Financial Technology and digital innovation to modeRnise and develop cUrricula of VietnameSe and Philippines UniversiTies

Project № 610256-EPP-1-2019-1-IT-EPPKA2-CBHE-JP

DEV. 7.1
MANAGEMENT HANDBOOK

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20/02/2020	1	/
24/03/2021	2	Change of the leadership of the WP6 moved from P11 Ho Chi Minh City Open University to P8 Fintech Philippines Association. Remarks at page 17.

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Acronyms

GA – Grant Agreement

PA – Partnership Agreement

EC – European Commission

KoM – Kick-off Meeting

PML– Project Manager Leader

PMT - Project Management Team

SC – Steering Committee

WP – Work Package

WPL – Work Package Leader

QA&ET - Quality Assurance and Evaluation Team

HEI – Higher Education Institution

EU – European Union

VN – Vietnam

PH – Philippines

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Abstract

The Project Management Handbook corresponds to the Deliverable 7.1 of Work Package 7 (WP7) – Management. WP7 aims to ensure an optimal coordination and management of TRUST project, guaranteeing the effective implementation of the project activities.

The handbook is intended to support the partnership in the effective and efficient administration, procedural and financial management of the project. It outlines project implementation procedures, structures and coordination and sets out key responsibilities for engagement and interaction during the project's lifetime. It is intended to support the achievement of project objectives, the effective management of partner progress and the timely delivery of project results.

The Project Management Handbook describes the following aspects of the project:

- The Key documents

- The consortium and work packages

- Management and decision-making structure

- Internal Communication

- External Communication

- Project work plan, deliverables and milestones

- Financial rules

- Reporting procedures

Finally, the handbook includes a list of annexes to be used by partners to monitor and report their activities.

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1. Introduction

The purpose of the Project Management Handbook is twofold. First, it is a reference document for Consortium partners containing the main information of the day-to-day project management and providing links to further information where required. In addition, the document outlines the standard procedures the TRUST consortium will implement when delivering project reports and other deliverables, including the use of agreed procedures and templates where relevant.

The handbook can be updated whenever necessary. The implementation of the project activities at all levels follows rules and regulations set by the EC in a hierarchical order (please check the pyramid below), however for the avoidance of any doubts we hereby state that the Grant Agreement and Partnership Agreement take precedence over this document. These official documents can be found on the TRUST google drive common folder: https://drive.google.com/drive/folders/1DLBJc9fjuWKG4S6L6Q7LvtI1IS40aPff

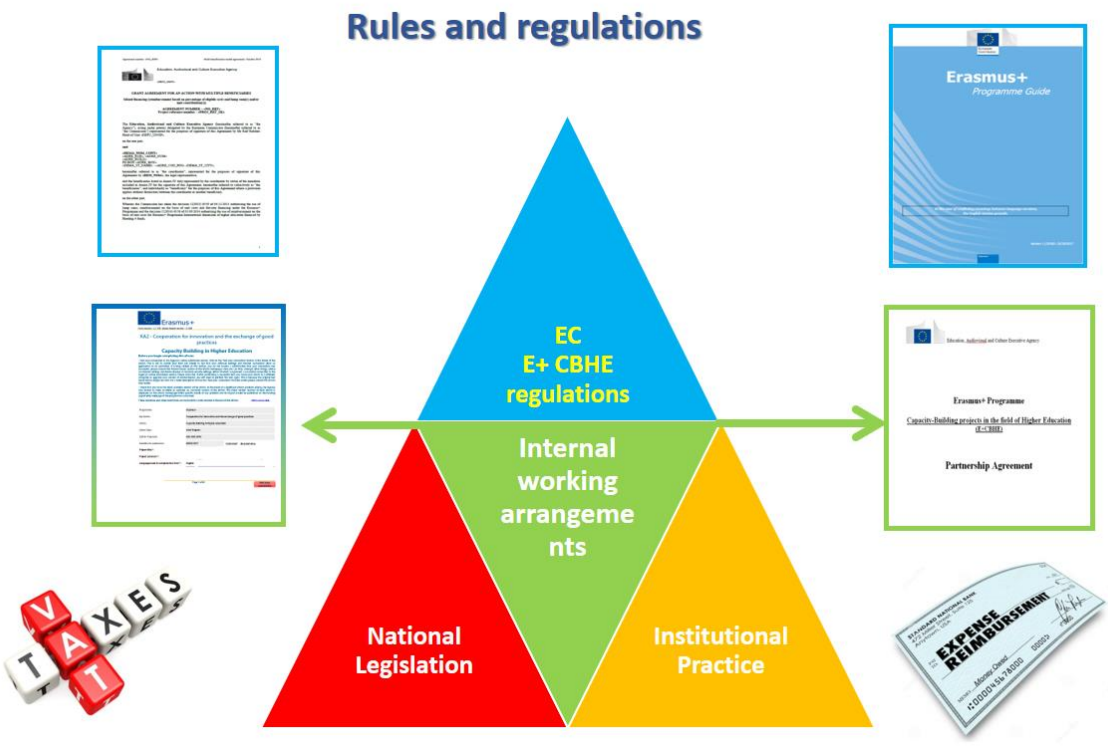

Figure 1. Rules and regulations

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1.1. Consortium

The consortium includes four EU partners of programme countries: three Universities (IT, UK, RS) and one FinTech start up (IT). From Vietnam and Philippines the consortium includes three universities each partner country, and one FinTech Association of Philippine.

TRUST project is in line with the HEIs' of programme and partner countries goal to strengthen their position as a research-led provider of professional/vocational education, enriching the academic curricula, with the emergent Industry 4.0 topics and new skills and professional profiles, to enhance the employability of its graduates.

For the project undertaken it is also pivotal the role of the Startups Fintech and companies of the Financial Industry services for the mapping of the training needs of the Financial services labour market, as well as the designing/implementing of the new master in Fintech and the modernised masters in Business & Economics. The Fintech Startups/association provided key information on the equipment to purchase and consequently training contents to include in the master programmes and in the training of trainers.

Here below the project partners and the main contacts for each organization.

