

This project is co-financed by the European Union and the Republic of Turkey
Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından finanse edilmektedir

TURKEYⁱⁿ HORIZON 2020
COOPERATION, INNOVATION, COMPETITIVENESS

Technical Assistance for Turkey in Horizon 2020 Phase-II
EuropeAid/139098/IH/SER/TR

Horizon Europe: Plan your project in proposal phase Financial Management

HE IPR, Legal and Financial Training: Proposal Preparation & Submission

Odysseas Spyroglou, KE2

Istanbul, 7-8 Dec 2021

Photo by Christian Lue on Unsplash

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Work your budget

Identify Costs, Estimate resources


Resources to be committed

- Where will you spend money? Explain. Check consistency with Part A
- What resources will be made available to the project (e.g. teams, facilities, equipment)?
- What will be the major costs?
- Is the overall financial plan for the project is adequate?


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Budget Principles




What you should know before we start

- A grant is not the lottery.
You may need to contribute to the budget.
- All costs by partners.
- Only "Eligible" Costs.


- Costs have to be:
 - Actual
 - Real (not estimated)
 - Borne by beneficiary
 - During project duration
 - Estimated in the budget
 - identifiable and verifiable
 - Compliant with national laws on taxes, labour and social security
 - Reasonable & justified

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Understand the cost categories



Where can you spend

ELIGIBLE COSTS	INELIGIBLE COSTS
<p>DIRECT (Actual)</p> <ul style="list-style-type: none"> • A. Personnel costs (incl. employer's costs) • B. Subcontracting • C. Purchase (Travel, Equipment, other) • D. Other (Fin Support, Internal invoices, Research Infrastructures, PCP, EU Partnership, Cofund, ERC, EIC) <p>INDIRECT (25% on all Direct Exp. Subcontracting)</p> <ul style="list-style-type: none"> • E. Overhead 	<ul style="list-style-type: none"> • Deductible VAT (Note: nondeductible/non identifiable VAT is eligible) • Losses due to fluctuation of exchange rates • Interest owed • Provisions for future losses or debts








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- Employee costs (or equivalent)
- Natural persons working under a direct contract
- Personnel seconded by a third party
- SME Owners: owners of SMEs not receiving a salary

Eligible Costs

A. Personnel Costs

- basic remuneration = basic salary (*incl. Salary, social Security, Taxes, other*) + complements (*13th Salary, night shifts, hazardous work complement, variable*)
- for non-profit legal entities: additional remuneration ('bonus payments')

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Eligible Costs

B. Subcontracting

- Always check specific rules
- Business Conditions
- Only small amount (<15-20% of the partner's budget)
- Avoid it if you can

EXAMPLES:

- Contract for specific part of the research (Secondary)
- Contract for Test and analysis of a new product

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Eligible Costs

C. Purchase Costs



Travel and Subsistence

Equipment (only Depreciation)

Other Goods, works and Services

Transportation

- Number of Trips
- Destinations
- Duration of travels
- Number of people traveling

Flat Subsistence Allowance

- *eligible if in line with beneficiary's usual practices on travel*


- Always verify specific rules
- Depreciation (not full cost)
- According to National Legislation

- Short Consultancies
- Catering
- Printing services
- Etc.






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Eligible Costs




C1. Travel and Subsistence




- **Transportation**
 - Number of Trips
 - Destinations
 - Duration of travels
 - Number of people traveling
- **Flat Subsistence Allowance**
 - *eligible if in line with beneficiary's usual practices on travel*

<https://www.per-diems.info>




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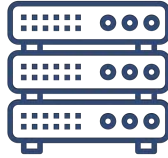
Eligible Costs

C2. Equipment




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- Always verify specific rules
- Depreciation (not full cost)
- According to National Legislation




Example:


- Every item has an economic life (e.g. 4 years according to National Legislation in Greece)
- After 4 years its value = 0
- Losing 25% of its value every year
- If the project lasts 4 years you can charge the full cost



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Eligible Costs

C3. Other Costs




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- Short Consultancies
- Catering
- Printing services
- Etc.




