EXTEND

Project Management Plan

Deliverable 6.3. - Project management plan and structures

December 2017

Project Management Plan

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1. Management Principles

The present project management plan requires special emphasis to be put on the management of multi-disciplinary activities in order to ensure the plan meets the overall objectives of the EXTEND project, with the right balance between rigor and flexibility and giving room to innovation and creativity. Every work package needs to have a very clear implementation strategy and a well-defined relationship with all other work packages.

Therefore; the main objective of the project management plan is to ensure that all project-related tasks are performed successfully and according to the established contractual requirements. Key features for successful project management are as follows:

- management structure that is suitable to the complexity of the project;

- efficient communication within each of the partner institutions;

- clear definition of contractual requirements and relationships;

- adequate planning and control procedures;

- comprehensive quality and risk management frameworks.

The structure proposed relies on two basic rules: firstly, the project coordinator will be assigned the responsibility of acting as the sole contact point between the project and the European Commission representative during negotiations and progress monitoring. Secondly, daily management activities will be assigned to the project coordinator as well: *Politehnica University of Bucharest* will be responsible for implementing management practices on a producer-consumer basis with all project partners. The aim of this is to ensure that effective management practices are implemented on all levels of the project – from the coordinator to work package leaders and deliverable leaders.

Each work package is broken down into deliverables and the deliverables. In order to ensure successful project implementation, the structure of the work packages and the tasks included within them have been defined with the aim of minimizing overlap between different activities. This allows to clearly define different responsibilities, roles and objectives for all project resources.

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2. Management by Exception

The present project management plan defines concrete levels of admittance for each project objective to establish limits of delegated responsibility. Management by exception or in other words, the transition structure of the responsible entity in case of problems with the implementation of any project goals or deliverables, provides for very efficient use of project management time on all levels of the project, as it reduces the time burden and ensures control and monitoring mechanisms are present at all times and decisions are made at the right level.

The transition structure can be visualized as follows:

WP Team Member ⟹ WP Leader ⟹ Project Management Board

It means that accountability is established by:

a) delegating responsibility from one management level to the next by setting the following levels of admittance against the objectives for the respective level of the plan:

- **Time:** addition of time on the target completion dates

- **Cost:** overruns of the planned budget

- **Quality:** variations of predefined quality targets

- **Scope:** permissible variation of the planned scope of EXTEND deliverables

- **Risk**: limits on the plan's aggregated risks (e.g. cost of aggregated threats to remain less than 10% of the plan's budget) or limits

b) setting up controls so that if those levels of admittance are forecast to be exceeded, they are immediately referred up to the next management level for a decision on how to proceed

c) putting an assurance mechanism in place so that each management level can be confident that such controls are effective.

In EXTEND the following levels of admittance are defined:

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Time: + 0% / +30%   (fixed review dates/+10 month delay contemplated in Deliverables due to start date of the action)

Cost: + 0%   (fixed EC contribution)

Scope: Deviations possible but need to be explained and accepted by the European Commission

Quality: See Quality Assurance Plan

3. Objectives and Milestones of the Project

The **wider** objective of the EXTEND project is to increase knowledge through research in engineering degree courses. The aims are a high quality educational experience and opportunities for future employment of students in a global context.

The main tasks for the implementation of the project are as follows:

- the development of a comprehensive model and descriptor of the competences of the university teaching staff in engineering disciplines;
- the establishment of a network of Centers of Excellence in Engineering Education (EXTEND centers) offering training courses, methodological research and consultations in teaching engineering disciplines in the Russian Federation and Tajikistan;
- the development of a training program for PhD students and experienced teaching staff in teaching engineering disciplines.

4. Focus on Deliverables

A successful project is **output-oriented** not **activity-oriented**. An output-oriented project is one that agrees and defines the project's outcomes prior to undertaking the activities required to produce them. The set of agreed deliverables defines the scope of the project and provides the basis for planning and control. EXTEND project has already defined the set of deliverables as well as their relation to one another.

