



*TWINNING TO ENABLE BALTIC SEA
MARITIME TRANSPORT MEET FIT-FOR-55
REGULATIONS IN DECARBONIZATION*



EU Programmes Research and Administration Workshop

Yrsa Cronhjort Lead, EU Programmes

Kaisa Vehmas Senior Specialist, EU Projects



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EU Programmes: Research and Administration

Part 1 Strategic administration

- Who we are and VTT
- EU Funding Programmes: why participate? Organizational commitment.
- Horizon Europe, Pillars and Partnerships: where does your funding come from?
- Horizon Europe Evaluation and stats: intelligence and insights
- Horizon Europe Pre award support

Q&A Part 1

Part 2 Leadership

- How to establish successful collaboration in an interdisciplinary consortium

Discussion

Closing



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Who we are



Yrsa Cronhjort
Lead, EU Programmes

- *facilitates the VTT pre and post award support for EU proposals and projects in and across business areas,*
- *acts as the main contact for EU affairs in the area of Carbon Neutral Solutions*



Kaisa Vehmas
Senior Specialist, EU projects

- *offers experienced support for EU project implementation throughout the whole lifecycle from Grant Agreement phase to the closing of the project*



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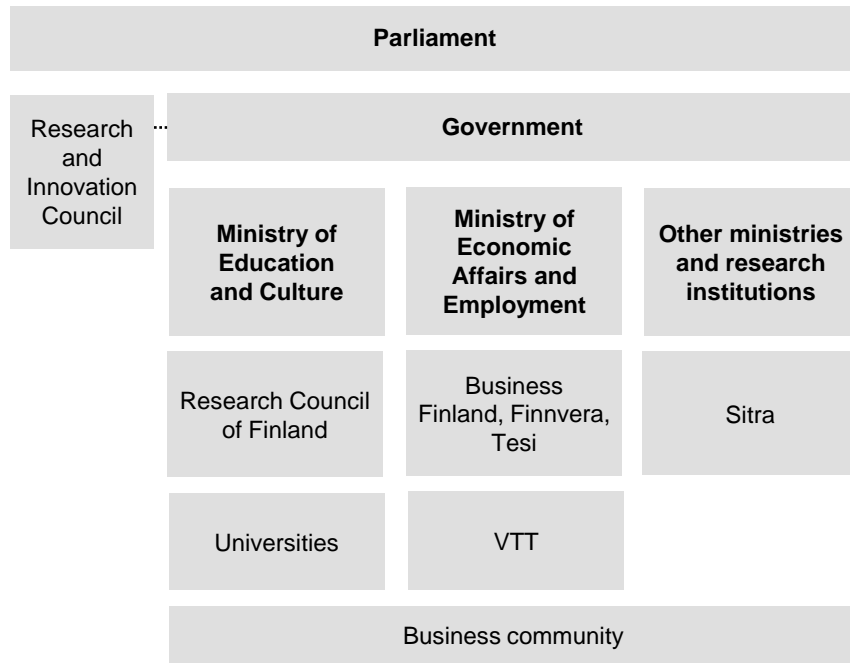


VTT is a non-profit, state owned and independent research organisation and a major international player. VTT ranked 15th among the 21,800 recipients of EU research funding.

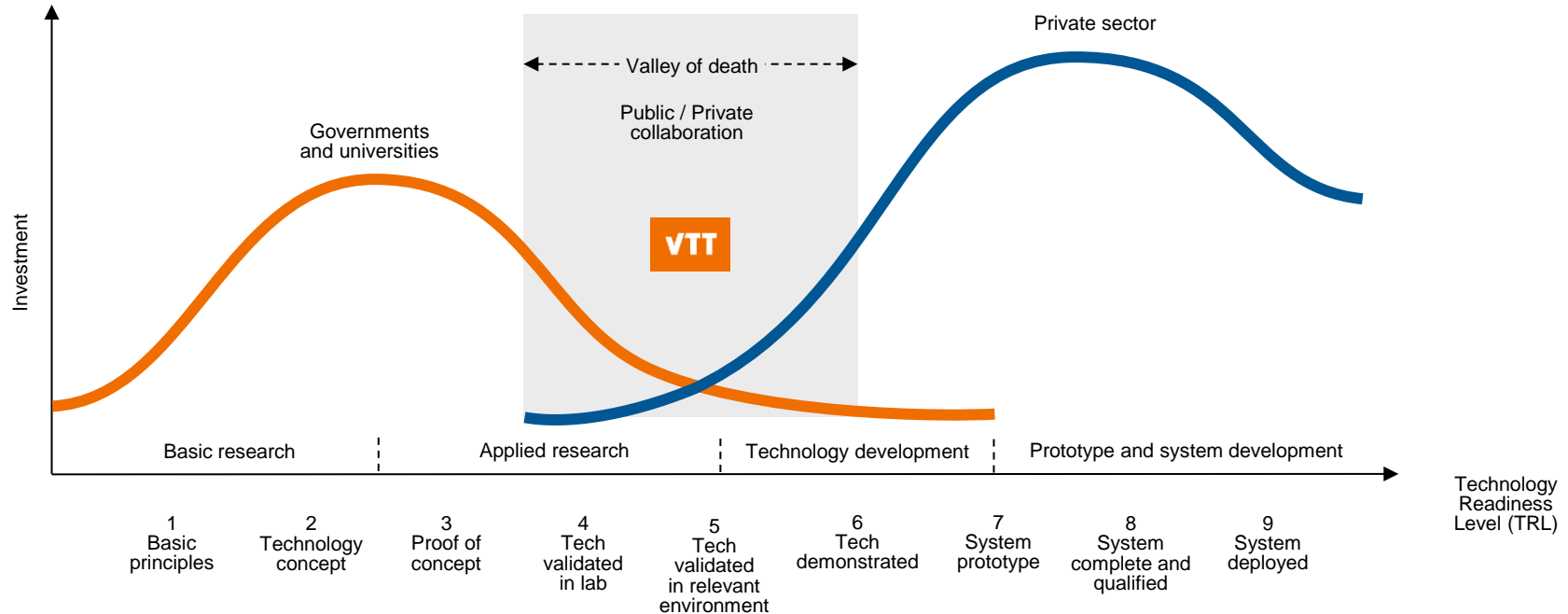
We play a central role in Finland's innovation system