Some times these can go to subcontracting


ALL MUST BE DETAILED AND JUSTIFIED



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Eligible Costs


C2. Equipment - Example




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Durable Equipment

Spectrum Analyser	Purchase Cost:	40,000.00	Euro
	Depreciation Period:	3	Years
	Annual Depreciation:	13,333.33	Euro
	Project Start:	01 January 2015	
	Project End:	31 December 2017	
	Equipment bought:	01 July 2015	
	Cost Claim Project Year 1:	6,666.67	Euro
	Cost Claim Project Year 2:	13,333.33	Euro
	Cost Claim Project Year 3:	13,333.33	Euro
	Total Cost claim:	33,333.33	Euro




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Eligible Costs


C2. Equipment - Example




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	Project Start:	01 January 2015	
	Project End:	31 December 2017	
	Equipment bought:	01 January 2014	
	Cost Claim Project Year 1:	13,333.33	Euro
	Cost Claim Project Year 2:	13,333.33	Euro
	Cost Claim Project Year 3:		Euro
	Total Cost claim:	26,666.67	Euro




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Eligible Costs

D. Other Costs



D. Other cost categories							
D.1 Financial support to third parties /	D.2 Internally invoiced goods and services /	D.3 Trans-national access to research infrastructures /	D.4 Virtual access to research infrastructures /	D.5 PCP/PPI procurement costs/	D.6 European Partnership Cofund additional coordination and networking costs	D.7 Euratom Cofund staff mobility costs/	D.8 ERC additional funding

D1. Financial Support to 3rd Parties

D2. Internally invoiced Goods and Services

D3. Transnational Access to Research Infrastructure




D4. Virtual Access to RI

D5. PCP/PPI procurement costs


D6. EU Partnership Cofund additional Coordination/ networking

D7. Euratom Cofund Staff

D8. ERC Additional Funding






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Eligible Costs

D2. Internally Invoiced Goods and Services







Costs for Goods and Services

- Produced/provided within organisation (directly)
- Usual accounting practices of beneficiary
- Documented methodology
- Supporting Evidence
- No 25% flat rate on top of unit cost but actual indirect costs

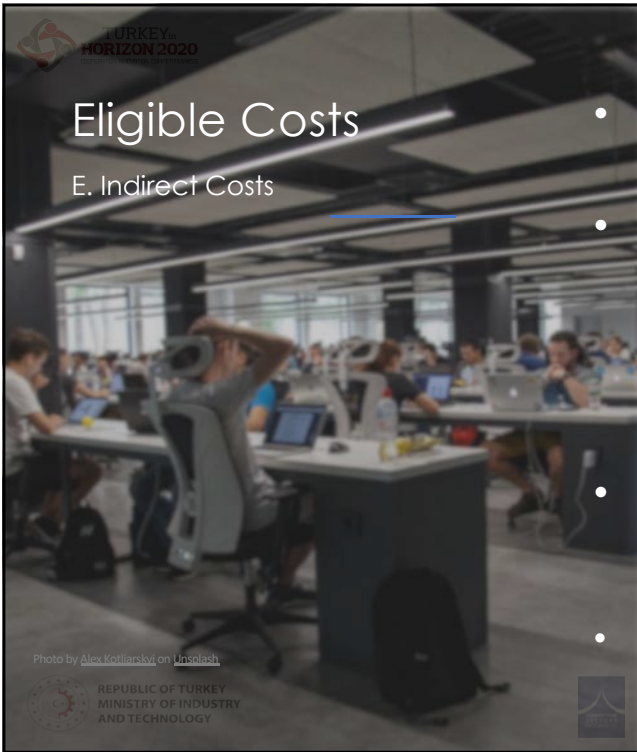
Examples:

- *Self produced consumables (chemicals)*
- *Use of specific research devices or facilities (clean room, supercomputer)*



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Eligible Costs

E. Indirect Costs


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- Necessary for every functioning organisation
- Connected to productive personnel
 - Utilities
 - Office costs
 - Communications
- How to determine the % ?
FLAT 25% of ALL Direct costs (*except Subcontracting*)
- They do NOT have to be justified




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Remember the Funding Rates

One rate for all activities



100% Research and innovation action (RIA)
Activities to establish new knowledge or to explore the feasibility of a new or improved technology, product, process, service or solution.