A specific focus will be the creation of a common understanding of the deliverables to be produced among all partners and the quality expectations for each of them. This is essential not only because of the large number of partners but also because of the need to unite and

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consolidate different backgrounds and different working cultures. This means the description of the deliverables will be further refined to provide clarity on each deliverable's purpose, composition, derivation, format, quality criteria and quality method. Deliverables are essential as they provide the means to further determine detailed effort estimates, resource requirements, dependencies and activity schedules. Without such a focus, the EXTEND project would be exposed to several major risks such as acceptance disputes, rework, uncontrolled change ('scope creep') and underestimation of acceptance activities.

```
                    ┌─────────────────────┐        ┌─────────────────────┐
                    │ Project Coordinator │ <====> │ European Commission │
                    └─────────────────────┘        └─────────────────────┘
                        │
              ┌─────────────────┐  ┌─────────────────┐
              │ Project Manager │  │     Project     │
              │                 │  │ Management Team  │
              └─────────────────┘  └─────────────────┘
                  │
              ┌───────┐
              │  PMB  │
              └───────┘
```

WP1 Leader	WP2 Leader	WP3 Leader	WP4 Leader	WP5 Leader	WP6 Leader
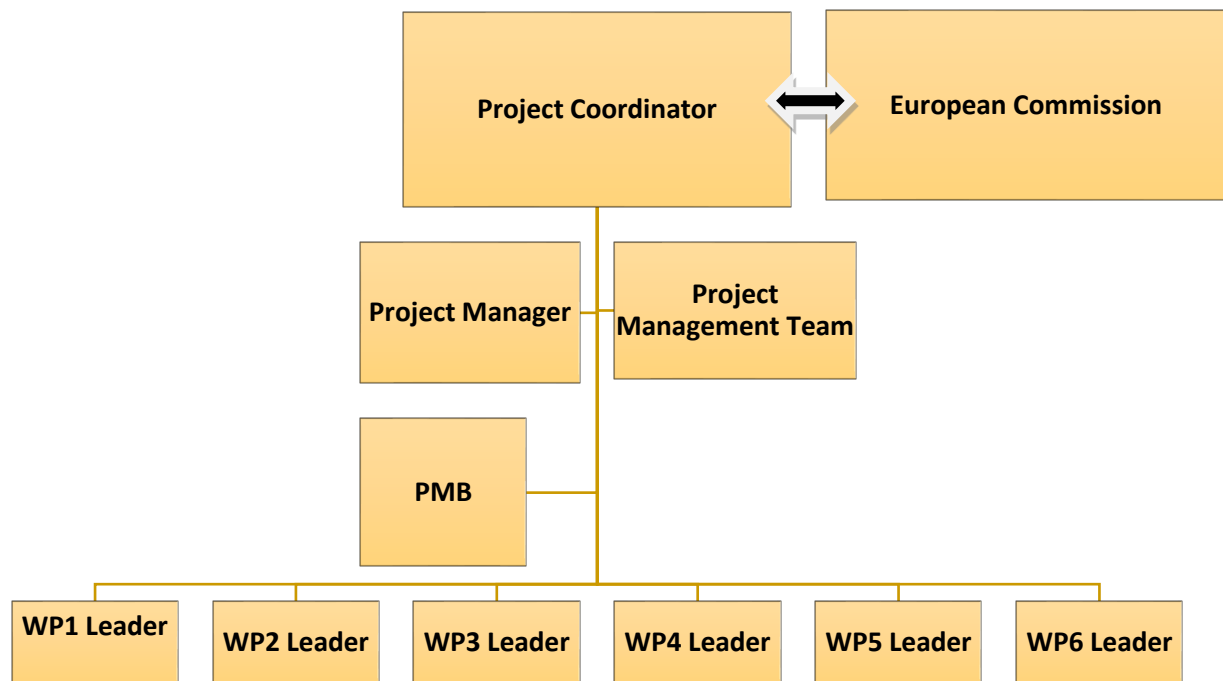
5. EXTEND Partner Composition

The consortium consists of 12 universities:

Four EU Partners:

- *Politehnica University of Bucharest* (UPB), Romania

- *University of Minho* (UM), Portugal

- *Riga Technical University* (RTU), Latvia

- *University of Warwick* (UW), United Kingdom

Four Partners from Russian Federation:

