



**Project Title: Reducing Occupational Stress in Employment**

**Project acronym: ROSE**

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Product

Appendix 1 Management Action Plan

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# **Project Management Action Plan (MAP)**

## **ROSE Project**

**Prepared by Waterford Institute of Technology**

**(ROSE Project Co-ordinator)**

**Waterford Institute of Technology**

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## **1.0 INTRODUCTION**

Under work package 1 a Management Action Plan (MAP) is required for the ROSE project. The MAP includes a schedule of activities, roles and responsibilities of all partners in relation to the performance criteria, standards and timescales laid out in the approved project protocol. The MAP provides a guide for the development and progression of the project to ensure that all partners act collaboratively to achieve the project objectives. This document sets out the operational principles that will govern the conduct of the ROSE project. Section 2 looks at the composition and role of the Steering Group. Section 3 describes the management of communication during the course of the project. Section 4 describes contingency and risk management principles. Section 5 outlines the relationship of the quality management processes to the overall management of the project. Section 6 looks at the time schedule for the achievement of variables, budget management and the roles of partners within this.

## **2.0 PROJECT STEERING GROUP**

A project steering group has been established to assist in the management and oversight of the ROSE project. Waterford Institute of Technology (WIT) will chair the Steering Group. The members of the Steering Group developed have developed a Management Action Plan (MAP) for the project. The MAP will be presented, reviewed and ratified by all partners during the first Project Opening meeting in London. The Steering Group will meet face to face 5 times during the lifetime of the project.

### **2.1 Membership and roles of the Steering Group**

- P1. Waterford Institute of Technology
- P2. European Association of Service Providers for People with Disabilities (EASPD)
- P3. Department of Psychological Medicine, King's College London
- P4. RD Consult

## **2.2 Role of each member of the Steering Group**

**P1.** The co-ordinator of the ROSE Project is Waterford Institute of Technology (WIT). WIT will be responsible for all contract arrangements including the overall management of finances. WIT will have overall responsibility to the European Commission for the execution of the project, the final results and the finances. WIT will be responsible for disbursement of finances to project partners.

WIT will co-ordinate the project activities on an ongoing basis and ensure that agreed actions are carried out by partners within agreed timescales and to agreed performance criteria standards.

**P2.** European Association of Service Providers for People with Disabilities (EASPD) will be responsible for communications between partners. EASPD will organise and facilitate partner meetings and act as primary conduit for communicating decisions of the steering group to all partners. During month 3 of the project EASPD will develop a website for the project to facilitate communication between partners, which includes a record of the MAP, minutes of partner meetings and progress updates. EASPD will also oversee the management of finances for all travel and subsistence.

**P3.** Department of Psychological Medicine, King's College London will provide expert advice on the research design of the project as well as engage in direct work as laid out in the approved work packages of the project associated with content development and report writing.

**P4.** RD Consult has responsibility for overseeing and implementing the Quality Management Plan (QMP). They will advise the steering group and all project partners on the quality aspects of the project.

## **3.0 COMMUNICATION**

The emphasis within ROSE is on the collaboration of academic and teaching organisations with organisations engaged in practice to produce a product that is practice relevant and has a practice utility. To facilitate this outcome regular communication between all partners during the lifetime of the project will be essential.

As such, following the inaugural ROSE project partner meeting in London in December 2008, it has been decided that wherever possible all partners should attempt to meet when steering group meetings are held. Therefore, there will be 5 all partner meetings during the project concurrent with the steering group meetings.

### **3.1 Schedule of Meetings**

1. Opening Meeting of all Partners (18 participants) in Ireland for 3 days in Month 1
2. Steering Group Meeting (8 participants) in UK for 1 day in Month 6
3. Interim Meeting of all Partners (18 participants) in Italy for 3 days in Month 12
4. Steering Group Meeting (10 participants including two from the host country) in Austria for 1 day in Month 18
5. Final Meeting of all partners (18 participants) in Brussels for 3 days in Month 24

The language for all partner meetings and written communication between partners is English.

