

**Promoting Accessible Social Dialogue and Innovative
Training Practices:
Towards an Information Society for All**

**SDV-NETJOB
Grant Agreement ref. VS/2001/0402**

**PROJECT FINAL REPORT
ANNEX A1.2
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ANNEX A1.2

PROJECT PARTNERSHIP AND MANAGEMENT

This report is also available online at
http://www.socialdialogue.net/en/en_results.htm

Abstract:

This report presents an overview of the SDV-NetJob project partnership. It briefly elaborates the choice of partners and motives for developing the project. It goes on to describe the transnational project management activities and the documents, tools and procedures that were developed to ensure the smooth running of the project.

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1. Building the Project Partnership

1.1 Inception of the Project

The idea to put forward the SDV-NetJob project proposal to the ESF Article 6 Innovative Measures programme in Spring 2001 arose from a combination of factors.

Some of these factors were clearly related to the strategic plans of the organisations which became partners. In particular, the Danish Centre's *NetJob* department had an ambition to examine the possibility of "exporting" its successful vocational training scheme for disabled people to other EU Member States. Coupled with this was a desire among several of the project's social partners to identify ways to implement actions within their organisations, which could help them work towards meeting the European Employment Strategy goals.

The technical partner, EWORX, had experience of setting up Websites for EU-wide audiences and proposed to the partnership that the Internet could be used as a powerful tool for both the dissemination of information and awareness-raising, and for delivering training by so-called e-Learning methods.

Other factors, aside from the partners' individual ambitions, were a number of external events and conditions linked to actual or imminent European policy developments in the field of employment and disability – policies which would demand a practical and innovative response from several actors and stakeholders. In particular, *ways of achieving more equitable employment practices* – as seen from both the employers' and employees viewpoints – were rising up the agenda of the European social partners in 2001.

In December 2001 the European Commission had announced 2003 as the *European Year of Disabled People*. For the Greek and Irish NGO partners who joined the partnership, there was a clear and strong interest to leverage the European Year to promote improvements in the workplace and in the general training and employment of disabled people.

For the partners who became members of the SDV-NetJob project in 2001, it was therefore seen as both opportune and necessary to develop a balanced partnership and a project proposal which could apply a range of innovative ideas to the common cause of *widening the employment market to a more diverse range of employees*. This goal, and the means to achieve it, was found to mesh especially well with three principal "action lines" of the ESF Article 6 programme, these being:

- **Use of Information Society tools in social dialogue:** modernisation of communication in social dialogue through application of Information Society tools and development of Information Society competences;
- **Corporate Social Responsibility (CSR):** enhancing the role and commitment of companies in relation to lifelong learning, work organisation, equal opportunities, social inclusion and sustainable development through awareness raising and exchange of best practice;
- **Promotion of Lifelong Learning (LLL):** giving a higher priority to LLL as basic component of European social model through development of innovative & quantifiable approaches to LLL.

The entire activity of the project has been devoted to the above-mentioned three areas. Dedicated transnational teams have been built and organised to work together on these areas, using a system of 7 Work Packages, each addressing a specific set of goals and objectives.

1.2 The Project Partners

The SDV-NetJob partnership is made up of one project promoter in Denmark and 11 partner organisations in Denmark, Greece and Ireland.

The Project Promoter is the Danish Centre for Technical Aids for Rehabilitation and Education (- in Danish: Hjælpeinstitut -HMI). The project is located in the Danish Centre's "NetJob" Department, which specialises in providing vocational training in high-level Information Technology (IT) skills, especially to physically disabled people and other groups that find it difficult to access the job market.

