci T.	Anci T.	M12 Oct 2022	X		
Start of the 2nd Year of the Project								
D1.4	Summary report of capacity building schemes	1	Coeso SdS Grosseto	IRS	M14 Dec 2022		X	
E7.5	<i>9 Project meetings (web-streaming) with AB(3), SB(3), PB(3)</i>	7	Anci T.	Anci T.	M6-12-19		X	
E5.1	<i>4 local seminars (Pistoia, Capannori, Grosseto, Lucca)</i>	5	ANCI TOSCANA	ANCI TOSCANA	M24 October 2023		X	
E5.2	<i>A National seminar (Rome) (error, indicated E4.2 in the form)</i>	5	ANCI TOSCANA	ANCI TOSCANA	M20 June 2023		X	
E5.4	<i>A European level Webinar for technical information about the experimentation result and the evaluation impact (see also D4.7)</i>	5	ANCI TOSCANA	ANCI TOSCANA	M24 Oct 2023		X	
D3.2	Modelling of the data sharing and dissemination system at regional level	3	ARTI	SdS Pistoia			X	X
E5.5	<i>Study visit and sharing of experiences in Italy (Palermo)</i>	4	ESN	ESN			X	
D4.1	Collection of practices of proven effectiveness	4	ESN	ESN			X	
D4.2	Compiling criteria for potential transferability of the experimented project	4	ESN	ESN			X	
D4.3	Production of training contents and reports aimed at the dissemination of practices both from micro-territories where the experimentations will be realised outside and from outside to micro-territories	4	ESN	ESN			X	
D4.4	Comparative report with the description of the collected and analysed practices from the countries involved	4	ESN	ESN			X	

D4.6	Study visits and related seminars	4	ESN	ESN			X	
D4.5	Report including the results of the survey realised at EU level	4	ESN	ESN			X	
D4.7	Online conference on survey results	4	ESN	ESN			X	
D4.8	Final conference/ Networking and Experience sharing event	4	ESN	ESN			X	
D5.4	Dissemination of project outputs: Comparative report on the practices analysed	5	ANCI TOSCANA	ANCI TOSCANA			X	
D5.4	Dissemination of project outputs: Report on EU survey results	5	ANCI TOSCANA	ANCI TOSCANA			X	
E7.6	<i>1 Project meeting (in presence) (Advisory Board, Strategic Board, Project Board)</i>	7	Anci T.	Anci T.	M24 Oct 2023		X	
D7.6	Interim progress report (technical and financial)	7	Anci T.	Anci T.	M24 Oct 2023		X	
D7.4	Local Experimentations logbook + Quarterly review	7	Anci T.	Anci T.	From M4 Feb 2022		X	X
D6.2	Monitoring reports every six months	6	IRS	IRS	M6, M12, M18, M24, M30		X	X
E7.5	<i>9 Project meetings (web-streaming) with AB(3), SB(3), PB(3)</i>	7	Anci T.	Anci T.	M6-12-19		X	
E7.4	<i>4 Experimentations meeting (in presence) (Regional Experimentation Board)</i>	7	Anci T.	Anci T.	M9-15-21-26		X	X
Start of the 3rd Year of the Project								
D2.3	Modelling of the experimented participatory assessment techniques and report of participatory assessment	2	fio.PSD	fio.PSD	M29 Mar 2024			X
D3.1	Report on total number of people supported (at least 300)	3	ARTI	SdS Pistoia				X
D3.3	One stop shop (single entry point and network of interconnected entry points) implemented and operational in all micro-areas	3	Capannori	SdS Pistoia				X
E5.3	<i>European dissemination event on the occasion of the EC Event for Networking and experience sharing (Brussels)</i>	5	ANCI TOSCANA	ANCI TOSCANA	M29 Mar 2024			X
E5.5	<i>Regional seminar (Florence) in coincidence with the Final Meeting</i>	5	ANCI TOSCANA	ANCI TOSCANA	M29 Mar 2024			X
D6.5	Final Evaluation Report at the end of the project	6	IRS	IRS	M29 Mar 2024			X
E7.7	<i>1 Final meeting (in presence) (Advisory Board, Strategic Board, Project Board, Reg. Experim. Board) in coincidence with E5.5 Regional Seminar</i>	7	Anci T.	Anci T.	M29 Mar 2024			X
E7.8	<i>1 Networking and Experience sharing in Brussels (Advisory Board, Strategic Board, Project Board + local teams)</i>	7	Anci T.	Anci T.	M29/30 Mar 2024			X
D7.7	Final Report (technical and financial)	7	Anci T.	Anci T.	M30 Apr 2024			X
D7.4	Local Experimentations logbook + Quarterly review	7	Anci T.	Anci T.	From M4			X

					Feb 2022			
D6.2	Monitoring reports every six months	6	IRS	IRS	M6, M12, M18, M24, M30			X
E7.4	4 Experimentations meeting (in presence) (Regional Experimentation Board)	7	Anci T.	Anci T.	M9-15-21- 26			X

2.3 Approval and Submission of Deliverables

All deliverables must be finalised and sent to the EC by the deadlines indicated in the timeline (available on BaseCamp at this [link](#)) and in any case no later than the expiry of the interim reporting periods.