Partner	Institution name / acronym	Role	Main Contacts
P1	Università Degli Studi Guglielmo Marconi - USGM	Project Coordinator	Arturo Lavalle a.lavalle@unimarconi.it Susanna Correnti (Quality Assurance and Evaluation Team) s.correnti@unimarconi.it Ilaria Reggiani (Quality Assurance and Evaluation Team) i.reggiani@unimarconi.it Renzo Linsalata r.linsalata@unimarconi.it Alessandro Gennaro a.gennaro@unimarconi.it Gianfranco Vento g.vento@unimarconi.it
P2	Glasgow Caledonian University - GCU	Partner	Dane Lukic Dane.Lukic@gcu.ac.uk Thomas Peschken Thomas.Peschken@gcu.ac.uk Colin Milligan (Quality Assurance and Evaluation Team) Colin.Milligan@gcu.ac.uk Madhusudan Acharyya

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P6	Saint Louis University - SLU	Partner	Roberto M. Arguelles (Quality Assurance and Evaluation Team) bobbyarguelles937@gmail.com rmarguelles@slu.edu.ph Asuncion Gacayan Nazario agnazario@slu.edu.ph Cecilia Aspuria Mercado camercado@slu.edu.ph
P7	Mapúa University / Malayan Educational System, Inc. – MAPUA / MESI	Partner	Delia B. Senoro (Quality Assurance and Evaluation Team) dbsenoro@mapua.edu.ph Marthinson M. Villanueva MMVillanueva@mapua.edu.ph Rex Aurelius C. Robielos RACRobielos@mapua.edu.ph

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P8	Fintech Philippines Association - FPA	Partner	Jove I. Tapiador (Quality Assurance and Evaluation Team) jove@fintechph.org, j.tapiadoropc@gmail.com; Sheryll Cerezo sheryll@fintechph.com
P9	University of Economics and Business of Vietnam National University – UEB-VNU	Partner	Le Trung Thanh (Quality Assurance and Evaluation Team) ltthanh@vnu.edu.vn Đinh Thị Thanh Vân vttu@vnu.edu.vn Minh Do Minh.nn.do@gmail.com
P10	Hue College of Economics Hue University - HCE	Partner	Tran Van Hoa (Quality Assurance and Evaluation Team) tvhoa@hce.edu.vn Truong Tan Quan ttquan@hce.edu.vn Pham Xuan Hung pxhung@hce.edu.vn
P11	Ho Chi Minh City Open University - HCMCOU	Partner	Pham Ha (Quality Assurance and Evaluation Team) ha.p@ou.edu.vn Quan Le Thai Thuong quan.ltt@ou.edu.vn Nguyen Thi Thu Trang trang.ntth@ou.edu.vn Doan Ho Dan Tam tam.dhd@ou.edu.vn Nguyen Thi Ly ly.nt@ou.edu.vn Le Duy Khanh khanh.ld@ou.edu.vn

Table 1. Consortium members

1.2. Work packages

The work plan consists of 7 work packages (WPs), classified into common "horizontal" activities involving all partners (WP5, 6, 7), and "vertical" activities that regroup expert partners in the different sub-domains (WTs) (WP 1, 2, 3, 4).

WP1 – Mapping the current capacities of HEIs and the labour market needs of the Financial Services Industry in Vietnam and Philippines. Mapping of current capacities at Vietnamese and Philippines HEIs (scoping study/ field work research: qualitative/quantitative data -

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questionnaire); mapping the labour market needs of the financial Services Industry in Vietnam and Philippine (field work research: qualitative data - interview).

WP2 – Development & accreditation of the Master in Financial Technology and the modernised masters of Business and Economics. Designing and development of the new master in Financial Technology in collaboration with FinTech start up/representatives of the Financial Services Industry + Accreditation of the new master degree in Financial Technology in Vietnam and Philippines; designing and developing of the new modules for the updating of the MBA master/ or other masters in Business and Economics in collaboration with FinTech start up/representatives of the Financial Services Industry; designing and setting up of the e-learning platform (including contents uploading).

WP3 – Knowledge exchange and training of HEIs staff. Arranging of study visits at Vietnamese and Philippines HEIs to knowledge exchange and training of professors/researchers/ managers; purchase of equipment; training of trainers in distance modality.

WP4 – Implementation of the Master in Financial Technology and the modernised masters of Business and Economics. Promotion of the new / updated masters and selection of the students in Vietnamese and Philippines HEIs; implementation of the Master in Financial Technology (workshops and on line learning) to students in collaboration with FinTech start up/representatives of the Financial Services Industry; implementation of the masters modernised to students in collaboration with FinTech start up/representatives of the Financial Services Industry.

WP5 – Quality Assurance & Evaluation. Drafting of the Quality Assurance & Evaluation plan (including evaluation of project management, key outcomes, external evaluation of main project outputs); implementation of the Quality Assurance & Evaluation plan (Subcontracting: external evaluation); evaluation of the New master in Financial Technology and the modernised masters of Business and Economics (pre-post questionnaire submitted to students).

WP6 - Dissemination and Exploitation. Drafting of the Dissemination & Exploitation Plan; designing, development and delivering of promotional products; arranging of Dissemination and Exploitation Events; creating and implementing of an online TRUST community; designing, setting up and maintenance of the project Website and social media pages.

WP7 - Project Management. Drawing up of the Management Handbook and Signing of Partnership Agreements; organising and participating in project management meetings: Kick-Off meeting, face-to-face and virtual consortium meetings; preparing and presenting technical and financial reports (six monthly financial internal reporting + annual reporting to the EC).

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Each work package is structured as a series of finite, effective and well-defined tasks resulting in a work plan that clarifies dependencies between tasks, partners and work packages. Each work package addresses a clearly specified and coherent set of tasks, allowing it to deliver key results to dependent work packages. This structure ensures that project management functions are clear and verifiable.

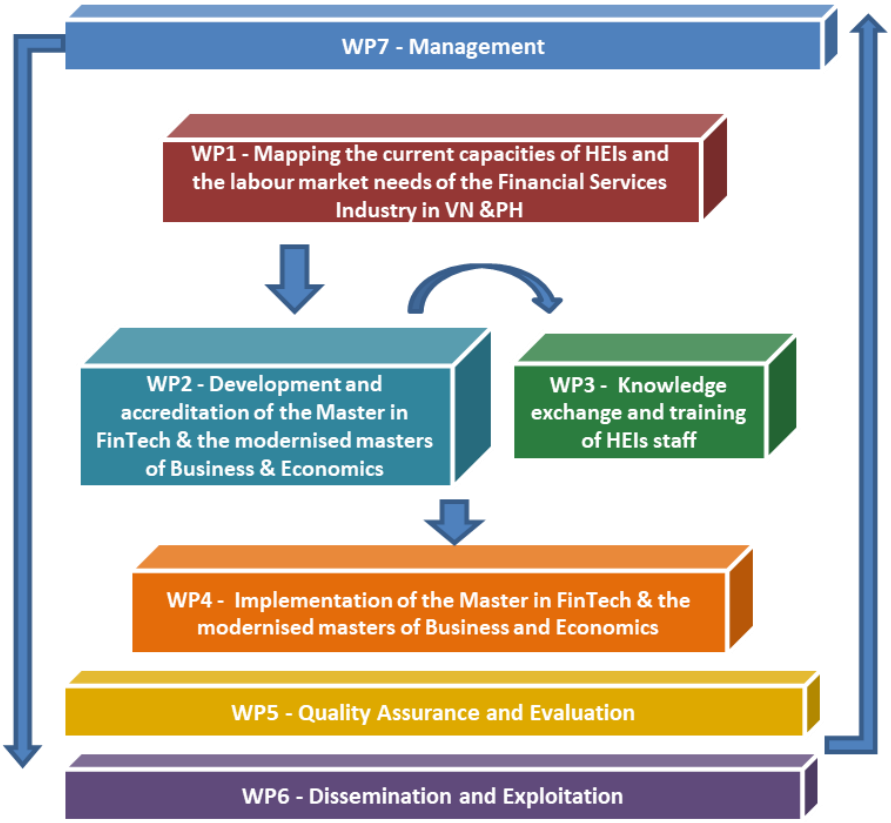

Figure 2. TRUST Structure of Work Packages (WPs)

