

APRE- Agenzia per la Promozione della Ricerca Europea Università di Roma « La Sapienza » Roma, 24/11/2010 European Commission RTD.A.4 Vittorio Morelli Deputy Head of Unit External audits REA.A.2 Filippo De Rosa Head of Sector Ex-post audits

1



- The context
- Audit tools
 - Cost methodology certification
 - On-the-spot auditing
- General concepts & Frequent findings
- The audit cycle (including implementation of audit results and extrapolation)
- How to handle an auditor
- Questions (and answers?)



E U R O P E A N COMMISSION

European Research Area

Changes from FP6 > FP7

	FP6	FP7	Impact
% EU budget	3.5% (2006)	5.1% (2009)	Higher profile
Total allocation	17.5 billion €	53.2 billion €	Cost-effectiveness Auditing resources Audit coverage
Time line	5	7	Multi-annual strategy
Managing entities	4 research DGs	 5 research DGs + 2 EAs + JTIs + Art.185 	Enhanced co- ordination necessary

E U R O P E A N COMMISSION

European Research Area Context: FP7 budget breakdown



Need for stronger co-ordination and co-operation across Commission services

FP7 Audit Strategy



Co-ordination

FP7 Audit Strategy

Error rates per Commission service (x6)

+ Multiple samples (x6 xN)

⊦

Many common beneficiaries

+

All sampling items must be audited

=

Need for stronger co-ordination and co-operation across Commission services: CAR, ESC, SAR, FAIR, JAC...

- è co-ordination of planning
- è cost-effectiveness of audits
- è common audit approaches ("le poids du passé")
- è common interpretation of eligibility issues
- è sufficient audit coverage for different parts of budget



Research Area

Context: the inherent risk

FP7 Audit Strategy



The need for assurance and corrective measures

EUROPEAN COMMISSION European Research Area

Why is the inherent risk important? DG declaration of assurance

I, the undersigned, Mr José Manuel Silva Rodríguez Director-General of DG Research in my capacity as authorising officer by delegation Declare that the information contained in this report gives **a true and fair view** [1] State that I have **reasonable assurance**...

This reasonable assurance is based on my own judgement and on the information at my disposal ...

However the following reservation should be noted:

Reservation concerning the rate of residual errors with regard to the accuracy of cost claims in the Sixth Framework Programme 6 (FP6) grants.

Brussels, 31 March 2008 "Signed" José Manuel Silva Rodríguez

[1] \rightarrow True and fair in this context means a reliable, complete and correct view on the state of affairs in the service.



Audit tools







Audit tools



- Certificate on the methodology for personnel and indirect costs (CoM)
 - Certificate on the methodology for average personnel costs (CoMav)
- è Certificate on the Financial Statements
- è Auditing on-the-spot
- è Extrapolation



Cost Methodology Certification



EUROPEAN COMMISSION European Research Area

Main differences between FP6 and FP7 audit certificates

FP6 Audit Certificates

- Indicative template
- Audit certificate
- Audit tests to be decided by the auditor
- Auditor gives assurance
- Certify amounts declared
- There was always at least an audit certificate for the costs charged in a project

FP7 Certificates on the Financial Statements

- Mandatory model (Form D- Annex VII)
- Report on factual findings
- Audit procedures to be carried out by the auditor are pre-defined
- Auditor does not express an opinion
- Certify periods declared
- In many (most) cases there will not be any certificate for the costs charged to the project



EUROPEAN COMMISSION European

Research Area

Common exceptions in Form D

- The average productive hours reported are significantly lower than 1680 hours
- The hourly rate recomputed by the auditor is different from the hourly rate charged
- No time records exist
- Beneficiary declares average personnel costs without the methodology being previously approved by the Commission
- Beneficiary has an approved methodology but the costs declared are not in accordance with the certified methodology
- Costs (average/individual) declared are estimated or budgeted



CoMAv

FP7 Certificates at a glance

Certificate on the Methodology for Average Personnel Costs

- Verification of systems (compulsory Form E Annex VII of model Grant Agreement)
- <u>Mandatory for beneficiaries intending to charge</u>
 <u>average personnel costs</u>
- Covers only the average personnel costs calculation methodology
- The methodology described in the certificate is analysed by the Commission who decides on its acceptance/non-acceptance for the FP7 costs declarations



C			

CoM

FP7 Certificates at a glance

Certificate on the Methodology for Personnel and Indirect Costs (CoM)

- Verification of systems
- Form E Annex VII of model Grant Agreement (Terms of Reference, Report on Factual Findings, Table of procedures)

Optional for beneficiaries fulfilling the eligibility criteria

- At least 8 participations in FP6 contracts with EU contribution for each ≥ 375.000 € OR
- At least 4 FP7 Grant Agreements signed before 01/01/2010 with EU contribution for each ≥ 375.000 € OR
- At least 8 FP7 Grant Agreements signed with EU contribution for each ≥ 375.000 € anytime during FP7
- Covers the methodology used to calculate personnel costs (actual or averages) and indirect costs (analytical, simplified or flat-rate)





- (since 185.000€+200.000€> 375.000€)
- Period 3 EU contribution= 380.000 € : CFS because >375.000€

	Period 1	Period 2	Final Period	
EU Contribution	185.000€	200.000€	380.000 €	
Contribution accumulated not covered by CFS	185.000 €	385.000 €	380.000 €	
CFS Mandatory	NO	YES	YES	
	(<375.000 €)	(>375.000 €)	(>375.000 €)	

EUROPEAN COMMISSION Research Area	CFS submission - Beneficiary WITH approved CoM for Personnel and Indirect Costs
- Period 1	EU contribution= 185.000€ ⇒ no CFS because <375.000€
- Period 2	EU contribution= 200.000€ (185.000€+200.000€> 375.000€) ⇔no intermediate CFS due to the approval of the CoM
	∇U as a tribution $\partial \partial \partial \partial \partial \partial C \rightarrow \partial \nabla \nabla G$ for the such that dynamics

- Period 3 EU contribution= 380.000€ ⇒ CFS for the whole duration

	Period 1	Period 2	Final Period
EU Contribution	185.000 €	200.000€	380.000 €
Contribution accumulated not covered by CFS	185.000 €	385.000 €	765.000 €
CFS Mandatory	NO	NO	YES
	Interim CFS the approva	(>375.000 €)	



Who delivers the Certificates ?