Internally approved deliverables to be delivered at the corresponding *reporting periods* deadlines (month 12, 24 and 30) will be uploaded on the SWIM portal and also sent by mail to the Programme Secretariat. The documents to be sent will be selected by the PM on BaseCamp in the individual WP folders.

The quality of the deliverables is ensured by compliance with the procedure for drafting and validation of deliverables, which is detailed in the Quality Plan and set out in [Annex II: Procedure for drafting, approval and archiving of deliverables](#).

3. Project Management

3.1 Governance

The decision-making process within the project is governed by a structure consisting of four committees, called *Boards*:

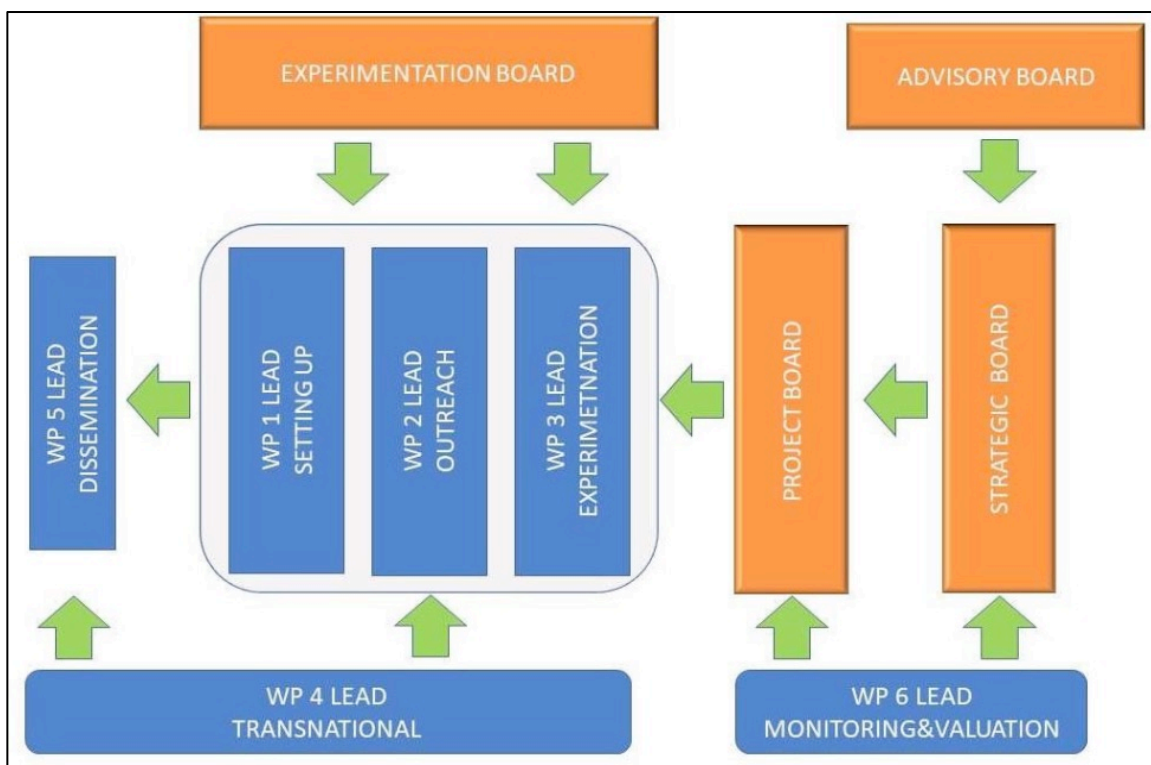
Project level	Board	Acronym
Strategic Level	Strategic Board	SB
	Advisory Board (Scientific Committee)	AB
Operational Level	Project Board , which includes: - Project Manager - Financial Manager	PB + PM and FM
Experimentation level	Regional Experimentation Board	REB

Board	Functions
Strategic Board (SB)	<ul style="list-style-type: none"> It ensures that a clear development strategy is defined for the project and that this strategy is collectively pursued over time; The SB is chaired by the PM and is assisted by the Advisory Board (AB); The SB receives input from WP6 - Monitoring & Evaluation; The SB is responsible for Strategic Coordination (Task 7.1); The SB regularly carries out structured, joint peer reviews of the project strategy and defines possible corrective actions; The SB animates the peer reviews that take place during the main project meetings (on average 2 per year) involving the partners and the AB; The meetings to which the SB is formally summoned are listed in the Annexes section.
Advisory Board (AB) (Scientific Committee)	<ul style="list-style-type: none"> It offers technical and scientific support in the development of project deliverables; During the project duration, the PM may ask for opinions and feedback by mail from the AB; The meetings to which the AB is formally summoned are listed in the Annexes section.