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2. Project management

2.1. Project management structure

The goal of the TRUST management procedures is to optimize resources in terms of budgetary, strategic and technical efficiency. The Consortium consists of a relatively large number of partners spread across EU, VN & PH from Higher Education Institutions and companies/association representatives of the Fintech industry. The project Decision Making Structure includes as internal decisional and control organisms the **Steering Committee (SC)** and **WP Leaders (WPL**). In collaboration with the SC the **Quality Assurance & Evaluation Team (QA&ET)** is in charge of monitoring the project progress and assure the products/process evaluation. Moreover, the **Project Management Team (PMT)** is formed from:

- Project Management Leader (and its Deputy if necessary),
- Steering Committee Representative, and its Deputy,
- Project Secretary/ administrative staff (and its Deputy if necessary), and
- Researchers / teachers.

The Project Management Team will be responsible for ensuring implementation of the project activities in order to achieve the project's objectives. Project Secretaries /administrative staff are responsible for administrative part of the project and preparation of internal reporting. Each partner is equally and independently responsible for assigned activities, money use and reporting to the Project Management Leader, that have responsibility for the local management. The detailed management structure is shown in the graph below.

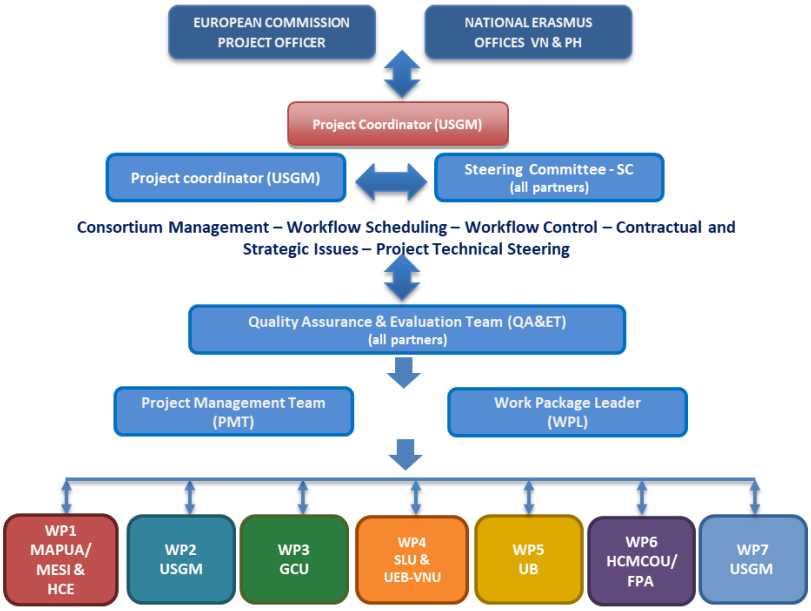

Figure 3. TRUST Decision Making Structure

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The project can be successful only if effective and efficient project management structures and procedures are implemented and project ground rules are agreed among all partners. This section describes the scientific and organizational management of the project, the project bodies as well as the major procedures for decision-making and project management that will be set up and implemented in TRUST.

The project management structure is concerned with the following main issues:

- The accomplishment of the scientific and technological objectives of the project.
- The accomplishment of all technical targets, such as the punctual delivery with the requested quality within the given budget limits.
- The overall management and synchronization of all activities of the work packages.
- The management and administration of all EC requirements.

2.2. Steering Committee

It consists of one top-level appointed delegate from each partner for strategic decision taking. A representative of each partner chairs the Steering Committee (SC) which reviews the workplan and finally validates it. Decisions are agreed following the unanimity rule; if not possible the majority rule will be applied. Each partner has one seat and one vote in the SC creating joint responsibility and ownership. The Coordinator (P1) has a veto power for major changes to the workplan or the budget complying with the Agency rules.

The SC will be mainly responsible for:

1. the definition of overall project strategy;
2. fulfilling the Agency requirements pertaining to preparation of progress and financial reports;
3. deciding on long-term exploitation plans;
4. conflict resolution within the consortium, under chairing of the project coordinator;
5. technical coordination and decision-making (assessment of the technical work, interchange of technical information amongst partners, submission of deliverables, etc.); and
6. risk management.

In urgent cases, the SC may take decisions through the Project Coordinator consulting with all members via teleconference and/or via e-mail, phone, etc. Such decisions must be ratified by an ordinary meeting. The SC is also responsible of conflicts resolution. In case of conflicts arising in the consortium the following steps will be considered: the parties will try to resolve the conflict issue amicably between them with the mediation of the project manager; if this attempt fails the question will be brought to the first scheduled meeting of the SC, or in case

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of urgency, of the SC will be called for by the project manager, upon request of at least two partners; the question will be discussed within the project meetings, and the project manager will try to solve it by consensus; if consensus cannot be reached, a vote will take place, according to the rules which the SC will give itself during its first meeting.

The Steering Committee Representatives from all partner institutions will review the activities and decide on any necessary contingency measures in reorganization tasks and resources – as usual with a strong focus on the project impact.

In the table below names of representatives of the SC each project partner.

Partner	Institution name / acronym	Role	SC main representative name	SC deputy name
P1	Università Degli Studi Guglielmo Marconi - USGM	Project Coordinator	Arturo Lavalle	Susanna Correnti
P2	Glasgow Caledonian University - GCU	Partner	Dr Dane Lukic	Thomas Peschken
P3	University of Belgrade - UB	Partner	Ivanka Popović	Sladjana Benković
P4	Deus Technology - DT	Partner	Gaia Roselli	Alberto Rastelli
P5	University of Cebu - UC	Partner	Yolanda Sayson	Ofelia Mana
P6	Saint Louis University - SLU	Partner	Roberto M.Arguelles	Cecilia A. Mercado
P7	Mapúa University / Malayan Educational System, Inc. – MAPUA / MESI	Partner	Delia B. Senoro	Marthinson M. Villanueva
P8	Fintech Philippines Association - FPA	Partner	Jove Trapiador	Sheryll Cerezo
P9	University of Economics and Business of Vietnam National University – UEB-VNU	Partner	Van Dinh	Thanh Le
P10	Hue College of Economics Hue University - HCE	Partner	Tran Van Hoa	Hung Phạm Xuân
P11	Ho Chi Minh City Open University - HCMCOU	Partner	Pham Ha	Le Duy Khanh

Table 2. TRUST Steering Committee members

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2.3. Project Coordinator – USGM

The Project Manager has the overall responsibility for the running of the project, ensuring delivery to time, cost and required quality. He has a major involvement throughout the duration of the project, being responsible for delivery of the overall project objectives through:

- definition and implementation of the management framework (structure and procedures) to be adopted throughout the project, and the maintenance of detailed work plans;
- coordination at consortium level of the management, technical and quality activities of the project, ensuring co-operation among partners, anticipating and managing potential conflicts;
- Project Reporting and coordination of management material, managing change control and provision of appropriate guidelines for each of the participants;
- coordination of cost statements and certificates on financial statement.

