

Capacities/Research Potential
FP7-REGPOT-2012-2013-1

Project No. 316254

BASTION

“From Basic to Translational Research in Oncology”

Deliverable D6.5

Reports on management activities I

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All deliverables are available on BASTION Webpage: www.bastion.wum.edu.pl

Introduction

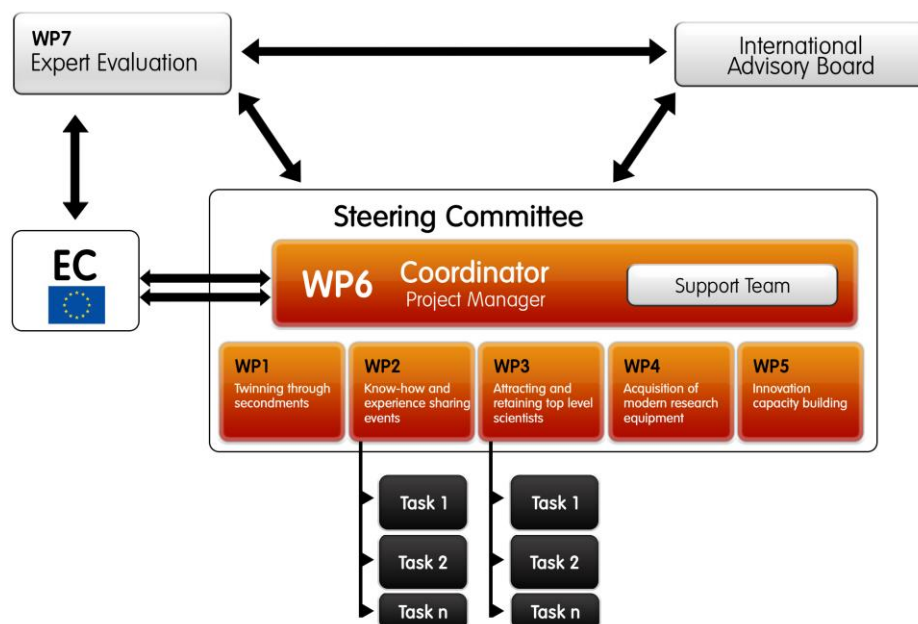
Deliverable D6.5 corresponds to the task T6.2 in WP6, that was delivered with a delay due to delayed deployment of several items of the IT infrastructure, as described in section 2.4 of this report as well as in D4.2.

The main objective of WP6 was to improve, update and professionalize project management process at MUW by hiring an experienced project manager. At the same time this would assure smooth and efficient execution of the project and timely delivery of all envisioned project results.

The management structure and procedures have been established on the basis of our know-how and experience gained in previous and on-going projects – their management and coordination of activities.

The management of the BASTION Project is structured according to different levels of activities. The visualization of the management structure is shown on the graph.

Graph: Three-level management structure of the BASTION Project



Level 1:

Prof. Jakub Golab (Project Coordinator - PC) with a close assistance and full support of the newly hired Project Manager - Iwona Drozdowska-Rusinowicz (PM) - and the Support Group (SG) is responsible for overseeing the execution of the overall scientific (PC), legal, contractual, financial and administrative (PM and SG) management of the project. PM is the main administrative contact person and the link between the European Commission and the Steering Committee led by the Project Coordinator. PM in close collaboration with the Financial Officer ensures meeting the contractual

obligations, including the receipt and distribution of the funds, the annual financial and scientific reporting including audit certificates.

Level 2:

Work Package Leaders and Deputy Leaders are responsible for overseeing the progress of work in the respective Work Packages, for monitoring the achievement of milestones and deliverables and for reporting to the Project Coordinator on work progress and deliverables achieved.

Level 3:

Each Task Leader is responsible for ensuring timely and effective execution of individual tasks, cooperation with the research groups from Partnering Organizations and other activities defined in each Work Package at the task level. All Task Leaders are MUW employees.

1. First level management activity

Professor Jakub Golab – Project Coordinator - is directly accountable vis-à-vis the European Commission for the project execution and has the decision-making capacity in matters important for the successful implementation of the BASTION project. He heavily relies on the Project Manager and Project Steering Committee.

Being WP6 Leader he successfully managed the whole project, from both technical and financial perspective, during the first 18 months.

Work Package 6 “Project management” consists of three Tasks:

- T6.1 – Organization of project meetings
- T6.2 – Administrative and financial management and reporting
- T6.3 – Organizational support and facilitation of the evaluation process for WP7

The management activity within the Task 6.1 has been described in two deliverables:

- D2.7 (“Preliminary conclusions and recommendations from the IAB”)
- D2.1 (“Report on organization of Support Team and Steering Committee meetings”)

The activity within the Task 6.3 corresponds to WP7, which will start on month M19 of the Project.

