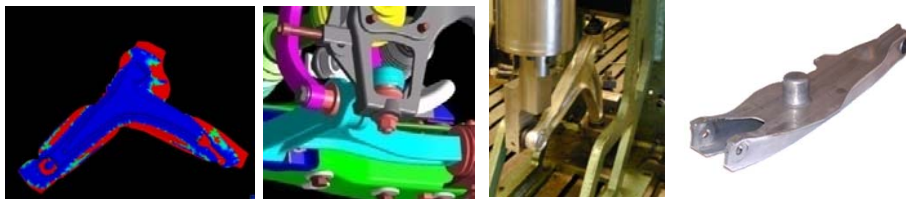


## Experiences from EU FP7 projects



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Norwegian Manufacturing Research Centre

## Outline

- One slide about SINTER Raufoss Manufacturing
- Short description of two FP7 projects where we are coordinators
- The “why” and “how” of FP7 projects
- How our administration can aid the researchers and the project manager



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**SINTEF RAUFOSS MANUFACTURING**

Materials Engineering	Simulation FEA	Testing and Verification	Prototypes Pilot production	Manufacturing Engineering	Automation and Process design
					


- Research, innovation, development, services and management of R&D in Materials Technology and Industrial Management



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## Suplight

- Small or Medium Scale Focused Research Project
- NMP.2010.3.1-1 New industrial models for a sustainable and efficient production
- Rationale:
  - Lightweight component and solutions increasingly important
  - Aluminium have large potentials for dramatic weight reduction
- Goals:
  - New industrial models for sustainable lightweight solutions
  - 75% recycling in high-end structural components
  - Product and process optimisation with up to 50% increased weight/performance ratio
  - Bridge from atomic-scale to continuum FEM simulations
  - Novel business models with a holistic life cycle view and higher reactivity to customer



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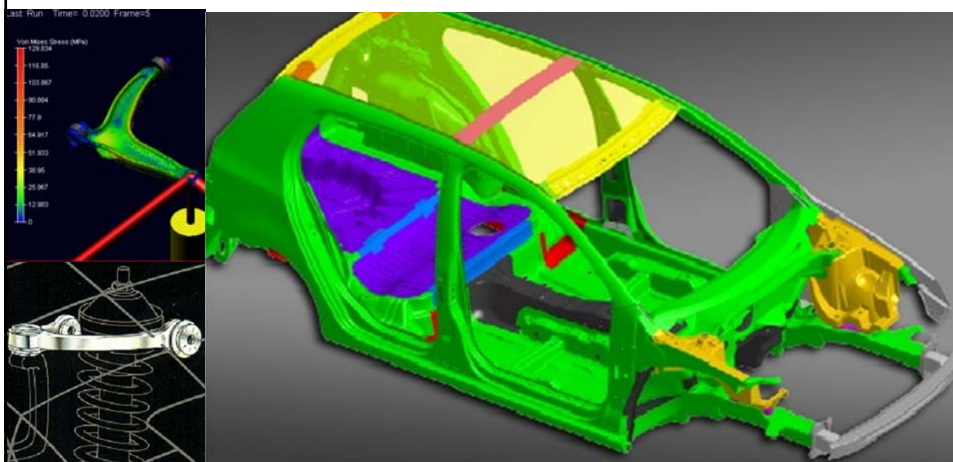
## EU Partners

Part. no.	Participant organisation name	Short name	Country
1 (Coord.)	SINTEF Raufoss Manufacturing AS	SINTEF RM	Norway
2	Gjøvik University College	GUC	Norway
3	Neuman Aluminium GmbH	Neuman	Austria
4	Misa AS	MISA	Norway
5	University of Stuttgart, IAT	USTUTT	Germany
6	RD&T Technology AB	RD&T	Sweden
7	EPFL	EPFL	Switzerland
8	Intercim	Intercim	France
9	Université de Technologie Compiègne	UTC	France
10	C3M d.o.o.	C3M	Slovenia
11	Hellenic Aerospace Industry	HAI	Greece
12	Norwegian University of Science and Technology	NTNU	Norway



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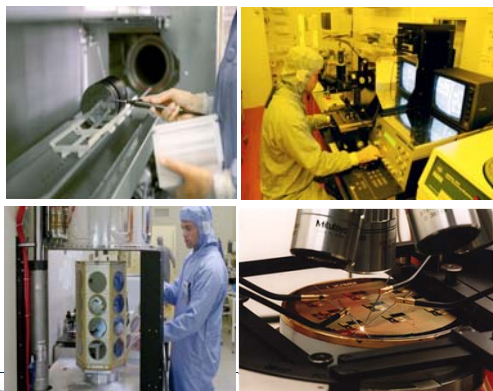
**Reduce weight and improve the holistic eco-design using aluminium wrought alloys and to build novel sustainable industry models**



