

Project Coordination

Anna Gralka – Project coordinator

TU Delft Innovation & Impact Centre

Agenda

- Project coordination team at TU Delft
 - Role of a project coordinator
- What does an EU project look like?
- Project lifecycle
 - Finances and reporting
- Another dimension to project coordination

MENTIMETER

Go to [menti.com](https://www.menti.com)

Have you ever participated in an EU funded project?

- No
- Yes, in a proposal writing / submission
- Yes, as a partner
- Yes, coordinating content
- Yes, coordinating non-content
- Yes, coordinating both





01

Project Coordination Team at TU Delft

Role of a project coordinator

Project Coordination Team @I&IC



Marjan Kreijns
Department manager



Dunja



Anna



Oana



Marc



Danitsja



Eva



Diana



Helma



Marta



Sebastian



Wian



Ilias



Aart



Diana



Gyz



Caroline

Project Coordination Team

The Project Coordination Team at TU Delft Innovation & Impact Centre takes over the **financial**, **legal** and **administrative** tasks of coordination projects such as

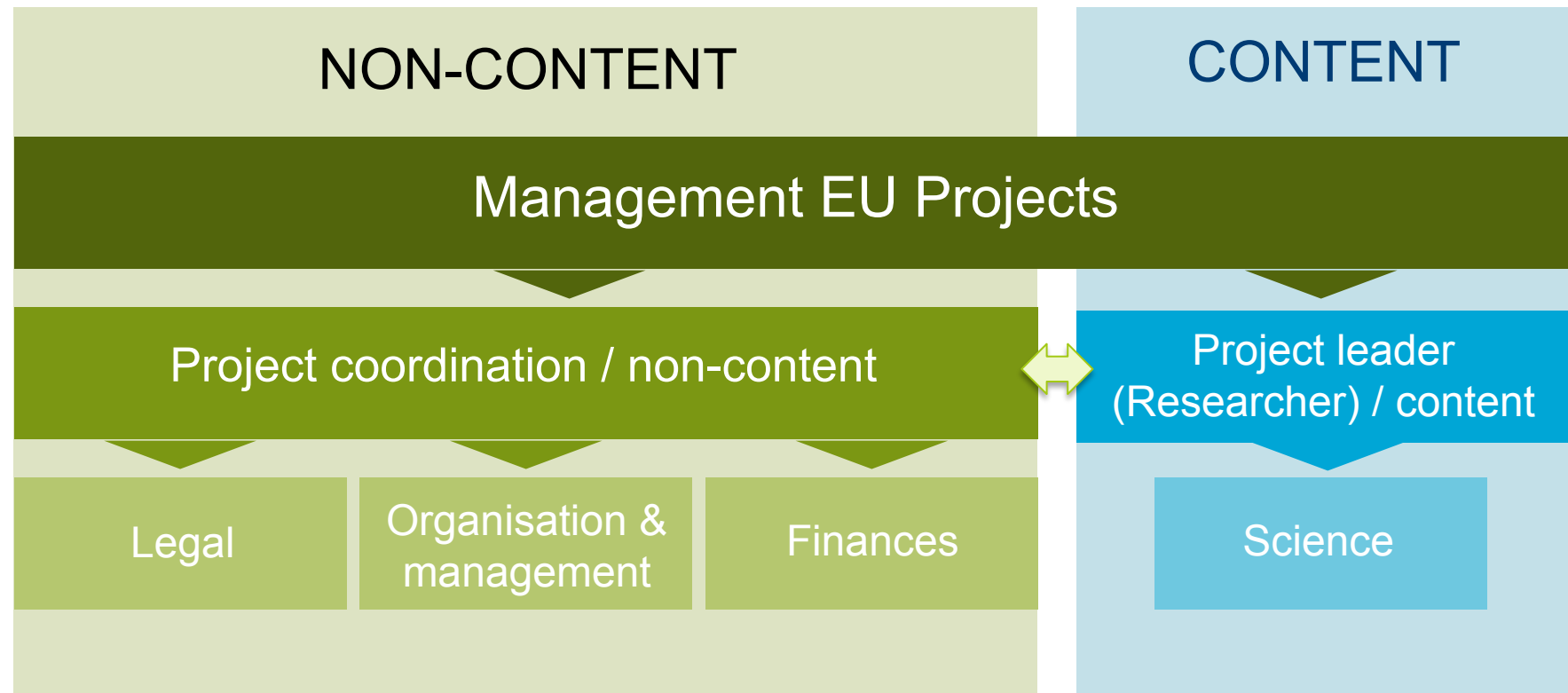
- Internal communication
- Contract negotiations
- Financial, reporting & meeting coordination
- Ethics, open access & data management
- Day-to-day contact with the partners and the funding agency

Programmes:

Horizon 2020, Horizon Europe, EFRO, INTERREG, RVO, NWO, NWA, LIFE



Project Coordination



TU Delft coordination Horizon Europe (2021-2027)

26

PROJECTS

114

SUBMISSIONS

25.0%

SUCCESS RATE

€35M

FUNDING

€1,348K

AVG. FUNDING PER PROJECT

Pick a faculty or project role below to filter the dashboard.