70% Innovation action (IA)
Activities to produce plans and arrangements or designs for new, altered or improved products, processes or services.

100% Coordination and support actions (CSA)
Activities that contribute to the objectives of Horizon Europe. This excludes R&I activities, except for 'Widening participation and spreading excellence'





30-70% Programme co-fund actions (CoFund)
A programme of activities established or implemented by legal entities managing or funding R&I programmes, other than EU funding bodies.

70% Innovation and market deployment actions (IMDA)
Activities that embed an innovation action and other activities necessary to deploy an innovation on the market. (EIC)


100% Training and mobility actions (TMA)
Activities that aim to improve the skills, knowledge and career prospects of researchers, based on mobility between countries and, if relevant, between sectors or disciplines. (MSCA)

100% Pre-commercial procurement actions/ (PCP)
Activities that aim to help a buyers' group to strengthen the public procurement of research, development, validation and, possibly, the first deployment of new solutions

50% Public procurement of innovative solutions actions (PPI)
Activities that aim to strengthen the ability of a buyers' group to deploy innovative solutions early


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Phases of Budget building


How do you estimate your project budget




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1. Define the total cost
2. Partner distribution draft
3. Prepare WBS and PM / WP
4. Determine Personnel Costs
5. Define Other Costs
6. Circulate budget to partners
7. Negotiate and finalise




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1. Define the total proposal budget

What's the call's budget?




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- Make a rough evaluation
- Based on restrictions
 - Call budget
 - Previous Projects
 - Ask your NCP about competition
- Must be realistic
- Start moderate so you can increase it during preparation
- Negotiate early with partners
 - Distribute your proposal in the beginning
 - Even if you have not all the partners, you know the roles

HORIZON-CL2-HERITAGE-2021-01-03: New ways of participatory management and sustainable financing of museums and other cultural institutions	
Expected EU contribution per project	The EU estimates that an EU contribution of between EUR 1.50 and 2.50 million(s) would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
Indicative Budget	The total indicative budget for the topic is EUR 7.00 million.
No of proposals to be funded	6 - 7 proposals




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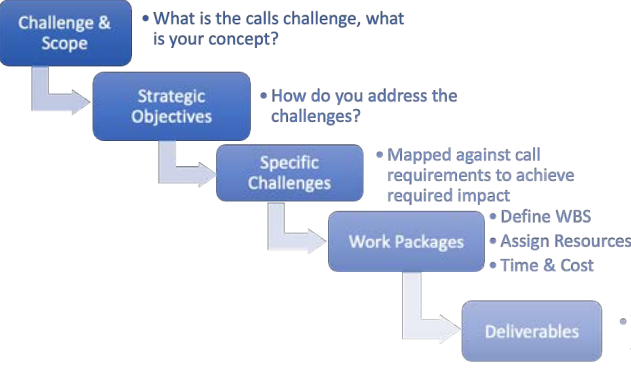
2. Partner Distribution draft

What's the call's budget?



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Challenge & Scope • What is the call's challenge, what is your concept?

Strategic Objectives • How do you address the challenges?


Specific Challenges • Mapped against call requirements to achieve required impact

Work Packages • Define WBS
• Assign Resources
• Time & Cost


Deliverables • What are you going to deliver?

Rough estimation based on:


- expected outcomes
- partners contribution
- Commitment



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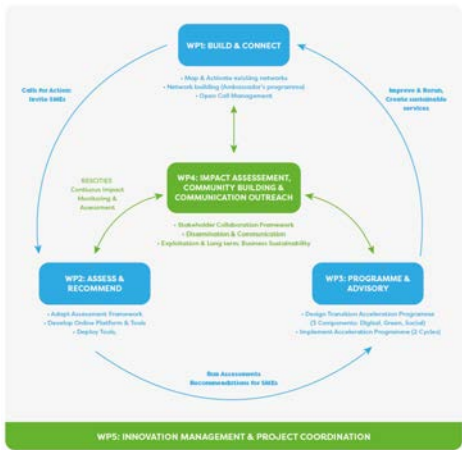
3. Prepare WBS & PM/WP

