



#InvestEUresearch

Horizon 2020 Work Programme for Research & Innovation 2018-2020

Work plan design Criterion 3 - Implementation

SPEAKERS

Frederik ACCOE

Gaëlle LE BOULER

SLIDO moderator

Gema SAN BRUNO

EASME - UNIT B2



Research and
Innovation

Work plan design - Section 3 - Implementation

- **Objective** = to clarify some aspects of the Section 3 – "Implementation" of the proposal template
- This section should explain how the objectives/concept/methodology are translated into concrete tasks and implemented by an excellent and well managed consortium*
- **Reference documents**
 - [H2020 Programme - Proposal template](#) - the content of the presentation will follow of the template
 - [Self-Evaluation form](#)

Award Criterion 3

3. Quality and efficiency of the implementation *

Note: The following aspects will be taken into account:

- Quality and effectiveness of the work plan, including extent to which the resources assigned to work packages are in line with their objectives and deliverables;
- Appropriateness of the management structures and procedures, including risk and innovation management;
- Complementarity of the participants and extent to which the consortium as whole brings together the necessary expertise;
- Appropriateness of the allocation of tasks, ensuring that all participants have a valid role and adequate resources in the project to fulfil that role.

H2020 – Proposal template (full proposal)- 5 sections

- **Section 1 - Excellence**

- 1.1 Objectives – *clear, measurable, realistic and achievable*
- 1.2 Relation to the work programme
- 1.3 Concept and methodology
- 1.4 Ambition

- **Section 2 - Impact**

- 2.1 Expected impacts
- 2.2 Measures to maximise impact

- **Section 3 - Implementation**

- **Sections 4 – Members of the consortium**

- **Section 5 – Ethics and security**

3.1 – Work plan – Work packages, deliverables

- *Provide the following:*
 - *brief presentation of the **overall structure** of the work plan;*
 - ***timing** of the different **work packages** and their components, tasks, deliverables, milestones by a Gantt chart (or similar);*
 - *detailed **work description**, i.e.:*
 - *a list of work packages (table 3.1a);*
 - *a description of each work package (table 3.1b);*
 - *a list of major deliverables (table 3.1c);*
 - ***graphical presentation** of the components showing how they inter-relate (PERT chart or similar)*

3.1 – Work plan – Work packages

- The work plan should:
 - **reflect the methodology** explained in the Excellence section and
 - translate it into **concrete actions** = Work Packages and Tasks
- *'Work package' means a major sub-division of the proposed project.*
- **number of work packages** should be proportionate to the scale and complexity of the project
- The work should be **logically distributed** across work packages in terms of content and time



3.1 – Work plan – Work packages

- Give **enough detail** in each work package description to justify the resources assigned
- The **interaction** between WPs should be **clearly explained** e.g. by graphical presentation (Pert chart or similar)
 - Explaining how they inter-relate - this could include tasks, deliverables and milestones
- Harmonise the writing and the presentation of the different WPs



3.1 – Work plan – List of WPs

Table 3.1a: List of work packages

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End month
Define WP leaders, resources and timing						
				Total person-months		

3.1 – Work plan – Description of WPs

Table 3.1b: Work package description

For each work package:

Work package number		Lead beneficiary					
Work package title							
Participant number							
Short name of participant							
Person months per participant:							
Start month	<ul style="list-style-type: none"> • Explain the subdivision in tasks and how the work/tasks results in deliverables • Tasks: define task leaders and partners involved 						
Objective							
Description of work (where appropriate, broken down into tasks), lead partner and role of participants							
Deliverables (brief description and month of delivery)							



3.1 – Work plan – Deliverables

- Deliverables are different from milestones

'Deliverable' means a distinct output of the project, meaningful in terms of the project's overall objectives and constituted by a report, a document, a technical diagram, a software etc.

'Milestones' means control points in the project that help to chart progress.

- may correspond to the completion of a key deliverable, allowing the next phase of the work to begin.
- they may also be needed at intermediary points so that, if problems have arisen, corrective measures can be taken.
- may be a critical decision point in the project where, for example, the consortium must decide which of several technologies to adopt for further development.

