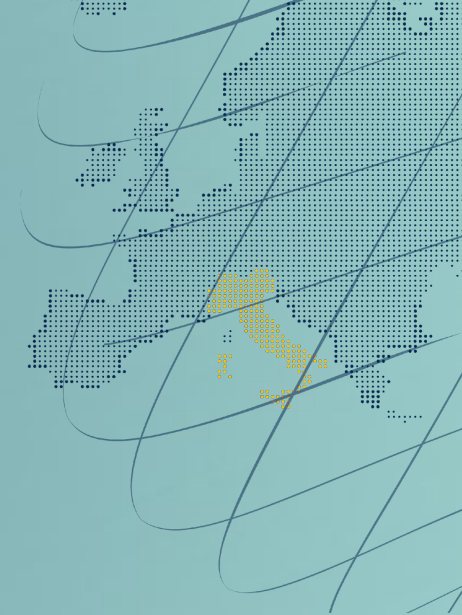


# Piano di Formazione Nazionale - PFN 2025

## Modulo 5

**“Formazione di base sulla gestione dei progetti europei”**

**GOVERNANCE, COMUNICAZIONE INTERNA E RAPPORTI CON LA CE**



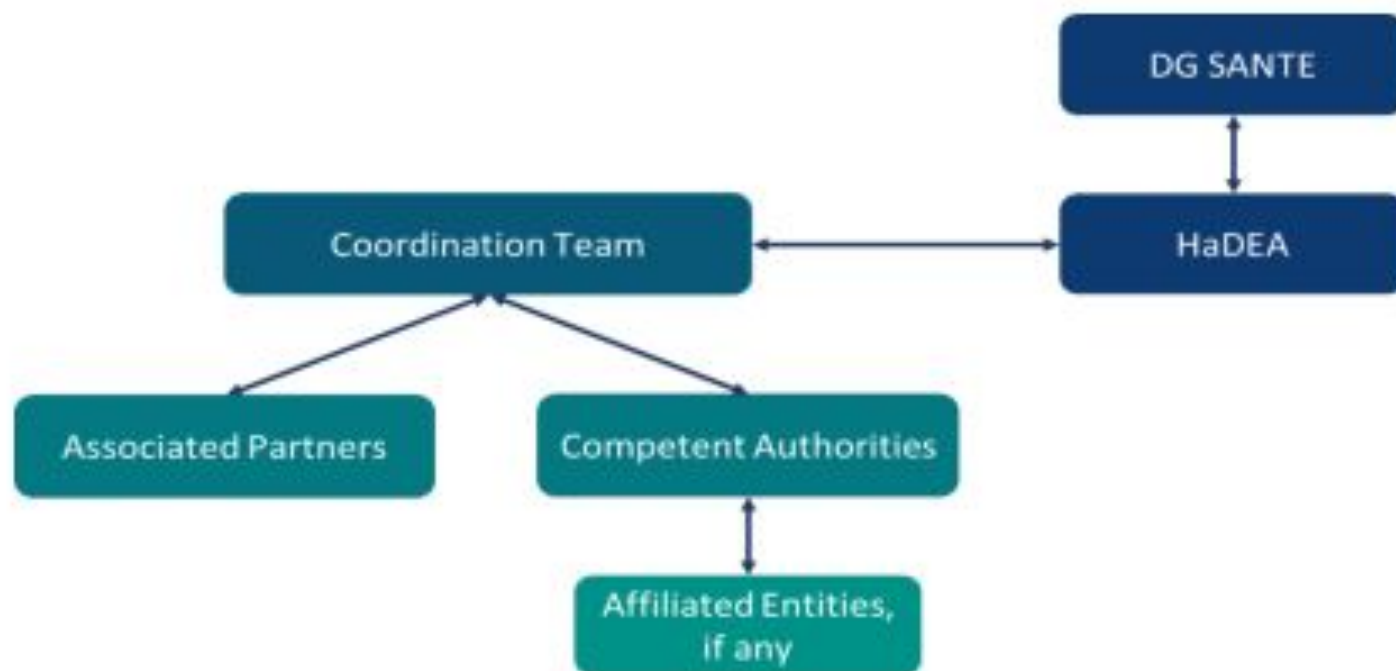


Figure 3. The communication flow between EU Commission, Coordination Team, Competent Authorities, Associated Partners and Affiliated Entities.

