

3rd Project Writing Camp:
SME Instrument Phase 2
Session 3: IMPLEMENTATION

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WE OFFER THREE • KINDS OF SERVICE

GOOD • FAST • CHEAP

YOU CAN PICK ANY TWO



GOOD & CHEAP WONT BE FAST

GOOD & FAST WON'T BE CHEAP

FAST & CHEAP • WON'T BE GOOD

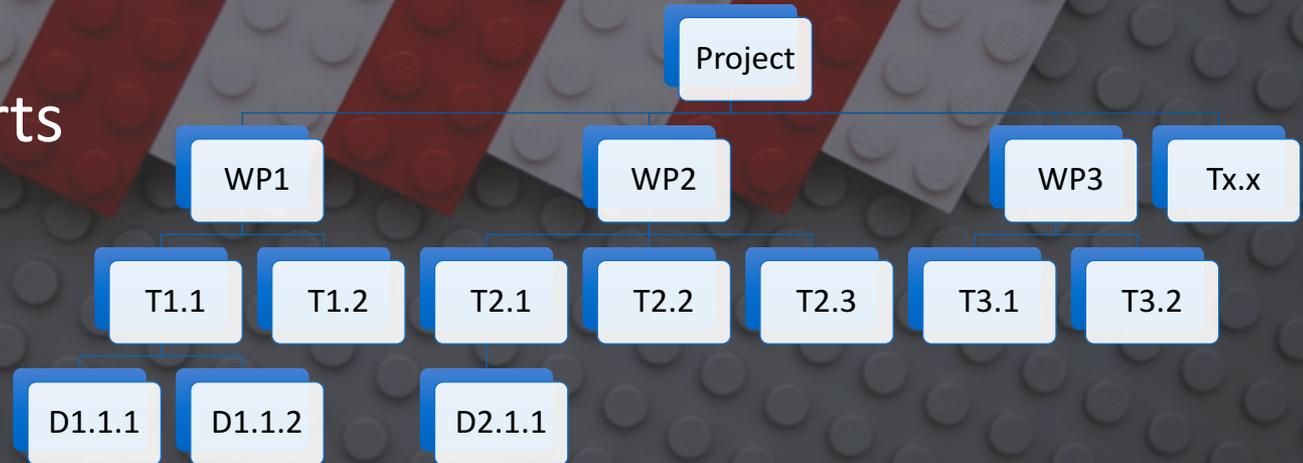
Some basics on PM

- Don't forget that it is a **PROJECT**.
- **Time** involved (start - end)
- **Cost** (total budget)
- **Scope** (what we deliver)
- **QUALITY:** expectations



What is WBS: Work Breakdown Structure

- A hierarchical decomposition of a project's tasks with deliverables.
- It breaks the job down into smaller parts
- Easily manageable
- Scheduled
- Allocate Resources
- Assign Costs



What tools to use?

- Simple Hierarchical List
- Gantt Chart
- Pert Chart
- Critical Path
- Resource Allocation Tables

Try the simplest. Focus on the project not the tools.

What does a Work Plan tell us?

- What work will be **done (our Scope)**?
- How will the work be **organized**?
- How will it be **reported** and **verified**?
- What are the **risks** that something goes wrong?

How should you start?

So many tasks!

Don't Panic.

Douglas Adams

 quote fancy

Implementation of your plans

- 3.1 Expected Impacts

- **Work plan – Work packages and deliverables**
 - overall structure / timing of Work packages and components (Gantt chart)
 - Work description: work packages list, details, deliverables, relationships (Pert chart)

- 3.2 Management structure and procedures

- Organisational structure and decision-making (inc. milestones); Complexity and scale;
- Innovation management
- Critical risks & mitigation actions

- 3.3 Consortium as a whole (if applicable)

- Consortium match to objectives, expertise, complementation (value chain)
- Industrial/commercial involvement for exploitation (if applicable)
- Other countries and international organisations

- 3.4 Resources to be committed

- Work package Tables
- List of WPs
- List of Deliverables
- List of Milestones
- Personnel effort

Start from your Objectives

- What is needed to meet your overall objectives ?
- What is needed to achieve your goals?
- What will the project produce in the end?

**POLICIES ? STUDIES ? REPORTS ? METHODS ?
PLANS ? PRODUCTS ? SOFTWARE ? ALGORITHMS
? NEW MATERIALS ?**

Be “SMART”

SPECIFIC: What, how, who, for whom?

