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Technical Assistance for Turkey in Horizon 2020 Phase-II
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Turkey in Horizon 2020 II

Session 2

Writing Successful Proposals in H2020 Green Deal in Sustainable Chemistry

LC-GD-3-1-2020: Closing the industrial carbon cycle to combat climate change -Industrial feasibility of catalytic routes for sustainable alternatives to fossil resources

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Session 4: How to write section per section the GD ENERGY and TRANSPORT grant application with emphasis on examples from winning projects: IMPLEMENTATION

1.- Preparation of the proposal (I): IMPLEMENTATION.

- A) WHAT CONSISTS OF?
- B) WORK PLAN
- C) MANAGEMENT STRUCTURE
- D) SIGNIFICANT RISKS AND INNOVATION MANAGEMENT
- E) CONSORTIUM AS A WHOLE
- F) RESOURCES TO BE COMMITTED [BUDGET]
- E) CONCLUSIONS- **Examples of winning proposals (and good proposal non finally approved)**

Preparation of the proposal (III): Implementation

What consists
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Work Plan

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Consortium as
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Resources to be
committed
[budget]

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Preparation of the proposal (III): Implementation



What does the IMPLEMENTATION section consist on?

We have gone through the EXCELLENCE section: CONCEPT, OBJECTIVES, PROGRESS SOTA.

We have gone through the IMPACT section: IMPACTS OF THE TOPIC, IMPACTS OF THE WP, BARRERAS, DISSEMINATION, EXPLOITATION...

So this will be the easy one, won't it?

Preparation of the proposal (III): Implementation



3. IMPLEMENTATION

3.1. Work plan: Work packages, deliverables

3.2. Management structure and procedures

- Organisational structure, decision-making and milestones (table 3.2a))
- Innovation management
- Significant risks and mitigation measures.

3.3. Consortium as a whole

- Description of the consortium
- Industrial/commercial involvement towards exploitation
- Other countries

3.4. Resources to be committed

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

Preparation of the proposal (III): Implementation



- Define work structure, deliverables and milestones [include a Gantt]
- Project management: Management structure, Decision making
- Management of innovation, exploitation, risks and contingency plans.
- Consortium, Complementarity. Involvement of industrial partners, SMEs.
- Budget. Equipment (depreciation), travel, consumables, outsourcing, other direct costs [Unit Costs]

No, this one's not easy either !! ☹️

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Preparation of the proposal (III): Implementation



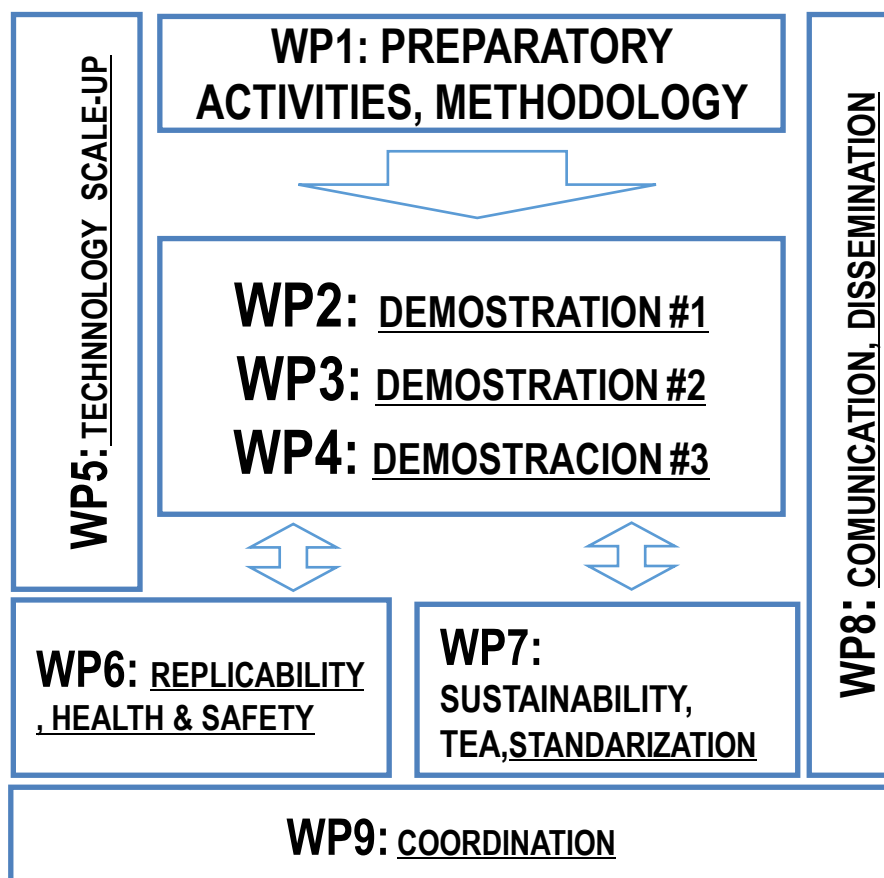
- The work plan should be simple
- Structure of the work to be carried out to achieve the objectives presented above and based on the concept of the project
- Simple but ambitious
- Show interrelationships between work packages [without passing]
- Absolutely aligned with the objectives
- The fundamental ideas of the Concept should be reflected in the WorkPlan