VTT is

- a public-sector research organisation working under the Ministry of Economic Affairs and Employment.
- a strategic partner for companies, universities, other research organisations, research funders, ministries, associations and municipal and regional administration.



We help our customers turn science into practical innovations

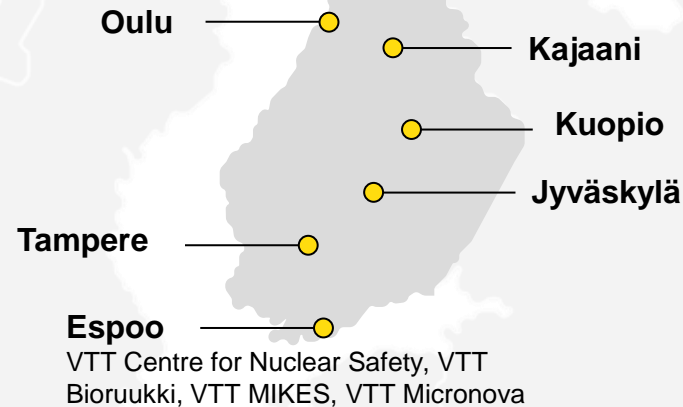


With us, you get access to new technologies

We have 21 R&D infrastructures and piloting facilities in 6 cities.

We extend our customers' research capabilities and broaden their knowledge base with our experts and top-notch technologies. We combine Finnish expertise with international research networks and markets.

Explore more at: vttresearch.com/techinfra



VTT brings together companies, public sector and top international research – cooperation creates scientific and technological breakthroughs.

Who are you? Try Menti!

1. What role in relation to EU projects do you represent? You may select several.

- Proposal drafter
- Participant in EU project
- Coordinator of EU project
- Project Manager (general)
- Researcher (general)
- Administrative support
- Financial support
- Legal support
- Other support
- None of the above



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What is your background?

2. From how many EU projects do you have experience?

- None
- 1-3 projects
- 4-6 projects
- More than 6 projects



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EU Funding Programmes

Why?



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EU Funding Programmes

- EU funds promote cohesion and economic growth, enabling high-impact projects, supporting research and innovation, and fostering competitiveness.
- Funds for:
 - Single Market, Innovation and Digital
 - Cohesion and Values
 - Natural Resources and Environment
 - Migration & Border Management
 - Security and Defence
 - Neighbourhood & the World

[Discover more
regarding EU
funding
programmes](#)



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EU Funding Programmes


- All EU citizens can apply for EU funding.
- Currently [41 different RDI funding instruments](#).
- Additionally [Tender opportunities](#)
- [Financial instruments](#): equity, guarantees and loans
- Funding opportunities are also available through programmes that will be implemented directly by Member States, such as the [Recovery and Resilience Facility](#) or the [Just Transition Fund](#).

EU
programmes
on the EU
Funding and
Tenders
Portal



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 European Commission EU Funding & Tenders Portal			
Home Funding Procurement Projects & results News & events Work as an expert Guidance & documents			
Asylum, Migration and Integration Fund AMIF2027	Border Management and Visa Instrument BMVI	Business and Consumer Surveys Programme (BCS) BCS	Citizens, Equality, Rights and Values programme CERV
Connecting Europe Facility CEF2027	Creative Europe CREA2027	Customs Control Equipment Instrument CCEI	Customs Programme CUST
Digital Europe Programme DIGITAL	Erasmus+ Programme ERASMUS2027	EU Anti-fraud Programme EUAF	EU External Action RELEX2027
EU Renewable Energy Financing Mechanism RENEWFM	EU4Health Programme (EU4H) EU4H	Euratom Research and Training Programme EURATOM2027	EUROPE DIRECT ED
European Defence Fund EDF	European Maritime Fisheries and Aquaculture Fund EMFAF	European Parliament (EP) EP	European Social Fund + ESF
European Solidarity Corps ESC2027	Fiscalis Programme FISC	Horizon Europe HORIZON	IMCAP IMCAP2027
Information Measures for the EU Cohesion policy IMREG	Innovation Fund INNOVFUND	Internal Security Fund ISF	Interregional Innovation Investments I3
Just Transition Mechanism JTM	Justice Programme JUST2027	Neighbourhood, Development and International Cooperation Instrument - Global Europe (NDICI) NDICI	Pilot Projects Funds PPPA2027
Programme for Environment and Climate Action LIFE2027	Promotion of Agricultural Products AGRIP2027	Protection of the Euro against Counterfeiting Programme PERI	Research Fund for Coal and Steel RFC2027
Single Market Programme SMP	Social Prerogative and Specific Competencies Lines Programme SOCPL	Technical assistance for ERDF, CF and JTF ERDFTA	Technical Support Instrument (TSI) TSI
Union Civil Protection Mechanism UCPM2027			

Horizon Europe is the world's largest public funding program for research and innovation. It has a budget of €95.5 billion for the period of 2021-2027.