MEASURABLE: how do we count it? (quantifiable)

ACHIEVABLE: be realistic. Can you do it?

RELEVANT: does it make sense?

TIME BOUND: when? Is time enough?



From Concept to Deliverables



Challenge & Scope

- What is the calls challenge, what is your concept?

Strategic Objectives

- How do you address the challenges?

Specific Challenges

- Mapped against call requirements to achieve required impact

Work Packages

- Define WBS
- Assign Resources
- Time & Cost

Deliverables

- What are you going to deliver?

WP Description

WP number	X			Start Date		MX	
WP title	...						
Participant number	1	2	3	4	5	6	7
Short name of participant							
PMs per participant							
<p>Objectives</p> <p>WPX includes ...</p> <p>Amongst the objectives of WPX are:</p> <ul style="list-style-type: none"> • ... • ... 							
<p>Tasks</p> <p>Task X.X. ...(Lead: ...)</p> <p>Task X.X. ... (Lead: ...)</p> <p>...</p>							
<p>Deliverables</p> <p>DX.X – [MX, MX, MX, Report]. ...</p> <p>DX.X –</p>							

List of major deliverables

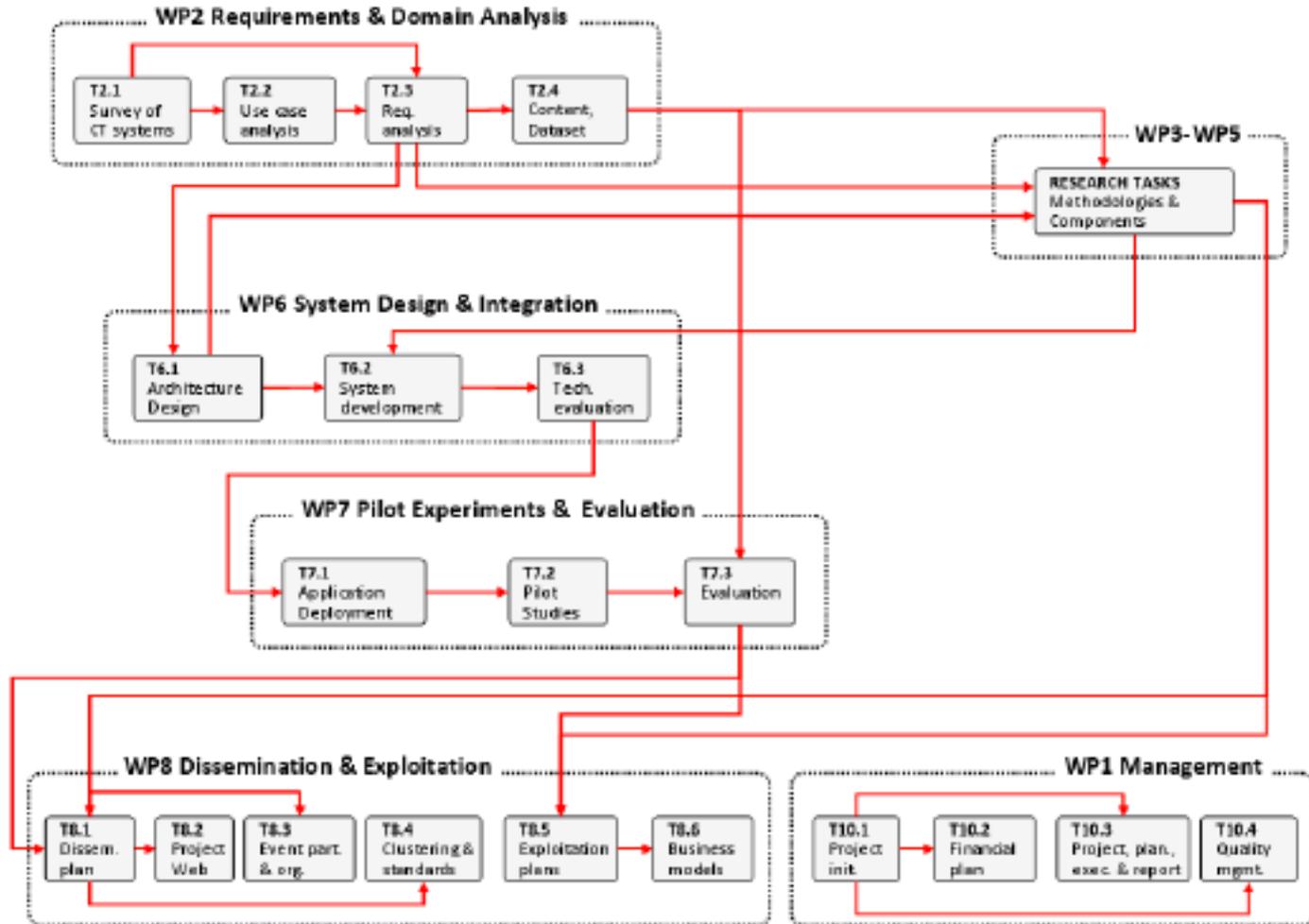
- Deliverable numbers in order of **delivery dates**
- Use the **numbering convention** <WP number>.<number of deliverable within that WP>.
- **Type:** Use one of the following codes:
 - **R:** Document, report (excluding the periodic or final report)
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List of major deliverables