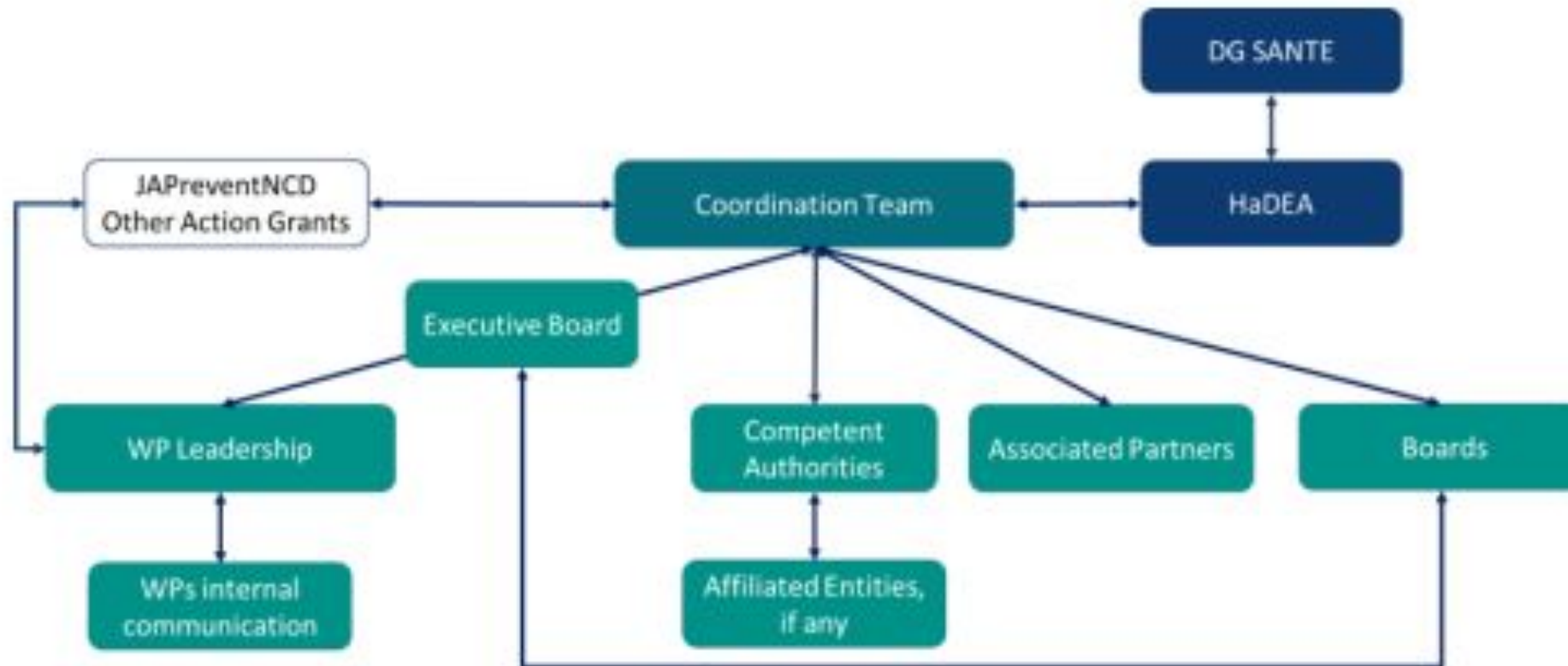


Figure 4. The communication flow between EU Commission, JACARDI Consortium and other stakeholders

La **comunicazione interna** è l'insieme di **attività, strumenti e strategie** usati per **condividere informazioni, coordinare il lavoro e favorire la collaborazione** tra i partner di un progetto europeo

Serve a far sì che tutti i membri del consorzio sappiano:

- ✓ Cosa succede
- ✓ Cosa devono fare
- ✓ Quando lo devono fare

### Obiettivi principali:

- ✓ **Coordinamento efficace:** Coordinare le azioni e le iniziative di comunicazione, garantendo che tutti i partner agiscano in modo sinergico
- ✓ **Creazione di coesione:** Rafforzare il senso di appartenenza al progetto e la coesione tra i partner attraverso un flusso di informazioni costante e trasparente
- ✓ **Gestione dei rischi:** Facilitare il monitoraggio e la gestione dei rischi, identificando problemi e trovando soluzioni tempestivamente
- ✓ **Efficacia e impatto:** Aumentare l'efficacia e l'impatto complessivo del progetto attraverso un approccio costo-efficace alla comunicazione
- ✓ **Sinergie:** Generare nuove opportunità e sinergie tra i diversi livelli del progetto (europeo, nazionale e locale)