• Free choice of auditor

• **Competent public officer** (research organisation, public bodies, secondary and higher education establishments)

• Auditors must be: **Independent** & **Qualified** (Directive 2006/43/CE replacing 8th Council Directive)

• Auditors will provide a report on factual findings according to a compulsory format defined via agreed-upon-procedures (model Grant Agreement, Annex VII, Forms D and/or E)



Main challenges encountered with submitted CFS, CoM and CoMAv

- Mandatory form not respected
- Terms of Reference are missing (sections 1.1 to 1.8 of the form)
- Agreed-upon-procedures are performed partially
- Benchmarks and support documents are missing to enable proper evaluation of the average personnel costing methodology (Form E, procedure 3)
- Long delays in providing to the additional information requested by the EC







- All three certificates (CoM, CoMAv and CFS) have these three parts
- ToR and Report are nearly the same for all three certificates
- The table of procedures is the same for CoM and CoMAv <u>but</u> different for CFS

Validity of the Certificate on the Methodology

Once approved, the certificate is valid for all FP7 unless exceptional circumstances (change in the methodology or cancellation of the certificate following an ex-post audit). The validity is retroactive for the ongoing projects when the methodology is approved.

Example: methodology approved on 25/06/2010

EUROPEAN COMMISSION

European Research Area



Exception: the validity of the mandatory certificates for SME owners and physical persons without a salary is retroactive to the beginning of FP7



FOCUS ON



Article 31.3 of the FP7 Rules of Participation Regulation (EC) No 1906/2006 settles two conditions to be fulfilled by an average personnel cost methodology to be approved by the Commission:

Averages in FP7

The very well known:

EUROPEAN COMMISSION

European Research Area

It should be the usual accounting practice of the beneficiary

...and the sometimes forgotten:

It can not lead to significant deviations vis-à-vis the actual costs

In addition, article II.14.1 of the FP7 model Grant Agreement beneficiaries may only opt to declare average personnel costs "if based on a certified methodology approved by the Commission".



ACCEPTABILITY CRITERIA

Adopted by Commission Decision on 23 June 2009

- Solution ⇒ Methodologies in which, for each personnel category, the difference between the average rate and the extreme values (upper and lower rates) is ≤ 5%: the methodology is acceptable.
- Methodologies in which, for any personnel category, the difference between the average rate and the extreme values (upper and lower rates) > 25%: the methodology is not acceptable.
- ⇒ Methodologies not fulfilling the first criterion and in which, for each personnel category, the difference between the average rate and the extreme values (upper and lower rates) ≤ 25%: only methodologies applied by beneficiaries having participated in at least 4 FP6 projects with an EU contribution¹ in each of them equal or above EUR 375.000 or 4 FP7 projects with an EU contribution in each of them equal or above EUR 375.000 are acceptable.

1 In this context, EU contribution is defined as the European Union/Euratom financial contribution allocated to the beneficiary in the estimated breakdown of the budget



PRACTICAL EXAMPLE

EUROPEAN COMMISSION European Research Area

The following table presents the different categories of an hypothetical methodology along with the data requested in Form E regarding the personnel costs -

	Categor y	Number of employee s	Lowest pay	Highest pay	Average	Median	Lower % variation with the average	Upper % variation with the average	Annual Prod. hours	Averag e rates
Heads of	1	6	163.317,2 4	187.623,18	176.231,46	177.331,19	-7,33%	6,46%	1600	110,14
department	2	12	96.230,09	108.878,16	103.452,78	104.487,42	-6,98%	5,24%	1600	64,66
Senior	3	27	85.051,33	132.725,16	99.332,67	95.574,42	-14,38%	33,62%	1650	60,20
Researcher s	4	45	75.171,21	85.051,33	80.813,27	81.621,49	-6,98%	5,24%	1650	48,98
Junior	5	3	66.438,77	85.051,33	75.266,26	74.659,01	-11,73%	13,00%	1680	44,80
Researcher	6	30	58.720,81	75.171,21	66.522,82	65.986,08	-11,73%	13,00%	1680	39,60
S	7	75	51.899,37	66.438,77	58.795,06	58.320,70	-11,73%	13,00%	1680	35,00
	8	30	46.900,00	51.192,14	49.339,30	49.806,42	<mark>-4,9</mark> 4%	3,76%	1680	29,37
Technician	9	18	40.541,79	51.899,37	45.928,40	45.557,86	-11,73%	13,00%	1680	27,34
S	10	66	27.325,00	45.870,42	39.529,65	40.265,55	-30,87%	16,04%	1680	23,53
	11	12	31.669,67	40.541,79	35.877,47	35.587,99	-11,73%	13,00%	1680	21,36
	12	7	27.990,70	35.832,14	31.709,70	31.453,88	-11,73%	13,00%	1680	18,87
Assistants	13	30	24.739,12	31.669,67	28.026,10	27.799,99	-11,73%	13,00%	1680	16,68
	14	3	21.865,26	32.450,00	25.327,79	24.570,52	-13,67%	28,12%	1680	15,08
Trainoos	15	15	19.325,23	24.739,12	21.892,88	21.716,27	-11,73%	13,00%	1680	13,03
Trainees	16	6	17.500,00	19.100,00	18.401,15	18.545,86	<mark>-4,90%</mark>	3,80%	1680	10,95



FOCUS ON

Indirect Costs



Research Area

Indirect costs methods in FP7

- **Based on actual indirect costs**: as registered in the accounts of the beneficiary according to its usual accounting and management practices adjusted, when necessary, in order to eliminate all ineligible costs
 - **Real** (analytical accounting system)
 - Simplified
- Flat-rates on eligible direct costs: to be calculated on the direct eligible costs excluding subcontracting and costs of resources made available by third parties which are not used in the premises of the beneficiary
 - Flat rate 20% (standard, optional for any beneficiary)
 - Flat rate 60% (reserved to non-profit public bodies, research organisations, secondary and higher education establishments, SMEs)



Data: sample of 1097 higher or secondary education establishments having signed EU research grants between May 2009 and May 2010



Simplified Method

Article II.15.2 of the FP7 model Grant Agreement states that:

« A beneficiary is allowed to use a simplified method of calculation of its full indirect eligible costs <u>at the level of its legal entity</u> if this is in accordance with its usual accounting practice »

« The simplified approach must be based on actual costs derived from the financial accounts of the last closed accounting year »

The FP7 Guide to financial issues establishes the following requirements:

1/ The system must allow isolation of the ineligible costs

New in FP

- 2/ It must <u>at least</u> allow for the allocation of the overheads <u>at the level of the</u> <u>legal entity</u> to the individual projects by using a fair "driver"
- 3/ It should follow the normal accounting principles and practices of the beneficiary