1.1. Project Manager Recruitment

The scale and cross-faculty nature of the BASTION project required its own independent management structure cooperating in a synergistic manner with the support of MUW’s administrative and financial units.

The recruited full time Project Manager – Iwona Drozdowska-Rusinowicz is responsible for the administrative and financial execution of the project. She was recruited at the very beginning of the project, but hired on 11th October, 2012 due to a delay caused by the lack of experience in Human Resources in creating grant-funded positions at the university. This has revealed an unexpected lack of expertise at MUW that was successfully eliminated in the course of the BASTION project.

She has sufficient skills and relevant experience to cope with the project problems. During the whole reporting period she carried out the following tasks in administrative and financial management and reporting:

- Monthly budget verification for expenditures in all work packages and tasks based on MS Excel tables,
- Quarterly review of the achieved deliverables and detailed breakdown of expenditures and budget planning for the upcoming quarters,
- Organization of the project meetings such as Kick-off Meeting, International Advisory Board Meeting, Steering Committee Meeting and Steering Committee with Support Group Meetings,
- Maintaining effective communication channels between all members of the Project Steering Committee, the European Commission and the International Advisory Board,
- Administrative support for tasks within other Work Packages by providing technical advice and administrative support to the WP and Task leaders, as well as the MUW staff involved in the Project.

1.2. Co-financing of the project

According to the internal regulation at the Medical University of Warsaw it is not possible to start the project without gathering the sufficient budget for direct and indirect costs. The first, very important activity of PC and PM was the preparation of a grant application to obtain co-funding of the remaining project indirect costs. Indirect costs in REGPOT projects can amount up to 20% of the total budget of the Project. The application was positively assessed by the Polish Ministry of Science and Higher Education. The agreement on co-financing of the project BASTION by the Ministry (with the total sum of approximately 447.148,00 EUR) was signed on 11th November 2012. The first instalment on BASTION's project account was settled at the end of December 2012. MUW secured resources to cover the ineligible VAT on goods (equipment, consumables) and services (organization of events, etc.) as well as EUR/PLN exchange rate fluctuations. Prior to securing the entire budget for the project all management activities concentrated on Kick-off meeting with IAB, which took place on 27th November, 2012 and on the organization of the project office and preparation of necessary documents for the project: electronic timesheets, tender applications, recruitment announcements etc.

1.3. Formation of the Support Group

In response to the request of the Project Coordinator the Chancellor of MUW appointed the members of the Support Group (SG), which was described in the deliverable D6.1

1.4. Management activity

BASTION Project is managed by applying the following criteria:

- overall scientific management and coordination of the project, including the timely implementation of the work plan, networking and achievement of scientific goals to ensure the smooth operation of all participants,
- overall coordination of all financial, legal, administrative and contractual requirements within the contract, including audit certificates,
- overseeing information and knowledge management, including dissemination, Intellectual Property Rights and exploitation,
- overseeing risk assessment and contingency plans.

Types of the management activities:

1. Providing technical advice and administrative support to the WP and Task leaders, as well as the MUW staff involved in the Project; on everyday basis.
2. Monitoring progress on the basis of progress reports, site visits, and project meetings:

During the first 18 months of the project several meeting have been organized as shown in Table I

Table I. Overview of the management-related meetings during 18 months of the project

Participant	Purpose of the Meeting	No of the Meeting	Month of the Project	Date of the meeting
Project Coordinator, Project Manager, WP Leaders, Co-leaders and Task Leaders	Discussing project's progress, sharing experience, troubleshooting problems, planning project meetings and forthcoming tasks and events	1/2012	M1	4th September, 2012
		2/2012	M2	15th October, 2012
		1/2013	M6	11th February, 2013
		2/2013	M8	15th April, 2013
		3/2013	M9	20th May, 2013
		4/2013	M14	21st October, 2013
		5/2013	M15	18th November, 2013
		6/2013	M16	16th December, 2013
		1/2014	M17	20 th January, 2014
Steering Committee, Support Group and MUW's Authorities meetings	Reviewing project's progress, Solving problems	1 st	M7	18th March , 2013
		2 nd	M9	13th May, 2013
		3 rd	M15	25th November, 2013
Kick-off Meeting and I st Meeting of the IAB	IAB, Steering Committee, Support Group, MUW's Authorities	I st	M3	27th November , 2012

