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Technical Assistance for Turkey in Horizon 2020 Phase-II
EuropeAid/139098/IH/SER/TR

Horizon Europe: Plan your project in proposal phase

PM & Implementation Section

HE IPR, Legal and Financial Training: Proposal Preparation & Submission

Odysseas Spyroglou, KE2

Istanbul, 7-8 Dec 2021

Photo by Christian Lue on Unsplash

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MINISTRY OF INDUSTRY AND TECHNOLOGY
COMPETITIVE SECTORS PROGRAMME
TÜBİTAK

What we will cover

Project Management in Proposal Phase (Pre-award)

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Coordinator or Participant?

- **Define a balanced project** in terms of **cost**, **quality** and **time**
- **Build your team**: assign key roles in PM structures
- **Work Breakdown Structure** & **Resources**: steps, Work packages, tasks
- Monitoring tools: Pert and Gantt charts
- **Risks and Mitigation**: Plan and assess the project risks
- **Consortium building**
- Budget Negotiation

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Your first time in EU Funding

A few facts:

- ☑ Most opportunities require collaboration
- ☑ You need experience in EU Funding to win EU Funding
- ☑ You cannot do it all alone
- ☑ *You need to learn to walk before you learn to run*

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Coordinator or Participant?

The not so difficult dilemma

- Requires experience
- A lot more resources
- Ability to manage the project
- A clear strategy in every aspect
- Excellent knowledge of Framework Programmes
- A strong network of partners

- Experience can be acquired
- Less resources
- Manage your organisation
- A strategy for you
- Knowledge of FPs useful not necessary
- Less commitment

Photo by Daria Nepriakhina on Unsplash

A roadmap to participation

Create a Strategy regardless of your role

CO PA

Step 1: Understand the problem

Step 2: Create your R&I profile

Step 3: Assemble your team

Step 4: Identify Opportunities

Step 5: Prepare a Concept

Step 6: Build/Join a Consortium

Step 7: Pitch your offer/concept

Step 8: Negotiate your place

Step 9: Proposal Preparation

Step 10: Negotiate budget

Step 11: Finalize and Submit

Step 12: Follow up

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TÜBİTAK

Step 1: Understand the problem

Study EU Policies & understand the challenges

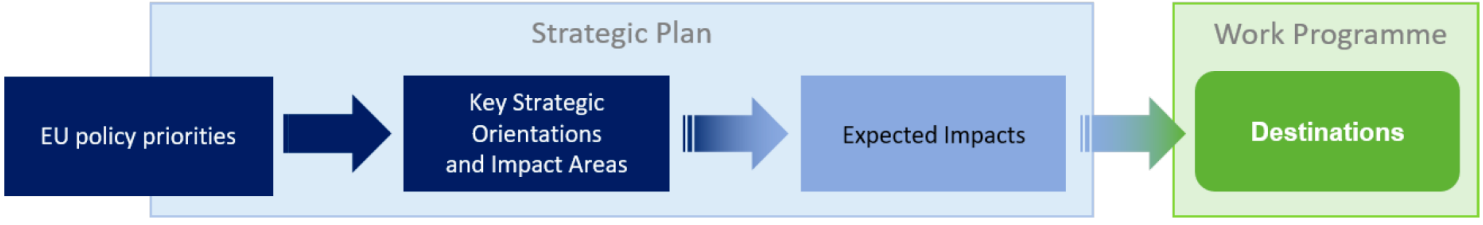
- Strategic Plan 2021-24
- Strategic Plan Analysis
- Work Programme 2021-22
- Proposal Template
- Get familiar with Legal Documents (MGA, CA)

Step 1: Understand the problem

Structure of Horizon Europe

Step 1: Understand the problem

From EU priorities to Strategic Plan to Work Programme



6	4	32	3	6	34
Priorities of EU	Key Strategic Orientations	Expected Impacts	Pillars	Clusters	Destinations

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Step 1: Understand the problem

Horizon Europe Priorities

A // Digital Transformation

Promoting an open strategic autonomy by leading the development of key digital, enabling and emerging technologies, sectors and value chains to accelerate and steer the digital and green transitions through human-centred technologies and innovations

B // Environmental Protection

Restoring Europe's ecosystems and biodiversity, and managing sustainably natural resources to ensure food security and a clean and healthy environment

C // Sustainable Development

Making Europe the first digitally enabled circular, climate-neutral and sustainable economy through the transformation of its mobility, energy, construction and production systems

D // Resilience & Inclusivness

Creating a more resilient, inclusive and democratic European society, prepared and responsive to threats and disasters, addressing inequalities and providing high-quality health care, and empowering all citizens to act in the green and digital transitions

Titles outside the boxes are arbitrary, perception of the speaker.