## EU-project: IC2

SME-targeted Collaborative Projects

NMP-2009-4.0-5 Innovative and knowledge-based tooling industry



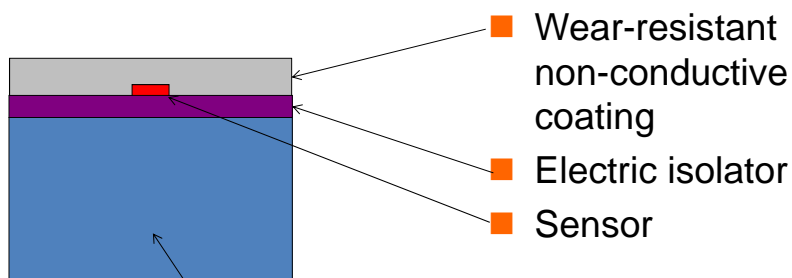
 **SINTEF**

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### PARTNERS

No.	Participant organization name	Short name	Country
1	SINTEF Raufoss Manufacturing AS (coordinator)	SINTEF	Norway
2	Plasto AS	Plasto	Norway
3	Raufoss Industrial Tools AS	RIT	Norway
4	Baldur Coatings AS	Baldur	Norway
5	VTT - Technical Research Centre of Finland	VTT	Finland
6	DIARC-Technology Oy	DIARC	Finland
7	Acreo AB	Acreo	Sweden
8	MicroPlast AB	MicroP	Sweden
9	Danish Technological Institute	DTI	Denmark
10	Recon A/S	Recon	Denmark
11	Novo Nordisk A/S*	NovoN	Denmark
12	Polérteknik	PolérT	Denmark
13	Fraunhofer IAO	FhG	Germany
14	CIRP	CIRP	Germany

## IC2 Basic idea



Substrate manufactured through combining additive and subtractive processes

## SØKNAD

- Kompetansebase: må være på et nivå m.h.t. forskning som holder mål internasjonalt
- Strategi: Må være på områder som er viktig for organisasjonen
- Nettverk: Må ha med minst 3 EU/EØS land, et godt nettverk er et viktig utgangspunkt
- Følge med på rammeprogrammets arbeidsprogrammer og call
- Finne og avgrense det callen som er relevant
- Uten relevant call er det bedre å vente til et relevant call kommer
- Ressurskrevende søknadsprosess, spesielt for IP: Ligger gjerne 3-400 timer bak en søknad –avhengig av hvor mye klipp-og-lim og erfaring man har
- Kompetanse på de juridiske sidene av EU prosjekt er viktig

## Gode råd

- Må lese callen og Guide for applicants nøye
- Ikke ta all "Eksperthjelp" for god fisk, les selv
- Viktig med en god plan for skrivearbeidet, god prosjektledelse der arbeidet deles, men koordinator får som regel hovedansvaret og største delen av arbeidet.
- En god ide og tydelig budskap med et bærende konsept viktigere enn mange "buzzwords" – men bruk likevel ordene som finnes i callen
- Viktig å ha med seg noen som er flinke til å skrive – gjerne bruke eksterne evaluatorene som kan se på søknaden med friske øyne før søknaden sendes

## Typisk forløp ved søknadsprosess

- Jobber med mulige konsept for EU-prosjekt i et eksisterende nettverk
- Finner egnet call
- Starter arbeidet med å skrive en proposal og komplettere konsortiet
- Av og til 2-steps proposal : ved godkjent steg 1 blir man invitert til steg 2
- Etter godkjent full proposal rangerer kommisjonen de som inviteres til forhandlinger
- Før forhandlinger må alle i konsortiet valideres, da må for eksempel en SME –bedrift virkelig være det
- Skrives konsortieavtale med alle deltagerne
- Skrives avtale med kommisjonen
- Oppstart

## Er det god "butikk"?

- Omfattende søknadsarbeid for de største prosjektene
  - Lite nåløy, lav tilslagsrate
  - FoU betales med 50% av timerate (75% for SME og FoU)
  - Mange potensielle skjær i sjøen underveis, spesielt med store prosjekt med mange partnere
  - Skal være FoU, dvs, ikke nødvendigvis direkte kommersielt anvendbart
- Men:
- Nettverket man skapes gjennom prosjektet er ofte det viktigste
  - Kvalitetsikring/validering av egen FoU
  - Søknader er ikke bortkastet selv om de ikke går inn

