

# Hydraulic Engineering Staff Meeting

18-03-2025



1. 11:30 | Walk-in
2. 11:35 | Theme: Project Finances
3. 12:30 | Faculty and department developments
4. 12:55 | End of meeting

## Agenda

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## Theme: Project Finances



# Projects – from a financial perspective

18 March 2025

Sander Christiaanse & David Lodowica – business controllers  
Loes Janssen & Astrid Zuidendorp – contract managers  
Michelle Strieder & Victor Oosterveen – project controllers  
Elske Bakker & Monique Waale – executive secretaries

# Content

- Financial situation department HE – necessary project effect
- What is a project?
- Different tariff structures for projects
- Project budgets – external
- Project budgets – internal; differences ‘4’ columns internal budgettool
- Importance of writing hours through TIM

# HE – income vs expenses **1<sup>e</sup> GS** 2023

**2023**

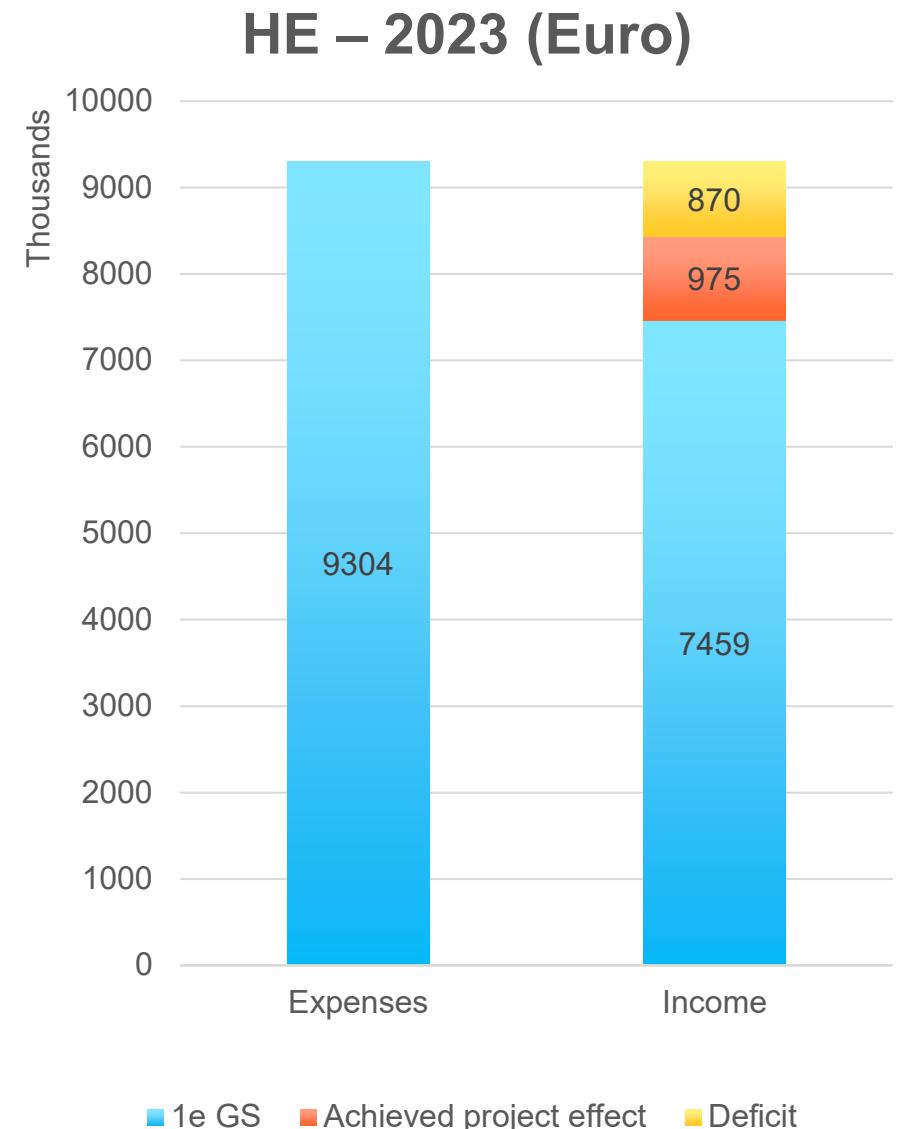
1st money stream costs **9.304k€**

1st money stream income **7.459k€**  
(additional funds, strategic funds, lumpsum, etc.)