### **3.2 Frequency cycle of communication**

To supplement the 5 partner meetings, monthly online Skype tele-conferences will be held with all partners and chaired by WIT in pursuit of the timely and efficient execution of the work. In addition, there will be regular communication between the project co-ordinator and partners, by e-mail.

### **3.3 Website**

A Website ([www.roseproject.eu](http://www.roseproject.eu)) for the project partners will be established to facilitate communication between partners. The website will include agendas for meetings, minutes of partner meetings, progress updates, upcoming events, important news and contact addresses and links to national organizations.

## **4.0 Contingency Planning**

Change is expected to occur during the life of the ROSE project, but that change must be controlled if the project is to succeed. This project will use the following change management procedures:

1. Any partner who wishes to initiate a change must communicate with the Project Coordinator Dr. John Wells at WIT.
2. The Project Coordinator at WIT will review the change request to determine if all required information has been provided plus the reason for the planned change. The Project Coordinator will then review the request with the steering group and will log and communicate the result to the partner.
3. Change requests will be assigned to the steering group members for analysis of the impact to the project, if approved. Recommendations may be provided as a result of the analysis.
4. If the requested change is disapproved, the date and reason for disapproval will be noted in the MAP log.

## **4.1 Managing risk**

Risks may be things that the project team can control or influence, such as unexpected partner issues, difficulties with technologies etc. Potential and actual risks will be monitored regularly, at least monthly and discussed at Skype teleconference meetings and Steering group meetings. As a result of these consultations risks will be responded to appropriately in relation to ensuring that the overall work package and project outcomes are met. Co-ordination and ensuring appropriate responses to such risks as they arise will be the primary responsibility of the Steering Group.

## **5.0 Quality Management Plan (QMP)**

Whilst all partners have a responsibility in relation to the quality management of the ROSE project, RD Consult have a particular responsibility to report on the quality aspects of the project. The QMP will be developed and implemented in consultation with all partners. The QMP will ensure that the work programme MAP defines and distributes

tasks and activities among partners such that results will be achieved to specified standards, on time and within budget. The QMP will ensure efficient, balanced and transparent co-operation between partners.

1. Evaluation of major deliverables against completeness and correctness criteria
2. Quality assurance of the processes used to manage and deliver the solution
3. Quality control performed to verify that deliverables are of high quality. To engage in a quality control process viz. the conduct of the ROSE project

The QMP will be based on objective evaluation criteria and indicators to measure project progress. Evaluation will include formative, summative and meta-evaluation. It will focus on evaluation of process, outputs, timelines, budget, and performance criteria standards. Evaluation and monitoring of quality will be ongoing during the lifetime of the project and enable corrective/preventive measures to be taken where quality objectives are not being/have not been met.

The focus of evaluation will be at three levels - evaluation of: individual workpackages, the overall project and meta-evaluation. An evaluation report including preventive/corrective recommendations, where appropriate, will be presented at each Steering Group meeting.

Further details of the QMP are presented in the report on Work Package 2 (see Appendix 4).

## 6.0 Project partners role and tasks in the MAP

For the information and guidance of all partners, the schedule of activities and responsibilities of each partner for each of the work packages is laid out below.