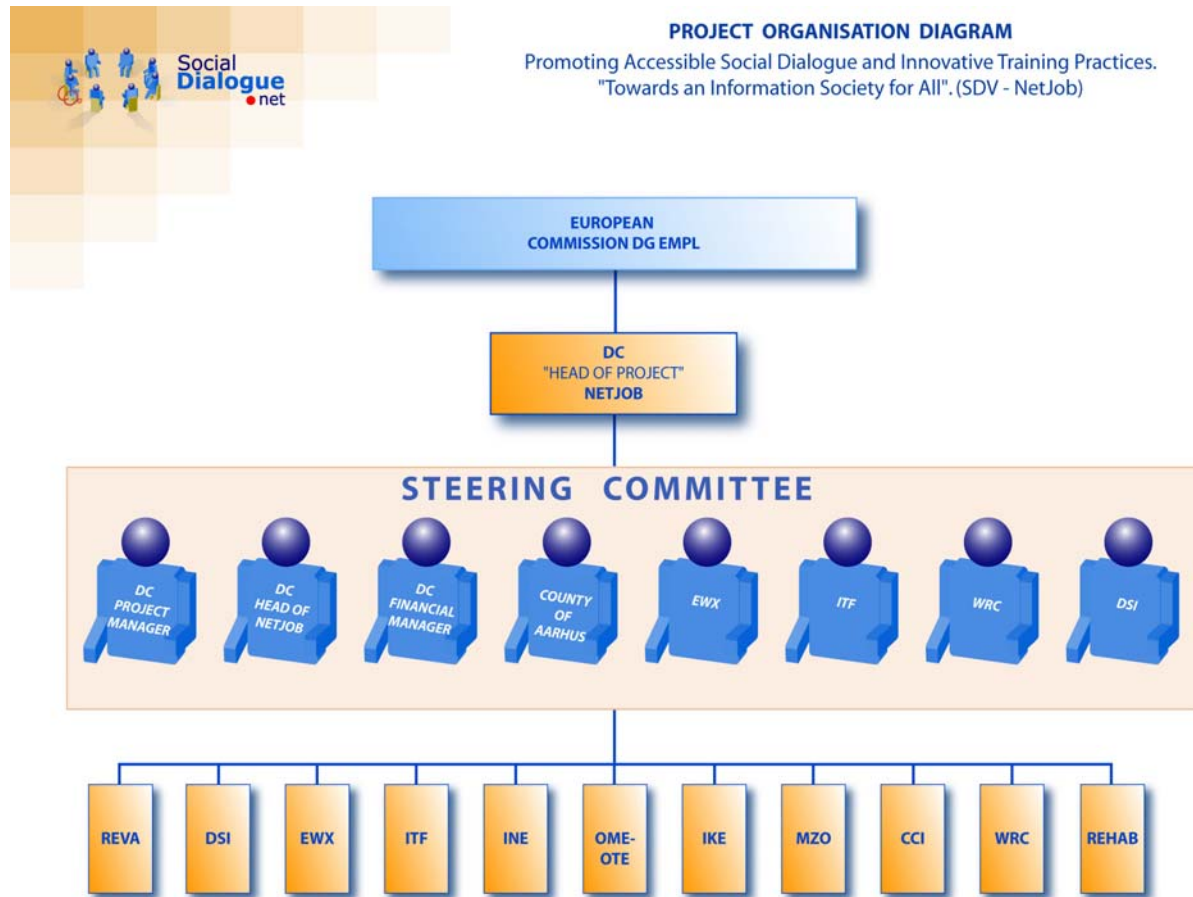
The 12 project partners are located in 3 EU Member States and include a mix of social partner organisations, private companies, a Greek municipality and NGOs.

Country	Logo	Name	Acronym
DK		Danish Centre – NetJob	DC
DK			DSI
DK		REVA Centre, Aarhus Nord – Work Rehabilitation Centre	REVA
EL		EWORX S.A.	EWX
EL		INTERFACE Business and Information Training S.A.	ITF
EL		Social Work Foundation	IKE
EL		Iridanos Inter-Municipal Vocational Training Centre, Zografou	MZO
EL		Institute of Labour for Communications Greek General Confederation of Labour	INE
EL		Union of Telecommunications Workers, Greece	OME-OTE
EL		Chania Chamber of Commerce and Industry	CCI
IRL		REHAB Group	REHAB
IRL		Work Research Centre	WRC

The project was financially guaranteed by **The County of Aarhus, Denmark**, which has given its support to the work of the Danish Centre and NetJob in this and previous projects. The County's positive intervention in this manner has been essential to the implementation of this European project. All the project partners wish to extend their thanks to the County of Aarhus for placing its trust in the project promoter, and for its valuable advice, which has enabled this transnational partnership to meet its many and varied objectives.