*Required project effect in 2023* **1.845k€**

Achieved project effect in 2023 **975k€**

**Deficit 2023** **870k€**



# When is a project a project (from a financial perspective)?

Mandatory requirements:

- Project is (partly) externally financed
- Mutually signed contract/agreement, following TU Delft mandate regulations:
  - Start date
  - End date
  - Agreed activities and objectives
  - Agreed and approved budget

# Personnel costs rates

TU Delft standard tariff: **Integral Cost Rate** (Integrale Kostprijs Tarief = IKP tarief)

Examples of other tariffs:

- Horizon Europe rate - for significant part of Horizon Europe projects
- NWO rate - for NWO projects
- NEA rates - national Economic Affairs subsidies
- Market rates - for consultancy (*quick check: are you free to publish or not? If not: market rates!*)

The **choice of tariff** depends on many factors, like:

- IP-agreements
- specific funder's requirements
- etc.

and is always to be considered by the **contract manager** (following TU Delft policy)

The calculation of the integral costs rates is **audited annually** by the external auditor.

# Integral Cost Rate (IKP)

**Direct** personnel costs + **Indirect** personnel costs = **Integral Cost Rates** for personnel

**Direct** personnel costs contain:

- Weighted scale salary
- Weighted social charges, including holiday allowance, year-end bonus and regular social premiums
- Fringe benefits costs, like recruitment, health, mobility and training costs, gratifications and allowances

**Indirect** costs month: 2024

▪ Faculty indirect costs	736
▪ General costs	791
▪ Housing costs	2.084
▪ <u>Concern indirect costs</u>	<u>2.887</u>
▪ <b>Total per month</b>	<b>6.498</b>

# Integral Cost Rate (IKP) – example (tariffs 2024)

$$\underbrace{\text{Direct personnel costs}}_{\text{+}} \quad \text{indirect costs} = \text{integral cost rate}$$

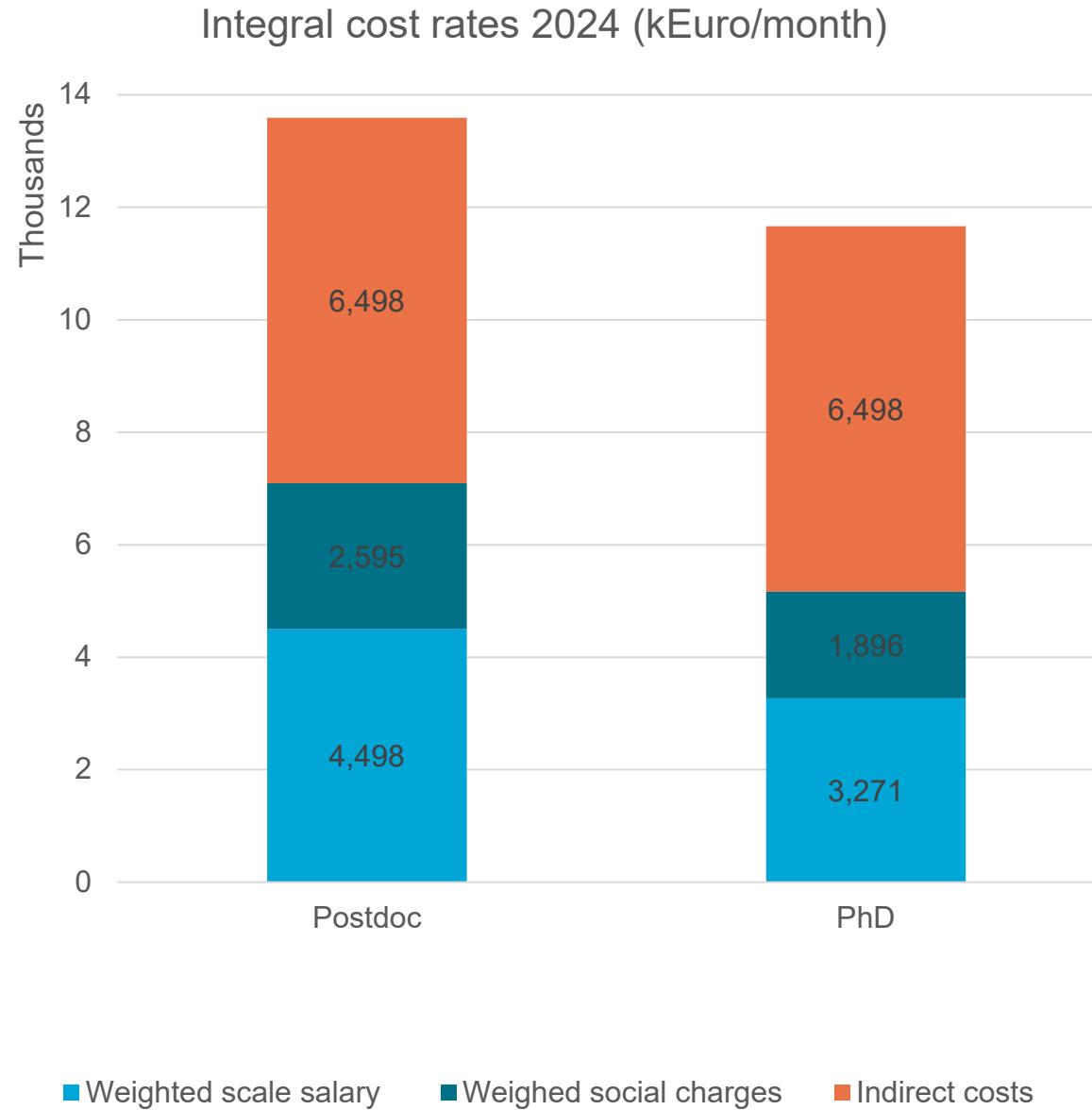
Scale	Weighted scale salary	Weighted social charges per scale	Total indirect costs (including fringe benefits)	Integral personnel costs/month	Integral personnel costs/hour	Integral personnel costs/year
Postdoc	4.498	2.595 (57,69%)	6.498	13.591	94,82	163.092
PhD	3.271	1.896 (57,96%)	6.498	11.665	81,38	139.980