Attività di comunicazione interna	Obiettivo	Canali / Strumenti	Frequenza tipica	Responsabile principale
<b>Riunioni di coordinamento</b>	Coordinare attività, aggiornare sui progressi, prendere decisioni operative	Piattaforme per videoconferenze	Mensile o bimestrale	<b>Coordinatore di progetto</b>
<b>Meeting di Work Package (WP)</b>	Coordinamento tecnico e operativo dei WP	Piattaforme per videoconferenze	Mensile o secondo necessità	<b>WP Leader</b>
<b>Aggiornamenti rapidi / messaggistica</b>	Comunicazioni informali e rapide	Slack, Teams chat, WhatsApp (se approvato)	Secondo necessità	<b>Tutti i partner</b>
<b>Condivisione di documenti e deliverable</b>	Archiviare e consultare materiali ufficiali	Google Drive, SharePoint, OneDrive, Nextcloud	Continuativa	<b>Project Manager / Coordinatore</b>
<b>Report di avanzamento interni</b>	Monitorare i progressi e raccogliere contributi	Template condivisi su cloud, e-mail, piattaforme di project management	Trimestrale o semestrale	<b>WP Leader + Coordinatore</b>

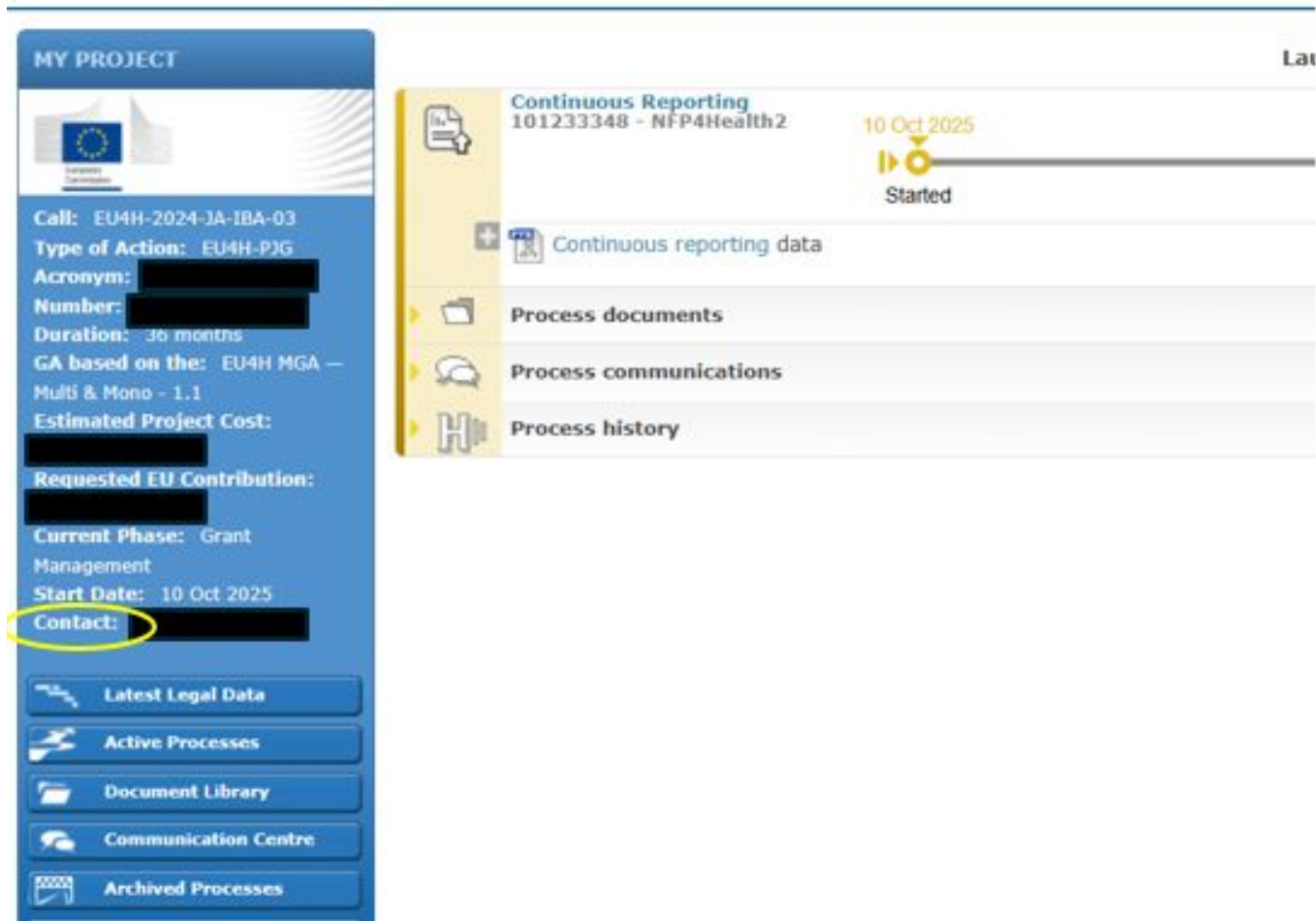
## IL RUOLO DEL PROJECT OFFICER DELLA CE