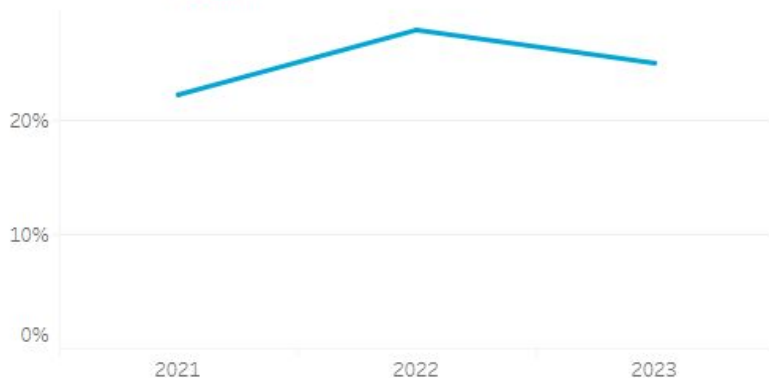
Select Faculty

All

Select TUD Role

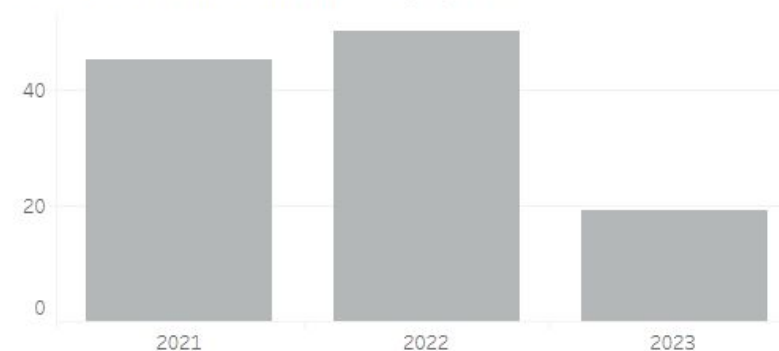
Coordinator

SUCCESS RATE | **Granted** vs. Rejected proposals



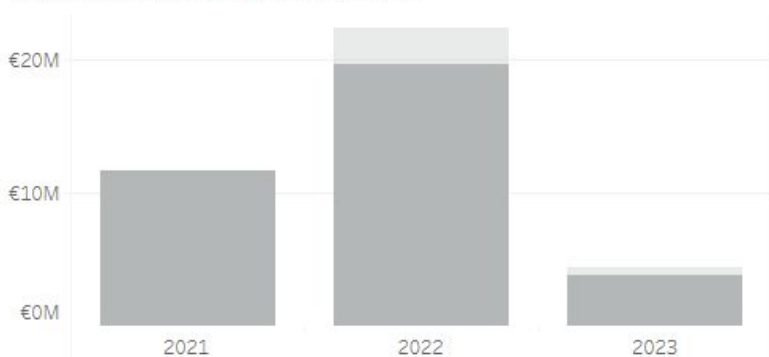
PROPOSALS | Annual Submissions

Hover to see the status of the submitted proposals



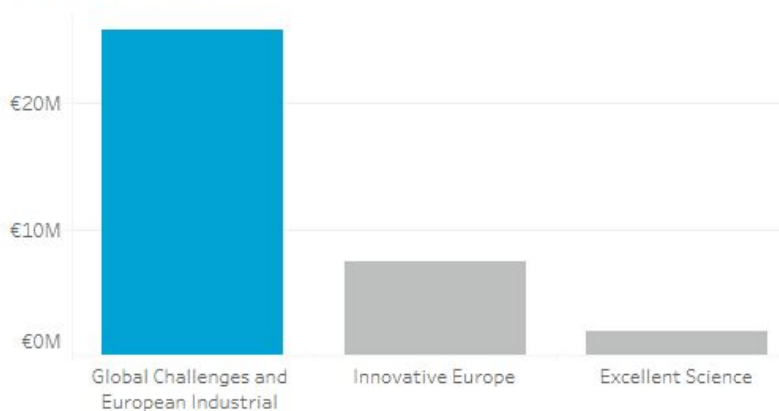
HORIZON EUROPE FUNDING RECEIVED | Transparent area shows expected funding

Hover to see split by **ERC**, non-ERC projects



HORIZON EUROPE FUNDING RECEIVED | Split by Pillar

Hover to see the subareas



For questions regarding this dashboard:



Data Last Updated:
9/1/2023 11:05:41 AM



TU Delft coordination Horizon 2020 (2014-2020)

41

PROJECTS

387

SUBMISSIONS

10.3%

SUCCESS RATE

€42M

FUNDING

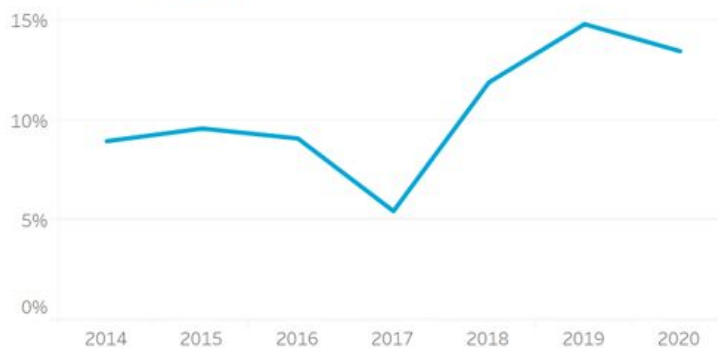
€1,033K

AVG. FUNDING PER PROJECT

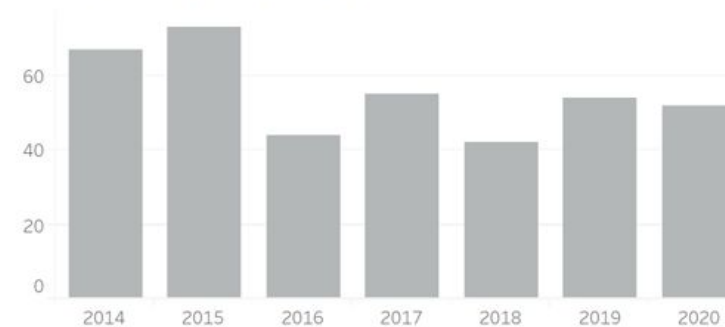
Pick a faculty or project role below to filter the dashboard.

Select Faculty
All

SUCCESS RATE | **Granted** vs. Rejected proposals

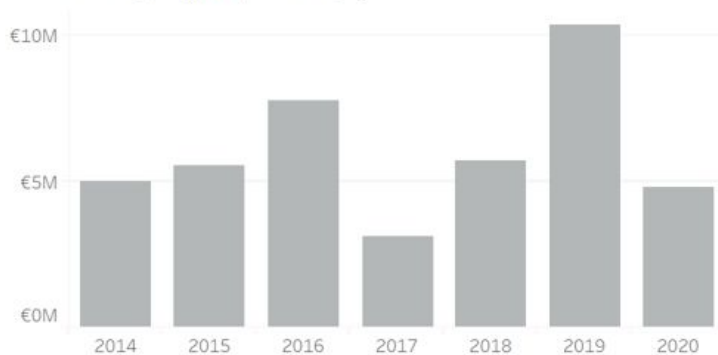


PROPOSALS | Annual Submissions
Hover to see the status of the submitted proposals

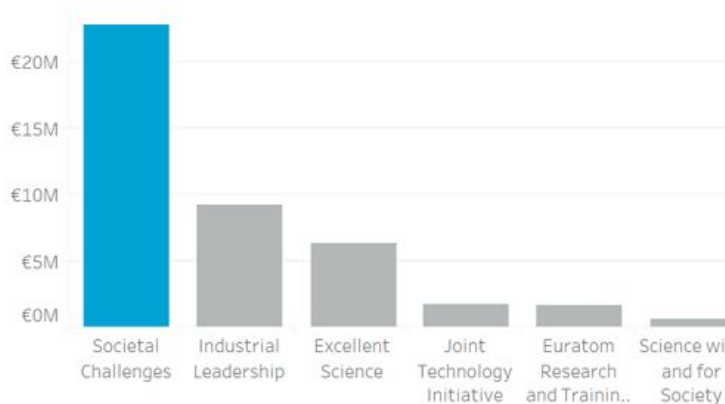


Select TUD Role
Coordinator

H2020 FUNDING RECEIVED | Transparent area shows expected funding
Hover to see split by **ERC**, non-ERC projects



