



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



Technical Assistance for Turkey in Horizon 2020 Phase-II  
EuropeAid/139098/1H/SER/TR

# Horizon Europe: Plan your project in post award phase PM & Implementation Section

IPR2 Workshop

*Odysseas Spyroglou, KE2*

*Istanbul, 15 – 16 Sep 2022*

Photo by Christian Lue on Unsplash



REPUBLIC OF TURKEY  
MINISTRY OF INDUSTRY  
AND TECHNOLOGY



# What we will cover

## Project Management in Proposal Phase (Pre-award)

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- **Understand the legal documents** and the contractual agreements
- **Simple tools** and practices for monitoring project progress and costs
- **Project documentation** for formal but also practical reasons
- Conduct **effective project meetings**
- Contract amendment and when you need them
- Have successful project reviews by the EC/Funding Agency

# Coordinator or Participant?

What the role of each



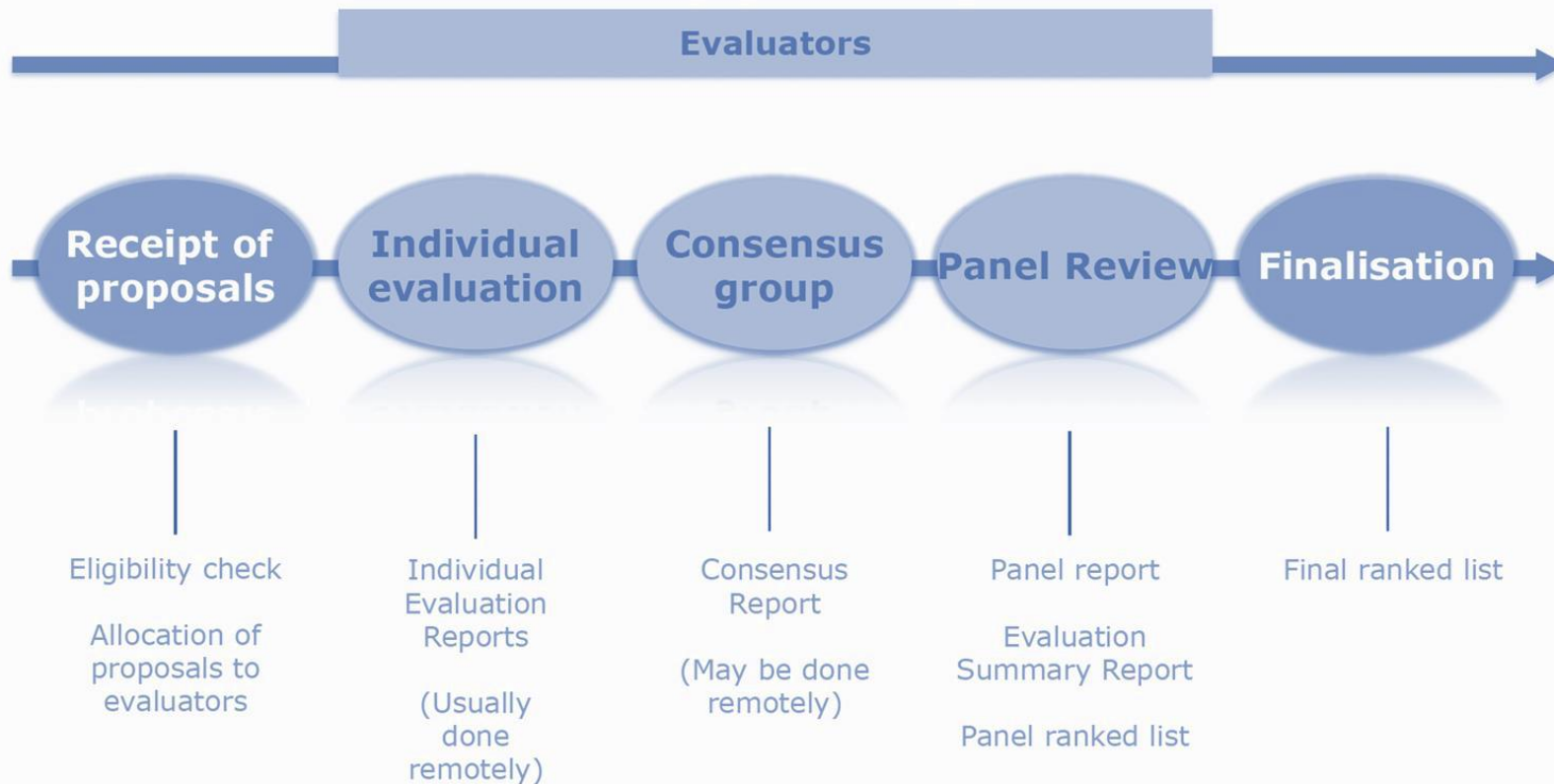
- Single point of contact with PO
- Distributes funds
- Coordinates all activities
- Prepares all legal documents
- Communication w/ partners
- Mediates and resolves issues between partners (if necessary)