Project Board (PB)	<p>The PB guides and supervises the actual implementation of the project, following input from the SB. In particular, the PB:</p> <ul style="list-style-type: none"> · ensures that all WPs and Tasks are effectively interconnected in order to avoid overlaps/differences in implementation and that all WP and Task leaders have a clear understanding of the connections with other WPs and Tasks; · approves the start and end of WPs; · validates deliverables; · ensures compliance with the Quality Plan, especially for documents to be transmitted externally; · manages administrative or contractual aspects within the partnership and for relations with the EC. <ul style="list-style-type: none"> · The PB has decision-making power for the day-to-day management of the project; it can also propose new people responsible for each management and operational coordination role. · The PB receives and evaluates input from WP6 - Monitoring & Evaluation. · The meetings to which the PB is formally summoned are listed in the Annexes section.
Regional Experimentation Board (REB)	<ul style="list-style-type: none"> · The REB guides and supervises the experimentation activities on the Tuscan territory, with the support of the PM for the operational parts; · It ensures smooth development of experimentations in Tuscany; · It promotes strengthening of the collaboration network between public and third sector actors active in the project themes; · It supports monitoring and dissemination activities; · It provides input to WP1, WP2, WP3 for the development of deliverables; · The REB works closely with the SB and the PB. · The meetings to which the REB is formally convened are listed in the Annexes section.

Board	Composition
Strategic Board (SB)	<ul style="list-style-type: none"> · All project partners, including associates; · Managers or people whose role is to contribute to the strategic leadership of their organisation participate. Each partner identifies the member(s) participating in the SB; · The SB is chaired by the Project Manager (PM).
Advisory Board (AB) (Scientific Committee)	<p>The five members identified during project formulation:</p> <ul style="list-style-type: none"> · Alfonso Lara Montero (European Social Network) · Cristiano Gori (University of Trento) · Paola Milani (University of Padua) · Andrea Valzania (University of Siena) · Nicola Sciclone (IRPET)
Project Board (PB)	<ul style="list-style-type: none"> · The Project Manager (PM) and the Financial Manager (FM) assist the PB in the day-to-day management of the project, ensuring adherence to the timescale, the assigned budget and the required quality standards. The PM works closely with the FM to provide both the SB and the PB with an up-to-date overview of budget progress. The PM is also responsible for quality management;

	<ul style="list-style-type: none"> · Contact people for WPs and Tasks.
<p>Regional Experimentation Board (REB)</p>	<p>It is coordinated by the Director of SdS Pistoia. The members are:</p> <ul style="list-style-type: none"> · Regione Toscana, Social Innovation Sector · ARTI · INPS · SdS directors · Directors of Social-Health Districts · Mayors of Capannori and Livorno · fio.PSD · ActionAid · Caritas



3.2 Project Management Procedures

3.2.1 Roles and responsibilities of the partnership

The Partnership Agreement sets out roles and responsibilities of the partners and of the project coordinator, Article 3 - Obligations and role of the Co-applicant and the Coordinator.

3.2.2 Decision-taking mechanism

Strategic and operational decisions are taken, respectively, by the Strategic Board and the Project Board, according to the function details given in the previous paragraph. The decision-making process is coordinated by

the PM, who has the task of informing, convening and summarising the points on which actions need to be taken, establishing roles and responsibilities according to the functions assigned within the project.

The decision-making process is normally guided by the search for agreement within the various Boards. The PM has the power to establish a decision-making procedure by a simple majority of those present in the event that no agreement can be reached or in cases of particular urgency.

Decisions are made in accordance with the roles and responsibilities detailed in the Internal Cooperation Agreement (for the partnership) and in the previous chapter on Governance for the Project Boards.

3.2.3 Monitoring and Evaluation

The monitoring and evaluation process (WP6) is coordinated by the IRS partner, which collects operational progress data on a regular basis. Each partner is obliged to provide the IRS partner with the required data within the set deadlines in order to be able to monitor ongoing project progress.

4. Information Management

4.1 Document Management

The objective of proper information management is to ensure that project documents are drafted, updated, shared and archived correctly.

The official project documentation archive (repository) is accessible from BaseCamp, at [this](#) link, only to people delegated by the partners to work on the project.

The project documents are organised on BaseCamp according to WPs, as shown below, plus a number of additional folders, including:

1. Formal project documents;
 2. Project summary for external communication;
 3. Timescale;
 4. Boards (list of members of the Boards, in addition to the contact people for Administration and Finance (Admin-Fin) and Communication/Dissemination (Comm-Diss));
 5. Reporting and Reimbursements (see below)
 6. Project and Budget Modifications
 7. WP, work packages (see below)
- Other folders useful for managing project information, created by the PM.

In Documents, within the folder - Reporting and Reimbursements - are located:

- 1 folder for each partner, where the reporting documentation can be uploaded;
- the consumed budget template, which each partner fills in periodically.

Detail on “Reporting and Reimbursements”

The folder contains at least the following elements:

- follow up file on the payment of the advance;
- timesheet template;
- budget in Excel format to be completed at the end of each reporting period;
- progress report template, to be completed by each WP leader in preparation for reporting;
- one folder for each partner, where the reporting documentation can be uploaded; there will certainly be overlaps between documents to be uploaded in this reporting part and the deliverables/activities implemented and to be included in the folder "Work Packages" in Documents.

At the end of each reporting period (first year, second year and final year), each partner shall update its share of the budget spent and upload in the corresponding folder the documentation relating to the expenses incurred. For each expenditure incurred, the folder (if more than one document) or the document justifying the expenditure shall be uploaded and named as follows:

Reticulate_WP no., type of expenditure (staff, travel, services), detail (name of staff and/or category of expenditure).