Excellence in Engineering Education through Teacher Training and New Pedagogic Approaches in Russia and Tajikistan (EXTEND) / 586060-EPP-1-2017-1- RO-EPPKA2-CBHE-JP

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- *Bauman Moscow State Technical University* (BMSTU)

- *National Research Mordovia State University* (MRSU)

- *Moscow State University of Civil Engineering* (MGSU)

- *Nosov Magnitogorsk State Technical University* (NMSTU)

Four Partners from Tajikistan:

- *Tajik National University* (TNU)

- *Khujand State University* (KSU)

- *Khulob State University* (KulSU)

- *Technological University of Tajikistan* (TUT)

Certain decisions and rules have been established to ensure the communication with all partners is regular and always up to date, for example:

- to make PMB online meeting on 2nd Monday of every month at 12.00 Brussels time;

- to use Google Drive and Gmail accounts of partners created as a temporary decision until the online platform is set-up for use.

An important part of the project is the dissemination of the ongoing progress and results, hence, the consortium has created a network of publicity officers, each of whom is responsible for publicity, documents for online platforms, materials for uploading online and other dissemination materials. The representatives of each university, who have been selected as the publicity officers, will also have access to the EXTEND project website. One or two people from each University will have this access in order to ensure that the information is coherent and updated regularly. The list of publicity officers of the EXTEND project is as follows:

Institution	Name, Surname	E-mail address
UPB	Maria-Iuliana Dascalu	maria.dascalu@upb.ro
UM	Diana Mesquita	diana@dps.uminho.pt
RTU	Anete Beinarovica	anete.beinarovica@rtu.lv

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	Timo Juhani Turunen	timo-juhani.turunen@rtu.lv
WU	Kathleen Choudhary	k.v.choudhary@warwick.ac.uk
BMSTU	Elena Smirnova	bmstu.smirnova@gmail.com
MGSU	Stefan Shvedov	shvedovsa@mgsu.ru
MRSU	Elena Soldatova	elensold@mail.ru
TUT	Ahror Jafarov	ahrorjafarov@gmail.com
MGSU	Stefan Shvedov	shvedovsa@mgsu.ru
NMSTU	Larisa Orinina	orinina_larisa@mail.ru
TNU	Saugin Boboev	sangin_b@mail.ru
KSU	Timur Karimov	timur-karimov@mail.ru
		karimov-hgu@mail.ru
	Abduhafiz Azizov	aziz-hgu@mail.ru
KulSU	Muzimi Muborak	mmuborak16@gmail.com
TUT	Ahror Jafarov	ahrorjafarov@gmail.com

6. Project Coordinator

The Project Coordinator (PC) is the legal entity acting as the intermediary between the Project Parties and the European Commission. In EXTEND the project coordinator will be *Politehnica University of Bucharest*, represented by Ms. Elisabeth Lazarou.

It is also important to mention that the EXTEND project has two regional coordinators in the Russian Federation and Tajikistan – Mrs. Natalia Vatolkina representing Bauman Moscow State Technical University (BMSTU) in Russia and Mr. Ahror Jafarov representing Technological University of Tajikistan (TUT) in Tajikistan.

The Project Coordinator is responsible for the overall coordination of the project and its external representation. This person is the only contact point with the European Commission. The PC's main role will be to ensure the cohesion of the activities and that the objectives are addressed and achieved. The PC will be assisted by a dedicated Project Coordination Team (PCT).

The Project Coordinator's responsibilities include:

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- to meet and negotiate with the Desk Officer at European Commission who is responsible for the EXTEND project;

- to set up the administrative procedures for the Project;

- to monitor the compliance of all Project Parties under the Grant Agreement and the Consortium Agreement;

- to keep the list of members and other contact persons updated and available (e-mail addresses, Skype names, etc.);

- to draft the agendas for the meetings of the Project Management Board (PMB);

- to prepare the meetings, propose decisions and review the agendas of Project Management Board and Project Coordination meetings, chair the meetings, assure the preparation of the minutes of the meetings and monitor the implementation of decisions made at meetings;

- to implement the decisions taken by the Project Management Board acting on its behalf;

- to transmit documents and information connected with the Project;

- to facilitate the implementation of the Project tasks in general;