*The above rates serve as example and are not be used for any proposal budget without consulting the contract manager!*

- In budget tool (used by contract manager) an estimated % for inflation and for (expected) salary increase (following the Collective Labour Agreement) is included; therefore, these tariffs can deviate from the numbers above.

# IKP and project result

- Integral costs rates do **NOT** contain a **PROFIT**, but are based on real **COSTS** for TU Delft as an entity (and checked annually)
- All Direct personnel costs are paid at Department level
- Parts of indirect **costs** are paid at Department level, other parts are paid at Faculty and central TU Delft level



# Budget Forms - external budget

Budget according to rules of subsidy provider

This must always be based on:

- Personnel costs:  
permitted or prescribed rates (integral cost rates, NWO/EC/RVO rates, rates framework agreements rates like example Shell, RWS etc.)
- Other direct costs:  
like material, travel, equipment, subcontracting, etc.

**External** budget can only contain **eligible** costs.

# External budget - budgettool

12 months Postdoc

50 hours supervision

50.000 material costs

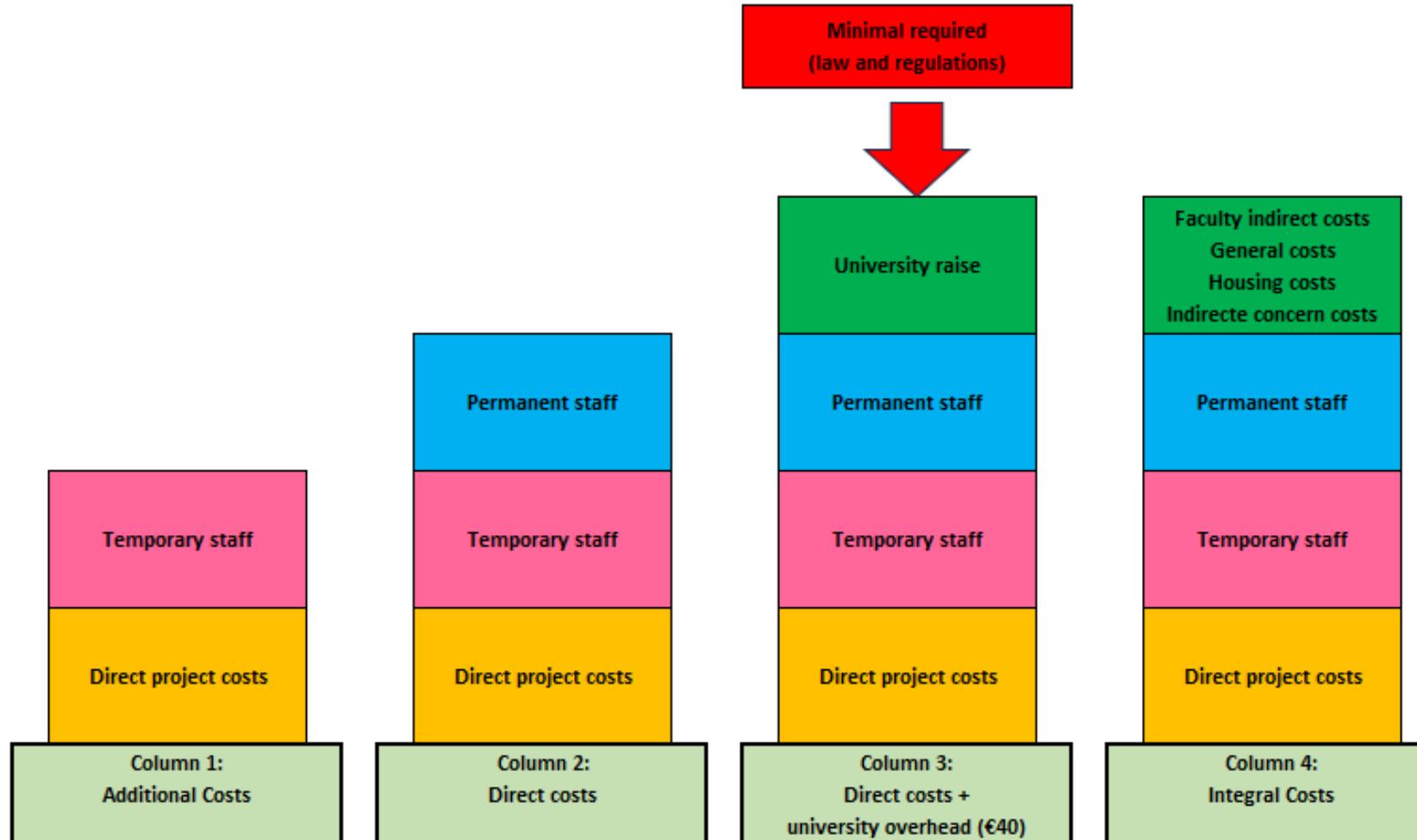


Projectnaam:				Begroting		Language/Taal: Dutch/Nederlands			Begrotingstool - versie 2023-04	
Projectleider:				Begindatum:	1-1-2024				Subsidiënt 1:	
Faculteit/dienst:	120 CiTG			Einddatum:	31-12-2024				Subsidiënt 2:	
Afdeling:				Projectduur (in maanden):	12 maanden				Subsidiënt 3:	
Sectie/onderdeel:				Subsidieverstrekker:	Overige				Subsidiënt 4:	
Projectfase:				Soort subsidie:	Overige				Extra inkomsten:	
Projectcode / Contractnummer				Kostenmodel:	Integrale					
Project komt in aanmerking voor grondslag programmatoeslag (PPS)				Begrote uren per jaar:	1720					
<i>Regel toevoegen: Kopieer actieve rij met de toetscombinatie Ctrl + k</i>										