- Communications through COO
- Manages own funds
- Manage only own activities
- Reviews, approves signs necessary legal documents
- Responsible own record keeping

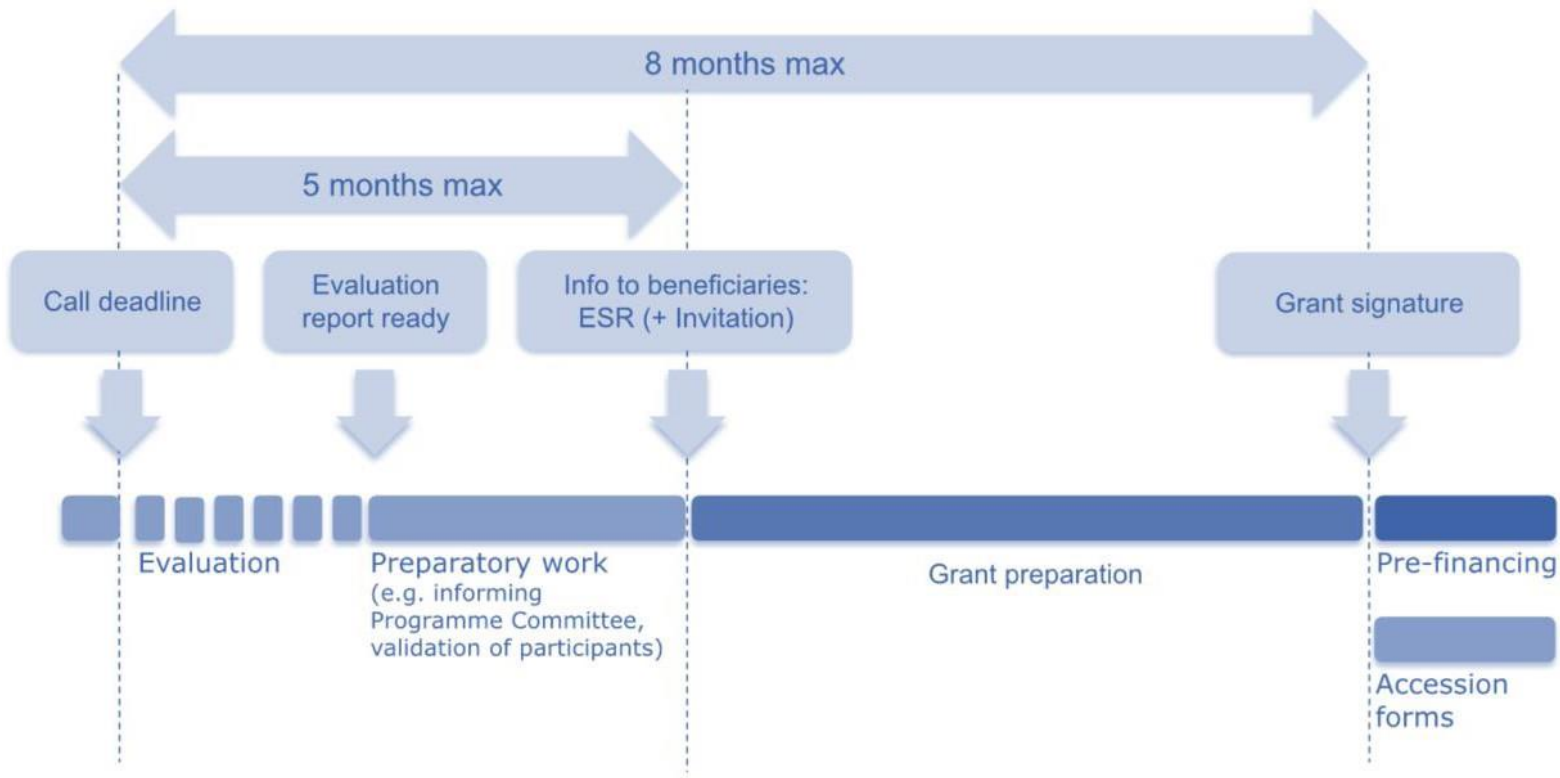
# Evaluation Process

From submission to invitation to a Grant



# Where we are

What happens after you get the good news



# Grant Preparation

## The role of each one

- Consortium Agreement
- Rights and obligations of the partners.
  - Internal organisation
  - Cannot conflict GA
  - Preparation costs not eligible
  - Intellectual property rights.
  - No model by EC.
  - Use DESCA or other but can be



Obligatory for most

Must be signed prior to the Grant Agreement  
(GA).

- Model Grant Agreement
- Between EC and Partners (COOR)
  - Partners Commitment
  - Signed by EC and COOR
  - PARTNERS sign Accession Form
  - Signed by authorised representatives
  - Rules for implementing the action
  - EC provides Non negotiable Model



Obligatory for all

Must be signed before the start date of the  
grant

# Consortium Agreement

## Provisions



- **General provisions:** definitions, entry into force, duration, applicable law etc.
- **Obligations of partners:** deadlines for deliverables and reports, information obligations, participation in meetings etc. and consequences of non-compliance
- **Internal organisation and decision-making:** composition and duties of bodies (corresponding to the size of the consortium), meetings, voting rules etc.