The PC collects, monitors and integrates financial and administrative data from the partners every nine months, and prepares the technical and financial data for submission to the EACEA (Technical Implementation Report and Financial Statement).

The PC works in close consultation with the other members of the SC and handles all operational relations with the Agency. He works closely with the project's partners to ensure that the TRUST objectives are achieved.

2.4. Work Package Leaders and Managers

Each Work package is under the responsibility of the **WP Leader (WPL)** to oversee the work process. WP1 and 4 due to their long duration and efforts is co-leaded by a Vietnamese & a Philippines partner. The WP Leader organises, in coordination with the participating partners and other Work Package leaders, the detailed schedule of the Work package and it is in charge of the realization in due time of the project deliverables and milestones related to the WP.

Meetings of the Work package team will be called by the Work package Leader as often as needed for ensuring an effective work progress, to solve work matters and other related issues; however, electronic conferencing facilities can be used as much as possible to limit travel expenses. Other meetings can be organised at task level by participants involved in the task.

Remarks: From 1st of April 2021 the **leadership of the WP6 Dissemination and Exploitation moved from P11 Ho Chi Minh City Open University to P8 Fintech Philippines Association**.

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This change was anticipated via email to the EACEA project officer who agreed on the proposal. Following this change a small part of the budget was also moved from P11 to P8 (in particular the staff efforts of the Dissemination and Exploitation tasks are reduced).
Among others tasks, the Fintech Philippines Association will be in particular responsible of the TRUST website maintenance with an ongoing updating of contents and an overall graphic / structure improving, as well as the TRUST social networks ongoing updating and management.

The appointed WP Leaders are:

WP	Partner	Institution name / acronym
WP1	**P7 – P10**	Mapúa University / Malayan Educational System, Inc. – MAPUA / MESI & Hue College of Economics Hue University - HCE
WP2	**P1**	Università Degli Studi Guglielmo Marconi - USGM
WP3	**P2**	Glasgow Caledonian University - GCU
WP4	**P6 – P9**	Saint Louis University – SLU & University of Economics and Business of Vietnam National University – UEB-VNU
WP5	**P3**	University of Belgrade - UB
WP6	**P11/ P8**	Ho Chi Minh City Open University - HCMCOU Fintech Philippines Association – FPA (from 01/04/2021 on)
WP7	**P1**	Università Degli Studi Guglielmo Marconi - USGM

Table 3. TRUST Work packages leaders

2.5. Quality Assurance and Evaluation Team

Another internal team is Quality Assurance and Evaluation Team (QA&ET), in charge of quality assurance and evaluation of project products and process, leaded by University of Belgrade (UB) as WP5 leader. The WP5 (M2-M36) Quality Assurance & Evaluation, aims to carry out the evaluation of project process, key outcomes, including external experts for the evaluation of the project main outputs.

QA&ET is in charge of designing/applying measures to guarantee the monitoring of process/products, reporting the work plan progress indicating the necessaries corrective measures to be adopted for the tasks following undertaken. The QA&ET is composed of partner staff and an External Quality Expert(s).

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2.6. File storage

The consortium has decided to use Google drive for file storage and sharing. The drive can be accessed here: https://drive.google.com/drive/folders/1DLBJc9fjuWKG4S6L6Q7LvtI1IS40aPff All partners were added to the project drive. Google drive will be used for sharing working documents, project management information and working documents of deliverables.

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3. Project Work plan and Deliverable submission

The Deliverable author is the responsible for the definition and editing of a deliverable. The author of the Deliverable is included in the document information table. He/she must address potential comments from the reviewers and provide an improved version of the deliverable. Deliverable production and submission follow a set of rules that will be described in the following sub-sections.

3.1. Structure of Deliverables

The template TRUST document template.doc, or successive versions, (ANNEX I) should be used when preparing deliverables. The document should comprise nine parts described as follows:

Part I - Cover Page, it contains the information related to the deliverable, project logo, project title and ref. number and name of the deliverable. The footer will be filled with the Erasmus + logo and disclaimer.

Part II - contains a table with indication of the author of the document, contributions, version and date of release, Work Package N° and title, Deliverable N° and title, Language etc. Partners are requested to fill in the table ensuring that all the information is correctly provided, particularly those appearing in the contract.

Part III -Version History, table reporting the changes made when delivering a new version of the document should be provided. For each version, the author(s) and the related unit, the date, the status of the document and a short description of the changes made are reported.

Part IV - Table of contents, an index of the deliverable contents should be provided.

Part V – Abstract of the document: it contains enough technical information for the readers to become acquainted with the full document without reading it and should be 1 page.

Part VI - Deliverable content and description, this will include the main sections and contents of the deliverable.

Part VII – Final section (if any), it will include a conclusion and references used for the production of the deliverable

Part IX – Annexes (if any), including all information that is relevant to the deliverable with the aim of clarifying the report, that is, all relevant and additional information.

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3.2. Deliverables submission

WP leaders are responsible of their own WP deliverables submission (working in group and collection feedbacks from other partners in charge of the WP undertaken) according to the scheduled work plan and following the description of the deliverable and Work package in the application as minimum requirements. The deliverables as report type must follow the template (Annex I). For other types of deliverables (Events, Service/Product, etc.) it should be provided a brief description following the same report template.

3.3. Project schedule and work plan

The TRUST project started on 15th January 2020 and ends on 14th December 2022. A detailed Project schedule of tasks and their allocation among partners is described within the TRUST work plan (Annex II).

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4. Internal and external communication

4.1. Internal communication

The coordinator and WPs leaders will ensure the proper internal information circulation and the communication with the EC.

Emails

Day-to-day communication will be based on emails. The approach of email communication is that group emails will be sent to all partners, with individual and/or group reminders sent if needed.

Periodical discussions with WP leaders

In order to discuss the progress of the tasks and work plan, USGM will organise periodically discussion online with WPL. WPL could also order up bilateral or group conference calls when they consider necessary.

Project meetings

Plenary and virtual meetings will be organized to discuss on regular basis about the review of the project activities expected and carried out by the Consortium. During the meetings a Steering Committee session will be arranged.

Meetings will be organized as follows:

Kick off meeting in London hosted by P2 GCU – 12 -13 March 2020. Due to the Covid-19 emergency /lockdown it was replaced with three virtual sessions (3, 7 and 10 of April 2020).

2nd project meeting hosted by UB (Belgrade –RS) – October/ November 2020;

3rd project meeting hosted by HBE (Hue –VN) during the Study Visit – February/March 2021;

4th project meeting hosted by USGM (Rome –IT) – July/August 2021;

5th project meeting hosted by SLU (Baguio City –PH) during the Study Visit – December 2021/January 2022;

Final Round Table event and project meeting hosted by UBE-VNU – September/October 2022 (Vietnamese and EU partners);

Final Round Table event and project meeting hosted by MAPUA/MESI – November/ December

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2022 (Philippines and EU partners);

Virtual meetings will be continuously organized.