- to make day-to-day decisions and implement activities required for a suitable implementation of the Project;

- to provide, upon request, the Parties with official copies or originals of documents which are in the sole possession of the Coordinator when such copies or originals are necessary for the Parties to present claims;

- to coordinate the dissemination of the results of the Project, along with the Members of the PMB;

- to receive and submit requests for amendments and termination at the initiative of the Consortium;

- to implement the daily coordination of the project activities with respect to the agreed Work Plan;

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- to monitor the contents and timely delivery of deliverables and manage the financial contribution of the EC;

- to assess major project deliverables;

- to ensure external liaison and coordination with relevant activities of other EC projects;

- to produce the contractually required reports to the European Commission (including financial statements and related certification);

- to solve disputes on technical matters at the operational and system thread levels; and

- to support the dissemination of project's major findings.

7. Project Management Board

The Project Management Board is the executive body that assists the Project Coordinator for project control and monitoring activities.

Members of the Project Management Board are: the Project Coordinator and one or two people appointed by each of the Project Partner organisations. Parties of the EXTEND consortium are free to replace their PMB representative. Moreover, the appointed members of the PMB might delegate their role temporally or for specific meeting by nominating a representative and communicating this by e-mail to the Project Coordinator.

The list of Project Management Board members in the EXTEND project is as follows:

Institution	Name, Surname	E-mail address
UPB	Elisabeth Lazarou	elisabeth.lazarou@upb.ro
UM	Rui Lima	rml@dps.uminho.pt
RTU	Kārlis Valtiņš	karlis.valtins@rtu.lv
WU	Robin Clark	r.clark.6@warwick.ac.uk
BMSTU	Natalia Vatolkina	ocoletta@yandex.ru
	Elena Smirnova	evsmirnova@bmstu.ru
MGSU	Stefan Shvedov	shvedovsa@mgsu.ru
MRSU	Tatiana Salimova	tasalimova@yandex.ru
NMSTU	Iulia Savinova	savinova_july@mail.ru
TNU	Alla Aslitdinova	aslitdinovaalla@mail.ru

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KSU	Timur Karimov Jamshed Istamqulov Zokirjonovich	timur-karimov@mail.ru karimov-hgu@mail.ru jamzokiri@mail.ru
KulSU	Orzu Orifov	orifov.02orzu@mail.ru
TUT	Ahror Jafarov	ahrorjafarov@gmail.com

The Project Management Board is chaired by the EXTEND Project Coordinator. The Project Management Board defines strategic orientation and performs high level monitoring activities. In particular, PMB will be responsible for:

- monitoring of the overall progress of the project, keeping a close eye on the development of the Work Packages and related Deliverables;

- supervision of all the end-user activities;

- supporting quality assurance and control procedures, as well as providing assessment to PC on effective and continuous risk management;

- revision of project orientation and planning as well as any important change (such as entry of new partner to the consortium, withdrawal of a partner, declaration of a party to be defaulting party, etc.) shall be agreed at this level;

- conflict resolution amongst partners;

- relationship with other relevant projects and initiatives.

8. Work Packages

The activities of the EXTEND project are structured in 6 Work Packages and 17 deliverables:

Deliverable N°	Title	Delivery Date
Work Package 1 – Development of model and professional competences descriptor **Work Package Leader:** *Politehnica University of Bucharest*		
1.1.	Report on monitoring of Russian and Tajikistan practices in teacher training and	01-03-2018

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|	competence enhancement (with focus on teaching engineering disciplines)	
1.2.	Report on study of best European practice in teaching engineering disciplines and teaching staff competence enhancement	01-07-2018
1.3.	Report on monitoring Russian and Tajikistan practices in teaching engineering disciplines	01-03-2019
1.4.	Model and professional competences descriptor of university teaching staff of engineering disciplines	01-03-2019
Work Package 2 – Establishment of Engineering Teaching and Learning Excellence Centers (EXTEND centres) in PCs **Work Package Leader: _University of Minho_**		
2.1.	Centres of Excellence in Engineering Education and Teacher Training (EXTEND centres)	01-11-2018
Work Package 3 – Development of the Project **Work Package Leader: _Riga Technical University_**		
3.1.	Training program in modern teaching technologies for PhD students majoring in engineering disciplines	01-08-2019
3.2.	Training program in modern teaching technologies for university teaching staff of engineering disciplines	01-08-2019
3.3.	Course book on teaching methodologies of engineering disciplines	01-11-2019
3.4.	Report on piloting training programs in modern teaching technologies for PhD students and university teaching staff of engineering disciplines	01-11-2020
3.5.	Study visit of international students teams	31-07-2020