Preparation of the proposal (III): Implementation



- Graphic description and explanation of the main activity of each package
- Comment on the main interactions between them
- Valuation of efforts [person-month]
- Work packages must be balanced [within an order]
- Ideally, a deliverable for each of the tasks [matizable]
- Efforts must be balanced [without big differences between partners]
- Eye on milestones: they are important and should reflect the achievement of the objectives

Preparation of the proposal (III): Implementation



[ESR example]:



- The work plan is **well described**.
- Allocation of resources **properly addressed** in general, although **generally overestimated**.
- For instance, work package XX and work package XX sums up XX person month, which equals XX person month per dwelling.
- A **reasonable** workload **would range** around XX to YY person-month for a single dwelling.

From: Proposal Energy Efficiency in Buildings (RIA)

3,0 / 5

[ESR example]:



- The WP description is **clear**. The Gantt chart is **simple**. The proposed deliverables and milestones are **well defined** and the overall duration of the project is **appropriate**.
- But, the **interdependencies** between the work packages are **not sufficiently demonstrated**.
- The requested person-months per WP are **balanced** and **in line** with the action's objectives and deliverables.
- Overall, the person-months appear to be **quite high**.

From: Proposal Energy Efficiency in Buildings (RIA)

3,5 / 5

Preparation of the proposal (III): Implementation

[ESR example]:



- Quality and effectiveness of the work plan **is very good**. The number of deliverables is **appropriate** (most public), **good** to support replication.
- Resources assigned are **in line** with their objectives and deliverables.
- MS are **appropriate** and allow **effective management/control** of the work. This is **good**.
- Scheduling of sub-tasks, XXX is **not** **interrelated** and doesn't show interrelations. **This is a shortcoming.**
- Resources allocated to WPXX, s **not** **interrelated**. This is a shortcoming.

4,0 / 5

De: Propuesta Smart City / Innovation Action

[ESR example]:



- *Quality and the effectiveness of the work plan **is very good**.*
- ***Very clear** structure, work packages are **appropriately** designed.*
- *Milestones, deliverables and gantt plan are all **very well** developed and will be **effective**. Deliverables **well designed** and **focused** on objectives (most public) which is **positive**.*
- *Allocation of resources between work packages **is very good** and **consistent** with the objectives and the accompanying work.*
- *The XXX objectives are **addressed well** for the cities.*
- *However, the strategy for XXX has not been convincingly demonstrated. **This is a minor shortcoming.***

From Proposal Smart City / Innovation Action

4,0 / 5

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Preparation of the proposal (III): Implementation



- Description of critical risks that can affect the achievement of Project objectives.
 - Detail any risk mitigation measures
 - Provide a table (table 3.2b).
-
- Identifiable and measurable risks [Different categories: consortium, technological, economic, administrative, etc.]
 - Assess and whether it is possible to measure.
 - Avoid generalist definitions: you could, perhaps, be good, it is possible...
 - Unambiguous contingency plans ☑ to the point
 - Avoid not mentioning risks out of fear: they're going to identify them
 - It should not be a very large or complex section but it should be clear and direct

Preparation of the proposal (III): Implementation

[ESR example]:



- *The risk mitigation measures are presented, but **not covering** all potential risks.*
- *Continuous improvement of the technology in XXX should be considered as a **discomfort risk for the users**.*

Preparation of the proposal (III): Implementation

[ESR example]:



- *The critical risks and the mitigation measures **are identified** and assessed in an **adequate way**.*
- *However, the risk regarding the lack of response and/or uptake of project results by target-groups (XXXX) is **not sufficiently addressed**.*

Preparation of the proposal (III): Implementation

[ESR example]:



- *The risk analysis has been **considered**.*
- *Proposed risk-mitigation measures are **identified**, but, due to a complex and redundant management structure, they could be **underestimated**.*

Preparation of the proposal (III): Implementation

[ESR example]:



- *For some planning risks, such as "incomplete activity during project timeframe", the mitigation measures are **not sufficiently convincing**. This is a shortcoming.*

Preparation of the proposal (III): Implementation

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Preparation of the proposal (III): Implementation



- Innovation management → process which requires an understanding of both market and technical problems, to implement creative ideas.
- A new or improved product, service or process is its typical output.