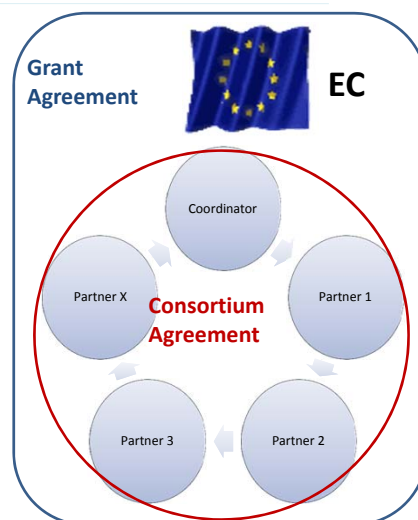
## How EU Projects Operate: Roles and Responsibilities



## Legal structure

### 1 project: 2 contracts

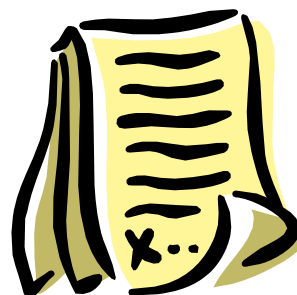
- Grant Agreement  
Contract between the consortium and the European Commission
- Consortium Agreement  
House rules of the consortium => “code of conduct”



## Grant Agreement

### Content:

- Obligations between EC and consortium
- Community financial contribution
- Reporting periods
- Project start & end date
- Description of Work (Annex 1)
- NB: Belgian law!