3. Assessing periodic reports of the Project, making recommendations as required.

Table II List of the submitted deliverables up to M18

Deliverable No	Deliverable Title	Related to:		Delivery month
		WP	Tasks	
D1.1	Report on the secondments between twinning partners along with the analysis of added value for potential increase of research capacity / quality of MUW	WP1	T1- T1.11	18
D2.1	Report from organized workshops	WP2	T2.1	18
D2.4	Report on participation in international research conferences	WP2	T2.3	18
D2.6	Report on dissemination and promotional activities	WP2	T2, T2.5	18+5 days
D2.8	Report on raising general public awareness activities	WP2	T2, T2.5	18+5 days
D3.1	Report on the recruitment of 9 experienced researchers and their research activities	WP3	T3, T3.1	18
D3.3	Report on the recruitment of a new group leader and his/her research activities	WP3	T3, T3.2	18
D3.5	Report on the recruitment of 2 experienced scientists and two IT specialists and their research / professional activities	WP3	T3, T3.3	18
D4.1	Report on purchase, instalment and use of research equipment	WP4	T4, T4.1- T4.6	18
D4.2	Report on creation of IT infrastructure for supporting personalized medicine approaches in oncology	WP4	T4, T4.7	18+15 days
D5.1	Report on recruitment of a professional Innovation Manager MUW for innovation capacities building	WP5	T5.1	18
D5.2	Report on transfer of know-how and Networking	WP5	T5.2	18
D6.1	Report on organization of Support Team and Steering Committee meetings	WP6	T6.1	18+5 days
D6.5	Reports on management activities I	WP6	T6.2	18+15 days
D6.7	Preliminary conclusions and recommendations from the IAB	WP6	T6.1	6

4. Proposing workable solutions to any contractual and/or managerial matters, ensuring scientific, administrative and financial issues are on schedule. See attachments to the Deliverable D6.1
5. Monthly budget verification for expenditures in all work packages:
Budget verification can be done on any month of the project (See Table III)

Table III Budget verification for expenditures in all packages – (estimated by the Project Manager 14th March 2014)

WP number	Personnel		Travel		Equipment		Subcontracting		Other		TOTAL direct		
	Planed	Used	Planed	Used	Planed	Used	Planed	Used	Planed	Used	Planed	Used	
WP1	97 200	51 425,61	415 900	65 682,66	0	0,00	0	0,00	16 900	0,00	530 000	117 108,27	22,10%
WP2	168 000	44 421,30	124 500	16 852,90	0	0,00	70 000	7 824,10	77 500	2 361,85	440 000	71 460,16	16,24%
WP3	1 504 800	626 784,10	39 200	0,00	0	0,00	0	0,00	56 000	4 175,36	1 600 000	630 959,46	39,43%
WP4	64 800	64 782,54	0	0,00	1 150 000	1 148 335,86	0	0,00	19 200	20 062,21	1 234 000	1 233 180,60	99,93%
WP5	120 000	40 528,94	25 800	5 617,18	0	0,00	70 000	22 218,81	104 200	24 312,91	320 000	92 677,85	28,96%
WP6	186 000	78 467,47	27 000	4 100,95	0	0,00	10 000	732,77	11 000	821,05	234 000	84 122,24	35,95%
WP7	24 000	0,00	25 740	0,00	0	0,00	0	0,00	41 760	0,00	91 500	0,00	0,00%
TOTAL	2 164 800	906 409,97	657 600	92 253,69	1 150 000	1 148 335,86	150 000	30 775,69	327 100	51 733,38	4 449 500	2 231 328,76	50,11%
	41,87%		14,03%		99,86%		20,52%		15,86%		50,11%		

6. Review of deliverables achieved and detailed breakdown of expenditures and budget planning for the upcoming quarter and year. (See Attachment with the BASTION monthly Schedule)
7. Supervising the maintenance and updating of the project Website.
A preliminary BASTION project Website has been created at the beginning of the project. First the Website has been used for the recruitment purposes, and until the launch of the new BASTION Website all informations about the Project, invitations and PR activities have been published on the site.



Screenshot: Print Screen of the old BASTION Website, which was led by the Project Manager

8. Assistance to a newly hired BASTION staff, in particular administrative and organizational support.

Knowledge and information management

Knowledge and information flow is organized as follows:

1. within WP members – there was no restriction on communication between people working within the same WP.
2. between WPs – was done mainly via WP leaders. However, there were no restrictions of communication between people working in different WPs as long as there was a need to exchange vital data and information that was necessary to fulfil project's objectives or to carry out a certain task.
3. with Project Coordinator – WP Leaders sent their inputs to PC as many times as it was necessary.
4. with Support Group – PM was the focal point for communication with SG. PC and PM participated to Steering Committee meetings and give presentation on project implementation status, and ask advice on related issues.