<b>Schaal / Functie</b>	<b>Naam medewerker</b>	<b>Schaal</b>	<b>Trede (start)</b>	<b>Tijdl./vast personeel</b>	<b>Personeelsnummer</b>	<b>Tijd (maanden)</b>	<b># fte (inzet op project)</b>	<b>Persoonsmaanden</b>	<b>Projectkosten (extern) (Integrale)</b>	<b>Financiële dekking door</b>
10 [ a.o. Post-doc/researcher ] Hoogleraar 1 (B)	Postdoc H1 15	10 5 H1 15		T V		12 12	1,00 0,03	12,00 0,35	€ 164.587 € 8.080	Subsidiënt 1 Subsidiënt 1
								€ 172.667		
								€ -		
<b>Subtotaal personele kosten</b> Opslag algemene kosten (alleen over personeelskosten)										
								(12,35) Percentage:	(1,03)	
<b>Totaal personele kosten</b>										
								Totaal aantal persoonsmaanden: 12,35. Totaal aantal FTE (jaarbasis): 1,03. Gemiddeld persoonsmaandtarief: € 13.982,43		€ 172.667
<b>Materiaalkosten (incl. BTW)</b>				<b>Omschrijving</b>				<b>Projectkosten (extern)</b>	<b>Financiële dekking door</b>	
Verbruiksgoederen								€ 50.000	Subsidiënt 1	
<b>Dienstverleningskosten (incl. BTW)</b>				<b>Omschrijving</b>				<b>Projectkosten (extern)</b>	<b>Financiële dekking door</b>	
<b>Materiële kosten (incl. BTW)</b>		<b>Volledig voor welk</b>		<b>Omschrijving</b>		<b>Investering s-bedrag</b>	<b>Investering s-datum</b>	<b>Projectkosten (extern)</b>	<b>Financiële dekking door</b>	
<b>Totaal kosten (incl. BTW)</b>								€ 50.000		
<b>Subtotaal</b> Opslag voor algemene kosten/indirecte kosten								€ 222.667		
<b>Generaal totaal</b>								€ -		
								€ 222.667		

# Internal budget - budgettool

Projectnaam:		Waarderingsgrondslagen (intern)				
Projectleider:		Projectnaam: Nog niet ingevuld		Projectcode / Contractnummer		
Afdeling:		Functie	Naam	Handtekening akkoord	Datum	
Sectie/onderdeel:		Aanvrager:				
Regel toevoegen: Kopieer actieve rij met de toetscombinatie Ctrl + k		Additionele kosten (kolom 1)	Directe kosten (kolom 2)	Directe kosten + opslag overhead	Integrale kosten (kolom 4)	Naam medewerker
Schaal / Functie	Naam medewerker	Schaal	Trede (start)	N.B.: Deze kosten zijn de interne kosten, die zijn gebaseerd op de schalen start en stop van de medewerker (geen gemiddelden).		