- **Financial provisions:** allocation of funding and transfer to the partners (e.g. payment of pre-financing in instalments), handling of receipts and financial losses etc.
- **Provisions on the handling of intellectual property rights:** more detailed information about the consortium's ability to specify the handling of intellectual property rights, access rights and project results can be found under "Downloads" (see below).
- **Other issues:** liability, non-disclosure, dispute resolution etc.

# Grant Agreement

## Your contract with EC

- Preamble – Participants
- Chapter 1 – General
- Chapter 2 – Action (name, acronym, start and duration of project etc.)
- Chapter 3 – Grant (max. amount and calculation of grant, funding rate(s), eligible costs)
- Chapter 4 – Rights and obligations of the parties (e.g. third party costs, documentation obligations, reporting and payments, checks/reviews/ audits and management of intellectual property)
- Chapter 5 – Division of roles and responsibilities (within the consortium)
- Chapter 6 – Rejection of costs, reduction of the grant etc.
- Chapter 7 – Final provisions
- Annex 1 Description of the action
- Annex 2 Estimated budget for the action
  - 2a Additional information on the estimated budget
- Annex 3 Accession Forms
- Annex 4 Model for the financial statements
- Annex 5 Model for the certificate on the financial statements
- Annex 6 Model for the certificate on the methodology
- Annex 5 Specific rules in Draft MGA

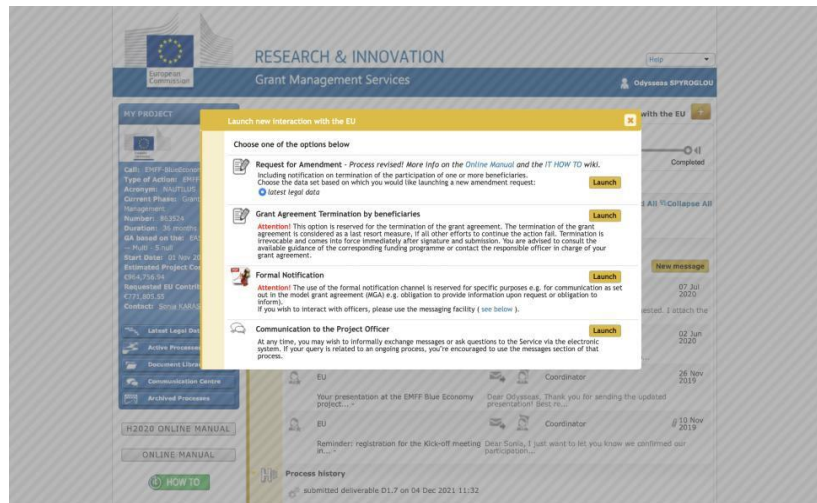


# Grant Agreement

What is an amendment and when is it necessary?