Tools for knowledge and information exchange:

1. direct dialog - during short meetings of PMT (every 3 months), Kick-off meeting, PMT-AB meetings
2. electronic messages - PC was at least in CC for all messages exchanged between group members or between WPL and external partners (IAB, SG); PM was the only person in contact with EC officer
3. shared directories - a special (password protected) space on the server is dedicated to the hosting of project's documents; PC and WPL have non-restricted access to this space and use it to share technical and financial documents. In this space the BASTION Monthly Schedule is localized. PM supplement it by information on the completed and planned tasks

2. Second level management activity

Work Package leaders (WPL) were:

- Coordinating the activities within the work package on a managerial and scientific level,
- Acting as contact point between work packages,
- Monitoring and reporting on the progress of the work package to the PC.

Each WPL was given by the PC and PM a list of milestones and deliverables to be completed, the corresponding schedules and the budget. Every third Monday of the month consultative meetings were organized by the PC and PM with WPL in order to:

- report on each WP's activities: the obtained results, the problems that occurred, the foreseen solutions,
- discuss on administrative and financial issues, tender / delivery delays, reallocations of resources (human and materials) between activities,
- discuss on the ensuing milestones and deliverables, setting the actions and schedules.

2.1. WP1 management

Twining through secondments - led by Dr. Dominika Nowis and Dr. Tomasz Stoklosa

Dr. Nowis has successfully coordinated the twinning activities between collaborating laboratories from Partnering Universities. The main topics and special interest related to the research issues were defined before the training itself. Young and experienced researchers from among the employees of MUW were selected to participate in the twinning with Partnering Laboratories, and they disseminated the knowledge to the entire team afterwards by means of dedicated seminars and practical sessions.

Detailed description of the activity within WP1 is presented in the Deliverable D1.1.

2.2. WP2 management

Know-how and experience sharing - led by Prof. Zbigniew Gaciong and Michal Gieraltowski (Communication Manager)

(organization of conferences, workshops, dissemination & promotion)

Promotion and dissemination have been achieved through organized workshops as well as through conferences, attended by persons involved in the project. Also promotion was made through promotion tools: leaflets, brochures presented at various fairs and exhibitions.

Raising awareness of the project progress, its results and the general importance of stimulating translational research in oncology of the regional stakeholders the policy and decision makers (Ministry of Health, National Health Fund, Ministry of Science and Higher Education, City, regional and national administration officials) is a critical element of influencing public health policy and improving the well-being of cancer patients in the region. From the very beginning of the Project is an important strategy for this process to be effective.

Several promotion and dissemination actions were carried out by the BASTION team, including:

- A dedicated BASTION website was launched with four target groups: research community and clinicians, industry, government agencies and policy makers, the public at large.
- BASTION promotional products such as project's posters or leaflets were distributed among the participants of workshops and conferences.
- The researchers of BASTION are cooperating closely with media to become more visible to the public and to promote and popularize research in molecular and translational oncology (TV, radio, popular magazines, activities of the Warsaw Science Festival etc.)

Detailed description of the activity within the organization of the workshop is presented in the Deliverable D2.1.- "Report from organized workshops",

Detailed description of the activity within the organization of the workshop is presented in the Deliverable D2.4. - "Report on participation in international research conferences",

Detailed description of the activity within the organization of the workshop is presented in the Deliverable D2.6.- "Report on dissemination and promotional activities",

Detailed description of the activity within the organization of the workshop is presented in the Deliverable D2.8. - "Report on raising general public awareness activities".

2.3.WP3 management

Building capacity by attracting top-level scientists - led by Dr. Magdalena Winiarska and Prof. Slawomir Majewski.

WP leader was in charge of organizing the recruitment of research managers as well as research personnel. At the final stage: 1 New BioInfo Group Leader, 11 experienced scientists and 2 IT professionals were hired. **MILESTONE 1 has been achieved.**

Detailed description of the recruitment activities are presented in:

- Deliverable D3.1.- "Report on the recruitment of 9 experienced researchers and their research activities",
- Deliverable D3.3. -"Report on the recruitment of a new group leader and his/her research activities"
- Deliverable D3.5.- "Report on the recruitment of 2 experienced scientists and two IT specialists and their research / professional activities"

2.4. WP4 management

Acquisition of modern research equipment - led by Dr. Rafal Ploski and Dr. Dominika Nowis.

Equipment purchase in WP4 was carried out in accordance with all public procurement procedures at MUW. Tables IV and V present the details of all purchased research equipment.