Why should you be interested?

- European programs and networks offer R&D funding to companies and research organizations with a **high funding percentage**.
- EU projects enable skill development in collaboration with international research groups and companies. The EU funds product development, innovation scaling, and international growth for companies.
- Horizon Europe projects are implemented by **international consortia**, which enables the creation and development of new networks.
- The EU funds both research and innovation projects carried out as international cooperation and projects of individual SMEs.



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Engaging in EU activities brings manifold impact: VTT as example



15 %

VTT's share of all Finnish funding
(EUTI report August 2024)
Largest Finnish beneficiary

15th

VTT's position in the ranking
of all 21,800 Horizon Europe
beneficiaries

2,300

Number of organizations with
which VTT has partnered
(1 300 companies)

76k€

Average EU funding per
number of staff, highest
among the top 10 European
RTOs

29%

Of Horizon Europe
funding acquired by
Finnish companies
is in projects with
VTT

Data from Horizon Europe dashboard February 2025



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Horizon Europe



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Horizon Europe strategic orientations



Involvement starts at programme and strategic level.

Strategic orientations for 2025-2027:

- THE GREEN TRANSITION
- THE DIGITAL TRANSITION
- A MORE RESILIENT, COMPETITIVE, INCLUSIVE, AND DEMOCRATIC EUROPE + a stronger emphasis on resilience, security, and crisis response capabilities.

HORIZON EUROPE

EURATOM

SPECIFIC PROGRAMME: EUROPEAN DEFENCE FUND

*Exclusive focus on
defence research
& development*

Research
actions

Development
actions

SPECIFIC PROGRAMME IMPLEMENTING HORIZON EUROPE & EIT*

Exclusive focus on civil applications



Pillar I EXCELLENT SCIENCE

European Research Council

Marie Skłodowska-Curie

Research Infrastructures



Pillar II GLOBAL CHALLENGES & EUROPEAN INDUSTRIAL COMPETITIVENESS

Clusters

- Health
- Culture, Creativity & Inclusive Society
- Civil Security for Society
- Digital, Industry & Space
- Climate, Energy & Mobility
- Food, Bioeconomy, Natural Resources, Agriculture & Environment

Joint Research Centre



Pillar III INNOVATIVE EUROPE

European Innovation
Council

European Innovation
Ecosystems

European Institute of
Innovation & Technology*

WIDENING PARTICIPATION AND STRENGTHENING THE EUROPEAN RESEARCH AREA

Widening participation & spreading excellence

Reforming & Enhancing the European R&I system

Fusion

Fission

Joint
Research
Center

* The European Institute of Innovation & Technology (EIT) is not part of the Specific Programme

Not every Pillar nor instrument is right for everyone!

EXPLORE and DISCUSS

3. Which Horizon Europe Pillar/Programme is most relevant for you / TalTech?
You may select several.

- European Defence Fund
- Pillar I (ERC, MSCA, Research Infrastructures)
- Pillar II (Clusters 1-6, JRC)
- Pillar III (EIC, EIE, EIT)
- Euratom
- Widening
- Do not know



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Horizon Europe Pillar II Clusters

Pillar II

Budget for clusters & for JRC

in current prices

Cluster 1	Health	€8.246 billion (including €1.35 billion from NGEU)
Cluster 2	Culture, Creativity & Inclusive Societies	€2.280 billion
Cluster 3	Civil Security for Society	€1.596 billion
Cluster 4	Digital, Industry & Space	€15.349 billion (including €1.35 billion from NGEU)
Cluster 5	Climate, Energy & Mobility	€15.123 billion (including €1.35 billion from NGEU)
Cluster 6	Food, Bioeconomy, Natural Resources, Agriculture & Environment	€8.952 billion
	JRC (non-nuclear direct actions)	€1.970 billion

Clusters are including a budget for Partnerships and Missions
NGEU is Next Generation EU programme – Recovery Fund



**€53.5
billion
or 56%**
of the
Total HE budget



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Pillar II Partnerships

- European Partnerships are one of the key instruments of the European Research and Innovation Framework Programme, Horizon Europe, and of the European Research Area (ERA). **They are strategic instruments, which enable long-term collaboration between the EU's various partners.**
- European Partnerships bring the European Commission and private and/or public partners together and they are a **key implementation tool of Horizon Europe**, and contribute significantly to achieving the EU's political priorities, such as the green and digital transitions.
- Partnerships with separate work programmes:
Institutionalised European Partnerships (JUs).
- Partnerships with separate calls: Co-funded.
- **Partnerships integrated in main work programmes: Co-programmed.**

[European Partnerships in Horizon Europe](#)



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PILLAR II - Global challenges & European industrial competitiveness