EUROPEAN COMMISSION Research Area	Whic	ch met	thod in	FP7?	
		Real Ind	lirect Costs	Flat	Rate
		Normal	Simplified	20%	60% ¹
Do I have an analytical accounting system allowing to determine with certitude the indirect cost related to research activities ?	YE S	\checkmark		\checkmark	
IF THE ANSWER IS NO , THEN:			-		
Do I have an accounting system allowing to identify all my indirect	YE S		\checkmark	\checkmark	\checkmark
costs and a reliable cost driver to allocate them? 1 Only applicable to Non-profit public bo	NO	ondary and	higher educatio		\checkmark

establishments, Research organisations and SMEs



Research Area

Particular case of SME owners and physical persons not receiving a salary



In FP6 no specific provisions for the particular case of SME owners without a salary; general eligibility criteria applied (only actual costs registered in the accounts are eligible)



FP7 Guide to financial issues states that:

« [Physical persons without a salary] *must opt to declare average personnel* costs, on the basis of a certified methodology approved by the Commission [...], based on their income (e.g. tax declarations) as recognised by national law (usually fiscal law)"

In FP7, personnel costs charged by the beneficiary (in this case SME owner or physical person) on the basis of a certified methodology are deemed not to differ significantly from the actual costs



recognised by national law (usually fiscal law) and **approved by the EC**



Certification State of Play (as of 8 November 2010)

	Eligibility Requests		CERTIFICATES				
Type of Certificate	Submitte d	Accepted	Submitte d	Accepte d	Rejecte d	Withdra wn	Pendin g
CoM Average Personnel Costs and IC	109	109 67	22	5	9	2	6
CoM Real Personnel Cost and IC			19	10	2	1	6
Certificate Average Personnel Costs (CoMAv)	N/A		64	29	9	16	10
	TOTALS		105	44	20	19	22



Rejection of Certificates & Main reasons

Recurrent underlying reasons for the rejection of certificates

- weaknesses in time-recording,
- non-compliance with acceptability criteria decided by the Commission for average personnel costs,
- ineligible costs included in direct and indirect costs





Article II.14.1 of the FP7 Grant Agreement: "Eligible costs of the project"

Costs incurred for the implementation of the project shall meet (ALL) the following conditions in order to be considered eligible:

- a) They must be **<u>actual</u>** (no estimated or budgeted)
- b) Incurred by the beneficiary (be careful about third party contributions!)
- c) Incurred during the duration of the project
- d) In accordance with the accounting principles of the beneficiary (**when compatible with the other eligibility principles**)
- e) Incurred « for or in relation to the project » and in accordance to the principles of economy, efficiency and effectiveness
- f) <u>Recorded in the accounts</u> of the beneficiary
- g) Indicated in the estimated budget (Annex I of the Grant Agreement)



In addition, the accounting system must permit to differentiate direct costs (charged directly to projects) from indirect costs (allocated via cost drivers) in order to avoid double charging.

Example:

The university considers chemicals for the laboratory as part of the indirect costs as they are commonly and indistinctly used for several projects. However, a specific research project needs an unusually large amount of an expensive chemical and this is ordered specifically for the project and charged to it as a direct cost.

The accounting system must permit to identify and deduct these costs from the pool of indirect costs in order to avoid double charging



Certificate on the Financial Statements (Form D)

Procedure 10: Indirect costs

" The Auditor obtained a detailed breakdown from the accounting system of the indirect costs which have been charged to the contract, and reconciled the individual amounts to the general ledger of the Beneficiary."

Certificate on the Methodology (Form E)

Procedure 4: Indirect costs

"The breakdown of indirect costs used to calculate overhead rates was reconciled to the accounting records"

"This breakdown did not contain costs relating to direct project activity"



Exclude ineligible costs Definition and requirements



Article II.14.3 of the FP7 Grant Agreement: "Eligible costs of the project"

The following costs shall be considered as <u>**non-eligible**</u> and may not be charged to the project:

- a) identifiable indirect taxes including value added tax,
- b) duties,
- c) interest owed,
- d) provisions for possible future losses or charges,
- e) exchange losses, cost related to return on capital,
- f) costs declared or incurred, or reimbursed in respect of another Community project,
- g) debt and debt service charges, excessive or reckless expenditure.

Not everything registered as a cost is eligible, the accounting system must be able to identify and deduct ineligible costs from the pool of indirect costs.

Example: irrecoverable VAT



Exclude ineligible costs

Auditor's verifications (Forms D & E)



Certificate on the Financial Statements (Form D)

Procedure 10: Indirect costs

" For each element of the breakdown, the Auditor obtained the Beneficiary's confirmation that it contained none of the ineligible costs specified (typical examples are leasing costs, loan charges, provisions for doubtful debt (but not normal accruals), local business and property taxes, customs duties, exchange losses from billing in a foreign currency)."

Certificate on the Methodology (Form E)

Procedure 5: Indirect costs

" The Auditor reviewed the breakdown provided by the Beneficiary in order to check that the ineligible items specified were eliminated "



Robust cost drivers Definition and requirements



A cost driver is a variable with a cause-effect relationship to a cost / a group of costs used as allocation key to distribute these costs among activities / projects / cost objects. In order to be robust and fair, a cost driver should have certain characteristics:

- **RELEVANT**: It must have a reasonable cause-effect relationship to the cost being allocated Example: the IT maintenance costs being distributed among departments based on the number of PCs of each department
- **OBJECTIVE**: Based on <u>FACTS</u> not on thoughts Measurable and measured
- VERIFIABLE: Audit evidence supporting the cost driver

Example: using the number of employees working in each department to distribute the costs of Human Resources department (the number of employees in each department can be verified)



Estimated costs resulting from subjective cost-drivers can not be considered actual costs

- I think that...
- It should be around...
- My experience tells me that...

Subjective ⇒ Non-Actual ⇒ Not eligible

OBJECTIVE: Based on <u>FACTS</u> not on thoughts Measurable and measured

To be objective, the cost-driver must be based on measurable (and measured) facts

Example: working hours of academics is a measurable fact, however, without a reliable time-recording system (thus "not measured") the cost driver will not be objective as it would be based on estimations



Certificate on the Financial Statements (Form D)

Procedure 10: Indirect costs

" The Auditor found that costs for the non-research activities of the Beneficiary, such as manufacturing, education, marketing of products or services, etc., had not been included in the calculation."

Certificate on the Methodology (Form E)

Procedure 5: Indirect costs

" For each allocation method used by the Beneficiary, the Auditor reconciled the amount to be allocated to the accounting records, and reconciled the allocation basis to the relevant management accounting information (usage records, floor space, activity-based-costing, headcount, etc.)"