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Work Package 4 – Quality management in EXTEND project		
Work Package Leader: *University of Warwick*		
4.1.	Internal monitoring and quality control	30-06 and 30-12 1st year 30-06 and 30-12 2nd year 30-06 3rd year
4.2.	External monitoring and Final Report	30-06- 2nd year 30-12 2nd year 30-11 3rd year
Work Package 5 – Dissemination and Exploitation in the EXTEND project		
Work Package Leader: *Bauman Moscow State Technical University*		
5.1.	Project on-line platform design and population	01-10-2018
5.2.	Dissemination conferences and final conference	30-12-2020
Work Package 6 – Management of EXTEND project		
Work Package Leader: *Politehnica University of Bucharest*		
6.1.	Project Management Board (PMB) meetings for discussion of annual work plan.	30-12-2020
6.2.	Regular work management in EU, RU, TJK	30-12-2020
6.3.	Project Management Plan and Structures Agreed	15-12-2017

As it has been mentioned before and will be emphasized further in the present Project Management Plan, it is essential for all the project Deliverables to have a clear implementation strategy as well as a connection with one another. Work Package 2 and Work Package 3 represent the essence of the project, hence, it is especially important that all project partners, not only the

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Leaders of the specific Work Packages, contribute to their implementation. The following diagram represents the connection among all work packages in a very simplified and clear way:
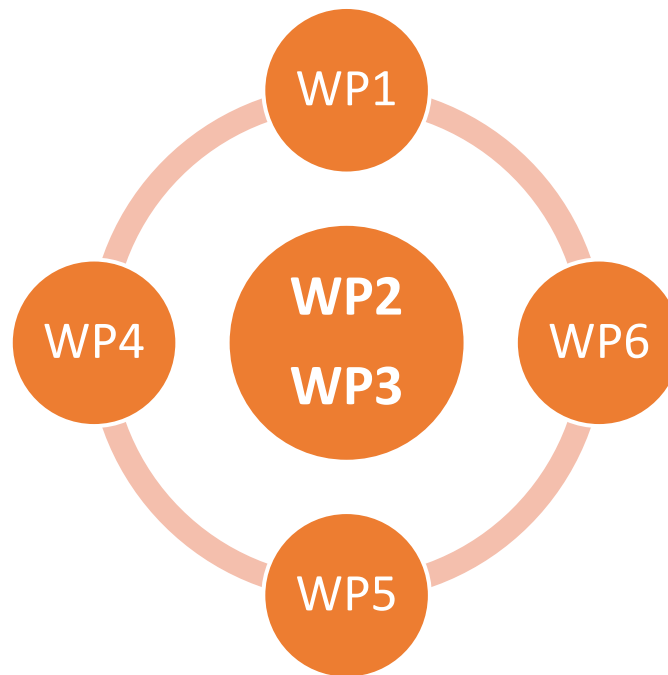
9. Work Package Leader

Each Work Package of the EXTEND project has a definite number of Deliverables and each Deliverable has a Deliverable Leader responsible for the implementation of it. Both Work Package Leaders and Deliverable Leaders have to work very closely and coordinate the activities of the rest of the partners involved to make sure the activities carried out facilitate not hinder the project progress.

The WP Leader is in charge of coordinating the work performed at the level of their WP, thus making sure that WP's technical objectives and deadlines are met. The WP Leader has to report to the Project Coordinator on a periodical basis. It is their responsibility to inform the Project Coordinator with no delay about any risk of a shift in the agreed planning as soon as it is noticed.