Il **Project Officer** è il **referente ufficiale** della Commissione Europea o dell'Agenzia Esecutiva (HaDEA, CINEA, ecc.) per il progetto.

È responsabile di **monitorare, supportare e verificare** la corretta attuazione del progetto, sia dal punto di vista tecnico che amministrativo per conto del Grant authority.

Il **Coordinatore** è **l'unico punto di contatto ufficiale** con la Commissione o l'Agenzia.

I **partner** trasmettono richieste, documenti o informazioni **al coordinatore**, che poi le inoltra al PO a nome del consorzio.



Canale/Strumento	Uso principale	Chi lo gestisce
<b>Funding &amp; Tenders Portal (EU Portal)</b>	Piattaforma ufficiale per comunicazioni formali, invio di report e deliverable, richieste di emendamento	<b>Coordinatore</b>
<b>E-mail istituzionale (EC domain)</b>	Scambi informali o chiarimenti tra PO e coordinatore	<b>Coordinatore e Project Officer</b>
<b>Meeting periodici con il PO</b> (es. review meeting, progress call)	Presentare stato di avanzamento, ricevere feedback, discutere criticità	<b>Coordinatore + partner chiave</b>

Tipo di criticità	Descrizione	Come gestirla e/o prevenirla
<b>Comunicazione poco chiara o tardiva</b>	Messaggi ambigui, risposte lente o informazioni incomplete possono creare fraintendimenti e ritardi.	Centralizzare le comunicazioni nel coordinatore. Usare un linguaggio chiaro e sintetico. Tenere traccia scritta di tutto.
<b>Diversi livelli di coinvolgimento del PO</b>	Alcuni PO sono molto presenti, altri più distaccati, creando problemi di equilibrio gestionale.	Adattare la frequenza di comunicazione allo stile del PO. Mantenere aggiornamenti regolari ma equilibrati.
<b>Ritardi nell'approvazione o nel feedback</b>	Il PO gestisce molti progetti, quindi le risposte possono tardare.	Pianificare con anticipo richieste e scadenze.
<b>Cambi di personale</b>	A volte il PO viene sostituito e il nuovo referente non conosce il progetto.	Preparare un briefing sintetico per il nuovo PO. Aggiornare subito la documentazione di progetto.
<b>Gestione dei conflitti o criticità del progetto</b>	Difficoltà nel comunicare problemi o ritardi in modo costruttivo.	Presentare sempre soluzioni insieme ai problemi.
<b>Manca di trasparenza interna nel consorzio</b>	I partner non vengono informati delle comunicazioni con il PO.	Condividere regolarmente i feedback del PO. Archiviare tutte le comunicazioni.

## 6 Governance structure

[Module GOV SP]

### 6.1 General structure

The organisational structure of the consortium shall comprise the following Consortium Bodies:

The **General Assembly** is the decision-making body of the consortium.

The **Coordinator** is the legal entity acting as the intermediary between the Parties and the Granting Authority. The Coordinator shall, in addition to its responsibilities as a Party, perform the tasks assigned to it as described in the Grant Agreement and this Consortium Agreement.