H2020 FUNDING RECEIVED | Split by Pillar
Hover to see the subareas



For questions regarding this dashboard:



Data Last Updated:
1/11/2023 4:31:34 PM

Portfolio (Nov. 2023): 47 running projects

H2020: 07 (still running projects) whereas 3 MSCA –ITN)
HEurope: 16 (whereas 1 CoFund, 1 lumpsum, 1 MSCA-DN)
LIFE: 01
TSI 01 (TSI: Technical Support Instrument)
EFRO: 06 (TUD Coordinator)
Interreg: 03 (TUD Coordinator)
RVO: 03 (2 Missiegedreven Onderzoek, Ontwikkeling en Innovatie (MOOI))
PPP: 01
NWO: 04 (3 NWA-ORC, 1 NWO Roadmap)
PZH: 04
Groeifonds: 01 (via RVO)

Example of projects:

- H2020 RURALIZATION <https://ruralization.eu/>
- HEurope: DUST <https://www.dustproject.eu/>
- HEurope with African partners:
 - EPIC Africa <https://www.epicafrica.eu/>
 - TEMBO Africa <https://temboafrika.eu/>
- NWO Ruisdael: <https://ruisdael-observatory.nl>



02

What does an EU project look like?

YES!!

Ref. Ares(2016)6782881 - 05/12/2016



EUROPEAN COMMISSION
Executive Agency for Small and Medium-sized Enterprises (EASME)
EASME B2 H2020 Environment and resources
Head of Unit

Brussels,
Prof Minerva McGONAGALL
TECHNISCHE UNIVERSITEIT DELFT
STEVINWEG 1
2628 CN DELFT
NETHERLANDS

Subject: Horizon 2020 Framework Programme
Call for proposals: H2020-IND-CE-2016-17 (H2020-CIRC-2016TwoStage)
Proposal: 123456 - UNICORN
Evaluation result letter – GAP invitation letter

Dear Madam/Sir,

I am writing in connection with your proposal for the above-mentioned call.

We are pleased to inform you that the Agency would now like to start the grant preparation

Grant preparation will be based on the following:

1. **Proposal:** 123456 - UNICORN
2. **Topic:** CIRC-01-2016-2017 — Systemic, eco-innovative approaches for the circular economy: large-scale demonstration projects
3. **Type of action:** Innovation action
4. **Project officer:** Pomona SPROUT
Pomona.SPROUT@ec.europa.eu
H2020 Environmental Resources

⚠ Please always use the Participant Portal messaging function (via your Participant Portal account). Do NOT contact the project officer via other means (e-mail, letter).



OH, NO...



EUROPEAN COMMISSION
RESEARCH EXECUTIVE AGENCY

ACTIONS TO BE TAKEN BY YOU AS A COORDINATOR AND BY THE BENEFICIARIES

ADMINISTRATIVE ACTIONS

1. Validation and verification of existence and legal status of beneficiaries

The following beneficiaries do not have yet a validated PIC (Participants Identification Code number):

- SnowWhite limited

ACTION: Please ensure that these beneficiaries submit requested documents as soon as possible. All documents (scanned copies) must be submitted **via the electronic exchange system** (i.e. in the Beneficiary Register of the Funding and Tenders Portal). You can submit documents in any of the official EU languages, however, to facilitate the work of the validation services, you may be requested to provide a free translation in English.

For details on the validation procedure please refer to the Online Manual, session "Register in the Participant register"

http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/applying-for-funding/register-an-organisation_en.htm

The documents which must be submitted are listed in Section 3.2 'List of documents'.

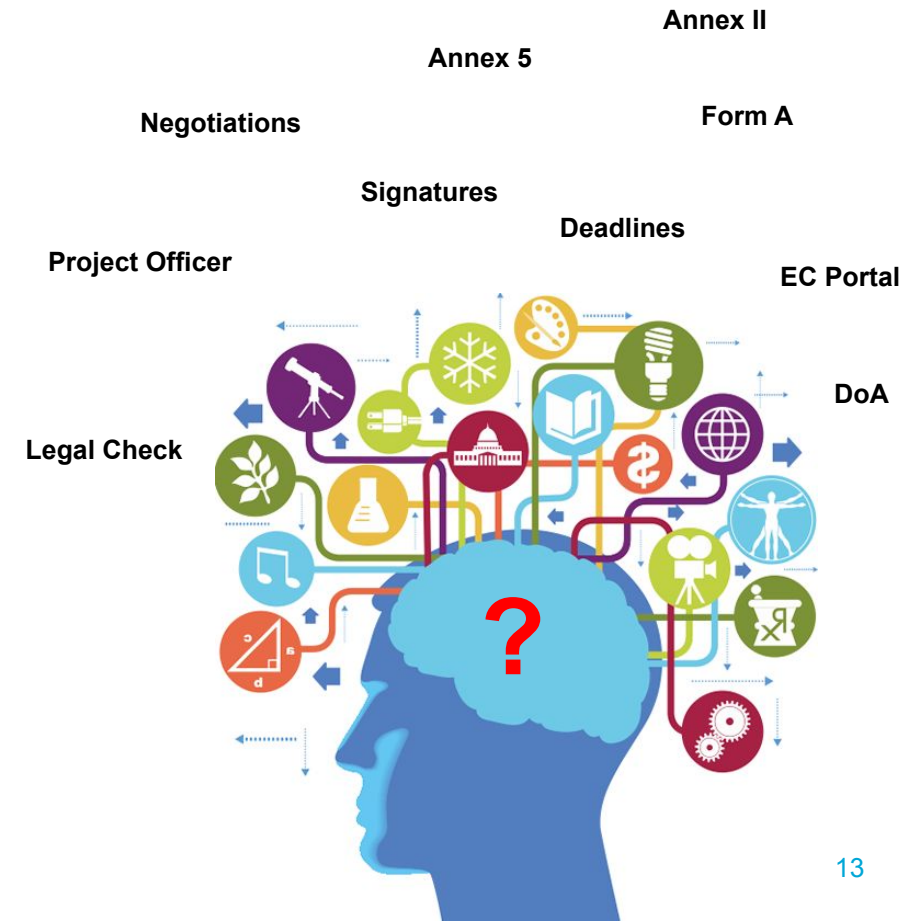
Should you experience any validation related problems, please use the 'Messages' function in the [Beneficiary Register](#) on the Funding and Tenders Portal to contact the Validation Services.