WP Leaders ensure timely delivery of WP deliverables within the allocated budget. The WP Leaders' responsibilities include:

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- day to day coordination and leadership and of their WP, including technical planning;

- monitoring of timely WP deliverables and milestones;

- transmission of any documents and information connected with the WP to the partners concerned;

- risk assessment and control by means of adequate tools and with the support of Deliverable Leaders;

- liaising with Deliverable Leaders;

- transmission to Project Coordinator of all the Deliverables produced under their Work Package;

- provision of periodical status reports to the Project Coordinator.

10.   Risk Management Framework

Specific processes have been developed to identify, assess, monitor and act upon risks as they arise during the project. EXTEND risk management is the responsibility of the Project Coordinator (*Politehnica University of Bucharest*) as well as the joint duty of all other project partners. The following risks have been identified for each work package:

Work Package No.	Possible Risks
WP 1	**Development of model and professional competences descriptor**
Risk #1	Conservative approach and unwillingness to introduce new teaching methods by PC university administration and faculty.
Risk #2	The lack of awareness of the ultimate goals and project methodology.
Risk #3	The lack of highly qualified engineering personnel.
WP 2	**Establishment of Engineering Teaching and Learning Excellence Centers (EXTEND centres) in PCs**
Risk #1	Delays in the funding.

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Risk #2	Fluctuations in Euro exchange rate.
WP 3	**Development of the Project**
Risk #1	Lack of understanding of student-centered teaching approach and the skills to employ it of the project partners.
WP4	**Quality management in EXTEND project**
Risk #1	Delays in receiving data from the Consortium.
WP5	**Dissemination and Exploitation in the EXTEND project**
Risk #1	Disagreement regarding media selected.
Risk #2	Poor involvement of stakeholders.
Risk #3	Poor visibility of the project and its results.
WP6	**Management of EXTEND project**
Risk #1	Exchange rate of the Euro could be change dramatically.
Risk #2	Weak cooperation among partner institutions.
Risk #3	Problems in money transfer with consequent delay in activity implementation.
Risk #4	Problems arising from possible different organization, procedures and practices in Higher Education between European, Russian and Tajikistan partners of the project.

The Leader of each Work Package will be in charge of making sure that risks are well identified and controlled. Regular feedback on risks will be made at the Project Management Board level. Each WP manager will be in charge of identifying and controlling risks within his/her WP. Identification of risk will be performed in two phases:

- preliminary identification during the proposal phase and initiation of the project (risks listed in the table above);

- continuous updated list during the development of the project.

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In order to secure the EXTEND objectives and deliverables, the project has set up a Quality Plan within the framework of Work Package 4, that will also contribute to the risk management of the project. The quality management process can be visualized as follows:

Tree-structure documents classification	Periodical coordination meetings	WP/SWP/ Task responsible
Progress Reports each 4 months	Templates	Add document updates, if required, through annexes
Follow the proposal and technical requirements	Project Coordinator reviews	Nomenclature
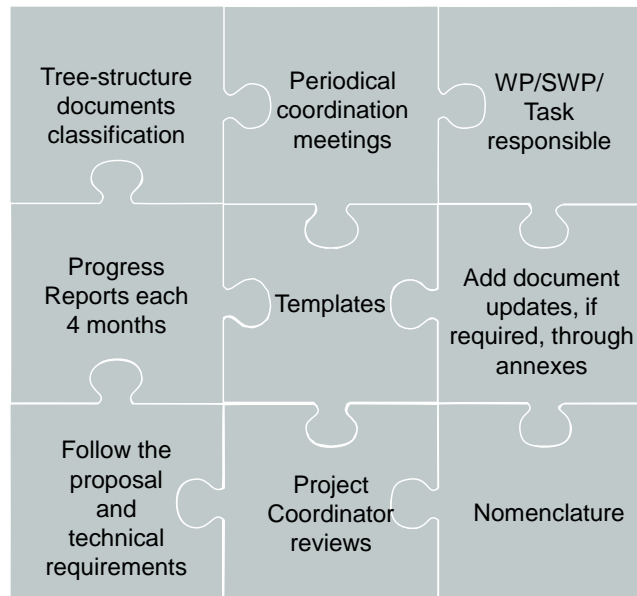
Several important decisions have already been made since the start of the project, namely:

- Mr. Robin Clark, Professor of Aston University, moved to the University of Warwick. Therefore, at the Start-Off meeting in Moscow, it was decided by the consortium to change the Partnership composition. The new partner is the University of Warwick instead of Aston University. The tasks of this partner and the budget remain unchanged.