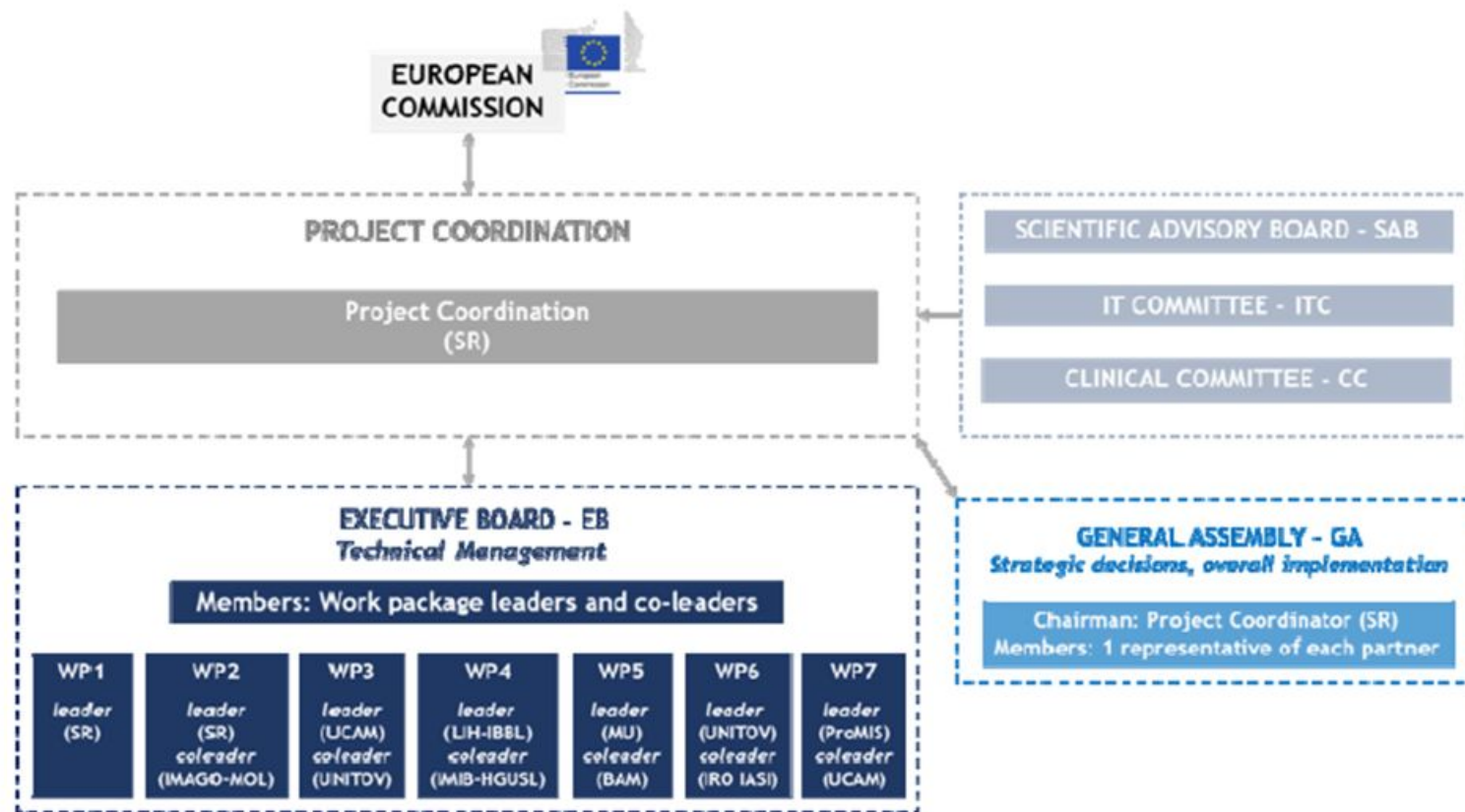
The **Work Package Leaders Group** is an assessment group of the Consortium without formal decision making power. It shall assess the individual and overall implementation of the Project.



**LINK:**

[DESCA model Consortium Agreement](#)

Governance



[848098] [REVERT] – Part B

## ADVISE

### Governmental Advisory Board

Representatives of national authorities and decision-makers

Making decisions on certain deliverables and results related to sustainability / not binding  
**Meets:** every 6 month / during Consortium mtgs  
**Chair:** the SC chairperson

GAB

SN

### Stakeholder Network

Multidisciplinary European cancer screening community/network

Making decisions on certain deliverables and results (mainly related to communication, trainings) / not binding  
**Meets:** every 6 month & starting from 2nd year  
**Chair:** the Coordinators (LU)

## GOVERN

### Scientific Committee

WP leaders, ensure support & scientific guidance for SC and management

Making decisions on Progress of WPs and scientific part of the project / binding  
**Meets:** every 6 month and upon need  
**Chair:** one of the scientific WP Leaders or Evaluation WP leader or relevant other