Example:

- Reticulate_WP7_Staff_Lanzetta
- Reticulate_WP4_Travel_Lanzetta_Study Visit Greece
- Reticulate_WP5_Services_ Interpretation Kick off

Details on WP - Work Packages

In Documents, the WP folder contains the subfolders of all WPs (WP1, WP2, etc.) with the following structure:

No.	Document folder	Description
1	WP1	
	Task 1.1	
	Final versions	These are the versions approved and ready to be shared externally.
	Drafts	These are the documents being drafted.
	Task xxxxxx	
2	WP2	It is the folder that contains the WP deliverables.
	Task 2.1	
	Final versions	These are the versions approved and ready to be shared externally.
	Drafts	These are the documents being drafted.
	Task 2.2	
	Etc.	
3	WP3	As above

4	WP4	
5	WP5	
6	WP6	
7	WP7	
xxxx	Formal project documents	Grant Agreement and Annexes
		Internal Cooperation Agreement
Xxx	Project Summary	Summary of the project for short introductions to the project.
	Etc.	

Attention: The WP and Task leaders will upload the relevant documentation on BaseCamp. In the event that new folders are required, the leaders will ask the PM to create them. The exclusive creation of new folders by the PM aims at avoiding the proliferation of new folders without the overall structure and ensuring that documents can be found easily.

The WPs are organised by deliverables (deliverables and events). **It is important to maintain the distinction, within each WP, between finished and approved documents (Final Versions - FV) and those that are being drafted (Drafts), which also include finished documents not yet approved.** Once the documents are approved, the Draft folder can be deleted, leaving only final versions in the system.

When we mention Deliverables, we also mention Events: in this case, a subfolder with the name and numbering of the event will be created in the Final Version folder, in which all documents prove that the event has actually taken place (signature sheet, photos, programme, invitations, any reports, etc.).

The deliverables within the WPs can be organised in as many folders as the number of partners. This depends on the nature of the deliverable. In the case of WP7, where within Task 7.4 there is the deliverable relating to reporting, it is useful to create a folder for each partner, in order to facilitate uploading and retrieval of documents.

Example: Archiving of the event WP5 Study Visit Belgium

WP4 - Transnational Cooperation

Task 4.1: Knowledge and experience sharing at local, national and European level

E4.1: Study visit and sharing of experiences in Belgium

E4.1 Final versions

- Signature sheet
- Photos
- Programme
- Invitations
- Report

Example: Archiving of personnel reporting

WP7 - Management of the Project

Task 7.4: Administrative and Financial management

D 7.5: Interim Progress Report (technical and financial)

fio.PSD

D7.5 Final versions

Reticulate_WP7_Staff_Courtesy (zip folder)

- Timesheets (of all months, in Excel and Pdf - signed)
- Order of service
- Pay slips (expenditure document)
- Account statement (ID identification ID, Cro.... Doc of payment)
- F24?
- Etc.

4.2 Technical and Administrative Information Flow Chart

The WP leaders are responsible for the management and flow of information for which they are the contact people. The leaders of the individual Tasks shall transmit the information to the WP leader who shall validate it. The WP leader shall ensure that deadlines are met, the final deliverable versions are uploaded on BaseCamp, and the deliverable validation request is made to the PM. The validation procedure of the deliverables is detailed in the Annexes to this document.

Administrative and financial information (e.g. amendment procedures, reporting, etc.) is regulated within WP7 - Management, where each partner will have its own folder in which the documents required by the project can be uploaded.

Each partner identifies a contact person for administrative and financial aspects, who will liaise with the PM and ensure that procedures and deadlines relating to these specific aspects of the project are complied with. The details of the contact people for this component are included in the Annexes to this document.

4.3 Templates, Logos and Communication Materials

The external project communication material will be uploaded on the WP5 folder of BaseCamp (Documents - WP5) as the deliverables are drafted and approved: brochures, roll-ups, presentation templates, standard deliverable covers, project and partner logos.

The external communication rules of the project are detailed in the Communication & Dissemination Plan, which will be made available in the WP5 Communication folder on BaseCamp.

Instructions and templates for reporting are available on BaseCamp, under Documents → “Reporting and Reimbursements” folder.

5. Reporting Procedures

The project is divided into three *reporting periods* whose deadlines correspond to month 12, 24 and 30 of the project (month 1 is the month in which the Grant Agreement is signed, i.e. November 2021):

Reporting Period 1: month 1 to month 12

Reporting Period 2: month 13 to month 24

Reporting Period 3: month 25 to month 30

5.1 Payment of the Advance

The advance, corresponding to 30% of the *grant*, is paid by transfer from the EC to the Lead Partner within 30 days after the signature of the GA (November 2021).

5.2 Application for Second and Third Pre-Financing

The Lead Partner must send the EC a request for the second and third pre-financing within 60 days after the end of the respective *reporting periods* (months 12 and 24). The application must be accompanied by the following documents:

1. A Progress Report on the implementation of the project - "Technical report on progress"; this is an update on the actions carried out. The Lead Partner will compile the final version while each partner will have to update the sections on the description of planned and implemented activities, as per the template, the explanations of any deviations from what was planned, and budget consumption. The template of the form is available [here](#).
2. A statement on the amount of the previous pre-financing instalment used to cover operating costs ("Statement on the use of the previous pre-financing instalment"). This statement is linked to the updating of the budget on the SWIM platform, from the data that each partner will communicate to the PM through the consumed budget template, which the PM will upload on BaseCamp, Documents - WP7.