3.1 – Work plan – Deliverables

- a **useful output** of a task to be used inside the project or outside (eg by stakeholders) - should not be considered as a burden for the consortium
- **Number and timing of deliverables:**
 - Number should be aligned and linked with the tasks, objectives and impacts
 - Timing:
 - deliverables should be distributed across the project timeline (not all at the end of the project)
 - Also linked to interactions between WPs: e.g. if WP X - task Y needs to feed in to other WP/task -> timing should be well thought of to enable this

3.1 – Work plan – Deliverables

Table 3.1c: List of Deliverables⁷

Deliverable (number)	Deliverable name	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)

- Select appropriate type:

- *R: Document, report (excluding periodic and final reports)*
- *DEM: Demonstrator, pilot, prototype, plan, designs*
- *DEC: websites, patents filing, press and media actions, videos, ...*
- *OTHER: software, technical diagram, ...*

3.1 – Work plan – Deliverables

Table 3.1c: List of Deliverables⁷

Deliverable (number)	Deliverable name	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)

- Select appropriate dissemination level:
 - *PU = Public, fully open*
 - *CO = Confidential, restricted under conditions set out in Model Grant Agreement*
 - *CI = Classified (actions involving security-related activities)*

3.2 – Management structure, milestones and procedures

- Describe the **organisational structure** and the **decision-making** (including a list of milestones* (table 3.2a))
- Explain why the organisational structure and decision-making mechanisms are appropriate to the **complexity and scale of the project**.
- **What is assessed?**
 - Clear and straight forward management structure (a diagram can be useful)
 - Role, composition, interactions of the different bodies
 - If there is an Advisory Body – composition (even if not definitive, and not necessarily the names of the members but the sectors/fields represented), role, and how it will be involved should be explained
 - Outline of the decision making rules, the conflict resolution rules even though they are going to be elaborated in the CA*.

3.2 – Management structure, milestones and procedures

- Describe, where relevant, how effective **innovation management** will be addressed in the **management structure** and **work plan**.
- *'Innovation management is a process which requires an understanding of both market and technical problems, with a goal of successfully implementing appropriate creative ideas. A new or improved product, service or process is its typical output. It also allows a consortium to respond to an external or internal opportunity'*.
- You could consider having the innovation management covered in a task and by one of the bodies in the management structure
- This is linked to dissemination/exploitation/data management/IPR activities

3.2 – Management structure, milestones and procedures

- Describe any **critical risks, relating to project implementation**, that the stated project's objectives may not be achieved. Detail any risk mitigation measures. Please provide a table with **critical risks identified and mitigating actions** (table 3.2b)
- Table 3.2b mentions likelihood
- You can also consider severity (high, medium, low impact)
- Propose concrete mitigation measures (not preventive measures)

Table 3.2b: Critical risks for implementation

Description of risk (indicate level of likelihood: Low/Medium/High)	Work package(s) involved	Proposed risk-mitigation measures

Definition critical risk:

A critical risk is a plausible event or issue that could have a high adverse impact on the ability of the project to achieve its objectives.

Level of likelihood to occur: Low/medium/high

The likelihood is the estimated probability that the risk will materialise even after taking account of the mitigating measures put in place.

3.3 – Consortium as a whole

- How will it **match the project's objectives**, and bring together the **necessary expertise**?
- How do the members **complement** one another (and cover the value chain, where appropriate),?
- In what way does each of them contribute to the project? Show that each has a **valid role**, and **adequate resources in the project to fulfil that role**.
- Propose the right expertise in terms of **project management, innovation management, communication/dissemination/exploitation**
- If the topic **refers to co design approach**, consider
 - having representatives from end users/stakeholders in the consortium
 - devote appropriate amount of time and/or tasks and resources



More information in the session on co-design

3.3 – Consortium as a whole

- **Other countries and international organisations:** *If one or more of the participants requesting EU funding is based in a country or is an international organisation that is not automatically eligible for such funding (...) explain why the participation of the entity in question is essential to carrying out the project*
- Based on grounds such as:
 - outstanding competence/expertise
 - access to research infrastructure
 - access to particular geographical environments
 - access to data



**More information in the session
on international cooperation**

3.4 – Resources to be committed

- **Table 3.4a - Summary of staff effort**

Table 3.4a: Summary of staff effort

Please indicate the number of person/months over the whole duration of the planned work, for each work package, for each participant. Identify the work-package leader for each WP by showing the relevant person-month figure in bold.

	WPn	WPn+1	WPn+2	Total Person-Months per Participant
Participant Number/Short Name				
Participant Number/Short Name				
Participant Number/Short Name				
Total Person Months				

3.4 – Resources to be committed

- **Table 3.4b - 'Other direct cost' items (travel, equipment, other goods and services, large research infrastructure)**
 - ONLY for participants where 'Other direct cost' exceed 15% of the personnel costs (according to the budget table in section 3 of the administrative proposal forms)

Table 3.4b: 'Other direct cost' items (travel, equipment, other goods and services, large research infrastructure)

Please complete the table below for each participant if the sum of the costs for 'travel', 'equipment', and 'goods and services' exceeds 15% of the personnel costs for that participant (according to the budget table in section 3 of the proposal administrative forms).