# Budget tool



# Internal budget - budgettool

## 12 months Postdoc

50 hours supervision

## 50.000 material costs



Projectnaam:	Waarderingsgrondslagen (intern)					
Projectleider:	Projectnaam: Nog niet ingevuld Projectcode / Contractnummer					
Afdeling:	Functie	Naam	Handtekening akkoord	Datum		
Sectie/onderdeel:	Aanvrager:					
Regel toevoegen: Kopieer actieve rij met de toetscombinatie Ctrl + k		Additionele kosten (kolom 1)	Directe kosten (kolom 2)	Directe kosten + opslag overhead	Integrale kosten (kolom 4)	Naam medewerker
Schaal / Functie		Naam medewerker	Schaal	Trede (start)	N.B.: Deze kosten zijn de interne kosten, die zijn gebaseerd op de schaal en stap van de medewerker (geen gemiddelden).	
10 [ a.o. Post-doc/researcher ] Hoogleraar 1 (B)		Postdoc	10.5 H1.15		€ 72.653 € 72.653 € 141.453 € 152.081	Postdoc
					€ - € 6.115 € 8.115 € 8.424	
<b>Subtotaal personele kosten</b> Opslag algemene kosten (alleen over personeelskosten)						
<b>Totaal personele kosten</b>					€ 72.653 € 78.768 € 149.568 € 160.505	
<b>Materiaalkosten (incl. BTW)</b> Verbruiksgoederen		Additionele kosten (kolom 1)	Directe kosten (kolom 2)	Directe kosten + opslag overhead	Integrale kosten (kolom 4)	
		€ 50.000 €	50.000 €	50.000 €	50.000 €	50.000
<b>Dienstverleningskosten (incl. BTW)</b>						
<b>Materiële kosten (incl. BTW)</b>		Volledig voor	Voor welk			
<b>Totaal kosten (incl. BTW)</b>					€ 50.000 € 50.000 € 50.000 € 50.000	
<b>Subtotaal</b> Opslag voor algemene kosten/indirecte kosten						
<b>Generaal totaal</b> Totaal opbrengsten Matching per jaar		€ 122.653 €	128.768 €	199.568 €	210.505	
		<b>Totaal uitgaven (personeel en materieel)</b>				
		€ 72.653 €	78.768 €	149.568 €	160.505	
		€ 50.000 €	50.000 €	50.000 €	50.000	
		€ 122.653 €	128.768 €	199.568 €	210.505	
<b>Toelichting op begroting:</b>		<b>Totaal inkomsten (bruto)</b>				
		€ 222.667 €	222.667 €	222.667 €	222.667	
		€ 100.014 €	93.899 €	23.099 €	12.162	
		€ 122.653 €	128.768 €	199.568 €	210.505	
		182%	173%	112%	106%	
		<b>Totaal inkomsten -/- uitgaven</b>				

# Annual budget & project interaction in case of 150kEuro project income

PROJECT BUDGET			
	Additional costs (column 1)	Direct costs (column 2)	Direct costs + overhead (column 3)
Postdoc	73	73	141
Supervision	-	6	8
Materials	50	50	50
<b>Total Costs</b>	<b>123</b>	<b>129</b>	<b>199</b>
External income	150	150	150
Project effect / Net contribution	27		
Internal funding / Eigen bijdrage			-49

← appointed on exploitation of department  
 ← appointed on exploitation of department  
 ← directly charged to project  
 ← directly invoiced from project  
 ← paid from exploitation

# Annual budget & project interaction

Department/section budget		Project	
<b>Postdoc</b>			
Costs of appointment	-73		
Time registration	73	↔	Time registration -73
Overhead (€ 40)* 1720 hours	68	↔	Overhead (€ 40) -68
<b>Supervision</b>			
Time registration	6	↔	Time registration -6
Overhead (€ 40)	2	↔	Overhead (€ 40) -2
<b>Internal funding / eigen bijdrage</b>			
Eigen inbreng	-49	↔	49
<b>Total impact on section</b>			
Sum of above	28		

External income	150
Materials	-50
<b>Sum of costs and income</b>	<b>0</b>

PROJECT BUDGET		
Additional costs (column 1)	Direct costs (column 2)	Direct costs + overhead (column 3)
Postdoc	73	73
Supervision	-	6
Materials	50	50
<b>Total Costs</b>	<b>123</b>	<b>129</b>
External income	150	150
Project effect / Net contribution	27	
Internal funding / Eigen bijdrage		-49

