KRPAN

Univerza v Ljubljani

Upravljanje inovativnih in ambicioznih projektov, financiranih s strani Evropske unije

Project Management of Innovative and Ambitious European Funded Projects

Univerza v Ljubljani, Kongresni trg 12, Ljubljana

25. september 2023

REPUBLIKA SLOVENIJA
MINISTRSTVO ZA VISOKO ŠOLSTVO, ZNANOST IN INOVACIJE

NAČRT ZA OKREVANJE IN ODPORNOST

Financira Evropska unija
NextGenerationEU

Projekt KRPAN - Krepitev Raziskovalne Podpore in Aktivnosti za Napredek na evropskih raziskovalnih projektih sofinancirata Republika Slovenija, Ministrstvo visoko šolstvo, znanost in inovacije ter Evropska unija – NextGenerationEU.

FUNDING EXPERT
ACADEMY

Project Management of Innovative and ambitious European Funded Projects Workshop

As never explained and done before

Nikolaos FLORATOS
R&I Coach

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“Death by Powerpoint”

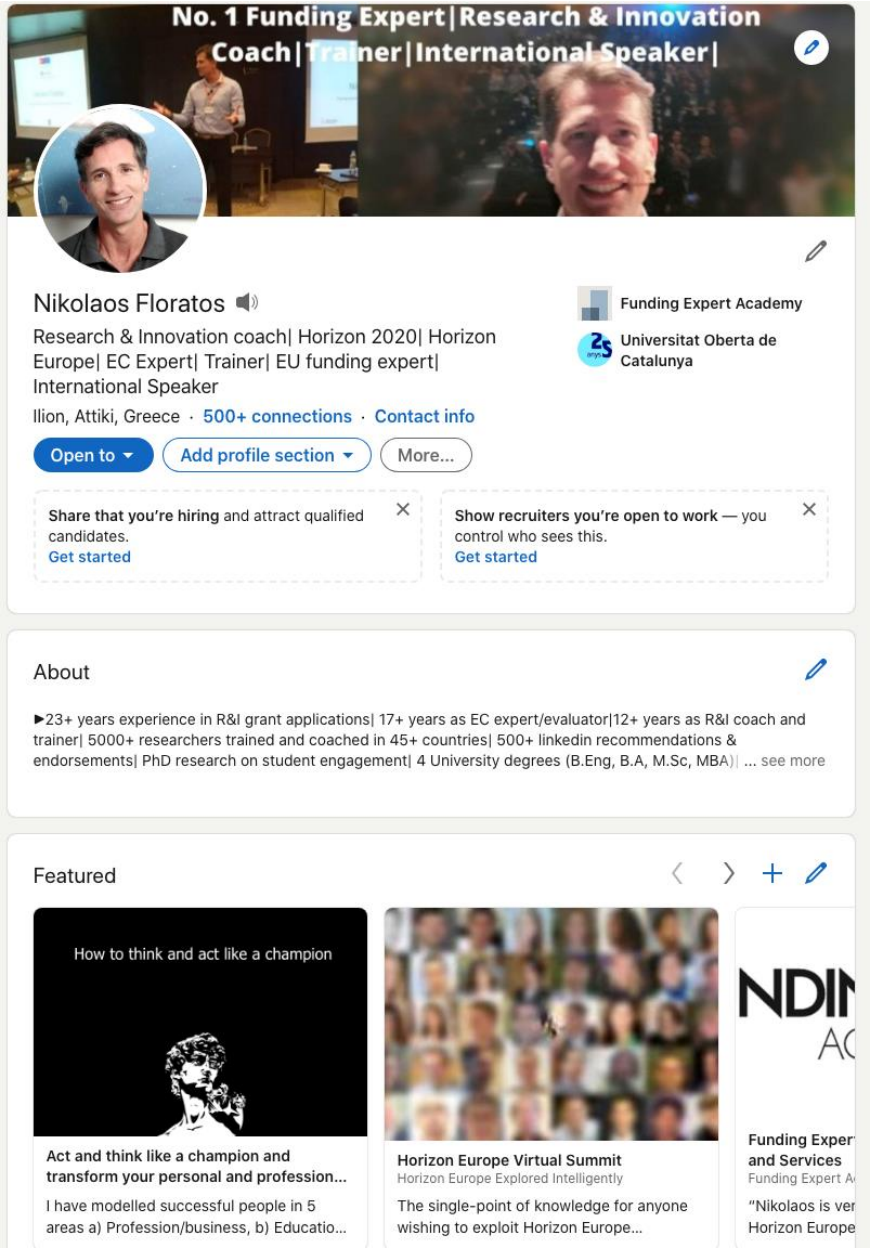
- *This set of slides is the core material not only for my training on how to deliver successful innovative and ambitious European Funded Projects but it serves also the purpose of a **manual** for consulting it and applying its step-by-step practices, tools, examples and tips EVERYTIME you are involved in the management of such a project. No matter, if you are a novice or an expert in project management, I strongly recommend you to follow slide per slide its instructions for getting all the help and support you need for success in project management of innovative and ambitious European funded projects.*
- *This is the **reason of the large number of slides**, i.e. to have a detailed manual to consult consistently as a compass AFTER THE TRAINING and **not to experience the death by powerpoint incident**!*
- *I normally run all my courses by using the flipchart for writing notes and having hands on practice but this would take us a week for such a course which is great if you can invest that time but if not, then we have to compromise with powerpoint slides.*
- *However, even so, I guarantee to you an exciting journey, so welcome on board!*

Nikolaos FLORATOS

Who is Nikolaos Floratos

- **Founder** of Funding Expert Academy (www.fundingexpert.academy) with programmes that master individuals in EU funding programmes and advance successful **proposal developers** across Europe
- **Active** in european funding industry since 1997 (**25+ years**)
- **EC** expert/evaluator since 2003 (**20+ years**)
- **Author** of the ebook "Learn from the Horizon 2020 champions" downloadable from www.NikolaosFloratos.com
- **Trained and coached hundreds** of organisations and thousands of professionals on exploiting successfully EU funds and advancing their sustainability
- Globally **recognised** as one of the **most influential** and **inspiring speakers** and **trainers** in European research with hundreds of speeches and trainings in 30+ countries including overseas
- **2000+** linkedin recommendations and endorsements as R&I Coach and trainer at https://www.linkedin.com/in/floratos/
- Organiser and host of the Horizon Europe virtual summit (www.horizoneuropesummit.eu/) with training sessions by 35 top experts in Horizon Europe topics
- **Multidisciplinary** educational background with **five university** degrees (B.Eng, BA, M.Sc, MBA, PhD)
- Passionate with training and evangelist of "**Anyone** can achieve **anything** with the proper training & coaching"
- **Phd** in student **engagement** and **online courses**
- **Master in decomposing complex concepts** into easily to understand and apply step-by-step recipes

Connect with me at



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Quick Self-reflection

Please identify

- Your **challenges in planning and managing highly innovative and ambitious European Funded Projects**
- **Your expectations from the course**

Course Structure

Module 1: S.H.A.R.P. L.E.A.D.E.R.™

How to think and act as an effective Project Manager

Module 2: PM Cycle Intelligence™

- Master the planning of your innovative and ambitious project (Pre-award phase)
- Master the delivery of your innovative and ambitious project (Post-award phase)

Module 3 : PM Intelligence™

- Manage effectively the resources and deliver successful projects

Module 4 : FM Intelligence

- Master and apply sound financial management practices

How champions manage successfully ambitious and innovative European funded projects

From Struggle

B.U.N.D.L.E.R.(R) Habits
L.E.A.D.E.R.™ Levels
S.H.A.R.P.™ Characteristics,

Step 1 Master the full project development cycle

Step 2 Manage effectively the resources and deliver successful projects

Step 3 Master and apply sound financial management practices

D.O.O.R.S.T.E.P.™ & S.M.A.R.T.™

PM INTELLIGENCE™

E.N.A.™ Rule

To Success

Module 1

B.U.N.D.L.E.R.® habits

L.E.A.D.E.R.™ levels

S.H.A.R.P.™ Characteristics

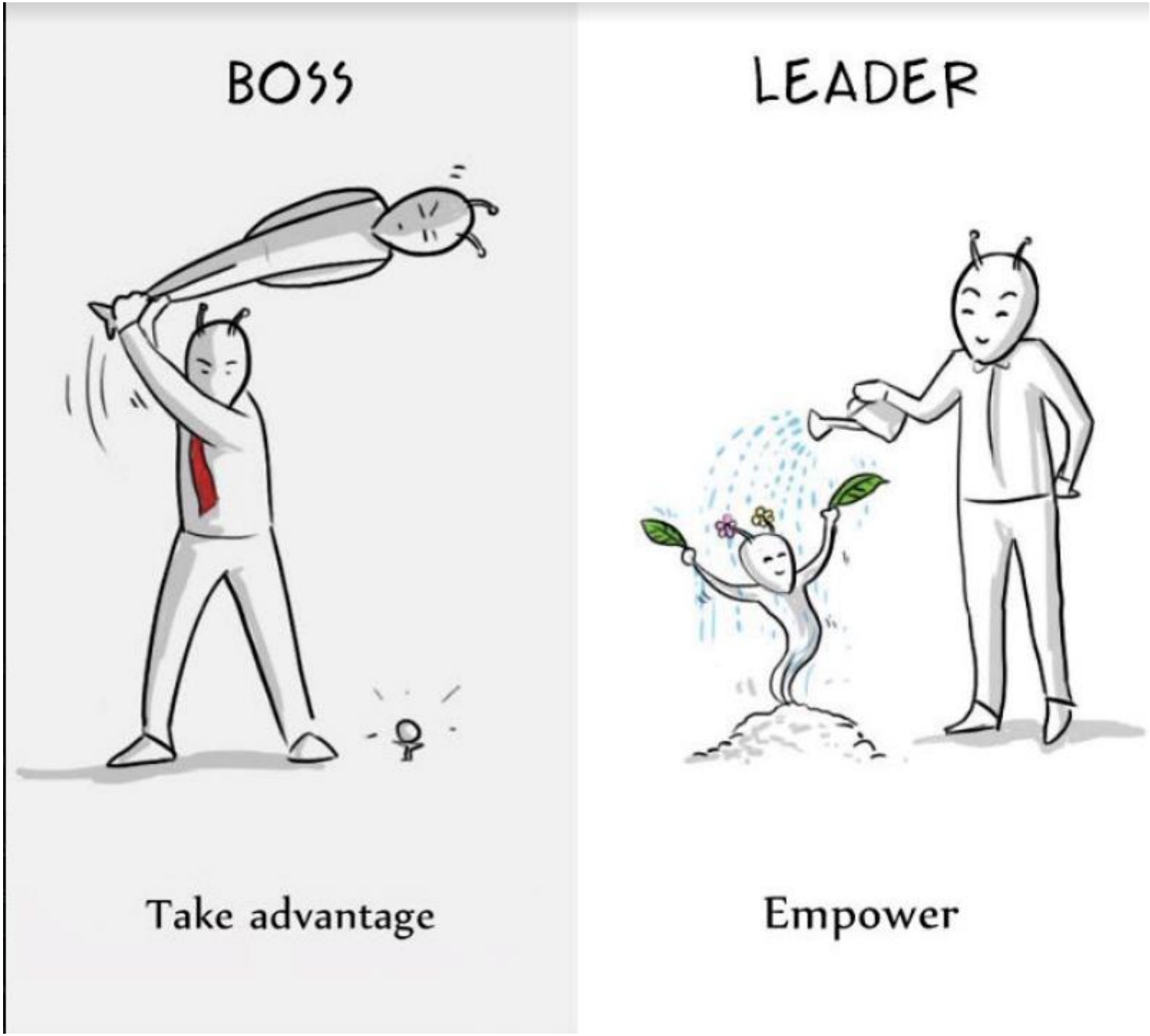
Self-Reflection: What an individual needs most (pick one) for excelling as R&I project manager?

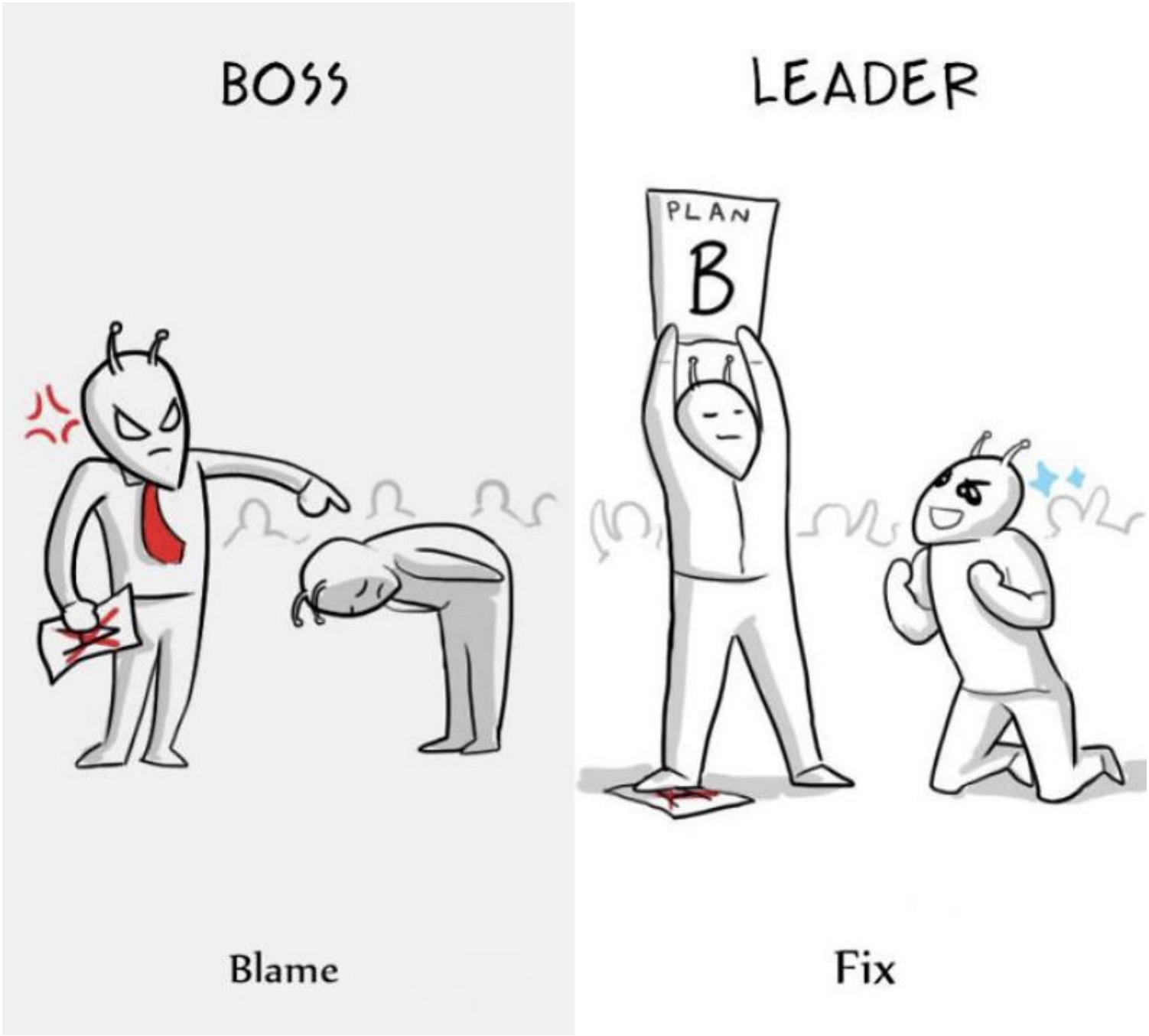
1. Self-reflection
2. Integrity/reliability
3. Personal communication
4. Network
5. Leadership
6. Teamwork
7. Conflict/crisis management
8. Resourcefulness
9. Negotiation
10. Deliver results
11. Project management methodology
12. …

L.E.A.D.E.R. Levels™

1. Level 1: **L. L**.E.A.D.E.R. Habits™
2. Level 2: **E. E**nforced – People follow you because they are enforced to due to your position (e.g. project manager or coordinator)
3. Level 3: **A. A**ttached – People follow you because they are attached to you/want to
4. Level 4: **D**.**D**eliverables – People follow you because of your deliverables/results to the project
5. Level 5: **E**. **E**nhanced – People follow you because you have enchanced/developed/transformed them
6. Level 6: **R**.**R**ecognised – People follow you because of what you have become – A widely recognised leader!

Your ladder to L.E.A.D.E.R. levels





BOSS

Says, "I"

LEADER

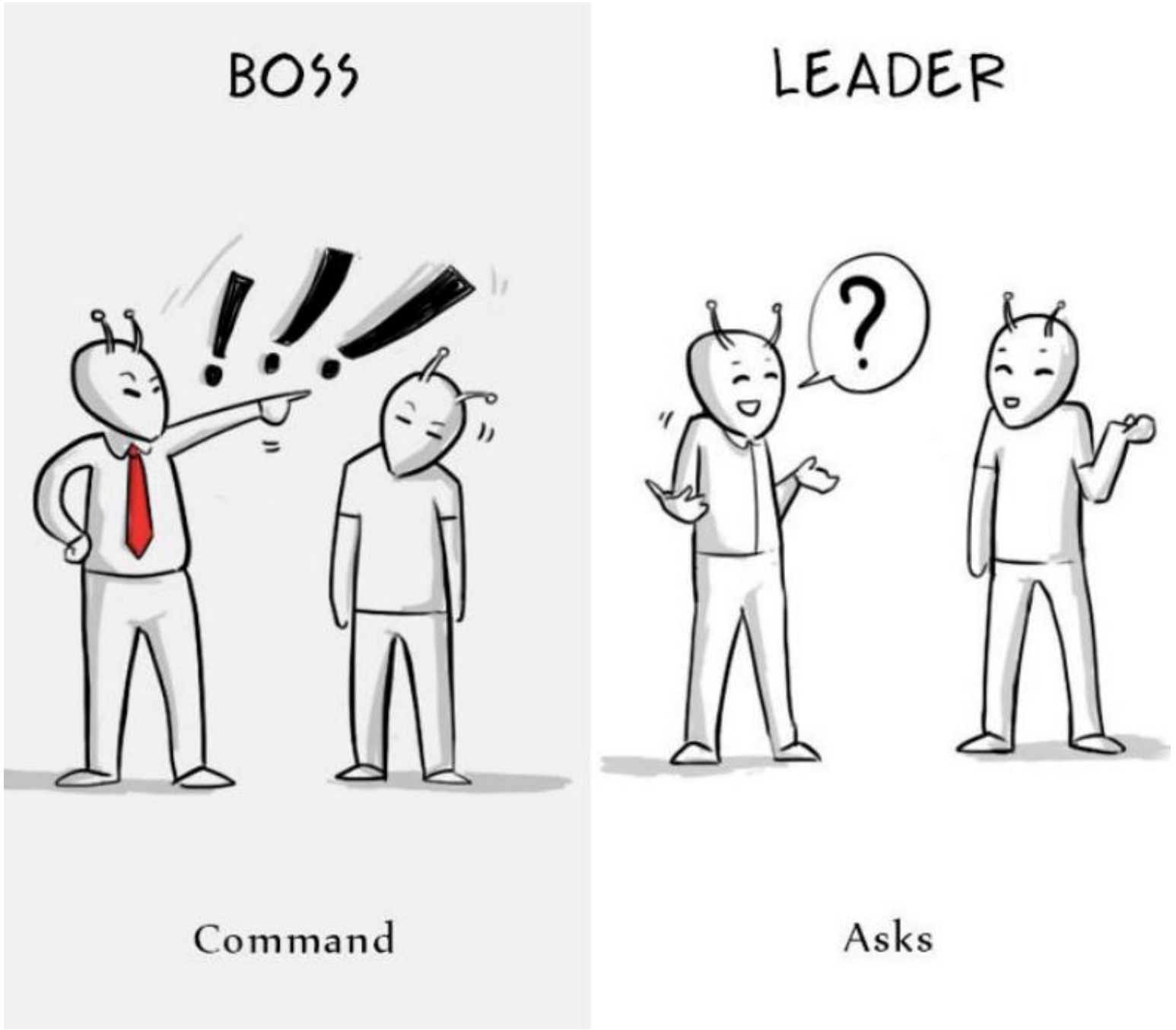
Says, "We"

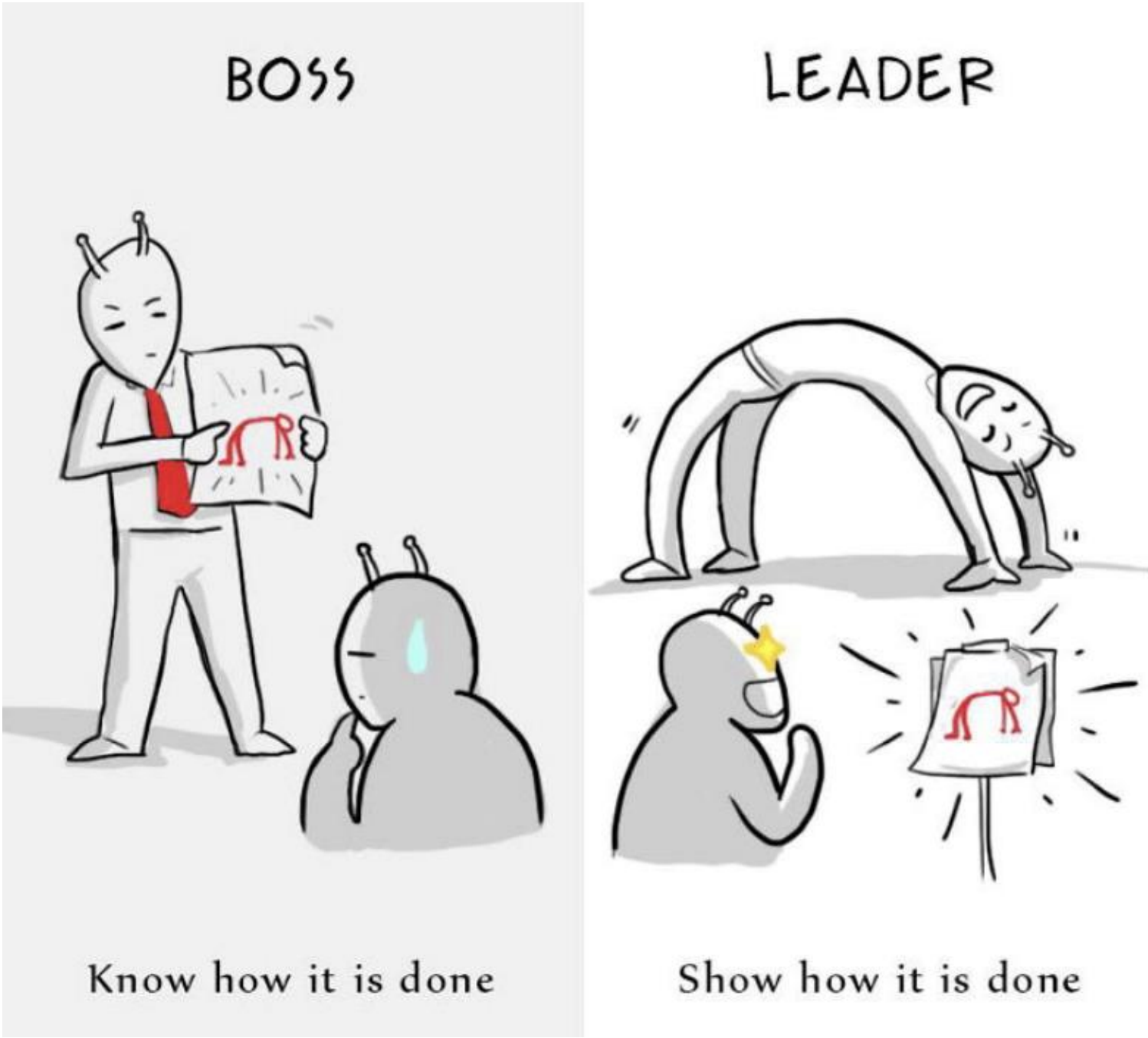
BOSS

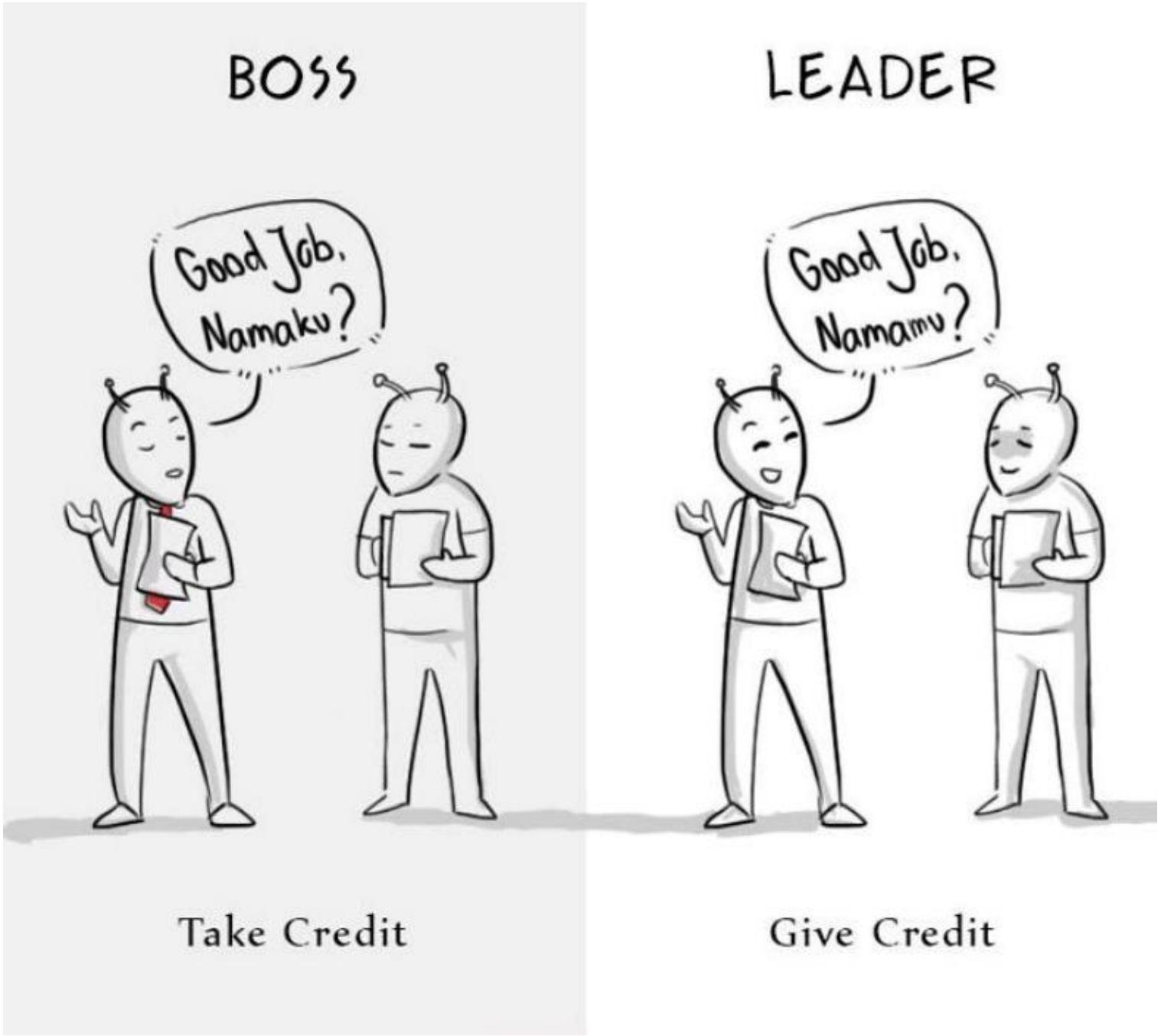
Intimidate

LEADER

Rely







L.E.A.D.E.R. Habits™

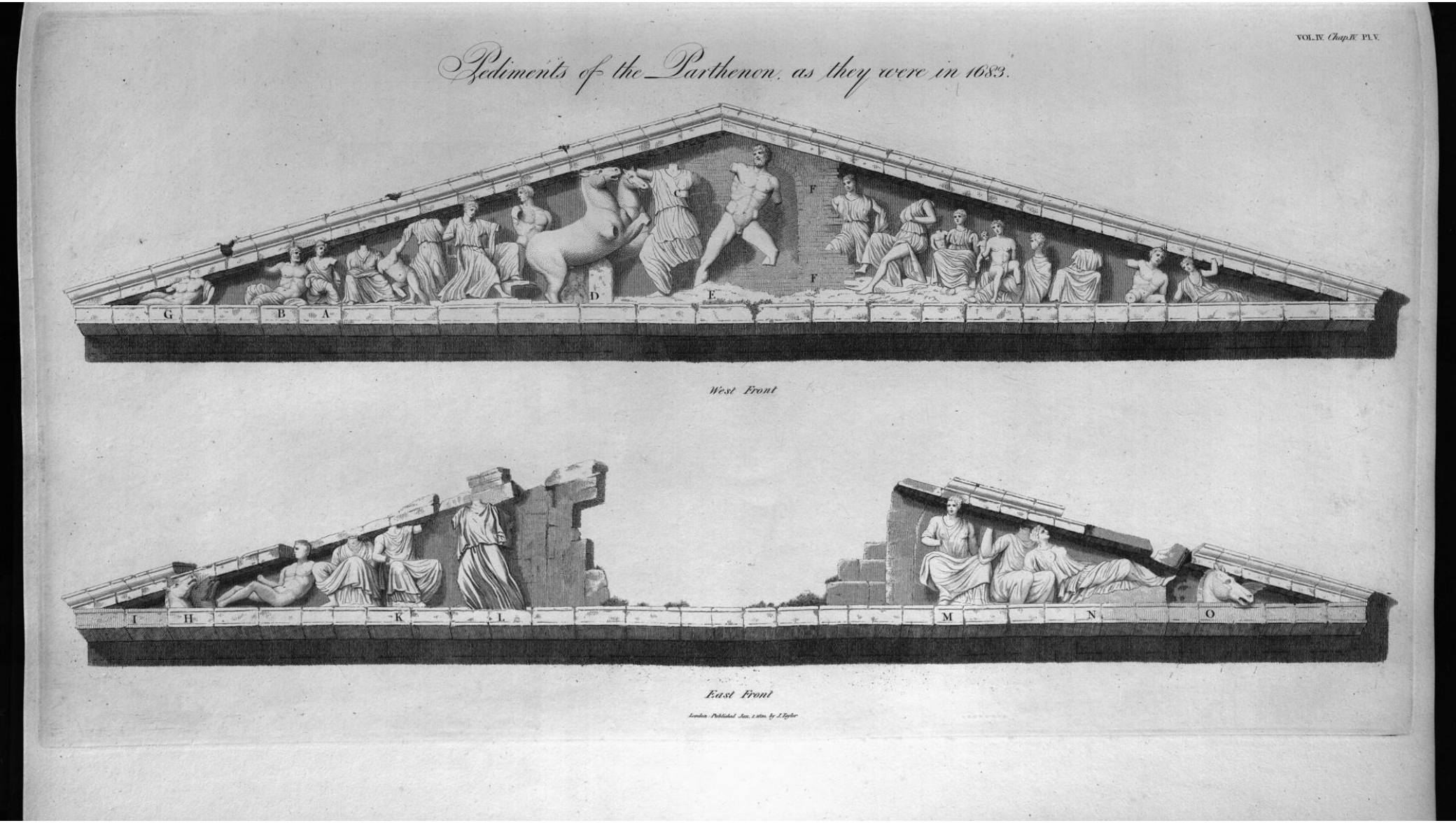
- L. ___t the most prominent project managers in your domain
- E. _____e continually the identified habits and profiles of those individuals
- A. _____h them and connect with them physically and virtually
- D. _____o similar actions, practices and habits for becoming a leader in your domain
- E. _____e your progress and revise accordingly
- R. _____t continually all above processes