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Step 1: Understand the problem

A sample: Orientation D - Resilient, Inclusive and Democratic European society

IMPACT AREAS

- A resilient EU prepared for emerging threats
- A secure, open and democratic EU society
- Good health and high-quality accessible healthcare
- Inclusive growth and new job opportunities

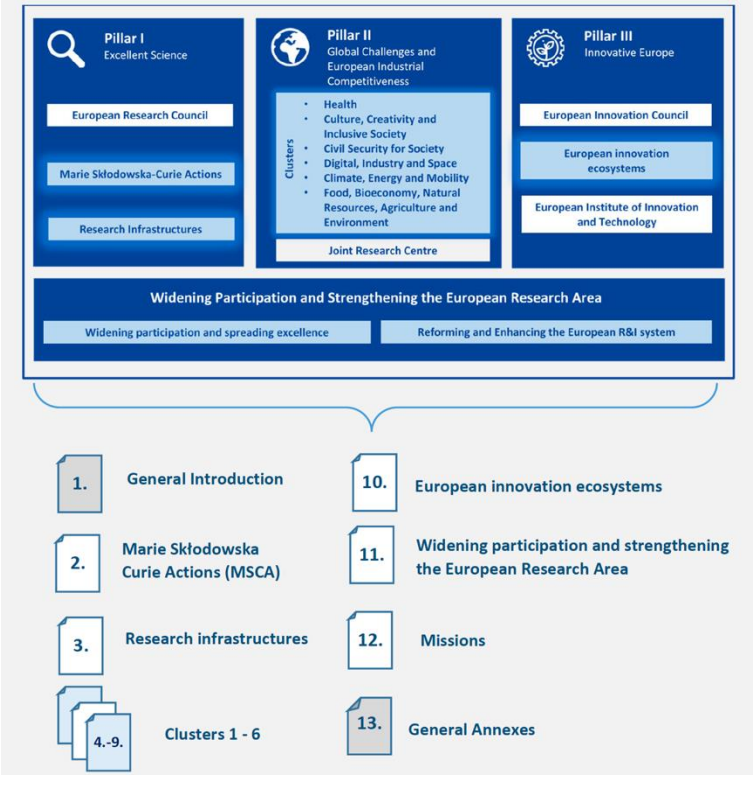
1/ Health	2/ Culture	3/ Security	4/ Digital	5/ Climate	6/ Food
Health	Culture, Creativity and Inclusive Society	Civil security for society	Digital, Industry and Space	Climate, Energy and Mobility	Food, Bioeconomy, Natural Resources, Agriculture and Environment
Comminicable & non-communicable diseases. Fair access to high quality health care. Early threat detection, public emergencies.	Social, economic, gender, cultural inequalities. Inclusion, non-discrimination social protection, empowerment. Migrants, cultural heritage protection.	Free movement, integrity of Schengen Area. Civil Security. Border management, Disaster Risk, Maritime Security, Migration-Asylum.	Access to technologies and skills. Copernicus, Galileo/EGNOS emergency, security.	New way to involve & engage citizens in low-carbon transition. Sustainable economy.	Innovative governance models. Sustainability and resilience Enhanced, shared view of knoeledge.

Step 1: Understand the problem

How Horizon Europe Work Programmes are structured

Work Programme 2021-22

- General Intro
- MSCA
- RI
- 6 Clusters
- EIC
- WIDENING



Documents :

- Strategic Plan 2021-24
- Work Programme 21-22
- Proposal Template
- Model Grant Agreement (MGA)

Step 1: Understand the problem

CHECKLIST

- ☐ Did you understand the challenges?
- ☐ Do you have any idea, service, product that could contribute to a solution?