- Dissemination level, use one of the following codes:
 - **PU** = Public, fully open, e.g. web
 - **CO** = Confidential, restricted under conditions set out in Model Grant Agreement
 - **CI** = Classified, information as referred to in Commission Decision 2001/844/EC.
- Delivery date: Measured **in months** from the project start date (month 1)

Del. No.	Deliverable name	WP No.	Lead participant	Type	Dissemination level	Delivery date
1						
2						
3						
4						

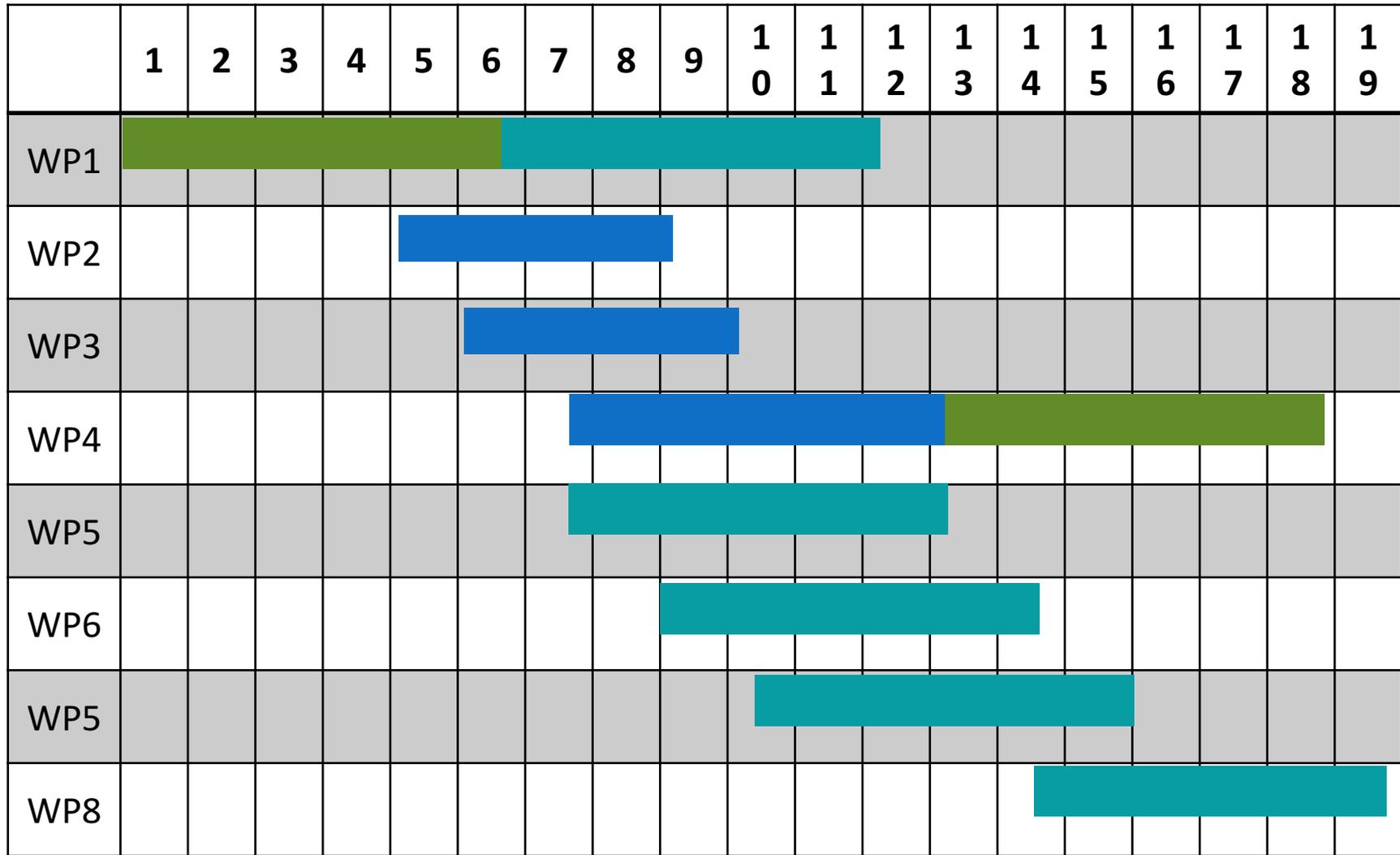