CLUSTER 1: Health	CLUSTER 2: Culture, Creativity, Inclusive Societies	CLUSTER 4: Digital, Industry & Space	CLUSTER 5: Climate, Energy & Mobility
Innovative Health Initiative	Resilient Cultural Heritage*	Chips (formerly KDT)	Clean Hydrogen
Global Health Partnership	Social Transformations and Resilience*	Smart Networks & Services	Clean Aviation
Transformation of health systems		High Performance Computing	Single European Sky ATM Research 3
Chemicals risk assessment		European Metrology (Art. 185)	Europe's Rail
ERA for Health		AI-Data-Robotics	Connected and Automated Mobility
Rare diseases		Photonics	Batt4EU
One-Health Anti Microbial Resistance		Made in Europe	Zero-emission waterborne transport
Personalised Medicine		Clean steel – low-carbon steelmaking	Zero-emission road transport
Pandemic Preparedness		Processes4Planet	Built4People
Brain Health*		Global competitive space systems	Solar Photovoltaics*
		Innovative Materials for EU*	Clean Energy Transition
		Virtual Worlds*	Driving Urban Transitions
		Textiles of the Future*	
		Raw Materials for the Green and Digital Transition*	

- Institutionalised partnerships (Art 185/7)
- EIT KICs
- Co-programmed
- Co-funded

* Under preparation



PILLAR III - Innovative Europe

CLUSTER 6: Food, Bio-economy, Agriculture, Env...	EUROPEAN INNOVATION ECOSYSTEMS
Circular Bio-based Europe	Innovative SMEs
R&I in the Mediterranean Area (Art. 185)	
Biodiversa+	EIT
Climate Neutral, Sustainable & Productive Blue Economy	InnoEnergy
Water4All	Climate
Animal Health & Welfare	Digital
Accelerating Farming Systems Transitions	Food
Agriculture of Data	Health
Safe and Sustainable Food System	Raw Materials
Forests and Forestry for sustainable Future*	Manufacturing
	Urban Mobility
	Cultural and Creative Industries
	Water, Marine and Maritime Sectors and Ecosystem*

CROSS-PILLARS I AND II

European Open Science Cloud



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Partnerships: why join?

- Partnerships are important because:
 - They shape the strategic research and innovation agenda.
 - They offer excellent collaboration and consortium building
 - They advice EU policy
- VTT:
 - involved in over a hundred EU expert groups, associations and networks, and participates in 23 Horizon Europe Partnerships.
 - influences the European Framework Programmes and multi-annual work programmes through extensive networking. For example, VTT acts as steering group member in: Industrial Forum, Circular Economy Financing, Interregional Innovation Investments, Strategic Forum on IPCEI; Gaia-X board.



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Pillar II: types of Actions

Research and Innovation Action (RIA)	Innovation Action (IA)	Coordination and Support Action (CSA)
EU max. funding rate 100%	EU max. funding rate typically 70% (100% for non-profit organisations)	EU max. funding rate 100%
TRL (Technology readiness level) generally from 2 to 5	TRL generally from 5 to 7/8	TRLs are not applicable
Activities aiming primarily to establish new knowledge and/or to explore the feasibility of a new or improved technology, product, process, service or solution. This may include basic and applied research, technology development and integration, testing, demonstration and validation on a small-scale prototype in a laboratory or simulated environment.	Activities directly aimed at producing plans and arrangements or designs for new, altered or improved products, processes or services, possibly including prototyping, testing, demonstrating, piloting, large-scale product validation and market replication.	CSA activities consist primarily of accompanying measures such as standardisation, dissemination, awareness-raising and communication, networking, coordination or support services, policy dialogues and mutual learning exercises and studies.

Horizon Europe Pillar II projects

- Typical grant 3-12M€ for 3-4 years projects
- Typical funding rates are 100% or 70%, also for large corporations
- Consortium composed typically by 7-15 partners from 5-6 different countries
- From basic research (starting TRLs 2-3-4) to close-to-market innovation (ending TRLs up to 7-8)
- IPR for the developer/creator, no need for disclosure of commercially relevant results



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VTT: Recent EU-funded success stories (IA and RIA)



Demonstrating Climate-resilient Regions
[Regions4Climate](#)



A circular textile ecosystem to reduce its waste by 80%
[tExtended](#)



Test and Experimentation Facility for edge AI Hardware
[PREVAIL](#)



Implementing a cross-border Hydrogen Valley around the Baltic Sea
[BalticSeaH2](#)



Creating alternative proteins for reshaping nutrition
[GIANT LEAPS](#)



Circular solutions of plastics, batteries and bio-waste
[TREASOURCE](#)



Experimental production capabilities for quantum technologies
[Qu-Pilot](#)



High-performance battery systems for transport and mobile applications
[NEXTBAT](#)



Implementing an Energy Data Space
[SYNERGIES](#)



Paving the way for autonomous vehicles
[Hi-Drive](#)



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VTT: Supporting EU research priorities and policies (CSA)



International cooperation on semiconductors
ICOS3



Synergies between research infrastructures and technology infrastructures
RITIFI



A common European Mobility Data Space
PrepDSpace4Mobility



Consumer sustainable buying choices for bio-based products
3-CO



Quantifying and deploying responsible negative emissions
NEGEM



Building Capacities for the Climate neutral and smart cities mission
NetZeroCities and Capacities



Coordination and support action of the Quantum Flagship
QUCATS



Connecting Innovation clusters for the Building and Infrastructures sector
NEBULA



Academia-Industry Forum on Emerging Enabling Technologies
FORGING



Circular bioeconomy transformation for regions
BIOTRANSFORM



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EXPLORE and DISCUSS

4. Which Horizon Europe Pillar II action type would best fit your ambition/is most applied for in TalTech?
You may select several.