The partners shall provide the PM with all the data necessary to draw up reports and financial statements as well as anything else needed for audits, checks and evaluations, according to Art. II.2.2 of the GA.

5.3 Final Balance Request

The coordinator must submit a request for payment of the balance within 60 calendar days after the end of the last reporting period. The request must be accompanied by the following documents:

1. a final report on the implementation of the action ("Final Technical Report"), drawn up in accordance with Annex V of the GA - Model Technical Report and containing the information needed to justify the eligible costs claimed, including subcontracting expenses;
2. a "Final Financial Statement". The final financial statement must include a consolidated statement and the details of the amounts requested by each partner. The final financial statement must be drawn up in accordance with the budget set out in Annex III of the GA (estimated budget);
3. a "Summary Financial Statement". This statement must include a consolidated financial statement and a breakdown of the expenses declared by each partner, aggregating the previously submitted financial statements.

The Lead Partner shall produce a declaration certifying that the information provided in the request for payment of the balance is complete, reliable and true.

The Lead Partner shall also verify that the costs incurred can be considered eligible under the GA and that the request for payment is substantiated by appropriate supporting documents that can be produced as part of the checks or verifications referred to in Article II.27 of Annex II of the GA - *Technical and financial checks, audits, interim and final evaluations*.

6. Payment Procedures

Article I.5.1 of the Grant Agreement states that the EC shall make up to four transfers to the Lead Partner (Anci Toscana):

- A first transfer corresponding to the advance of € 344,530.58 (30% of the Grant - € 1,148,435.28), transferred by the EC to the Lead Partner within the first 30 calendar days from the entry into force of the Grant Agreement, i.e. by 30 November 2021. This sum remains the property of the EC until offset against interim payments or payment of the final balance (Art. I.5.2 GA).
- A second transfer, based on the amount of the relevant reporting, of up to € 459,374.11 (40% of the Grant) within 60 calendar days after the EC receives the request for the second pre-financing;
- A third transfer, based on the amount of the relevant reporting, of up to € 229,687.06 (20% of the Grant) within 60 calendar days after the EC receives the request for the second pre-financing.

If the declaration on the use of the previous pre-financing instalment submitted in accordance with Article I.4.2 shows that less than 70% of the previous pre-financing instalment paid was used to cover the costs of the action, the amount of the new pre-financing to be paid shall be reduced by the difference between the 70% ceiling and the amount used.

- A fourth transfer, of final balance.

The payment of the balance reimburses or covers the remaining part of the eligible costs and contributions for the implementation of the action.

If the total amount of previous payments exceeds the final amount of the grant, the payment of the balance takes the form of a recovery as provided for in Article II.26 of Annex II of the GA.

If the total amount of previous payments is less than the final grant amount, the Commission must pay the balance within 90 calendar days of receipt of the formal documents, as specified in section 5 of this document (Reporting Procedures).

The disbursement of the second and third pre-financing as well as of the final balance is subject to the approval of the payment application and accompanying documents sent by the PM to the EC. Their approval does not imply recognition of the conformity, authenticity, completeness or correctness of their content.

In relation to the final balance, the Commission determines the amount due by deducting the total amount of pre-financing and payments already made from the final grant amount.

Annexes

Annex I: Amendments to the Grant Agreement

In addition to what is already detailed in 1.3.1.1 Amendments to the Grant Agreement, any request for amendment must:

- (a) be duly substantiated;
- (b) be accompanied by appropriate supporting documents; and
- (c) be sent to the other Party in due time before its entry into force and, in any case, one month before the end of the implementation period.

The amendment request on behalf of the beneficiaries must be submitted by the coordinator.

Amendments to the project content and budget are made following the written procedure indicated by the PM and will include:

- Project Contents: Amendments to Annex I of the GA (Description of the Action) and a written communication containing the reason for the amendment request;
- Other amendment requests, which do not include the budget, must be made by mail and e-mail, following the procedure indicated by the Project Officer. Below are some case studies:
 - legal nature of the coordinator
 - bank account
 - contact details
 - project start date
 - project end date
 - project duration
 - technical description.
- Budget: Amendments to Annex III of the GA (Estimated budget of the Action) on the SWIM portal, together with written communication containing the reason for the amendment request.

The amendments on the SWIM portal, as well as the communications with the Project Officer, are carried out exclusively by the PM.

If a change is requested without the PM's consent, the request must be submitted by all other beneficiaries and must be accompanied by the PM's opinion or proof that the coordinator's opinion was requested in writing.

The amendments enter into force on the date on which the last party signs or on the date of approval of the amendment request.

Reference documentation:

- Annex II of the Grant Agreement ("General Condition"), Article II.13.

The amendments shall enter into force on the date agreed upon by the parties or, in the absence of such agreed upon date, on the date on which the amendment enters into force.

- Financial guidelines for applicants, page 26 - whether it makes sense to put the reference to a doc intended for the proposal and not for the management.

Annex II: Procedure for Drafting, Approval and Archiving of Deliverables

The procedure for drafting, approval and archiving of deliverables, already described in Chapter 2.2 of Reticulate's Quality Plan, is set out below.