With 12 organisations in three countries, the SDV-NetJob project had to come to terms with the challenge of networking over long distances and finding productive and economic

ways to share knowledge and work together. Fortunately the selection of partners has ensured that all the participating organisations have had previous experience of working on European projects and several of the partners had worked together on joint projects before, either nationally or trans-nationally. This was a good starting point for the project.



Each Partner Organisation had one Project Coordinator, who was the main point of liaison with the Promoter. A Financial Coordinator was also nominated for each partner. Daily management of the project was in the hands of the Danish Centre's Project Manager, Mr. Ivor Ambrose.

In addition to this simple managerial structure a number of *ad hoc* (non-funded) experts were nominated as the High-Level Advisory Board (HLAB). The HLAB did not meet formally but its members were consulted on an individual basis in order to liaise with the project on the development of content and strategic matters, and to assist in the dissemination of results.

HLAB Members included: Mrs. Maria Michailides, Greek Ministry of Education, Databank of Special Education; Mr. Iver Jan Leren / Mr. Colin McCulloch, CEDEFOP; and Mr. Peter Evans, OECD Paris – Special Education Advisor.

1.2.1 Withdrawal of Danish "Job Centre

It should be mentioned that the original project partnership was made up of 13 members. Almost immediately after the project commenced, one of the Danish partners in the www.socialdialogue.net

project, "Job Centre" (AF) notified the promoter that it was unable to meet the co-financing requirement due to a legal restriction in the use of its funds. AF was therefore obliged to withdraw as a partner in the project.

The funding and responsibilities allocated to AF were assumed by the Promoter, Danish Centre. It may be noted that a staff member from the Job Centre was able to participate in a key Training Workshop for Greek Vocational Trainers held in Aarhus, Denmark in December 2002. Thus the contribution of the Job Centre was not entirely lost. This, however, does not negate the fact that some organisations are somewhat limited in their ability to join ESF Innovative Measures Projects, due to national legal conditions relating to their funding.

1.2.2 Steering Committee

A Steering Committee was set up at the first meeting of the project partners in November 2001. Its composition is shown in the following table:

Name	Function	Organisation	Telephone	Email
Hans C. Knudsen	Chairman (on behalf of Erland Winterberg, Head of Project)	NetJob, Danish Centre	+45 8675 3666	hc.Knudsen@netjob.dk
Ivor Ambrose	Project Manager	NetJob, Danish Centre	+30 210 6148380	i.ambrose@netjob.dk
Allan Mørkeberg	Financial Manager	Danish Centre	+45 4399 3322	morkeberg@hmi.dk
Tilia Boussios	Managing Director	EWORX S.A. (Greek partner rep)	+30 210 614 8380	tb@eworx.gr
Nelli Kassimati (later replaced by Adamis Mitsotakis)	Senior Project Manager	Interface S.A. (Greek partner rep)	+30 210 699 9000	kassimati@interface.gr
Richard Wynne	Director	Work Research Centre (Irish partner rep)	+353 1 4927042	r.wynne@wrc-research.ie
Charlotte Gunnarsen	Project Coordinator	Danish Council of Organisations of Disabled People (DSI) (Danish partner rep)	+45 3675 1777	cq@handicap.dk
Niels Erik Andersen	Head of International Department	County of Aarhus (Guarantor rep).	+45 89 44 64 30	nea@ag.aaa.dk

1.2.3 Partnership Agreement

After a very thorough and prolonged period of drafting and negotiations, the text for the SDV-NetJob Partnership Agreement was finally agreed at the 3rd (face-to-face) meeting of the Project Steering Committee in Athens on 8th April 2002.

The Partnership Agreement comprises one main text and seven appendices, including the Revised Terms of Reference of the Steering Committee. A copy of the document and all its appendices was sent to the Commission services' project manager with the Second 4-Month Progress Report, for the project file.