- Research and Innovation Action (RIA)
- Innovation Action (IA)
- Coordination and Support Action (CSA)
- All of these
- Do not know



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Horizon Europe Evaluation and stats



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Evaluation Summary Report (ESR)

Call
deadline

0M

**Admissibility and
eligibility check**

Admissibility: complete, readable, accessible and printable, and within page limits
Eligibility: scope, consortium eligibility, GEP, call/programme-specific eligibility criteria

**External expert
evaluation**

For further details, see the [Standard briefing slides for experts](#)

5M

**Grant
preparation**

Evaluation results are communicated with the **Evaluation Summary Report**

8M

Grant Agreement signed latest 8 months after the deadline



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Pillar II: evaluation scores and thresholds

- A score is provided for each section in the range from 0-5 to each criterion based on evaluators comments.
- **Maximum score for a proposal is 15**
- Thresholds apply to individual criteria and to the total score. The default threshold for individual criteria is 3 and the **default overall threshold is 10** (unless specified otherwise in the WP).
- Weighting is used for some types of actions and only for the ranking (not to determine if the proposal passed the thresholds).

		Pillar II: RIA	Pillar II: IA	Pillar II: CSA
Section 1: Excellence	Threshold	3	3	3
Section 2: Impact	Threshold	3	3	3
	Weight	-	1.5	-
Section 3: Implementation		3	3	3
Proposal total	Threshold	10	10	10

Interpretation of scores

0 The proposal fails to address the criterion or cannot be assessed due to missing or incomplete information; 1 Poor; 2 Fair; 3 Good ; 4 Very Good; 5 Excellent.

Part B Evaluation Criteria (Pillar II, IA & RIA)

1. Excellence

- Clarity and pertinence of the project's objectives, and the extent to which the proposed work is ambitious, and goes beyond the state of the art.
- Soundness of the proposed methodology, including the underlying concepts, models, assumptions, interdisciplinary approaches, appropriate consideration of the gender dimension in research and innovation content, and the quality of open science practices, including sharing and management of research outputs and engagement of citizens, civil society and end users where appropriate.

2. Impact

- Credibility of the pathways to achieve the expected outcomes and impacts specified in the work programme, and the likely scale and significance of the contributions due to the project.
- Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities.

3. Quality and efficiency of the implementation

- Quality and effectiveness of the work plan, assessment of risks, and appropriateness of the effort assigned to work packages, and the resources overall.
- Capacity and role of each participant, and extent to which the consortium as a whole brings together the necessary expertise.



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Interpreting the ESR

- Score descriptors – “However /.../”
 - A ‘**minor shortcoming**’ is an issue that relates only to a marginal aspect of the proposal with respect to the criterion and/or can easily be rectified (it will not impact the scoring).
 - A ‘**shortcoming**’ is a problem that relates to an important aspect of the proposal. It impacts the scoring but does not render the proposal inappropriate for funding, i.e. the proposal is still expected to lead to useful results with positive impact.
 - A ‘**significant weakness**’ means that the proposal addresses the criterion in a limited and/or not sufficiently effective way (will lower the score below threshold). This can also be the case when the proposal includes a large number of shortcomings, each one of them not rendering the proposal inappropriate for funding, though all together make the proposal not addressing the criterion sufficiently in an effective way.



Proposal development

- Research, Development and Innovation is at the core of every proposal. However, all sections and every header are evaluated separately. Thus, **every section should be addressed with same level of attention.**
- In addition to addressing the call topic content, a successful EU proposal needs a **robust base of data management, principles for the use of AI, Open science practices, strategy for exploitable results and IP management** etc. These are not core expertise of researchers!
- **EU project budgeting** is separate from organization internal budgeting, and a number of instrument and call specific requirements apply. It is a task for dedicated experts!