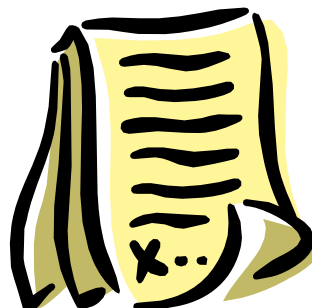




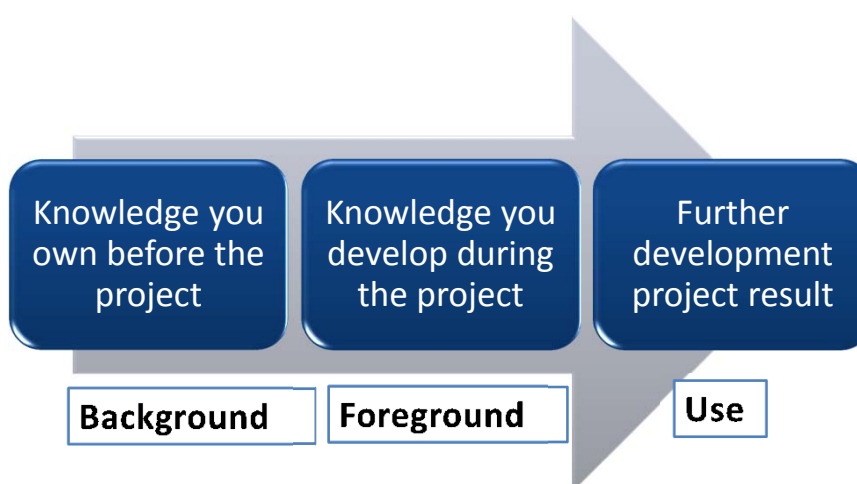
## Consortium Agreement

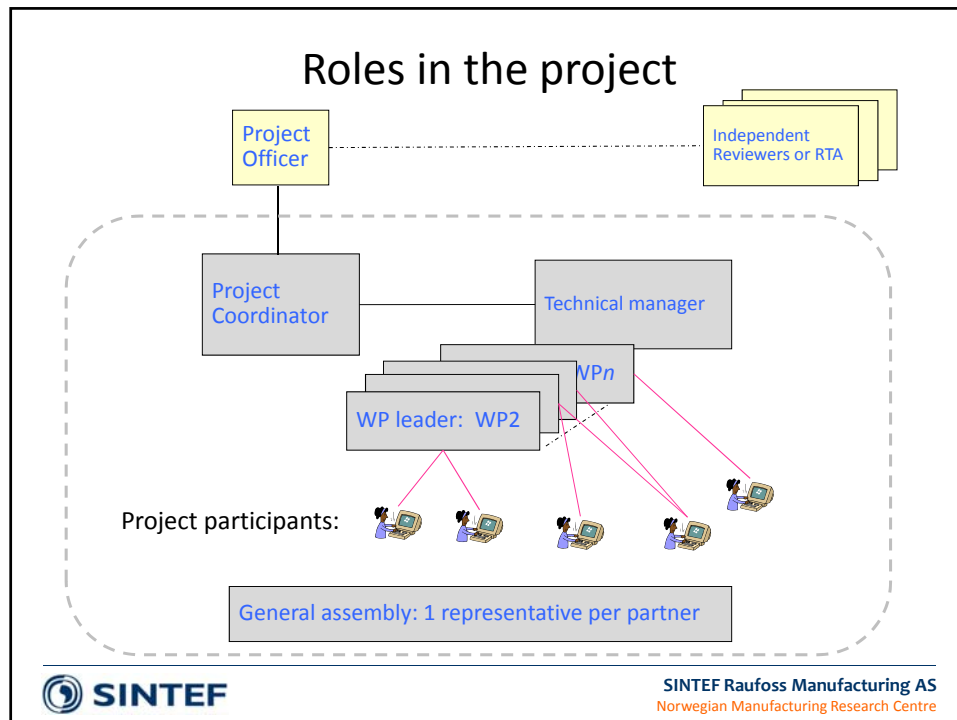
Content:

- Obligations between partners
  - Organizational provisions
  - Financial provisions
  - IPR
  - Disputes
- 
- NB: Belgian law recommended to avoid conflicts with GA, but depends on consortium,



## Basic Terminology IPR





### The Project Officer: "God"

- Overall responsibility for the project
- Selects independent reviewers; makes judgements on how to interpret their advice
- Signs the documents approving payments
- Approves any changes in the "Description of Work"
- Wants the project to be a success
- *Our customer (and therefore always right...)*

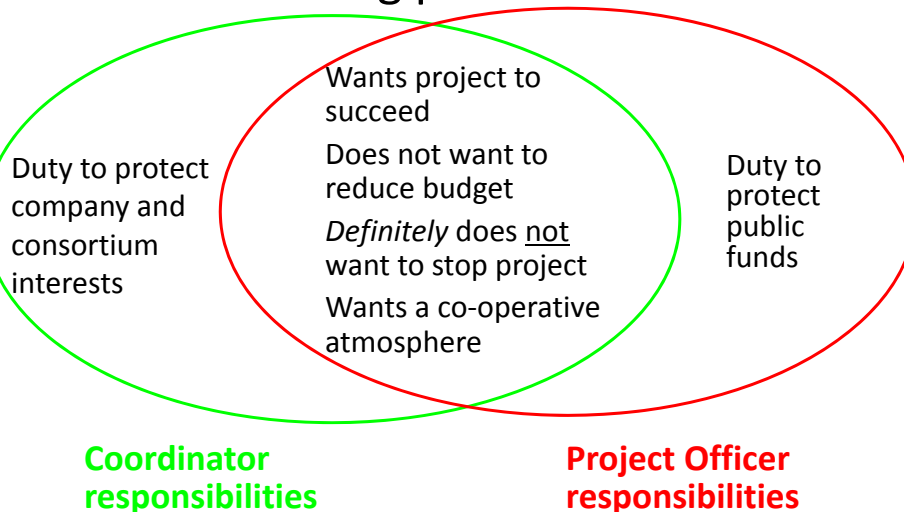
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## Coordinator

- Deal with all *administrative & management* issues
- Single point of communication between consortium and PO
- Overall responsibility for the project

## Your starting point – “axioms”



## Frogs in a Wheelbarrow?

Some not where they should be at all

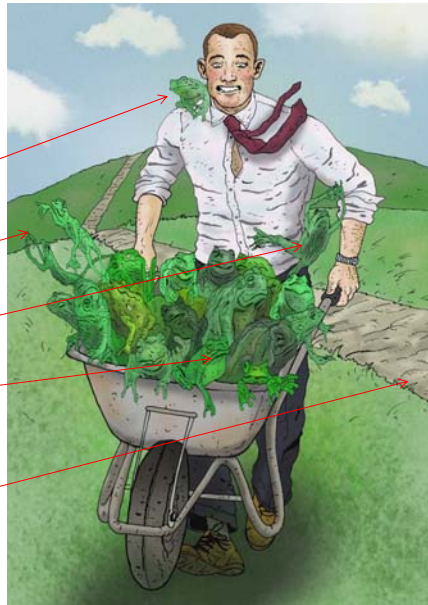
Some jump one way

Some jump another

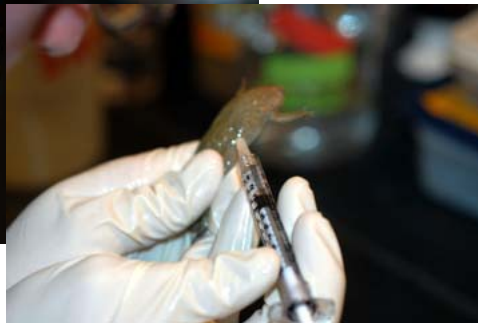
The lazy frog

Easy to stray from road

Illustration by:  
David Tomei  
davidtomei.daportfolio.com



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## Frog on a Stick

*“The most difficult part of this holding technique is getting the initial hold on the legs”*