ScC

SC

### Steering Committee

All consortium partner's countries representatives appointed by CAs

Making decisions on the overall progress of the project, changes, risks, problems etc. / binding  
**Meets:** each Consortium mtg. / every 6 month and upon need  
**Chair:** the Coordinator (LU)

## MANAGE AND STEER

### Scientific management team

Responsible for overall day-to-day scientific coordination of the project. Coordinator • WP leaders • Task leaders

Making decisions on actual work within the WPs / binding  
**Meets:** monthly and upon need  
**Chair:** elected by the team

SMT

PMT

### Project management team

Responsible for day-to-day administrative and financial coordination of the project. Coordinator • CAs project managers

Manages administration, budget, overall supervision, progress of the project, problems, agendas, minutes etc. / binding  
**Meets:** every month, technically - on daily basis, every 6 month with CAs  
**Chair:** the Coordinator (LU)

CA

## OPERATIONALISE

### Beneficiaries

Supervise and administratively coordinate the work of each country's AEs and APs

Manage country related issues (without involvement of Coordinator)  
Bridge for communication between AEs, APs and Coordinator

# Gestione del Budget, Monitoraggio delle Risorse e Reporting

## GOVERNING AND ADVISORY BODIES

La gestione del progetto comprende diversi livelli di governance con organismi distinti, ciascuno con responsabilità specifiche.

Questa struttura è stata progettata per garantire una comunicazione efficace, un processo decisionale efficiente e il progresso del progetto.

Governance

Una efficiente **struttura di governance** serve a garantire il corretto indirizzo e gestione del progetto.

In particolare, permette di:

- **Individuare chiaramente ruoli e responsabilità** dei soggetti coinvolti;
- **Monitorare l'avanzamento** rispetto a tempi, costi e obiettivi;
- **Gestire rischi e problematiche** in modo tempestivo;
- **Assicurare trasparenza e coerenza** delle procedure all'interno del consorzio.



TEORIA NOIOSA

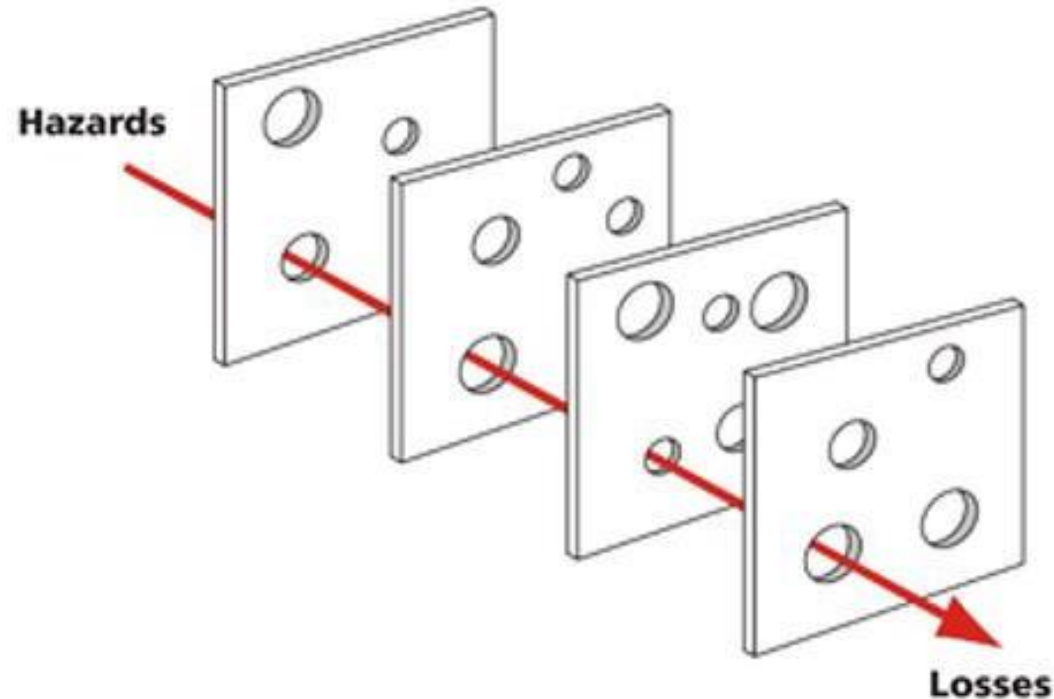




## Risk prevention

We must do our best to **prevent** risks...