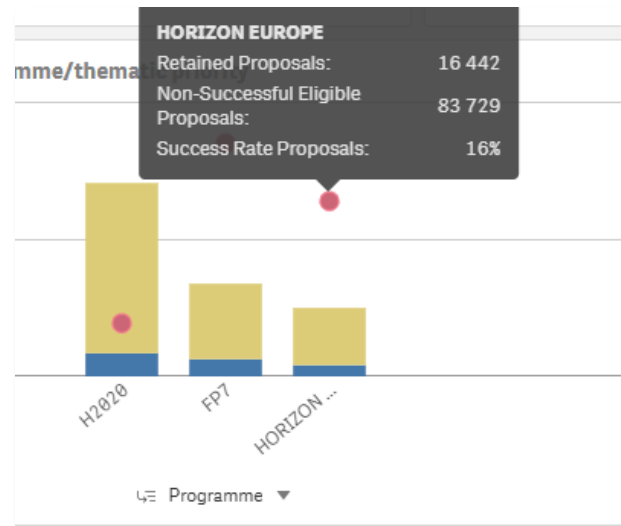
Call and topic specific stats

Example: [Call HORIZON-CL5-2024-D6-01](#), deadline 05.09.2024, topics 01-07

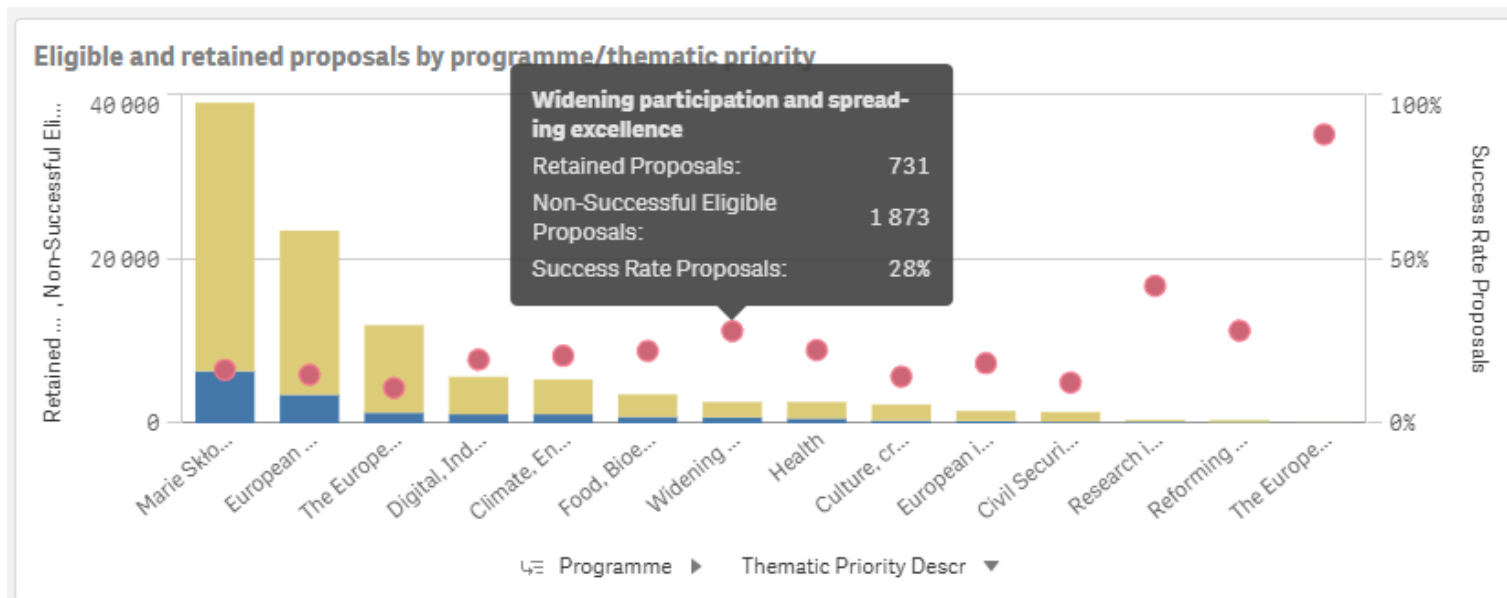
Topic	D6-01-01	D6-01-02	D6-01-03	D6-01-04	D6-01-05	D6-01-06	D6-01-07
Number of proposals submitted (including proposals transferred from or to other calls)	12	3	7	30	1	48	15
Number of inadmissible proposals	0	0	0	0	0	0	0
Number of ineligible proposals	0	0	0	0	0	2	3
Number of above-threshold proposals	8	2	5	27	1	34	12
Total budget requested for above-threshold proposals	47,762,92 8.00 €	27,999,43 6.00 €	29,963,85 7.00 €	135,479,2 03.00 €	4,499,846 .00 €	171,508,7 21.00 €	116,678,8 05.00 €
Number of proposals retained for funding	2	1	2	2	1	2	2
Number of proposals in the reserve list	2	1	2	2	0	2	2
Funding threshold*	12.5	12.5	14	14	10.5	14	15
Ranking distribution							
Number of proposals with scores lower or equal to 15 and higher or equal to 14	1	0	2	3	0	4	5
Number of proposals with scores lower than 14 and higher or equal to 13	0	0	1	6	0	4	4
Number of proposals with scores lower than 13 and higher or equal to 10	7	2	2	18	1	26	3

Horizon Europe Dashboard

- 16% - average current success rate of proposals on EU-level (all programmes, calls and topics)
- 2-100% - variation between programmes and topics
- For EU level stats see the [Horizon Europe Dashboard](#)
- Business Finland regularly publishes [stats on Finnish success in Horizon Europe](#), including EU-level viewpoints



Competition varies



EXPLORE and DISCUSS

5. Approximately how many months before deadline have you usually joined an EU project preparation or kicked off one yourself? Choose best fitting option.