2. Mandatory LEAR nomination (extension of FP7 mandate), designation of LSIGN & FSIGN

The above listed beneficiaries must appoint a Legal Entity Appointed Representative (LEAR) - more info [here](#). Moreover, the following beneficiaries must extend the mandate of the LEAR from FP7 to HORIZON 2020 to consent to the use of the electronic exchange system:

- SnowWhite limited.

ACTION 1: Please ensure that these beneficiaries send all requested documents as soon as possible. For the procedure and list of documents which must be submitted please see [H2020 Online Manual](#) (please click on 'H2020 manual' and when a new window opens: 'Register an organisation' => 'LEAR appointment'). For your convenience, please find [here](#) a checklist for LEAR appointment.



UNICORN project

- Financed by Horizon Europe - IA
- 7 Mio Budget / 5 Mio EU Funding
- TUD is lead partner (3 involved faculties)
- 15 partners:
 - 2 Industrial partners (one with 2 Affiliated Entities)
 - 6 Research institutes (from which 2 located in UK, involved as Associated Partners)
 - 3 Public authorities
 - 4 SME (2 new applicants)
- International consortium:
 - Organisations based in EU countries and UK
 - Employees from around the world
- The project lasts for 48 months





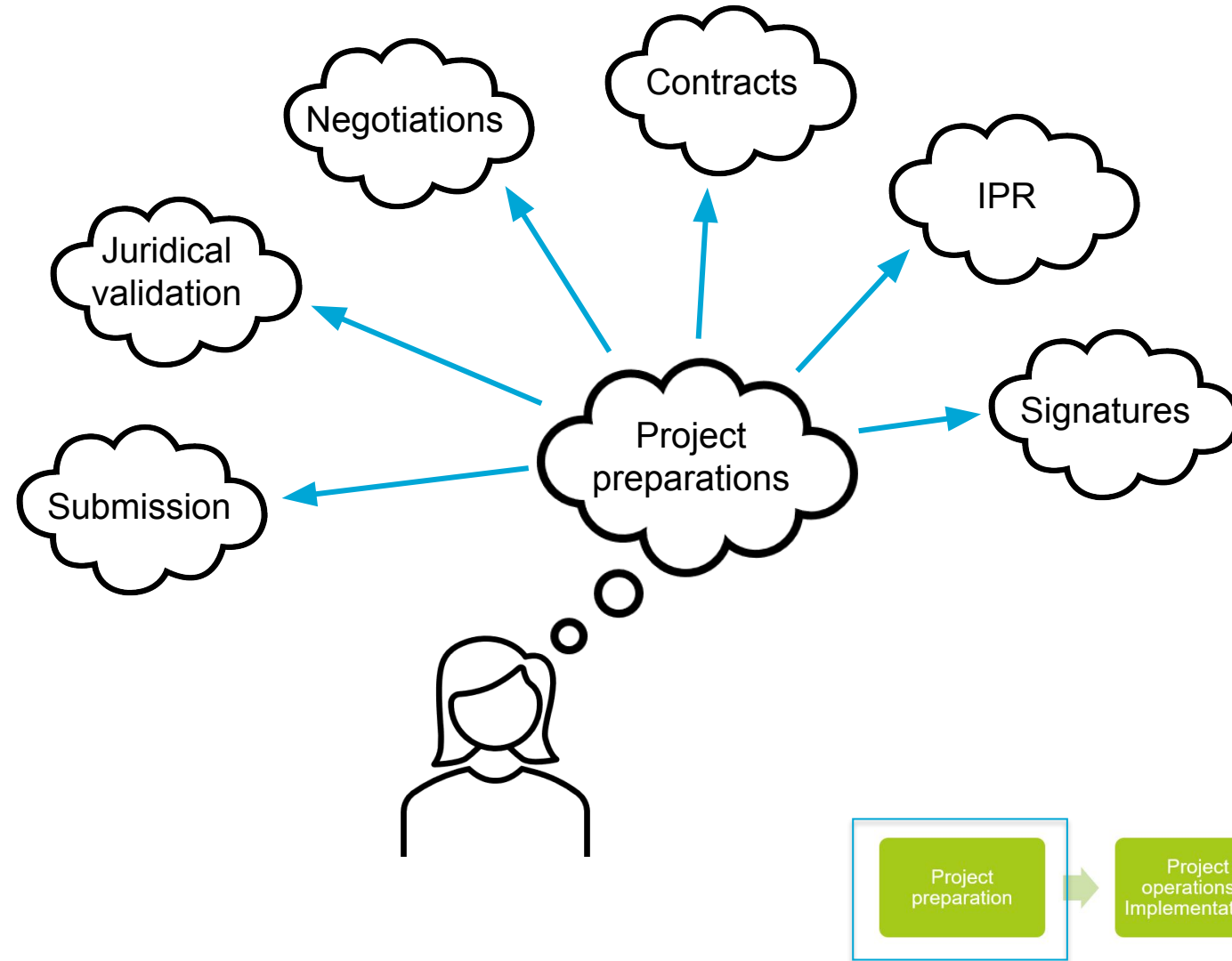
03

Project lifecycle

Project lifecycle



Project lifecycle - Preparation



Project lifecycle – Preparation - Contracts

- Contract funding agency/projects partners - Grant Agreement (GA)
- Contract(s) project partners
 - Consortium Agreement
 - Non-Disclosure Agreements (NDA)
 - Agreements on Intellectual Property Rights (IPR)
 -
- Role Coordinator (Liaison EC – Consortium)