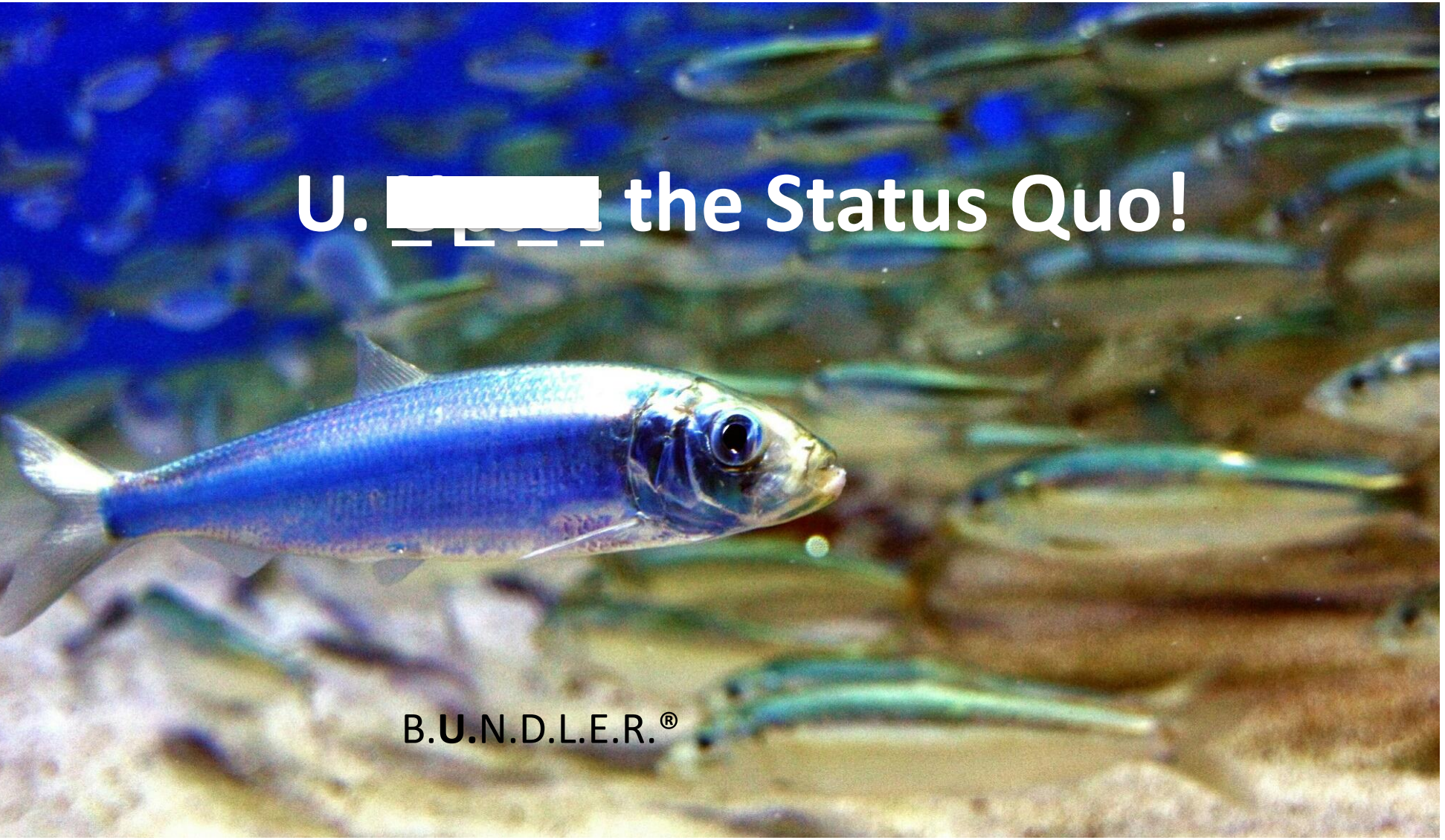
Habits of the Leaders

Based on B.U.N.D.L.E.R.®

European funded projects in Horizon Europe shall support the

- **mission** of your organisation/team and of the consortium
- _ _ _ _ of your organisation/team and of the consortium





U. Upset the Status Quo!

- You know the SMART objectives
  - **Specific**
  - **Measurable**
  - **Achievable /Attaina**
  - **Realistic /Relevant**
  - **Time** (in)
- They are not complete, since SMART objectives are not **Innovative**!

U. Upset the Status Quo!

- By creating your own Davids
- Always Thinl _____x

Michelangel
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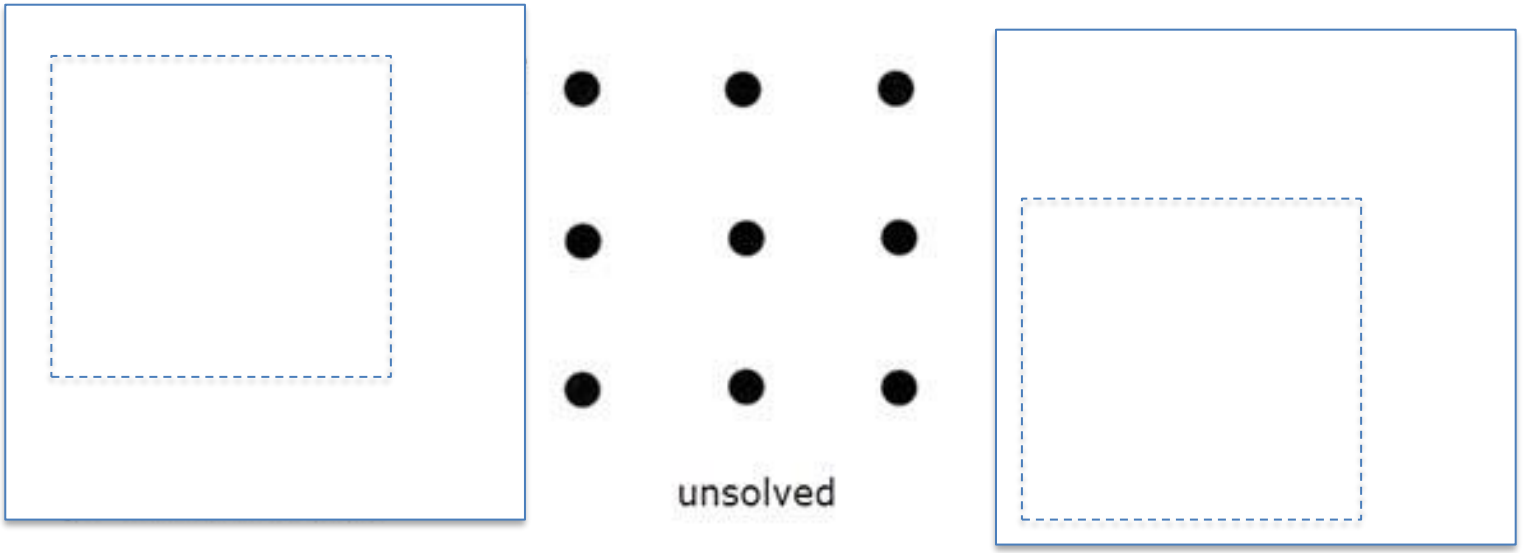
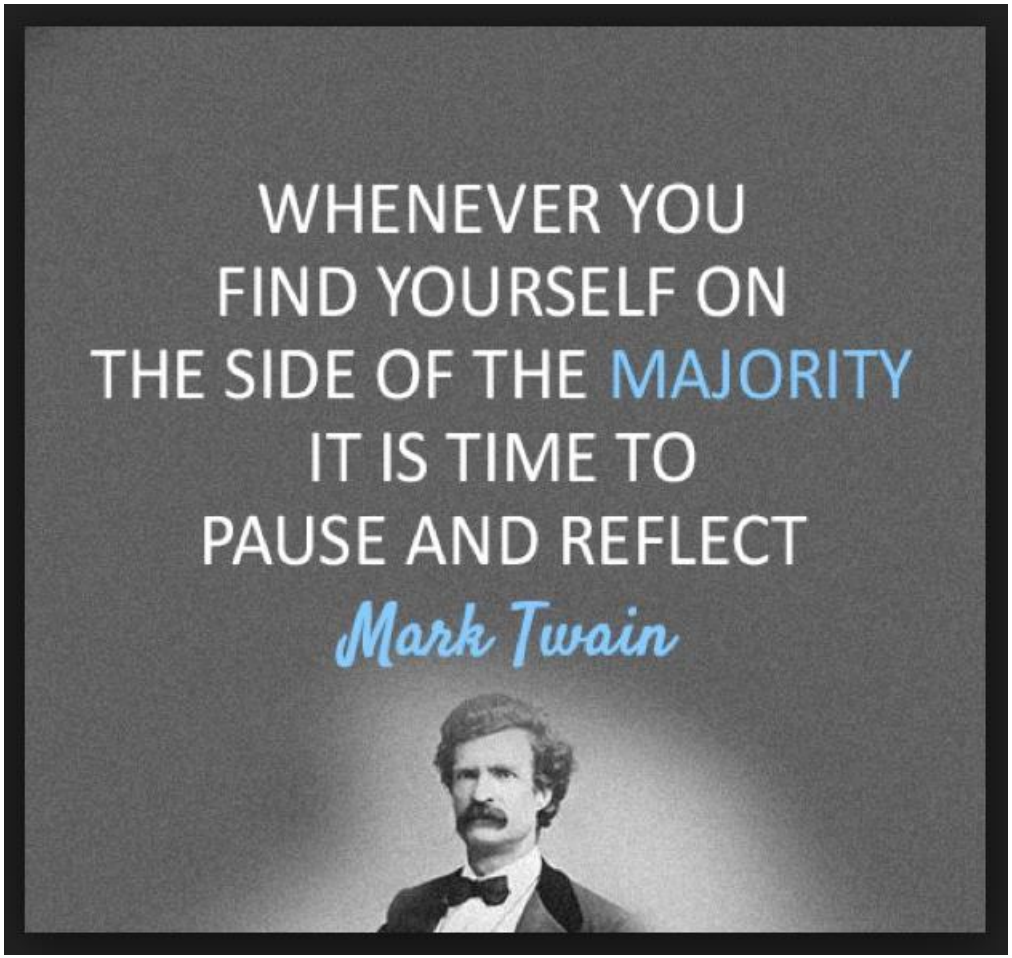
1500

Think outside the box!



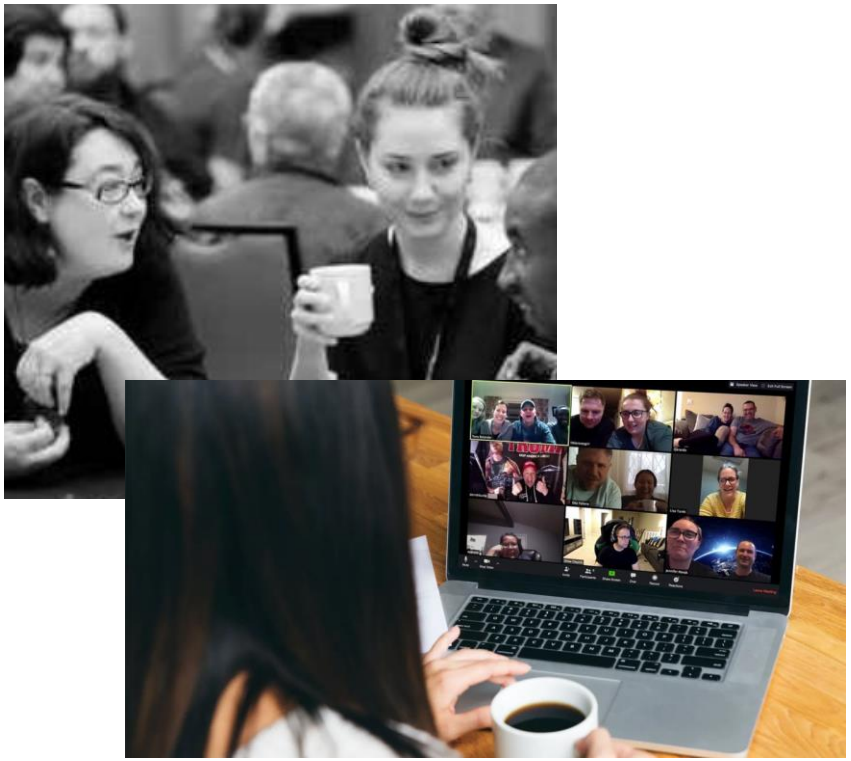
Best tip for upsetting the status quo!



N. Never Eat Alone!

P.U.N.D.L.E.R.®

N. Never Eat Alone!



Three meals in a weekday

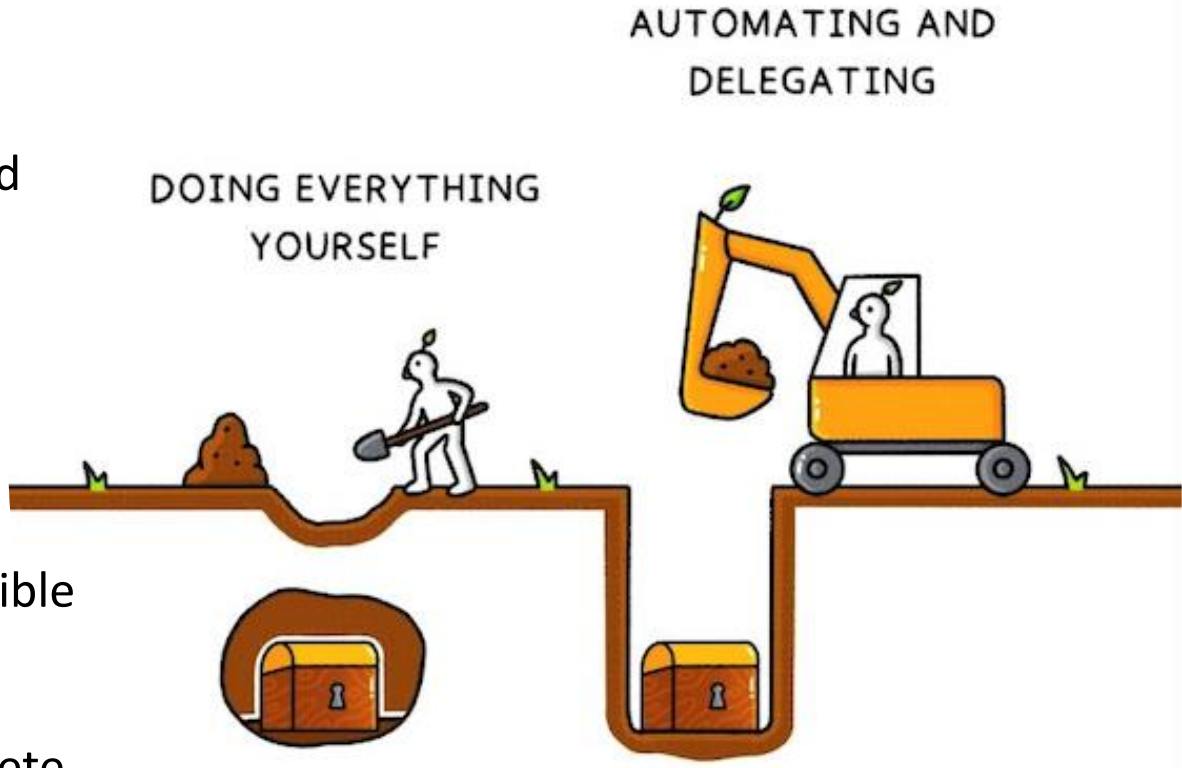
- 2 meals with family, friends, old colleagues
- 1 meal with new colleagues, partners, clients, funders, experts, mentors, project managers, etc
- i.e. 260 meals in a year for sharing ideas, connecting, getting feedback, establishing partnerships
- What about coffee?
- Attend virtual and physical events

B.U.N.**D**.L.E.R.®

D. Delegate it, Don’t Delay it!

Delegate Intelligently

- Step 1: Stop doing things that don't need to be done (e.g. non important and urgent)
  - Is this task something I can live without now?
- Step 2: Automate
  - Can this task be systematized?
- Step 3: Delegate
  - Can this task be performed by someone else?
- Step 4: Procrastinate for later if possible or apply batching
  - Can this wait until later?
- Step 5: Focus on this task and complete it



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B.U.N.D.**L**.E.R.®

L. [redacted] Good into Great

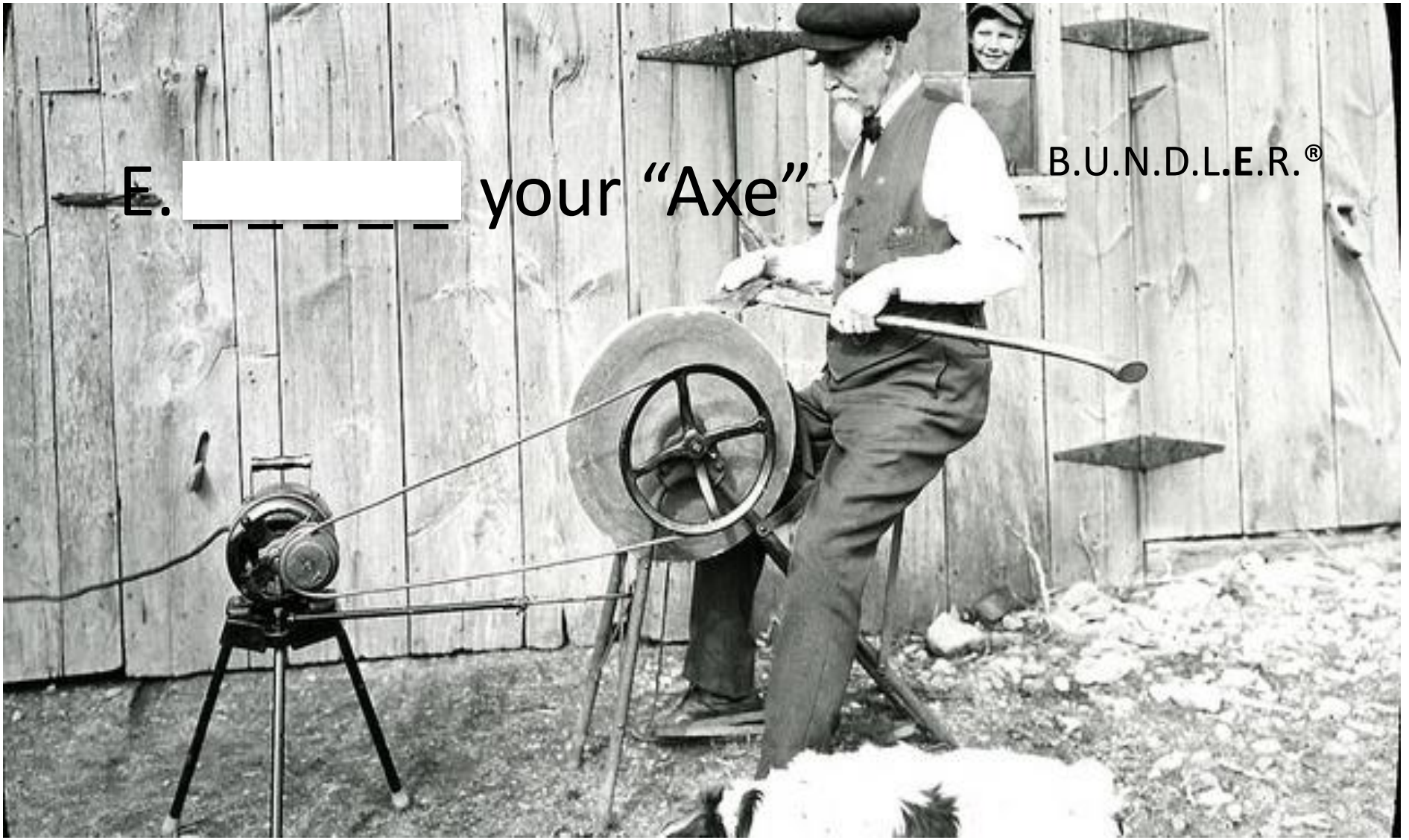
Voltaire
Enlightenment Writer

The golden rule is that the more compromises in your life, the lower is its quality

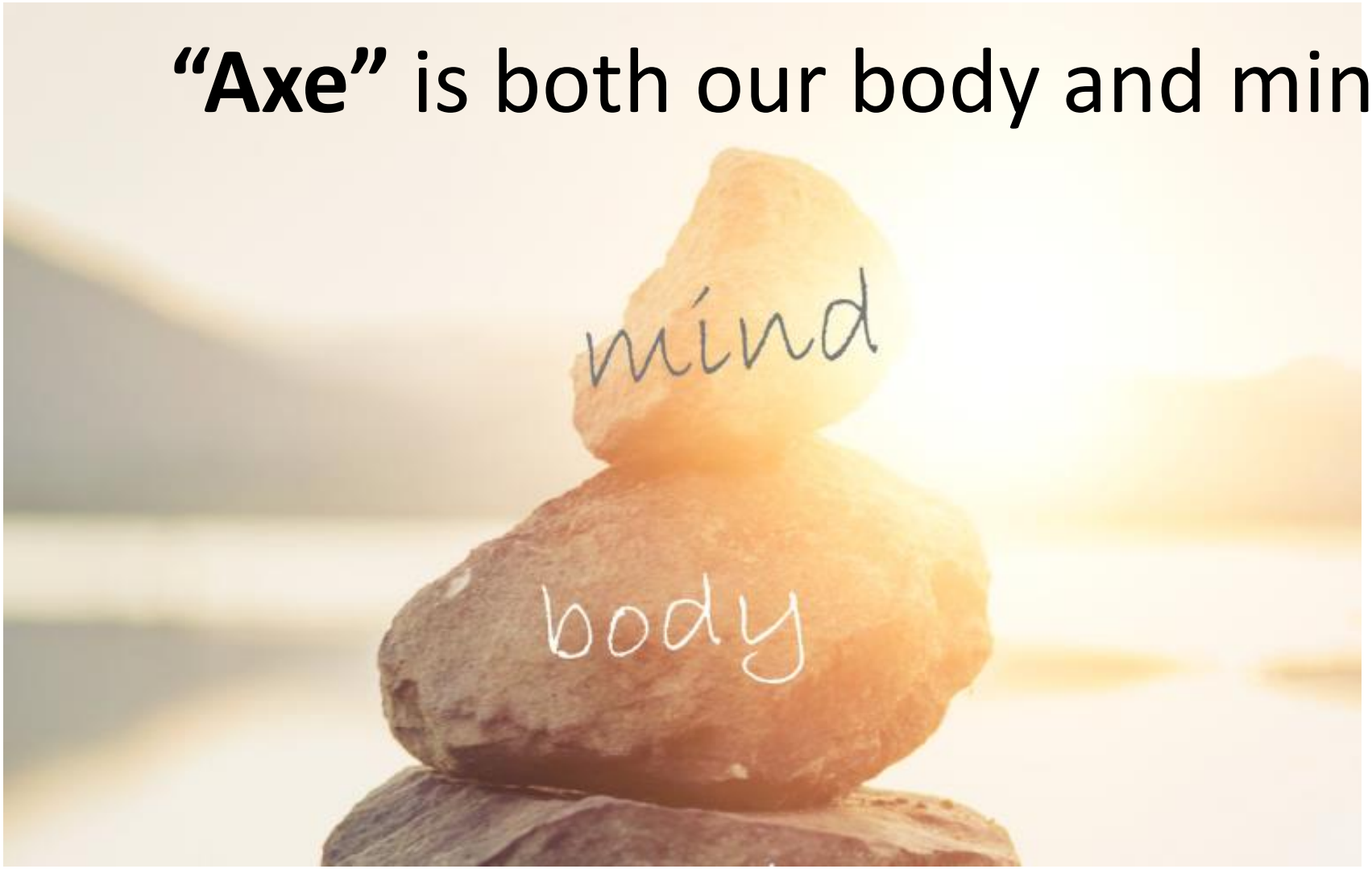
Good is the <u>Enemy</u> of Great

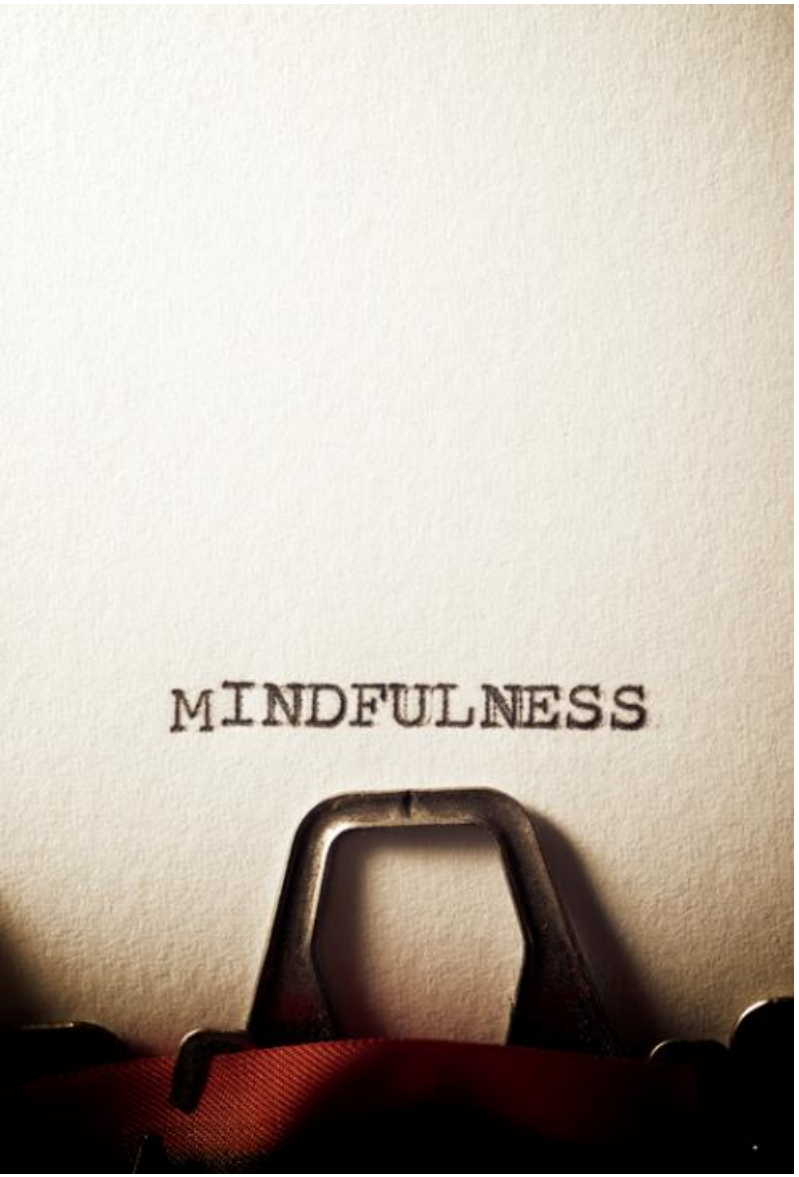
No Compromises in your

1. **Profession/business**: Ensure that you have a fulfilling job that excites you and you serve it with passion
2. **Learning**: Invest on your self and become a life-long learner
3. **Finances**: Get the financial abundance for living life the way you want it and also helping others to do so
4. **Relationships**: Seek relationships where all parties involved are becoming mutually better persons
5. **Health**: If you don't have your health, you cannot enjoy anything. Therefore, respect your body and mind and ensure that both are maintained "sharp"
6. **Lifestyle**: Ensure that your day is well-balanced between work, learning, exercise, socializing and always have fun