Analytical or Simplified Definition and requirements (I)



Simplified Method

The use of this method is optional, however "Simplified" does not mean "Simple"

- -> accounting system which enables to identify all eligible indirect costs
- -> a reliable cost driver to allocate the indirect costs

It is called 'Simplified' because the calculation can be done at 'entity' level (i.e. not by departments, activities, etc) when a more refined alternative is not possible.

Foreseen for beneficiaries who do not aggregate their indirect costs at a detailed level but at entity level (e.g. beneficiaries without analytical accounting system or with cash-based accounting) and beneficiaries migrating from flat-rate methods in previous framework programmes.



- Pooling of overheads at the level of the legal entity
- Start from the last approved annual accounts
- Remove non eligible costs (VAT, marketing, etc)
- Use a fair key or driver for the distribution



- Example: overhead pool includes research and teaching; then the number of productive hours should also include both teachers and researchers
- Simplified method does not require previous registration nor certification





Analytical or Simplified

Auditor's verifications (Forms D & E)



Certificate on the Financial Statements (Form D)

Procedure 11: Indirect costs – Simplified method

" The Beneficiary may use a simplified method of calculation (either due to the lack of analytical accounting or legal requirement to use a form of cashbased accounting). This does not permit the use of a generalised estimate, or the use of a 'standard' rate that is not derived from the accounting records of the period in question."

Certificate on the Methodology (Form E)

Procedure 6: Indirect costs – Simplified method

" If the organisation is using a simplified indirect cost calculation (either due to the lack of analytical accounting or use of a form of cash-based accounting) all estimates are clearly described and are based on factual criteria which can be objectively confirmed."



SOME ADVICES

Design your full-costing methodology according to your management, control and decisional needs and, where necessary, implement separately adjustments to fulfil the EC cost reporting requirements.

⇒ Choose the most adequate costs-drivers for your organisation. Analyse your structure, needs and information availability to make the choice.

And a final advice...

" The hardest thing in the world to understand is the income tax " Albert Einstein - 1921 Nobel Prize in Physics

Use wisely your resources:

RESEARCHERS to do RESEARCH

ADMINISTRATIVE STAFF to do ADMINISTRATION



On-the-spot auditing

The way to increased assurance



Research Area

Audit tools: audits on-the-spot

Audits by EC auditors (RTD-A.04)

- Approx. 25% of audits
- i.e. audits of top beneficiaries
- Specific audits (follow-up, requests, ...)

Audits by Contracted firms (RTD-A.05)

- Approx. 75% of audits
- i.e. MUS selection and risk based
- Supervision of the audit by EC services

Types of audit:

- Batch audits
- Fusion audits
- Coal and steel audits
- Third countries audits
- Audits on Request
- Joint audits: carried out together with other DGs or the European Court of Auditors
- Follow-up audits (desk review and/or on-the-spot)
- Differences with the audits of the ECA
- <u>The particular case of the scientific and technical audits</u>



Technical audits and reviews

The technical audit

- Is performed at <u>beneficiary</u> level, to assess the technical performance of beneficiary(ies) within specific work package(s) of the project
- Is always be <u>done on the spot</u>, preferably during the lifetime of the project (up to 5 years after project end)
- Optional for all FP7 projects.

The technical *review*

- Is performed at project level by Project Officers and/or external experts to give external advice to the Commission
- Can be done remotely or on the spot
- Optional for all FP7 projects

European Froject technical reviews and Technical audits

- Art.23, Annex II of FP7 Grant Agreement
- Guidance notes and templates for project technical review involving independent experts (FP7 Collaborative projects, Networks of Excellence, Coordination and support actions of 10/11/2008)
- (see: <u>ftp://ftp.cordis.europa.eu/pub/fp7/docs/project_review_en.pdf</u>)
- the main differences between a project technical review and a technical audit are the following[1]:
 - [1] It should be kept in mind that both technical audits and reviews are mentioned in the same FP7 article and have the same 'legal' requirements and contents. Thus the conceptual difference and different requirements between 'project technical review' and 'technical audit' made in this paper does not have a legal basis.



- Is performed at the <u>project</u> level by Project Officers and/or external experts to give external advice to the Commission,
- Can be done remotely or on the spot,
- Is mandatory for FP6 NoEs and IPs and optional for all FP7 projects.

E U R O P E A N COMMISSION

Research Area

A technical audit

- Is performed at <u>beneficiary</u> level, to assess the performance of one or more beneficiary (ies) within one (or more) specific work package(s) described in the work plan (DoW),
- Can be performed by POs and/or external experts, in agreement with Art II.23 of the FP7 Grant Agreement and Art II.29, Annex II of the FP6 Contract,
- Is <u>always</u> done on the spot,
- Should (*preferably*) be done during the lifetime of the project but can be done up to five years after the end of the project,
- Is not performed on a planned periodic basis but rather following a PO's request based on his/her assessment of risks and/or a technical review recommendations ,
- Performed with the desk assistance of the UAF and where appropriate with the 'support of' or 'jointly with' the external financial audits unit.

It should be noted that, in the regular follow-up of a project, the PO will monitor its progress essentially with the following tools:

- 1. Assessment of periodic project reports and complementary documents if appropriate.
- 2. Assessment of results presented during project meetings and clarified in direct discussions between the beneficiaries and the coordinator.
- 3. Where appropriate through the project technical review.
- 4. Any other relevant information gathered through other channels.

EUROPEAN COMMISSION

European Research Area

Audit tools: audit types (1)

	Selection	Purpose
Corrective audits	 Specific risk profiles Focus on top beneficiaries (50% of the budget) Flexible in view of peculiarities present in the populations of different RDGs/EAs 	 Wide audit coverage Identify and correct errors in the most cost-effective way possible 'Clean' min. 50% of budget from systematic material errors Long-term prevention of issues found ('fixing the future') Fraud detection and prevention
Other types (system, scientific/technical, FUSION)	•On request or pre-selected	 Verify compliance with certified methodologies Identify and correct systemic problems Provide additional assurance on specific parts of the budget Complement scientific audits

FP7 Audit Strategy

E U R O P E A N COMMISSION

European Research Area Audit tools: audit types (2)

	Selection	Purpose
Representative audits	•Monetary Unit Sampling (MUS) methodology (95% confidence level, 2% expected error rate, 5% materiality threshold = sample size 161)	•Determine the amount of error present in the population
	•Financial statements as sampling unit (FP6: beneficiaries)	Representative error rate
	•Samples from the whole population (no stratification) of each RDG/EA	•Contribute to the Declaration of Assurance of the AOD
	,	*Corrective as well as representative
	 Possibility of multiple samples 	