Visualising Connections



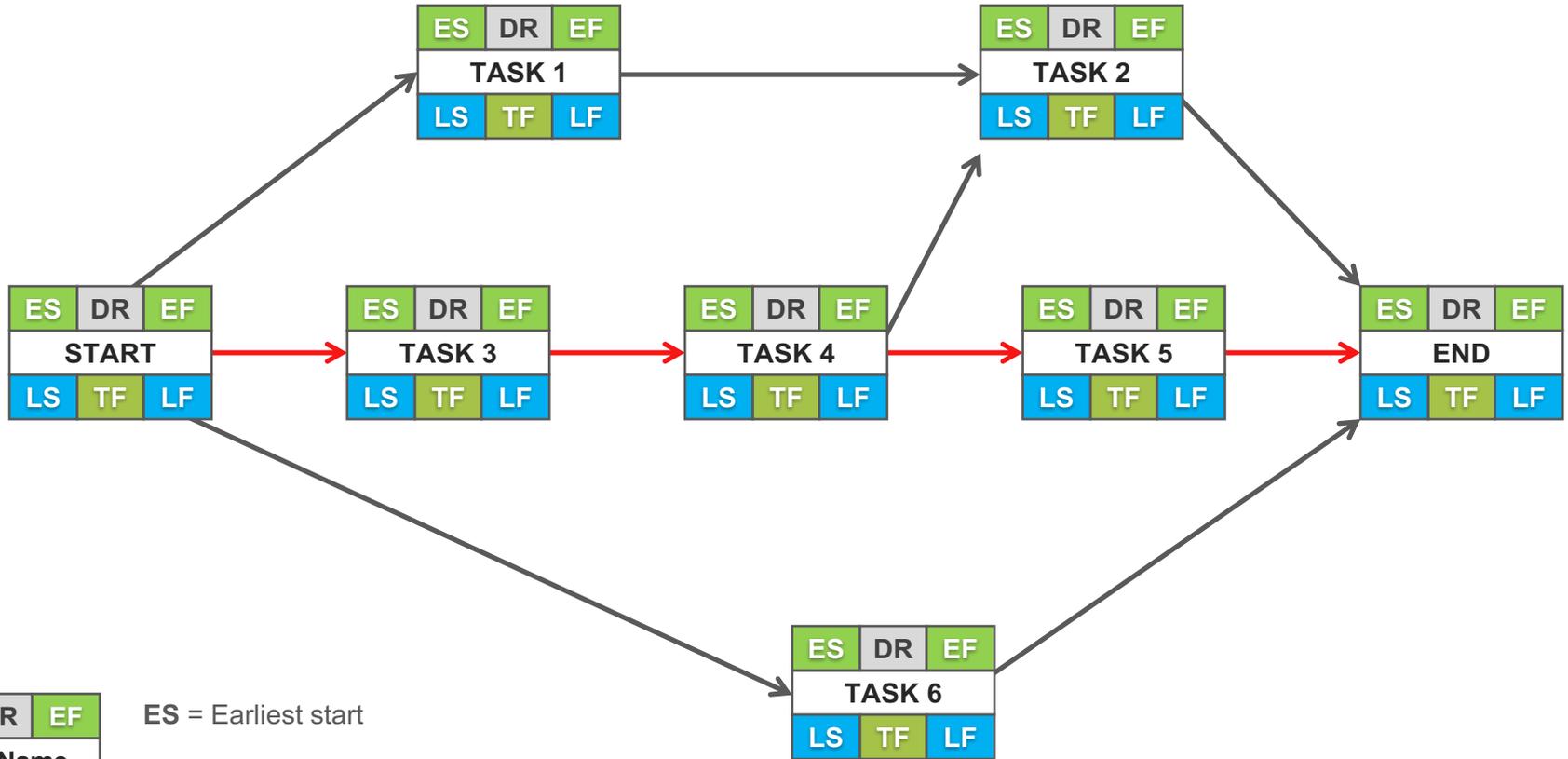
Pert Charts & Critical Path

- **PERT** represents **all tasks necessary to complete the project**, and the **order** in which they must be completed along with time requirements. It presents **dependencies** (tasks to be completed before others can start).
- **Critical path** those project **activities** that add up to the **longest overall duration**. This determines the shortest time possible to complete the **project**.