“Axe” is both our body and mind





Sharp Mind

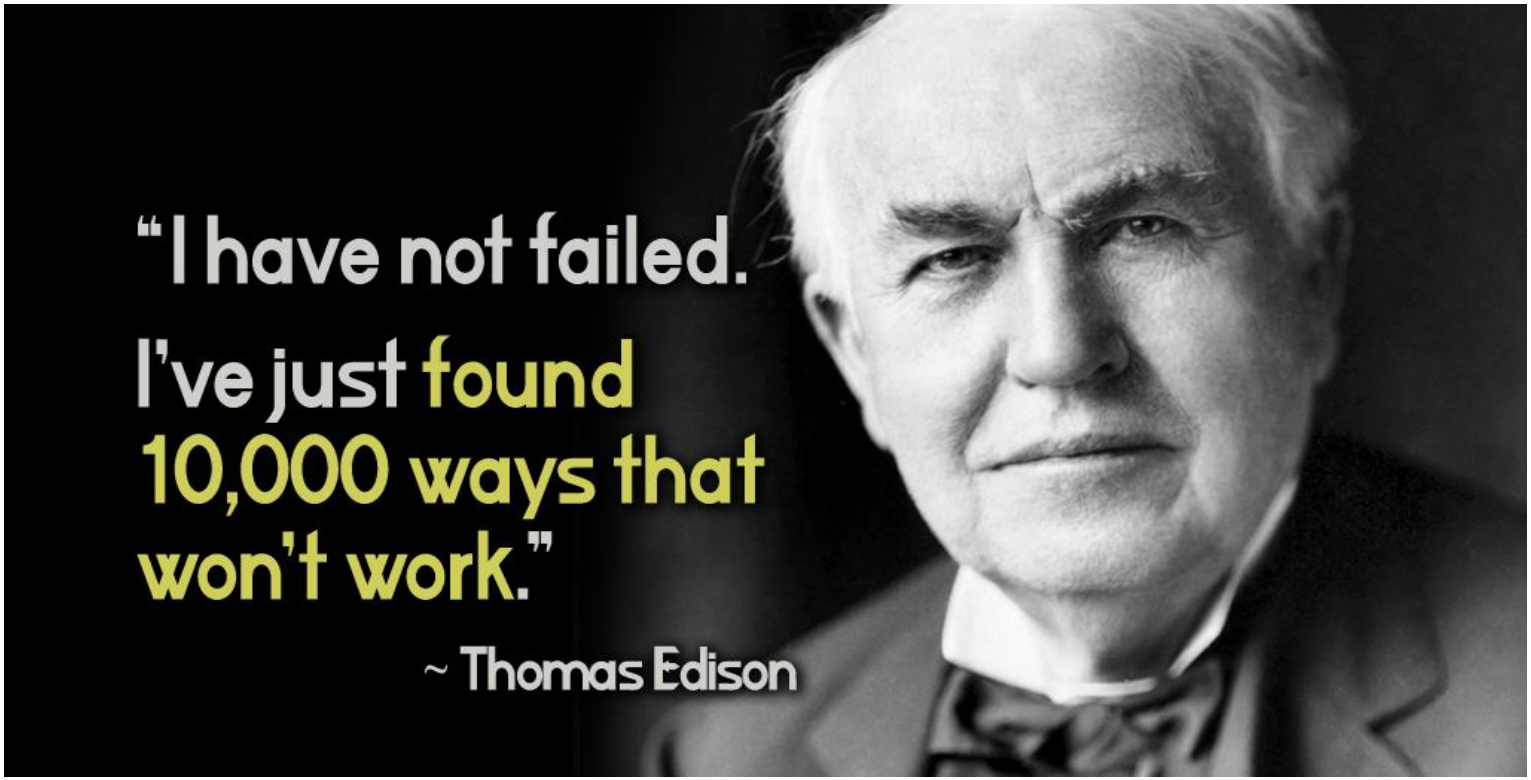
- Never eat alone
- Meetup forums and other
- Networking
- Seminars on transferable skills (e.g. in developing grant applications, networking, presentation skills, management, etc
- "Read" non-fiction books and journals (e.g. in sales, marketing, innovation, negotiations, project management, influencing, presentation etc
- Medidate
- Frequent breaks
- Apply the one step at a time for avoiding stress and achieving breakthroughs
- Be mindful/Focus
- …

Sharp Body

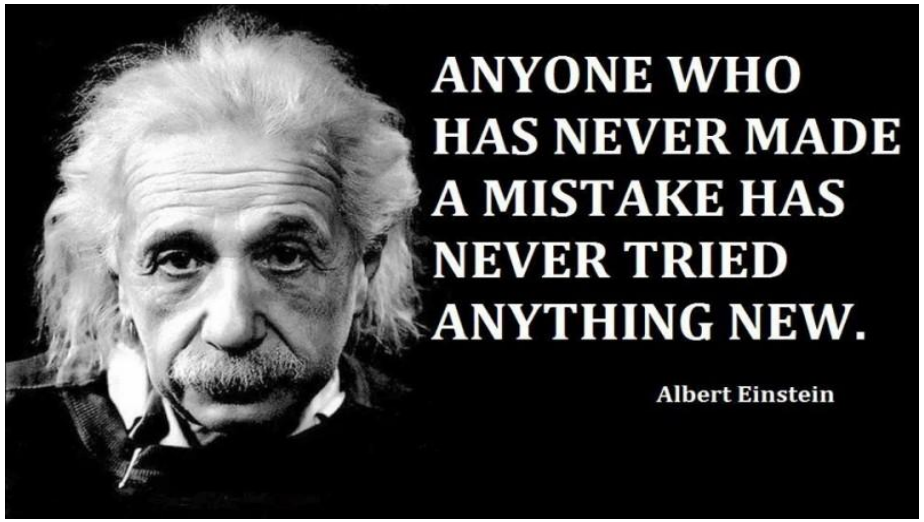
- Sleep min 7 hours a day (7.5h optimal)
- Exercise min 3 times a week
- 10k steps every day
- Avoid the four whites (sugar, flour, salt, dairy)
- Reduce alcohol consumption (even wine)
- Eat organic/natural/unprocessed food
- Avoid or delay breakfast or consider intermittent fasting
- …

R. Reflect - Recognise Mistakes as Learning Opportunities!

B.U.N.D.L.E.**R**.



R. Reflect on mistakes

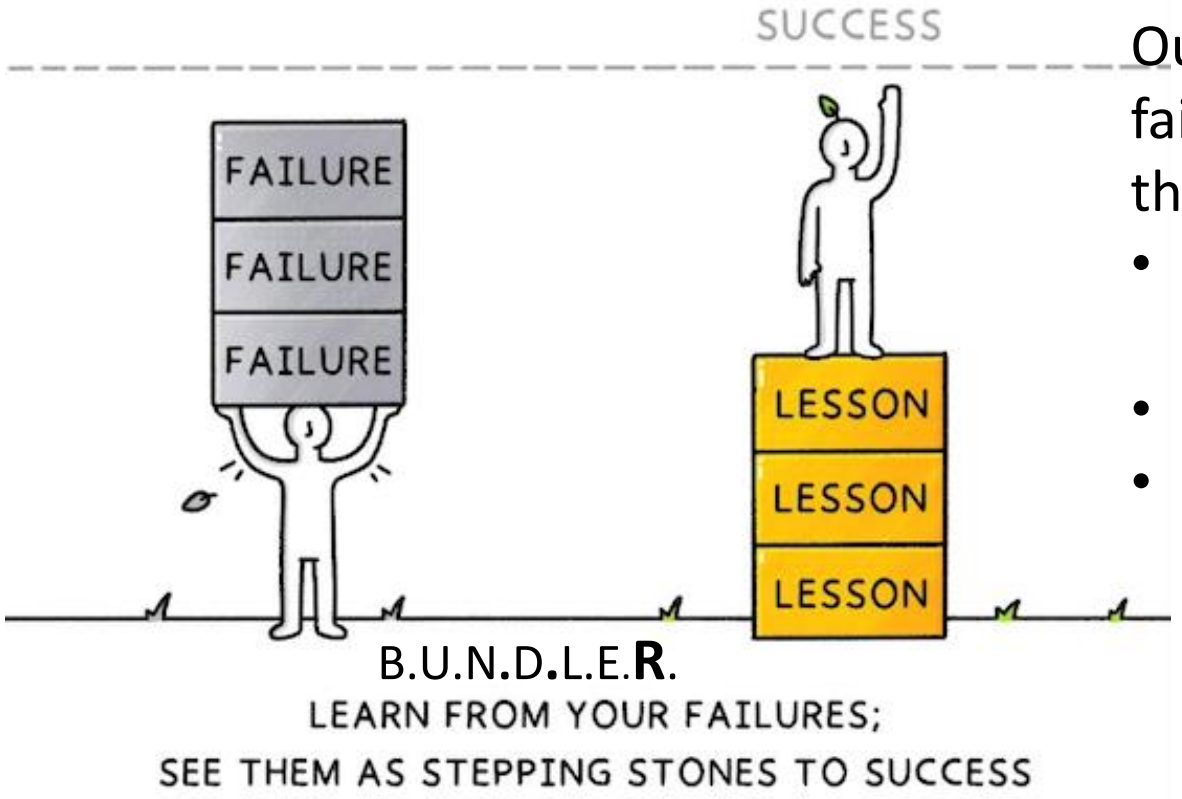


We are learning from mistakes, therefore,

- Learn from <u>your</u> mistakes but equally importantly
- Learn from the mistakes of <u>others</u>

B.U.N.D.L.E.**R**.

R. Reflect on mistakes

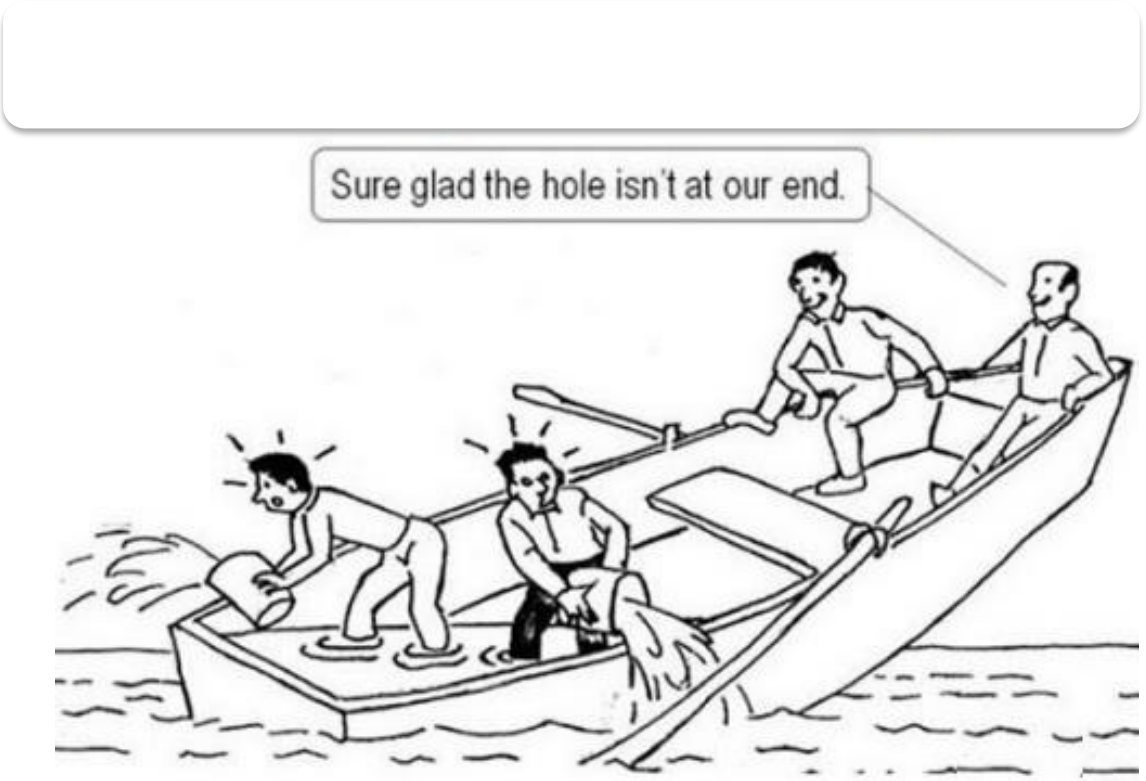


Our reflection to any mistake or failure from our side, involves three steps:

- Step 1: to acknowledge it instantly,
- Step 2: to correct it, and
- Step 3: to learn from it.

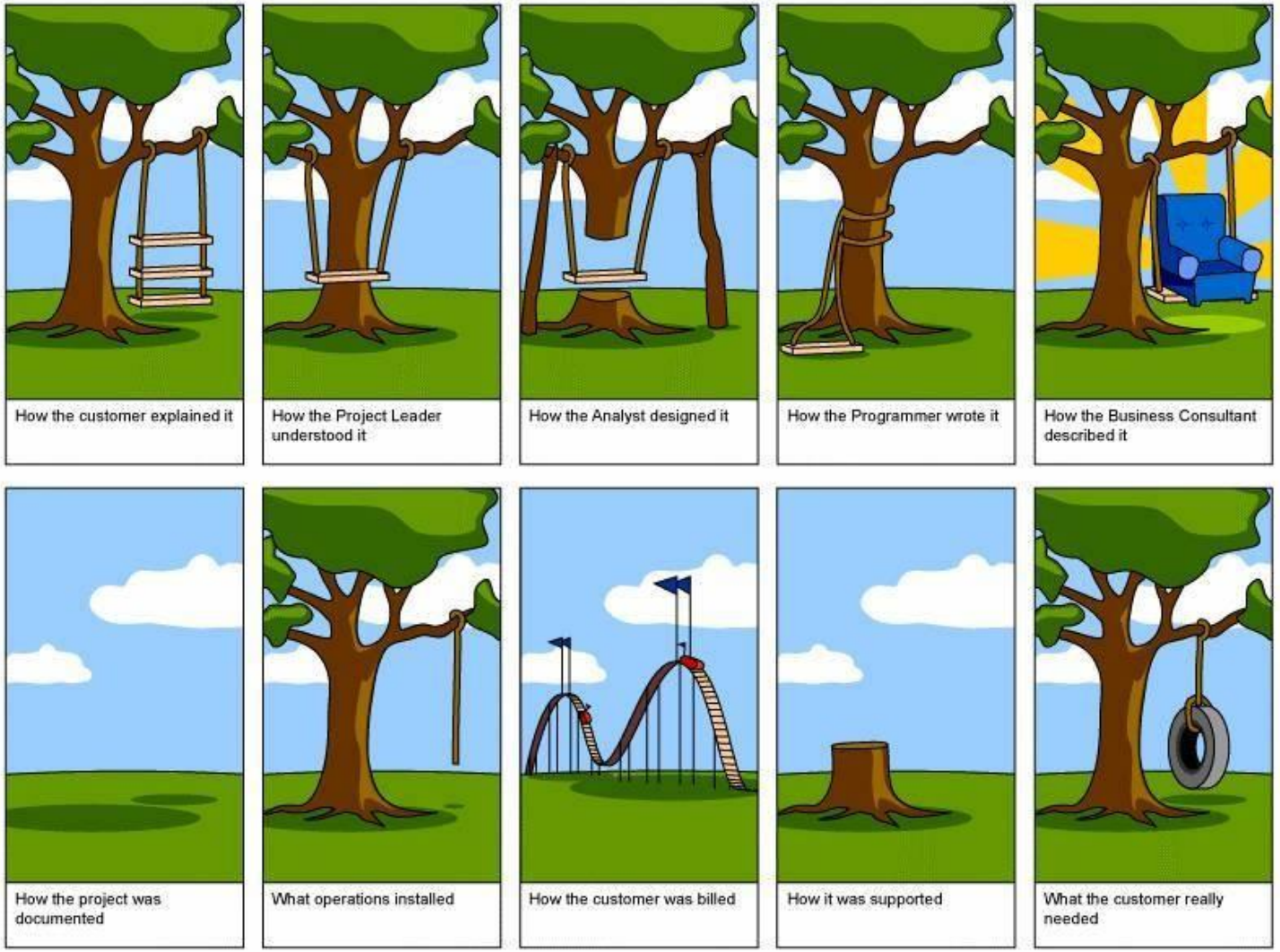
S.H.A.R.P.™ Characteristics

S. Supportive Manager **S**.H.A.R.P.™



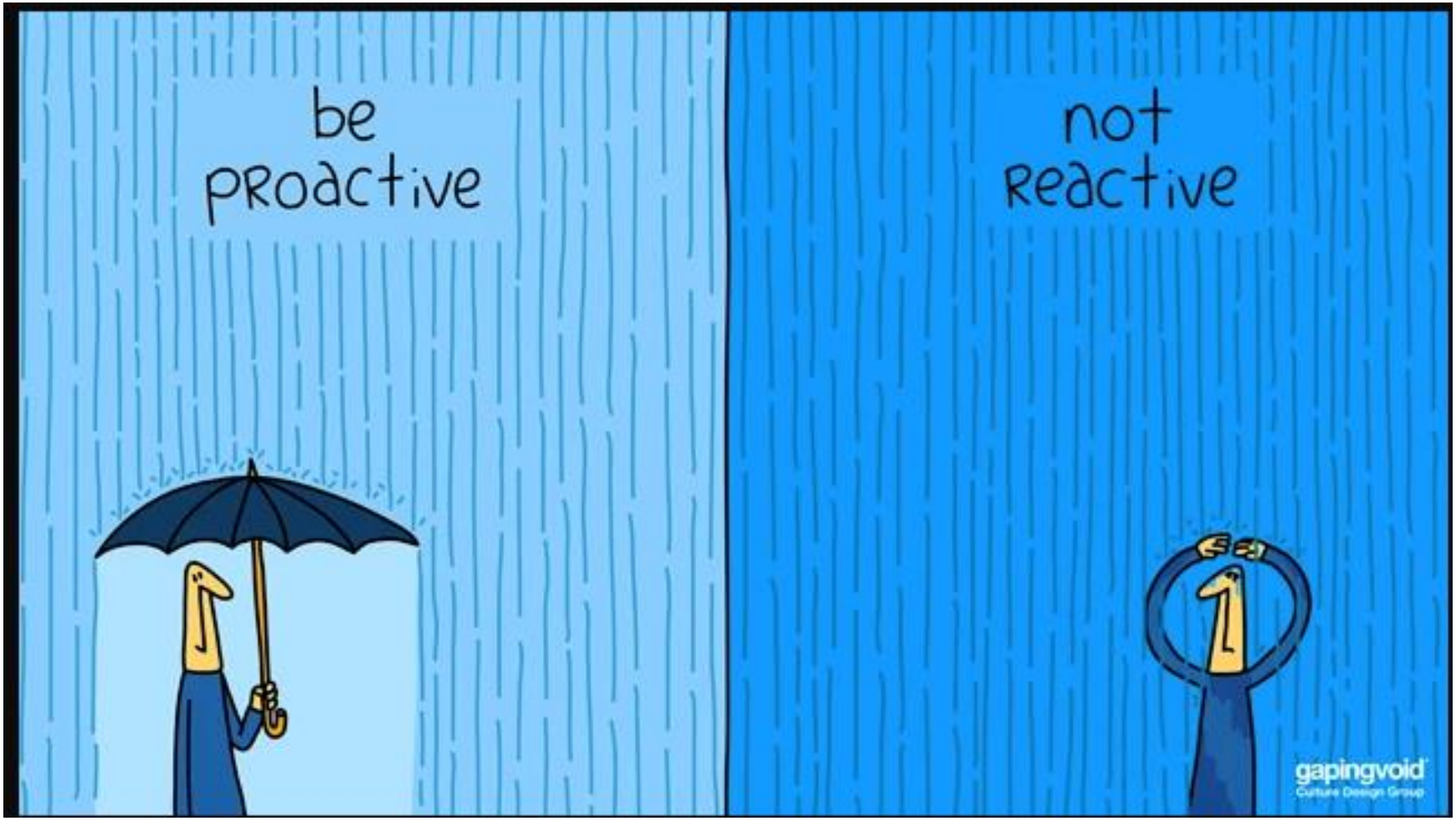
H.**H**ighly-Motivated Manager S.**H**.A.R.P.™

A. **A**gile Manager S.H.**A**.R.P.™



R. **R**esourceful S.H.A.**R.**P.™

P. **P**roactive and not Reactive S.H.A.R.**P**.™



How champions manage successfully ambitious and innovative European funded projects

From Struggle

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D.O.O.R.S.T.E.P.™ & S.M.A.R.T.™

PM INTELLIGENCE™

E.N.A.™ Rule

To Success

Module 2

PM Cycle Intelligence ™

D.O.O.R.S.T.E.P.™ and S.M.A.R.T.™ PM Cycle Intelligence Steps

1. Step 1: D. Define the Project and the roles
2. Step 2: O. Outline all the tasks
3. Step 3: O. Order Tasks
4. Step 4: R. Resources Addition
5. Step 5: S. Speed up your plan (if necessary)
6. Step 6: T. Transform a Gantt chart
7. Step 7: E. Estimate resource requirements
8. Step 8: P. Plan Risks

9. Step 9: S. Start Project
10. Step 10: M. Monitor progress and costs
11. Step 11: A. Adjust your plan
12. Step 12: R. Review
13. Step 13: T. Tidy-up

D.O.O.R.S.T.E.P.™ and S.M.A.R.T.™ PM Cycle Intelligence Steps

1. **Step 1: D. Define the Project and the roles**
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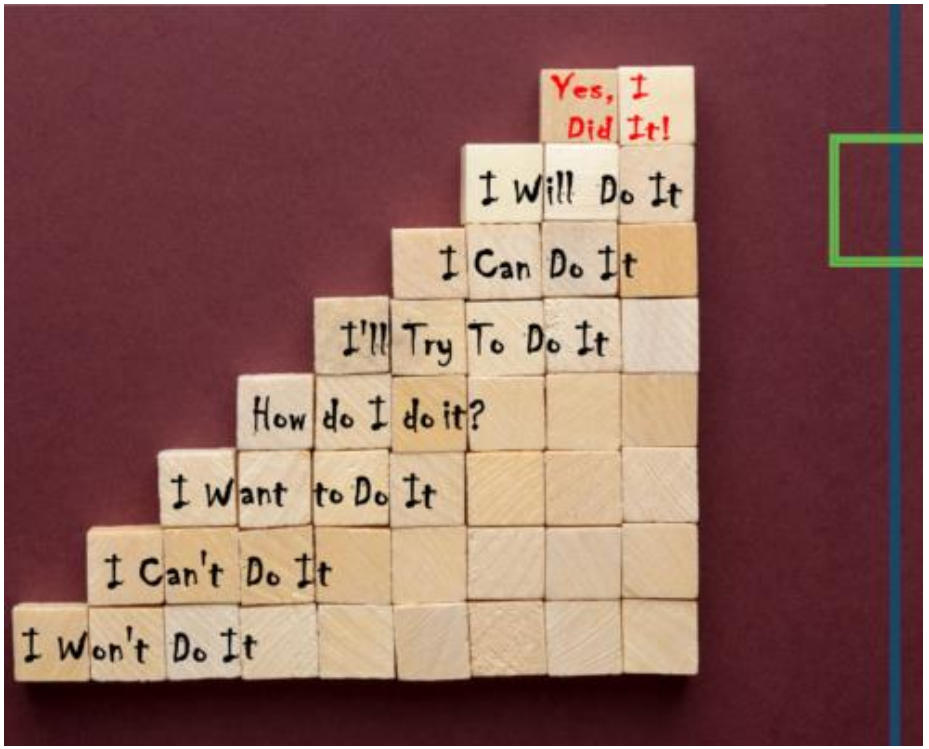


D. Define Project

1. The **quality** of what should be delivered
2. **When** it should be delivered
3. The **cost** of what should be delivered

D. Define Roles

An example of a project management chart for R&I Projects

Profile photos/logos

Dr. Gandi Pau (PC/PO)

Dr. Giannis Arzis (TL/PO)

Steering Committee (SC)

Technical Committee (TC)

Project/Scrum Teams

Project/Scrum Team 1/WP1

Project/Scrum Team 2/WP2

Project/Scrum Team 3/WP3

Project/Scrum Team 4/WP4

Project/Scrum Team 5/WP5

Project/Scrum Team 6/WP6

Project/Scrum Team 7/WP7

Project/Scrum Team 8/WP8

Project/Scrum Team 9/WP9

Project/Scrum Team 10/WP10

Advisory Committee (AC)

Dr. Gandi Pau (chair)

DE Manager

Mr. John Schwan

Communication Manager (CM)

Ms. Sarah Leute

Innovation Manager (IM)

Mr. Nick Stevenson

Ethics Manager (EM)

Mrs. Maria Jhann

ext. Quality Evaluator

Mr. Peter Floratos

Project Steering Committee (PSC)

The Project Steering Committee (PSC)

- Is **chaired by the Project Coordinator (PC**) (or by the Project Owner PO- another name for PC in PM terminology)
- Consists of **a representative from each direct partner**
- Is the **key decision-making and issue-resolution body** for the project.
- Decides on any **significant decisions** that may affect the project or the team's ability to deliver on the project objectives
- **Approves key documents**, resolution of important project issues or significant change requests
- Ensures **adherence to the organisation's policies** and rules (e.g. IT governance, data protection, information security, document management, etc.)
- **Approves and signs off key management** milestone artefacts (i.e. Project Charter, Project Work Plan).
- **Meets every 3 months f2f/remotely** or earlier if needed

Responsibilities

- Act as the **liaison** between Funding Authority and the consortium
- **Chairs** the **Project Steering Committee** (PSC)
- Provides **leadership and strategic direction** to the Technical Leader).
- Sets the **project objectives** and accepts the **innovation/research Case** for the project.
- Monitors the **project risks** and ensures that project outcomes are in line with committed objectives and priorities.
- **Mobilises the resources** necessary for the project, in accordance with the agreed budget.
- Regularly **monitors project progress**.
- Coordinates the **resolution of escalated issues** and conflicts.
- Drives **organisational change** and monitors proper evolution and change implementation.
- **Approves and signs-off on key management milestone artefacts/deliverables** (Project meeting minutes, Project Management Plan, etc.).

(TC) and Technical Leader Responsibilities

The Technical Committee:

- Is **chaired by the Technical Leader (TL).** In many cases the same peron i both PC and TL
- Consists of all the **workpackage leaders**
- **Executes the project plans** as approved by the Project Steering Committee (PSC).
- Coordinates the **Project Teams via the WP leaders**, ensuring the effective use of the allocated resources.
- Ensures via **Workpackage leaders that project objectives** are achieved within the identified constraints, taking preventive or corrective measures where necessary
- Ensures the **controlled evolution, of products and deliverabless** delivered, through proper change management
- Monitors **project status and reports via TL** to the Project Steering Committee (PSC) on project progress at regular predefined intervals
- Escalates **unresolvable project issues to the Project Steering Committee** (PSC)
- Meets once or twice a month (sometimes more if needed).