All partners signed the Partnership Agreement. The Agreement required that partners that were not *either* governed by public law *or* had NGO status should submit a Bank Guarantee to the Promoter to cover the EU grant advance payments distributed by the promoter. This precaution was taken by the promoter (only after lengthy discussions with the partners), as a condition which had been specified for the promoter's own Financial

Guarantee. As a result of this requirement, 3 partners provided guarantees for their EC advance payments: EWORX (2 guarantees), Interface (2 guarantees) and Work Research Centre (1 guarantee), while REHAB Group waived its EC advance payments entirely.

2. Transnational Cooperation and Methods of Work

2.1 Standardisation Procedures

The project promoter issued a set of Standardisation Procedures to all partners in the first months of the project. The document sets out a comprehensive set of procedures, following ISO Documentation Standards, for inter-partner communications, document identification, document editing, approvals and archiving. This document was submitted to the European Commission services as an Annex to the 1st Progress Report, on 28 February 2002.

2.2 Project Communications

Project Management has been carried out through a variety of means including face-to-face meetings, (Project Partner Meetings, Steering Committee Meetings and Workpackage Team Meetings); telephone calls and e-mail correspondence between the project manager, partner-coordinators and the project teams throughout the course of the project.

2.2.1 Project Meetings

The transnational project meetings and dates are shown in the table below:

		PM-01 SC-01	SC-02	PM-02 SC-03	PM-03 SC-04	PM-04 SC-05	PM-05 SC-06	SC-07
Belgium								13.10.03
Denmark	PM						12.09.03	
	SC		05.12.01				13.09.03	
Greece	PM	09.11.01		09.04.02		17.05.03		
	SC	10.11.01		08.04.02		17-18.05.03		
Ireland	PM				13.09.02			
	SC				12.09.02			

PM = Project Meeting

(PM-03 was attended by the EC Project Manager)

SC = Steering Committee Meeting

As can be seen from the table, trans-national meetings were planned to combine both Project- and Steering Committee activities on most occasions. In the case of PM-04 and SC-05, the meetings were held on consecutive days, immediately after the INTO WORK Conference 2003 in Athens, Greece. SC-07 was held prior to the Final ESF Project Promoters' Seminar in Brussels, thus allowing the 2 project promoters and 2 additional SC members to attend the seminar at only marginal extra cost to the project.

All Project Meetings and Steering Committee meetings were fully reported in Meeting Minutes prepared by the Project Manager and copies were distributed electronically to all partners.

2.2.2 Document Handling

A Web-based document repository and management system, "Quick Place", was set up to handle all written project This came on-line as of 27 February 2002 at the following URL: <http://www.sdvnetjob.dk/QuickPlace>

Access is by password only and is restricted to the SDV-NetJob Project Team. SDV-project documents have been uploaded to the server, where they can be accessed and used by team members. This service was gradually phased out for all but the management team towards the end of the project, as team members became more used to communicating directly with one another by email communications.

2.2.3 Financial and Technical Management and Reporting

In order to manage the project finances according to the conditions and procedures contained in the "ESF Vade Mecum" and the ESF Article 6 "Guide for Promoters" it was necessary for the promoter to design and implement a unique Financial Management and Accounting System (FMAS) to be used by all the project partners. The procedures needed to be as straightforward as possible and easily manageable, so as to keep partners' time spent on financial management activities within reasonable limits, while maintaining strict control of the budget and spending. This system is described in section 3 of this report, "Reporting Guidelines for Financial Managers".

3. Workprogramme

3.1 Definition of Workpackages and Tasks

SDV-NetJob was organised into 7 Workpackages, each with its own lead-partner, co-partners, allocation of effort (person-days), time-frame and deliverables or outputs. This method of organising the work was chosen to ensure clear definition of tasks, to allow for coherent planning and implementation of the work, and to enable precise follow-up of all tasks and use of resources by the co-operating partners. This arrangement is well tried and tested as a method of managing European projects and was familiar to most of the project partners.

Leadership of the Workpackages was distributed to the most competent partners and/or those who could best co-ordinate the work of the partners and stakeholders outside the project, where such activities were also required.