Due to the Covid19 pandemic most of project meetings will be arranged online.

4.2. External Communication

External communication is considered towards parties outside the consortium, target groups of the project, stakeholders and the EU Project Officer.

The external communication is part of WP4 Dissemination and Exploitation and for which one of the partners (HCMCOU) is responsible. From April 2021 on the leadership of the WP6 moved from P11 Ho Chi Minh City Open University to P8 Fintech Philippines Association.

Communication of project results is an important part of a CBHE project. You will find more information in deliverable D6.1 Dissemination and Exploitation Plan to be fund in the Google Drive folder.

The **project website** is set up for external communication purposes and can be found at www.trustproject.eu. The project website is created with information about the project, its objectives, results, partners and events. The website will include also a link to the Google drive area where all the TRUST internal documents will be shared and stored.

4.3. General requirements

Visibility rules for CBHE project are regulated by Art I.15 of the Grant Agreement. All dissemination materials:

- must display Erasmus+ Logo

Figure 4. Erasmus plus logo

- must include this sentence: "Co-funded by the Erasmus+ Programme of the European Union"
- Must include disclaimer: "This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be

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made of the information contained therein".

For all info and official documents, please check:
https://eacea.ec.europa.eu/about-eacea/visual-identity_en

http://ec.europa.eu/dgs/education_culture/publ/graphics/beneficiaries_all.pdf

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5. Financial rules

TRUST is a 36-month LASTING project. The budget of costs has been developed on the basis of three main classes of project activities, basically divided into management, core actions and support activities (which include dissemination).

The eligible costs regard the personnel expenditure, the material and components purchased for the project implementation and the travel costs fulfilled for the project activities. Some services will be outsourced through sub-contracting.

All the procedures and issue must strictly follow the contents of the Grant Agreement nr. 20189 – 2088 /001 -001 Project ref. nr. 610256-EPP-1-2019-1-IT-EPPKA2-CBHE-JP and the signed Partnership Agreement.

5.1. Financial overview and rules

The grant is calculated on the basis of *Actual costs* for the budget headings *Equipment* and *Subcontracting*, and of *Unit Costs* for the budget headings *Staff* costs, *Travel* costs *and Costs of stay*. Cost eligibility period: 15/01/2020 – 14/01/2023. Here below the TRUST Budget Overview.

	BUDGET
STAFF	**€ 327,784.00**
MAN	*€ 45,077.00*
RES	*€ 239,878.00*
TEC	*€ 21,120.00*
ADM	*€ 21,709.00*
TRAVEL	**€ 184,890.00**
STAY	**€ 91,800.00**
SUBCONTRACT	**€ 64,100.00**
EQUIPMENT	**€ 203,400.00**
	€ 871,974.00

Table 4. TRUST budget overview

5.2. Actual costs

Financial reporting for budget items based on actual costs (**equipment**, **sub-contracting**) will be based on the principle of the **expenses actually incurred** which will need to be duly documented.

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(I) ***Equipment:*** *This budget heading may be used to support the purchase of equipment on the condition that such equipment is directly relevant to the objectives of the project.*

Equipment is intended exclusively for the Partner Country Higher Educations which are included in the partnership where it must be installed as soon as practically possible after the start of the project.

Considering the particular nature of the Capacity Building action under the Erasmus+ programme, the total purchase cost of the equipment will be considered and not the equipment's depreciation. Therefore, equipment costs will be reimbursed on the basis of the eligible costs actually incurred.

Equipment could include, for example, (e-)books and periodicals, fax machines, photocopying machines, computers and peripherals (including notebooks/laptops and tablets), software, machines and equipment for teaching purposes, laboratory supplies (teaching purposes), video-projectors (hardware) and video presentations (software), television sets, installing/setting up of communication lines for internet connection, access to databases (libraries and electronic libraries outside the partnership) and clouds, equipment maintenance, insurance, transport and installation costs.

The approved budget already includes a list of equipment. In case a partner intends to modify some of the items, it should produce a **letter with the comparative list of the old and the new equipment and the reasons why this is needed for the project**. This should be approved by the Executive Agency before proceeding with the equipment purchase.

(II) ***Sub-contracting:*** *Subcontracting is intended for specific, time-bound, project-related tasks which cannot be performed by the Consortium members themselves.*

Typical activities which may be sub-contracted (provided they are not carried out by beneficiaries' staff) are: Evaluation activities and auditing (Certificate on the Financial Statement), IT courses, Language courses, Printing, publishing and dissemination activities, Translation services, Web design and maintenance, Logistic support for the organisation of events, etc.

Sub-contracting initially not foreseen in the budget will need prior **written authorisation from the Agency during project implementation**.

Subcontracting must be done on the basis of a contract, which should describe the specific task being carried out and its duration. It must include a date, project number and the

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signature of both parties.

For both **equipment and sub-contracting costs**:

- When the threshold of EUR 25.000 is exceeded and below EUR 134.000, documentation on the tendering procedure and three quotations from different suppliers.
- When the threshold of EUR 134.000 is exceeded, documentation on the tendering procedure applied according to national legislation.

5.3. Unit costs

A unit cost is a fixed contribution which is multiplied by the specific number of units to cover the costs linked to the implementation of a specific activity or task.

Financial reporting for budget items based on unit costs (contribution to **staff costs**, **travel costs** and **costs of stay**) will be based on the principle of the **"triggering event"** Beneficiaries will have to prove that the activities have been actually and properly implemented and/or that the expected output(s) have been produced but they will *not* have to *justify the level* of spending.

(I) ***Staff costs:*** *This budget heading contributes to the cost of staff for all beneficiaries when they are performing tasks which are directly necessary to the achievement of the objectives of the project.*

The existence of a formal contractual relationship between the employee and the beneficiary institutions is required.

Each unit cost corresponds to an amount in Euro per working day per staff.

The calculation of staff costs is based on 3 variables: staff category, country, number of days.

a) Category (Managers, Researchers/Teachers/ Trainers, Technical, Administrative). The category corresponds to the **nature of work performed**, **not to the status** of an individual.

b) Country in which staff is employed, independently of where tasks are executed.

c) Number of days proportioned to the work carried out

(II) ***Travel costs:*** *The grant contributes to the travel of staff and students involved in the project, from their place of origin (home institution within the partnership) to the venue of the activity and return (including visa fee and related obligatory insurance, travel insurance and cancellation costs if justified).*

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For each participant, the grant is calculated by applying for each travel the unit cost corresponding to the applicable distance band. Each unit cost corresponds to a fixed amount in Euro per travel per person.

In order to apply the correct unit cost, the beneficiary must identify the travel distance of a one-way travel (from their place of origin - home institution within the partnership - to the venue of the activity) using the distance calculator supported by the European Commission (http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm). The travel distance identified will be used to calculate the corresponding unit cost. Each unit cost applied will contribute to the costs of travel for the round trip, regardless of the expenses actually incurred.