Build Structure and assign resources



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WPs: BUILD & CONNECT

- Map & Activate existing networks
- Network building (intermediary programme)
- Open Call Management
- Register & Service, Create sustainable services

WPs: IMPACT ASSESSMENT, COMMUNITY BUILDING & COMMUNICATION OUTREACH

- Stakeholder Collaboration Frameworks
- Entrepreneurship & Communication
- Employment & Long term, Business Sustainability

WPs: PROGRAMME & ADVISORY

- Design Innovation Acceleration Programme (5 Components) (Digital, Green, Rural)
- Implement Acceleration Programme (2 Cycles)


WPs: ASSESS & RECOMMEND

- Digital Assessment Framework
- Develop Online Platform & Tools
- Deploy Tools


WPs: INNOVATION MANAGEMENT & PROJECT COORDINATION

Rough estimation based on:


- expected outcomes
- partners contribution
- Commitment



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3. Prepare WBS & PM/WP

Estimate your budget: Work Breakdown Structure (WBS)




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	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9	Total
COORD	17,0	3,0	26,0	0,0	2,0	0,0	8,0	0,0	2,0	58
PART 2	1,0	4,0	12,0	10,0	3,0	1,0	0,0	14,0	1,0	46
PART 3	2,0	2,0	0,0	0,0	0,0	0,0	32,0	0,0	6,0	42
PART 4	3,0	1,0	0,0	0,0	17,0	17,0	2,0	0,0	2,0	42
PART 5	1,0	0,0	0,0	3,0	10,5	9,0	5,0	0,0	5,5	34
PART 6	2,0	21,0	2,5	1,0	2,0	0,0	2,0	4,5	4,0	39
PART 7	1,0	0,0	2,0	0,0	0,0	0,0	0,0	0,0	12,0	15
PART 8	1,0	2,0	2,0	5,0	2,0	0,0	2,0	4,0	2,0	20
PART 9	2,0	0,0	6,0	18,0	0,0	0,0	2,0	2,0	2,0	32
Total	30,0	33,0	50,5	37,0	36,5	27,0	53,0	24,5	36,5	328



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4. Determine Personnel Costs

What is a person month



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One Person working for 3 months (Full time)


=

3 Persons working for 1 month (Full time)


=


6 Persons working for ½ month

ANY DURATION




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4. Determine Personnel Costs

Estimate your average person months




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Profile	PM Cost	PM	Total
Director	8.000,00 €	2	16.000,00 €
Senior Researcher	5.000,00 €	20	100.000,00 €
Junior Researcher	2.500,00 €	20	50.000,00 €
		42	166.000,00 €
AVERAGE COST:			3.950 €


Average Person Month Cost =
weighted mean value of the different profiles

Taken into account only for Proposal Phase. During Project Implementation you need actual costs.




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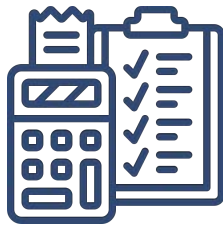
5. Define Other Costs


Travel, Equipment, Other




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- How many physical meetings?
- How many travels? How many people? Where?
- Any equipment needed?
- How many/Which events?
- Any costs for other services?






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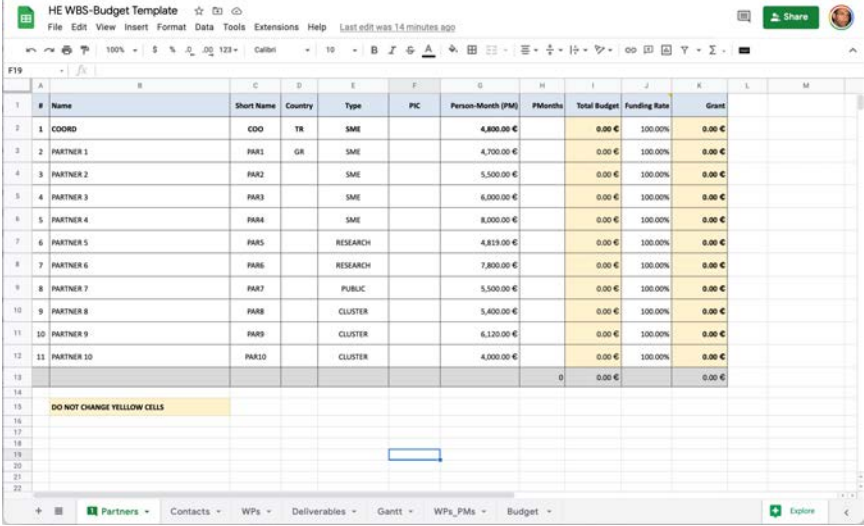
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6. Circulate budget

Partners can work on a common template






<https://bit.ly/HE-template>






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7. Budget Negotiation

What each partner will take?