Source: [http://tropicalis.berkeley.edu/home/obtaining\\_embryos/hcg/hCG.html](http://tropicalis.berkeley.edu/home/obtaining_embryos/hcg/hCG.html)



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## The Burrito Method

*"In our experience, this method works very well for beginners but can be a bit slow if there are a lot of frogs"*



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**The PO expects the coordinator to have this kind of control of the consortium**

The

*"We find the iron claw method to be the most convenient and efficient for large numbers of frogs"*



Source: [http://tropicals.berkeley.edu/home/obtaining\\_embryos/hcg/HC6.html](http://tropicals.berkeley.edu/home/obtaining_embryos/hcg/HC6.html)  
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**Commission Headquarters: The elegant, orderly and iconic "Berlaymont" Building**



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The biggest, ugliest and most unmanageable frog of them all



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### Cultural diversity within the European Union



The commission can seem like a mysterious "black hole" in the centre of Europe

## Cultural diversity within the Commission

- ... is every bit as diverse as within the Union as a whole
- ... with all countries represented amongst staff
- And they have their “black hole” too



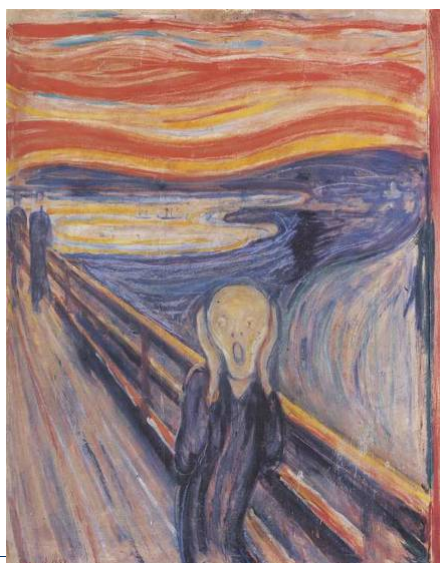
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## Commission Staff and how they think/work