- At the Start-Off meeting in Moscow it was decided not to draw a Consortium Agreement since all relevant rules in relation to operation and management of the EXTEND project are elaborated in the Partnership Agreements.

The above mentioned disputes were relatively easy to resolve, however, it is necessary to take into account the risk that serious disputes may arise throughout the lifespan of the project and effective measures need be carried out to reach the best possible solution. In case of serious disputes among project partners, conflict resolution procedures will be initiated whereby the coordinator will advise the Project Management Board that it will have to meet in emergency session (face-to-face or via online communication tools) to discuss the conflict and reach a

resolution. The Consortium believes that any conflicts should be resolved as quickly as possible so that within 21 days of notification by the Coordinator of the requirement for an emergency procedure, the Project Management Board will have to meet in session. The meeting will attempt to achieve full consensus on the resolution of the issue. If full consensus is not possible, the majority vote will be taken to determine what resolution should be implemented. In circumstances of persistent and serious conflict that may jeopardize the continuation of the project, the Project Management Board will consider its options such as involving the EC Desk Officer of the EXTEND project, seeking external advice followed by a review of the situation and the advice in emergency session for a collective decision in order to implement a final remedy of the issues involved.

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11.   Templates and Logos

1. Logos

Whenever dissemination materials of the project are produced, the following logos need to be used along with the logos of specific partner universities that are involved in the project:

EXTEND project logo	EXTEND
"Co-funded by the Erasmus+ Programme of the European Union" logo – version 1	Co-funded by the Erasmus+ Programme of the European Union
"Co-funded by the Erasmus+ Programme of the European Union" logo – version 2	Co-funded by the Erasmus+ Programme of the European Union

The logos found in the table above are essential for the recognition of the project and act as a promotion tool of EXTEND as well as other initiatives co-funded by the Erasmus+ Programme and the European Union in general, hence, their usage is mandatory for the dissemination of the project.

2. Templates

Reporting within the project requires the usage of specific templates that have been designed for different purposes:

- STAFF COST PAYMENT PROOF (**ANNEX I**)

- JOINT DECLARATION (**ANNEX II**)

- INDIVIDUAL TRAVEL REPORT for travel costs and costs of stay (**ANNEX II**)

- PROJECT TIMESHEET (**ANNEX IV**) – *Example of the Excel file* "Project Timesheet"

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STAFF COST PAYMENT PROOF

Ref. No. 586060 ….
Project No. 586060-EPP-1-2017-1-RO-EPPKA2-CBHE-JP
The reference number must correspond to the progressive numbering indicated in the financial statements of the final report

Name: ...
Staff Category: ...
Address: ....
Period: ....
Work: Refer to attached timesheet
Worked day: ... days
Unit cost: ... Euro
Total payment: ... Euro
Paid by: EXTEND project

Place, Date

Signature and stamp of the Institution   Signature of the Staff member

_____   _____

JOINT DECLARATION

Ref. No……….……………..……   **Project No. …………..……….**

The reference number must correspond to the progressive numbering indicated in the financial statements of the final report

FROM   ....

Hereinafter "the Institution"*

AND   Name: ....

Address: ....

....

Hereinafter "the Staff member"*

THE INSTITUTION AND THE STAFF MEMBER HEREBY CERTIFY THAT:

1. The Institution is a member of the partnership for the above-mentioned project.
2. The Staff member is either:
   - employed by the Institution and is part of its payroll system   YES/NO

                      or
   - a natural person ** assigned to the project on the basis of a contract against payment   YES/NO
3. The Institution and Staff member agree that the Staff member has worked on this project and performed the following duties during the project's eligibility period.

	dd/mm/yy		*dd/mm/yy*
FROM		**TO**	

Please describe the outputs produced (short overall indication since detailed information has to be given in the accompanying time-sheet):

……

……………………………………………………………………….. ....