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Step 2: Create your R&I profile

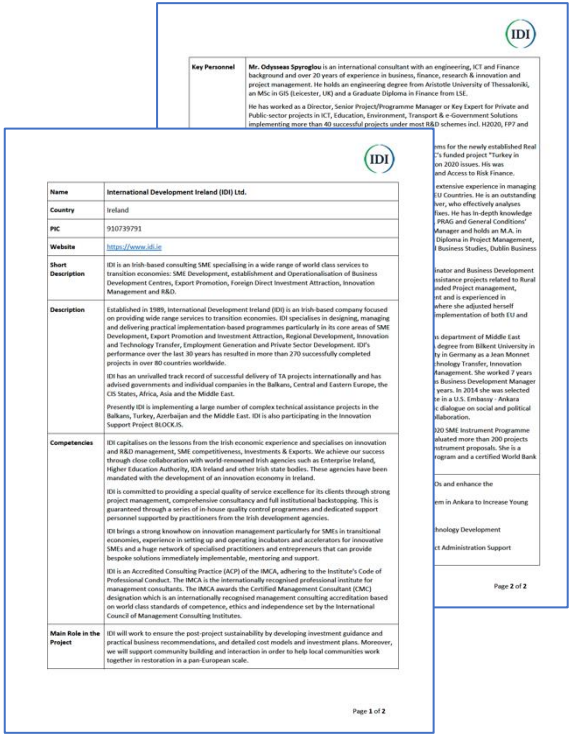
Identify your strengths

- What do you do well?
- What separates you from competition?
- What are your strong assets?
- What can you offer that others cannot?

Step 2: Create your R&I profile

Prepare a profile

1. Name
2. Country
3. PIC
4. Website
5. Short Description
6. Description (Activities)
7. Competencies
8. Main Role in the Project
9. Key Personnel (Golden Paragraphs)
10. Publications, Products, Services



Name	International Development Ireland (IDI) Ltd.
Country	Ireland
PIC	910739791
Website	https://www.idi.ie
Short Description	IDI is an Irish-based consulting SME specialising in a wide range of world class services to transition economies: SME Development, establishment and Operationalisation of Business Development Centres, Export Promotion, Foreign Direct Investment Attraction, Innovation Management and R&D.
Description	Established in 1989, International Development Ireland (IDI) is an Irish-based company focused on providing wide range services to transition economies. IDI specialises in designing, managing and delivering practical implementation-based programmes particularly in its core areas of SME Development, Export Promotion and Investment Attraction, Regional Development, Innovation and Technology Transfer, Employment Generation and Private Sector Development. IDI's performance over the last 30 years has resulted in more than 270 successfully completed projects in over 80 countries worldwide. IDI has an unrivalled track record of successful delivery of TA projects internationally and has advised governments and individual companies in the Balkans, Central and Eastern Europe, the CIS States, Africa, Asia and the Middle East. Presently IDI is implementing a large number of complex technical assistance projects in the Balkans, Turkey, Azerbaijan and the Middle East. IDI is also participating in the Innovation Support Project BLOCK.IS.
Competencies	IDI capitalises on the lessons from the Irish economic experience and specialises on innovation and R&D management, SME competitiveness, Investments & Exports. We achieve our success through close collaboration with world-renowned Irish agencies such as Enterprise Ireland, Higher Education Authority, IDA Ireland and other Irish state bodies. These agencies have been mandated with the development of an innovation economy in Ireland. IDI is committed to providing a special quality of service excellence for its clients through strong project management, comprehensive consultancy and full institutional backstopping. This is guaranteed through a series of in-house quality control programmes and dedicated support personnel supported by practitioners from the Irish development agencies. IDI brings a strong knowhow on innovation management particularly for SMEs in transitional economies, experience in setting up and operating incubators and accelerators for innovative SMEs and a huge network of specialised practitioners and entrepreneurs that can provide bespoke solutions immediately implementable, mentoring and support. IDI is an Accredited Consulting Practice (ACP) of the IMCA, adhering to the Institute's Code of Professional Conduct. The IMCA is the internationally recognised professional institute for management consultants. The IMCA awards the Certified Management Consultant (CMC) designation which is an internationally recognised management consulting accreditation based on world class standards of competence, ethics and independence set by the International Council of Management Consulting Institutes.
Main Role in the Project	IDI will work to ensure the post-project sustainability by developing investment guidance and practical business recommendations, and detailed cost models and investment plans. Moreover, we will support community building and interaction in order to help local communities work together in restoration in a pan-European scale.