The Workpackages are listed as follows:

WP1	Project Management
WP2	Social Dialogue Vortal
	WP2a Building and Maintaining the Vortal
	WP2b Editing the Vortal
WP3	IT Skills Survey
WP4	NetJob Training Scheme Transfer, Denmark - Greece
WP5	e-Learning model and tools for integration of marginalized groups (Including the Employers Guide on Employment of Disabled persons)
WP6	Dissemination and Exploitation
WP7	Evaluation

Summary Workprogramme: Workpackages, partners, effort and phasing of work

Work Package	WP Leader	Partners	Person Days *	Start Month	End Month
WP1	DC	All	1,643	01	26
WP2a	EWX	All	791	01	26
WP2b			1,201		
WP3	ITF	WRC, CCI, OTE, INE, EWX	944	06	26
WP4	DC	DSI, MZO, ITF, IKE, WRC	4,100	01	24
WP5	ITF/EWX	DSI, MZO, OTE, CCI, REVA, REHAB, WRC	795	10	26
WP6	DC, INE	All	2500	01	26
WP7	WRC	All	290	03	26
		TOTAL	12,264		

* Person days are shown as total values, based on the estimated Workpackage budgets, (final revision made in October 2003).

3.2 Detailed Work Programme in Tabular Format

A simplified and shortened version of the SDV-NetJob Workprogramme is shown on the following pages. (The full, detailed Project Workprogramme was regularly revised throughout the project implementation period and was submitted to the European Commission Services with the 4-monthly Progress Reports).

WP 1 Project Management & Financial Reporting – Leader: DC			
TASK LIST		TOTAL p-days	1643
Work Package Management			
1.1	SDV-Project Management		Completed
1.1.1	Project Monitoring		Completed
1.1.2	Prepare 1st 4-month Report, February 2002		Completed
1.1.3	Prepare 2nd 4-month Report, June 2002		Completed
1.1.4	Prepare 1st Interim Report, October 2002		Completed
1.1.5	Prepare 3rd 4-month Report, February 2003		Completed
1.1.6	Prepare 4th 4-month Report, June 2003		Completed
1.1.7	Prepare Final Report, October 2003		Completed
1.1.8	Meeting and Reporting to DC		Completed
1.1.9	Evaluation reports to EC		Completed
1.2	Financial Requirements & Reporting		Completed
1.2.1	Prepare Accounting System According to DC Requirements		Completed
1.2.2	Prepare Monthly Accounts		Completed
1.2.3	Prepare Bank Guarantee Requirements		Completed
1.3	Steering Committee		Completed
1.3.1	Participate in SC Meetings Denmark		Meet #2, Dec. 2001 Meet #6, Sep. 2003
1.3.2	Participate in SC Meetings Ireland		Meet #4, Sept. 2002
1.3.3	Participate in SC Meetings Greece		Meet #1 Nov. 2001, Meet #3 April 2002 Meet #5 May 2003
1.3.4	Participate in SC Meeting, Brussels, Belgium		Meet. #7 Oct 2003
1.3.4	Contribute to SC Reports		Completed
1.4	Project Meetings		Completed
1.4.1	Participate in Kick-Off Meeting in Greece		Meet #1 Nov. 2001
1.4.2	Participate in Project Meeting Denmark		Meet #5 Sept. 2003
1.4.3	Participate in Project Team Meeting Ireland		Meet #3 Sept. 2002
1.4.4	Participate in Project Team Meeting Greece		Meet #2 April 2002 Meet #4 May 2003
1.5	Other		
1.5.1	Project Management Support		Completed

WP1: Project Management

Annex 1.2: Project Partnership and Management

WP 2a Build SDV Vortal – Leader: EWORX		
TASK LIST		
		TOTAL p-days
		791
2.1	Work Package Management	
2.2	Requirements Definition and Content Analysis	Completed
2.3	Content and Web Design	Completed
2.4	Technical Design	Completed
2.5	Site Development	Completed
2.6	Verification	Completed
2.7.	Documentation	Completed