| Partners  | Role and tasks in the MAP   |
|---|---|
| Waterford Institute of Technology (WIT)   | Manage the contract with the EC.<br>Responsibility for the execution of the project, final results and finances.<br>Disburse finances to project partners.<br>Supervise and steer the project development.<br>Research and develop the project Management Action Plan.<br>Attend and chair steering group meetings.<br>Manage project activities on an ongoing basis.<br>Attend and chair the all-partner meetings.       |
| European Association of Service Providers for People with Disabilities (EASPD)                        | Responsible for the management of finances for all travel and subsistence.<br>Supervise and steer the overall project development.<br>Develop the project Management Action Plan.<br>Organise and attend steering group meetings.<br>Responsible for communications between partners.<br>Organise partner meetings.<br>Develop a website for the project to facilitate communication.<br>Attend the all-partner meetings. |
| Department of Psychological Medicine, King's College London   | Supervise and steer the overall project development.<br>Develop the project Management Action Plan.<br>Attend steering group meetings.<br>Attend the all-partner meetings.  |
| RD Consult  | Supervising and steering the overall project development.<br>Develop the project Management Action Plan.<br>Attend steering group meetings.<br>Attend the all-partner meetings.   |
| National Federation of Voluntary Bodies Providing Services to People with Intellectual Disability Ltd | Attend the all partner meetings - Opening Meeting, Interim Meeting and Final Conference.<br>Discuss and ratify the project Management Action Plan.  |
| The Home Farm Trust Ltd   | Attend the all partner meetings - Opening Meeting, Interim Meeting and Final Conference.<br>Discuss and ratify the project Management Action Plan.  |
| Pro mente steiermark GmbH   | Attend the all partner meetings - Opening Meeting, Interim Meeting and Final Conference.<br>Discuss and ratify the project Management Action Plan.  |
| Associazione Scuola Viva  | Attend the all partner meetings - Opening Meeting, Interim Meeting and Final Conference.<br>Discuss and ratify the project Management Action Plan.  |
| Fundatia Alpha Transilvana  | Attend the all partner meetings - Opening Meeting, Interim Meeting and Final Conference.<br>Discuss and ratify the project Management Action Plan.  |

## 6.1 Managing Deliverables

The Project 'Work packages' will be discussed at the first partner meeting in London, where an outline of the deliverables of the project will be given and the roles of each partner in achieving these will be discussed.

## 6.2 Time scale and schedule

There are 37 deliverables associated with the ROSE project, each having a target date for achievement. These are set out in the table below.

| Deliverable No | Deliverable title   | Delivery date           |
|----------------|---|-------------------------|
| 01             | Management Action Plan                                    | Month 1                 |
| 02             | Partner Meetings  | Months 1, 6, 12, 18, 24 |
| 03             | Project Partner Website                                   | Month 3                 |
| 04             | Quality Management Plan (QMP)                             | Month 1                 |
| 05             | Interim Evaluation and Quality Management Reports         | Months 6, 12 and 18     |
| 06             | Final Evaluation Report                                   | Month 24                |
| 07             | Profile and Needs Data – The vocational sector            | Month 4                 |
| 08             | The nature of stressors in the vocational sector          | Month 4                 |
| 09             | Profile and Needs Data for web design                     | Month 4                 |
| 10             | A report on the progress of work package 03               | Month 4                 |
| 11             | Literature review of person directed SMI interventions    | Month 8                 |
| 12             | SMI Person Directed Programme                             | Month 8                 |
| 13             | Organisational guidelines                                 | Month 8                 |
| 14             | Person directed SMI Web pages                             | Month 8                 |
| 15             | A report on the progress of work package 04               | Month 8                 |
| 16             | Literature review on work directed interventions          | Month 12                |
| 17             | SMI work directed programme                               | Month 12                |
| 18             | Organisational guidelines                                 | Month 12                |
| 19             | Work directed SMI Web pages                               | Month 12                |
| 20             | A report on the progress of work package 5                | Month 12                |
| 21             | A piloted person-directed SMI and work directed programme | Month 16                |
| 22             | A report on the progress of work package 6                | Month 16                |
| 23             | Implementation  | Month 23                |
| 24             | Data Gathering  | Month 23                |
| 25             | Preliminary evaluation report                             | Month 23                |

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| 26 | A report on the progress of work package 7                   | Month 23 |
| 27 | Development & implementation of the Dissemination Plan       | Month 24 |
| 28 | Development of 'start-up' leaflet in partner languages       | Month 3  |
| 29 | Development of data base of key project personnel / contacts | Month 3  |
| 30 | Development of project web site                              | Month 3  |
| 31 | National Dissemination                                       | Month 24 |
| 32 | Final Conference   | Month 24 |
| 33 | Development of CD ROM  | Month 24 |
| 34 | Log of meetings with beneficiaries                           | Month 16 |
| 35 | Server hosting of programme                                  | Month 24 |
| 36 | Engaging a wider audience                                    | Month 24 |
| 37 | Policy engagement  | Month 24 |