Table IV Summary of the purchased research equipment

No	Task	Equipment	Agreement no:	Date of signing the agreement
1	T4.1	Fluidigm Access Array 2AX + FC1 System	AEZ/365/S-321/12/249/2013	06 th June , 2013
2	T4.2.1	Beckman Coulter ultracentrifuge Optima L100XPN	AEZ/365/S-321/12/127/2013	18 th March, 2013
3	T4.2.2	Miltenyi Biotec gentleMACS Dissociator	AEZ/365/S-321/12/128/2013	18 th March, 2013
4	T4.2.3	Hielscher Ultrasonics UP200ht handheld ultrasonic homogenizer	AEZ/365/S-321/12/129/2013	18 th March, 2013
5	T4.2.4	GE Healthcare preparative chromatography system AKTA avant 25	AEZ/365/S-321/21/130/2013	18 th March, 2013
6	T4.2.5	Andreas Hettich laboratory centrifuge ROTINA 420R	AEZ/365/S-321/12/131/2013	18 th March, 2013
7	T4.3.1	Perkin Elmer Janus Integrator automated workstation	AEZ/365/S-208/564/2013	25 th November, 2013
8	T4.3.2	Perkin Elmer Delfia platelash		
9	T4.3.3	Perkin Elmer multilabel microplate reader EnVision 2104		
10	T4.4.1	Roche MagNA Pure 96 System	AEZ/365/S-023/250/2013	04 th June, 2013
11	T4.4.2	Roche LightCycler 96 System		
12	T4.4.3	Roche LightCycler 480 II System		
13	T4.4.4	Eppendorf Centrifuge 5430R		
14	T5.5	PALM Laser Microdissector	AEZ/365/S-023/251/2013	20 th May, 2013
15	T4.6	Life Technologies Ion Proton System	AEZ/365/S-321/12/132/2013	5 th March, 2013
16	T.4.2+ T.4.3	UPS	AEZ/365/S-299/13/42/2014	31 st , January, 2014

Detailed description of the activities within the equipment purchase work package is provided in the Deliverable D4.1 - “Report on purchase, instalment and use of research equipment”.

After a detailed audit of the existing infrastructure it became clear that, in order to come up with the satisfying solution, the originally allocated funds might not be sufficient, posing a serious risk of sacrificing some vital parameters of the IT system. Therefore, taking into account the importance of this task for the whole BASTION project, it was decided that the purchase will be delayed, hoping to utilize the funds better. The rationale for this decision was two-fold: i) unpredictable rate of EUR/PLN exchange rate necessitated the purchase of all other equipment items before we could know the exact funds remaining on the project account; ii) the performance-to-price-ratio of computer equipment usually raises with time. On the top of that, the deployment of a computing cluster required installation of a new air-conditioning equipment for the computing cluster server room and adaptation of the electric circuits powering it. All of the abovementioned circumstances had a profound effect on the final timing of the purchase procedures. Although we managed to successfully announce and complete the tenders for all IT items, the companies that won the tender failed to deliver all items of the IT infrastructure on time.

Table V Summary of the purchased elements of the IT infrastructure

No	Task	Equipment	Agreement no	Date of signing the agreement	Date of installation
1	T4.7.1	Computing cluster - mass storage subsystem, including back-up solution	AEZ/365/S-299/32/40/2014	2014.01.31	2014.02.28
2	T4.7.2	Computing cluster - computing servers	AEZ/365/S-299/13/41/2014	2014.01.31	2014.02.28
3	T4.7.3	Multicore workstations (with WQHD monitor screens)	AEZ/365/S-299/13/43/2014	2014.02.06	2014.03.06 2014.03.14 (SSD drives)
4	T4.7.4	Specialized software for data analysis and visualization	An order: ATZ_AP_1M19_2013/EL/13104/2013		2014.03.06
5	T4.7	Computing cluster server room air-conditioning equipment	AEZ/365/S-014/076/2014	2014.02.24	2014.02.28
6	T4.7	Computer network equipment	AEZ/365/S-299/13/44/2014	2014.01.31	2014.02.19

A more detailed description of the activities within the IT infrastructure purchase is provided in the Deliverable D4.2 - “Report on creation of IT infrastructure for supporting personalized medicine approaches in oncology”.

2.5.WP5 management

Innovation capacities building - led by the recruited Innovation Manager Dr. Karolina Dzwonek (see D5.1 report on recruitment) and Prof. Jakub Golab,

That work package addresses project operating objective :

- to facilitate and increase the impact of translational studies in oncology by
 - hiring a professional innovation manager,
 - implementing efficient IP protection and innovation management schemes,
 - organizing joint events with London Genetics and Science Business as well as the research / academic partners to transfer best-practice in science – industry cooperation and promote innovation driven translational research.

Detailed description of the activity within the organization of the workshop is presented in the Deliverable D5.2.- “Report on transfer of know-how and Networking”.