- 12 months or more
- 6-11 months
- 2-5 months
- 0-1 month
- Do not know



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Horizon Europe Pre award



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EU projects lifecycle



4-1 years ahead of call opening

- Strategic Orientations
- SRIA documents
- Work Programmes drafting

Calls are published and opened 3-5 months to deadline

Starts latest 5 months from deadline, closes latest 8 months from deadline

Duration 2-5 years, sometimes longer

Starts months before end of the project, **may take 1+ year**

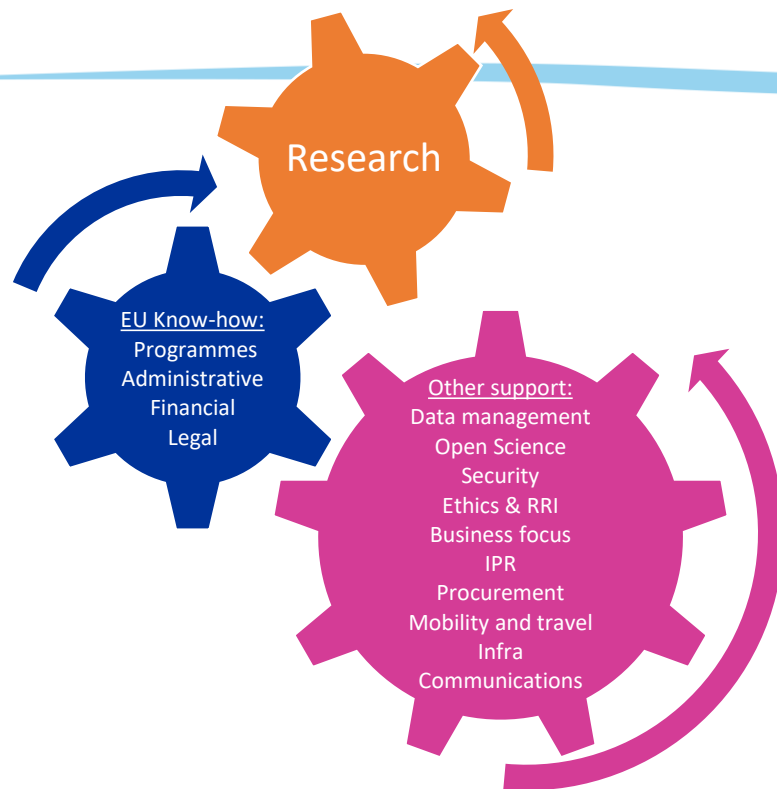
Duration total 1+ year



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Support functions



Successful EU projects and proposals are the result of a collective effort:

- Benefit from all available in-house expertise
- Benefit from organizational but also individual networks
- Use EC support services!

EU Capacity building

- [EU Funding and Tenders Portal](#)
Guidance, reference documents, trainings, news and events
- [European IP Helpdesk](#) *Materials and trainings*
- [Horizon Europe Results Platform](#)
- [CORDIS](#) *Funded projects and results*
- *External materials e.g. [Horizon Europe info days](#), EC trainings, NCP info sessions and workshops.*
- *Internal support:*
 - *develop own guidelines, tools and templates*
 - *organize online training materials*
 - *offer face to face trainings, workshops and info sessions*



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Get EU-ready: top tips

- **Commit to success in EU Programmes:** long term vision
- Focus on Why and select key areas of interest
- Join networks , organizations and partnerships aligned with key priorities
- Assign dedicated support functions
- Invest in capacity building: both support functions and researchers
- Use all related public information



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Q&A



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*Leadership:
How to establish successful
collaboration in an interdisciplinary
consortium*



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Project coordination success factors

- Project coordination success factors in European Union-funded research, development and innovation projects under the Horizon 2020 and Horizon Europe programmes
 - Journal of Innovation and Entrepreneurship, 2024
 - DOI: 10.1186/s13731-024-00363-x
 - Contributors: Anna Tenhunen-Lunkka; Riitta Honkanen (VTT)
- A total of 118 persons replied to the survey who have experience from Horizon 2020 or Horizon Europe funded project(s)
 - Approximately 75%, of the survey participants had experience from 1–5 projects.
 - 15% of the survey participants had experience being a coordinator of a H2020 or Horizon Europe project.



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Key success factors in coordinated EU projects (word cloud)

6. Which are the key success factors in coordinated EU projects?

Insert max 5 words



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Project coordination success factors

- The three key success factors are **communication, trust, and collaboration**
 - Active communication and good listening skills are key
 - Mutual trust is built through high motivation, competence, and active approach to dedicated project activities
 - Efficient collaboration by nourishing inclusivity and culture, creating a productive environment and good admin practice

Lunkka, Honkanen (2024). Project coordination success factors in European Union-funded research, development and innovation projects under the Horizon 2020 and Horizon Europe programmes. Journal of Innovation and Entrepreneurship. DOI: 10.1186/s13731-024-00363-x.



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Evaluation of good practices for successful project implementation



7. What are the most important good practices for successful project implementation?

Pic the most important, in your opinion.

Tap or drop options and submit!



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Table 1 Evaluation of good practices for successful project implementation (1 = not important, 5 = very important), organised by mean (all) weighed by score 5

Factor (top 3, x=coordinators' perspective) \ Score	1	2	3	4	5	Mean (all)	Mean (coord.)	Mode (all)	Standard deviation (all)
1. Clear responsibilities of the different roles²	0	2	1	41	74	4,58	4,77	5	0,60
2. Clearness of the project plan³	0	1	6	40	71	4,53	4,54	5	0,64
3. High engagement and activity during project implementation¹	0	1	9	37	71	4,51	4,92	5	0,68
Clear division of roles	0	1	4	47	66	4,51	4,46	5	0,61
Clear and strong lead by the Coordinator	0	2	8	39	69	4,48	4,46	5	0,70
Clear understanding of deliverables and milestones	1	2	7	46	62	4,41	4,38	5	0,75
Responsive and dedicated main contacts	0	1	7	54	56	4,40	4,46	5	0,64
Clarity of project objectives and KPIs	0	6	15	44	53	4,22	4,15	5	0,86
Clearness of the management structures and processes	0	4	17	54	43	4,15	4,54	4	0,79
Integration and alignment of your needs and interests in the project plan	0	1	18	68	31	4,09	4,23	4	0,67
Sufficient time in the beginning to organise and plan the work	0	2	27	49	40	4,08	3,92	4	0,80
High engagement and activity in the proposal planning and writing	0	5	28	39	46	4,07	4,15	5	0,89

Evaluation of good practices for successful project implementation

Lunkka, Honkanen (2024). Project coordination success factors in European Union-funded research, development and innovation projects under the Horizon 2020 and Horizon Europe programmes. Journal of Innovation and Entrepreneurship. DOI: 10.1186/s13731-024-00363-x.



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Factors affecting building and maintaining good collaboration within the consortium



8. Which are the most important factors affecting building and maintaining good collaboration within the consortium?

Pic the most important, in your opinion.

Tap or drop options and submit!