Note: Other names of Technical leader are Technical Coordinator, Technical Manager, etc

Project Teams/Workpackage teams

Project teams

- Are managed by **team leader** and reviewed by **Workpackage leader**
- Are responsible for **the day-to-day work** within the **related workpackages**
- **Collaborate closely with other project teams/workpackage teams** and other parties involved (e.g. stakeholders)
- Focus on **delivering value early** on and frequently throughout a project
- Make decisions based on what is known (**current status**)
- Focus on **incremental development with short cycles**
- Embrace change, continuous learning and improvement
- Keep **just enough documentation** and control.

Note: Project team members are multidisciplinary and meet regularly (from daily, to once a week)

Advisory Committee (AC)

The Advisory Committee

- **Chaired** by the **PC** or an **end-user partner**
- **At least all** organisations that provided **a letter of support** during the proposal preparation phase are **members**
- Consists of **individuals or representatives of organisations interested** in the project results
- Provides **advice on the quality of the project results** and especially on the alignment with end-user needs
- Can **peer-review** project deliverables
- Normally meets **only via online** means but members **may join project meetings or events**.

Note 1: Other names of Advisory Committee can be Advisory Group, Stakeholders Committee, End-Users Committee/Group

Note 2: Contact details from each member formulate the

Dissemination & Exploitation (DE) Manager

The dissemination and exploitation manager

1. Is responsible for **promoting and raising awareness** about project **results**
2. **Monitors and controls** the activities, resources and methods for advancing the wide use of the project results by the concerned end-users
3. In **highly innovative project** may be responsible for **commercialisation of the project result**s if there is no innovation manager
4. Normally is the **leader of the Dissemination and Exploitation** workpackage
5. Participates in **Steering Coordination Group meetings**
6. **Collaborates** with the **communication manager (if different person**) and with all the partners
7. Is **responsible** for the **preparation, maintenance and adherence** of the dissemination & exploitation plan

Communication Manager (CM)

Communication Manager

- Is **responsible** for **promoting and raising awareness** about the **project overall** (i.e. project info, activities, achievements, public deliverables, lessons learned)
- Utilises various **communication methods** (website, social media, press, etc)
- Increases the **project visibility** in **general**
- Collaborates **with the DE manager if a different person** for sharing promoting and raising awareness resources and methods
- Is responsbile for the **preparation, maintenance and adherence** of the **communication plan**

Quick Activity on chat: Can spot and share the key difference between the tasks of the DE and CM?

Innovation Manager (IM) responsibilities

- **Enhancing Innovation capacity of partners:** Monitoring and providing advice to partners for increasing innovation via their internal procedures and their participation in the project
- **Enhancing innovation capacity of external actors**: Communicating and raising awareness about the open access to research data and publications as well as to the "Lessons Learned" handbook
- **Advancing individual exploitation achievements** made by each partner from their participation in the project
- **Monitoring achievement level of expected impacts and DEC milestones** and managing activities to ensure their fulfillment
- **IPR Management**
  - Technology surveillance – technology scouting for identifying new in-licensing opportunities
  - Management of IPs – Protecting IPs, managing costs and revenues from IPs, identifying gaps in the Ips
- **Commercialisation**
  - Identifying market opportunities and monitoring markets, technologies and IPR
  - developing roadmaps for commercialization (from current TRL to TRL 9), conducting market surveys, identifying potential licensees, negotiating commercial agreements, managing the formulation of new companies (spin-outs) carry-out due diligence (assessing business proposals)

Note as a tip:

- *Normally, the role of the **DE and CM** is undertaken by **one person** and the one of the **Innovation Manager by another**.*
- *Especially in highly innovative projects with high TRL (**Technology Readiness Level 6 and above**), the Innovation Manager is usually **someone from the industry***

[redacted] (EM) Tasks

- Respects human dignity and integrity
- Ensures **honesty and transparency** towards research subjects and, notably, getting free and informed consent (as well as assent whenever relevant)
- Protects **vulnerable persons**
- Ensures **privacy and confidentiality**
- Promotes **justice and inclusiveness**
- **No harm** and **maximises benefit**
- **Shares the benefits with disadvantaged populations**, especially if the research is being carried out in developing countries
- **Maximises animal welfare**, in particular by ensuring replacement, reduction and refinement ('3Rs') in animal research
- **Respects** and **protects** the **environment** and **future generations**
- Follows the **highest standards of research integrity** (i.e. avoiding any kind of fabrication, falsification, plagiarism, unjustified double funding or other type of research misconduct)

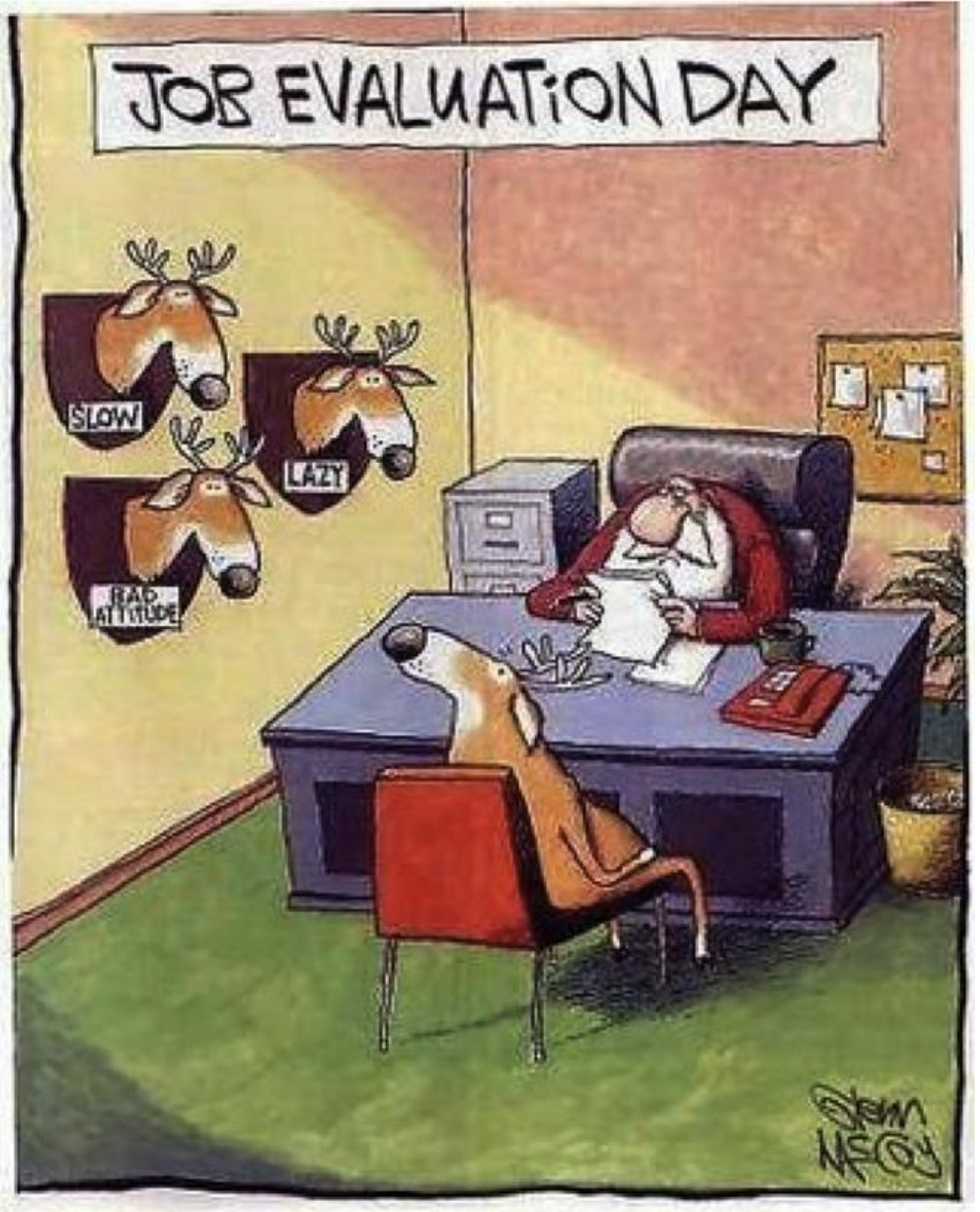
Role of an

- Monitors and improve project quality with an **unbiased** and **confidential** profile
- **Supports /completes Project Coordinator and Internal Quality Manager** on monitoring the quality of project performance (Project activities, main outcomes and impact)
- **Reviews as peer-reviewer horizontal deliverables** related to project management, quality, dissemination and exploitation
- Prepares **external quality monitoring reports** every 6 months and/or
- Prepares the **annual external quality evaluation** reports

External Quality Evaluator

The Project External Quality Evaluator

- supports the **project to perform better** and not to criticize and put labels!
- Ensures that **quality evaluation** is a continuous process and requires the commitment of all partners
- **rewards, a project** with much higher added value, **less headaches with the EC reviews** and more exploitable results



D.O.O.R.S.T.E.P.™ and S.M.A.R.T.™ PM Cycle Intelligence Steps

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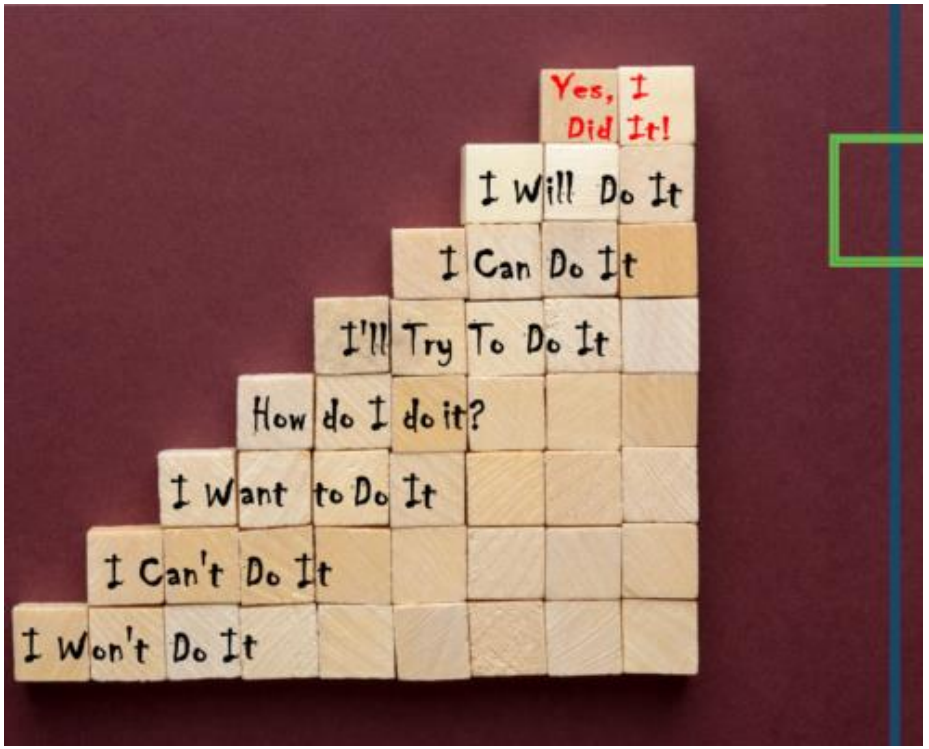
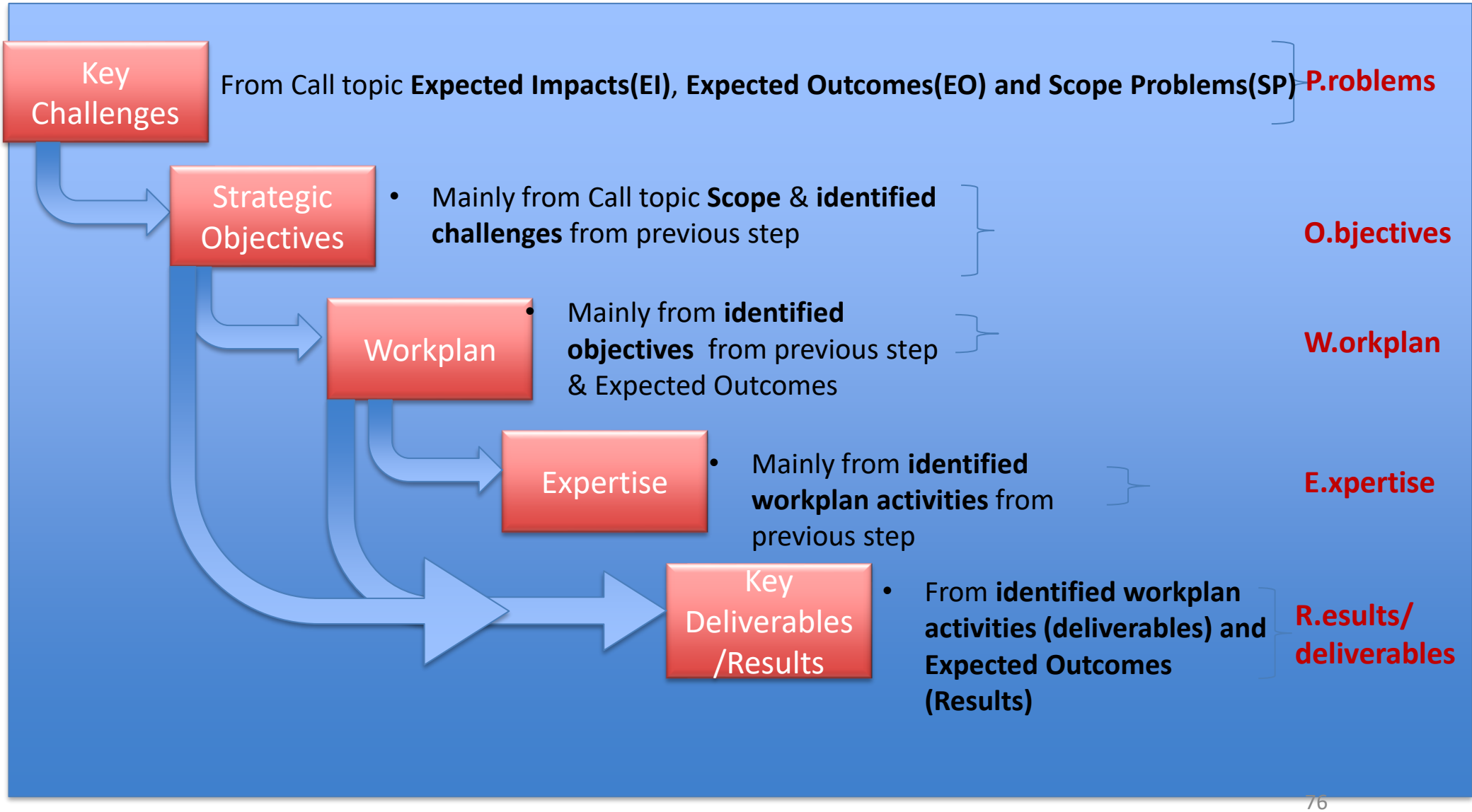


Step 2: O. Outline all the tasks

1. Initiate a brainstorming with your team
   - List all possible tasks
   - No criticism or judging
2. Organise the tasks into categories
   - Spot anyting that you may missed from the initial brainstorm
   - Create a tree of the tasks, i.e. the work breakdown structure WBS
   - In Pillar 2 calls, use also the P.O.W.E.R.™ technique for elaborating on the Tasks needed
3. Validate the tasks and the WBS with external resources
   - Validate it with other experts, consultants, researchers
   - Validate it with paradigms/WBS from similar projects (from Cordis and then from project website

P.O.W.E.R.™ Technique in



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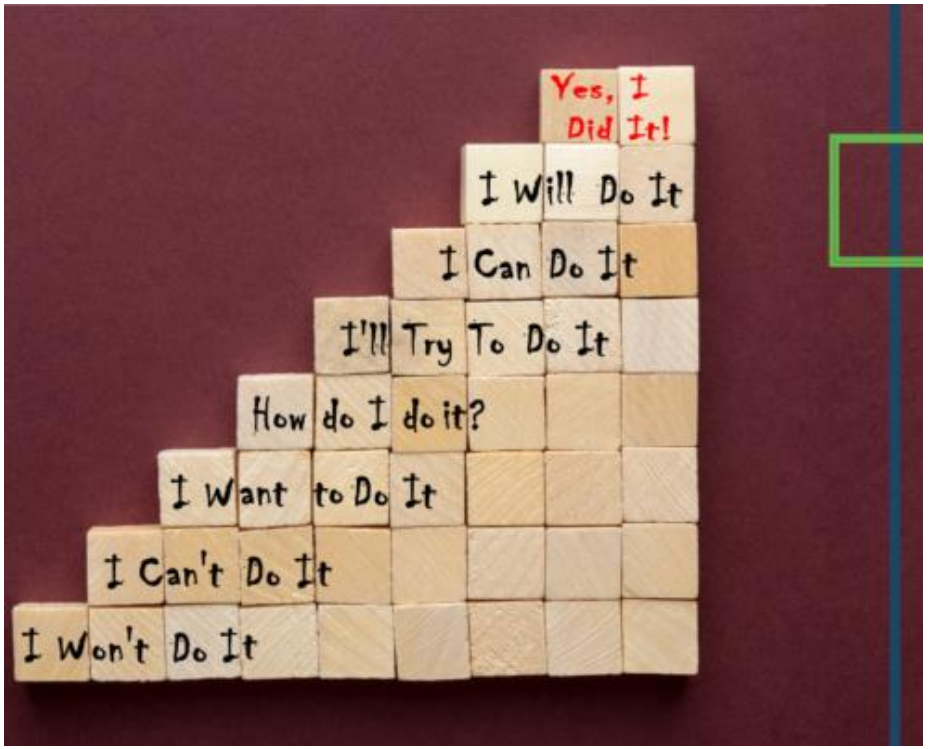
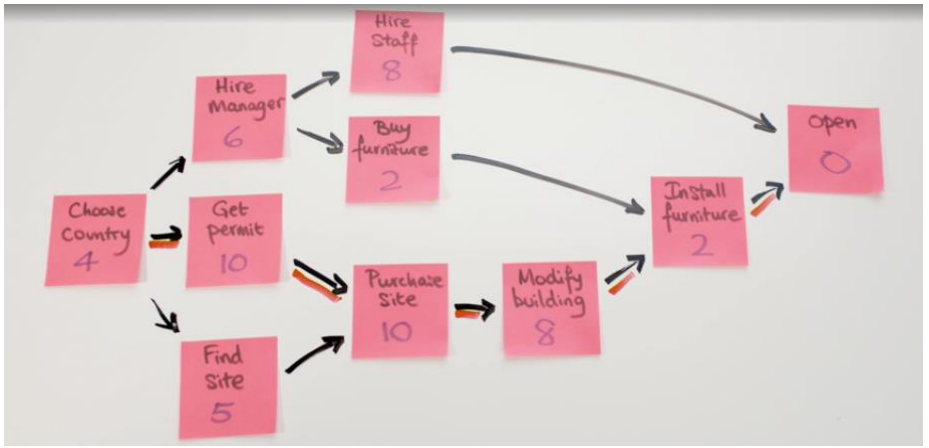


Step 3: O. Order Tasks

1. Use post-its to order tasks and then link them
2. Estimate durations of each task
3. Identify the critical path



Step 3: O. Order Tasks 1/3

1. Use Post-its to order tasks and then link them

- When roughly in the right order, you link them with connecting arrows on the whiteboard/flipchart
- This shows which task comes next or you can't do this task until the linked one before is done
- Move them around until you are happy with the order

Work jointly with other members from your team

- They are involved and they will be motivated
- They will help you come up with a better plan, i.e. a plan that you are all happy with

Process can be applied for tasks for the whole project and/or per workpackage

The finished diagramme may be called a pert chart also

Step 3: Order Tasks

1. Use post-its to order tasks and then link them

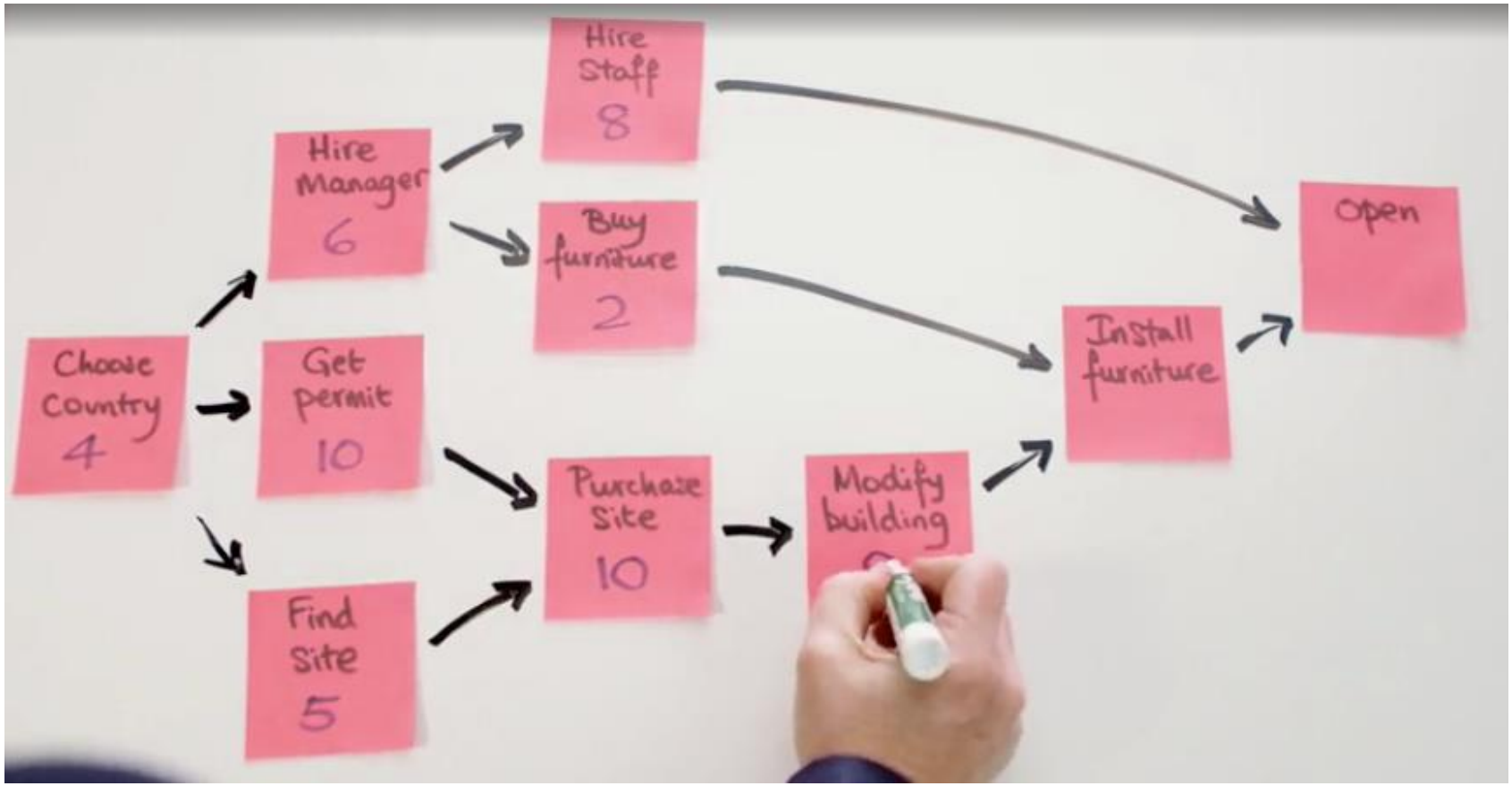
Step 3: O. Order Tasks 2/3

2. Add estimates to each post-it notes (average time)

- Estimates either in weeks or months
- Use a different colour and big numbers for easily adding up later
- If you don’t know how long for a task, then consult externals or break it into smaller parts

Step 3: Order Tasks 2/3

2. Add estimates to each post-it notes



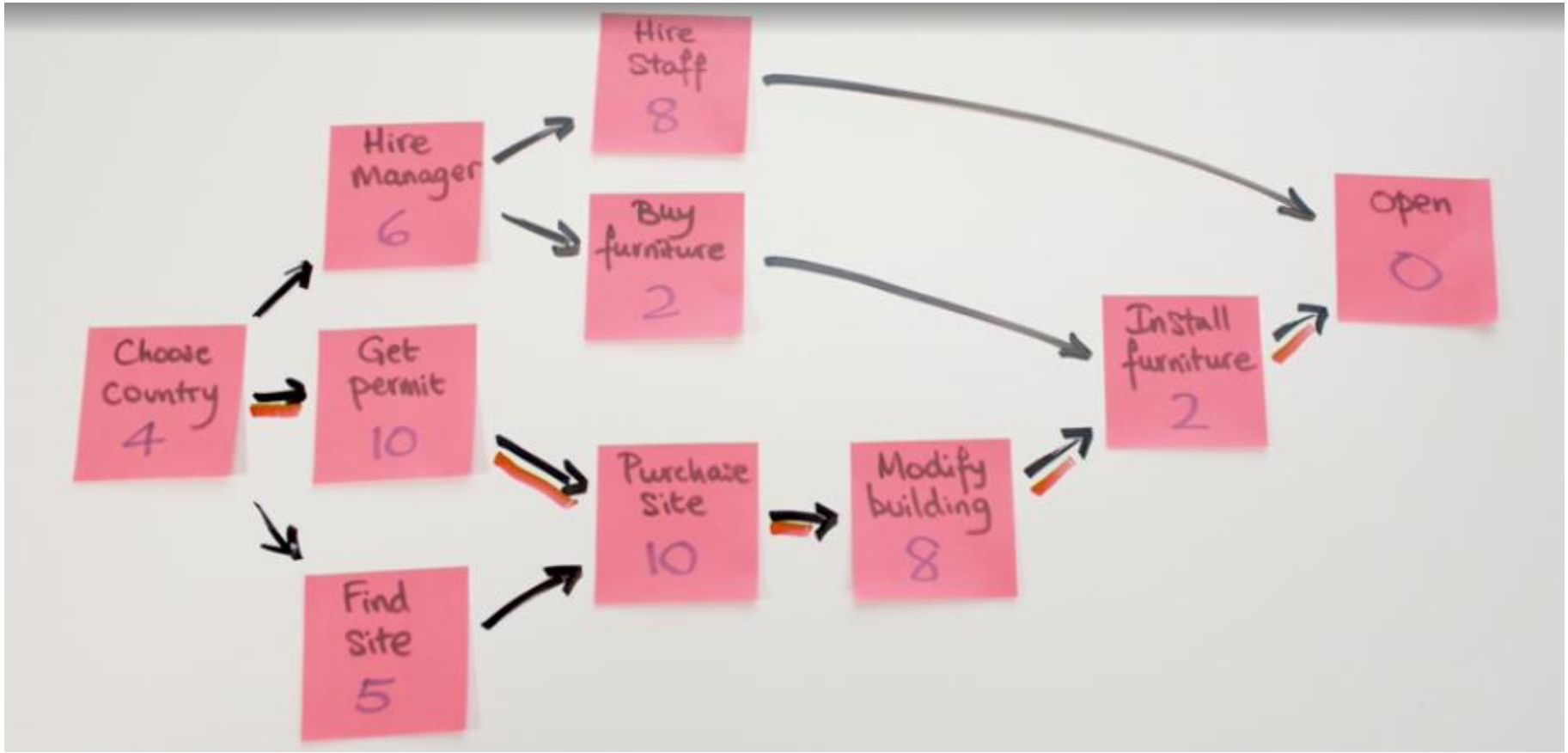
Step 3: O. Order Tasks 3/3

3. Identify the critical path

- Critical path is the longest and therefore the slowest implementation path
- Critical path may be called also time critical path
- The (time) critical path will tell us how long the project is going to take
- These are the ones we need to watch carefully and if they run late, the whole project runs late
- The other tasks are happening in parallel
- Dedicate the best resources to the critical path tasks

Step 3: Order Tasks 3/3

3. Identify the critical path



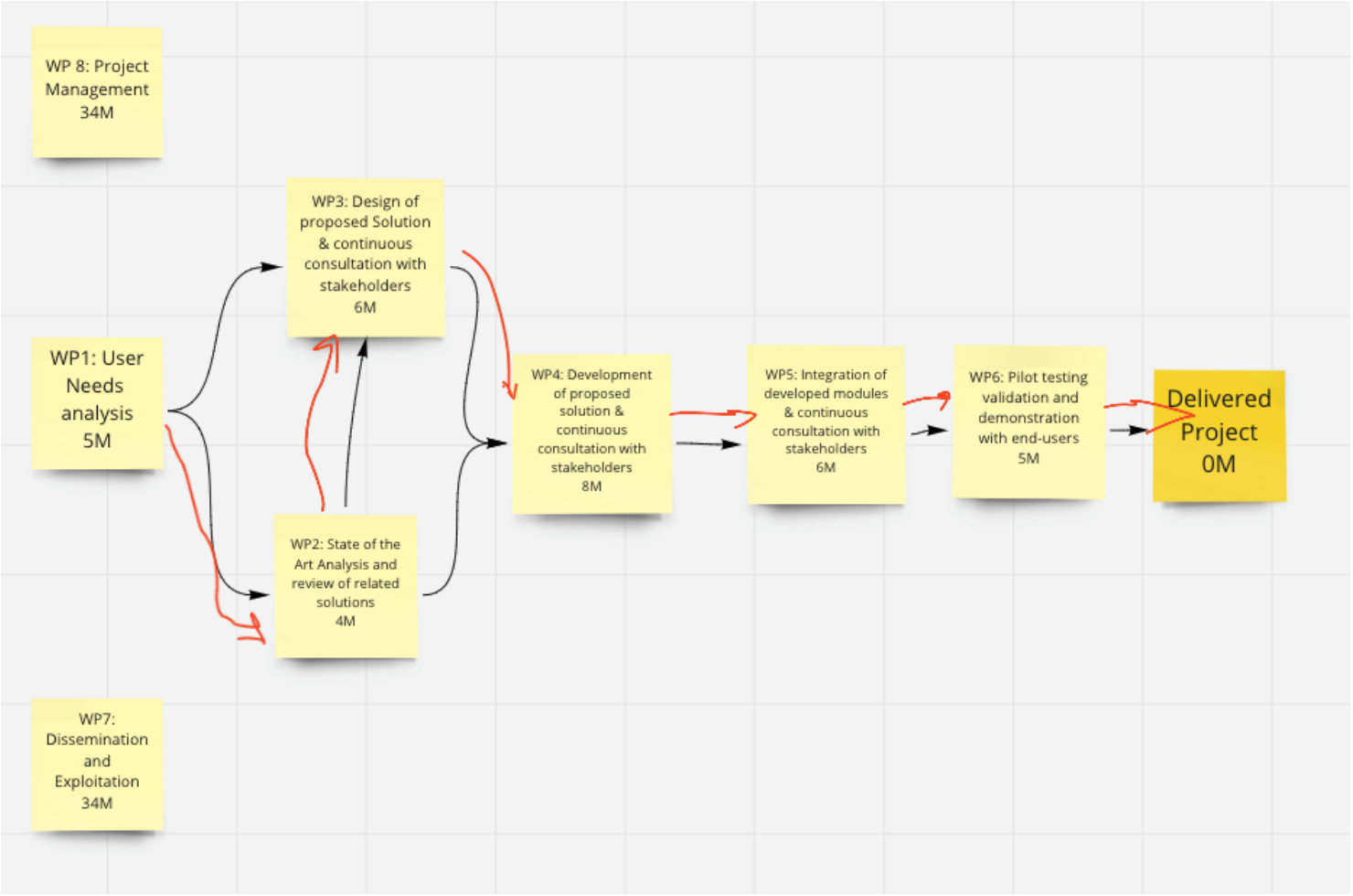
Follow-up Exercise

Use post-its and identify the critical path of the activities present in your ambitious and highly innovative project. Indicatively the following activities are normally found in projects.