- How do we manage innovative project results?
- Very concise subsection [space 70/150] and linked to exploitation.
- [AI] closest to the market (technology integration).
- [RIA] the most relevant section (new developments).
- Difficult to earn tenths but easy to lose.

Preparation of the proposal (III): Implementation

[ESR example & comments]:



- *Steps for conflict resolution have been considered, but are **too complex**, which is a shortcoming*
- *Innovation management **has not been sufficiently tackled**.*
- *Innovation management **is excellent** and is based on a market perspective. A preliminary list of results is outlined, and it is **comprehensive** and **credible**.*

Preparation of the proposal (III): Implementation

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3.IMPLEMENTATION

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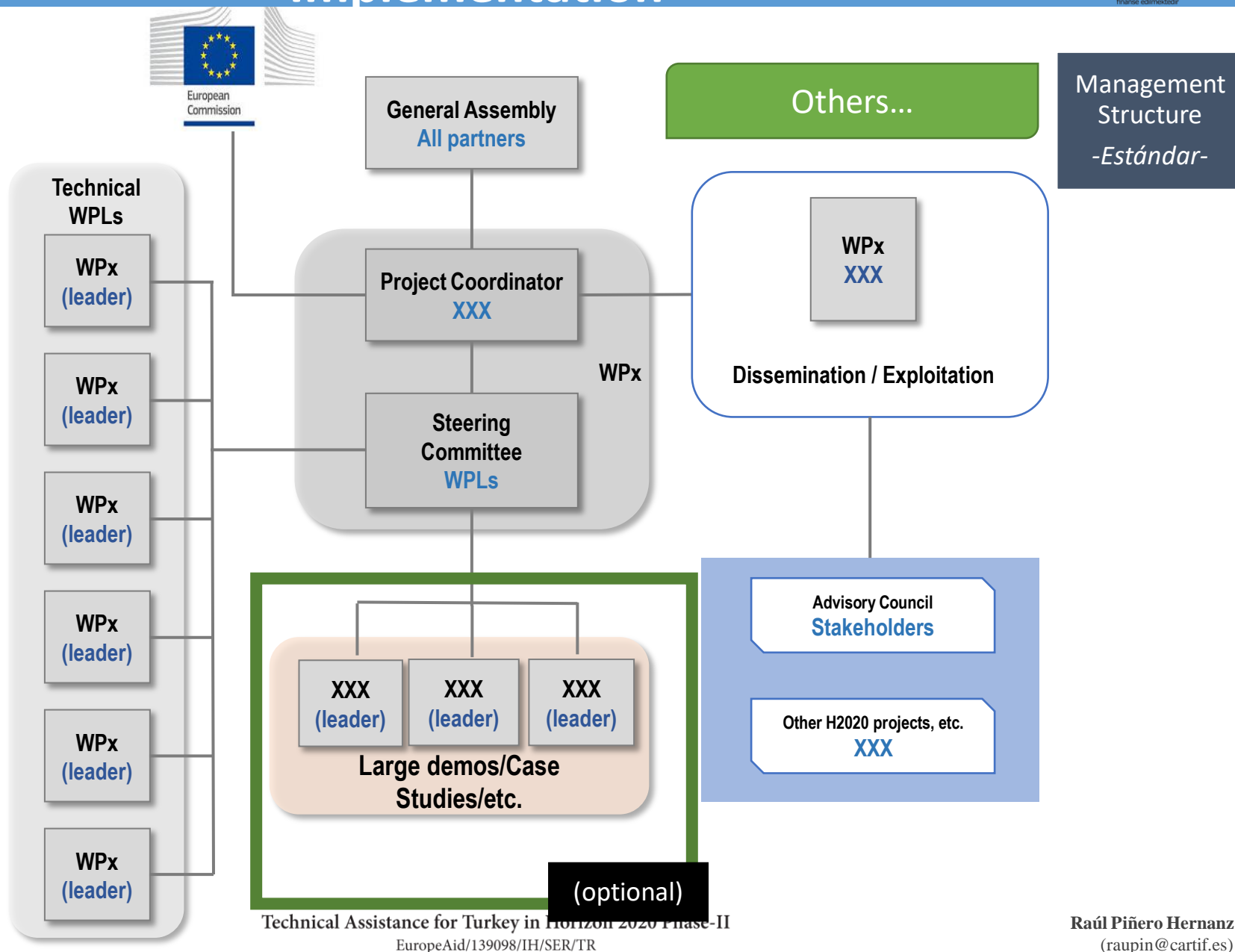
Table 3.4b: 'Other direct cost' items (travel, equipment, other goods and services, large research infrastructure)