01. PROS Private 1-to-1 negotiations

- More effective
- Reduces drama
- Coordinator can keep better control

👍 01. PROS +

– 02. CONS 🗨️

02. CONS

- Triggers backroom politics
- Raises complains (sometimes)
- More work for the coordinator

01. PROS Open negotiation


- More transparent
- Everybody feels engaged
- Partners contribute in workload




👍 01. PROS +

– 02. CONS 🗨️

02. CONS

- It can boost drama
- Time before deadline is precious
- Expertise and attitude are crucial



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How to negotiate your budget

The participant's perspective





1. Know the call budget
2. Have a rough idea of what you want to do
3. Ask what's the initial estimation.
4. Final budget after detailed resources allocation.









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Finalise and Submit


Submit the budget to the system






No	Participant	Country	(A) Direct personnel costs/€	(B) Other direct costs/€	(C) Direct costs of sub-contracting/€	(D) Direct costs of providing financial support to third parties/€	(E) Costs of in-kind contributions not used on the beneficiary's premises/€	(F) Indirect Costs / € (=0.25(A+B-E))	(G) Special unit costs covering direct & indirect costs / €	(H) Total estimated eligible costs / € (=A+B+C+D+F+G)	(I) Reimbursement rate (%)	(J) Max.EU Contribution / € (=I*H)	(K) Requested EU Contribution/ €
1	Mui	AT	0	0	0	0	0	0,00	0	0,00	100	0,00	0,00
Total			0	0	0	0	0	0,00	0	0,00		0,00	0,00




A. PERSONNEL COSTS	B. SUB-CONTRACTING COSTS	C. PURCHASE COSTS	D. OTHER COSTS	E. INDIRECT COSTS	TOTAL COSTS	EU CONTRIBUTION	MAXIMUM GRANT
				25% * (A + C + D)	T=A+B+C+D+E	RATE = 100 % or 70% EU CON = RATE% * T	EU CON








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What else you should know

What about implementation




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- **Actual costs** may differ from estimated eligible costs.
- Budget Transfer between Beneficiaries or between budget categories without Amendment

If incurred costs < estimated, difference to another partner or budget category.


If significant change in planned work, amendment is needed



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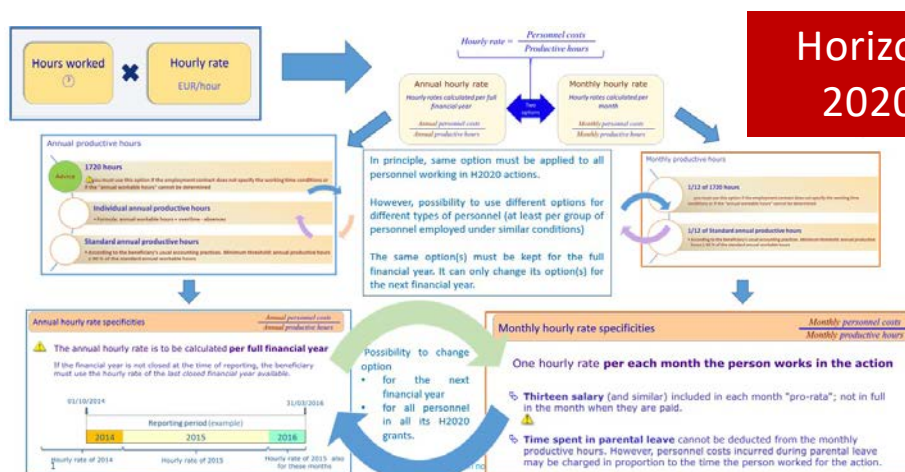
Actual Personnel Costs

How actual Hourly Rate is calculated



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Annual productive hours
1720 hours
Individual annual productive hours
Standard annual productive hours

Annual hourly rate
Hourly rate calculated per full financial year
Annual personnel costs
Annual productive hours


Monthly hourly rate
Hourly rate calculated per month
Monthly personnel costs
Monthly productive hours

Annual hourly rate specifics
The annual hourly rate is to be calculated per full financial year. If the financial year is not closed at the time of reporting, the beneficiary must use the hourly rate of the last closed financial year available.