- When?
  - Significant changes to the GA: change of partner or coord, change of Annex 1,2 ( activities, budget)

- How?
  - Through the EC Grant Management System



- Who?
  - All consortium participants together, but only the Coordinator can launch, sign and submit.

NOT necessary for:

- budget transfers covered by the budget flexibility
- name or address changes of a participant — done directly in the Participant Register
- universal takeovers (merger/acquisition) of a participant — done directly in the Participant Register
- changes of the banking details — done directly in the Participant Register.

# Other Legal Documents

## Non-Disclosure Agreements (NDA)

- The confidential information;
- Who has access to it;
- What they may do with it;
- how it will be kept confidential;
- how long it will be kept confidential;
- (penalties for breaking the agreement)

**NOT LEGAL ADVISE**

**ROCKETLAWYER.** Make documents Sign documents Start a business Ask a lawyer Group Legal Benefits Pricing

**Make your Free Non-Disclosure Agreement**

A Non-Disclosure Agreement (NDA) is a legally enforceable contract that establishes confidentiality between two parties—the owner of protected information and the recipient of that information. By... [Read more](#)

Select a State

**NON-DISCLOSURE AGREEMENT**

This Non-Disclosure Agreement ("Agreement") is made effective as of \_\_\_\_\_ (the "Effective Date"), by and between \_\_\_\_\_ (the "Discloser"), of \_\_\_\_\_ (the "Discloser's State"), and \_\_\_\_\_ (the "Recipient"), of \_\_\_\_\_ (the "Recipient's State").

The Discloser has represented and warranted to the Recipient that the Discloser is the owner of the Confidential Information and that the Recipient is not a party to the Discloser's business.

**1. CONFIDENTIAL INFORMATION.** The term "Confidential Information" means all information, including but not limited to, trade secrets, inventions, processes, methods, formulas, algorithms, software, data, and other information, which is disclosed by the Discloser to the Recipient in confidence and which is not generally known to the public. Confidential Information shall include all information, whether written or oral, that is disclosed by the Discloser to the Recipient in confidence and which is not generally known to the public. Confidential Information shall include all information, whether written or oral, that is disclosed by the Discloser to the Recipient in confidence and which is not generally known to the public.

**2. OBLIGATIONS OF THE RECIPIENT.** The Recipient shall maintain the Confidential Information in confidence and shall not disclose it to any third party without the prior written consent of the Discloser. The Recipient shall also take all reasonable steps to protect the Confidential Information from unauthorized disclosure.

**3. TERM AND TERMINATION.** This Agreement shall remain in effect until terminated by the Discloser in writing. The Recipient shall be deemed to have accepted the terms of this Agreement upon signing it.

**4. REMEDY.** The Recipient shall be deemed to have accepted the terms of this Agreement upon signing it.

**5. ENTIRE AGREEMENT.** This Agreement constitutes the entire agreement between the parties and shall supersede all other agreements, oral or written, between the parties.

**6. GOVERNING LAW.** This Agreement shall be governed by the laws of the Discloser's State.

**7. SIGNATURES.** The Recipient shall sign this Agreement and return it to the Discloser as a condition of receiving the Confidential Information.

**8. DISCLOSURE TO THIRD PARTIES.** The Recipient shall not disclose the Confidential Information to any third party without the prior written consent of the Discloser.

**9. ASSIGNMENT.** The Recipient shall not assign or transfer its rights or obligations under this Agreement to any third party without the prior written consent of the Discloser.

**10. SEVERABILITY.** If any provision of this Agreement is found to be unenforceable, the remaining provisions shall remain in effect.

**11. WAIVER.** The Recipient shall be deemed to have waived its right to object to the terms of this Agreement upon signing it.