Page 1 of 2

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Step 2: Create your R&I profile

What is a "Golden Paragraph"?

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Your personal "elevator pitch":

Mr. ..... is the R&D Director of ACME. He is a Certified Project Manager (PMP ©) and an ISO Quality Auditor (ISO) with more than ..... years of knowledge and experience in ICT integration projects and SW development. He holds a Diploma in ..... from ..... University (UK) and a M.Sc. in ..... from .....University. He has worked for more than ..... years as a senior researcher in the field of..... dealing with technology enhanced ..... The last 8 years he is specializing in project management of large ICT and R&D projects in multinational environments (FP7, INTERREG & MED Community Initiative, structural funds and other) having successfully coordinated more than R&D 25 projects.

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Step 2: Create your R&I profile

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*

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Step 2: Create your R&I profile

CHECKLIST

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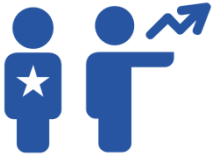
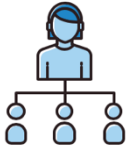
- ☐ Do you have a PIC?
- ☐ Do you have a R&I profile?
- ☐ Do you need a technology stack? Do you have one?
- ☐ Are you familiar with the tools?

Step 3: Assemble your team

Make sure you have the mandate



Compliance with the R&I agenda of your organization



Approval of hierarchy (official procedure might be needed)

Support from other colleagues and internal supporting structures (if any)

Make sure ON TIME you will have support from your organisation, BEFORE starting to look for opportunities and consortia. Protect your credibility in the network !

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Step 3: Assemble your team

Create a core team to support you

You need people who:

- Have comprehensive **technical understanding**
- Are fluent and accurate in **English**
- Have ability to **think** through detail and spot problems
- Have great **imagination** and ability to see opportunities

Team can be inter-organisational.
Join forces with complementary partners in your country and abroad.

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COMPETITIVE SECTORS PROGRAMME

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Step 4: Identify Opportunities

Find the calls that are relevant to you

Identify your call(s)

- Scan Work Programmes for relevant to your interests calls
- Study the call text
- Study new Proposal Template
- Study General Annexes of WP

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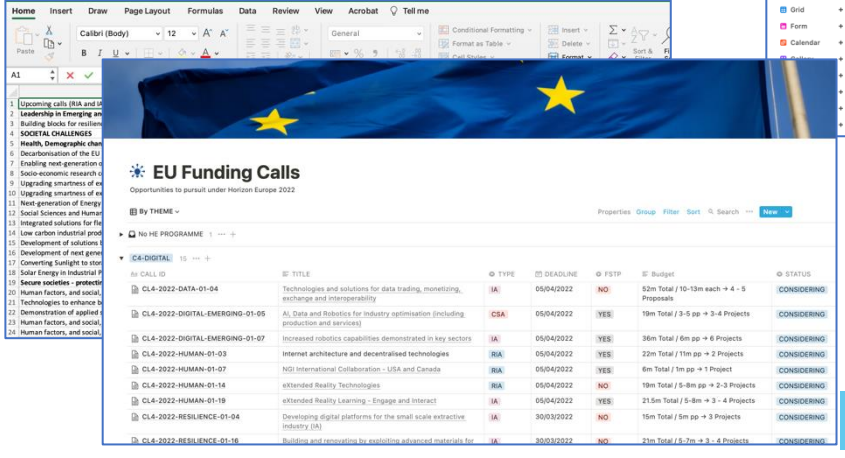
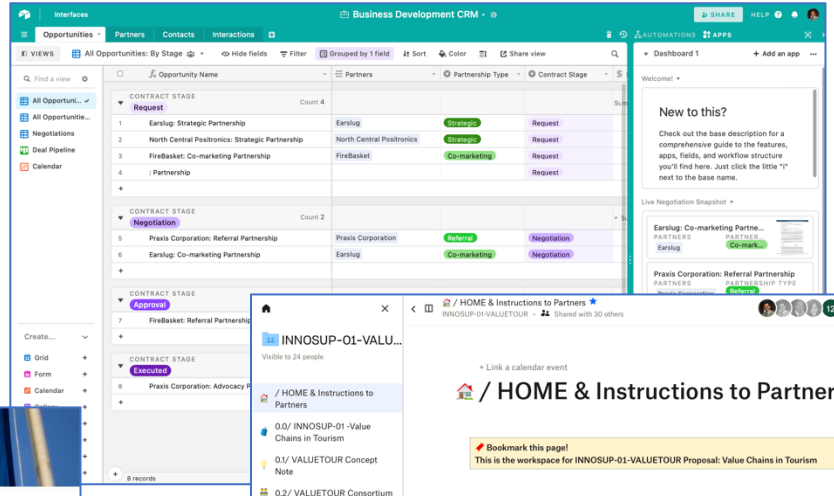
Step 4: Identify Opportunities