# Project budget / funding scheme

PROJECT BUDGET			
	Additional costs (column 1)	Direct costs (column 2)	Direct costs + overhead (column 3)
Postdoc (1 yr)	73	73	141
Supervision (50 hrs)	-	6	8
Materials	50	50	50
<b>Total Costs</b>	<b>123</b>	<b>129</b>	<b>199</b>
<b>External income - integral costs</b>	<b>223</b>	<b>223</b>	<b>223</b>
Project effect / Net contribution	100		
Internal funding / Eigen bijdrage			24
<b>External income - Horizon Europe</b>	<b>172</b>	<b>172</b>	<b>172</b>
Project effect / Net contribution	49		
Internal funding / Eigen bijdrage			-27
<b>External income - NWO</b>	<b>140</b>	<b>140</b>	<b>140</b>
Project effect / Net contribution	17		
Internal funding / Eigen bijdrage			-59

# Projecteffect

- Net financial contribution of a project to the sections result during the running time of the project
- First column of internal budget
- Ergo: sum of additional costs and additional revenues of a project
- Project effect is achieved by
  - coverage for permanent staff
  - good rates on temporary staff

PROJECT BUDGET			
	Additional costs (column 1)	Direct costs (column 2)	Direct costs + overhead (column 3)
Postdoc	73	73	141
Supervision	-	6	8
Materials	50	50	50
<b>Total Costs</b>	<b>123</b>	<b>129</b>	<b>199</b>
External income	150	150	150
Project effect / Net contribution	27		
Internal funding / Eigen bijdrage			-49

# TIM – time registration

- Time registration is to account for the time spent on the project
- Register accurately: Make sure to register when **travelling**, make sure your **calendar** aligns with time registration
- No timely/correct registration + **approval** by section heads ('fatteren') →
  - no solid information in Tableau
  - no coverage from project for salary costs
  - no timely reporting and invoicing
  - possibly personnel costs not declarable (too late according to funder's conditions)
  - possibly other direct costs also not declarable (for instance if travel is not in registration and/or calendar, travel costs)
- Register and submit hours weekly
- Approve hours weekly as well (section heads)
- TIM will be closed monthly, no **corrections or catching up**

# TIM – standard productive hours + leave

- Total hours per year (for 1 fte, 40 hrs/wk):       $40 \times 52 = 2080$   
Leave hours + public holidays:                               $\pm 360$
- Standard productive hours per year:                  **1720**
- All employees need to take and register enough leave!

If not:

- **remaining** leave hours will be **paid** after contract and contribute to extra 1<sup>e</sup> GS expenses

Any questions?

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# Some HE highlights

Retirement Party for  
Otti Kievits

Introduction of our new  
colleague Tiziana  
Rossetto



# Welcome to our new colleagues in HE!



Jianwei Sun (EFM, Postdoc)  
Gökmen Tamer (EFM, PHD)  
Kevin de Bruin (CE, PHD)  
Isabel Kuin (CE, PHD)

Mats Kerver (HFSR, PHD)  
Lisette Volu (R&P, PHD)  
Raj Arora (HFSR, Postdoc)  
Chinmayee Koodly Ravishankara (R&P, PHD)  
Marijn Wolf (R&P, PHD)

**February**

**March**

**1 Apr.**

Jiangtao Lei (OE, Postdoc)  
Wenbo Xie (OE, Postdoc)  
Wouter Schrama (HFSR, Research assistant)  
Patrick de Bruin (EFM, PHD)  
Panagiota Atzampou (PE Postdoc)

## Education

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- Strategic review of HE and HOS tracks



- Workshop Social Safety  
for PHD -> **24 March**
- Workshop -> Active  
Bystander for Staff
- Vacancy OE
- R&D Talks upcoming

## Social Safety & HR

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# Strategy development and reorientation of the Department of the Hydraulic Engineering

In relation to the strategy development of the CEG faculty

*Short update by Bas Jonkman*

# What happens in the background and externally

Faculty CEG:

- Town hall sessions
- Letter of CvB “-10%”
- Faculty strategy process (see next slides)
- First unpleasant decisions, e.g. OE vacancy

Externally:

- Other NL universities (Twente, VU, OU, Roosevelt) close departments or reduce staff