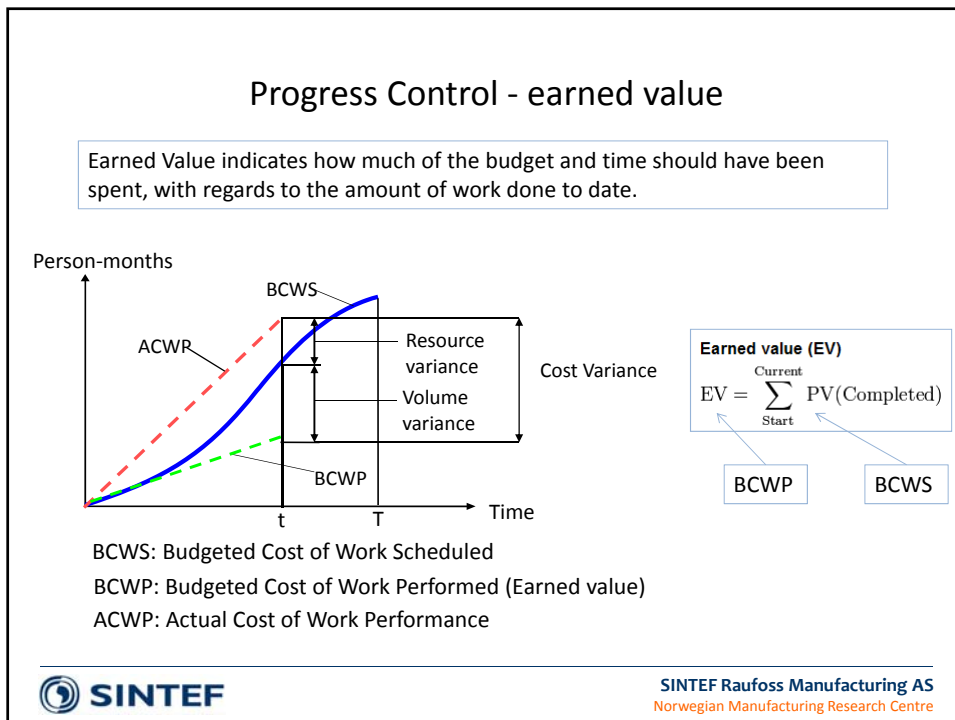
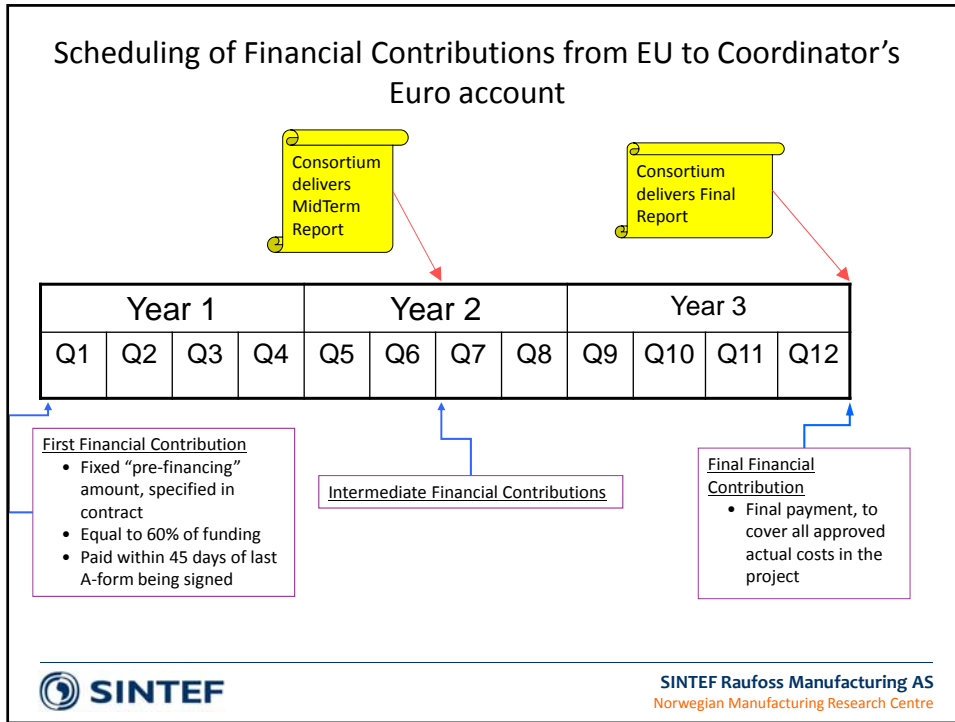
- Fear of media scandal
- Fear of *too much* work (problem projects)
- Fear of *too little* work (no proposals, no “clients”, stopped projects)
- Fear of even more bureaucracy