EUROPEAN COMMISSION

Research Area

Error rates: representative

Representative error rate (RepER%)

Measures the amount of error present in the population



× Non-systematic error× Systematic error

Corrective measures, step 1: The effect of auditing





Corrective measures, step 2: The effect of extrapolation

FP7 Audit Strategy



Residual error rate

Measures the amount of error left in the population after corrections



67



FP5 (1671 contractors)					
Number of Contracts Sum of EC Contribution					
Total	3386	733.018.218			

FP6 (1333 contractors)						
Instrument/Project Funding Scheme	Number of Participations *	Sum of EC Contribution				
CA	204	27.755.630				
CRAFT	154	24.584.672				
EIF	105	11.923.848				
IP	311	331.510.892				
RTN	116	41.051.399				
SSA	241	19.502.839				
STREP	752	258.061.919				
Grand Total	2347	931.124.844 *				

FP7(818 beneficiaries)							
Instrument/Project Funding Scheme	Sum of EC Contribution						
Art.171	34	25.283.552					
СР	999	618.207.642					
CP-CSA	74	53.469.687					
CSA	348	60.305.035					
NOE	8	9.260.235					
Grand Total	1463	766.526.152 *					

Participation of Italy in FPs

Only the most relevant Instruments are detailed



Results

FP5-FP7: 127 Italian contractors have been audited

Framework	Sum of Audited costs	Sum of Adjustments	% resid
Coal & Steel (1 auditee)	1.960.294,63	-61.019,83	-3,11%
FP5 (51 auditees)	22.593.018,99	-159.156,89	-0,70%
i F5 (51 auditees)	22.393.010,99	-139.130,09	-0,7070
FP6 (81 auditees)	196.886.317,91	-3.909.071,55	-1,99%
FP7 (9 auditees)	2.238.681,69	16.739,30	0,75%
Grand Total	223.678.313,22	-4.112.508,97	-1,84%

Commission European								
Research /	Framew ork		BA	CA	FA	FU	RA	Grand Total
	FP6		2		4		1	7
	FP7		24	1		1		26
	Grand Total		26	1	4	1	1	33

Total organisations: 134

Closed audits (IT)

FP	2002	2003	2004	2005	2006	2007	2008	2009	2010	Grand Total
FP7									15	15
FP6					5	16	38	22	22	103
FP5	6	15	12	3	8	8				52
CS								1		1
Grand Total	6	15	12	3	13	24	38	23	37	171

Audited participations – (closed audits - IT)

	NBR of Audited	TOTAL	TOTAL Adjustments	Detected Error rate
FP	participations	Audited costs	(EC share)	(EC share)
CS	4	1.960.294,63	-30.509,92	-4%
FP5	67	22.576.417,37	-141.988,25	-10%
FP6	237	206.967.760,57	-3.735.373,22	-9%
FP7	19	4.009.734,97	63.177,33	-1%
Grand Total	327	235.514.207,54	-3.844.694,05	-8%



EUROPEAN COMMISSION European Research Area

Frequent findings (1)

RTD audits FP 6	No. of adjustments	% no. of negative adjustments	% of the total adjustment amount	% of the total costs accepted by Financial Officers
Adjustment to costs previously reported	88	3,80%	2,00%	0,20%
Audit certificates	3	0,10%	0,00%	0,00%
Consumables and computing	182	7,80%	2,70%	6,20%
Durable equipment	87	3,70%	3,10%	2,50%
Management of the Consortium	9	0,40%	0,10%	0,20%
Other costs	388	16,60%	8,30%	10,30%
Personnel	420	18,00%	46,60%	41,60%
Protection of knowledge	0	0,00%	0,00%	0,10%
R & T Development / Innovation / Training	7	0,30%	0,30%	0,20%
Subcontracting	90	3,90%	16,40%	13,70%
Total indirect costs	672	28,80%	14,50%	18,60%
Travel and subsistence	378	16,20%	1,30%	3,10%
Various others	13	0,60%	4,80%	3,30%
Grand Total	2337	100,00%	100,00%	100,00%


Grants are given on a «fair» cost sharing basis:

Eligible costs (article II.14 of Grant Agreement)

- Costs = actual cost <-> not budgeted or estimated costs
- Cost shall be : economic, non-excessive, not reckless, not include any profit (exception subcontracting)
- Necessary for & linked to the project



- Charged in accordance with usual accounting principles of the beneficiary (not on purpose)
- Not explicitly disallowed by contractual provisions
- Incurred and recorded in the books during the project lifetime
- Sufficiently and reliably documented (audit trail)



Frequent findings (3)

Direct costs

- Ineligibility of direct taxes (i.e.identifiable VAT)
- Necessity and plausibility of purchases (not reckless)
- « Entertainment » costs
- Separation of direct and indirect cost items
- Internal invoicing
- *Interests* incurred on project funds



- Direct costs = Directly attributable to the relevant project
- Indirect costs = Only attributable to more than one project
- Problem: consideration under one category only!
- Link to the project needs to be substantiated also for indirect costs!



Frequent findings (4)

Personnel costs

- Calculation of productive hours
- Budgeted costs
- Insufficient evidence of working times (time recording)
- Specific Issues: e.g. bonus payments, In-house services, third-party contributions
- Average or standard cost systems (hourly rates) instead of actual costs -> significant deviation, certification



Frequent findings (5)

Time recording





Frequent findings (6)

activity performed

Basic Principles

Art II.15.1 of the FP7 model Grant Agreement:

"...only the costs of the actual hours worked by the persons directly carrying out work under the project can be charged."