Each WP leader monitors the deadlines of its deliverables and coordinates the Tasks leaders, if necessary.

The review process is a key step in the preparation of the deliverable to ensure that the result is up to the appropriate standard. All partners must therefore take appropriate measures to ensure that this process is completed in time to release the deliverable by the due date.

The deliverables are approved by the Project Board (GA, Annex I - Description of the Action, page 27).

Procedure for approval of deliverables by the PB:

- In the table **Deliverables & Events Monitoring File** the WP leader/Task leader will indicate the delivery date of the deliverable, taking into account that the delivery date has to take into account up to 30 days for review, possible integrations and approval of the deliverable, before its release for external communication, including submission to the EC.

- The PM communicates, at least 30 days in advance, that the document to be reviewed (and possibly integrated and approved) has been sent to the PB.

- The PB will have up to ten calendar days (5 calendar days in urgent cases) to review and give feedback on the deliverable. The PB, supported by the PM's coordination, may:

- ask for integrations, through the use of comments within the text; in this case the PM will send the document back to the WP/Task leader for the necessary integrations and re-send the text to the PB within 5 calendar days; the PB will have 5 calendar days to give its feedback;

- approve the document. The approval procedure does not include a vote. In the event of disagreement on substantive elements of the document, the PM will promote dialogue to find common ground between the members of the PB, first in written form and, if no consensus can be reached, by convening a formal PB meeting via the web. In the case of purely formal objections on which there is no possibility of agreement during the review, the PM may decide whether to accept these objections or to proceed for final approval without further modifications.

The PB is in charge of thoroughly checking the deliverable, ensuring that the following quality criteria are met:

- consistency of the content with what is stated in Annex I of the GA - Description of the Action;
- the objectives of the deliverable are understandable and in line with the project goals;
- relevance to the project and clear innovative contribution in the field of intervention.

On the other hand, the PM will be in charge of checking the quality of the language: the deliverables will be examined in the light of parameters such as accuracy, clarity and consistency of the language and compliance with the document formatting rules.

Annex III: List of Members of the Reticulate Boards

Partners	Strategic Board		Project Board				Regional Experimentation Board	
			WP Leader		Task Leader			
	Name, Surname, Role	E-mail	Name, Surname, Role	E-mail	Name, Surname, Role	E-mail	Name, Surname, Role	E-mail
Anci Toscana								
ARTI								
Capannori								
SdS Grosseto								
ESN								
fio.PSD								
IRS								
Livorno								
Pistoia								
INPS								

Annex IV: Contact people administrative part - reporting

Partners	Name, Surname, Role	E-mail
Anci Toscana	Alessandro Lanzetta, PM	alessandro.lanzetta@ancitoscana.it
ARTI		
Capannori		
SdS Grosseto		
ESN		
fio.PSD		
IRS		
Livorno		
Pistoia		
INPS		

Annex V: List of Convocations of the Reticulate Boards

The official convocations of the Strategic Board, on the occasion of events and Board meetings, are listed below. E-mail exchanges and informal meetings for the operational needs of the project will take place alongside the following calendars.

1. Strategic Board (SB)

The SB will be formally involved in **at least 8 formal project meetings**, 4 of which will be online and 4 face-to-face (including 1 in Brussels, one in Rome and the other two in a location to be defined):

- 1 Experimentation Start Meeting to be held in presence, by M12, October 2022 (together with the PB and a member of each local experimentation team) → to be held online due to lack of coverage in the budget;
- 3 Project Meetings to be held online by M6, M12 and M19, with the SB only; given the timeframe for drafting WP1 and WP2 deliverables, on which the Strategic Board's contribution is key in terms of coordinating the results produced, a schedule of meetings on M12, M16 and M21 is assumed for this part of the Project Meeting with the SB only;
- 1 Project Meeting, face-to-face, to be held by M24 (October 2023), together with the PB and AB;
- 1 Final Meeting, face-to-face, to be held by M30 (April 2024), together with the PB, AB and REB;
- 1 Networking and Experience Sharing Meeting in Brussels, to be held by M30 (April 2024), together with the PB, AB, 1-2 members of the local groups involved in the experimentation.

M12 (Oct. 2022)	M12 (Oct. 2022)*	M16 (Feb. 2023)*	M20 (June 2023)	M21 (July 2023)	M24 (Oct. 2023)	M30 (April 2024)	M30 (April 2024)
1 Experimentation Start Meeting → online	Project meeting 1 → online	Project meeting 2 → online	E4.2 National Dissemination Seminar → Rome	Project meeting 3 → online	Project Meeting → face-to-face	Final Meeting + Regional Seminar → face-to- face	Networking and Experience Sharing → Brussels

*These meetings were supposed to be held on M6 and M12

2. Advisory Board (AB)

The AB will be formally involved in **at least 6 formal project meetings**, 3 of which will be online and 3 face-to-face (of which 1 in Brussels and the other two in a location to be defined):

- 3 Project Meetings to be held online by M6, M12 and M19, only with the AB; given the timeframe for drafting WP1 and WP2 deliverables, on which the contribution of the Advisory Board is strategic in terms of comparison and validation of the results produced, a schedule of meetings on M12, M16 and M21 is assumed for this part of the Project Meeting only with the AB;
- 1 Project Meeting, face-to-face, to be held by M24 (October 2023), together with the SB and PB;
- 1 Final Meeting, face-to-face, to be held by M30 (April 2024), together with the SB, PB and REB
- 1 Networking and Experience Sharing Meeting in Brussels, to be held by M30 (April 2024), together with the SB, PB, 1-2 members of the local groups involved in the experimentation.