**oost** In samenwerking met  
**Oost**



NOS Nieuws • Dinsdag 11 februari, 21:44

## Universiteit Twente bezuinigt en ontslaat 46 medewerkers: 'Genadeloos'

# 2025: van facultaire strategie naar implementatie

## COMMUNICATIE

### STRATEGISCHE PRIORITEIT THEMA'S: *DINGEN GOED DOEN*

▪ Jaarplanning	Volgen voortgang mijlpalen per werkafspraak per thema en corrigerende maatregelen: ieder laatste MT van maand	Volgen voortgang mijlpalen per werkafspraak per thema en corrigerende maatregelen: ieder laatste MT van maand	Volgen voortgang mijlpalen per werkafspraak per thema en corrigerende maatregelen: ieder laatste MT van maand
▪ Benoemen <u>faculty leads</u>			
▪ Inrichten teams-omgeving			
▪ Organiseren <u>taskforces</u> & support			
▪ <u>Governance</u> & dashboard			

### STRATEGISCH PORTFOLIO: *GOEDE DINGEN DOEN*

Brief CvB met facultaire ombuigingsopgave (jan)	MT XL sessies vervolg: 3. Facultaire portfolio analyse (apr) 4. Veranderstrategie (mei)	Implementatie: uitvoering van veranderstrategie	Implementatie: uitvoering van veranderstrategie
MT XL sessies: 1. Externe ontwikkelingen en impact (feb) 2. Huidige facultaire positie, toekomstscenario's en visie (mrt)	Concept facultair meerjarenplan (mei)  Definitief facultair meerjarenplan (jun)		