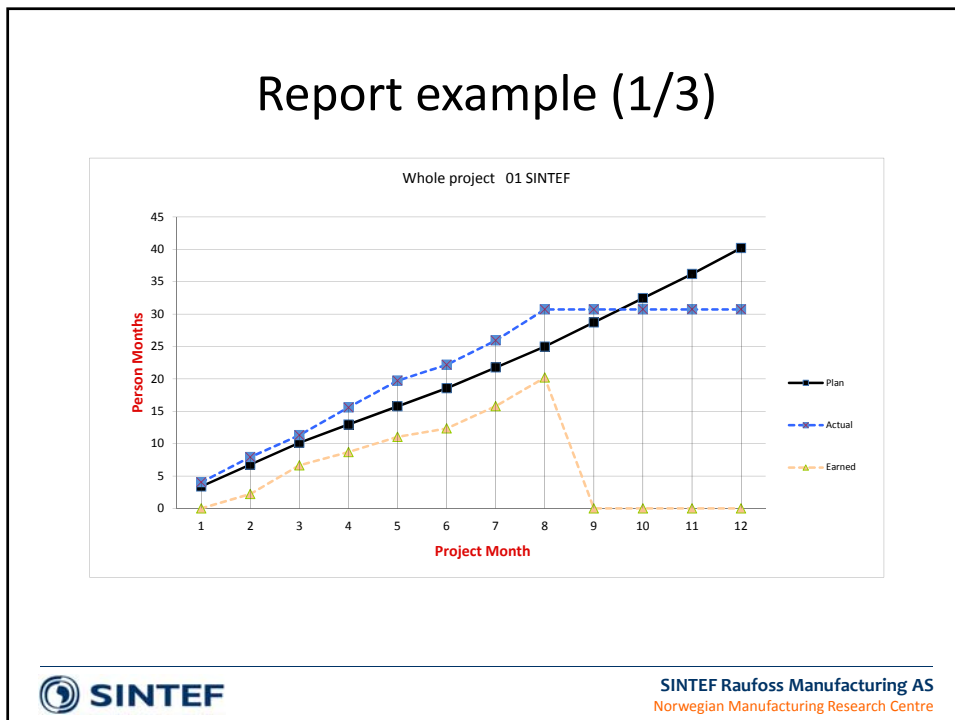
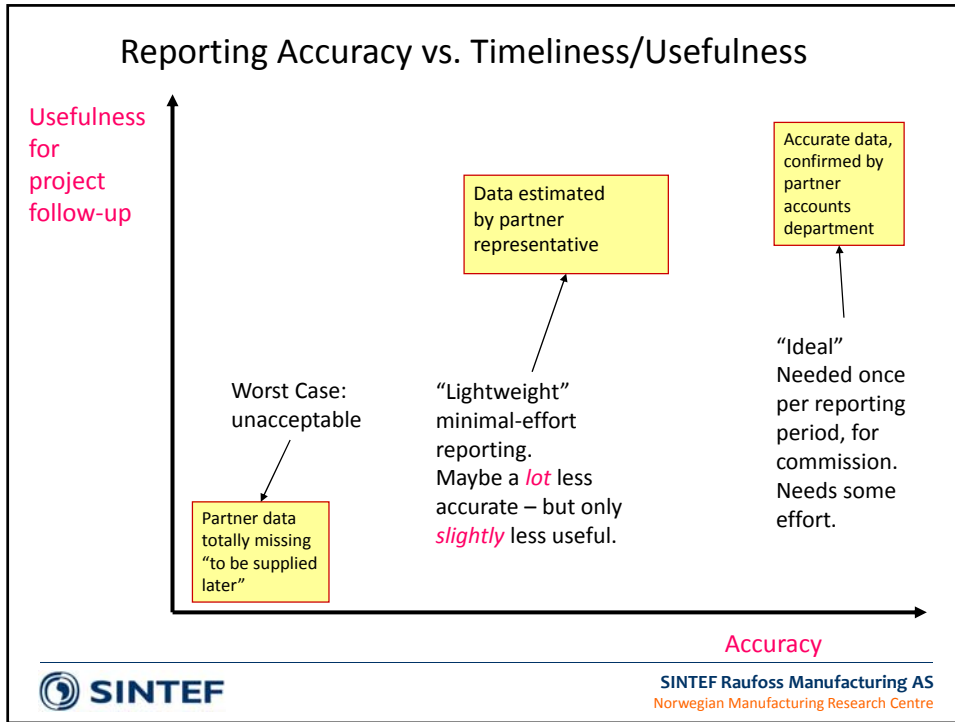
### **BUT:**