M12 (Oct. 2022)*	M16 (Feb. 2023)*	M21 (July 2023)	M24 (Oct. 2023)	M30 (April 2024)	M30 (April 2024)

Project meeting 1 → online	Project meeting 2 → online	Project meeting 3 → online	Project Meeting → face-to-face	Final Meeting + Regional Seminar → face-to-face	Networking and Experience Sharing → Brussels
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*These meetings were supposed to be held in M6 and M12

3. Project Board (PB)

The AB will be formally involved in **at least 8 formal project meetings, 4 of which will be online** and 4 face-to-face (1 in Brussels, 1 in Rome and the other two in a location to be defined):

- 1 Experimentation Start Meeting to be held face-to-face by M12, October 2022 (together with the PB and a member of each local experimentation team)→ to be held online due to lack of coverage in the budget;
- 3 Project Meetings to be held online by M6, M12 and M19, with the PB only; given the initial delays to start the activities, a schedule of meetings on M12, M16 and M21 is envisaged for this part of the Project Meeting with the PB only;
- 1 National Dissemination Seminar, to be held by M21 (July 2023) in Rome;
- 1 Project Meeting, face-to-face, to be held by M24 (October 2023) together with the SB and AB;
- 1 Final Meeting, face-to-face, to be held by M30 (April 2024) together with the SB, AB and REB;
- 1 Networking and Experience Sharing Meeting in Brussels to be held by M30 (April 2024), together with the SB, AB, 1-2 members of the local groups involved in the pilot experimentation.

M12 (Oct. 2022)	M12 (Oct. 2022)*	M16 (Feb. 2023)*	M20 (June 2023)	M21 (July 2023)	M24 (Oct. 2023)	M30 (April 2024)	M30 (April 2024)
1 Experimentation Start Meeting → online	Project meeting 1 → online	Project meeting 2 → online	E4.2 National Dissemination Seminar → Rome	Project meeting 3 → online	Project Meeting → face-to-face	Final Meeting + Regional Seminar → face-to-face	Networking and Experience Sharing → Brussels

*These meetings were supposed to be held on M6 and M12.

4. Regional Experimentation Board (REB)

The REB will be formally involved in **at least 5 formal project meetings, 4 of which will be online** and 1 face-to-face (location yet to be defined):

- 4 Experimentation Meetings, the first one by Month 12 (October 2022) to Months 15, 21 and 26 (January 2023, July 2023 and December 2023) with REB only;
- 1 Final Meeting, face-to-face, to be held by M30 (April 2024), together with the SB, AB and PB;

M12 (Oct. 2022)	M15 (Jan 2023)	M21 (July 2023)	M26 (Dec. 2023)	M30 (April 2024)
Experimentation Meeting 1 → online	Experimentation Meeting 2 → online	Experimentation Meeting 3 → online	Experimentation Meeting 4 → online	Final Meeting + Regional Seminar → face-to-face

Annex VI: List of Convocations of the Boards per Event/Meeting

WP7 - Events to be reported	Mode	Planned in	Done/to be done in	Who has to be involved
1 Experimentation Start Meeting	Face-to-face (Or Online)	M3	M11 or M12 (Sept or Oct 2022)	Strategic Board
				Project Board
				1 member of each Local Experimentation Team
4 Experimentation Meeting	Face-to-face (Or Online)	M9 M15 M21 M26	M11 or M12 M15 M21 M26	Regional Experimentation Board
9 Project meetings, 3 with each board	Web streaming	M6 M12 M19	M11 or M12 M16 M21	Strategic Board
				Project Board
				Advisory Board
1 Project Meeting	Face-to-face	M24	M24	Strategic Board
				Project Board
				Advisory Board
1 Final Meeting	Face-to-face	M30	M30	Strategic Board
				Project Board
				Advisory Board
				Regional Experimentation Board
1 Networking and Experience Sharing in Brussels	Face-to-face	M28/M30	M28/M30	Strategic Board
				Project Board
				Advisory Board
				1-2 members of Local experimentation teams

Annex VII: Procedure for Updating Budget Consumption

Every 12 months the partners fill in the Excel sheet "**Reticulate_budget_consumed**" available on BaseCamp. This document reproduces the structure of the approved budget and is used to check the progress of expenditure levels, residuals and any budget shifts between expenditure items, when they are useful to optimise and strengthen project actions.