- WP1: User Needs Analysis – 5M
- WP2: State of the Art Analysis and review of related solutions – 4M
- WP3: Design of proposed solution & continuous consultation with stakeholders- 6M
- WP4: Development of proposed solutions & Continuous consultation with stakeholders – 8M
- WP5: Integration of developed modules & continuous consultation with stakeholders – 6M
- WP6: Pilot testing validation and demonstration with end-users - 5M
- WP7: Dissemination and Exploitation
- WP8: Project Management

You can use miro.com (free app up to 3 boards) for virtually and remotely but collaboratively working on your post-its on the board

Critical Path of the follow-up exercise



[Miro demonstration]

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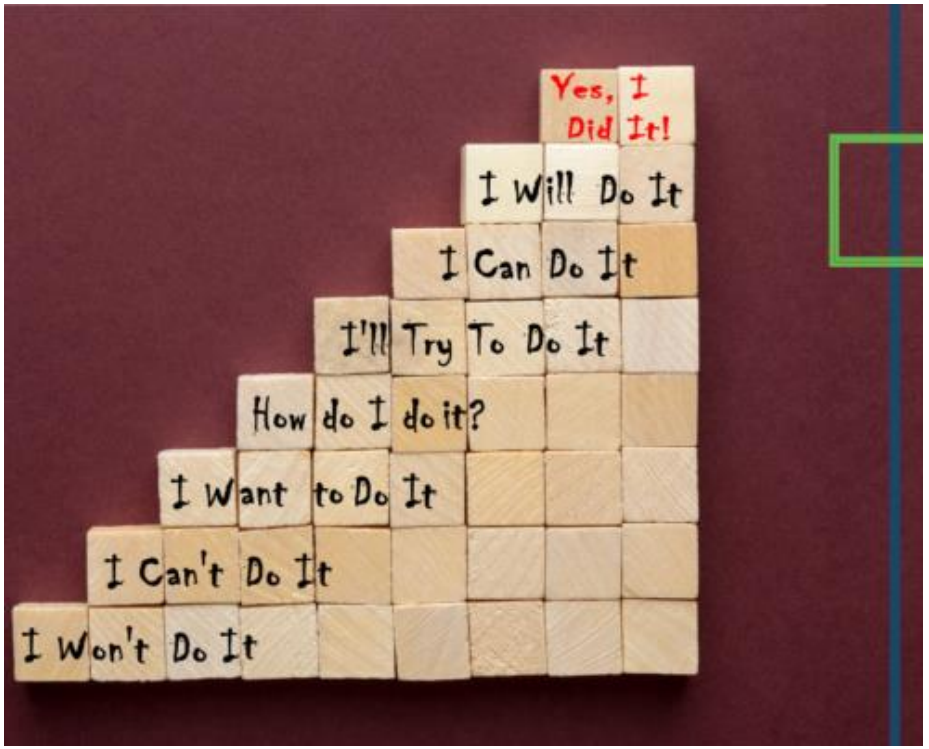
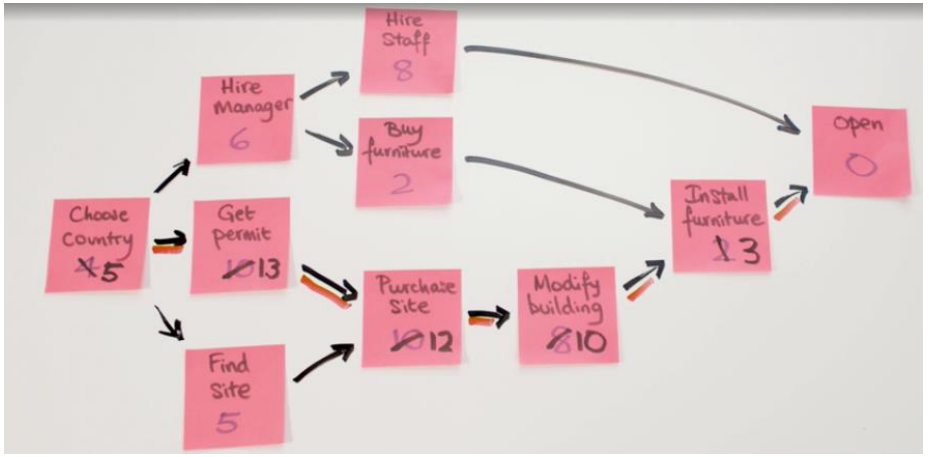


Step 4: Resources Addition as Contingency

- Estimate how many extra months/weeks on top of the total duration of the project/WP, you will need **at the worst case scenario**, e.g. 18 more weeks
- Take the half duration of the additional worst case scenario, e.g. 18/2=9 weeks
- With these extra 9 weeks, you'll be 90% safe
- Spread these extra 9 weeks pro-actively through the project along the critical path
- i.e. Don't add just a chunk of 9 weeks at the end of the project/WP but you distribute it evenly



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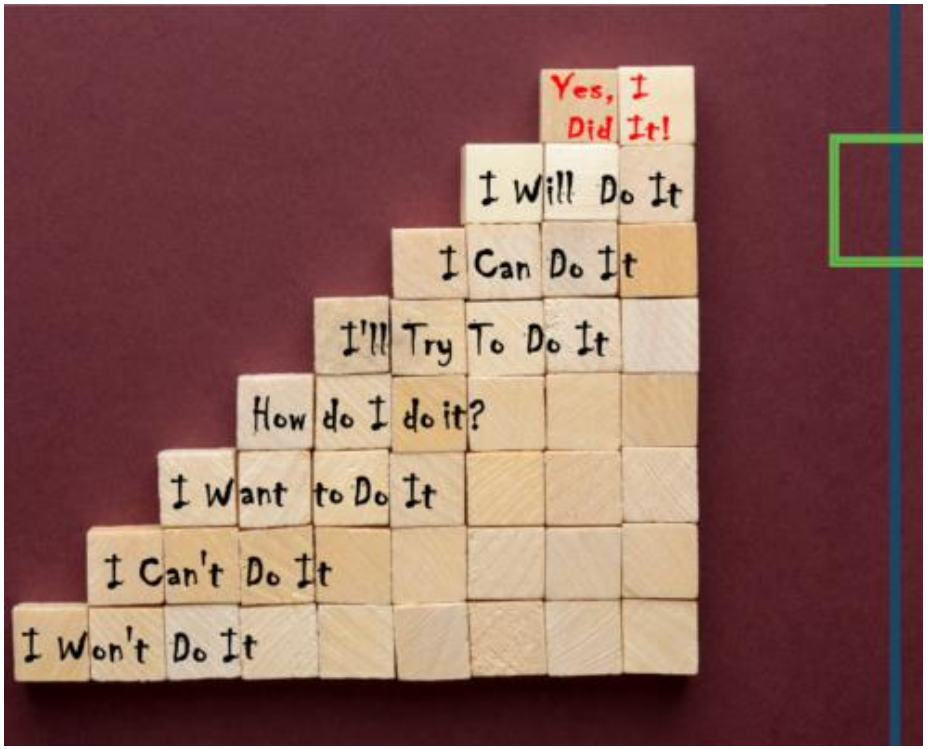

Step 5: S. Speed up your plan

If your plan comes out at a higher number of weeks/months that is the max project duration specified by EC, then **speed it up,** i.e.

1. Either increase the resources (mainly person effort) and/or
2. Run some activities/WPs in parallel or
3. Reduce the quality

In innovative & highly ambitious EU funded projects option 3 is not acceptable.

Therefore, you either

- increase the resources especially in the WPs/tasks along the critical path, and/or
- run some tasks in parallel

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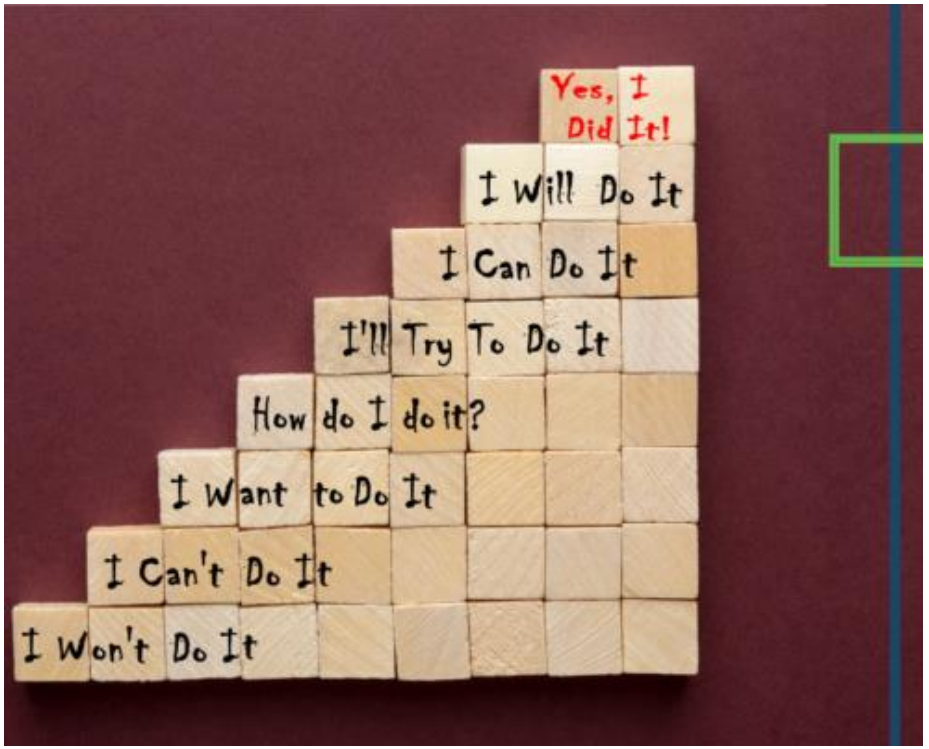
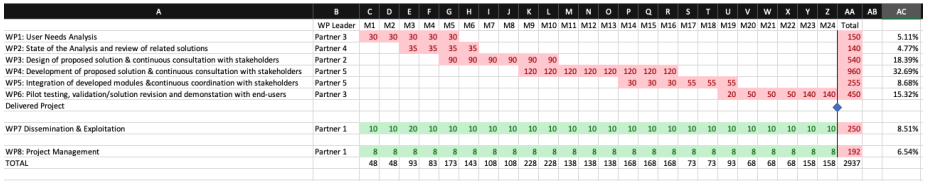


Step 6: T. Transform a Gantt chart

- Always do the post-its (or Pert Chart) **before** creating a Gantt chart (see step 3), else very hard to create one
- A Gantt chart is a bar chart showing all the tasks along a timeline
- Easy to understand by everyone
- Excellent and simple tool to understand the project status at any moment



A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC
	WP Leader	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	Total		
WP1: User Needs Analysis	Partner 3	30	30	30	30	30																				150		5.11%
WP2: State of the Analysis and review of related solutions	Partner 4			35	35	35	35																			140		4.77%
WP3: Design of proposed solution & continuous consultation with stakeholders	Partner 2					90	90	90	90	90	90															540		18.39%
WP4: Development of proposed solution & continuous consultation with stakeholders	Partner 5									120	120	120	120	120	120	120										960		32.69%
WP5: Integration of developed modules &continuous coordination with stakeholders	Partner 5														30	30	30	55	55	55						255		8.68%
WP6: Pilot testing, validation/solution revision and demonstation with end-users	Partner 3																			20	50	50	50	140	140	450		15.32%
Delivered Project																												
WP7 Dissemination & Exploitation	Partner 1	10	10	20	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	250		8.51%
WP8: Project Management	Partner 1	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	192		6.54%
TOTAL		48	48	93	83	173	143	108	108	228	228	138	138	138	168	168	168	73	73	93	68	68	68	158	158	2937		

Step 6: How to transform a Gantt Chart

Use Excel/spreadsheet and

1. Put a list of the tasks down on the first column with the critical path listed first and then the floating tasks below
2. Put the week or month numbers across the top (e.g. W1, W2, W3, … or M1, M2, M3, …)
3. N.B.:Week/month numbers will be substituted by actual dates as soon as the project starts
4. Put the duration bars in the critical path and ensure that all bars in the critical path have the same colour
5. Most likely some bars will run in parallel (overlapping) since collaboration will be needed among some workpackages, especially towards the end of one WP and the beginning of another one in the critical path
6. Add at least for a diamond for the milestone that is the delivery/completion of the project/system
7. Then based on the post-its diagram again, you add bars for the floating tasks (the ones out of the critical path)
8. Add some vertical lines any constrains that a task cannot go beyond.
9. If you wish, you can add arrows at either side to show that it is a floating task that can take place anytime along those arrows. Basically, this called a “floater”
10. Add a column after the tasks with the WP leader for each task/WP
11. Then, add within each task bar the effort that you plan to dedicate in each month and allow excel to do the autosums
12. Now, you can see which months are going to be very effort intensive
13. Additionally, for some WP, you can have sub-Gannts which will similarly explain the status within those WPs

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC
	WP Leader	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	Total		
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TOTAL		48	48	93	83	173	143	108	108	228	228	138	138	138	168	168	168	73	73	93	68	68	68	158	158	2937		

Follow-up Exercise

- Access the example Gannt chart provided for modifying it accordingly based on your own project specifications

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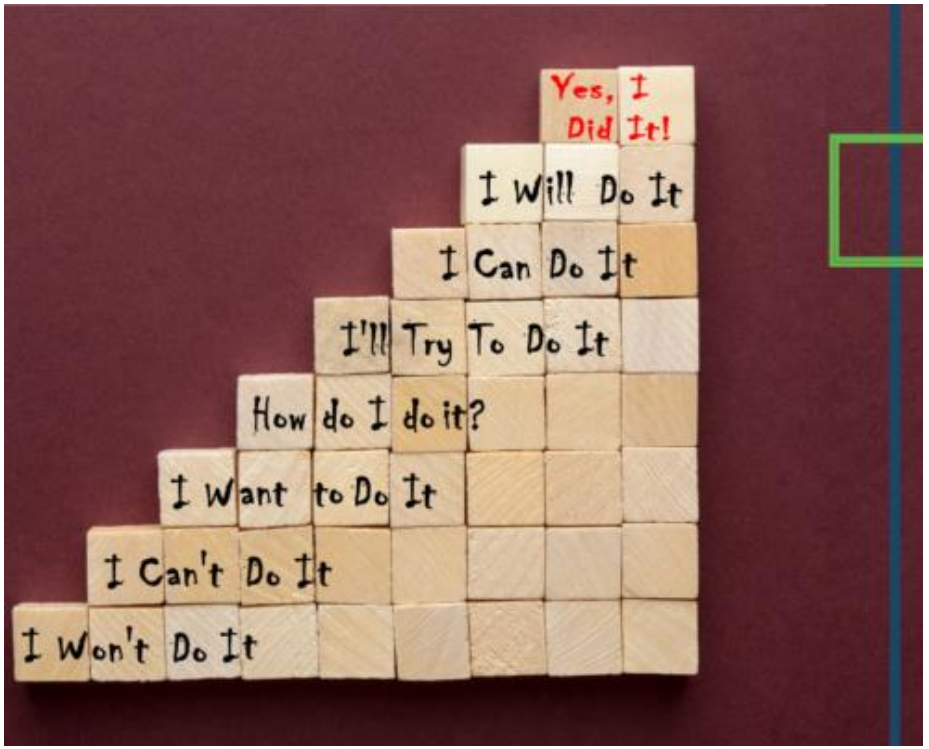

Step 7: E. Estimate resource requirements

One of the biggest reasons why projects run late is lack of resources when we need them. So

- We need to know **how** many people and **when** we will need and **well in advance**
- Gannt Chart the only way for this to check
  - how many full-time people per month/week
  - Which months/weeks are the most intensive ones from the person effort point of view
  - Which months/weeks are the most intensive from the no. of tasks point of view
- If some months/weeks too intensive, then
  - move the floating tasks forwards/backwards to periods that are not that intensive
  - Plan for more resources (more people)
  - Last option (last resort) to break/stop the critical path tasks for some months while busy with the floating tasks. The project now will get longer for those breaking months

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC
	WP Leader	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	Total		
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WP8: Project Management	Partner 1	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	192		6.54%
TOTAL Person days		48	48	93	83	173	143	108	108	228	228	138	138	138	168	168	168	73	73	93	68	68	68	158	158	2937		
No. of full-time personnel (one full time person works 18 person days in a month)		2.7	2.7	5.2	4.6	9.6	7.9	6	6	13	13	7.7	7.7	7.7	9.3	9.3	9.3	4.1	4.1	5.2	3.8	3.8	3.8	8.8	8.8			

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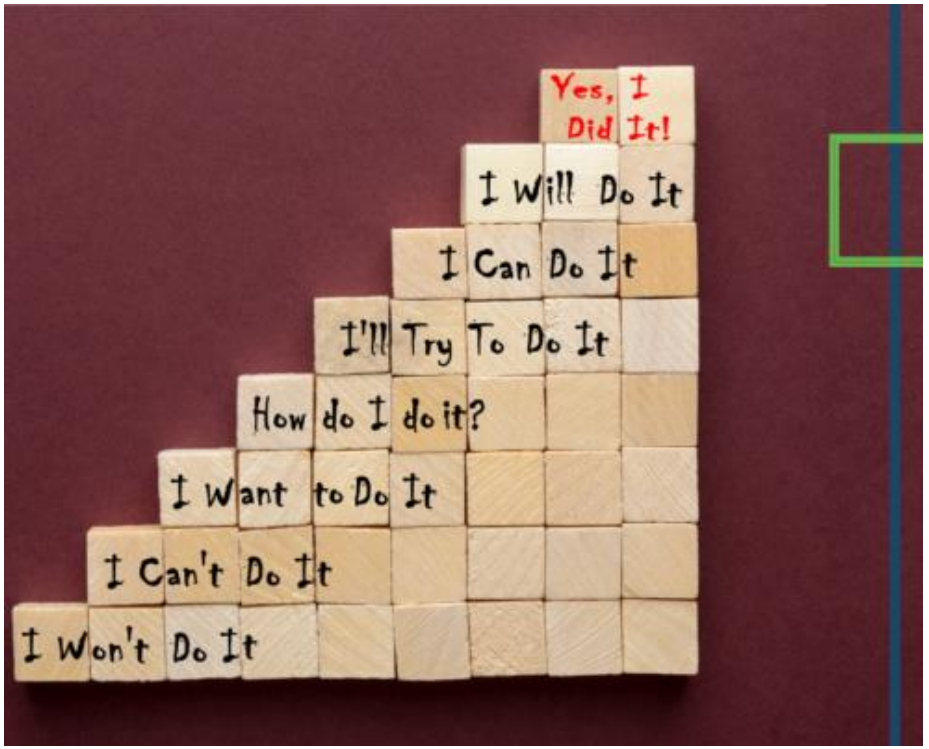

Step 8: P. Plan risks and prepare action plans

- List all possible risks
- Assess how likely they are to happen (Likelihood factor)
- Assess how serious they would be if they did happen (Impact factor)
- Calculate their significance and propose mitigation (reduce likelihood) measures and contingency (reactive to reduce impact if they take place) measures

Step 8: P. Plan risks and prepare action plans

Possible Risks (for the successful implementation)

1. Delay in the collection and analysis of the research/end-users data
2. Low involvement of end-users and stakeholders during the implementation process
3. Poor communication between partners and late detection of problems related to the technical implementation n of the project
4. Poor dissemination & exploitation strategy and low level of achievement of expected impacts
5. Low innovation capacity and not highly innovative project results.
6. Conflict of interest within the consortium on background knowledge, IPRs, ownership of prototypes and future competition
7. Ethical issues and challenges during project implementation
8. Poor quality of deliverables or completion with delay
9. Unbalanced (Low or over-expected) absorption of funds
10. Withdrawal of a partner
11. Withdrawal of coordinator

Risk Category	Risk Event
Research Team	Lack of quality researchers
Research Team	Researchers cannot be recruited
Research Team	Researchers do not have adequate training
Commercial	Inefficient funding
Infrastructure	Lack of suitable facilities to conduct research
Research Team	Unrealistic expectations of researcher capabilities
Stakeholders	Research fails to satisfy funder's needs
Research Integrity	Research proposal is overly ambitious
Research Process	Data is lost
Research Integrity	Research has low chance of achieving outcomes
Research Process	Research methods and analysis not adequately documented
Infrastructure	Loss of research facilities/resources due to emergency e.g. fire
Stakeholders	Research results not effectively promoted to target market

Risk Analysis & Action Plan template

Risk description	Likelihood level (H/L)	Impact level (H/L)	Significance level (HH, HL, LH, LL)	Mitigation (Preventive) Measures	Contingency (Reactive) Measures

Attention! The above table has better structure and it is more detailed and specific than the one suggested by the template (Table 3.2b) in Horizon Europe grant applications

D.O.O.R.S.T.E.P.™ and S.M.A.R.T.™ PM Cycle Intelligence Steps

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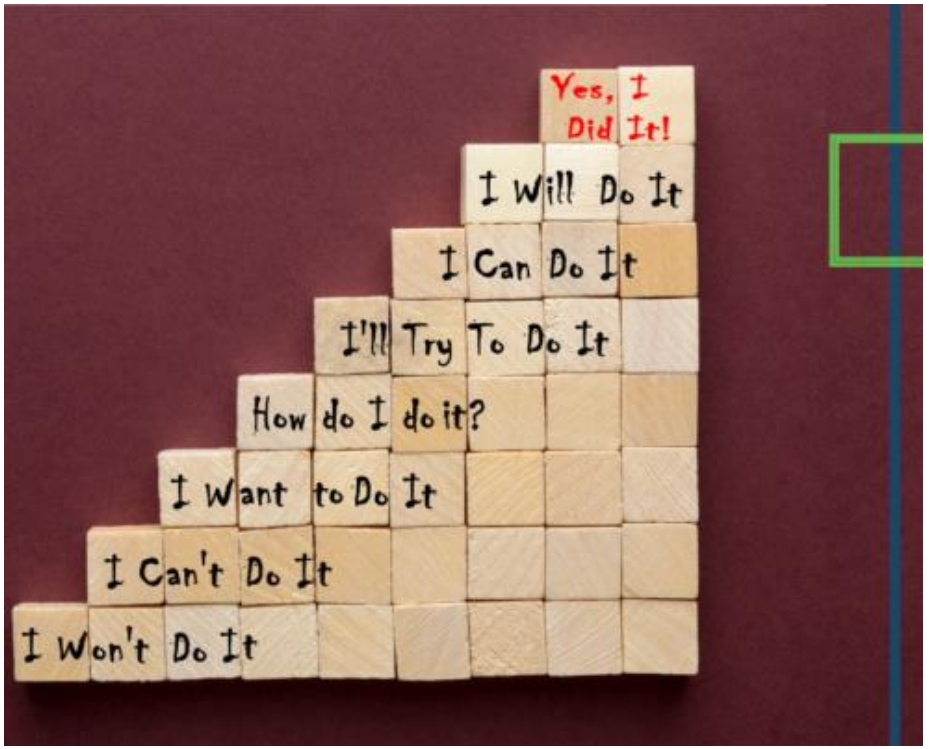

The Consortium Agreement

- The consortium agreement allows consortium members to agree on any specific details not covered by the grant agreement, such as the **organisation of work**, **intellectual property rights (IPR)**, **liability**, and future **exploitation** and **dissemination** of results.
- In principle, the agreement may include any arrangements you wish to make, as long as they are **not contrary to the grant agreement**

Consortium Agreement Profile

- Contract between **ALL partners** of a consortium
- **Responsibilities** of Parties and **Liability** towards each other
  - What rules partners should follow and what happens if they do not do so.
- **Governance** structure
  - Organisational structure, management, meetings, decision making process.
- **Financial** provisions
  - budget distribution, provisions for payment, approval of reports
- **Results**
  - Ownership of results, Intellectual Property management, dissemination
- **Access** Rights:
  - Background, foreground and exploitation of results
- **Non-disclosure** of information:
  - Confidentiality clauses

Source:TH2020/IMS3

CONSORTIUM AGREEMENT

EC quidance

„How to draw up your consortium agreement”

http://ec.europa.eu/research/participants/data/ref/h2020/other/gm/h2020-guide-cons-a_en.pdf

IPR helpdesk https://www.iprhelpdesk.eu/

CA MODELS AVAILABLE

Consortium Agreement Models

http://www.desca-2020.eu/

EUCAR (European Council for Automotive)

http://www.eucar.be/eucar-model-consortium-agreement-horizon-2020/

Remember to <u>check/consider</u> the following in a consortium Agreement

- **Time period** that **money are transferred** from the Coordinator to each beneficiary and any conditions?
- The **governanance/decision** making process and **whether you are part of it** as partner
- **Ownership** of project results
- Any "**background**" and conditions for accessing it.