FP7 Guide to Financial Issues

- Employees have to record their time on a daily, weekly, or monthly basis using a paper or a computer-based system
- The time-records have to be authorised by the project in lager or other supervisor
- The complete time recording system should **enable reconciliation** of total hours in cases where personnel work on several projects



Characteristics to bear in mind:

- Recorded during duration of project
- Signed and countersigned
- Indicating project number
- Including a short description of activity
- Recording all working time
- Periodicity

Example of daily full time-recording (per person)

Due to the fact that different activities have different reimbursement rates, work on EC projects is to be recorded not only differentiating by individual EC project but also by activities (further details as for instance the work-package are advisable)

The level of detail of this section is to be defined by the beneficiary. The Commission requests at least time-records by main activities

Absences are necessary to verify the accuracy of the annual productive hours used to calculate the hourly rates

Date	Mon 02/02	Tue 03/02	Wed 04/02		
EC-Projects					
R&D Activities					
Project x		3	4		
Project y		5	5		
Demonstration					
Project x					
Project y					
Management					
Project x					
Project y					
Other Activities					
Project x					
Project y					
Other researc	h projects an	d Internal a	ctivities		
Teaching					
- Training					
National Projects					
()					
Absences					
Annual Leave					



 Total days in a year 	365
 Weekends 	-104
 Annual holidays 	-21
 Statutory holidays 	-15
 Illness/Others 	-15
 Workable days in a year 	210
• Number of hours per $day(ax 7.5)$	1575

Number of hours per day(ex.7,5)
 1575

General concepts: Productive hours

• Must not deduct:

EUROPEAN COMMISSION

Research Area

- Sales and marketing
- Proposals preparation
- Administrative time
- Unsold time/non billable time
- Not project related training and meetings
- As they are part of productive time
- Notion of productive time: ALL AVAILABLE TIME OF THE RESEARCHER



Frequent findings (7)

In any case...(on time recording)

A time-recording system is mandatory

A *reliable* time-recording system is mandatory

The reliability is assessed by the auditors

Alternative evidence can be...

- •requested
- always requested
- •requested in the interest of the contractor



- Potential conflicts between general principles and usual accounting rules of the beneficiary (i.e. cash-based accounting) if economic use longer than the project life-time
- Substantiation of calculation of depreciation
- Ineligible cost items for depreciation (i.e. VAT, duties)
- Respect of internal procurement policies

General concepts:

Flat rate subsistence and accommodation

- If indicated in work programme
- Travel costs: real costs
- Flat rate is optional (negotiations)
- Rates per country



- Example Belgium subsistence EUR 92; hotel EUR140
- Audit: flat rate higher than real ok, not considered receipt
- Auditor will check reality and duration of travel not bills and receipts/invoices



General concepts: Internally invoiced costs

- If time is substantiated by time records
- Based on actual costs –profit margin not allowed!
- Calculation of cost must be auditable
- Overheads as part of internally invoiced costs are not allowable
- Examples: use of equipment, facilities, computer runs, labo tests

General concepts: Interest yielded by the pre-financing

Only for coordinators or mono-partner

EUROPEAN COMMISSION

Research Area

- Only on part of pre-financing not yet distributed
- Obligation expires when fully distributed
- Exception for public entities and international ulletorganisations
 - can be exonerated if legal impossibility or heavy administrative procedure
 - Supporting documents to REA-URF



Consumables and Travel cost

- Ineligiblity of direct taxes (i.e. identifiable VAT)
- Necessity and plausibility of purchases (not reckless, excessive)
- Separation of direct and indirect cost items
- «Entertainment» costs

Services bought

- Internal invoicing intercompany services
- (Inhouse-) consultants
- Interests incurred on project funds



General concepts: Subcontracting (SC)

- Entity is neither beneficiary nor signatory or third party (new FP7)
- Price, not a cost; no direct supervision, motivation is pecuniary, responsibility remains with beneficiary
- Not possible between partners in the same GA
- Not core part of the project; not distribution of funds
- Include audit provision in your SC
- Details In Annex I
- Best price-quality ratio, transparency, equal treatment
- Minor tasks not in Annex I ex.: Catering meeting
- Space research: special clause 25





Subcontracting

- Exception to the non-profit philosophy of the EC grants
 - Requirement of prior approval in the contract or by project management of the Commission
- Audit process: Verification at subcontractor in case of significant amounts (foreseen in subcontracting provisions)
- Procedures « best value for money »
- Ineligibility of VAT on subcontracts
- Subcontractors vs third parties contribution



- Pooling of overheads at the level of the legal entity
- Start from the last approved annual accounts
- Remove non eligible costs (VAT, marketing, etc)
- Use a fair key or driver for the distribution



- Example: overhead pool includes research and teaching; then the number of productive hours should also include both teachers and researchers
- Simplified method does not require previous registration nor certification



- Inclusion of ineligible cost items/ categories (cost of sales, self-funded research, provisions, costs of capital, ...)
- Allocation keys or procedures not respecting the general principles



Frequent findings (9)

Indirect costs

Population of *Italian* participations in Fp5 to 7 : 61% = AC/FCF28% = FC

Audits on *Italian* participations in Fp5 to 7 73% = AC/FCF

23% = FC

Other specific cases =>100%



The audit cycle









Planning & Preparation: General

- Initial contact by the responsible auditor approx.
 2-3 month before examination on site to agree on dates and logistics
- Formal letter to announce the audit including detailed annex on information and <u>documentation to be provided</u>
- Collection of audit information (internal and external)



Planning & Preparation: Information requested

- Detailed annex to announcement letter includes precise list of information to be provided either
 - Prior to the audit examination on site (by mail)
 - At the time of the audit examination
- Most relevant information in the early preparation are the detailed project accounts matching the total as claimed in the financial statements (Form C)
- Exact information requests to be provided in advance also depending on the individual project(s) and audit scope

European Research Area Examination on site				
Opening meeting	Systems and substantive	after on site		
Usually within 4-5 working days (one week) ()				
General info on: • organisation • projects	explanation received and collectionpreliminalof audit evidencefindings a	ry ind		
financial administration	further au	dit		
system Clarification on <u>audit agenda</u> for	procedur	e		
	COMMISSION Pream Commission Copening meeting Usu Usu Usu Caninal info on: • organisation • projects • financial administration • internal control system Clarification on	Opening meeting Analysis of Systems in place Test of systems and substantive evidence Closur meeting Usually within 4-5 working days (one week) Usually within 4-5 working days (one week) Discussic prelimination of audit evidence General info on: Analysis of documents and explanation received and collection of audit evidence Discussic prelimination of audit evidence Indication Indication on audit agenda for Clasure of audit evidence Discussic prelimination of audit evidence		



Reporting and Closure of the Audit

- Transmission of Draft audit report (after internal consultations) for comments by the audited organisation
 - Usually based on the preliminary conclusions
 - Delay (30 days) to provide comments to the draft
- Consideration of comments and finalisation of the audit report
- Closure of the audit by formal letter indicating the further procedures on the implementation of audit results





Implementation of audit results: General

- Financial adjustments administred by the operational EC service in charge of the project management (in RTD, decentralised)
- Besides adjustment possibility of liquidated damages
- Consideration of serious audit findings (i.e. high adjustments) in future project and contract negotiations







Implementation of Results – Systematic Finding

- The implication of this type of error is that the contractor is not complying with his contractual obligation in a systematic way.
- Assumption:
 - Can imply that all currently open <u>and closed</u> contracts under the same framework program (FP) are affected and might need to be adjusted
- Impact:
 - Contractor will be asked to reconsider all financial statements handed in under the same FP and where necessary recalculate and revise the statements
 - possible adjustments through flat rates correction





- Common decision of all Research DGs which are concerned by having contracts with the organisation audited.
 - However, decentralised follow-up of implementation of results
- Detailed formal Letter of Closure of the Audit indicating procedures to be followed and including a list of contracts subject to extrapolation (consolidated for all Research DGs)
- 3 months delay to hand in revised financial statements or appropriate explanations on the listed contracts
- Follow-up audits





Commission Communication (SEC(2009)1720)

- Eligibility of personnel taxes and social charges
- Re-analysis by the Legal Service
- Different options for the contractors to apply flat-rate corrections



How to handle an auditor




How to handle an audit(or): who is who in the picture?