Monthly hourly rate specifics
One hourly rate per each month the person works in the action.
Thirteen salary (and similar) included in each month "pro-rata"; not in full in the month when they are paid.
Time spent in parental leave cannot be deducted from the monthly productive hours. However, personnel costs incurred during parental leave may be charged in proportion to the time the person worked for the action.



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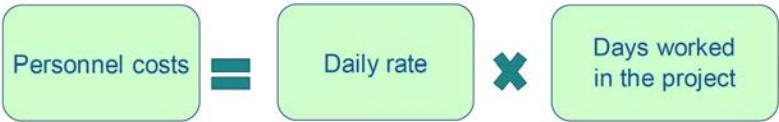
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Actual Personnel Costs




How actual Hourly Rate is calculated








- For full years = Per calendar year (Jan - Dec)
- For years not full = Partial Daily Rate for only for months worked
 - {actual personnel costs of the person incurred over those months / {215/12 (months) x number of months from Jan – End of Project}}







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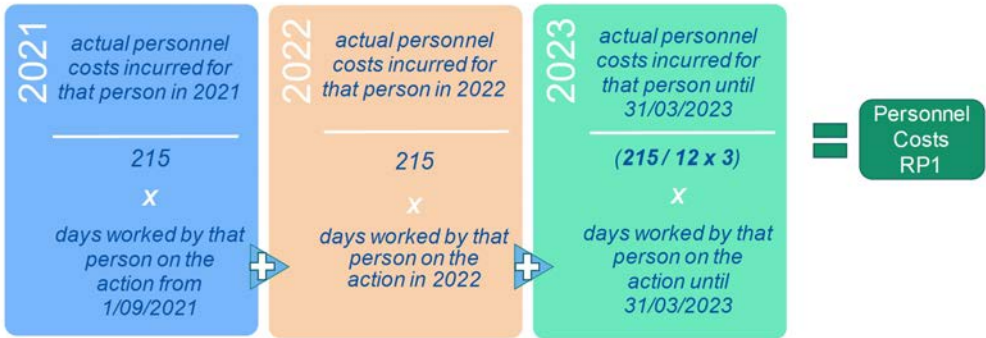
Actual Personnel Costs




How actual Hourly Rate is calculated






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




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Actual Personnel Costs

Project-based Remuneration in HE



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- For employees earning more due to their participation in projects
Example: employee gets a bonus or a new contract with a higher salary for working in a project.
- National Projects Daily Rate = rate you would pay for work in national projects according to usual practices.

Action daily rate

=

actual personnel costs of the person
for her/his work in the action over the calendar year

days worked by the person in the action over the calendar year


Lower of the two




National Projects daily rate

=


monthly personnel costs for the person based on the remuneration
the person would be entitled to for work in national projects X 12

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Record Keeping

Working Time Remuneration



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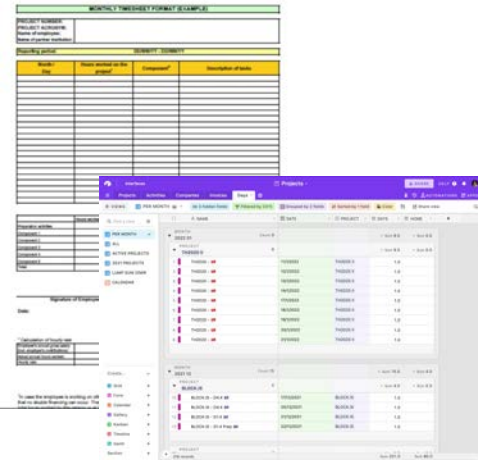
USE TIMESHEETS (as in Horizon 2020)




- Only hours worked on the project can be charged.
- Timesheets:** Working time recorded till the end.
- Real **productive** hours not estimations.
- Some activities **not** productive hours :
 - Training (not project related)
 - Internal meetings (not project related)

Simple excel or more elaborate systems accepted.