Gantt Chart Template



Pert Chart Template



ES = Earliest start

EF = Earliest finish

LS = Latest start

LF = Latest finish

DR = Duration

TF = Total Float

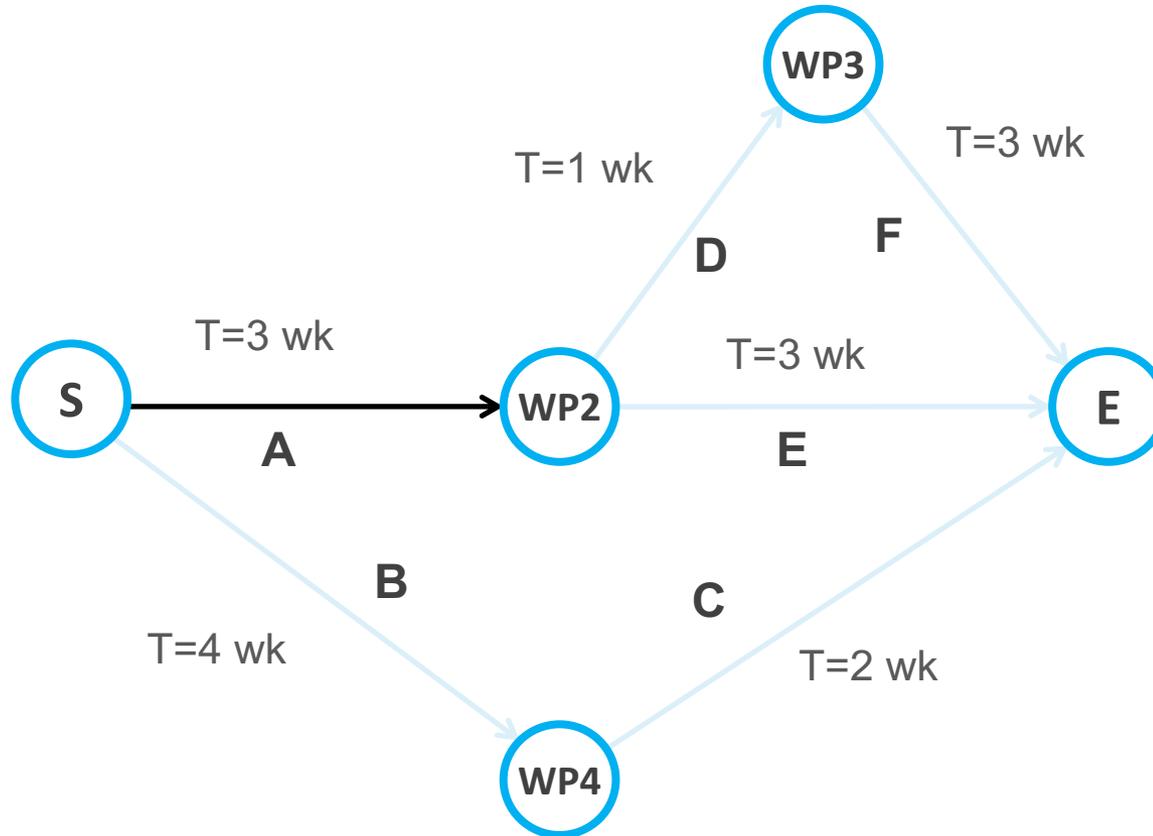
→ Normal activity

→ Critical path activity



Critical Path Example

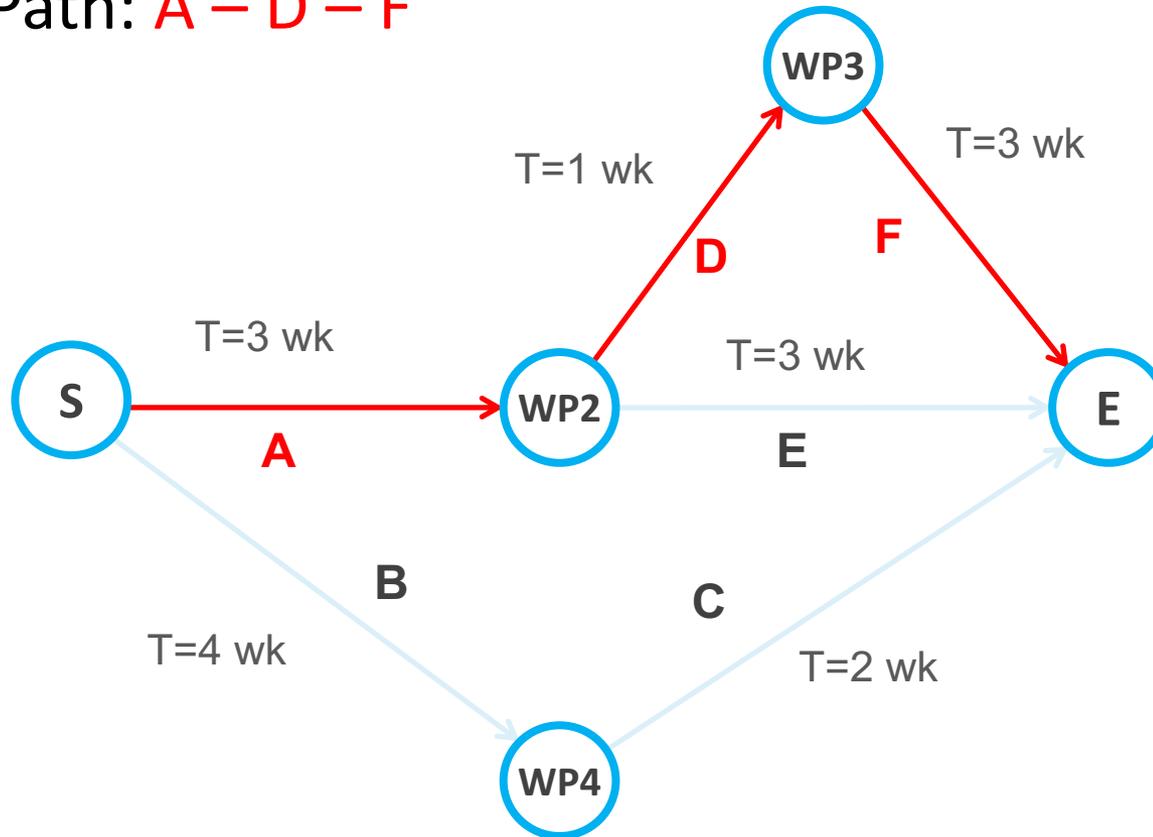
Can you find the Critical Path in this chart?



Critical Path Example Solution

Min Project Duration: **7 weeks**

Critical Path: **A – D – F**



Milestones. Do we need them?

- **Control points** that help to chart progress.
- **completion of a key deliverable**
so next phase can begin
- **intermediary points**,
in case of problems -> corrective measures
- **critical decision point**
e.g. the consortium must decide which of several technologies to adopt for further development.

Wrap it up: point to remember

- Start from **high level structure** of WP
- **Time** different WPs and **components** (Gantt chart)
- **Use Tables.** Map objectives, challenges, deliverables.
- Be detailed **don't overdo it.**
- **Use Visuals** (Pert, Dependencies charts)
- Assign resources to WPs in line with targets
- **Use Milestones** so progress can be monitored.

Present your solution/tech Stack

The set of tech solutions, tools, platform, infrastructure you use to offer your services.

Use it prove that you have a strong and reliable infrastructure and you know what you do.