The above deliverables translate into the follow activities with start and end dates.

| <b>Workpackage number</b> | <b>Workpackage type</b> | <b>Workpackage title</b>                             | <b>Start</b> | <b>End</b> |
|---------------------------|-------------------------|--|--------------|------------|
| 01                        | MNGT                    | Project Management                                   | 01.11.08     | 31.10.10   |
| 02                        | QPLN                    | Evaluation and Quality Management                    | 01.10.08     | 30.09.10   |
| 03                        | DEV                     | Mapping and Needs Analysis                           | 01.10.08     | 31.01.09   |
| 04                        | DEV                     | Designing the person directed intervention programme | 01.02.09     | 31.05.09   |
| 05                        | DEV                     | Designing the work directed intervention programme   | 01.06.09     | 30.09.09   |
| 06                        | DEV                     | Pilot package  | 01.10.09     | 31.01.10   |
| 07                        | DEV                     | Full Test package                                    | 01.02.10     | 31.08.10   |
| 08                        | DIS                     | Dissemination  | 01.10.08     | 30.09.10   |
| 09                        | EXP                     | Exploitation   | 01.10.08     | 30.09.10   |

### 6.3. Work package management and roles

Management of each work package and achieving deliverables - Each work package has designated roles to each partner. It is the responsibility of each partner to ensure that they fulfil their roles and responsibilities as laid out in each work package. Overall management of work packages will be over seen by the Steering Group. The individual roles of all partners in relation to the project are set out in the following table. Contact details for each partner are also provided.

#### Project Partner Roles and Responsibility Table

| Partner Number                   | Short Name/Acronym | Name  | Roles and Responsibilities   |
|----------------------------------|--------------------|---|--|
| <b>P1 Applicant Organisation</b> | <b>IE</b>          | <b>Waterford Institute of Technology (WIT)</b><br>Contact person: Dr. John Wells (Project Coordinator)<br>Dr. Margaret Denny<br>Ms. Jenny Cunningham<br>Mr. John Sheppard<br>Address: Cork Rd, Waterford, Ireland<br>Tel: 00353 51 845542<br>Fax: 00353 51 302150<br>Email: <a href="mailto:jswells@wit.ie">jswells@wit.ie</a><br><a href="mailto:mdenny@wit.ie">mdenny@wit.ie</a><br><a href="mailto:jcunningham@wit.ie">jcunningham@wit.ie</a><br><a href="mailto:jsheppard@wit.ie">jsheppard@wit.ie</a><br>Website: <a href="http://www.wit.ie">www.wit.ie</a> | WIT will provide: overall project management; specific input into programme design with regard to the work directed programme and the design of the web based delivery modality; and collaborative input into the individualised programme; implementation and evaluation and provide the lead input into the writing and delivery of the final report.  |
| <b>P2</b>                        | <b>BE</b>          | <b>European Association of Service Providers for People with Disabilities (EASPD)</b><br>Contact person: Ms. Goedele Avau<br>Address: Oudergemselaan 63, 1040 Brussels, Belgium<br>Tel: 0032 2 282 46 12<br>Fax: 0032 2 230 72 33<br>Email: <a href="mailto:goedele.avau@easpd.eu">goedele.avau@easpd.eu</a><br>Website: <a href="http://www.easpd.eu">www.easpd.eu</a>   | EASPD will manage the finances for all travel and subsistence. As a member of the Steering Group they will supervise and steer project development, consider interim evaluation reports and participate in implementing any preventive/corrective actions agreed by the Steering Group. They will participate in the development and implementation of the 'MAP' and the 'QMP', organise and attend steering group meetings, |