OR SIGN MONTHLY DECLARATION
on Days spent in the action.

DAY EQUIVALENT = 8 hours OR based on full time daily hours on contract.



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SME Owners NOT receiving a salary

Remuneration for SME owners

SME owners / natural persons / no salary

YES: owners compensated by other means than a salary (*e.g. dividends, service contracts between the company and the owner, etc.*)




NO: owners receiving a salary (*registered as such in the accounts of the SME*)

HOW:

- Hourly Rate = { EUR 4,650 / 143 hours} X {country-specific correction coefficient}

In TR = 86,6%

- SEE: Annex 2a (Additional information on the estimated budget)

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Wrap up the session!

Financial Management in Proposal Stage

- Budget Preparation
- Cost eligibility
- Budget Negotiation
- Actual Costs
- Simplifications in Horizon Europe
- Record keeping and Timesheets






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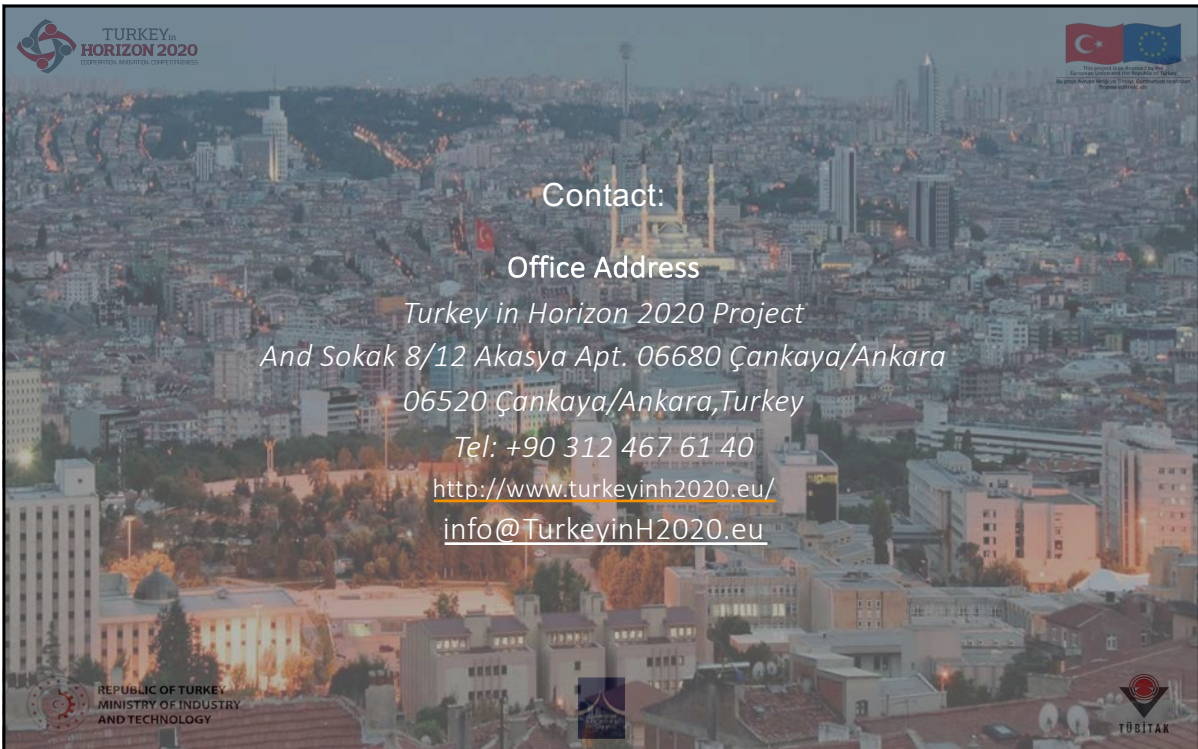
Q&A
Time to ask your
questions!

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