Participant Number/Short Name	Cost (€)	Justification
Travel		
Equipment		
Other goods and services		
Total		

3.4 – Resources to be committed

- *Please make sure the information in this section **matches** the costs as stated in the **budget table in section 3** of the administrative proposal forms (Part A), and the number of person months, shown in the detailed work package descriptions.*
- Consider planning sufficient resources for:
 - Project management
 - Data management
 - Dissemination/exploitation/communication

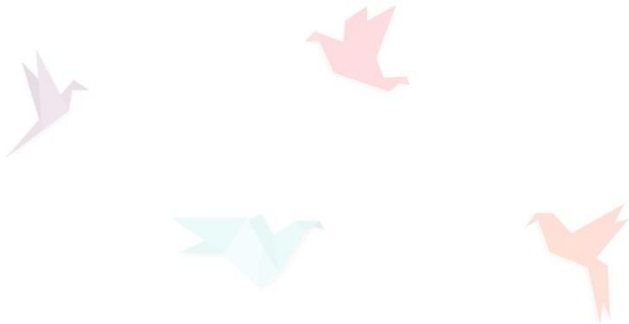
Section 4: Members of the consortium

- *This section is not covered by a page limit.*
- ***Please make sure that you do not include information here that relates to the headings under sections 1 to 3.***
 - *Experts will be instructed to ignore any information here which appears to have been included to circumvent page limits applying to those sections.*



4.1. Participants (applicants)

- Provide detailed information for each participant
 - Don't forget to indicate the gender of the researchers (male/female) – gender balance is one of the criteria to determine a priority order for proposals with equal scores
- *The information provided here will be used to judge inter alia, the **operational capacity** and if the consortium brings the **necessary expertise**.*



4.2. Third parties involved in the project (including use of third party resources)

- Subcontracting – importance to explain the need to subcontract some tasks.
- Only a limited part of the action + best value for money
- Some tasks cannot be subcontracted – Article 41.1 GA

41.1 Role and responsibility towards the [Commission][Agency]

The beneficiary has full responsibility for implementing the action and complying with the Agreement.

The beneficiary is itself responsible for:

(a) monitoring that the action is implemented properly (see Article 7);

(b) informing the [Commission][Agency] immediately of any events or circumstances likely to affect significantly or delay the implementation of the action (see Article 17);

(c) submitting the deliverables and reports to the [Commission][Agency] (see Articles 19 and 20);

(d) submitting to the [Commission][Agency] in good time any documents or information required by it

and may not delegate or subcontract these tasks to any third party (including linked third parties).

Useful links and references

- H2020 Participant Portal
 - H2020 Programme – Proposal template

http://ec.europa.eu/research/participants/data/ref/h2020/call_ptef/pt/2018-2020/h2020-call-pt-ria-ia-2018-20_en.pdf

- Self-Evaluation form

http://ec.europa.eu/research/participants/data/ref/h2020/call_ptef/ef/2016-2017/h2020-call-ef-ria-ia-csa-2016-17_en.pdf

- Evaluation of proposals – FAQ on proposal submission and evaluation

- Project management tools, eg:
 - PM² Methodology

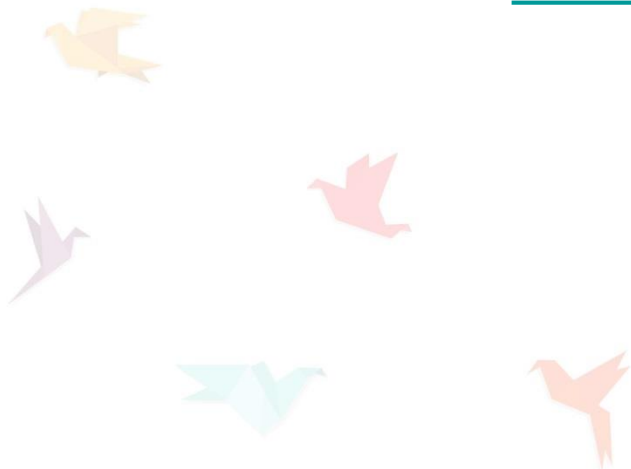
<https://webgate.ec.europa.eu/fpfis/wikis/display/openPM2/>

Thank you!

#InvestEUresearch

www.ec.europa.eu/research

Participant Portal



Time for questions

- Go to www.slido.com
#H2020SC5 - Select the room "Work plan design"
- If your question has not been addressed please send or to the participant portal - support - [research enquiries service](#)