Heading 2 - Travel, accommodation and subsistence allowances										Heading 2 - Travel, accommodation and subsistence allowances										Residuo budget al 31/10/2023 (fine del 2° anno)			Heading 2 - Travel, accommodation and subsistence allowances				
Budget approvato (aggiornato all'ultimo amendment)										Rendiconto al 2° ANNO, fino al 31 ottobre 2023													Nuovo budget (3° e ultimo)				
Travel, accommodation and subsistence allowance										Travel, accommodation and subsistence allowance										Travel, accommodation and subsistence allowance			Travel, accommodation and subsistence allowance				
Purpose of the travel	Place of the event	Average travel cost per person	Number of people	Travel sub-total	Daily cost per person	Number of people	Number of days	Subsistence and accommodation sub-total	Total	Place of the event	Average travel cost per person	Number of people	Travel sub-total	Daily cost per person	Number of people	Number of days	Subsistence and accommodation sub-total	Total	Travel preview	Lungo	Importo	Purpose of the travel	Place of the event	Average travel cost per person	Number of people	Travel sub-total	
ANCI TOSCANA																							ANCI TOSCANA				
Visit of study and sharing of experiences in Belgium WP4	Brussel	200,00	5,00	1000,00	160,00	5,00	2,00	1600,00	2600,00													990,65	Visit of study and sharing of experiences in Belgium WP4	Brussels	200,00	5,00	1000,00
Visit of study and sharing of experiences in Greece WP4	Athen	170,00	4,00	680,00	150,00	4,00	2,00	1040,00	1720,00													972,25	Visit of study and sharing of experiences in Greece WP4	Athen	170,00	4,00	680,00
Visit of study and sharing of experiences in Italy WP4	Capannori + Torino	180,00	5,00	900,00	180,00	5,00	3,00	2400,00	3300,00														Visit of study and sharing of experiences in Italy WP4	Capannori (LU) + Torino	180,00	5,00	900,00
Visit of study and sharing of experiences in Italy WP4	Palerm	200,00	6,00	1200,00	180,00	6,00	2,00	2160,00	3360,00														Visit of study and sharing of experiences in Italy WP4	Palerm	200,00	6,00	1200,00
National dissemination seminary WPS	Rome	200,00	8,00	1600,00	180,00	8,00	2,00	2880,00	4480,00														National dissemination seminary WPS	Rome	200,00	8,00	1600,00
Regional seminary WPS	Florence	200,00	8,00	1600,00	200,00	8,00	2,00	3200,00	4800,00														Regional seminary WPS	Florence	200,00	8,00	1600,00
European dissemination event WPS	Brussels	200,00	6,00	1200,00	180,00	6,00	2,00	2160,00	3360,00														European dissemination event WPS	Brussels	200,00	6,00	1200,00
EC Kick off meeting WP7	Brussels	200,00	1,00	200,00	180,00	1,00	2,00	360,00	580,00														EC Kick off meeting WP7	Brussels	200,00	1,00	200,00
Project kick off meeting WP7	Florence	113,30	1,00	113,30	59,76	1,00	1,00	59,76	172,86														Project kick off meeting WP7	Florence	113,30	1,00	113,30

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Annex VIII: Timesheet Template

Name and Surname
Organisation
36 hours per week
Year
Month (in English)

Partner logo

Calendar Day	Total worked hours	Hours worked on the project RETICULATE	Description of the activities	Hours worked on project XXX	Hours worked on project XXXX	Other activities
1	PH	PH		PH	PH	PH
2	WE	WE		WE	WE	WE
3	WE	WE		WE	WE	WE
4	07:00:00	00:00:00		07:00:00	00:00:00	00:00:00
5	08:00:00	08:00:00	WP5 - Development of communication tools	00:00:00	00:00:00	00:00:00
6	07:00:00	07:00:00	WP7 - Planning meetings, coordination partners' activities	00:00:00	00:00:00	00:00:00
7	08:00:00	00:00:00		00:00:00	08:00:00	00:00:00
8	06:00:00	00:00:00		00:00:00	06:00:00	00:00:00
9	WE	WE		WE	WE	WE
10	WE	WE		WE	WE	WE
11	07:00:00	07:00:00	WP7 - Amendment request	00:00:00	00:00:00	00:00:00
12	08:00:00	00:00:00		08:00:00	00:00:00	00:00:00
13	07:00:00	00:00:00		07:00:00	00:00:00	00:00:00
14	08:00:00	00:00:00		08:00:00	00:00:00	00:00:00
15	06:00:00	00:00:00		00:00:00	06:00:00	00:00:00
16	WE	WE		WE	WE	WE
17	WE	WE		WE	WE	WE
18	07:00:00	07:00:00	WP5 - Development of communication tools	00:00:00	00:00:00	00:00:00
19	08:00:00	00:00:00		00:00:00	08:00:00	00:00:00
20	07:00:00	07:00:00	WP7 - Support development planning WP1	00:00:00	00:00:00	00:00:00
21	08:00:00	08:00:00		00:00:00	00:00:00	00:00:00
22	06:00:00	06:00:00		00:00:00	00:00:00	00:00:00
23	WE	WE		WE	WE	WE
24	WE	WE		WE	WE	WE
25	07:00:00	07:00:00		00:00:00	00:00:00	00:00:00
26	08:00:00	08:00:00		00:00:00	00:00:00	00:00:00
27	07:00:00	07:00:00		00:00:00	00:00:00	00:00:00
28	08:00:00	08:00:00		00:00:00	00:00:00	00:00:00
29	06:00:00	04:00:00		00:00:00	02:00:00	00:00:00
30	WE	WE		WE	WE	WE
TOTAL	144:00:00	84:00:00		30:00:00	30:00:00	0:00:00

Date and signature of staff member

Date and signature of the Director