(III) ***Costs of stay:*** *Costs of stay can be reported for staff or students involved in the project for activities taking place outside the city of the participant's home institution. These costs contribute to the subsistence, accommodation, local and public transport such as bus and taxi, personal or optional health insurance.*

In order to apply the correct unit cost, the beneficiary must identify the duration in days of the activity (including the travel from their place of origin to the venue of the activity and vice-versa) and apply the corresponding unit costs (Please check the Programme Guide "Version 1, 2018").

Each unit cost applied will contribute to the costs of stay regardless of the expenses actually incurred.

5.4. Exchange Rates

All transactions must be declared **in EUR** in the Final Report.

Beneficiaries and affiliated entities with general accounts in a currency other than the euro must convert costs incurred in another currency into euros at the average of the daily exchange rates published in the C series of the Official Journal of the European Union, determined over the corresponding reporting period (available at http://www.ecb.europa.eu/stats/exchange/eurofxref/html/index.en.html). If no daily euro exchange rate is published in the Official Journal of the European Union for the currency in question, conversion must be made at the average of the monthly accounting rates established by the Commission and published on its website (http://ec.europa.eu/budget/contracts_grants/info_contracts/inforeuro/inforeuro_en.cfm), determined over the corresponding reporting period. Article I.4.6 of the Grant Agreement.

The applicable rates for TRUST project correspond to the average rate in the reporting period, as follow:

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Reporting period 1 = month 1 (15 January 2020) to month 18 (14 June 2021)
Reporting period 2 = month 1 (15 January 2020) to 36 (14 January 2023) = the whole project eligibility period.

5.5. Taxes

Any expenditure including VAT, duties and charges (such as customs and import duties) are not eligible unless the coordinator can provide an official document from the competent authorities proving that the corresponding costs cannot be recovered.
VAT can only be claimed if it cannot be recovered by a beneficiary. If VAT is claimed under the project, in case of sampling of supporting documents the Agency/Auditor will request an official document from national tax authorities stating that the institution concerned can not recover VAT
Within the framework of an Erasmus+ Capacity Building project all equipment purchased and any provision of services in a non-EU Member State can be exempt from taxes (including VAT).

List of supporting documents

The following supporting documents must be submitted with the periodical reports. *All invoices should include the translation of main items into **English**.*

Equipment	Invoices Bank statements Tendering procedure for expenses exceeding 25.000€ Proof that the equipment is recorded/included in the inventory of the institution.
Subcontracting	Subcontracts Invoices Bank statements Tendering procedure for expenses exceeding 25.000€ Tangible outputs/products

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Staff	Joint declaration for each person involved *(in case one person covers more than one role, one Staff convention per figure must be submitted for the same person)* (Annex IV) A Copy of the formal *employment contract* which proves an existence of a formal contractual employment relationship between the employee and the employer (beneficiary organization) *Summary employment contract / salary confirmation* (English) (Annex III) *Time-sheets* (attached to each staff convention). They must indicate the following: – the project reference – the name of the person performing the tasks, his/her position and the staff category – the institution and the country where the person is employed – the number of days worked for the corresponding month and year – the description of the tasks performed, the outputs produced and the related work package. *(in case one person covers more than one role, timesheet file per figure must be submitted for the same person)* (Annex IV) Any material evidence allowing to verify that the declared workloads correspond to actual activities/outputs; Copy of the pay-slips / bank statement as an evidence that the costs are really paid; Statement from the beneficiary's accounting department for all the charges paid by the employer such as social security contributions and related costs according to Country legislation.
Travel and Costs of Stay	A duly filled-in Individual Travel Report (Annex IV) Supporting documents: – travel tickets, boarding passes with points of departure and destination, dates and name of the person travelling; – hotel invoices and receipts; – proofs of attendance in meetings and/or events - agendas, list of participants, tangible outputs/products, minutes of the meetings – a document from the beneficiary organization or bank statement approving that the money for Travel Costs and Cost of Stay are really received by the person or reimbursed (Expenses report and/or reimbursement request confirming the receipt of money by the involved person) .

Table 5. TRUST list of supporting financial documents

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6. Reporting procedure

Over the course of the project a Progress Report and a Final report must be submitted to the EACEA. The former will be submitted at the project mid-term stage (30 days after M18) and one at the concluding stage of the project (60 days after M36). General reporting principles will be as follows:

- USGM will request WPL to report on their WP;
- WPL will prepare inputs for the periodic report by collecting inputs from their WP team members;
- USGM will combine all this information into a coherent report.

In addition, three mid-term internal reports will be arranged around every 6 months. The plan for all reports is as follows:

- M13 covering the period M1-M13 -14/01/2021
- *M18 covering the period M1-M18 (corresponding to the progress report) – 14/17/2021*
- M25 covering the period M18 - M25 – 14/01/2022
- M31 covering the period M26 – M31 – 14/07/2022
- *M36 covering the period M1- M36 (corresponding to the final report) – 14/01/2023*

6.1. Internal Mid-term reports

An **Internal report on project implementation** and quality recommendations (WP5) is compiled periodically in order to monitor project technical progress. As part of the quality tasks UB (University of Belgrade) is also responsible (together with the project coordinator) of collecting data on the project progress and of providing partners the necessary feedbacks to assure the undertaken of the project tasks according to the scheduled timing. When necessary it will be put in place actions to mitigate eventually delays in the tasks undertaken.
This internal periodical report should be a brief summary of the technical work completed as well as a brief explanation for any deviations.
Moreover, in the occasion of the progress and final report the project coordinator provides a template (based on the official EACEA's Technical Implementation Report). WP leaders are responsible to gather all information about the technical progress in their WP from their WP team members and compile a WP report before sending it to the coordinator. The coordinator consolidates the provided information and sends the complete report to the consortium for review. This will not be sent to the EACEA.

Periodical **financial reporting** (Cost Certification reporting) is also required from each partner.

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The process of handing in the financial overview goes as follows:

1) The project coordinator provides an Excel template (Financial statement- Annex VII): a preview can be found on Google drive a month before the deadline;

2) This template should be filled out by all the consortium partners. This excel sheet provides the coordinator with valuable information needed for monitoring purposes and management reporting;

3) The coordinator consolidates the provided information and sends the complete report to the consortium for review. Again, it will not be sent to the EACEA.

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7. List of Annexes

Annex I TRUST document template

Annex II TRUST Work Plan

Annex III TRUST Summary employment contract / salary confirmation

Annex IV TRUST Joint Declaration, Template timesheet, Individual Travel Report

Annex V TRUST Financial Statement

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ANNEX I
TRUST DOCUMENT TEMPLATE

Financial Technology and digital innovation to modeRnise and develop cUrricula of VietnameSe and Philippines UniversiTies

Project № 610256-EPP-1-2019-1-IT-EPPKA2-CBHE-JP

DEV.N.
TITLE

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DELIVERABLE DESCRIPTION	
Deliverable number and name	Dev. N Title
Due date	Month N
Work Package	WPN
Author	Name and Surname (Partner Acronym)
Reviewers	/
Language	English
Approved by	All partners
Version	N.