**12. NOTICES.** All notices under this Agreement shall be in writing and shall be sent to the Discloser at the address set forth in the Discloser's contact information.

**13. COUNTERPARTS.** This Agreement may be executed in multiple counterparts, each of which shall be deemed to be a true and correct copy of the entire Agreement.

**14. BINDING EFFECT.** This Agreement shall be binding on the parties and their heirs, assigns, and legal representatives.

**15. AMENDMENTS.** Any amendments to this Agreement must be in writing and signed by both parties.

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# Other Legal Documents

## Memorandum of Understanding (MoU)

- MoUs are agreements in the form of legal documents.
- Same affect as «Letter of Intent», agreement on good faith among the signatories, on the basis that it is a fair and honest representation of their intentions.
- **an MoU should identify:**
  - protocols for communication;
  - information exchange;
  - reporting;
  - confidentiality issues, and
  - modifications and conditions for terminating the agreement.

**NOT LEGAL ADVISE**

SignWell

Security

Pricing

Log In

## Memorandum of Understanding (Free Sample)



Here is What's in the Memorandum of Understanding:

- An agreement that covers terms and details of an understanding between two parties
- Sample agreement text that's easy to customize and use
- Created (and approved) by legal experts

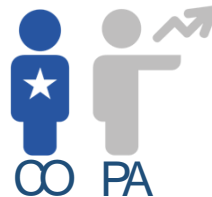
Get the Memorandum of Understanding 

# Project monitoring

Set the mechanism in motion

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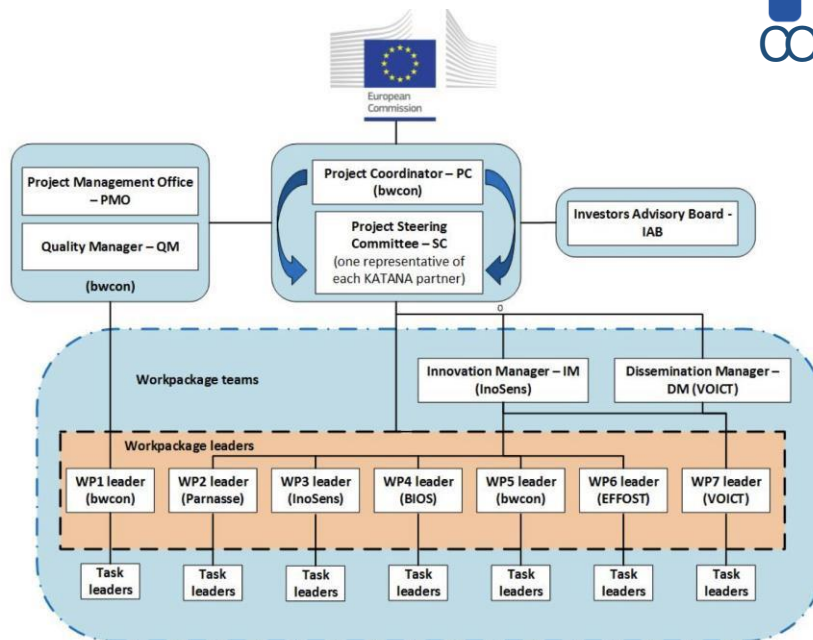
- **Deploy the PM mechanism**
- **Translate project documentation** to understandable and actionable instructions
- Organise everything in a **single place**
- Introduce **templates** to ensure consistency
- **Educate** and train partners to user it
- **Communicate** what is expected
- Organise frequent consortium **meetings**



# Project monitoring

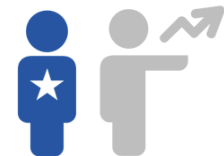
## The PM mechanism

- Described in Part B of DoA
- Detailed in CA (if necessary)
- Communicated to and approved by all partners
- Coordinator is single point of contact with EC services and PO
- WP Leaders and Task Leaders must take ownership of outputs and deliverables.