WP 2B Build SDV Vortal – Leader: EWORX		
TASK LIST		
		TOTAL p-days
		1201
2.8	Daily Vortal Management	Completed (and Ongoing)
2.9	Establish SDV Editorial and Publishing Strategy	Completed
2.10.	Review Content Supply Chains and Services	Completed
2.11	Maintenance of SDV Content	Completed (and Ongoing)
2.12	Development of on-line Employers Guide (WP5)	Completed
2.13	SDV Technical Maintenance and Update	Completed

WP 3 IT Skills Survey – Leader: Interface		
TASK LIST		
		TOTAL p-days
		944
3.1	Work Package Management	
3.2	Survey Design Process	Completed
	Requirements Definition	Completed
	Prototype Design (text based)	Completed
3.3	Survey Questionnaires Development	Completed
	Record IS job market needs	Completed
	Record IS Competences for Manpower	Completed
3.4	Survey Software development	Completed
	Engine development	Completed
	Vortal Integration	Completed
3.5	Conduct of the Survey	Completed
	Promotion For Survey Participation	Completed
	Survey Monitoring	Completed
3.6	Analysis of Survey Results	Completed
3.7	Dissemination of Survey Results (part of WP6)	Completed and Ongoing

Nb. Tasks shown as "Ongoing" are continuing after the project period without EC funding

WP1: Project Management

Annex 1.2: Project Partnership and Management

WP 4 NetJob Transfer to Greece - Leader DC		
TASK LIST		
		TOTAL p-days
		4100
4.1	Work Package Management	
4.2	Establish "NetJob Hellas"	Completed
4.3	Organize Transfer Model	Completed
4.4	NetJob Hellas Certification Procedures	Completed
4.5	NetJob Hellas Marketing Campaign	Completed
4.6.	Trainees Fundraising Campaign	Completed
4.7	Organize NetJob Hellas Training Programme	Completed
4.8	Trainees Selection	Completed
4.9	Personnel Recruitment	Completed
4.10	Train-the-Trainers	Completed
4.11	Courseware Development	Completed
4.12	Course Infrastructure	Completed
4.13	NetJob Hellas Training	Completed
4.14	Train-the-Trainees	Completed
4.15	Job Creation after Training	Completed
4.16	Evaluation and Description of NetJob Transfer Model	Completed

WP5 e-Learning - Leader: EWX/ITF		
TASK LIST		
		TOTAL p-days
		795
5.1	Work Package Management	
5.2	E-Learning Technical Development	Completed
5.3	Software Customisation, Content Development	Completed
5.4	Testing & Documentation	Completed
5.5	Verification	Completed
5.6	Documentation	Completed
5.7	Dissemination and Evaluation / Feedback	Completed / Ongoing

Nb. Tasks shown as "Ongoing" are continuing after the project period without EC funding

WP1: Project Management

Annex 1.2: Project Partnership and Management

WP6 Dissemination & Exploitation - Leader: DC/INE			
TASK LIST			
		TOTAL p-days	2500
6.1	Work Package Management		
6.2	Organise SDV-NetJob Conference Event		Completed
6.3	Dissemination of IT Skills Survey Results		Completed and Ongoing
6.4	Documentation		Completed
6.4.1	SDV – Net Job Promotion Strategy - Dissemination and Exploitation Plan		Completed
6.4.2	Prepare Informative "Documentation Package"		Completed
6.4.3	Prepare Brochure Greek Edition		Completed
6.4.4	Prepare Press Releases		Completed
6.4.5	Prepare "SD-Net" Promotion Strategy Doc.		Completed
6.4.6	Publish Dissemination Materials		Completed
6.4.7	Edit and layout "INTO WORK" NetJob report EN/EL		Completed
6.4.8	Edit and layout "NetJob Brochure" EN/EL		Completed
6.4.9	Edit Final Report to the EC and Annexes		Completed
6.4.10	Dissemination after project implementation period		Ongoing

Nb. Tasks shown as "Ongoing" are continuing after the project period without EC funding