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|           |           |  | <p>facilitate communication between partners, provide administrative support for the project, organise and attend partner meetings, develop a website for the project for communication between partners and to deliver the de-stressor programmes on-line.</p> <p>EASPD has a lead role in dissemination and exploitation of the project including developing the political message of the project, developing a dissemination plan with all partners, co-ordinating and implementing the dissemination plan at European level, promoting the project and its product with its membership-base and other relevant agencies at EU and regional level, developing a CD-ROM as a dissemination tool, and organising the Final Conference.</p> |
| <b>P3</b> | <b>UK</b> | <p><b>Department of Psychological Medicine (DPM), King's College London, University of London</b></p> <p>Contact person: Professor Trudie Chalder<br/> King's College London, The Weston Education Centre, Cutcombe Rd, Denmark Hill, Camberwell, London, UK<br/> Tel: 0044 2078480406<br/> Fax: 0044 2032285074<br/> Email: <a href="mailto:sphatrc@iop.kcl.ac.uk">sphatrc@iop.kcl.ac.uk</a><br/> Website: <a href="http://www.iop.kcl.ac.uk">www.iop.kcl.ac.uk</a></p> | <p>DPM will design the cognitive behaviour therapy element of the person directed programme. It will also provide on-going input and advice to the web page design team in relation to delivery of the person directed programme. In addition the DPM will provide expertise in the evaluation of the implementation of the programme, assisting in the analysis and interpretation of the evaluation data and disseminating the results</p>  |

|           |           |  |  |
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|           |           |  | of the programme evaluation in peer reviewed journals and at international conferences.  |
| <b>P4</b> | <b>IE</b> | <p><b>RD Consult</b><br/> Contact persons: Mr. David Heffernan<br/> Mr. Fergus Heffernan<br/> Mr. Ronnie Corbett<br/> Address: 15 Upper Patrick Street, Kilkenny, Ireland<br/> Tel Mr. David Heffernan: 00353 87 9046424<br/> Tel Mr. Fergus Heffernan: 00353 87 9277479<br/> Tel Mr. Ronnie Corbett: 00353 86 0609867, 00353 52 84050<br/> Fax: 00353 52 27583<br/> Email: <a href="mailto:rdconsult.ie@gmail.com">rdconsult.ie@gmail.com</a></p> | <p>RD Consult will have responsibility for the development and management of the Quality Management Plan (QPM) in consultation with all of the partners. Through the QPM, RD Consult will ensure that the project work programme will define and distribute tasks and activities among partners in an effective manner such that results will be achieved to specified standards, on time and within budget. RD Consult through the QPM will document the quality standards required of partners in terms of process and outputs and will identify the project goals, evaluation objectives and indicators of success.</p> <p>RD Consult will also develop the process of monitoring and evaluation of quality across the lifetime of the project and will facilitate the development of corrective / preventive measures to be taken where quality objectives are not being adhered to.</p> |
| <b>P5</b> | <b>IE</b> | <p><b>National Federation of Voluntary Bodies Providing Services to People with Intellectual Disability (NFVB)</b><br/> Contact persons : Mr. Brian O'Donnell<br/> Ms. Jillian Sexton</p>  | <p>NFVB will facilitate site visits and assist in the identification of centres for the piloting and implementation of the programmes in Ireland. It will provide full</p>   |