...but we have also to **accept** the inevitability of risks.



Source:

<https://silverbulletrisk.com/blog-5-risk-mitigation-strategies-and-how-to-properly-manage-the-risk-mitigation/>

# Consiglio furbo



- Risk management should be **proactive** and a **continuous** activity. *(be always prepared for the worst-case scenario)*
- **Due diligence verification** of the consortium should be conducted, ***before*** and ***during*** the project. *(be friendly and professional, and expect the worst from people)*
- (Un-)reliability of a partner is something potentially impacting the **credibility** of project work, results and consortium. *(who wants to be partner with somebody who worked with a business fraud?)*



# RISK ASSESSMENT

It's Not Worth It

REVERT!

### 1.3.5. WT5 Critical Implementation risks and mitigation actions

Risk number	Description of risk	WP Number	Proposed risk-mitigation measures
1	Lack of coordination management (RISK INDICATOR: LOW)	WP1	There is a Project Management Team with a long experience in coordinating large national and international projects. Furthermore, the coordination will be supported by a strong management team of the SR and a detailed work plan.
2	Uncertainty in performance of ML & AI tools may lead to delays in reaching expected results (Probability: Low; Severity: High; RISK INDICATOR: MEDIUM)	WP2, WP3	The availability of an experienced& strong tested ML predictor reduces the risk from high to medium.
3	The software architecture may not fully conform to the software requirements of the project and the data flow model may be inconsistent. Security risks - Communication server-browser intercepted by potential threats such as hackers and loose the protection of medical data. (Probability: Medium; Severity: High; RISK INDICATOR: MEDIUM)	WP2	Specialized design tools will be used and in-depth testing will occur to ensure that - the design of the software architecture is in line with the requirements and with the privacy by design requirements - the components of the software are relevant to the specifications of individual project tasks in terms of design and functionality - Use the TLS protocol, data anonymization, even if the hacker reads the data, those data can't be linked to patient name. The support by a specialized team of experts in cyber security (subcontracted by the Coordinator) will ensure the application of most advanced tools to protect the data. - Use of encryption's technique.
4	The software architecture may overlook some minor components of the overall system or some components may need to behave differently than originally planned (Probability: Low; Severity: Medium; RISK INDICATOR: MEDIUM)	WP2	The system architecture document will be followed by the Detailed Design Document that will ensure that all the components adhere to a specific set of rules, especially those that describe the data transfer and communication between modules. Even if a change in the system architecture is needed, the new module will be easily integrated in the global workflow if all the modules developed until then follow the set of rules regarding the data transfer and communication.

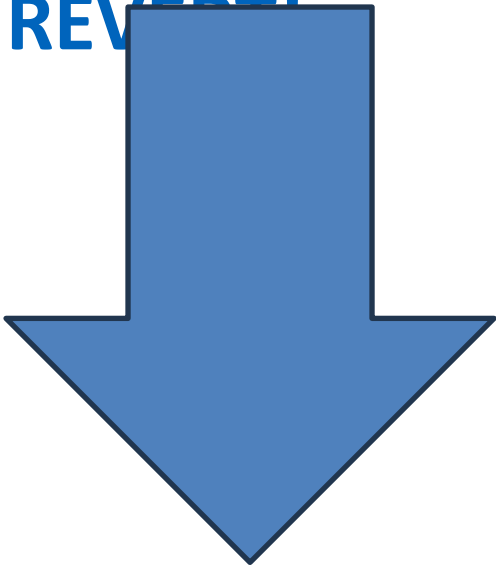
# H-PASS

## LIST OF CRITICAL RISKS

Critical risks & risk management strategy			
Grant Preparation (Critical Risks screen) — Enter the info.			
Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
1	Objectives not met by the deadline. Likelihood: Low Impact: High	WP1	Well-defined deadlines and processes are built in to track progress, open communication and efficient project management. Amending deadlines might support reaching the goals.
2	Low level of collaboration in the Consortium. Likelihood: Low Impact: Medium	WP1	The Consortium Agreement provides the basis of the joint work, defines the workplan, the ways of internal communication, the course of monthly consortium meetings, the management structure and the conflict resolution procedure.
3	Delays in delivering Milestones and Deliverables. Likelihood: Medium Impact: Medium	WP1	Clear communication of the Gantt chart, clarifying requirements and criteria with WP leaders and all partners. Precise feedback on the materials and deliverables to generate quality before the deadlines.
4	Low participation and interest related to events. Likelihood: Medium Impact: Medium	WP2	Other similar events must be taken into account when creating the HPASS event plan. Motivate the potential participants to attend the event by social media campaigns.
5	Low cooperation from the partners in creating the communication content. Likelihood: Low Impact: Medium	WP2	A “Communication and content creation” section at the monthly status meetings, extra bilateral meetings between WP2 and other WPs, well-designed communication and dissemination plan.