WP7 Evaluation - Leader: WRC			
TASK LIST			
		TOTAL p-days	290
7.1	Work Package Management		
7.2	Evaluation of SDV (WP2)		Completed
7.2.1	Evaluation protocol development		Completed
7.2.2	Evaluation protocol administration		Completed
7.2.3	Data analysis and reporting		Completed
7.3	Evaluation / support for IT Skills survey (WP3)		Completed
7.3.1	Survey protocol development		Completed
7.3.2	Survey protocol administration		Completed
7.3.3	Data analysis support and reporting		Completed
7.4	Evaluation of NetJob training transfer scheme (WP4)		Completed
7.4.1	Evaluation protocol development		Completed
7.4.2	Evaluation protocol administration		Completed
7.4.3	Mentoring the NetJob Hellas (WP4) transfer process		Completed
7.4.4	Data analysis and reporting		Completed

4. Reporting Guidelines for Financial Managers

In Spring 2002 the project promoter gave the following instructions to the project partners:

Dear Partners

Below you will find a set of regulation concerning the accounting and reporting of the transactions in the SDV-NetJob project. This is based on the regulations set out in the *Practical Guide for Project Promoters* and in the *Vade-Mecum* to which we refer and strongly recommend that you read. The intention of these instructions is also to help you get a quick start of setting up the administrative systems for SDV-NetJob project. Following these instructions, we are pretty sure that you will spend as little time as possible, occupied with administrative and reporting issues.

Accounting system:

Every partner must create a separate accounting system for the SDV-NetJob project. The accounting system must be computerized and based on the dual entry bookkeeping system. Nothing but transactions relating to the SDV-NetJob project must be recorded in this bookkeeping. The currency is EUR for IRL and GR, and DKK for DK. Notice that **all** income and expenditure relating to the project should be recorded - also ineligible cost.

DC has created a **chart of accounts** that applies to the project. We kindly ask that all partners use this chart of account. If you see the need for changes or you need new account numbers please inform Financial Manager Allan Moerkeberg since all changes to the chart of accounts must originate from DC.

Bank account:

If you did not already open a bank account you must do so now. Please name the account SDV-NetJob operating account. Your banking information comprising Branch name and address, bank account number and swift code must be submitted to DC, in order for us to transfer EU funds into the account. The account is only for SDV-NetJob usage. Withdrawals from the bank account must concern eligible cost within the SDV-NetJob project.

Monthly reporting forms to DC:

1. A printout of the trial balance for the reporting month - including figures for the reporting month and for year to date for all accounts in the chart of account if any transactions recorded.
By post mail
2. Time sheet, daily recording of hours spend on the SDV-NetJob project. Calculates the cost of staff. *Individual sheets By post and summary by e-mail*
3. Expense sheet, records all kinds of expenses related to the project. *By e-mail*
4. Income sheet, records all kinds of income e.g. EU grant, cash contribution, In kind contribution, sponsorship income, excess contribution from partners and interest income. *By e-mail*
5. Travelling cost sheet, elaborates the cost of travelling, please attach all pertinent documents.
By post mail
6. Copy of the bank statement for the reporting month – must be coherent and balanced with the balance on the account in the accounting system. *By post mail*
7. Photocopies – clear and readable – of the original documents of all transactions recorded in the accounting system in the reporting month.

Please mark all documents with the account they are booked to.

Concerning travelling cost see # 5.

Please use the following addresses for reports sent by e-mail.

a.morkeberg@hmi.dk

n.moll@netjob.dk

i.ambrose@netjob.dk

And the following address for post mail.

NetJob
P. P. Orumsgade 11
DK-8000 Aarhus C
Denmark

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Reporting Deadlines:

In order for us to prepare consolidated accounts the following deadlines have been decided.

Report Type	EU-Deadline	Danish Centre Deadline	Closing date
1 st Progress Report	28.02.02	11.02.02	30.11.01
		11.02.02	31.12.01
		11.02.02	31.01.02
		15.03.02	28.02.02
		15.04.02	31.03.02
2 nd Progress Report	28.06.02	15.05.02	30.04.02
		07.06.02	31.05.02
		15.07.02	30.06.02
		15.08.02	31.07.02
		15.09.02	31.08.02
Interim Report	31.10.02	07.10.02	30.09.02
		15.11.02	31.10.02
		15.12.02	30.11.02
		15.01.03	31.12.02
		07.02.03	31.01.03
3 rd Progress Report	28.02.03	15.03.03	28.02.03
		15.04.03	31.03.03
		15.05.03	30.04.03
		07.06.03	31.05.03
		15.07.03	30.06.03
4 th Progress Report	28.06.03	15.08.03	31.07.03
		15.09.03	31.08.03
		07.10.03	30.09.03
		31.10.03	30.09.03
		15.03.04	29.02.03
5 th Progress Report	31.10.03	07.10.03	30.09.03
Final Report	31.03.04	15.03.04	29.02.03