***Staff are flexible,  
open, and highly competent***

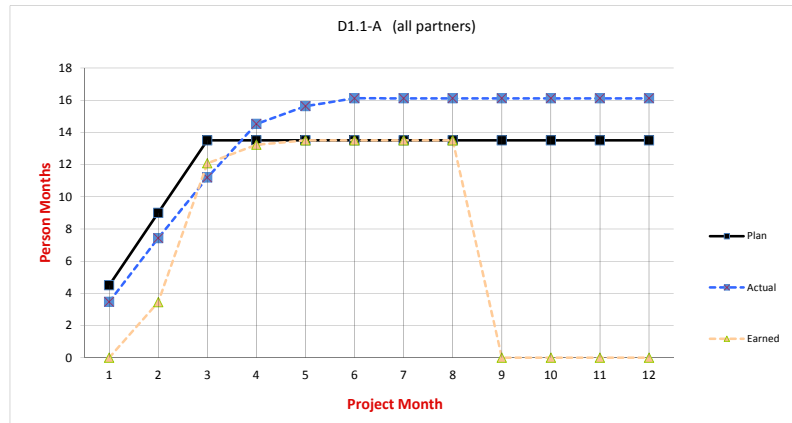


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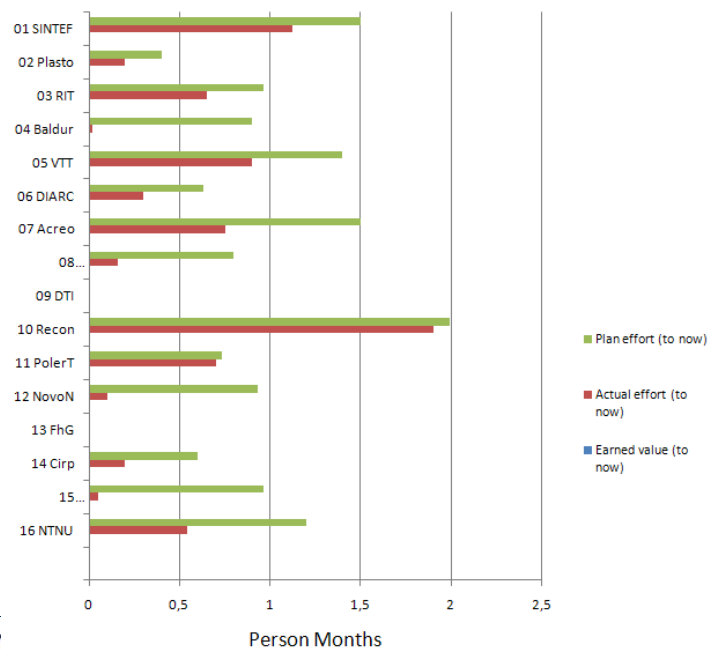


## Report example (2/3)



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WP1 partner breakdown 'now' = month 1



ng AS  
Centre

## Writing Good EU Project Deliverables: Checklist (1)

- Clearly labelled (which deliverable, version etc.)?
- Do the contents match the Description of Work?
- Is it easy to see what work has been done, who did it and what was achieved?
- Is relationship to earlier/other deliverables clear? Obvious that there has not been copy/paste from DoW or other deliverables (or, if there has, it is clearly shown)?
- Readable by reviewers who forget what they read at the previous review?
- If it is an updated version of an earlier deliverable, is there a clear summary and/or annotations showing what has been changed, so that a reviewer does not need to re-read everything?



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## Writing Good EU Project Deliverables: Checklist (2)

- Well-structured, good layout, easy to read?
- Doesn't seem like an academic paper (or: includes copies of papers as an appendix)
- Too long? Too short?
- Is there an "Executive Summary" that really is a *summary* – not an introduction?
- If there is a "conclusions" section, does it really *conclude* something – or does it just provide a summary of what you just read?
- Does the document makes sense if you read a black&white printout?



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## Writing Good EU Project Deliverables: Checklist (3)

### Finally: most important of all:

- Is the document clearly *useful*
  - **Either:** as an important input to other work to be done in the project
  - **Or:** Outside the project, for people who might want to use the project results in a practical setting

## Adm bidrag før søknad

- Forberede økonomisystemer etc tilpasset EUs krav
- Sette seg inn i (nye) regelverk – kjenne nettstedene etc. være org egen “call-senter”
- Senke terskel for å søke – det er ikke skummelt
- Arr. Work-shops etc.
- Være medspiller til forskerene

## Administrasjon bidrag i søknadsfasen:

- Bistå med administrasjon av søknadsprosessen
  - Kan regelverket og sjekker at søknaden ikke inneholder formelle feil
  - Ta ut PIC-nr, vurdere partneres validitet (SME?) etc.
  - Kjenne Eus kost-modeller, krav til rapportering, mm. - Hva er vår timepris og hvorfor?
  - Bida til forankring i organisasjonen
- En god søknad gjør det også lettere å komme raskere frem til prosjektstart**

## Adm bidrag i forhandlingsfasen

- Kan regelverket så vi unngår formelle feil
- Bistå til å skrive GA og konsortieavtale
- Sørge for at underskrifter etc. kommer fra partnere i rett tid
- Bistå partnere (ev. egen org) å fremskaffe dokumentasjon for validering (typisk for SME).

## Administrasjonen bidrag i prosjektfasen

- Utbetalinger til partnere: hvordan og når
- Bistå/ tilrettelegging egen registrering av timer, kostnader etc.
- Støtte prosjektledelsen m.h.t tilrettelegelse for partnerenes rapportering
- Fremdrifts og kostnadsrapportering jevllig i prosjektet
- Godt system for kvalitetsikring av leveranser: både riktig tid og vitenskaplig kvalitet
- Øve på rapportering til EU i god tid før deadline – kan alle fylle inn de nødvendige skjema på riktig måte? I hvilken grad gjør koordinator "alt" og i hvilken grad fyller partnerene inn
- Bistå ved review: Oversikt over reiser, kostnadspådrag etc.

## Bli enige om roller. Må ha en viss overlapp!