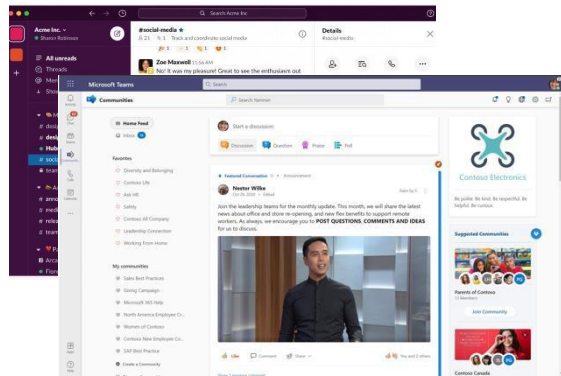


# Step 9: Proposal Preparation

## Setup a productivity stack



A fully working template to help you



HE WBS-Budget Template

File Edit View Insert Format Data Tools Extensions Help Last edit was 14 minutes ago

100% 123+ Callibri 10 B I Z A

	A	B	C	D	E	F	G	H	I	J	K	L	M
	#	Name	Short Name	Country	Type	PIC	Person-Month (PM)	PMMonths	Total Budget	Funding Rate	Grant		
1	COORD		COO	TR	SME		4,800.00 €		0.00 €	100.00%	0.00 €		
2	PARTNER 1		PAR1	GR	SME		4,700.00 €		0.00 €	100.00%	0.00 €		
3	PARTNER 2		PAR2		SME		5,500.00 €		0.00 €	100.00%	0.00 €		
4	PARTNER 3		PAR3		SME		6,000.00 €		0.00 €	100.00%	0.00 €		
5	PARTNER 4		PAR4		SME		8,000.00 €		0.00 €	100.00%	0.00 €		
6	PARTNER 5		PAR5		RESEARCH		4,819.00 €		0.00 €	100.00%	0.00 €		
7	PARTNER 6		PAR6		RESEARCH		7,800.00 €		0.00 €	100.00%	0.00 €		
8	PARTNER 7		PAR7		PUBLIC		5,500.00 €		0.00 €	100.00%	0.00 €		
9	PARTNER 8		PAR8		CLUSTER		5,400.00 €		0.00 €	100.00%	0.00 €		
10	PARTNER 9		PAR9		CLUSTER		6,120.00 €		0.00 €	100.00%	0.00 €		
11	PARTNER 10		PAR10		CLUSTER		4,000.00 €		0.00 €	100.00%	0.00 €		
12								0	0.00 €		0.00 €		
13													
14													
15													
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22													

DO NOT CHANGE YELLOW CELLS

Partners - Contacts - WPs - Deliverables - Gantt - WPs\_PMs - Budget - Explore

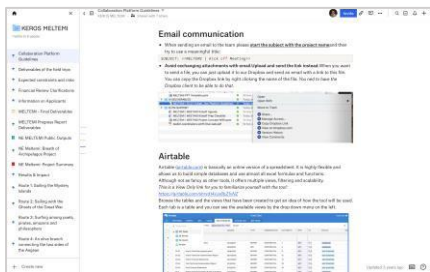
<https://bit.ly/HE-template>

# Project monitoring

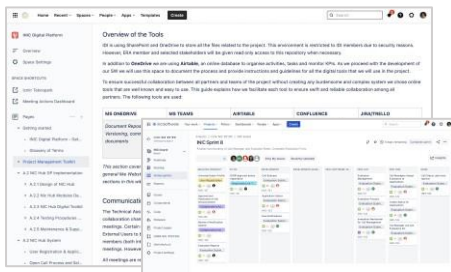
## Translate Project Documentation



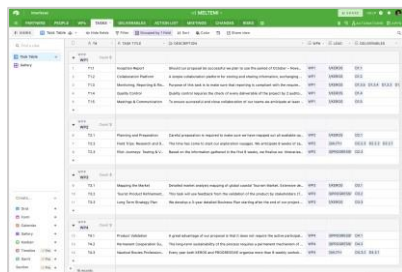
- Set up you PM Stack: your tools to manage the project