Document history

Issue date	Version	Comments

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Abstract

Text text text

1. Title of the chapter

Text text text

text text text

text text text

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Annex II
TRUST Work Plan

		FIRST YEAR (2020)												SECOND YEAR (2021)												THIRD YEAR (2022)											
1	**[PRE] Mapping of current capacities of HEIs and training needs of Financial Services industry in Vietnam and Philippines**	15/1	15/2	15/3	15/4	15/5	15/6	15/7	15/8	15/9	15/10	15/11	14/1	15/1	15/2	15/3	15/4	15/5	15/6	15/7	15/8	15/9	15/10	15/11	15/12	15/1	15/2	15/3	15/4	15/5	15/6	15/7	15/8	15/9	15/10	15/11	15/12
1.1	Mapping of current capacities at Vietnamese and Philippines HEIs (scoping study/ field work research: quali/quantitative data - questionnaire)			EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH																									
1.2	Mapping the labour market needs of the financial Services Industry in Vietnam and Philippine (field work research: qualitative data - interview)						EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH																									
	OUTPUTS																																				
D1.1	Report on current capacities at Vietnamese and Philippines HEIs											♦																									
D1.2	Report on training needs of Financial Services industry in Vietnam and Philippines											♦																									
	milestones																																				
M1	*Milestone: drafting of the Report on current capacities at Vietnamese and Philippines HEIs*											M1																									
M2	*Milestone: drafting of the Report on training needs of Financial Services industry in Vietnam and Philippines*											M2																									
2	**[DEV] Development & accreditation of the Master in Financial Technology and the modernised masters of Business and Economics**	15/1	15/2	15/3	15/4	15/5	15/6	15/7	15/8	15/9	15/10	15/11	15/12	15/1	15/2	15/3	15/4	15/5	15/6	15/7	15/8	15/9	15/10	15/11	14/1	15/1	15/2	15/3	15/4	15/5	15/6	15/7	15/8	15/9	15/10	15/11	15/12
2.1	Designing/development of the new master in FinTech in collaboration with FinTech start up/ representatives of the Financial Services Industry + master Accreditation in VN and PH											EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH												
2.2	Designing and developing of the new modules for the updating of the MBA master/ or other masters in Business and Economics in collaboration with FinTech start up/representatives of the Financial Services Industry																		EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH											
2.3	Designing and setting up of the e-learning platform (including contents uploading)																		EU	EU	EU	EU	EU	EU	EU											
	OUTPUTS																																				
D2.1	Master in Financial Technology accredited																								♦												
D2.2	MBA master and/or other masters of Business and Economics modernised																								♦												
D2.3	TRUST E-learning platform																								♦												
	milestones																																				
M3	*Milestone: Accreditation of the Master in FinTech in Vietnam and Philippines*																								M3												
M4	*Milestone: Development of the course modules to modernise the MBA master/ or other masters in Business & Economics*																								M4												

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Annex II
TRUST Work Plan

3	[DEV] Knowledge exchange and training of HEIs staff	15/1	15/2	15/3	15/4	15/5	15/6	15/7	15/8	15/9	15/10	15/11	15/12	15/1	15/2	15/3	15/4	15/5	15/6	15/7	15/8	15/9	15/10	15/11	14/1	15/1	15/2	15/3	15/4	15/5	15/6	15/7	15/8	15/9	15/10	15/11	15/12
3.1	Arranging of study visits at Vietnamese and Philippines HEIs to knowledge exchange and training of professors/researchers/ managers														EU/ VN/ PH	EU/ VN/ PH								EU/ VN/ PH	EU/ VN/ PH											
3.2	Purchase of equipment														VN/ PH	VN/ PH	VN/ PH	VN/ PH																		
3.3	Training of trainers in distance modality																		EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH											
	OUTPUTS																																				
D3.1	Study visits at Vietnamese & Philippines HEIs														VN (HCE)									PH (SLU)												
D3.2	Software purchased																	♦																		
D3.3	Training of trainers in distance modality																								♦											
	milestones																																				
M6	*Milestone: HEIs staff trained*																								M5											
4	[DEV] Implementation of the Master in Financial Technology and the modernised masters of Business and Economics	15/1	15/2	15/3	15/4	15/5	15/6	15/7	15/8	15/9	15/10	15/11	15/12	15/1	15/2	15/3	15/4	15/5	15/6	15/7	15/8	15/9	15/10	15/11	15/12	15/1	15/2	15/3	15/4	15/5	15/6	15/7	15/8	15/9	15/10	15/11	15/12
4.1	Promotion of the new / updated masters and selection of the students in Vietnamese and Philippines HEIs																					VN/ PH	VN/ PH	VN/ PH	VN/ PH	VN/ PH											
4.2	Implementation of the Master in Financial Technology (workshops & on line) to students in collaboration with FinTech start up/representatives of the Financial Services Industry																									VN/ PH	VN/ PH	VN/ PH	VN/ PH	VN/ PH	VN/ PH	VN/ PH	VN/ PH	VN/ PH	VN/ PH	VN/ PH	VN/ PH
4.3	Implementation of the masters modernised to students in collaboration with FinTech start up/representatives of the Financial Services Industry																									VN/ PH	VN/ PH	VN/ PH	VN/ PH	VN/ PH	VN/ PH	VN/ PH	VN/ PH	VN/ PH	VN/ PH	VN/ PH	VN/ PH
	OUTPUTS																																				
D4.1	Enrolled students in the master in Financial Technology and the modernised masters of Business and Economics in Vietnam and Philippines HEIs																									♦											
D4.2	Students thesis (Master in Financial Technology)																																				
	milestones																																				
M6	*Milestone: Students selected in Vietnam and Philippines HEIs*																									M6											
5	[QP] Quality Assurance & Evaluation	15/1	15/2	15/3	15/4	15/5	15/6	15/7	15/8	15/9	15/10	15/11	15/12	15/1	15/2	15/3	15/4	15/5	15/6	15/7	15/8	15/9	15/10	15/11	15/12	15/1	15/2	15/3	15/4	15/5	15/6	15/7	15/8	15/9	15/10	15/11	15/12
5.1	Drafting of the Quality Assurance & Evaluation plan (including evaluation of project management, key outcomes, external evaluation of main project outputs)		EU	EU																																	
5.2	Implementation of the Quality Assurance & Evaluation plan (Subcontracting: external evaluation)				EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH
5.3	Evaluation of the New master in Financial Technology and the modernised masters of Business and Economics (pre-post questionnaire submitted to students)																						EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH										EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH

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Annex II
TRUST Work Plan

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Annex II
TRUST Work Plan

7	[MAN] Project Management	15/1	15/2	15/3	15/4	15/5	15/6	15/7	15/8	15/9	15/10	15/11	15/12	15/1	15/2	15/3	15/4	15/5	15/6	15/7	15/8	15/9	15/10	15/11	15/12	15/1	15/2	15/3	15/4	15/5	15/6	15/7	15/8	15/9	15/10	15/11	15/12
7.1	Drawing up of the Management Handbook and Signing of Partnership Agreements	EU/ VN/ PH	EU/ VN/ PH																																		
7.2	Organising and participating in project management meetings: Kick-Off meeting, face-to-face and virtual consortium meetings	EU/ VN/ PH	EU/ VN/ PH	EU/ VP	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH	EU/ VN/ PH
7.3	Preparing and presenting technical and financial reports (periodical financial internal reporting + annual reporting to the EC; internal monitoring of project implementation)								EU/ VN/ PH	EU/ VN/ PH			EU/ VN/ PH	EU/ VN/ PH					EU/ VN/ PH	EU/ VN/ PH					EU/ VN/ PH	EU/ VN/ PH					EU/ VN/ PH	EU/ VN/ PH				EU/ VN/ PH	EU/ VN/ PH
OUTPUTS																																					
D7.1	Management Handbook		♦																																		
D7.2	Minutes of the meetings		UK								RS									IT														VN (VNU)	MAPUA/MESI)	
D7.2	Technical and financial reports									♦				♦						♦						♦						♦					♦

Summary of project milestones:

M1	*Milestone: drafting of the Report on current capacities at Vietnamese and Philippines HEIs*	month 10
M2	*Milestone: drafting of the Report on training needs of Financial Services industry in Vietnam and Philippines*	month 10
M3	*Milestone: Accreditation of the Master in Financial Technology in Vietnam and Philippines*	month 22
M4	*Milestone: Development of the course modules to modernise the MBA master/ or other masters in Business & Economcs*	month 22
M5	*Milestone: HEIs staff trained (WP3)*	month 22
M6	*Milestone: Students selected in Vietnam and Philippines HEIs (WP4)*	month 23
M7	*Milestone: evaluation of the New master in Financial Technology and the modernised masters of Business and Economics delivered to students in Vietnam and Philippines (WP5)*	month 36

DISTRIBUTION OF PARTNER TASKS

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		PARTNERS										
		P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11
		IT	UK	RS	IT	PH	PH	PH	PH	VN	VN	VN
		Guglielmo Marconi University	Glasgow Caledonian University	University of Belgrade	Deus Technology	University of Cebu	Saint Louis University	Mapua University/ Malayan Educational System, Inc.	Fintech Philippines Association	University of Economics and Business of VNU	Hue College of economics	Ho Chi Minh City Open University
	ACRONYM	USGM	GCU	UB	DT	UC	SLU	MAPUA/ MESI	FPA	UEB-VNU	HCE	HCMCOU
	LEADERSHIP	WP2,7	WP3	WP5			WP4	WP1		WP4	WP1	WP6
1	**[PRE] Mapping of current capacities of HEIs and training needs of Financial Services industry in Vietnam and Philippines**	Leaders: MAPUA/MESI & HCE										
1.1	Mapping of current capacities at Vietnamese and Philippines HEIs											
1.2	Mapping the labour market needs of the financial Services Industry in Vietnam and Philippine											
2	**[DEV] Development & accreditation of the Master in Financial Technology and the modernised masters of Business and Economics**	Leader: USGM										
2.1	Designing/development of the new master in FinTech in collaboration with FinTech start up/ representatives of the Financial Services Industry + master Accreditation in VN & PH											
2.2	Designing and developing of the new modules for the updating of the other masters in Business and Economics in collaboration with FinTech start up/representatives of the Financial Services Industry											
2.3	Designing and setting up of the e-learning platform											
3	**[DEV] Knowledge exchange and training of HEIs staff**	Leader: GCU										
3.1	Arranging of study visits at VN and PH HEIs to knowledge exchange and training of professors/researchers/ managers											
3.2	Purchase of software (equipment costs)											
3.3	Training of trainers in distance modality											
4	**[DEV] Implementation of the Master in Financial Technology and the modernised masters of Business and Economics**	Leader: SLU & UEB-VNU										
4.1	Promotion of the new / updated masters and selection of the students in Vietnamese and Philippines HEIs											
4.2	Implementation of the Master in Fintech to students in collaboration with representatives of the Financial Services /Fintech Industry											
4.3	Implementation of the masters modernised to students in collaboration with representatives of the Financial Services /Fintech Industry											
5	**[QP] Quality & Evaluation**	Leader: UB										
5.1	Drafting of the Quality Assurance & Evaluation plan											
5.2	Implementation of the Quality Assurance & Evaluation plan (Subcontracting: external evaluation)											
5.3	Evaluation of the New master in Financial Technology and the modernised masters of Business and Economics											
6	**[D&E] Dissemination and Exploitation**	Leader: HCMCOU										
6.1	Drafting of the Dissemination & Exploitation Plan											
6.2	Designing, development and delivering of promotional products											
6.3	Arranging of Dissemination and Exploitation Events											
6.4	Creating and implementing of an online TRUST community											
6.5	Designing, setting up and maintenance of the project Website and social media pages											
7	**[MAN] Project Management**	Leader: USGM										
7.1	Drawing up of the Management Handbook and Signing of Partnership Agreements											
7.2	Organising and partecipating in project meetings: Kick-Off meeting, face-to-face and virtual consortium meetings											
7.3	Preparing and presenting technical and financial reports (periodical financial internal reporting + annual reporting to the EC; internal monitoring of project implementation)											

active involvement
participation

ANNEX IV
TRUST SUMMARY EMPLOYMENT CONTRACT / SALARY CONFIRMATION

Brief description of the contract between

name of the organization and name of the employee

Name of the Employee:

Employer: please include the name of your organization

Position: please, include the relevant national law/collective job contract

Starting date of the contract: dd/mm/yyyy

Working hours/week:

Type of contract: permanent or temporary

EMPLOYMENT AND SALARY CONFIRMATION FOR THE PROJECT TRUST

I herewith confirm that _____ _____
First name Last name

is working at _____
Name of institution

at the position of _____
Description of position (teacher, professor, administrative staff etc.)

Average yearly gross salary (incl. Taxes and insurance rates): _____ _____
Amount Currency

Average monthly working days (please deduct average holidays and sick leave!): _____
Days

Example for 2013:

Total days per year	365
- weekend days	- 102
- annual leave	- 30
- public holidays	- 10
- average sick leave (statistically per institution)	- 5,5
= Working days per year	= 217,5
Working days per month	18,125
Average working hours per month	145

For the period of: _____ / _____ / _____ - _____ / _____ / _____
Day Month Year Day Month Year

Place: _____
Date: _____ / _____ / _____

Signature and Seal:

ANNEX IV

JOINT DECLARATION,
TEMPLATE TIMESHEET,
INDIVIDUAL TRAVEL REPORT

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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 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

PROJECT TIMESHEET

Project number :	
Surname :	
First Name :	
Institution :	
Country :	
Position :	
Staff Category :	

Year	Month	Number of Days	Work Package	Description of tasks performed and outputs produced

ANNEX V

FINANCIAL STATEMENT

https://docs.google.com/spreadsheets/d/1GVj9YC6LmN6MbS8fk-dIcUPvzybODuWG/edit?usp=sharing&ouid=108580991224257403374&rtpof=true&sd=true

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