What is the Grant Agreement

- **Contract signed** between the EC and the project beneficiaries
  - **Coordinator** on behalf of Partners
- **Body**: Rights and obligations of partners related to the administration of the Grant
  - reporting, reviews,
  - division of roles,
  - eligibility of costs and other legal provisions
- **Annex I:** Description of the action,
  - composed of the originally submitted Proposal, including the individual Work Packages and Deliverables and the Milestones of the individual Project.
- **Annex II**: Estimated Budget for the action
- **Annex III:** Accession Forms, a form to be signed by those Project Participants acceding to the Grant Agreement.
  - Annex IIIa is an adapted version for Project Participants who are not Beneficiaries of the Grant Agreement, such as Linked Third Parties, etc.
- **Annex IV**: Model financial statements
- **Annex V:** Model of the certificate of the financial statement
- **Annex VI**: Model for the certificate on the methodology

Horizon Europe (HORIZON)
Euratom Research and Training Programme (EURATOM)

General Model Grant Agreement
EIC Accelerator Contract

(HE MGA — Multi & Mono)

Version 1.0
01 June 2021

Disclaimer
This document is aimed at assisting applicants. It shows the full range of provisions that may be applied to this type of agreement, and is provided for information purposes only. The legally binding agreement will be that which is signed by the parties in the system.

Source:TH2020/IMS3

Example of Annotated Model Grant Agreement
A very helpful guide

[H2020 Source]:

[Horizon Europe Source]

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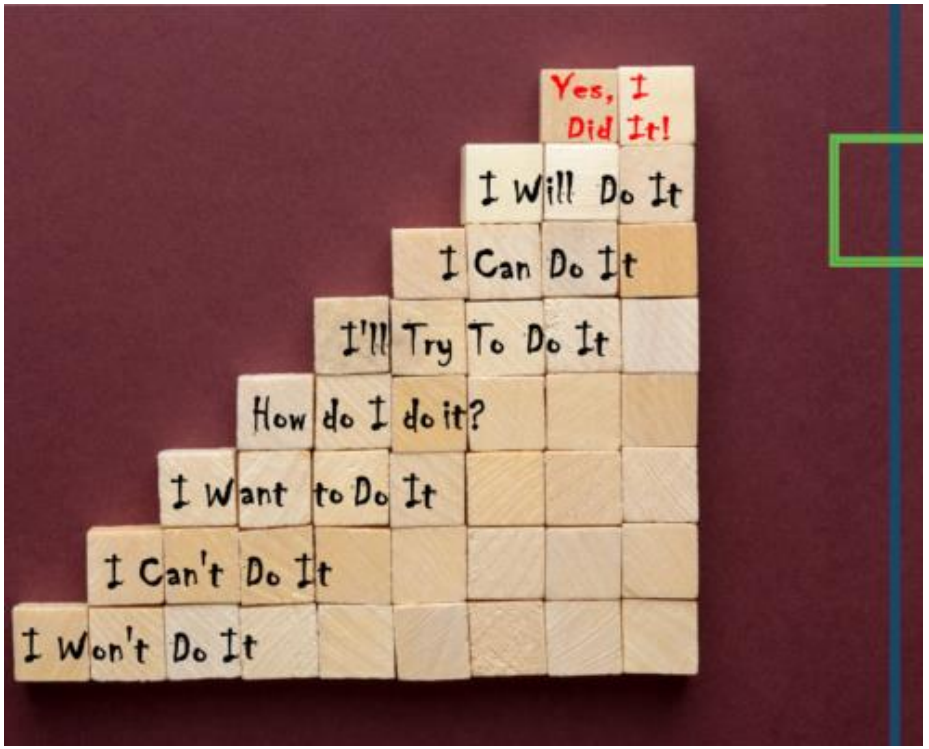
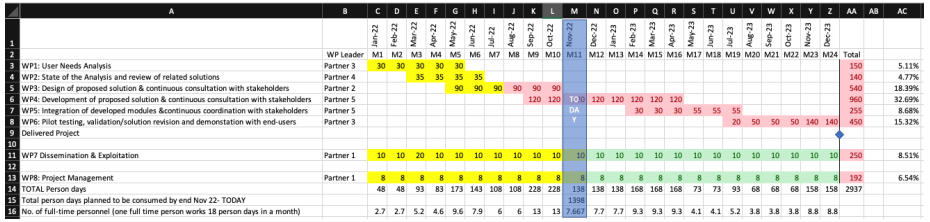


Step 10: M. Monitor Progress

- Use a Gannt chart as the main tool for monitoring
- Maintain Proper Documentation as required by EC and project management principles
- Conduct Effective Project Meetings



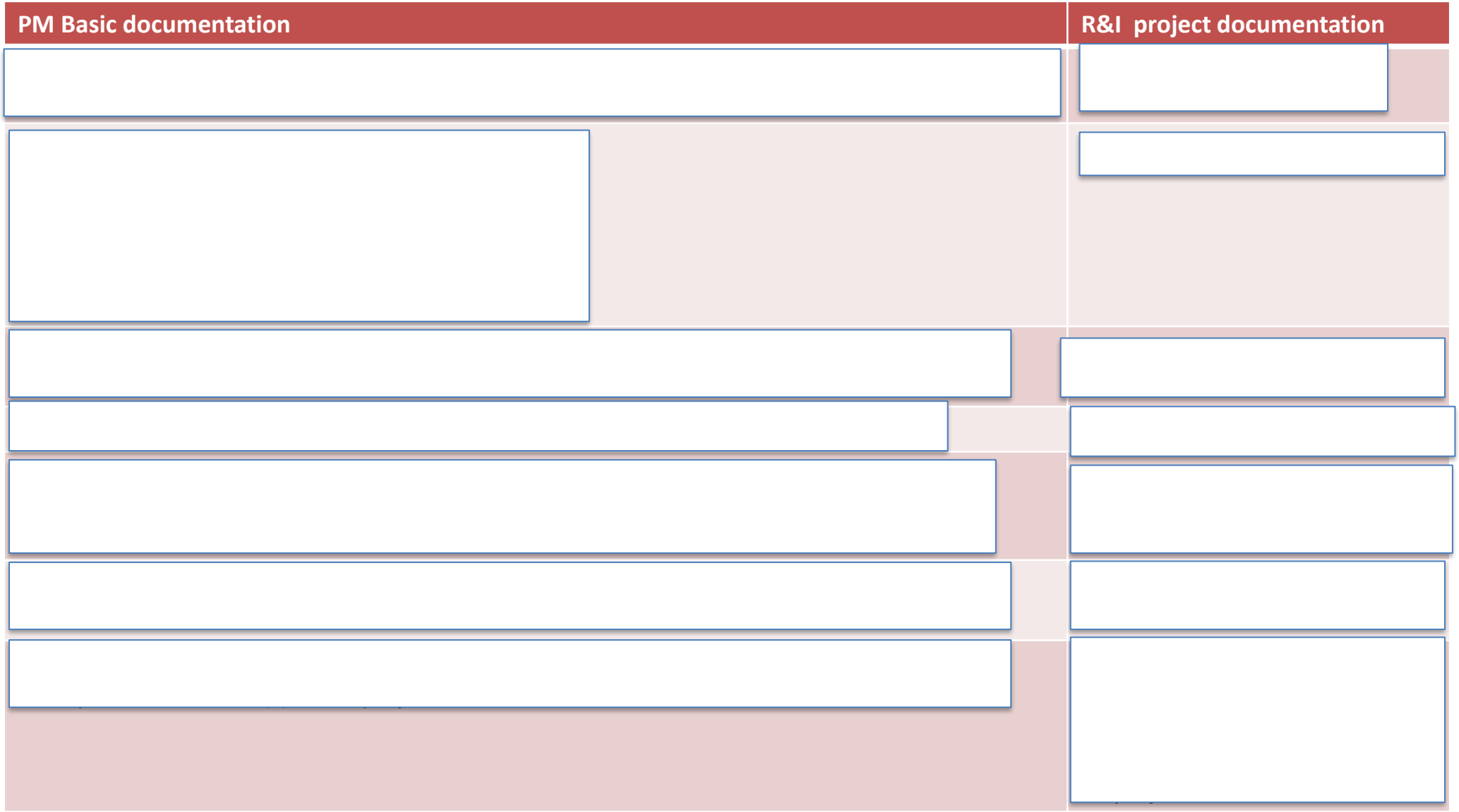
		Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23			
	WP Leader	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	Total		
WP1: User Needs Analysis	Partner 3	30	30	30	30	30																				150		5.11%
WP2: State of the Analysis and review of related solutions	Partner 4			35	35	35	35																			140		4.77%
WP3: Design of proposed solution & continuous consultation with stakeholders	Partner 2					90	90	90	90	90	90															540		18.39%
WP4: Development of proposed solution & continuous consultation with stakeholders	Partner 5									120	120	TO	120	120	120	120	120									960		32.69%
WP5: Integration of developed modules &continuous coordination with stakeholders	Partner 5											DA			30	30	30	55	55	55						255		8.68%
WP6: Pilot testing, validation/solution revision and demonstation with end-users	Partner 3											Y								20	50	50	50	140	140	450		15.32%
Delivered Project																												
WP7 Dissemination & Exploitation	Partner 1	10	10	20	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	250		8.51%
WP8: Project Management	Partner 1	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	192		6.54%
TOTAL Person days		48	48	93	83	173	143	108	108	228	228	138	138	138	168	168	168	73	73	93	68	68	68	158	158	2937		
Total person days planned to be consumed by end Nov 22- TODAY												1398																
No. of full-time personnel (one full time person works 18 person days in a month)		2.7	2.7	5.2	4.6	9.6	7.9	6	6	13	13	7.667	7.7	7.7	9.3	9.3	9.3	4.1	4.1	5.2	3.8	3.8	3.8	8.8	8.8			

Step 10: Monitor Progress – use Gannt Chart

- Use Gannt chart as the main tool for monitoring progress
  - Convert months/weeks into actual months as soon as your project is granted and starts
  - Color in what you have done and
  - Make sure you keep-up with the today line (everymonth/week at a different point)

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC
1			Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23			
2		WP Leader	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	Total		
3	WP1: User Needs Analysis	Partner 3	30	30	30	30	30																				150		5.11%
4	WP2: State of the Analysis and review of related solutions	Partner 4			35	35	35	35																			140		4.77%
5	WP3: Design of proposed solution & continuous consultation with stakeholders	Partner 2					90	90	90	90	90	90															540		18.39%
6	WP4: Development of proposed solution & continuous consultation with stakeholders	Partner 5									120	120	TO	120	120	120	120	120									960		32.69%
7	WP5: Integration of developed modules &continuous coordination with stakeholders	Partner 5											DA			30	30	30	55	55	55						255		8.68%
8	WP6: Pilot testing, validation/solution revision and demonstation with end-users	Partner 3											Y								20	50	50	50	140	140	450		15.32%
9	Delivered Project																												
10																													
11	WP7 Dissemination & Exploitation	Partner 1	10	10	20	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	250		8.51%
12																													
13	WP8: Project Management	Partner 1	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	192		6.54%
14	TOTAL Person days		48	48	93	83	173	143	108	108	228	228	138	138	138	168	168	168	73	73	93	68	68	68	158	158	2937		
15	Total person days planned to be consumed by end Nov 22- TODAY												1398																
16	No. of full-time personnel (one full time person works 18 person days in a month)		2.7	2.7	5.2	4.6	9.6	7.9	6	6	13	13	7.667	7.7	7.7	9.3	9.3	9.3	4.1	4.1	5.2	3.8	3.8	3.8	8.8	8.8			

Step 10: Monitor Progress – Project Documentation



Exercise: Download and compare two different PMPs of Horizon 2020 projects

Download PMP 1 from Project **Simpatico**

https://ec.europa.eu/futurium/sites/futurium/files/d1.1_692819_project_management_plan.pdf

Download PMP 2 from project **SEA-TITAN** from

https://seatitan.eu/wp-content/uploads/2019/03/D1.1-Project-Management-Planv2.pdf

And compare them (+,-, =) based on the following

	Project organisation	Risk Management	Quality Management /Plan	Project Communication	Financial/Cost Management	Change Management	Annexes	Digital tools/platforms
PMP 1 Simpatico								
PMP 2 SEA-TITAN								

Step 10: Monitor Progress – Effective Project Meetings

Action before the Project Meeting

1. Plan the meeting
2. **Draft the Meeting Agenda** clearly indicating the main points to be discussed
3. Send out the **Meeting Agenda** in advance
4. Ensure the **attendance** of the required participants
5. Address **any logistical needs** and prepare documentation or hand-outs for the meeting
6. Specify and inform what **each partner** is expected to present at the project meeting

Project Meeting steps

During the Execution of Project Meeting:

1. Ensure that someone is designated to take **the Minutes of Meeting (MoM**), including action points
2. Present the **agreed Consortium Agree**ment and the **Project Work Plan** from the **Grant Agreement** with the appropriate level of detail
3. Present the **Communications** provisions and procedures from the Project Management Plan
4. Agree on the **conflict resolution** process and present the escalation procedure as part of the **Consortium Agreement**
5. Present the **Project Stakeholder Matrix**.
6. Present the Risk Management, Issue Management and Project Change Management processes as well as the Quality Assurance & Control activities as part of the **Project Management Plan**.
7. **Clarify/Discuss** the expectations of the Project Core Team/Technical Committee, the Workpackage/task leaders and participants.
8. Agree on the **team's ground rules**
9. Ensure that **everyone** leaves the **Meeting** with **crystal clear idea** on **what is expected** by him/her, the **resources** and the **partners to engage/collaborate** (Applicable for all meetings f2f or virtual)

After Executing Project Meeting:

- Send out the **Minutes of Meeting (MoM**) to the relevant stakeholders. The minutes should include
  1. a summary of project issues raised, risks identified, decisions taken and changes proposed.
  2. Note that the issues, risks, decisions and project changes should also be recorded in the relevant logs.

Template example for the end of any meeting:
Actions till next meeting Table

Task no.				individual	individuals	

Step 10: M. Monitor Project Costs

- Use the Gannt chart for checking how much the project is **planned to cost**
- Update the Gannt chart for checking how much the project has **actually costed** up today and answer the following
  - Are we under budget, if so why?
  - Are we behind schedule, if so why?
  - Are we over budget, if so why?
  - Are we ahead, if so why?
- Then act accordingly

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA
1			Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	
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5	WP3: Design of proposed solution & continuous consultation with stakeholders	Partner 2					90	90	90	90	90	90															540
6	WP4: Development of proposed solution & continuous consultation with stakeholders	Partner 5									120	120	TODAY 0	120	120	120	120	120									960
7	WP5: Integration of developed modules &continuous coordination with stakeholders	Partner 5														30	30	30	55	55	55						255
8	WP6: Pilot testing, validation/solution revision and demonstation with end-users	Partner 3																			20	50	50	50	140	140	450
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10																											
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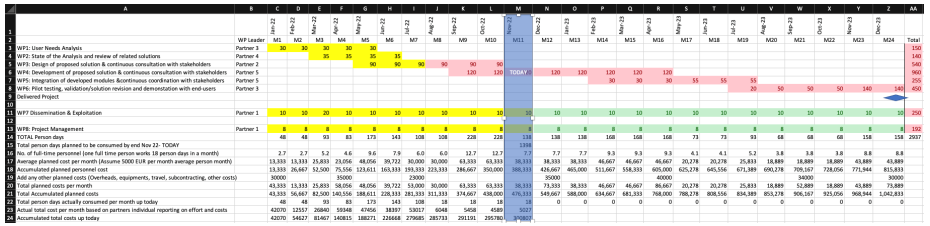
12																											
13	WP8: Project Management	Partner 1	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	192
14	TOTAL Person days		48	48	93	83	173	143	108	108	228	228	138	138	138	168	168	168	73	73	93	68	68	68	158	158	2937
15	Total person days planned to be consumed by end Nov 22- TODAY												1398														
16	No. of full-time personnel (one full time person works 18 person days in a month)		2.7	2.7	5.2	4.6	9.6	7.9	6.0	6.0	12.7	12.7	7.7	7.7	7.7	9.3	9.3	9.3	4.1	4.1	5.2	3.8	3.8	3.8	8.8	8.8	
17	Average planned cost per month (Assume 5000 EUR per month average person month)		13,333	13,333	25,833	23,056	48,056	39,722	30,000	30,000	63,333	63,333	38,333	38,333	38,333	46,667	46,667	46,667	20,278	20,278	25,833	18,889	18,889	18,889	43,889	43,889	
18	Accumulated planned personnel cost		13,333	26,667	52,500	75,556	123,611	163,333	193,333	223,333	286,667	350,000	388,333	426,667	465,000	511,667	558,333	605,000	625,278	645,556	671,389	690,278	709,167	728,056	771,944	815,833	
19	Add any other planned costs (Overheads, equipments, travel, subcontracting, other costs)		30000			35000			23000					35000				40000					34000			30000	
20	Total planned costs per month		43,333	13,333	25,833	58,056	48,056	39,722	53,000	30,000	63,333	63,333	38,333	73,333	38,333	46,667	46,667	86,667	20,278	20,278	25,833	18,889	52,889	18,889	43,889	73,889	
21	Total Accumulated planned costs		43,333	56,667	82,500	140,556	188,611	228,333	281,333	311,333	374,667	438,000	476,333	549,667	588,000	634,667	681,333	768,000	788,278	808,556	834,389	853,278	906,167	925,056	968,944	1,042,833	
22	Total person days actually consumed per month up today		48	48	93	83	173	143	108	18	18	18	18	0	0	0	0	0	0	0	0	0	0	0	0	0	
23	Actual total cost per month based on partners individual reporting on effort and costs		42070	12557	26840	59348	47456	38397	53017	6048	5458	4589	5027														
24	Accumulated total costs up today		42070	54627	81467	140815	188271	226668	279685	285733	291191	295780	300807														

Follow-up Exercise

- Based on the provided Gannt Chart template, show the progress status of one of your currently open projects.



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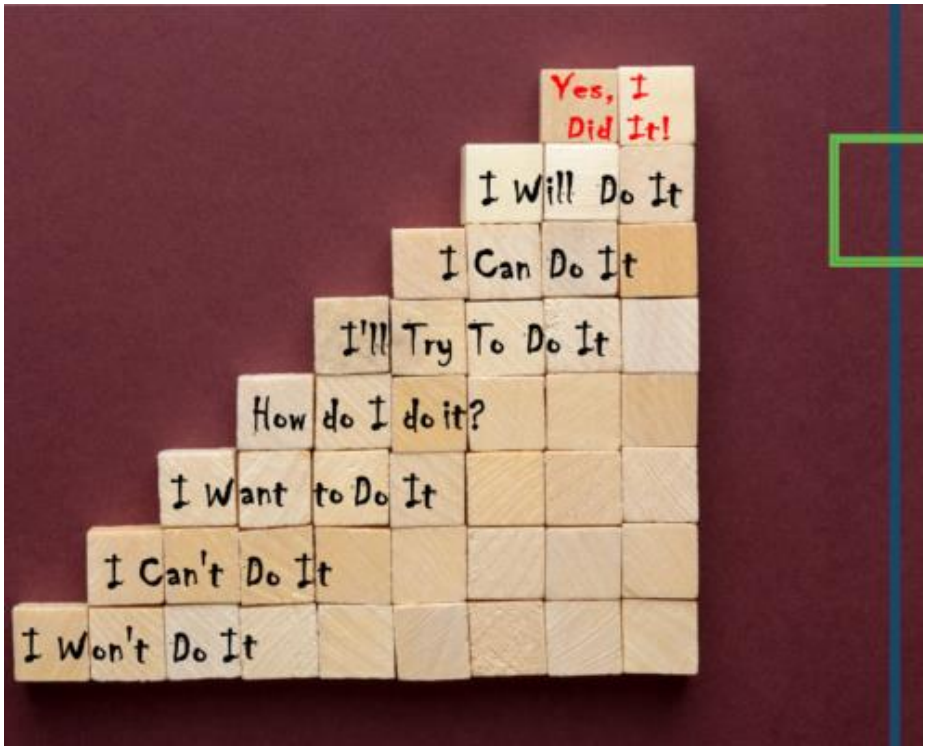
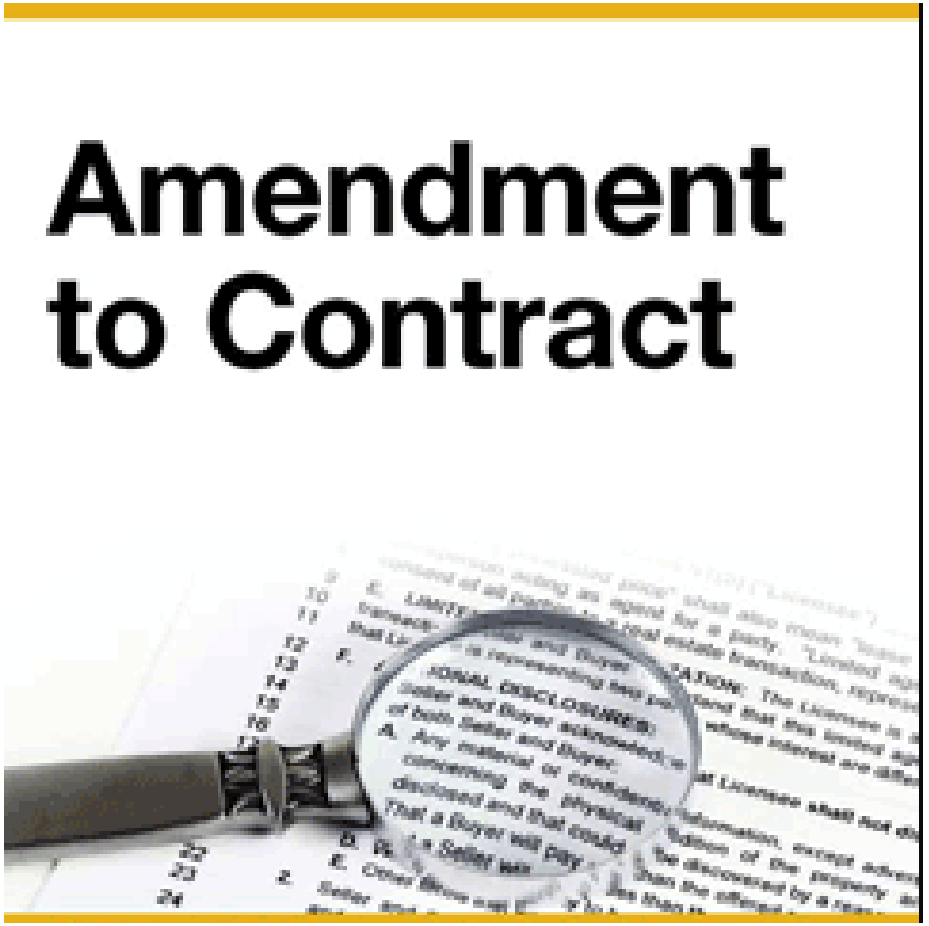


Step 11: A. Adjust your plan

Adjusting means

- In case of overspending asking for
  - more unfunded resources from the partners in case they are overspending (spend more resources than planned) – No contract amendment is required or
  - **Transferring** unused resources from **underspending partners** to **overspending partners** – Check if contract amendment is needed with the EC Project Officer
- In case of lateness asking for
  - a time extension to your project – Contract amendment is needed
- In case contract amendment is required, then as a good practice initiate it during the middle third of the project. E.g.
  - in a 24 months project, initiate it during months M8-M16
  - In a 30 months project, initiate it from M11 till M20
  - In a 36 months project, initiate it from M13 till M24



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9. Step 9: S. Start Project Launch Project
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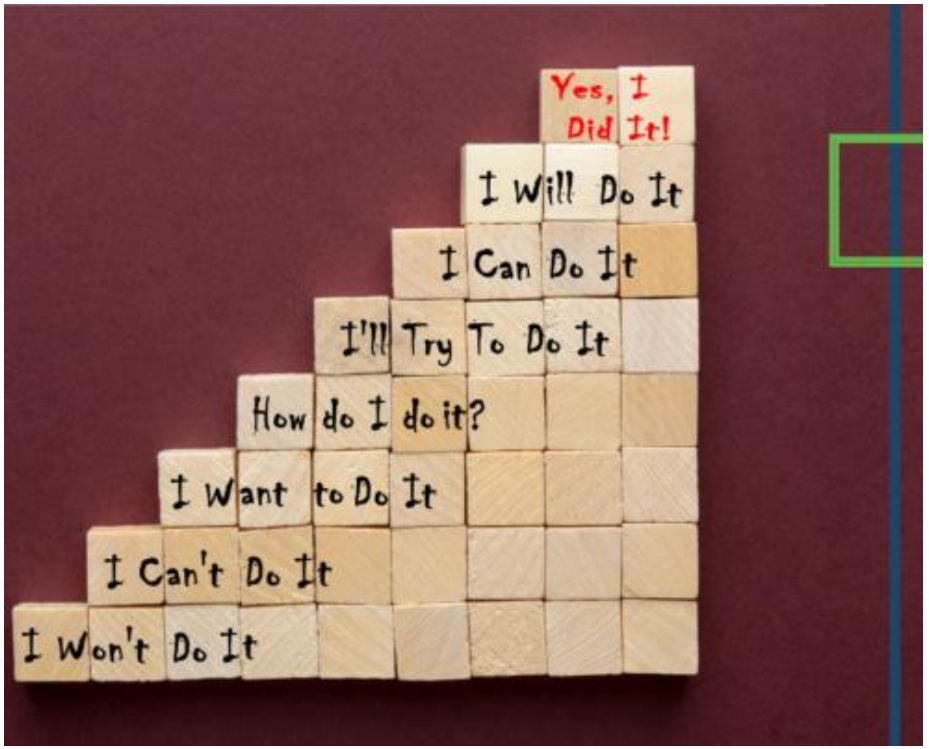

Step 12: R. Review Project

- Check the **CVs thorougly** of the **EC project officer** and the **reviewers (2-3)**
- Organise the **presentations** and the **agenda** in such a way **that key achievements** will be understood by reviewers
- Organise a **pre-review meeting** at the location of the review to ensure that **everyone** that presents is at the **same line** and **well-prepared**
- Right after the review meeting, organise a **post review meeting** with partners present to discuss the **oral recommendations** of the reviewers
- If **demonstrations** are applicable, ensure everything works **onlin**e and have as a **back-up an off-line demo**
- Ensure that **end-users** are on board to **present their views** to the project/or **present a workpackage**
- **Per Workpackage**, focus on **key achievements**, **challenges addressed**, **status according to Grant Agreemen**t, don't present the deliverables submitted/reviewed
- **Don't argue with the reviewers**: Try to understand their point of view and ensure that they have understood yours. E.g. Say, *"I see your point … (and NOT I agree with your point …) and allow me to show you/ explain you/ or use words like … very good point… because it allows me show you …"*
- **Focus** and **highlight** the **dissemination and exploitation** activities
- **Talk to reviewers and EC** during **coffee breaks** about **anything** (break the ice)
- Show with **evidence how proud you are** of the project
- Understand that **EC and experts wish to help to have a successful project** and not penalise you (Different mindset on project reviews in comparison to proposal evaluations)
- Study the Review form provided by the EC and its experts after the review and reflect on it

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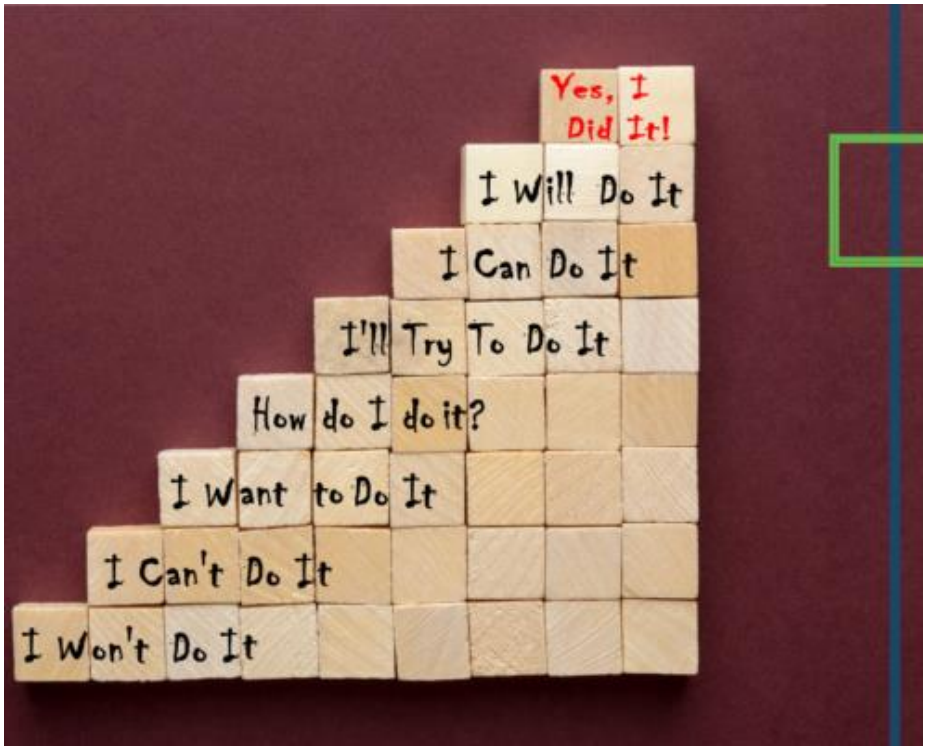


Step 13: Tidy-up

Tidy-up the project documentation i.e.:

- Ensure all documentation is up to date and easily accessible
  - Gannt Chart
  - Risk Plan
  - Project Management Plan
  - Stakeholders Matrix
  - Signed contracts
- Ensure all new project documentation in place and accessible with useful info, e.g. record as lessons learned for future use the following
  - What was good that we will do again next time?
  - What was bad that will avoid next time?
  - What could we do differently next time?
- Celebrate!