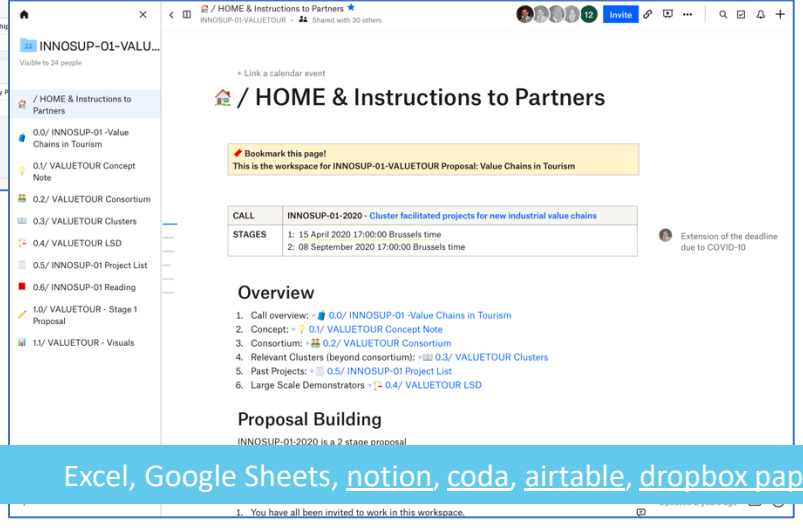
What tools can you use?

Make a list and check it twice!

- Find the calls that interest you
- Collect all relevant material
- Organise it so others can use it
- Keep in mind remote collaboration







Excel, Google Sheets, notion, coda, airtable, dropbox paper

Photo by Keren Levand on Unsplash

Step 4: Identify Opportunities

What do you need to consider

Eligibility

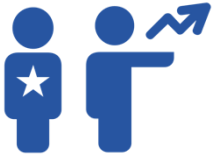
- Is the call for you?
- Are you eligible?
- Is it worth it?
- Do you need partners?

Relevance

- Do you have a solution?
- Do you address any challenges of the call?

Capacity

- Can you write?
- Can you co-fund?
- Can you implement?



Decision Time: Coordinator OR Partner ?

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Step 4: Identify Opportunities

Map what you can do

CALL TOPIC	CAPABILITY
HORIZON-**CL4**-2021-TWIN-TRANSITION-01-08: Data-driven Distributed Industrial Environments (IA)	We have valuable experience in data aggregation and dissemination and a Content Collection and Dissemination platform. See XXX
HORIZON-**CL4**-2021-TWIN-TRANSITION-01-10: Digital permits and compliance checks for buildings and infrastructure (IA)	We can bring experience in compliance & digital certifications from electrical product (white appliances industry).
FCT02-1.2021 (RIA) – Modern biometrics used in forensic science and law enforcement **(CL3)**	We have worked with collecting, storing, analysis, anonymizing biometric data in H2020 Projects (XXX, XXX)
HORIZON-**CL2**-HERITAGE-2021-01-03: New ways of participatory management and sustainable financing of museums and other cultural institutions	Our company has a data aggregation and sentiment analysis platform used by more than 10 museums

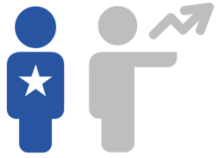
Step 4: Identify Opportunities

Check the budget of each call

HORIZON-CL2-HERITAGE-2021-01-03: New ways of participatory management and sustainable financing of museums and other cultural institutions	
Expected EU contribution per project	The EU estimates that an EU contribution of between **EUR 1.50 and 2.50 million(s)** would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
Indicative Budget	The total indicative budget for the topic is **EUR 7.00 million.**
No of proposals to be funded	**6 - 7 proposals**

Step 5: Prepare your Concept

How to prepare a concept note



Challenge & Scope
- What is the calls challenge, what is your concept?