<http://www.slideshare.net/meet.hak/facebook-technology-stack>

<http://techstacks.io>

<http://stackshare.io>

Understanding the Costs

ELIGIBLE COSTS

DIRECT (Actual)

- **Personnel costs** (incl. employer's costs)
- **Travel**
- **Equipment** (depreciation rules apply)
- **Goods, works and services**
- **Subcontracting**

INDIRECT (25% on all Direct Exp. Subcontracting)

- **Overhead**

INELIGIBLE COSTS

- **Deductible VAT** (Note: non deductible/non identifiable VAT is eligible)
- **Losses due to fluctuation of exchange rates**
- **Interest owed**
- **Provisions for future losses or debts**

Overall structure of the work plan

- What work will be **done**?
- How will the work be **organized**?
- How will it be **reported** and **verified**?
- What are the **risks** that something goes wrong?

Basic definitions

- **‘Work package’** means a major sub-division of the proposed project
- **‘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.

Work plan – Work packages and deliverables 1/3

- Overall **structure** of the work plan
- **Timing** of the different work packages and their **components** (Gantt chart or similar)
- Detailed **work description**:
 - a description of **each work**
 - a list of **work packages**
 - a list of **major deliverables**
- **graphical presentation** of the components showing how they **inter-relate** (Pert chart or similar)

Work plan – Work packages and deliverables 2/3

- Give **full details**
- Base your account on the **logical structure** of the project and the stages in which it is to be carried out.
- Include details of the **resources** to be allocated to **each work package**.
- The number of work packages should be **proportionate** to the scale and complexity of the project.
- Resources assigned to work packages should be **in line** with their objectives and deliverables.

Work plan – Work packages and deliverables 3/3

- You should give enough detail in each work package to justify the proposed resources to be allocated and also quantified information so that **progress can be monitored**, including by the Commission
- You are advised to include a distinct work package on **'Management'** and to give due visibility in the work plan to **'dissemination and exploitation'** and **'communication activities'**, either with distinct tasks, or possibly distinct work packages.

List of work packages

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End month
WP1	WP1 title e.g. Project Management	xx e.g. 1		e.g. 2.00	e.g. M01	e.g. M12
WP2	WP2 title					
WP3	WP3 title					
WP4	WP4 title					
WP5	WP5 title					
WPXX	WPXX title					
	Total months			XX		

Work package description

For each work package

Work package number	WP1	Start Date or Starting Event	<u>Mxx</u>
Work package title	Project Management		
Participant number	1		2
Short name of participant	XX		XX
Person/months per participant:	2.00		0.00

Objectives

- To ensure coordination and management of activities within the Project.
- ..

Description of work

Management of the Project will ensure the execution of the contract...

Task 1.1: Task title (Leader: XX, Duration: MXX-MXX)

Deliverables

[D1.1 Deliverable title]: (Leader: XX, MXX, Type, Dissemination level)