How champions manage successfully ambitious and innovative European funded projects

From Struggle

B.U.N.D.L.E.R.(R) Habits
L.E.A.D.E.R.™ Levels
S.H.A.R.P.™ Characteristics,

Step 1 Master the full project development cycle

Step 2 Manage effectively the resources and deliver successful projects

Step 3 Master and apply sound financial management practices

D.O.O.R.S.T.E.P.™ & S.M.A.R.T.™

PM INTELLIGENCE™

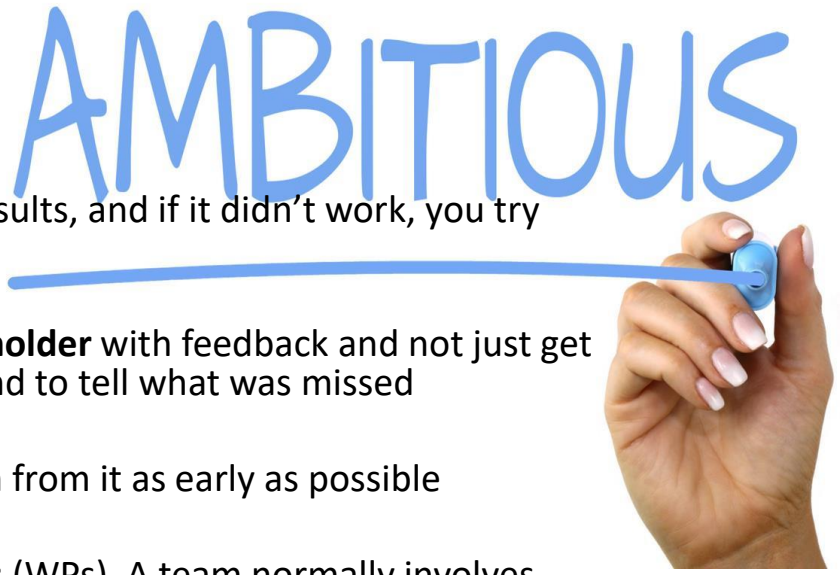
E.N.A.™ Rule

To Success

Manage effectively the resources and deliver successfully ambitious and innovative projects

Module 3: PM Intelligence

How to deliver highly ambitious and innovative projects

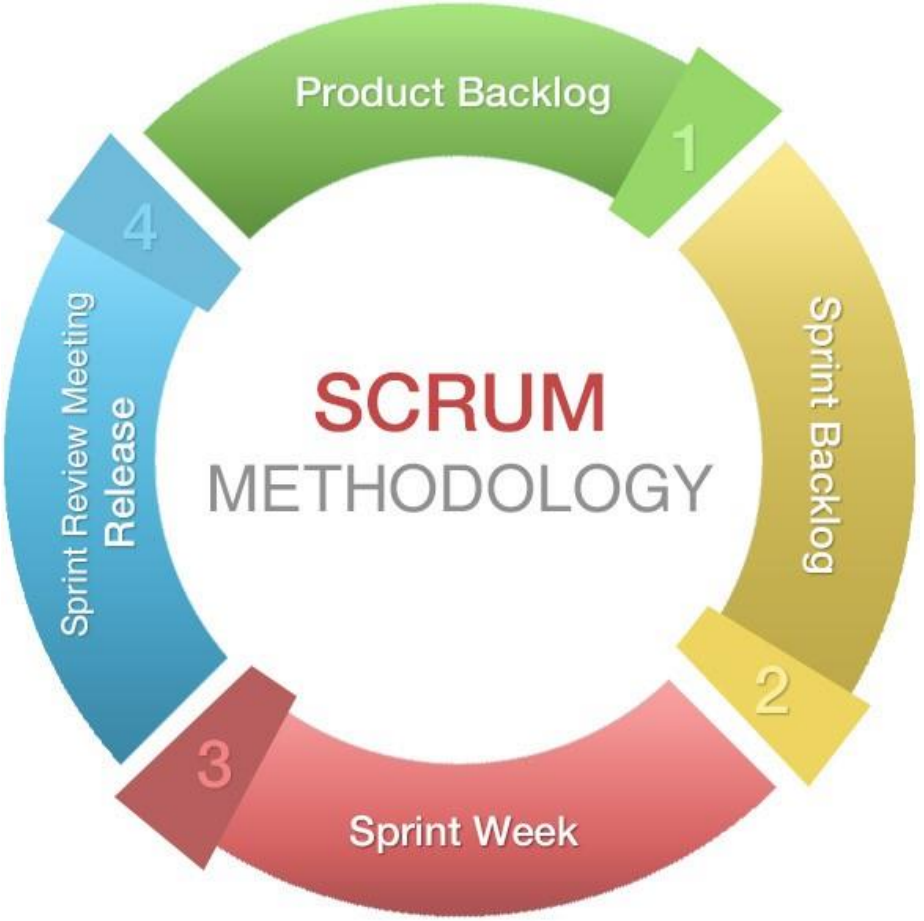


Highly ambitious and innovative projects

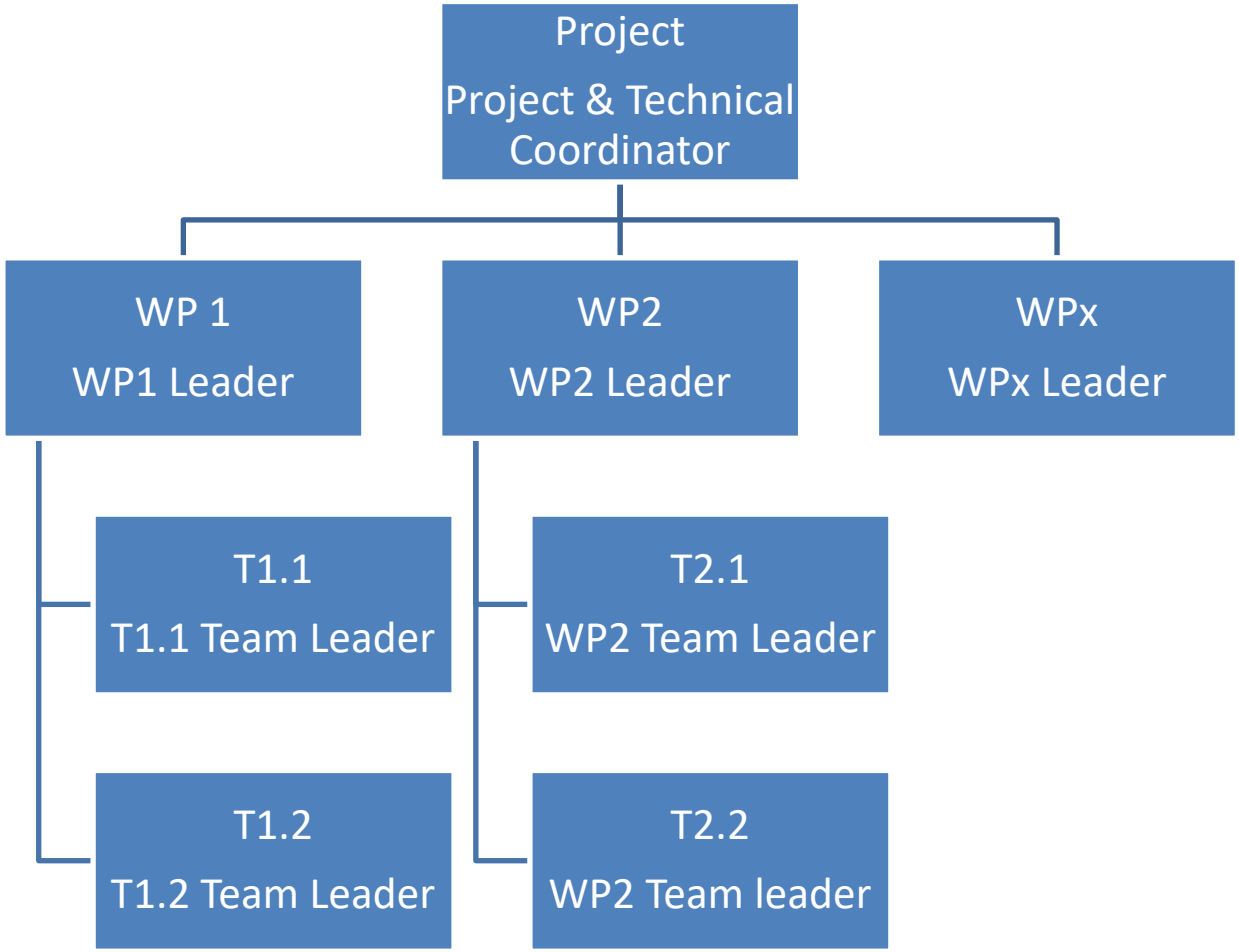
- Are like a **science experiment**: You try something, check out the results, and if it didn't work, you try something else
- **Cannot plan** in advance the **process of discovery**
- Require the **continuous involvement** of the **end-user** or the **stakeholder** with feedback and not just get involved at the beginning to describe what they want and at the end to tell what was missed
- Require **evolving** design, development and testing
- Require to "**fail fast or learn fast**". Failure is OK as long as you learn from it as early as possible
- Endorse **daily collaboration** and **communication**
- Involve collaboration in many cases **across different workpackages** (WPs). A team normally involves members from the related WP but if necessary, from other WPs also
- Have the **workpackage leader** to discuss with other WP leaders as well as with stakeholders and end-users and identify their needs and specify the work-items to be done in his/her workpackage. Then he/she as agree with the involved team members a prioritised backlog (list of uncompleted items) of work for the team
- Have **every two-four weeks** or so, the team **selecting** and **working** on specific solutions to the **backlog items**
- At the **end of the 2-4 weeks** or so, have the team to **demonstrate** their accomplishments to the WP leader and stakeholders and **then they reflect** on how things went during the 2-4 weeks and they decide what they can do to improve their work practices
- Establish **teams** that can build whatever they **believe is most valuable with a fixed cost/person effort and fixed time**. i.e. **Lock everything but scope**. That simple!!!

Highly ambitious and innovative EU funded projects adapt Scrum methodology

- **WP leader** (i.e. the product owner in scrum) maintains the backlog and provide advice on the team decisions
- **Team leader** (i.e. the scrum master in scrum) helps the team to resolve day-to-day issues and complete the work without distractions and ensure the team is on track
- Teams need to **fail fast and learn fast**. i.e. every 2-4 weeks (this period in scrum is called Sprint) teams provide a complete solution related to the targeted backlog items and get feedback from the stakeholders and the WP leader
- Teams may need to **meet every day** (up to 15 minutes – standup meeting in scrum) if they need to deliver something that quickly
- Finally, the team should **reflect and think** what they can do to improve (Retrospective or Retro ceremony in Scrum)



Project Management Structure



WP Leader tasks

- Normally, **not part of the WP teams**
- Defines and manages the solution backlog (the priority list of the work-items to be done in their WP)
- Defines what the WP team(s) need to do
- Ensures the **highest value** of the work given that **time** and **costs** are **locked** but **scope/work-items** are **flexible**
- Meets with the **WP teams** daily and review their work (either accepts it or asks for changes)
- **Interacts** also on a daily basis with the **stakeholders** (other WPs, end-users, etc) and ensures their views/needs are reflected
- **pushes** the **team** to complete as much work as possible in each short delivery period (2-4 weeks)
- Is the keeper of the **WP purpose/vision**
- In Scrum terms, the WP leader is the **Product Owner**

Team/Task leader tasks

- Team/Task leader **part of the team**
- **Balances** the WP leader demands with the team needs and ensures that teams perform at a sustainable pace (i.e. don't get burned out before the finish line)
- Has an open dialog on **what can and cannot be reasonably accomplished**
- Focuses on **how** the team does the **work**
- **Help** the team improve their processes/practices and their performance overall
- Simple Note: In scrum terms, the **team leader** is the **scrum master**

Team synthesis and launch of team work

- The ideal size is from **5 till 9 members** for maximizing people's ability to create close relationships and collaborate more effectively
- Highly recommended, team members to be **exclusively** dedicated to their **team without** other **outside tasks**
- Members with **broad knowledge** in **several areas** and **deep knowledge** in just **one area**
- For **ad-hoc one-off** services, consider involving a specialized **expert**
- **Team members** along with the **team leader and the WP leader** meet **every day for up to 15 minutes** to discuss progress and what's next
- Establish some **ground rules** before the work starts for avoiding internal conflicts, i.e. how team members will
  - work together (e.g. no laptops during 15'meetings)
  - Resolve conflicts (e.g. agree to disagree but move forward with the decision the team's made
  - Reach delivery consensus

WP/task Backlog/work-items

Workpackage/Task backlog

- **Lists** the work-items to be done in this WP/task given fixed time deliveries and costs
- **Prioritises** the work-items to be done (which first, which second, …). The more valuable the outcome of the work-item, the higher it is in the backlog.
- Is **defined by WP leader** but implemented by WP/task team
- Each work-item is small enough to be implemented within 2-4 weeks
- Each work-item follows the INVEST principles
  - **I. Independable**: If you have time to do one thing, this work-item can stand alone
  - **N. Negotiable**: It can be rewritten, changed or cancelled anytime before the team starts working on it
  - **V. Valuable**: It is meaningful and delivers value to the project, stakeholders and end-users
  - **E. Estimable**: To know what has to be done to finish it
  - **S. Small**: The work-item is small enough to be completed within one sprint (2-4 weeks)
  - **T. Testable**: Based on Acceptance Criteria (AC) set by the WP leader. Or at least possible to receive feedback from the WP leader, stakeholders and (if applicable) end-users
- WP leader meets continually with stakeholders (other related WPs/tasks) and end-users (if applicable) for updating the backlog with new stories/work-items to be considered in the next sprints
- In scrum terms, the work-item is called Product Backlog Item (BPI) and can include specifications, features, bugs fixing, infrastructure changes, etc

WP/task meetings

Mainly four types of meetings within a WP/task

1. Work-item Planning meeting (Once per sprint)
2. The daily stand-up meeting (every day for up 15’)
3. The review meeting/ceremony (normally for 60’ in the end of the sprint)
4. The retrospective or retro meeting (at the end of the sprint)

Meeting 1: Work-item planning meeting

Meeting Fundamentals

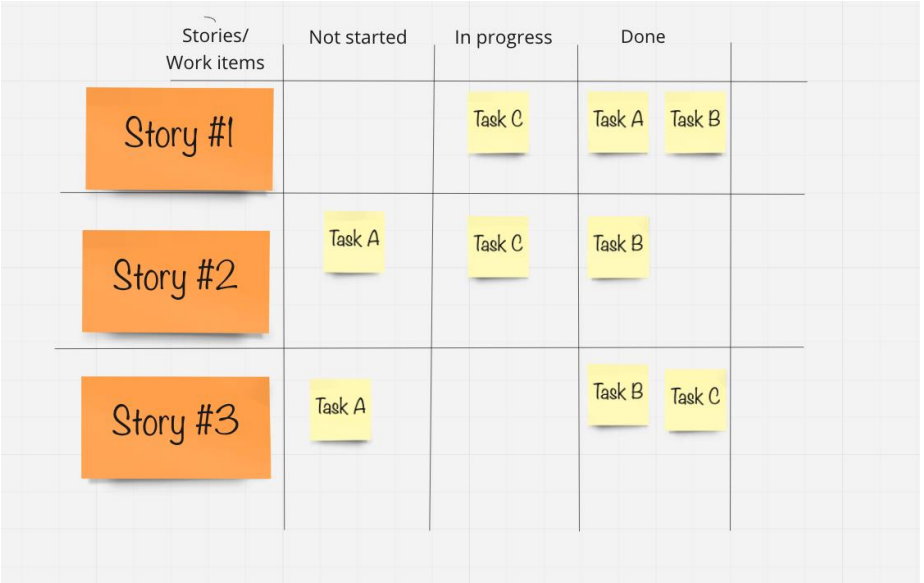
- This meeting in **scrum** is called **Sprint Planning**
- The **work-items** in scrum can be considered the **stories** (user requirements)
- Sprint is **a development cycle** of one or more work-items (See **INVEST**) normally within 2-4 weeks
- **Participants**: WP leader, Team leader, team members
- Roles **cannot** be **delegated**
- **Point system** maybe used for prioritizing the highest value work-items (e.g. work-item 2 has 15 points, Work-item 1 has 14 points, etc)

Meeting process

1. **WP leader** presents **the highest value work-items** in the list/backlog and their acceptance criteria AC to be developed within one sprint (2-4 weeks)
2. **Team** asks questions in order **to understand** the intent of these work-items
3. The **team** then **suggests the tasks/sub-tasks needed** for the targeted work-items within one sprint that are discussed and then clearly identified
4. The **team** identifies the **time needed for each task and which team member** will be involved in each task and his/her total hours per task
5. Consider that **one full-time person** is expected to work in a day around **6 productive hours** (excluding time for emails, phone-calls, interruptions, etc)
6. **Each person** on the team is **asked** on their **commitment** (No and why or Yes).
7. If someone cannot commit, then the **WP leader and team work** together to **change** the **expectations** of the sprint **until everyone can commit**.
8. **Team** along with **team leader** commit to finish these tasks with the given time (2-4 weeks)
9. The planning meeting is **repeated** at the beginning of **each sprint** (every 2-4 week)

Meeting 2: The daily stand-up meeting

- The daily ”stand-up” meeting is non-negotiable and up to 15 minutes
- **Participants**: WP leader, team leader and team members are present
- Tasks are moved across the board, physically or virtually
- Team leader asks three questions per team member
  - What did you do yesterday?
  - What are you going to do today?
  - Is anything blocking your progress?
- Opportunity of team members lagging behind their tasks to ask help



Meeting 3: Review Meeting

- In scrum it is called **sprint review**
- **When:** At the end of the sprint
- **Participants**: WP leader, team leader, team members, stakeholders, end-users
- A **check point** for
  - Seeing what has been done and the WP leader accepting the expected stories completion
  - Anything not complete to be reviewed, prioritised and included back the backlog for another sprint
  - Any new information discovered during the sprint to be considered in the next spring
- **Key outputs**
  - What did we do?
  - What do we still need to do in a future sprint
  - What's ready to be shown to stakeholders, end-users and to the project committees for feedback

Meeting 4: Retro Meeting

- **When**: At the end of each sprint
- **Who**: Closed doors - only Team leader and team members
- **Focus**: on the team performance and not on the solution quality
- **Honest and open discussions** among the team
- **Agenda**:
  - What worked well?
  - What did not work well? and
  - What will we improve?
- **Small celebration** on what worked well

Follow-up Exercise

- Think how these different roles, practices and meetings can be applied in the internal processes of your own project

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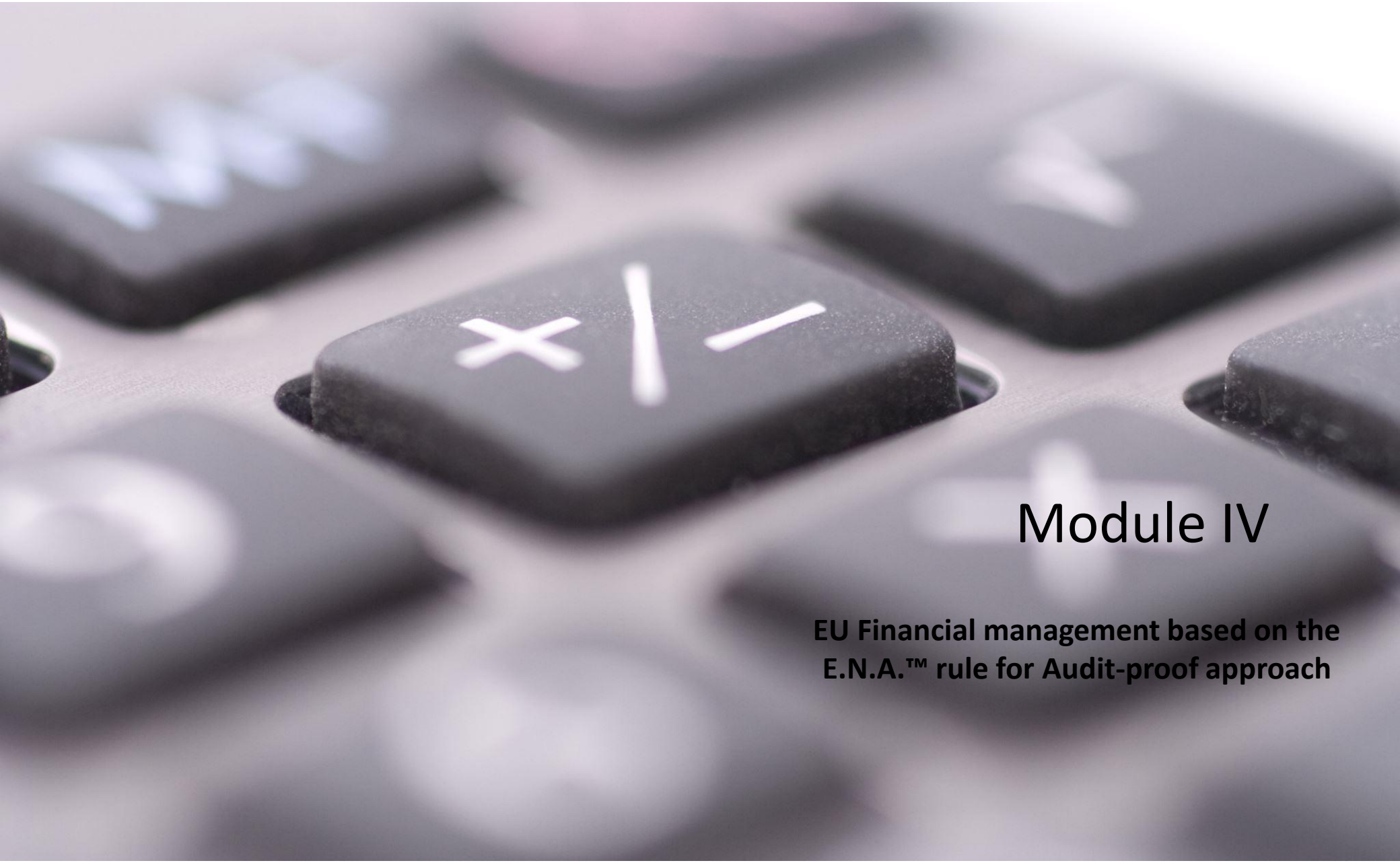
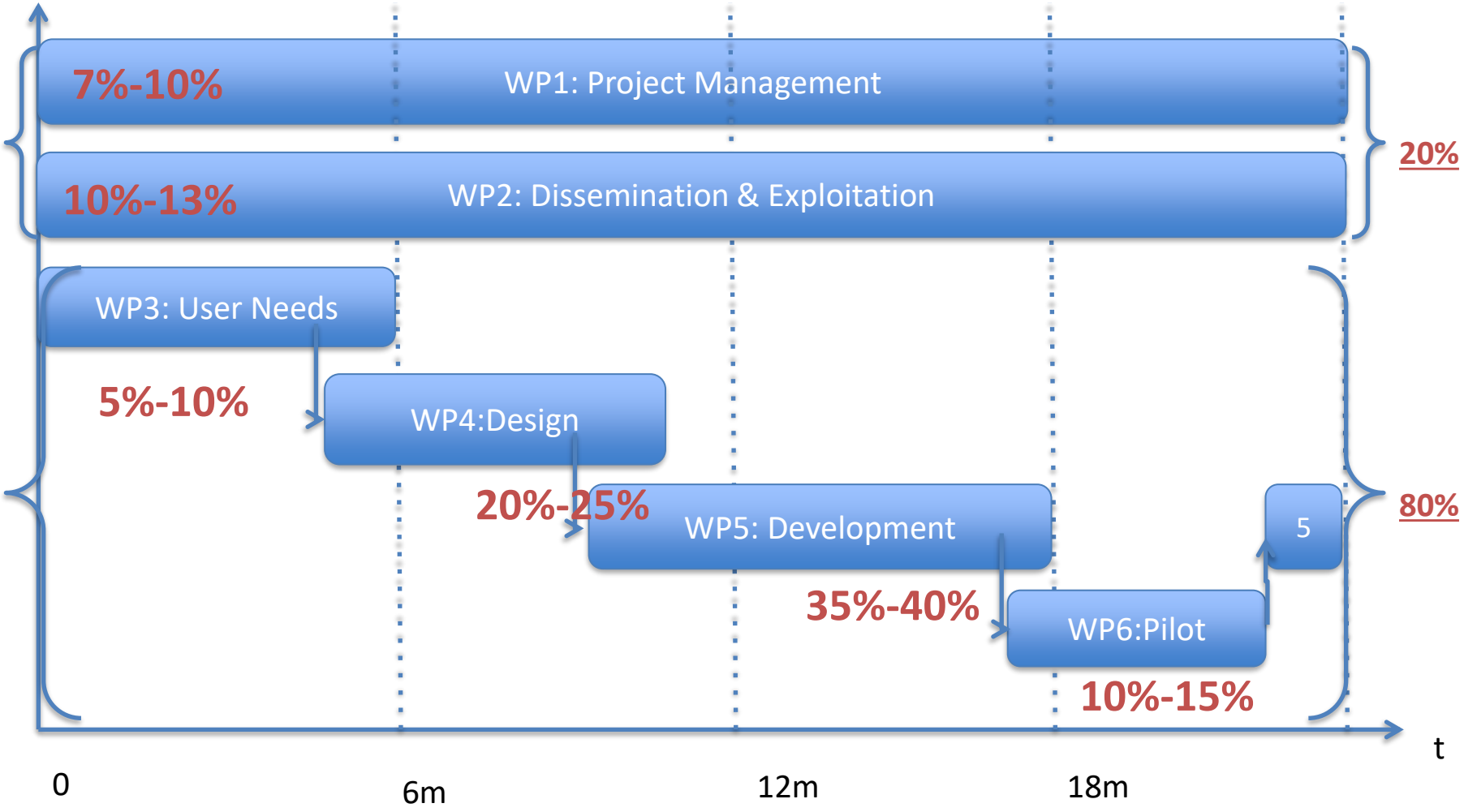


Module IV

EU Financial management based on the E.N.A.™ rule for Audit-proof approach

Budget your project

Budget for your project



Apply the E.N.A.™ rule

The only rule for eligibility

E.N.A.™ Rule ensures the eligibility of claimed costs and no rejection

- E. Economic
- [illegible]
- [illegible]

All claimed costs should follow the E.N.A.™ rule

- Direct Costs
  - Staff costs
  - Travel and subsistence costs
  - Equipment
  - Subcontracting
  - Other costs
- Indirect Costs
  - Overheads (up to 25 %) (exception only for H2020,
  - HEU, normally 7%)

E.N.A.™ Rule on Staff Costs

E.N.A.™ Rule applicability in Staff costs

E. Economic

- In some cases, there is either a fixed cost or a ceiling of max salary in **a country per position** (especially for public organisations), else
- staff cost should be aligned with the market prices for similar qualifications **needed for the role**
- Salaries should be consistent with the organisational policy on renumeration
- Sometimes fixed rates per staff category per country by EC

E.N.A.™ Rule applicability in Staff costs

Necessary

- Staff names or at least staff roles to be mentioned in the proposal/contract
- Staff skills should be aligned with the tasks needed for implementing the project
- Not over-qualified or under-qualified personnel

E.N.A.™ Rule applicability in Staff costs

Actual

To prove that staff costs claimed

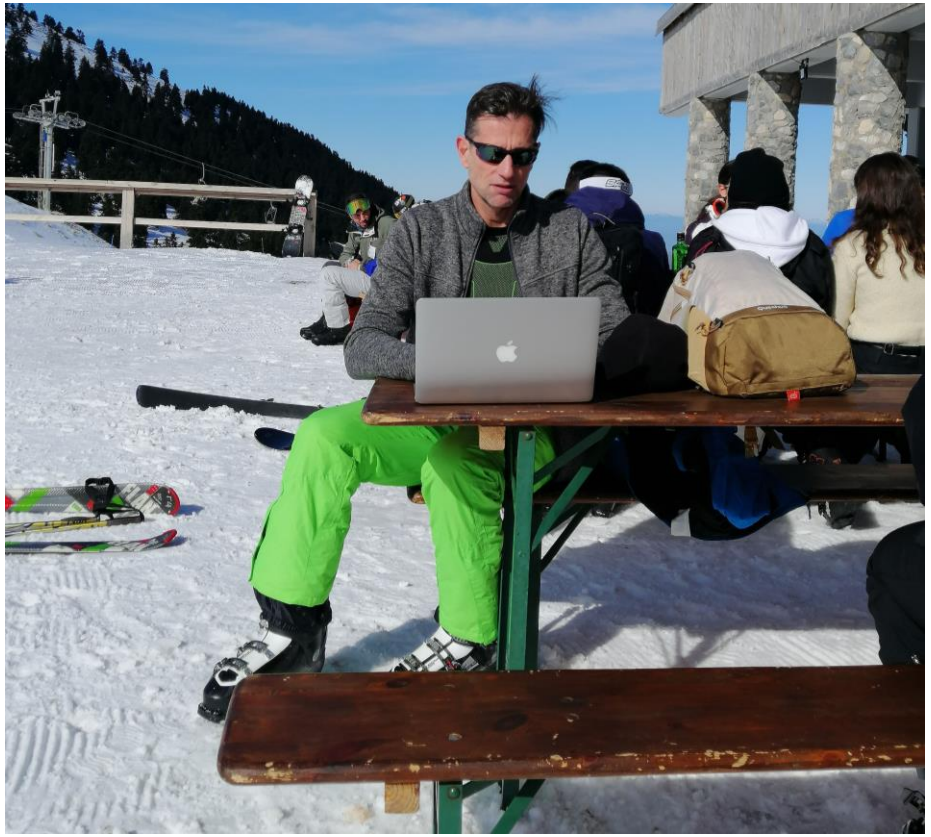
1. are of specific amount,
2. are of specific person hours
3. actually took place for the project,
4. match the needed qualifications
5. follow the national labor law and
6. can be traced in the book-keeping records

E.N.A.™ Rule applicability in Staff costs

To prove that staff costs claimed are of **actual amount in Horizon 2020,**

- We need to calculate the actual person-hour cost for each person involved in the project
- Projection in an annual basis for more accurate calculations
- A/B, i.e. (A:Annual gross salaries incl. social charges)/(B:total actual working hours in the year
- Total annual days –weekend days – Annual leave days – national holidays not in weekends - Sick days = **Actual working days**
- B: total actual working hours in a year = actual working days x actual working hours without any breaks in working day = **Annual person hours**
- N.B. Any number of actual person hours around 1600 per year is generally accepted by European Commission and auditors.
- Alternatively, EC gives you the option to use a pre-fixed by EC number of annual person hours equal to **1720 hours/year**

E.N.A.™ Rule applicability in Staff costs



Example:

- We need to calculate the actual person-hour cost for each person involved in the project
- Projection in an annual basis for more accurate calculations
- A/B, i.e. (A:Annual gross salaries incl. social charges)/(B:total actual working hours in the year
- A: no. of monthly salaries in a year (e.g. 13) x(monthly salary (e.g. 2000) plus. social charges of 45% of gross salary=37700 EUR
- Total annual days (365)–weekend days (108) – Annual leave days (e.g. 20) – national holidays not in weekends (10 days) - Sick days (e.g. 5) = 222 actual working days
- B: total actual working hours in a year = actual working days (222) x actual working hours without any breaks in working day (e.g 7) = 1554 person hours/year
- Alternatively you can use instead of the above actual person hours (B), a pre-fixed by EC number of working hours equal to **1720 hours/year**
- Actual person hour cost=37700/1554= **24.26** EUR/hour

Mainly two options for calculating the annual productive hours

- Option 1 (the easy one): ***1720 fixed hours***: 1 720 hours for persons working full time (or corresponding pro-rata for persons not working full time)
- Option 2: (the more complicated one): ***Individual annual productive hours***: the total number of hours worked **by each person** in the year for the beneficiary

Note 1: The beneficiary must keep **the same option** for the **full financial year** for **all their EU-R&I projects**. It can change its option for the next financial year if they wish.