According to the concept and project objectives Innovation Manager's main goal is to stimulate the translational process from molecular oncology research to the clinic.

3. Third level management activity

The third and very essential level of the project management concerns all Project Tasks, which were supervised by Task Leaders and Co-Leaders.

The BASTION project is divided into 70 Tasks, which are managed by 15 persons. Five of them are newly hired (Project Manager, New BioInfo Lab Leader, Communication Manager, Innovation Manager and IT Professional) and 10 are researchers (professors and doctors), employees of MUW.

Table IV presents all Project Tasks activity, Task Leaders and Co-Leaders, who were responsible of them during 18 month.

Table IV

WP	TASK	PROJECT ACTIVITY	TASK LEADER	TASK CO-LEADER
WP1	T1	TWINNING THROUGH SECONDMENTS	Dominika Nowis	Tomasz Stoklosa
	T1.1	KUL Belgium + University College Dublin, Ireland	Jakub Golab	
	T1.2	Universite de la Mediterranee, Marseille, Franc	Magdalena Winiarska	
	T1.3	University Hospital of Ulm, Germany	Tomasz Stoklosa	
	T1.7	Karolinska Institute, Stockholm, Sweden	Piore Religa	
	T1.9	University of Verona, Italy	Dominika Nowis	
	T1.11	London Genetics and Science Business Publishing	Tomasz Stoklosa	
WP2	T2	KNOW-HOW AND EXPERIENCE SHARING	Zbigniew Gaciong	Michal Gieraltowski
	T2.1	ORGANIZATION OF 5 WORKSHOPS	Zbigniew Gaciong	Michal Gieraltowski
	T2.1.2	WORKSHOP 2 Cancer genetics for medical community	Krystian Jazdzewski	
	T2.3	Active participation in International Research Conferences	Tomasz Stoklosa	
	T2.4	Promotion of BASTION activities internationally	Jakub Golab	
	T2.5	Raising general public awareness on the benefits of translational research for public health	Zbigniew Gaciong	
WP3	T3	BUILDING CAPACITY BY ATTRACTING TOP-LEVEL SCIENTISTS	Magdalena Winiarska	Slawomir Majewski
	T3.1	1 EXP. RESEAR, 30 M, Anna W. 01.01.2013	Krystian Jazdzewski	
		1 EXP. RESEAR, 30 M, Malgorzata F. 01.01.2013	Dominika Nowis	
		1 EXP. RESEAR, 29 M, Oksana K. 06.04.2013	Piore Religa	
		1 EXP. RESEAR, 30 M, Malgorzata Cz-K; 05.03.2013	Jakub Golab	
		1 EXP. RESEAR, 29 M, Beata P. 01.04.2013	Magdalena Winiarska	
		1 EXP. RESEAR, 29 M, Joanna D.01.04.2013	Tomasz Stoklosa	
		1 EXP. RESEAR, 22,25 M, Marzena L. 23.10.2013	Zbigniew Gaciong	
		1 EXP. RESEAR, 24 M, Lech T. 01.09.2013	Rafal Ploski	
		1 EXP. RESEAR, 29 M, Magdalena B-O. 01.04.2013	Pawel Wlodarski	
	T3.2	NEW GROUP LEADER - Radoslaw Z. 11.10.2012	Jakub Golab	
	T3.3	1 EXP. RESEAR, 24 M, Malgorzata B. 16.04.2014	Radoslaw Zagodzdzon	
		1 EXP. RESEAR, 24 M, Pawel G. 16.04.2013		
		IT PROFFESIONAL 24 M, Piotr S. 01.01.2013		
		IT PROFFESIONAL 24 M, Slawomir G 22.04.2013		

WP4	T4	ACQUISITION OF MODERN RESEARCH EQUIPMENT	Rafal Ploski	Dominika Nowis
	T4.1	microfluidic chip Access Array	Rafal Ploski	
	T4.2	protein purification work station	Dominika Nowis	
	T4.3	an automatic platform for multispectral detection		
	T4.4	a system for large-scale and high-throughput isolation of DNA and RNA	Krystian Jazdzewski	
	T4.5	a laser microdissection system	Pawel Wlodarski	
	T4.6	medium-throughput genomic sequencing system	Zbigniew Gaciong	
	T4.7	Creating an IT infrastructure	Radoslaw Zagodzdon	Slawomir Gruca
WP5	T5	INNOVATION CAPACITIES BUILDING	Karolina Dzwonek	Jakub Golab
	T5.1	Innovation Manager - Karolina D. 01.04.2013	Jakub Golab	
	T5.2	SIB + KUL Brussels	Karolina Dzwonek	Jakub Golab
	T5.3	WORKSHOP I	Karolina Dzwonek	
		SEMINAR I		
		SEMINAR II		
		SEMINAR III		
WP6	T6	PROJECT MANAGEMENT	Jakub Golab	Iwona Drozdowska-Rusinowicz
	T6.1	PROJECT MANAGER HIRING - Iwona D-R 11.10.2012	Jakub Golab	
		COORDINATOR & TASK LEADERS MEETINGS	Jakub Golab	Iwona Drozdowska-Rusinowicz
		STEERING COMMITTEE & SUPPORT GROUP MEETINGS		
		INTERNATIONAL ADVISORY BOARD MEETING		
	T6.2	EXTERNAL FINANCIAL AUDITS	Jakub Golab	Iwona Drozdowska-Rusinowicz
	T6.2	PROJECT REVIEW MEETINGS		