4. Please complete the following information.

Staff category (Manager / Researcher, Teacher, Trainer / Technician / Administrative staff)	
Country of the Institution	
Number of days worked and charged to the project (according to time-sheet)	

5. This declaration does not alter in any way the employment conditions/assignment already existing between the Institution and the Staff member and is established solely for the purpose of justifying the Staff costs that the Institution will charge to the *Erasmus+ Capacity Building in Higher Education* grant.

Done in ....   Date ....

Name………………………………………………

Function……………………………………………

Institution ....   Staff member name…………..............................

Signature and Stamp of the Institution   Signature of the Staff member

The declaration must be signed by the person concerned, then signed and stamped by the person responsible in the Institution where this person worked for the project. The Institution must be a member of the partnership.

*** A natural person (individual) can be assigned to the action also on the basis of e.g. a civil contract, a free-lance contract, an expert contract, a service contract with self-employed person ("in house consultant) or a secondment to the Institution against payment. The costs of such natural persons working under the action may be assimilated to the costs of personnel, if:*

(i) the person works under conditions similar to those of an employee (in particular regarding the way the work is organised, the tasks that are performed and the premises where they are performed);and

(ii) the result of the work belongs to the Institution (unless exceptionally agreed otherwise); and

(iii) the costs are not significantly different from the costs of staff performing similar tasks under an employment contract within the institution

ANNEX III - INDIVIDUAL TRAVEL REPORT for travel costs and costs of stay

To be filled in by each participant
In case of circular/multiple travels, please fill in separate Individual Travel Reports.

Ref. No……….…………….…………Project No. …………..……………..……
The reference number must correspond to the progressive numbering indicated in the financial statements in the final report

---

(1) PERSONAL DATA

Surname: .... Forename: ....

Nationality: …………………………………………………………………………………………………….

Home institution: ....

Staff position/student year of study at home institution: ....

(2) TYPE OF ACTIVITY *(Tick as appropriate)*

STAFF

☐	Teaching/training assignment
☐	Training and retraining purposes
☐	Updating programmes and courses
☐	Practical placements in companies, industries and institutions
☐	Project management related meetings
☐	Workshops and visits for result dissemination purposes

STUDENTS

☐	Study period
☐	Participation in intensive courses
☐	Practical placements, internships in companies, industries or institutions
☐	Participation in short term activities linked to the management of the project

(3) DETAILS OF THE TRAVEL

PERIOD*	From (Depart date) *(dd/mm/yy)*	To (Return date) (dd/mm/yy)
PLACE OF DEPARTURE**	HOME INSTITUTION ………………………………………………………. COUNTRY……………..……………….. CITY…………………………………...	
PLACE OF DESTINATION/ LOCATION OF ACTIVITY	HOST INSTITUTION ………………………………………………………. COUNTRY……………..……………….. CITY……………………………..	
TRAVEL DISTANCE***	Km ……………………………..	

*Please indicate period of travel from departure to return to place of origin
** If different from Home institution please enclose authorisation from the Agency
****Travel distance in Km (One-way travel using distance calculator:http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm)*
from place of departure to location of activities

(4) DETAILS OF THE ACTIVITY

DATES *(excluding travel)*	From (date):………………………… To (date): ……………………………..

DESCRIPTION OF ACTIVITY(IES) PERFORMED *(brief description of the activities performed)*
……
……
……
……
……
……

SIGNATURE OF THE PARTICIPANT

I hereby declare that I have been carrying out the above-mentioned activities.

Date:………………………………………... Signature: …………………………………….

Annex IV – PROJECT TIMESHEET

	Clipboard		Font		Alignment		Numb
	M27		f_x				

PROJECT TIMESHEET

	A	B	C	D	E	F	G
4	Project number	586060-EPP-1-2017-RO-EPPKA2-CBHE-JP (2017-3009 / 001-001)					
5	Surname:	Valtins					
6	First name:	Karlis					
7	Institution:	Riga Technical University (RTU)					
8	Country:	Latvia					
9	Position:						
10	Staff Category:	Manager					
11							
12	Year	Period	Staff Category	Number of days	Work Package	Description of tasks performed and outputs produced	Ref. No.
13	2017	19.12-22.12	Manager	4	Preparation	Participation to the kick-off meeting in Moscow and follow-up	P3_SC_KV_01
14				0			
15			Total days	4			

Signature of staff member