GRUPPI

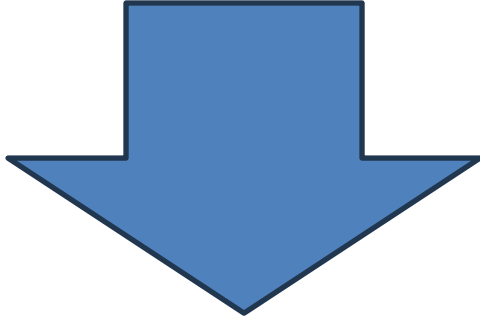
REVERTE



Risk number	Description of risk	WP Number	Proposed risk-mitigation measures
12	Key staff illness during critical phases. Research results not progressing as expected. (Probability: Low; Severity: Medium; RISK INDICATOR: LOW)	WP1, WP2, WP3, WP4, WP5, WP6, WP7	All parts of the project have more than one partner involved. There are experienced backup figures. Checkpoints will monitor the developments inside the project and will raise flags when particular aspects of the research are not conclusive. The groups meet frequently and can take corrective actions at a scientific level, by altering the direction of research.

ED RISKS  
going too far  
you can really go.

## GRUPPI H-PASS!



Il partner responsabile dello sviluppo tecnologico della parte di training con utilizzo della Realtà Virtuale non riesce a preparare in tempo il materiale per il training, la demo non è ancora pronta e i pilot devono partire!!!!



# TAKE RISKS

Never let the fear of failure stop you from trying...unless, of course, risk taking is accompanied with a grand case of stupidity.

# Non fate così!

Oh, really? You know what that sounds like?

Not my problem.



your  cards  
someecards.com

# Lavoro di gruppo - Pomeriggio (...17.15)



1. Analizzare la situazione emersa nel vostro progetto.
2. capire le conseguenze
3. Pensare ad una strategia per la continuazione del progetto
4. Individuare i partner maggiormente coinvolti
5. Presentare la vostra soluzione!
6. Parla una persona diversa...

# Obligations of beneficiaries to exploit their results

## and the Horizon Results Platform

- In Horizon Europe, as in H2020, the obligation to exploit remains and is a responsibility of the beneficiaries on a “best efforts” approach
- When specified in the WP additional exploitation obligations could be applied
- Horizon Europe encourages the use of the R&I results through third party exploitation (where appropriate)
- If despite the best effort for exploitation no uptake happens within a specific period after the end of the project (1 year), then the project must use the Horizon Results Platform to make exploitable results visible (unless obligation is waived)
- The Horizon Results Platform is free, is part of the F&T portal, available to all beneficiaries and is based on results, not on projects.

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-results-platform>

# Follow up of results after the end of the project

Through the reporting tools

- In Horizon Europe, the follow up of the exploitation activities will continue **after the end of the project**
- The first year after the end of the project, and if no exploitation takes place, beneficiaries must use the **Horizon Results Platform** for making their exploitable results visible
- For the following period there will probably be a **structured questionnaire available** to beneficiaries to report on the progress, their needs and obstacles on their path for exploitation
- This questionnaire could be **part of the EC grant management system** and will remain open until the conclusion of the follow up period after the end of the project where a final report will be created

# Consiglio furbo



CONSIGLIO FURBO!

## A ciascuno il suo mestiere

Bisogna fare ciò per cui si è portati

### Significato

Tutti dovrebbero avere l'intelligenza di dedicarsi soltanto a ciò che si è in grado di fare bene, che sia per predisposizione o per studio. L'improvvisare un mestiere non porterebbe a nulla se non a invadere campi che non sono di competenza.

### Origine

La serata della diva (G. Verga) "Il mondo gira intorno ai soldi e ciascuno deve fare ciò che sa fare".

### Varianti

- **Antica Roma:** Ama il mestiere che hai imparato e accontentatene.
- **Scozia:** Felice colui che ha trovato il suo mestiere; non chiedi altra felicità.