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Importance of factors affecting building and maintaining good collaboration within the consortium

Table 3 Evaluated importance of factors affecting building and maintaining good collaboration within the consortium (1 = not important, 5 = very important), organised by mean (all), weighed by score 5

Factor (top 3, ^x =coordinators' perspective) \ Score	1	2	3	4	5	Mean (all)	Mean (coord.)	Mode (all)	Standard deviation (all)
1. Motivation of project coordinator¹	1	0	6	38	73	4,54	4,67	5,00	0,67
2. Motivation of project consortium²	1	0	5	40	72	4,54	4,67	5,00	0,66
3. Management competence of project coordinator³	1	0	8	39	70	4,50	4,56	5,00	0,70
Competence of project consortium	0	2	9	44	63	4,42	4,39	5,00	0,71
Availability and flexibility of project coordinator	1	2	12	59	44	4,21	4,44	4,00	0,76
Frequent communication with the consortium	0	2	22	46	48	4,19	4,50	5,00	0,79
Systematic leading approach to project execution	1	2	21	54	40	4,10	4,22	4,00	0,81
Technical or substance competence of project coordinator	1	4	32	48	33	3,92	3,89	4,00	0,87

The superscript values 1-3 refer the coordinators' perspectives

Lunkka, Honkanen (2024). Project coordination success factors in European Union-funded research, development and innovation projects under the Horizon 2020 and Horizon Europe programmes. Journal of Innovation and Entrepreneurship. DOI: 10.1186/s13731-024-00363-x.



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Importance of project coordinator skills



9. Which are the most important project coordinator skills?

Pic the most important, in your opinion.

Tap or drop options and submit!



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Importance of project coordinator skills

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Table 4 Evaluated importance of project coordinator skills (1 = not important, 5 = very important), organised by mean

Factor (top 3, x=coordinators' perspective)	Score	1	2	3	4	5	Mean (all)	Mean (coord.)	Mode (all)	Standard deviation (all)
1. Teamwork and leading ³		1	0	4	34	79	4,61	4,67	5	0,64
2. Communication and listening skills ¹		1	0	7	30	80	4,59	4,83	5	0,68
3. Decision-making ²		1	0	8	30	79	4,58	4,78	5	0,70
Problem solving		1	1	14	40	62	4,36	4,56	5	0,79
Conflict resolution		1	2	15	37	63	4,35	4,50	5	0,83
Time and resource management		1	0	19	41	57	4,30	4,44	5	0,80
Quality leading		1	2	14	45	56	4,30	4,28	5	0,81
Social skills		1	3	20	41	53	4,20	4,28	5	0,87
Negotiation		1	2	19	48	48	4,19	4,22	5	0,83
Deep understanding of the EC, GA and CA provisions and regulations (incl. financial management skills)		0	4	16	55	43	4,16	4,17	4	0,78
Delegation skills		2	2	16	58	40	4,12	4,11	4	0,83
Presentation and public speaking		1	3	20	53	41	4,10	4,11	4	0,83

Impact of issues that might affect the project implementation

10. What kind of issues have a negative impact on project implementation?

Pic the most important, in your opinion.

Tap or drop options and submit!



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Impact of issues that might affect the project implementation

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Table 6 Evaluated impact of issues that might affect the project implementation (1 = negative impact, 5 = no or little impact), organised by mean (all)

Factor (top 3, ^x =coordinators' perspective)	Score	1	2	3	4	5	Mean (all)	Mean (coord.)	Mode (all)	Standard deviation (all)
1. Too little personnel resources ²		43	20	18	12	25	2,63	2,94	1	1,57
2. Too little financial resources		31	33	20	16	18	2,64	3,17	2	1,40
3. Conflicts among consortium members		34	29	21	13	21	2,64	3,22	1	1,45
No clear coordinator or coordination ³		40	28	7	15	28	2,69	3,00	1	1,61
Changes in consortium (partner leaving, bankruptcy, etc) ¹		15	32	40	24	7	2,80	2,78	3	1,09
No clear division of roles and responsibilities		29	32	15	17	25	2,81	3,22	2	1,49
Different views on project plan implementation		14	38	30	22	14	2,86	3,28	2	1,20
Change of the coordinator (organisation)		15	25	47	17	14	2,92	3,00	3	1,16

The superscript values 1-3 refer the coordinators' perspectives

Thank you for joining this workshop!



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EC Resources

Resources available

[Horizon Europe – Programme guide](#)

[Horizon Europe – Who can apply](#)

[Horizon Europe - Who can apply \(Marie Skłodowska-Curie Actions specific guidance\)](#)

[Horizon Europe - How to apply](#)

[Horizon Europe - How to apply \(Marie Skłodowska-Curie Actions specific guidance\)](#)

[Funding and Tenders Portal](#)

[The research and innovation community platform](#)

[Tackling gender equality in Research and Innovation: gender dimension and Gender Equality Plans](#)

[National Contact Points \(NCPs\)](#)

[Partner Search Services](#)

Webinars

[How to prepare a successful proposal in Horizon Europe \(part 1\)](#)

[How to prepare a successful proposal in Horizon Europe \(part 2\)](#)

[Recipe for success: Tips and Tricks while writing your Horizon Europe proposal](#)

[Lump sum funding in Horizon Europe](#)

[The Gender Equality Plan eligibility criterion in HE: Who is concerned? How to comply with it?](#)

[How to evaluate Open Science in Horizon Europe proposals](#)

[How to evaluate Social Sciences and Humanities in Horizon Europe proposals](#)



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