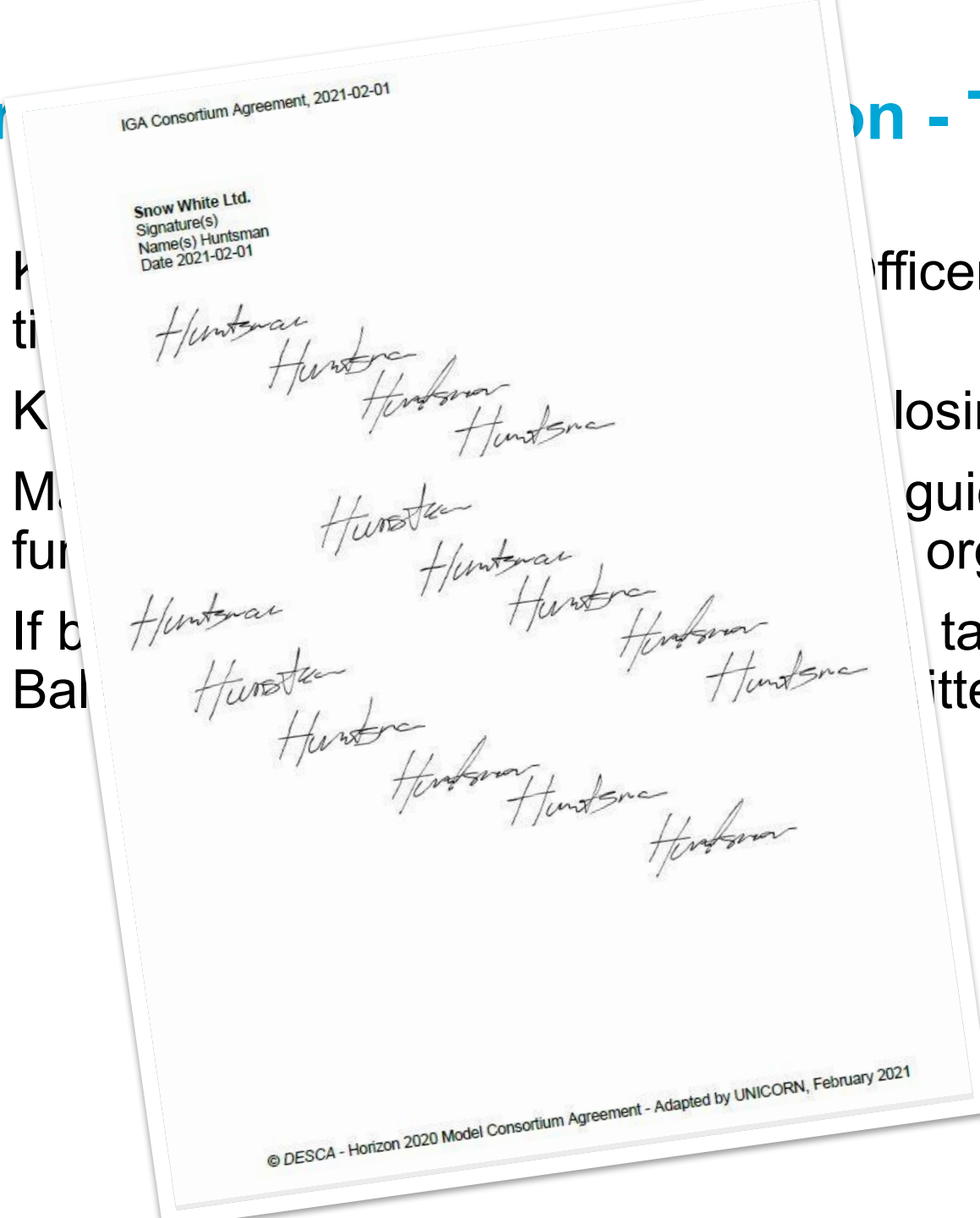
Project lifecycle – Preparation - Tips

- Keep the partners and the Project Officer in the loop at all times
- Keep deadlines – otherwise you risk losing the grant
- Make sure you know the rules, tools, guidelines of the funding agency and policy within your organization
- If budget cut – make sure you cut also tasks!
Balance of content & resources committed



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on - Tips

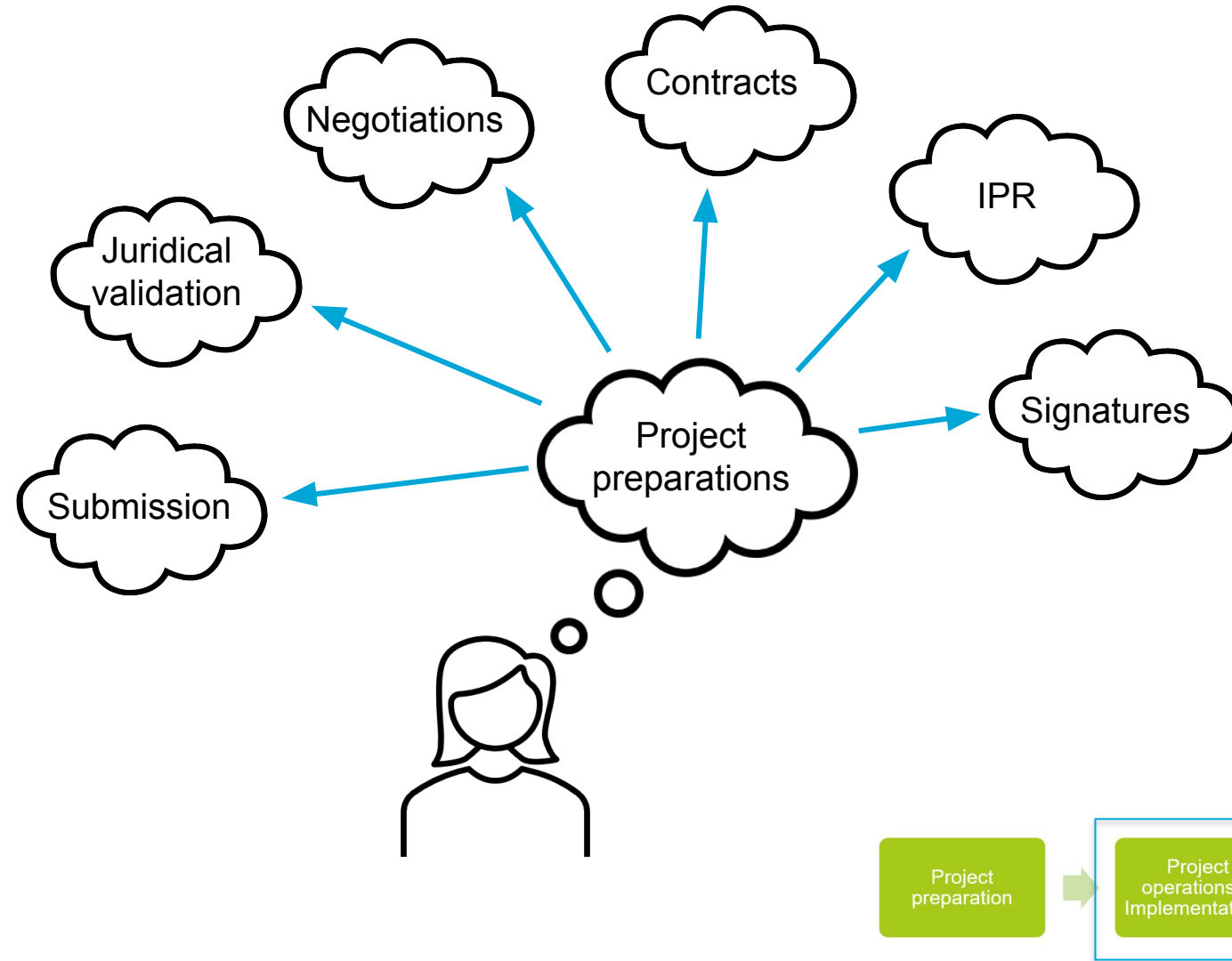
officer in the loop at all

losing the grant
guidelines of the
organization

tasks!
itted



Project lifecycle – Implementation



Project lifecycle – Implementation - Meetings

Project Meetings

- Kick-off meeting
- GA/Consortium meetings
- Technical meetings
- Review meetings