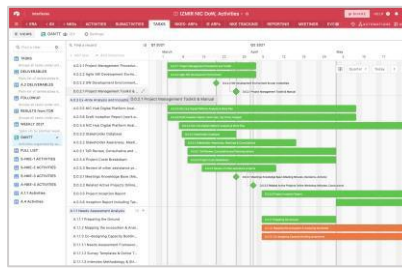
 **Dropbox Paper**



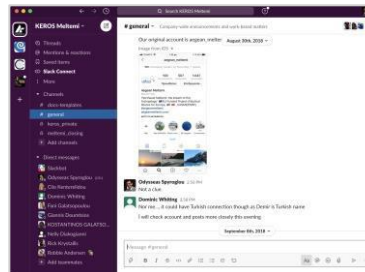
 **Confluence**  
 **Jira**



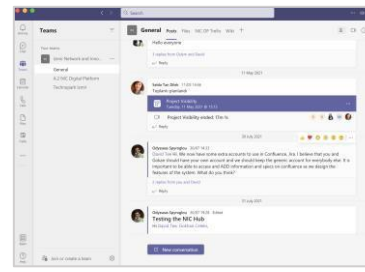
 **Airtable**



 **Airtable**



 **slack**

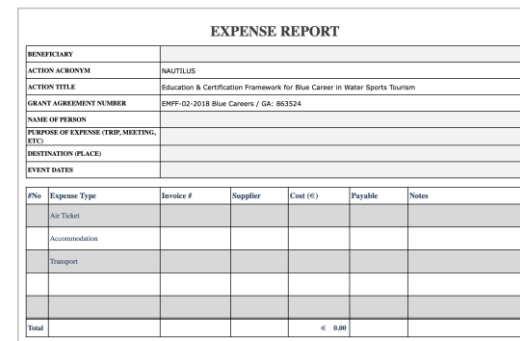
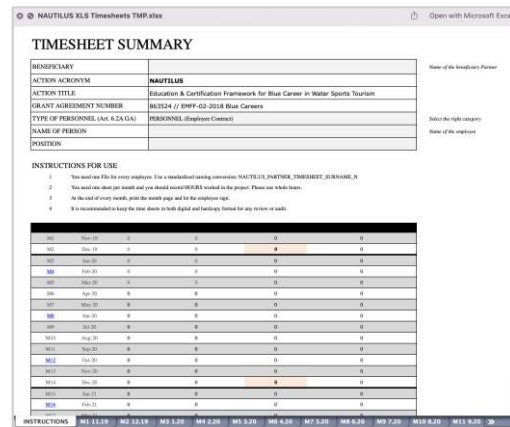
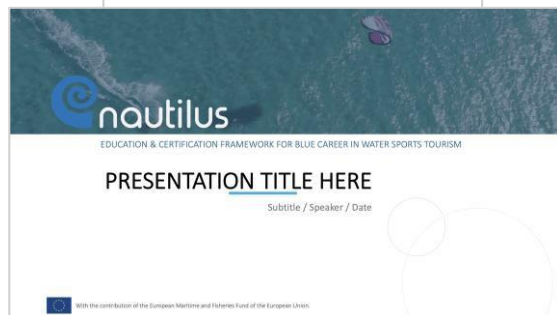


 **Microsoft Teams**



# Project documentation

Introduce templates for everything





# Effective communication

## Conduct successful meetings

- Set a fixed time in the calendar for meetings
- Always have an agenda

The screenshot shows the 'Meeting Actions Dashboard' in the INIC Digital Platform. The dashboard is organized into several sections:

- Overview:** Shows the meeting title 'V1 Review & Planning Meeting (Sprint 7)' and the date '19 Nov 2021'.
- Incomplete tasks from meetings:** A list of tasks that need to be completed before the next meeting.
- Decisions from meetings:** A list of decisions made during the meeting, such as 'Izmir NIC IDI to add a new member to the team' and 'Sprint 7 will take place on 15 Nov 2021 - 29 Nov 2021'.

- Finish with decisions and actionable items



# Wrap up the session!

## PM in Proposal Phase

- Coordinator or Participant
- **The roadmap to participation** in a Horizon Europe proposal
- **Proposal Preparation and Project Management**
- Understanding **how proposal writing works** and how to coordinator or join a consortium





# Q&A

Time to ask your  
questions!

Contact:

Office Address

*Turkey in Horizon 2020 Project  
And Sokak 8/12 Akasya Apt. 06680 Çankaya/Ankara  
06520 Çankaya/Ankara, Turkey*

*Tel: +90 312 467 61 40*

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