Note 2: **option 1 doesn't** consider also **any sick leaves** but **option 2 does (if they are getting paid)**. However, any **parental and maternity** leaves as long as they are ACTUALLY paid by the beneficiary they can be deducted not only from option 2 but also **from option 1 (as an exception**).

E.N.A.™ Rule applicability in Staff costs

Actual: to prove that staff costs claimed are of a specific no. of person hours and actually took place for the project

Timesheets: Timesheets are official declarations by each staff member/employee that have been accepted by the supervisor/employer and specify

1. How many hours per each calendar day have worked on tasks in a specific project
2. How many hours per calendar day have worked on other tasks
3. The total hours per day should sum-up the total contractual person hours for one day

Note: For individuals that work exclusively on a specific project, a timesheet is not necessary as long as their exclusive involvement can be justified by other documents (e.g contract, secondment letter/declaration etc)

A.Actual Rule applicability in Staff costs

- Timesheet example

Activities	D1	D2	D3	…..	D30	D31
Project A in WP1	3		-		7	
Project A in WP2		6	-			
Project B in WP1			-			
Other activities	4	1	-			7
TOTAL	7	7			7	7
Employee's Signature						Employers/supervisor signature

Tips and Updates

You can download a comprehensive timesheet template at

- *https://tinyurl.com/timesheet-template*
- *In Horizon Europe and other programmes, monthly declarations of the personnel are sufficient*
- *Some programmes (Erasmus+, Twinning, Excellence Hubs, etc) require Lump-Sum payments upon completion of specific WPs per reporting periods instead of actual costs.*

Timesheet requirements

*For persons with a contract specifically for projects and tasks, there is **NO** need of timesheet records as long as*

- *The contract specifies the number of working/paid hours, the duration and the cost*
- *The person is not involved in any other activities outside the contract for the same organisation*

Freelancers/self-employed as staff costs

This is possible only as long as the freelancers

- are getting paid according to the hours they dedicate in the project and issue an invoice that includes person hours dedicated and person hour cost
- has signed a contract with the beneficiary that specifies a) the duration of the contract, b) the tasks, c) the hours to be consumed in the project for a fixed period, d) the person hour cost and e) any payments will be made as soon as timesheets have been prepared by the freelancer and approved by the beneficiary
- The workplace is provided by the employer

Documentation for actual staff costs

- Salaries recorded in the organisation's book keeping records
- Monthly timesheets
- (Employment) contracts
  - Person days to be worked
  - Person rate
  - Tasks
  - Duration
- Appointment letter (Letter with new tasks especially for permanent staff and public servants
- Payslips
- Proof of payment (Bank transfer)
- Signed CVs
- Proof of use of market prices, else use the rates referenced in the contract
- Calculation method for claimed-person rate

E.N.A.™ Rule on Travel & Subsistence

Travel and subsistence costs

- Travel and subsistence costs are only for **staff members** reported in the project and not for volunteers (under other costs) or for staff that their effort has not been claimed
- Travel costs are expenses for reaching your destination and return
- Subsistence costs include accommodation, meals and local transportation (commuting to the meeting place each day)

E.N.A.™ rule for Travel and subsistence costs

Economic (the most cost-effective one)

- 3 offers or 3 different options online (e.g. from skyscanner or economic offer from the travel agency
- Book as early as possible
- No business class, no taxi unless it is necessary
- Alternatively, use EC's Unit Costs for travelling ~ distance

E.N.A.™ rule for Travel and subsistence costs

Necessary - Travel and subsistence costs should be

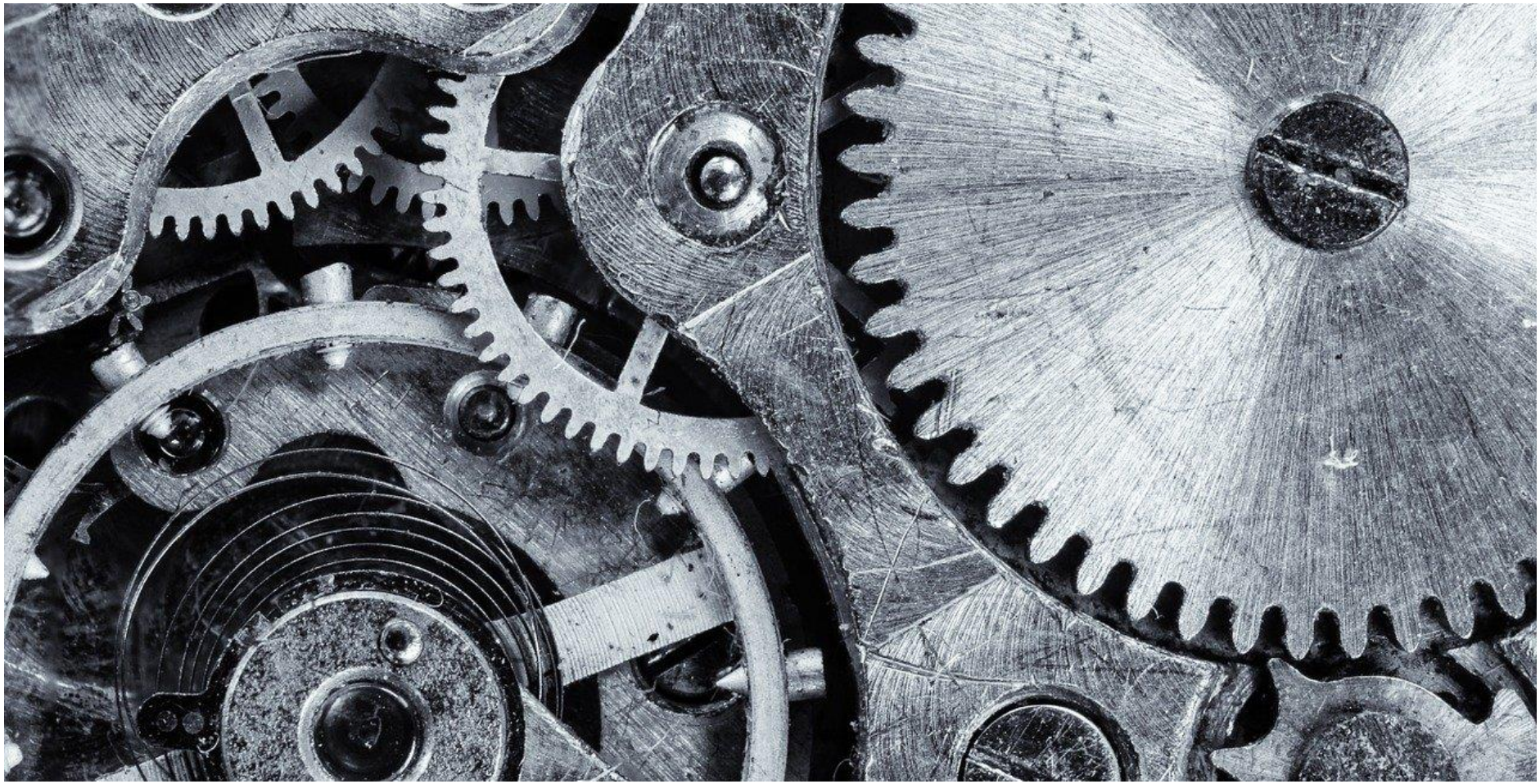
- preferably mentioned in the proposal/contract, else
- To be justified in the project meeting minutes, else
- Request approval by email from the project officer especially if it is for events outside Europe

E.N.A.™ rule for Travel and subsistence costs

Actual

- T&S costs should be recorded and identifiable in the book records
- Relevant invoices and receipts
- Boarding passes
- Use google maps or via michelin when you drive by car or you need to prove the distance
- Proof of payments
- Respect any corporate mission policy and confirm that is aligned with organisational policy and National Rules
- Mission reports for travelling for non-project meeting sessions that there are no minutes

E.N.A.™ Rule on Equipment Costs



E.N.A.™ Rule for Equipment Cost

Equipment: Any h/w and s/w that is purchased or leased that may subject to

- A) % of usage of a specific equipment in the project
- B) Depreciation rate (reduction on the purchase price across time)

E.N.A.™ Rule for Equipment Cost

- Depreciation rate (reduction on the purchase price across time) = no. of months used since purchase date/depreciation period (normally 36 months)
- Claimed equipment cost=(depreciation rate) x (% usage)x (purchase price)
- Example: purchase of a PC of total price 1000 EUR by month 6 in a project of 2 years duration and assume 100% use
  - Claimed cost at the end of the project is =(18/36)x100%x1000 EUR=500 EUR

Tips/examples on depreciation and on the 100% usage of an equipment

- Equipment used (e.g. a PC) for a new additional employee that works full time in the project
- Logfiles on the use of the equipment prove that an equipment was used only for one project
- Check the national accounting rules to note the value that any purchase price below that is not subject to depreciation (e.g. in Greece 1200 EUR)

E.N.A.™ Rule on Subcontracting Costs

Subcontracting costs

- Core activities in the project cannot be subcontracted unless already stated (already approved) by EC
- EC doesn't like subcontracting because there is no direct contractual obligation between EC & subcontractor
- Subcontracting costs are for non-core activities that require intellectual input & output (in some programmes a few exceptions, e.g such activities e.g. in H2020 project web-design is considered other cost)
- If subcontracting is a separate budget heading, then indirect costs rate is not applicable in subcontracting
- Check if there is any limit in the amount of subcontracting

Subcontracting costs

- E. Economic (best value for money)
  - Min. 3 offers (even if it is not obligatory)
- N. Necessary
  - Subcontracting costs should be mentioned in the proposal/contract with full justification else in the project repots but with risk to be rejected re-actively by EC.
- Actual
  - Subcontracting contract (incl. project name, Payment process, amount, duration, expected output, confirmation of subcontractor having the necessary resources and skills)
  - Invoice
  - Proof of payment (bank transfer)
  - Proof of delivery (delivered output)

“Other Costs” category

Same E.N.A.™ approach such as for subcontracting

Other costs

Anything that is not included in the other categories can go to other costs e.g.

- Publication costs (incl. open access),
- Consumables direct to the project,
- Event organisation costs (incl. exhibition booth, renting a room, Catering costs, Audio-Visual, etc),
- Production of materials,
- Access to digital libraries or DBs,
- Access to specialised software and infrastructure,
- Patent registration and search costs,
- Honorariums (incl. speaker speeches),
- Vouchers,
- Travel costs of stakeholders outside the consortium,
- Dissemination material,
- Printing public deliverables,
- Advertisement (related to the project such as press releases,
- Project announcements),
- Training costs,
- Auditing costs if obligatory by the funding agency,
- Books,
- Conference fees,
- Sponsorship of events,
- Prizes and awards,
- Virtual meeting costs (e.g. skype business, gotowebinar, adobe connect)
- ...

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To Success

Congratulations!

You did it! You are familiar now on how to manage effectively highly ambitious and innovative EU funded Projects

Applied Knowledge is power

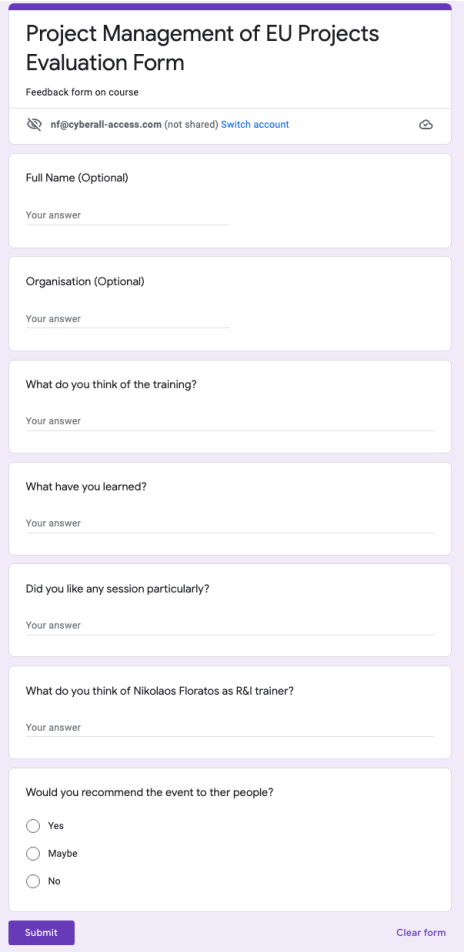
- **Knowledge is not power, applied knowledge is**

Practice NOW with the support of the trainer and apply what you learned in class

- **Make sure you join our next monthly live follow-up Q&A session**

Evaluation Form

- Please access this link for giving us your feedback


Project Management of EU Projects Evaluation Form

Feedback form on course

nf@cyberall-access.com (not shared) Switch account

Full Name (Optional)

Your answer

Organisation (Optional)

Your answer

What do you think of the training?

Your answer

What have you learned?

Your answer

Did you like any session particularly?

Your answer

What do you think of Nikolaos Floratos as R&I trainer?

Your answer

Would you recommend the event to ther people?

Yes

Maybe

No

Submit

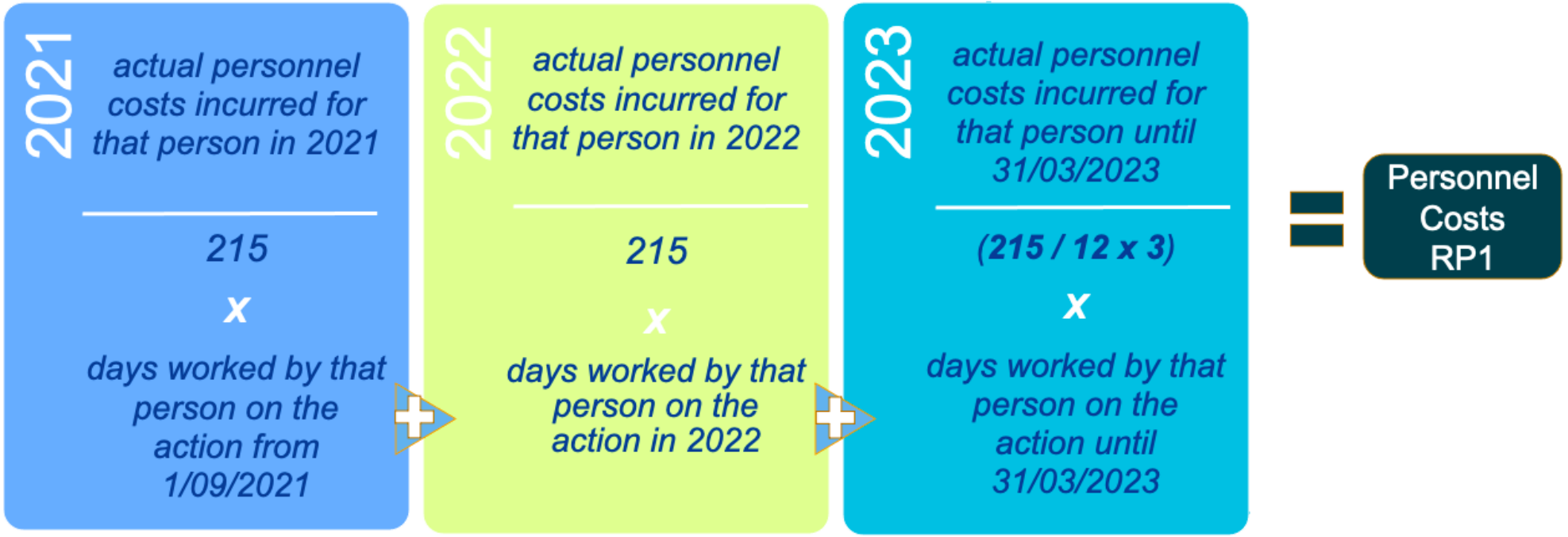
Clear form

Extra Bonus Slides on person days claim

Example on reference years for person day calculation

Example

Costs for Researcher Y in reporting period 1. Reporting period 1 runs from 1/09/2021 until 31/03/2023:



Source: EC

Type of Costs

Corporate structure - Annex 2 (general HE MGA cost categories)

A. PERSONNEL COSTS

- **A.1** Employees
- **A.2** Natural persons under direct contract
- **A.3** Seconded persons
- **A.4** SME owners and natural person beneficiaries

B. SUBCONTRACTING COSTS

C. PURCHASE COSTS

- **C.1** Travel and subsistence
- **C.2** Equipment
- **C.3** Other goods, works and services

D. OTHER COST CATEGORIES

- **D.1** Financial support to third parties
- **D.2** Internally invoiced goods and services
- *[**D.3** Transnational access to research infrastructure unit costs]*
- *[**D.4** Virtual access to research infrastructure unit costs]*
- *[**D.5** PCP/PPI procurement cost]*
- *[**D.6** Euratom Cofund staff mobility costs]*
- *[**D.7** ERC additional funding]*
- *[**D.8** ERC additional funding (subcontracting, FSTP and internally invoiced goods and services)]*

E. INDIRECT COSTS

European Commission

Difference between subcontracting (B) and service (C.3). Subcontracting is any work provided as part of a task on behalf of the beneficiary. Service is any work provided to the beneficiary as support for the beneficiary to implement a specific task. Under C.3, we have services such as dissemination activities (social media advertising, Web design, Financial Certificate issue, etc)

Source: EC

Personnel Costs in Horizon Europe

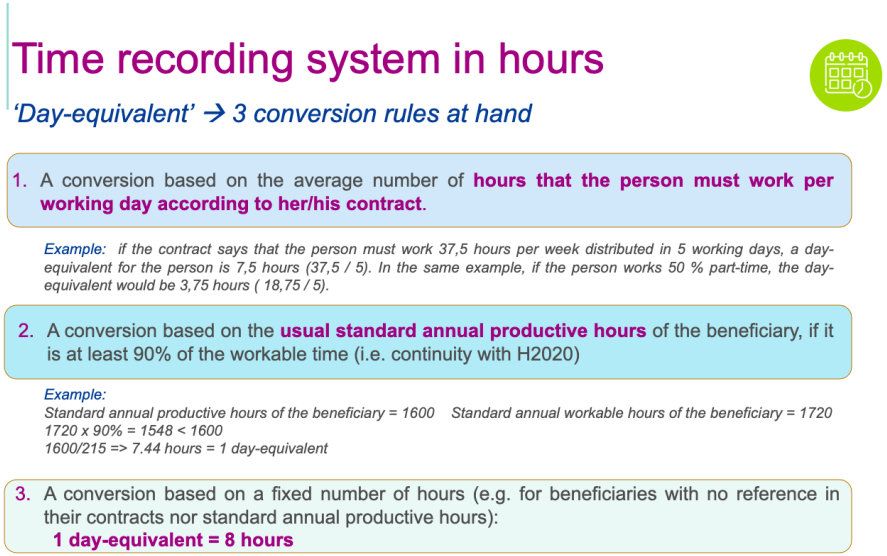
Key changes

Personnel Costs and Timesheets

- **Timesheets** are **not required** anymore in **Horizon Europe** unless they are required internally by an organisation. Instead each person should sign a declaration every month of how many days he/she spent in a specific project (template to be provided by the EC)
- Time record systems if you have, can record time in hours or in days but during your reporting to the EC, you will have to **convert them to days**.

Source: EC

How to convert person hours to person days



- If a daily rate is calculated for year 2021, the beneficiary must convert into day-equivalents the total number of hours worked by the person on the action during 2021 altogether.
- There is **one specific day equivalent** per reporting period for each project.
- It is **NOT possible** in Horizon Europe to claim more than **215 person days** in one calendar year, **even if you have worked more** according to the timesheets (in one or more projects). Since in that way, you would have claimed in one year more personnel cost than what was actually paid.
- **No more option (as it was in H2020) for productive hours** (entailing difficult and error-prone calculations), No more 'last closed financial year' rule for months of the open financial year

Source: EC

Extra salary as bonus for involvement in Horizon Europe project

Project-based remuneration at a glance

WHAT IS IT?

- Usual remuneration practices of a legal entity under which a **personnel receives supplementary payments for work in projects**

Example:

an employee who gets a bonus or a new contract with a higher salary level for working in a project.

HOW MUCH CAN BE DECLARED?

- Actual remuneration costs paid by the legal entity for the time worked by the personnel in the action ('action daily rate') **up to** the remuneration that the person **would be paid for work in R&I projects funded by national schemes** ('national projects daily rate')

METHODOLOGY?

- **Compare**

Action daily rate | National Projects daily rate*

- Take **the lower of the two**.

Usually based on:

- *either regulatory requirements (such as national law or collective labour agreements)*
- *or your written internal remuneration rules*

Source: EC

In-Kind Contributions

In-kind contributions – both still eligible under HE

COSTS

IN-KIND CONTRIBUTIONS AGAINST PAYMENT

- **No more special Article** (corporate approach):
- But **they can still be declared** as:
  - **Seconded persons** under **Personnel costs provisions**
  - **Other types** as purchase of goods, works or services
- Indirect costs calculated on top via the 25% flat-rate

IN-KIND CONTRIBUTIONS FREE OF CHARGE

- **Specific provisions (Art 6(1) & Art 9(2)) HE MGA** (stemming from Horizon Europe specific legal base)
- They must be declared under the relevant cost category (i.e. as if they were costs incurred by the beneficiary).
- Only **direct costs** must be reported
- Indirect costs calculated on top via the 25% flat-rate (with exceptions, like for internal invoicing)

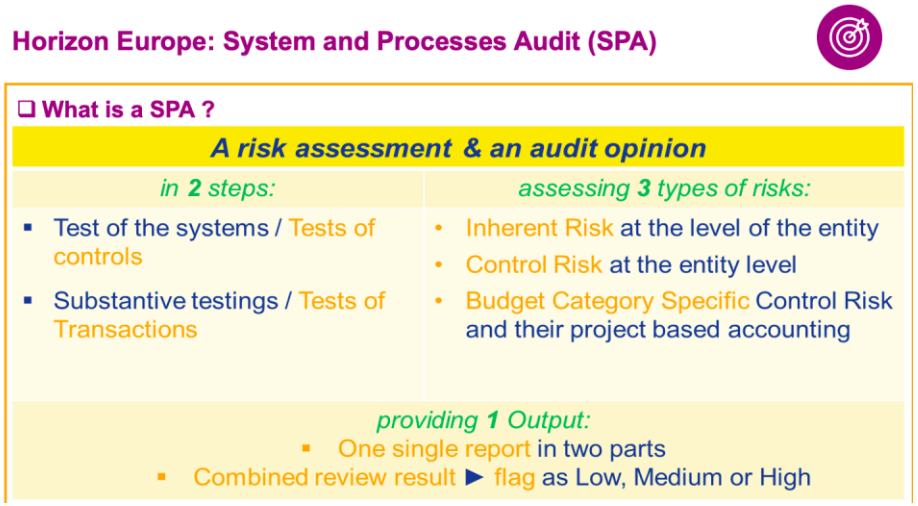
Source: EC

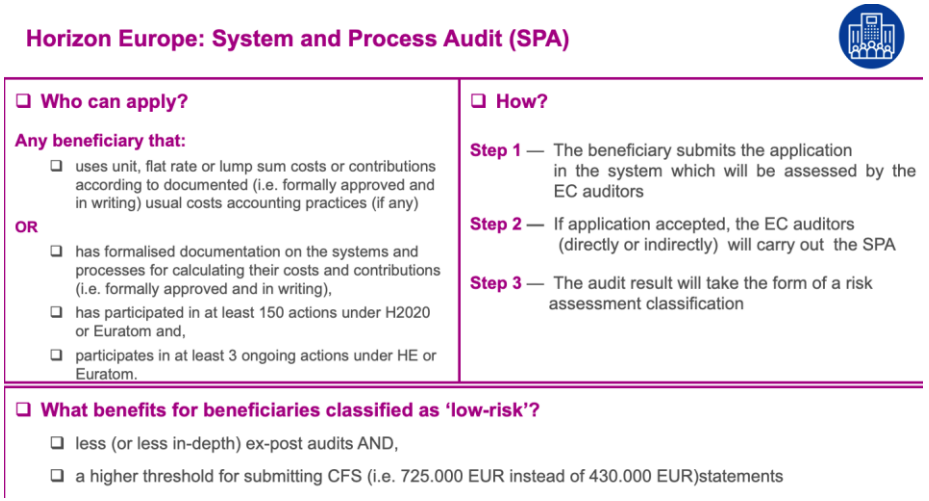
Receipts and CFS

- **Article 192(2) FR,** […] **receipts are limited to the Union grant and the revenue generated** by that action or work programme., **Article 192(3)(c) FR, non-profit** organisations are **NOT** concerned by receipts
- Higher threshold for **CFS EUR 430 000** (increased from EUR 325 000 in H2020)

Source: EC

Some flexibility if priori audit





Source: EC