Audit on-the-spot – Preparation

- Selection of Contracts
- Input audit file
- Contacts with contractor
- Formal Announcement
- Logistics

European Research Area



110



Audit on-the-spot - Execution

- Opening meeting: clearly explain the audit scope
- Review accounting system and internal control procedures
- Substantive testing (collection of additional audit evidence)
- Closing meeting: clearly Audit Process preliminary findings Handbook

111



- Be CPF
 - competent
 - polite
 - firm





- Draft reporting
- Contradictory procedure
- Letter of representation (LoR)
- Final audit report
- Letter of conclusion (LoC)



113



- Quality check on audit report for
 - Coherence
 - Completeness
 - Correctness
 - Compliance with the Audit Handbook

Audit Steering Committee







Certificazione della metodologia di calcolo dei costi diretti di personale e dei costi indiretti (7FP CE)

L'istruttoria per il rilascio della certificazione è lineare ma non è chiaro in che maniera si può sollecitare la chiusura dell'istruttoria ed allo stesso tempo garantirci il rilascio della certificazione da parte della commissione. Ci sono dei margini di negoziazione nel caso di parere negativo? EUROPEAN COMMISSION European Research Area

Ex-post audit

Nel caso in cui gli external auditors rilevino dei findings ne fanno ovviamente rapporto.

- In seguito alla nostra amministrazione è chiesto un commento "a difesa" che però sembra esclusivamente "formale".
- Qual è la maniera per contestare uno stralcio che la nostra amministrazione potrebbe ingiustamente subire? Solo il contenzioso? Come si attiva? C'è una società di audit inglese che applica in modo del tutto soggettivo la normativa italiana in materia del trattamento di fine servizio (TFS).



I programmi di finanziamento europei seguono in linea di principio le stesse regole di finanziamento fatte però alcune differenze che possono pesare negativamente se non riusciamo ad istruire i ricercatori/responsabili di progetto in tempo per la negoziazione.

Ci sono delle iniziative volte ad armonizzare i diversi criteri di ammissibilità e procedure tra le diverse DG?



Questa è una domanda ed una proposta. Esiste un **canale "informale"** (es. un blog) in cui tutti i soggetti beneficiari" possono:

- incontrarsi per scambiare delle esperienze
- oppure porre dei quesiti
- ricevere delle risposte immediate da parte della commissione
- e discutere le procedure e criteri?



In caso di accoglimento del certificato di cui al punto 1) è possibile richiedere il certificato anche per le altre azione della CE?



Nell'ipotesi di ex-post audit, quali sono gli aspetti presi in considerazione per verificare la metodologia di calcolo del tempo produttivo e, quindi, l'eleggibilità dei costi del personale?



Nell'ipotesi di ex-post audit, quali sono i controlli per verificare l'eleggibilità dei costi del personale associati a liberi professionisti (self-employed physical persons) o consulenti intra-muros?



I costi del personale tecnico responsabile per la manutenzione quotidiana dell'attrezzatura può essere dichiarato come costo del personale (nei limiti del tempo di utilizzo dell'attrezzatura per il progetto) oppure come *overheads*?



Cosa succede nel caso in cui un audit rileva che un'organizzazione sia stata validata/rimborsata con una metodologia di calcolo dei costi indiretti errata?



Quali sono le principali differenze tra 'Simplified method' e 'Actual indirect costs' nel calcolo dei costi indiretti? E' possibile fornire degli esempi pratici?



Una fattura dell'RTD Performer non è stata completamente liquidata dalla SME nel relativo *reporting period* (perché la CE non ha ancora provveduto alla distribuzione del pagamento intermedio/finale), ma successivamente alla sua fine. E' eleggibile?



Research for the benefit of SMEs/1 answer

- "No" ,in case of Intermediary payments. In the Form Cs, the SMEs should <u>only claim real costs incurred</u>. Real costs for SMEs means costs for the SMEs based on paid invoice(s) from the RTDs. The RTD invoices themselves do not necessarily have to be solely based on costs. As it is a commercial transaction between the SMEs and the RTDs, the RTD may for instance claim half of the budget foreseen if it has done half of the work.
- On the case of Final payments, incurred cost but not paid can be claim and accepted in the Form C as an <u>exception</u> as foreseen in the Financial guidelines: "It may be that despite that the ownership of the good has actually been transferred or the service provided some costs have not yet been paid when the request for the final payment is sent. This situation is acceptable if it is certain that a debt exists (invoice or equivalent) for services or goods actually supplied during the lifetime of the project and the final cost is known" (Article II.14.1 Eligibility criteria page 36)



Research for the benefit of SMEs/2

Nel caso in cui il Coordinatore trasferisca il pre-financing direttamente agli *RTD Performers* per conto delle SME (*Consortium agreement*), come è possibile registrare l'importo nella contabilità delle SME (considerando che non ricevono il prefinancing)? Esempi?



Research for the benefit of SMEs/2 answer

- REA advises against an arrangement agreed at consortium level whereby the coordinator holds on to the pre-financing and is subsequently mandated to pay invoices of RTD performers on behalf of – and based on explicit authorisation from the SMEs. The REA believes that such an arrangement may weaken the effective control of the SMEs over the performance of the RTD performer in accordance with the transaction.
- Each single payment made by the coordinator to the RTD Performer on behalf of an SME must be based on an **explicit approval and instruction for payment on the part of the SME**. The SMEs need to ensure that the invoices issued by the RTD Performers are addressed to the SMEs and duly recorded in the accounts of the latter. All the transfers from coordinator to RTD performers can be done only when receiving the explicit authorisation from the SME. The RTD performer's invoice should match with a payment instruction from SME to coordinator.
- REA requires that the coordinator is able to prove at any time that payments made to the RTD performers on behalf of the SMEs are based on explicit authorisation from the SMEs concerned.