Organisation and documentation (agenda, attendance list, minutes, photos)



Project lifecycle – Implementation - Amendments

Amendments to the GA

- Minor changes can be dealt between consortium partners: budget shifts, reallocation of PMs due to developments, as long as budget stays the same > **Reported as deviations** during reporting upon approval by PO
- Changes affecting the content of the work (DoA) must be:
 - Discussed and approved by the Steering Committee
 - Reported to the coordinator (and the EC Project Officer)
 - Well described and justified in an amendment to the GA
- In case of doubt, always check with the coordinator

Project lifecycle – Implementation – Finances

1. Budget (Horizon Europe, MSCA, LIFE, etc.)
2. Payment distribution:
 - Funding agency
 - Consortium
3. Regular Monitoring
 - Use of resources
 - Payments
 - Templates
4. Audit Certificate



Finance (1/4)

- Payments:
 - **Pre-payment** of X% (in instalments) -5% MFF / Guarantee Fund)
 - *Example of pre-payment of 75% - 5%*
 - *1st instalment of 40% at M1*
 - *2nd instalment of 30% at M12*

!! NOTE: Pre-financing funds remain EU property until they are 'cleared' against eligible costs accepted by the European Commission

- **Interim payment** – max 85% of the grant (90% - 5% MFF / Guarantee Fund) after approval of periodic reporting
 - *Max 15% considering the 70% pre-payment*
- **Final payment** at the end of the project after approval of final reporting

Finance (2/4)

- Audits:
 - Mandatory to provide in the final reporting if > € 430,000 EC requested contribution (vs H2020 > € 325,000 only from all Direct Costs)
 - Covers all reporting periods
 - Templates for various certificates are available as Annex to the GA
 - Different requirements System and Process Audit (SPA) threshold of € 725,000
(Certificate On Financial Statements)

Finance (3/4)

- Eligible costs:
 - **Direct costs** (directly linked to the action implementation, not including any overhead / **indirect costs – 25% fixed flat rate**)
 - **Direct personnel costs:**
Staff with a direct contract, in-house consultants, seconded staff working under supervision
NOT external consultants, which is subcontracting
TIME registration!
 - **Direct costs of subcontracting:**
Major subcontracting must be mentioned in the DoA or with written prior approval of the Project Officer
Best value for money - at least three different offers
 - **Purchase costs:**
Travel outside EU, not specified in the DoA, with prior approval from the Project Officer

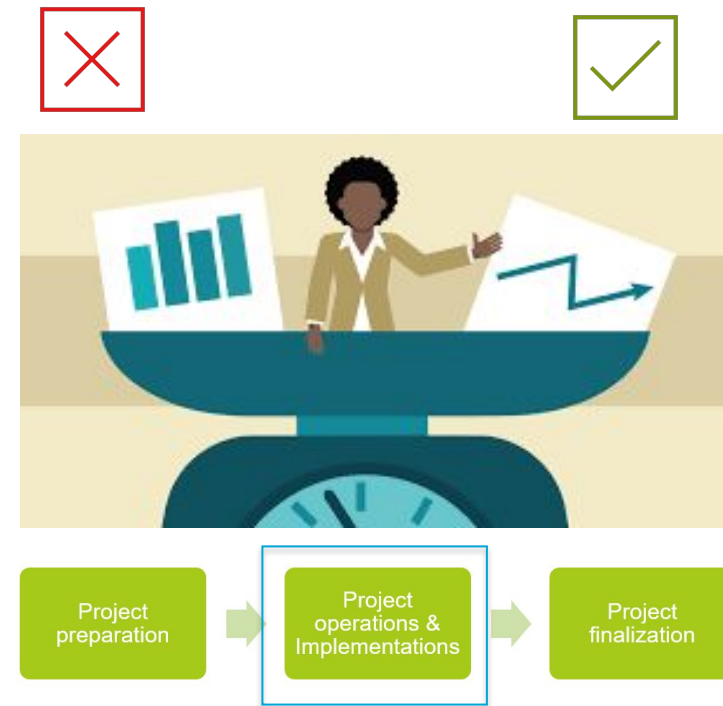
Finance (4/4)

- Ineligible costs:
 - Costs not **foreseen in Annex 1** of the GA and outside of **eligibility period**
 - Costs without **supporting documents**
 - Debt, currency exchange losses, bank costs for transfers, deductible VAT, estimated costs

*For more information on cost eligibility, please check GA, Article 6
[[LINK](#) to draft Annotated Grant Agreement]*

Project lifecycle – Implementation – Reporting (1/2)

- Reporting **periods**
- Check **requirements**/templates from funding agency at the start of project
- Have a good **planning** & communicate well in advance with relevant departments
- **Content**
 - Use official template funding agency
 - Objectives/ Progress (delayed/ on track)/ Deviations/ Outlook
 - Deliverables/ Milestones/ Publications/ Risks tables
- **Finance**
 - Template
 - Resources/ EUR



Project lifecycle – Implementation - Reporting (2/2)

- **Technical Report**

- **Part A** – to be filled in the portal

- Publishable summary
- Answers to the questionnaire (implementations, impact...)
- Publication/ Dissemination/ Communication

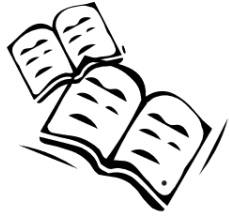
- **Part B** – to be uploaded as a PDF in the portal

- Progress per WP (input WP & task leaders)
- Report composed and uploaded by the coordinator

- **Financial Report** – to be filled in the EU portal

- Individual financial statements submitted by all partners

Useful information on project requirement and EC reporting



- Horizon Europe (draft) Annotated Model Grant Agreement [[LINK](#)]
- Horizon Europe Online Manual [[LINK](#)]
- Useful non-official source FFG (Austria) [[LINK](#)]



- National contact points [[LINK](#)]