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|           |           | <p>Address: Oranmore Business Park, Oranmore, Co. Galway, Ireland<br/> Tel: 00353 9179 23 16<br/> Fax: 00353 91 79 23 17<br/> Email: <a href="mailto:brian.odonnell@fedvol.ie">brian.odonnell@fedvol.ie</a>,<br/> <a href="mailto:jillian.sexton@fedvol.ie">jillian.sexton@fedvol.ie</a><br/> Website: <a href="http://www.fedvol.ie">www.fedvol.ie</a></p>   | <p>information on the organisational, structural and regulatory frameworks as these relate to vocational support and provision in the field of disabilities with specific reference to intellectual disability and mental health services. NFVB will also have a role in dissemination and exploitation during the lifetime of the project at national level.</p>   |
| <b>P6</b> | <b>UK</b> | <p><b>The Home Farm Trust Ltd</b><br/> Contact person: Mr. Paul Twynam<br/> Address: 5/6 Brook Business Park, Folly Brook Road, Emersons Green, Bristol BS16 7FL, UK<br/> Tel: 0044 117 906 1765<br/> Fax: 0044 117 906 1703<br/> Email: <a href="mailto:paul.twynam@hft.org.uk">paul.twynam@hft.org.uk</a><br/> Website: <a href="http://www.hft.org.uk">www.hft.org.uk</a></p>                                      | <p>HFT will facilitate site visits and assist in the identification of centres for the piloting and implementation of the programmes in UK. It will provide full information on the organisational, structural and regulatory frameworks as these relate to vocational support and provision in the field of disabilities with specific reference to intellectual disability and mental health services. HFT will also have a role in dissemination and exploitation during the life time of the project at national level.</p> |
| <b>P7</b> | <b>AT</b> | <p><b>Pro mente steiermark GmbH</b><br/> Contact persons: Ms. Andrea Zeitlinger<br/> Dr. Marion Habersack MPH<br/> Address: Leechgasse 30, 8010 Graz, Austria<br/> Tel: 0043 316 71 42 45 40<br/> Fax: 0043 316 71 42 45 44<br/> Email: <a href="mailto:zentrale@promentesteiermark.at">zentrale@promentesteiermark.at</a><br/> Website: <a href="http://www.promentesteiermark.at">www.promentesteiermark.at</a></p> | <p>Pro mente will facilitate site visits and assist in the identification of centres for the piloting and implementation of the programmes in Austria. It will provide full information on the organisational, structural and regulatory frameworks as these relate to vocational support and provision in the field of disabilities with specific reference to intellectual disability and mental health services.</p>   |

|           |           |  |   |
|-----------|-----------|--|---|
|           |           |  | Pro mente will also have a role in dissemination and exploitation during the life time of the project at national level.  |
| <b>P8</b> | <b>IT</b> | <p><b>Associazione Scuola Viva (ASV)</b><br/> Contact person: Dr. Fabrizio Fea<br/> Address: Via Crespina 35, 00146 Rome, Italy<br/> Tel: 0039 06 5500915<br/> Fax: 0039 06 5515909<br/> Email: <a href="mailto:f.fea-aise@mclink.it">f.fea-aise@mclink.it</a><br/> Website: <a href="http://www.scuolaviva.org">www.scuolaviva.org</a></p>  | ASV will facilitate site visits and assist in the identification of centres for the piloting and implementation of the programmes in Italy. It will provide full information on the organisational, structural and regulatory frameworks as these relate to vocational support and provision in the field of disabilities with specific reference to intellectual disability and mental health services. ASV will also have a role in dissemination and exploitation during the life time of the project at national level.   |
| <b>P9</b> | <b>RO</b> | <p><b>Fundatia Alpha Transilvana (FAT)</b><br/> Contact persons: Eva Gyorki, Iringo Vargancsik<br/> Address: 540 517 Tirgu-Mures, Alleea Vrancea 401, Romania<br/> Tel: 0040 0265-255385<br/> <a href="mailto:eva_gyorki@alphatransilvana.ro">eva_gyorki@alphatransilvana.ro</a>,<br/> <a href="mailto:perseverenta@alphatransilvana.ro">perseverenta@alphatransilvana.ro</a><br/> Website: <a href="http://www.alphatransilvana.com">www.alphatransilvana.com</a></p> | FAT will facilitate site visits and assist in the identification of centres for the piloting and implementation of the programmes in Romania. It will provide full information on the organisational, structural and regulatory frameworks as these relate to vocational support and provision in the field of disabilities with specific reference to intellectual disability and mental health services. FAT will also have a role in dissemination and exploitation during the life time of the project at national level. |

#### **6.4 Budget control**

The Project Coordinator (WIT) will be responsible for forecasting, controlling and distributing of funds to partners from the overall budget allocated to the ROSE project. Partners will be required to provide detailed financial information at six monthly intervals to the project co-ordinator in order to assist in the monitoring process viz. expenditure and to ensure the timely production of financial reports to be sent to the European Commission. All partners will be required to keep all receipts relating to project expenditure and to send copies of same to the project co-ordinator when requested.

#### **6.5 Project close out process**

At the close of the ROSE project, the project outputs/products will be sent to the project co-ordinator for inclusion in the ROSE EU final report. A sign-off will be requested that the deliverables of the project have been satisfactorily met.