4. The main predicted and real risk factors of the Project

The main predicted risk factors of the BASTION project involved:

- financial risks,
- organizational risk,
- management risks,
- risks associated with achieving sustainable impact.

Predicted financial risks were associated with under-budgeting of the planned activities, need to secure resources to cover the ineligible VAT on goods (equipment, consumables) and services (organization of events, etc.) as well as EUR/PLN exchange rate fluctuations.

After 18 month we can conclude that there are no risks in the following areas:

- VAT is covered from MUW's own resources. This additional expenses are mitigated by co-financing of MUW's indirect cost by the Polish Ministry of Science and Higher Education up to the standard 20% level.
- The currency exchange risk - MUW needs to cover a significant portion of the eligible costs from its own resources. MUW is prepared to do so as its financial position is strong. In general, the financial risk is very low, since all direct eligible costs are fully financed by the European Commission and the contract is executed based on advance payments.

- MUW is in a good financial condition and will have no problem with covering VAT from its internal budget.

Predicted organizational and management risks were primarily related to the five work packages that involve several tasks.

Very **low risk** was associated with Work Packages 4 and 2. Equipment purchase in WP4 turned out to be more complex than initially envisioned. This WP seemed to be a fairly straightforward task provided that all public procurement procedures are followed. However, due to changes in expected costs of research equipment (drop in the EUR/PLN exchange rate) the allocated budget turned out to be rather tightly constrained.

WP2 involved little risk, since the researchers at MUW have a significant experience and readily available conference and seminar facilities on-site to organize the planned workshops and the international conference. If the workshop costs exceed the planned budget they will be supplemented by adequate participant fees or other co-financing.

A slightly more significant risk of WP2 can be associated with low participation in the international conference on translational oncology. However, MUW contacts and contacts of the partnering organizations are going to be used to secure world-renown international speakers and attracting a broad audience.

MUW scientists and administration also have extensive experience in the area of dissemination of project results through various available channels. They have been able to engage high-level regional stakeholders, such as the vice president for the City of Warsaw, director of the strategy department at the Ministry Science and Higher Education.

The risk associated with project management in WP6 is also very low due to the fact that BASTION is a single participant mechanism and the hired professional project manager has extensive experience in managing various projects including EU Framework Programme projects.

The **main risk factors** were associated with WP3 and WP1.

The potential risks associated with WP3 involved inability to attract high-quality international post-doctoral candidates to work with the identified host research groups. An additional risk was associated with inability to recruit and retain a highly qualified new group leader to start a bioinformatics group. Despite these potential uncertainties we have successfully hired 11 experienced researchers and a new BioInfo group leader. Milestone no 1 has been achieved on M15.

In WP1 eleven scientific exchange missions (twinning) have been planned. There were timing, scheduling and output risks. Some of the planned exchanges did not occur due to scheduling conflicts. In other cases international partners were engaged in other collaborations prior to the start of the project and had limited availability for participating in the exchange between research institutions. Some of them got positions in the USA thereby creating a significant problem associated with the necessity to identify other groups of researchers within Partnering Organizations.

Conclusions

We have successfully completed the first 18 months of the project. The huge increase in the research potential results from the employment of 11 experienced postdoctoral fellows, creation of a new bioinformatics group and purchase of the modern research equipment necessary for further development. Newly hired, as well as existing members of our research groups started out-going missions to Partnering Organizations that allowed exchange of know-how, tightening of research contacts, increase in research potential and development of novel research projects, some of which are close to preparing research articles. Newly hired researchers were already successful in obtaining independent funding for their research from the grant-funding government agencies in Poland. We are currently expecting decisions regarding six additional grant applications submitted to the National

Science Center in Poland. With the help of newly hired researchers we have started novel, very promising research projects, and finished few of them with publications in peer-reviewed research journals.