Preparation of the proposal (III): Implementation



- Project management structure and decision-making bodies
 - Adapted to the complexity/particularities of the project
 - Brief explanation of each decision-making body
- **Recommended:** Identify names, organisms, etc. that we have identified
- It's a **basic description**. To be developed later in Consortium Agreement.

Preparation of the proposal (III): Implementation



[ESR example & comments]:



*The composition of the Advisory Board **and the benefits from having the Board are not clearly described**. Besides, the role of task leaders and coordination of their work is not considered, which are shortcomings.*

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Aprobada...

[ESR example & comments]:



*The management structure is **well described**, but it is **not appropriate** and suitable for a consortium with such high number of participants.*

3 / 5

rejected

Preparation of the proposal (III): Implementation

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Preparation of the proposal (III): Implementation



- Global description of the consortium
 - Partner map
 - Skills scheme
 - Entity Type Scheme (SMEs, Research Centers, etc.)
- Highlight **complementary capabilities**
- It is NOT an individualized description of the partners -> Section 4

Preparation of the proposal (III): Implementation



- [if applicable] Highlight involvement of companies/industry that ensure exploitation of results (complementary to section 2.2)
- [if applicable] Other countries / international organizations. Briefly comment if there are any entities and why their participation is necessary.

Preparation of the proposal (III): Implementation

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Preparation of the proposal (III): Implementation



- Short section (subject to availability...)
- Aligned with Section 3 of Part A (Budget)
- Mandatory tables:
 - Table 3.4a (p-m stresses)
 - Table 3.4b (ODC)
- Other global data and percentages of effort/cost allocation... if we still have some space left (probably not 😞)

Preparation of the proposal (III): Implementation



Tabla 3.4a (effort p-m)

Participant No. / Short Name	WP 1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9	Total person months
CAR	X	X	X	X	X	X	X	X	X	X
XXX	X	X	X	X	X	X	X	X	X	X
XXX	X	X	X	X	X	X	X	X	X	X
XXX	X	X	X	X	X	X	X	X	X	X
XXX	X	X	X	X	X	X	X	X	X	X
XXX	X	X	X	X	X	X	X	X	X	X
XXX	X	X	X	X	X	X	X	X	X	X
XXX	X	X	X	X	X	X	X	X	X	X
Total p-m	X	X	X	X	X	X	X	X	X	X

- Consistent with WPs description (3.1b)
- Recommendation: Highlight WPLs

Preparation of the proposal (III): Implementation



Tabla 3.4b (Other Direct Costs)

Partner 1: X	Cost (€)	Justification
Travels	XX.XXX€	Travels to XXX meetings
Other goods and services	XX.XXX€	Meetings' organisation costs – XX,XXX€ Mandatory audit (CFS) – X,XXX€ Etc.
Equipment	XX.XXX€	Depreciation costs for XXX sensors to be installed in XXX
Total	XXX.XXX €	

Mandatory if: Total ODC > Personnel * 15%

[ESR example & comments]:



*The coordinating partner has been allocated a **disproportionately high level of person effort** without proper justification.*

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Approved...

To end up... (I)

- Keep an Eye On Evaluation Process (ESR)
 - Excellence (5 points)
 - Impact (5 points) // more weight in the ranking of IA (*1,5)
 - Implementation (5 points)
- ESR template and criteria available
 - EC Participant Portal → Reference Documents → Proposal Evaluation Forms

To end up... (I)

- Don't forget other sections of full proposal !
 - Part A
 - Sections 4 y 5
- Keep in mind that the proposal can become a project (hopefully!):
 - Legal documents (Grant Agreement + Consortium Agreement)
 - WP, deliverables, schedule... ambitious but realistic and feasible

Session 4: How to write section per section the GD ENERGY and TRANSPORT grant application with emphasis on examples from winning projects: IMPLEMENTATION



Preparation of the proposal (I): Implementation section
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MANY THANKS FOR YOUR ATTENTION !



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