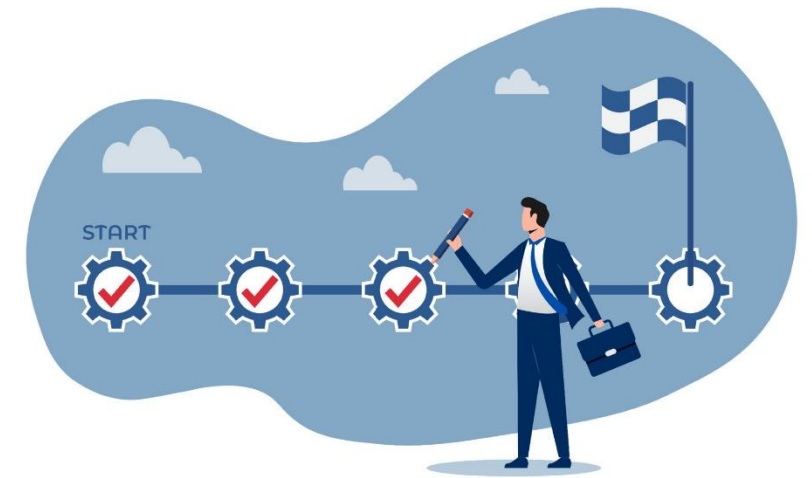


- European Central Bank [[LINK](#)]
- EuroInfo > exchange rates [[LINK](#)]

Project lifecycle – Finalisation

Project end

- Final GA meeting
- Final Review
- Final cost claims and content
- Follow-up/market uptake
- Spin-off / impact



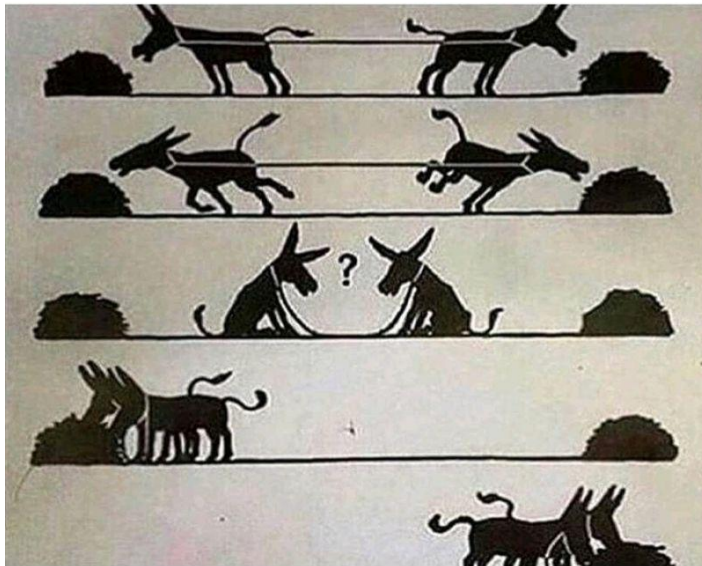


04

Another dimension to project coordination

Managing projects is also...

**DON'T
COMPETE.**



**COLLABORATE
AND WIN MORE.**



Whose job is it anyway?

This is a story about four people named **Everybody**, **Somebody**, **Anybody** and **Nobody**.

There was an important job to be done and **Everybody** was sure that **Somebody** would do it. **Anybody** could have done it, but **Nobody** did it.

Somebody got angry about that, because it was **Everybody's** job. **Everybody** thought **Anybody** could do it, but **Nobody** realised that **Everybody** wouldn't do it.

It ended up that **Everybody** blamed **Somebody** when **Nobody** did what **Anybody** could have.

Consortium meetings





MENTIMETER

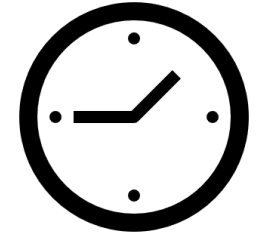
Go to [menti.com](https://www.menti.com)

What cultural differences can you think of?



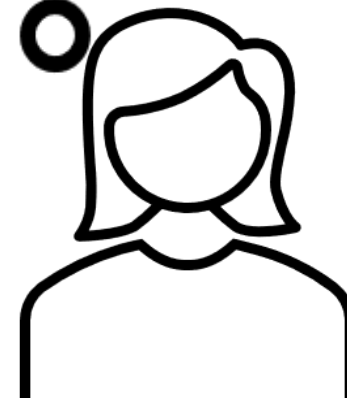
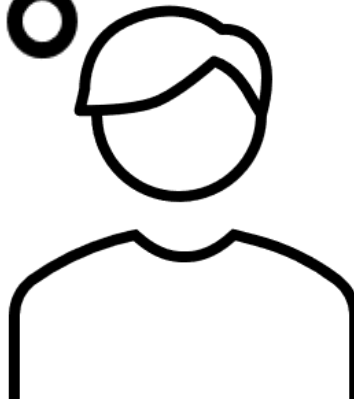
Perspective on time

We start at 9:00h!