2025-Q1

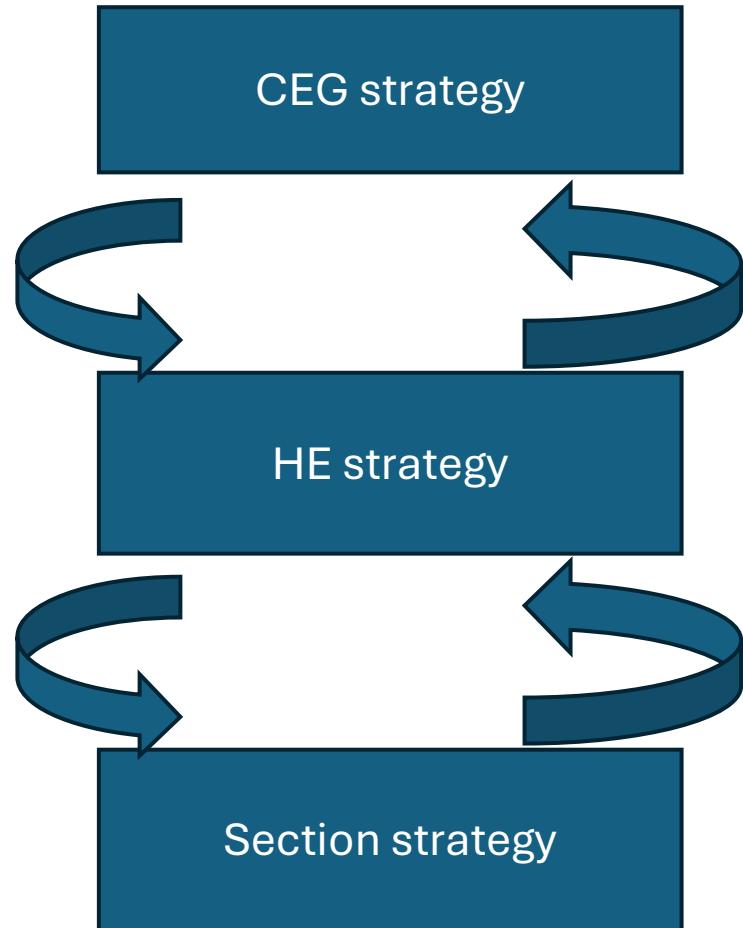
2025-Q2

2025-Q3

2025-Q4

# Process: faculty – department – section - staff

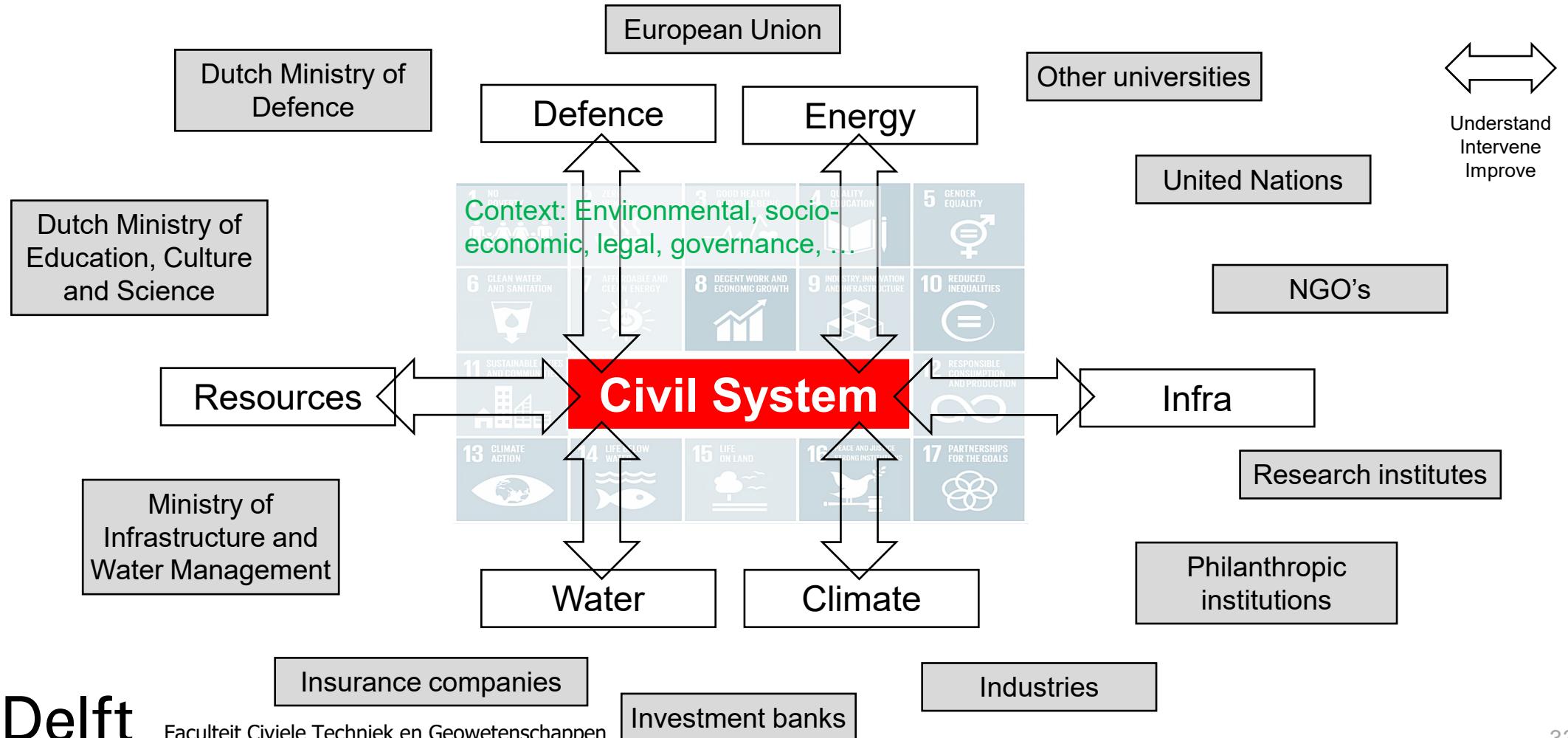
*TU Delft and national level*



*This is an iterative multi-level, multi-actor complex governance process (source: GJ Scheurwater) & Under uncertainty and time pressure*

*The strategic foresight method is used to develop the CEG strategy*  
[\*https://www.tudelft.nl/over-tu-delft/strategie/foresight\*](https://www.tudelft.nl/over-tu-delft/strategie/foresight)

# Focus on fundamental things required for a civil system to function and for civilians to survive



# Criteria for CEG strategic orientation

Criterion	Relevant question: To what extent is the specific disciplinary field <sup>1</sup> ...
Connection to major societal challenges	... focused on key external developments that will influence the civil system's current and future functioning?
Reflection of our engineering mission/DNA: understand, intervene, improve	... focused on interventions to keep the civil system functioning?
Connection to our core disciplines <sup>2</sup> : <ul style="list-style-type: none"><li>• fluid and sediment dynamics</li><li>• physics of materials</li><li>• earth sciences</li><li>• mechanics of solids</li><li>• structures and transport network and system sciences</li></ul>	... aligned with our core disciplines?
Connection to faculty methods/technologies <sup>2</sup> <ul style="list-style-type: none"><li>• Monitoring, sensing and data</li><li>• Numerical modelling, simulation and design</li><li>• Risk analysis, uncertainty quantification, probabilistic design</li><li>• Smart materials and structures</li></ul>	... aligned with our faculty methods/technologies?
Contribution to high-quality and efficient education	... balancing educational capacity and educational demand
Attractiveness to students	... supportive to realize a long-term viable student population on a faculty level?
Impact and innovation potential	... capable to initiate and/or realize successful interventions to keep the civil system functioning?
Funding potential (research and education)	... interesting enough for public and private funders to substantially invest into?
Positioning within the national academic landscape and within TU Delft	... large, strong and distinctive enough as a viable independent research area hosted in our faculty?

## Aspects to be considered

- Strategic HE themes
- Section structure
- Quantitative indicators  
(education, research, projects)
- Funding potential
- Collaborations and work culture aspects
- Where do we want to grow and where can we do less?





End of the meeting