If the deadline occurs in a weekend the following Monday becomes the deadline. Since the

deadlines are tight it is imperative that your Financial Manager submits the reporting on time!

Internal controls from partners:

- Cost of staff and expenses from the forms must balance the accounts in the financial statement on a monthly basis.
- Balance of bank statement must correspond to the account in the financial statement.
- Income from the forms must balance the income in the financial statement for the month.

Important! Once you have submitted the reports – forms and trial balance - for a certain period that month and all prior months are closed. Under no circumstances must transactions be recorded in closed periods.

Documentation:

- Partners must keep accounting information for five years, counting from the final payment from the commission. Notice the demands in the Practical Guide for Promoters.
- Each entry in the financial system must be supported by an original document
- All documents must be marked with the account they are booked to

Eligible cost:

In general:

- Must be consistent with the aims and spirit of the project
- Must be actually incurred
- Must reflect an actual cost
- Must be eligible under European Social Fund rules.

In detail:

- Reference to Practical Guide for Project Promoters, p. 25
- Notice that for accommodation and subsistence expenses, DC has decided that all partners must record according to the table p. 26 in the Practical Guide for Promoters.

Indirect eligible cost:

See details in Practical Guide for Project Promoters, p. 28. Cannot exceed 7 % of the eligible cost.

In kind contribution:

All transactions are both income and expenses. Refer to your budget to see the details of what is in kind contribution.

Ineligible cost:

See p. 29 in Practical Guide for Project Promoters.

Notice that also non-eligible cost relating to the project must be entered in the accounts.

VAT:

Please observe that only VAT that is not refundable is accepted as an expense for the Project.

Subcontracting:

Subcontracting according to Practical Guide for Project Promoters, p. 28. Before ordering subcontracting, this must be approved by the Project Manager!

Providing Cash Contribution and Partners Contribution in kind.

The partners commit themselves to provide its allocated in-kind and cash contributions to the budget, and to comply with the terms under which these contributions must be provided, namely: one-half of the partner's approx. 15% cash contribution to be paid to the partner's SDV-NetJob bank account on or before the end of month 11, (i.e. 30th September 2002) the remainder of the partner's **total** cash contribution to be paid to the partner's SDV-NetJob bank account on or before the end of month 23, (i.e. 30th September 2003) the full amount of the partner's in-kind contribution to be committed to the project accounts by the end of month 24, (i.e. 31st October 2003). With equal monthly amounts.

Other:

www.socialdialogue.net

DC will accommodate wishes from partners for various reports e.g. Accounts displaying cost on different work packages or other.

NetJob has employed Financial Controller, Niels Moll (n.moll@netjob.dk), (later Erik Torres Hansen, ETH@hmi.dk) in order to assist Allan Moerkeberg in the accounting of The SDV-NetJob project.

If you have questions or need to discuss some of the above issues do not hesitate to contact DC, Financial Manager Allan Moerkeberg.

Kind Regards
DC
Financial Manager
Allan Moerkeberg

In conjunction with the above Financial Guideline, the Promoter developed a series of Excel sheets that contained the necessary Macros and other formulae to enable calculations and integration of all data relating to the project Chart of Accounts.

These Excel sheets were:

- An Expense Sheet (- for recording all project expenditure).
- An Income Sheet (- for recording all project income).
- A Travel Sheet (for recording place, dates/time of travel, person, partner, travel and subsistence costs).
- A Timesheet (for recording personnel hours, workpackages and tasks on a daily basis).

Financial Managers of all the partners received copies of these sheets and used them throughout the project to manage, report and control their income and expenditure.