List of major deliverables

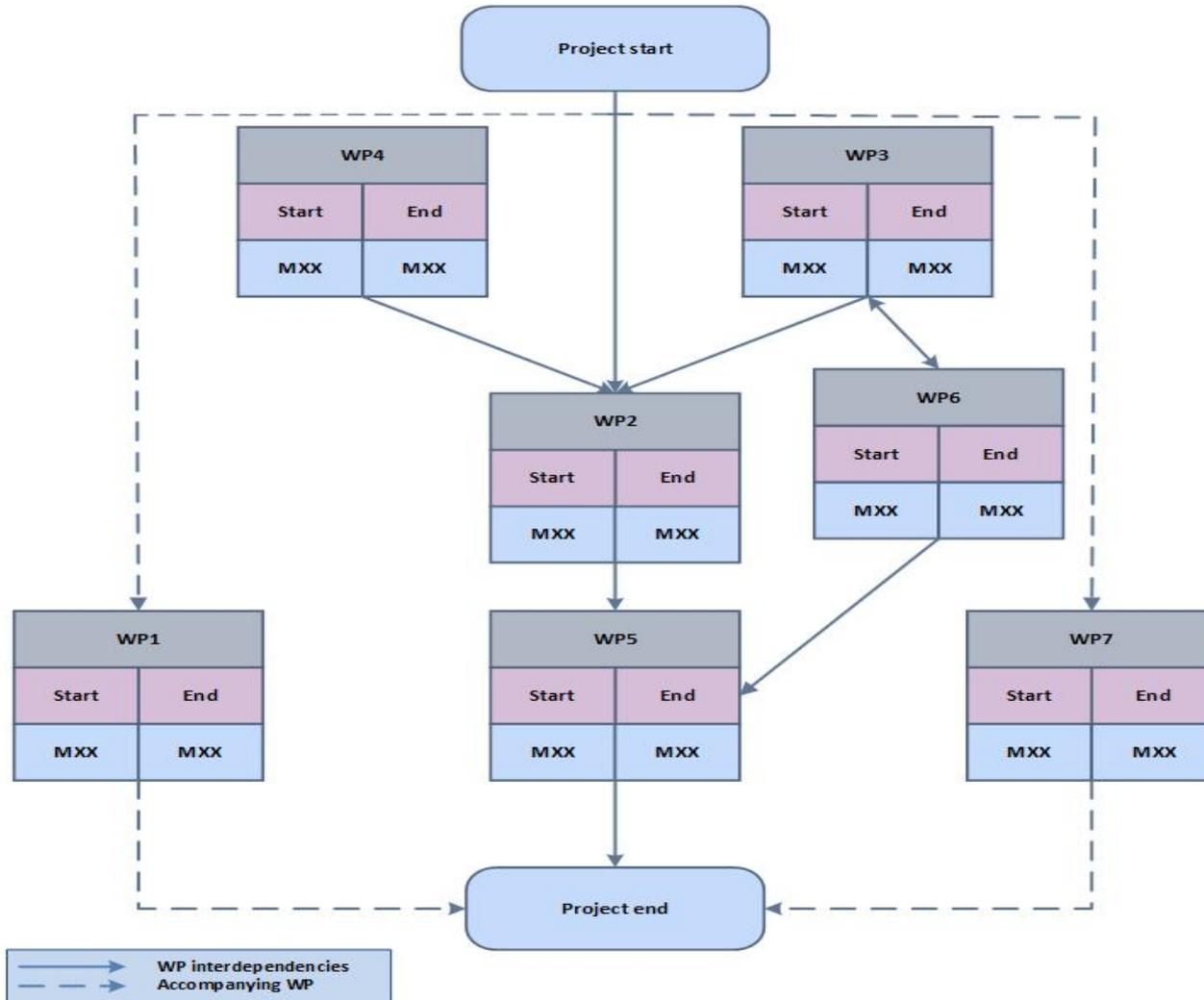
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Pert chart



Gantt chart

Work packages/Tasks	Duration	Duration Months												
		1	2	3	4	5	6	7	8	9	10	11	12	
WP1	M01-M12													
T1.1	M01-M12													
T1.2	M01-M12													
WP2	M01-M08													
T2.1	M01-M04													
T2.2	M05-M08													
WP3	M01-M30													
T3.1	M01-M09													
T3.2	M01-M09													
T3.3	M01-M09													
WP4	M01-M30													
T4.1	M01-M03													
T4.2	M01-M03													
T4.3	M03-M12													

Management structure and procedures

- Describe the **organisational structure** and the decision-making including a list of milestones
- Explain why the organisational structure and decision-making mechanisms are **appropriate** to the complexity and scale of the project
- Describe, where relevant, how effective **innovation management** will be addressed in the management structure and work plan
- Describe any **critical risks**, relating to project implementation, that the stated project's objectives may not be achieved. Detail any **risk mitigation measures**.

Milestones

- Milestones' means **control points** in the project that help to chart progress.
- Milestones 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.
- A milestone 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.

List of milestones

MS number	Milestone name	Related WP(s)	Estimated date	Means of verification
MS 1.1				

Risk Management

<i>Risk Description</i>	<i>WP(s)</i>	<i>Proposed risk-mitigation measures(Initial Contingency Plan)</i>
<i>Technical Risks</i>		
<i>Operational/Functional Risks</i>		
<i>Management Risks</i>		

Consortium as a whole

Complementarity between participants

- Describe the **consortium**
- 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
- If applicable, describe the **industrial/commercial involvement** in the project to ensure exploitation of the results and explain why this is consistent with and will help to **achieve the specific measures** which are proposed for exploitation of the results of the project.

Resources to be committed

- table showing number of person/months required

Participant number	Participant short name	WP1	WP2	WP3	WP4	WP5	WP6	Total Person Months
1								
2								
3								
Total P/M								

Resources to be committed

- table showing 'other direct costs' for participants where those costs exceed 15% of the personnel costs

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

Questions?



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Teşekkür ederim!

Thank you!

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