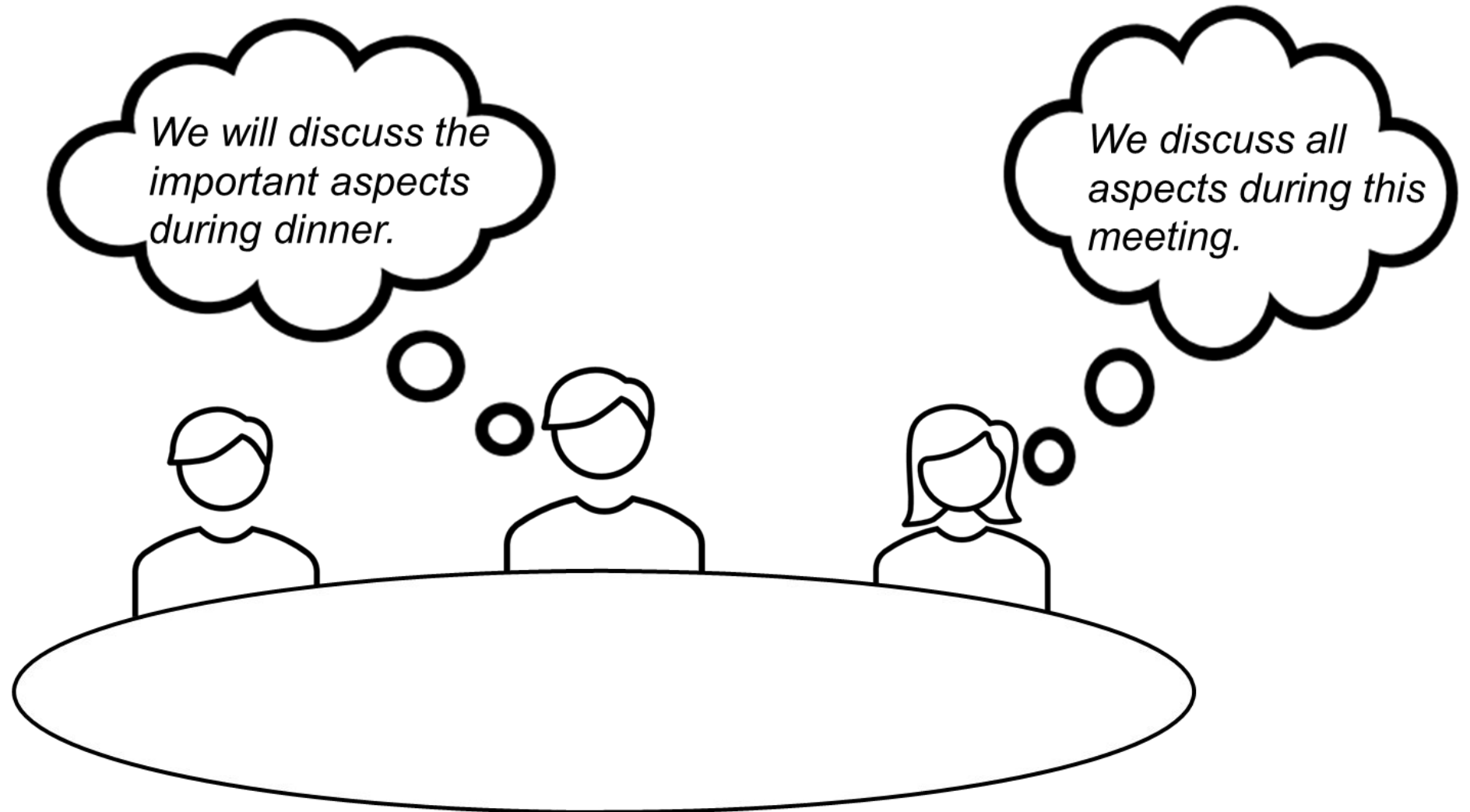


5 min delay are the outer most excepted delay.

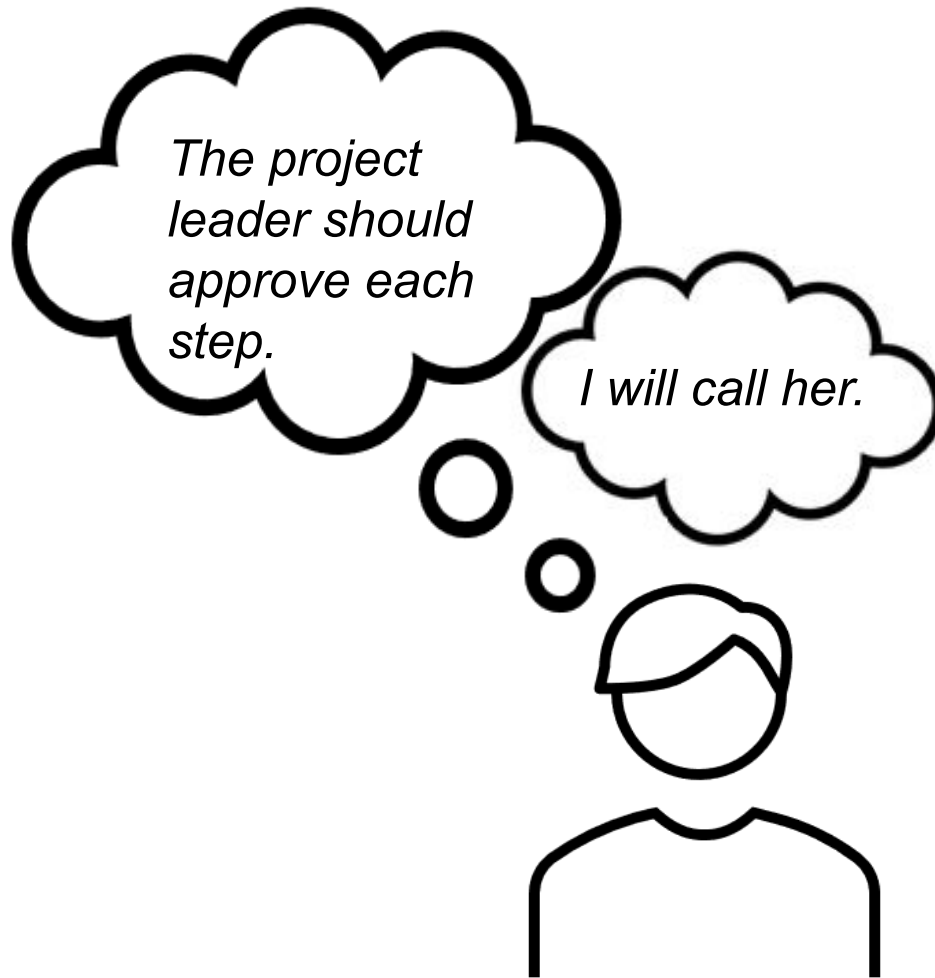
I arrive at 9:30h, that is perfectly on time!



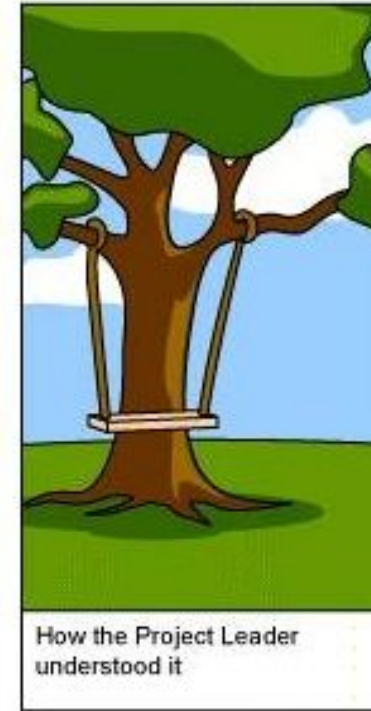
Consortium meetings



Expectations of leadership



Cross-cultural cooperation



Role Coordinator



Project coordinator's essential soft skills



Cross-cultural cooperation

8 scales mapping the World's cultures:

- **Communicating:** low-context vs. high-context
- **Evaluating:** direct negative feedback vs. indirect negative feedback
- **Persuading:** principles first vs. applications first
- **Leading:** egalitarian vs. hierarchical
- **Deciding:** consensual vs. top-down
- **Trusting:** task-based vs. relationship-based
- **Disagreeing:** confrontational vs. avoids confrontation
- **Scheduling:** linear-time vs. flexible-time

"Whether you are sitting at a desk in Boston or eating at a restaurant in Beijing, communicating across cultures is the great challenge of the global economy.... Erin Meyer shows you how to get it right in this very important book."
—DES DEARLOVE and STUART CRAINER, Founders of the Thinkers50

THE CULTURE MAP



DECODING HOW PEOPLE THINK,
LEAD, AND GET THINGS DONE
ACROSS CULTURES

ERIN MEYER



Thank you!

Questions?