A newly hired innovation manager has started to change the attitude of MUW researchers towards applied sciences and to open them for collaboration with entrepreneurs, especially from the pharmaceutical industry. First patent application has been submitted from BASTION group that has never considered the possibility of protecting their intellectual property before.

A newly hired PR specialist has developed on-line and off-line tools to increase the BASTION project recognizability. He has started to develop promotional activities to facilitate dissemination of information on the research achievements and to increase the awareness of decision makers, stakeholders and general public on the importance of basic research in oncology.

Finally a newly hired project manager has safely navigated all BASTION participants through the meanders of non-intuitive regulations and difficult administrative procedures. She has thoroughly professionalized the project management activities at MUW. She has organized planning and resources controlling procedures to achieve specific goals not only in scientific, but also daily problems. She is motivating and helping the BASTION researchers to overcome administrative obstacles.

BASTION project is the first undertaking of such a large scale at our University, so it is natural that we encountered a number of organizational problems. Hopefully, we have managed to cope with most of them or are going to resolve few minor problems remaining.

Corresponding estimated budget

PERSONNEL, SUBCONTRACTING AND OTHER MAJOR DIRECT COST ITEMS FOR BENEFICIARY "1" FOR 18M			
	Item description	Amount/* [EUR]	Explanations
WP6 Task 61&6.2	Personnel costs	63 864,00	Salaries of the WP6 leader (3,91PM), Hired Project Manager (13,476PM) and Finance Officer (1,66PM)
	Remaining direct costs		
TOTAL DIRECT WP6 COST		63 864,00	

/* - exact costs for M1-M18 will be presented in the 1st Period Report and Form C (April 2014)

Iwona Drozdowska-Rusinowicz
BASTION Project Manager

Prof. Jakub Golab
BASTION Project Coordinator
WP6 Leader

Warsaw, March 2014

Attachment: Activity Schedule

[illegible]

WP	TASK	ACTIVITY FROM THE AGREEMENT	YYMM Project Month	12'12	13'1	13'2	13'3	13'4	13'5	13'6	13'7	13'8	13'9	13'10	13'11	13'12	14'1	14'2	14'3	14'4	14'5	14'6	14'7	14'8	14'9	14'10	14'11	14'12	15'1	15'2	15'3	15'4	15'5	15'6	15'7	15'8	15'9	15'10	15'11	15'12	16'1	16'2		
WP5	T5.3	WORKSHOP I	Kardina																																									
WP5	T5.3	WORKSHOP II	Kardina																																									
WP5	T5.3	WORKSHOP III	Kardina																																									
WP5	T5.3	SEMINAR I	Kardina																																									
WP5	T5.3	SEMINAR II	Kardina																																									
WP5	T5.3	SEMINAR III	Kardina																																									
WP5	T5.3	SEMINAR IV	Kardina																																									
WP5	T5.3	SEMINAR V	Kardina																																									
WP5	T5.3	SEMINAR VI	Kardina																																									
		Networking - Campus OCHOTA	Kardina																																									
WP6	T6	LEADERS OBLIGATION	KUBA/ IWONA																																									
WP6	T6.1	PROJECT MANAGER - Inna D-R 11.10.2012																																										
WP6	T6.1	COORDINATOR & TASK LEADERS MEETINGS	Ceniam Biblioteczni e sala 209	14.03																																								
WP6	T6.1	STEERING COMMITTEE & SUPPORT TEAM																																										
WP6	T6.1	INTERNATIONAL ADVISORY BOARD																																										
WP6	T6.2	EXTERNAL FINANCIAL AUDITS																																										
WP6	T6.2	PROJECT REVIEW MEETINGS																																										
WP6	T6.3	EXTERNAL EXPERTS																																										
WP7	T7	LEADER OBLIGATION	SLAWEK/ IWONA																																									
WP7	T7.1	EXTERNAL EXPERTS	SLAWEK																																									

DELIVERABLE
MILESTONE

USŁUGI I DOSTAWY Z KOSZTÓW POŚREDNICH

		13'1	13'2	13'3	13'4	13'5	13'6	13'7	13'8	13'9	13'10	13'11	13'12	14'1
1	Modernizacja w Zakładzie Immunologii	WN												
2	Materiały biurowe	WN	OK											
3	Komputery	WN	OK											
4	Komputery II dla pacjentów													
5	Wizje													
6	Ekspres do kawy													
7	Aparat fotograficzny													
8	Materiały biurowe A3W													
9	Materiały biurowe DIN													
10	Materiały biurowe PW													
11	Kuchnia mikrofalowa BASTION													
12	Materiały biurowe BASTION													
13	Modernizacja w Zakładzie Immunologii													
14	Komputery													

WN - miesiąc złożenia wniosku
OK - zamówienie zrealizowane
planowana realizacja