- In a first step the company should book the *"right acquired by the grant"* (4..) against the *"income generated by the grant"* (74..).
- In a second step, the *"expenditure in R&D"* (6..) (RTd invoice) should be match by crediting the *"right acquired by the grant"* (4..) (Payment instruction to coordinator)

(4) (book the rights of the grant)	(74) Book of the income generated by grant
(6)	(4)
Expenditure in R&D	Rights of the grant
(RTD Invoice)	(Payment instruction to Coordinator)



Un RTD Performer può fatturare un importo maggiore e un altro RTD Performer fatturare un importo minore rispetto a quello indicato nella *transaction*, cosicché l'importo totale è lo stesso? Se si, è necessario un emendamento?



 It is a case by case issue to be dealt at a technical level with the Project Officer in charge of the project.



Qual è la procedura di audit applicabile agli RTD Performers? Sono soggetti agli stessi criteri di eleggibilità previsti per gli altri partecipanti al VII PQ?



Research for the benefit of SMEs/4 answer

- Yes, the costs they report are subject to the same eligibility criteria.
- In addition and if there is no agreement of REA or the SME on the deliverable/outcome of the research activities, the RTD performer may also be subject to the audit of the « effort ».



Contratti di collaborazione/1

I contratti di collaborazione a progetto non prevedono un costo orario ma solo il pagamento di un corrispettivo per l'attività svolta. I timesheet possono servire per rendicontare l'effort ma non per stabilire il costo da caricare sul progetto. Vede ostacoli alla stipula di contratti di collaborazione con pagamenti mensili di 1/12 dell'importo annuale nonostante nei timesheet siano rendicontate mensilmente effort diversi?



Contratti di collaborazione/2

E` possibile e, se si, come rendicontare un collaboratore su due o più progetti di ricerca se questi non può avere un costo orario? Si potrebbero stipulare più contratti, ma è accettabile per la Commissione che il ricercatore possa avere su più progetti compensi diversi, se rapportati all'impegno effettivo (che si conosce solo ex post con i timesheet)?



E' accettabile che un ente privato stipuli con un ricercatore un contratto a programma per più attività e che poi indichi in addendum successivi i temi/progetti su cui impegnarsi? E U R O P E A N COMMISSION

Research Area

1512 ore/1

La circolare MIUR indica 7,2 ore al giorno di lavoro per un professore che per 210 giorni lavorativi portano ad un monte ore complessivo annuo di 1512 ore: tali parametri sono usati inter alia per rendicontare i progetti di ricerca finanzati dal MIUR.Un revisore per conto dell'UE ci ha recentemente detto che la Commissione preferirebbe fossero calcolate 8 ore al giorno per 1680 ore annue, a meno che non si riesca a dimostrare con un timesheet complessivo di tutte le attività quale sia l'impegno complessivo annuo di ogni professore. Ci è stato detto che la Commissione non ritiene sufficiente le dichiarazioni del Ministero dell'Università perché non hanno valore di legge e che quindi sarebbe necessario o dimostrare che i professori non lavorano più di 7,2 ore al giorno o passare a calcolare giornate di lavoro da 8 ore, che per 210 giorni lavorativi, portano ad un impegno annuo di 1680 ore. E' effettivamente così? E U R O P E A I COMMISSION European Research Area

1512 ore/2

La legge di organizzazione delle università, già approvata dal Senato della Repubblica Italiana in data 29 luglio 2010, che dovrebbe essere votata dalla Camera dei Deputati dopo l'approvazione della legge finanziaria dice testualmente all'art. 6.1 "Il regime di impegno dei professori e dei ricercatori è a tempo pieno o a tempo definito. Ai fini della rendicontazione dei progetti di ricerca, la quantificazione figurativa delle attività annue di ricerca, di studio e di insegnamento, con connessi compiti preparatori e di verifica, e organizzativi, è pari a 1500 ore annue per i professori e ricercatori a tempo pieno e a 750 ore per i professori e i ricercatori a tempo definito".Quando questo testo diventerà legge, le università italiane potranno "tranquillamente" passare a rendicontare 1500 ore?

EUROPEAN COMMISSION European Research Area

Tasse Aereoportuali

Proprio sul caso delle tasse aeroportuali, le linee guida finanziarie del 7PQ dicono che le 'fees' sono costi ammissibili mentre le 'duties' non sono rendicontabili. Poiché spesso il costo delle tasse aeroportuali è molto rilevante sui valore complessivo dei biglietti aerei, abbiamo svolto una piccola indagine ed abbiamo scoperto quali sono quelle più frequenti. Secondo lei, quali possono essere sicuramente etichettate come 'fees', quali certamente 'duties' ed ancora quali sono in dubbio? La Commissione non potrebbe redigere un elenco non esaustivo, aggiornato periodicamente anche sulla base di input come questo?



Research Area

Tasse Aereoportuali

EX tassa di sicurezza sui bagagli da stiva (introdotta con D.M. 14 mar 03)

- o FN IVA sui tre corrispettivi indicati sopra
- FR tassa aviazione civile, incassata dallo Stato: finanzia il funzionamento dell'amministrazione dell'aviazione civile e della pianificazione del territorio
- o HB addizionale comunale (introdotta dalla legge 350 del 24 dic 03 e pari a €1,00)
- o IT tassa d'imbarco (reiterata da ultimo con D.M. 14 nov 00)
- o VT tassa di controllo sui bagagli a mano (introdotta con D.M. 5 lug 99 e pari a €1,81)
- XT tassa di sicurezza e di difesa dell'ambiente, riscossa dallo Stato: finanzia le misure di sicurezza, come il controllo dei passeggeri e dei bagagli, o ancora la protezione contro gli incendi
- YQ codice unico per costi di sicurezza/assicurazione e carburante (ovvero le famigerate *crisis surcharge* e *fuel surcharge*)
- YR corrispettivo del servizio di vendita (varia a seconda del canale di vendita)
- o MJ passenger service charge Italy
- o QX passenger service charge France
- o CH Airport passenger security Switzerland
- o BR tassa d'imbarco Brasiliana
- AY Passenger civil aviation security service USA
- o US Transportation tax USA
- o GB Air passenger duty United Kingdom
- o UB Passenger service charge
- o JD Transportation tax





Topics discussed?

- The context
- Audit tools
 - Cost methodology certification
 - On-the-spot auditing
- General concepts & Frequent findings
- The audit cycle (including implementation of audit results and extrapolation)
- How to handle an auditor
- Questions (and answers?)