Strategic Objectives
- How do you address the challenges?

Concept Stage

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?

- Describe your solution (to the call's challenge)
  - What do you have?
  - What do you need?
  - Where can you find it?

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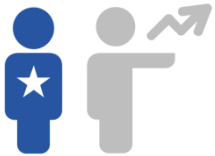
Step 5: Prepare your Concept

Define the problem/challenge



- What is the problem?
- Who has the problem?
- Where does the problem occur?
- When does the problem occur?
- What does the problem impact?

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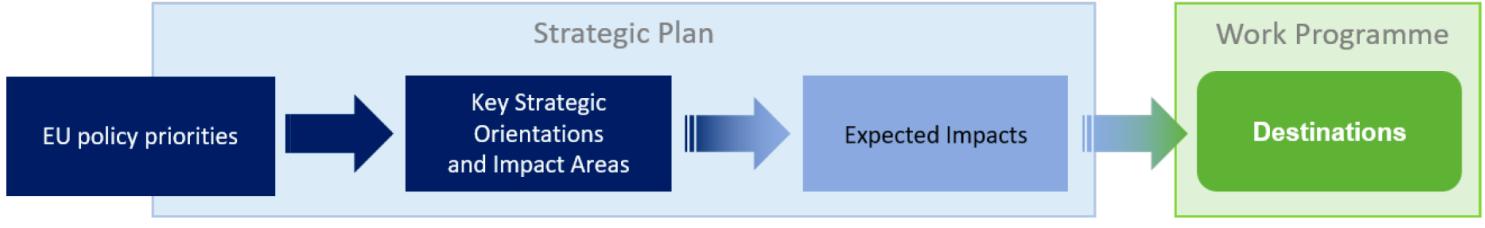
Step 5: Prepare your Concept

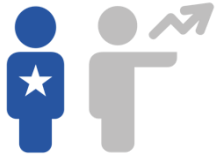
Aim vs. Objective

- **Aim:**
  what you hope to achieve
  - Long term
  - Strategic, generic outcome
  - Not easily quantifiable
- **Objective:**
  actions to achieve the aim
  - Short Term
  - Quantifiable, Measurable, tangible
  - SMART approach



Step 5: Prepare your Concept

Aim vs. Objective



- **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?

Step 5: Prepare your Concept

A concept note template for Horizon Europe (I)

CALL	HORIZON-CL2-HERITAGE-2021-01-06 Cultural and creative industries as a driver of innovation and competitiveness
CALL DATA	Publication date: April 2021 / Deadline Date: 15 Jun 2021 17:00:00 (Brussels) Total Call Budget: €7,000,000 / Cluster 2: **Culture, Creativity and Inclusive Society**
SCOPE	The cultural and creative industries (CCI) are an important source of growth and job creation in the European economy…The challenge is to understand how to realise the full potential of CCIs as a driver for innovation, create stronger links with other sectors and contribute to strengthening the European economy, society and its sustainability.
OBJECTIVE	Proposals should explore the innovation potential of the CCI, their role as drivers of innovation in other sectors and the potential for strengthening competitiveness.
	• Strengthening links between science and art • Study new technologies, new business models, skills development, new distribution and/or promotion models • identify policy measures for further strengthening the competitiveness and drawing benefit from the innovation potential of the sector in the EU and the international markets.
BUDGET	Contribution of 2.5-3.5 mil. Type of Action: **Research and Innovation Action** Funding rate: 100%

Step 5: Prepare your Concept

A concept note template for Horizon Europe (II)

TITLE / ACRONYM	AmazeME: “Find a catchy & Descriptive title”
WHY ? (BACKGROUND)	• What problem you trying to address. Why bother? • Is it a European priority? Could it be solved at National level? • Is the solution already available? • Why now? What would happen if we did not do this now? • Why you? Are you the best people to do this work?
SOLUTION?	What is the proposed solution ?
HOW?	• How is it going to be achieved ? • What will be the outcomes? How are you going to validate them? • Expected results - what will come out of the project? • Who will use the results? • Why do they want to use the results? • How are you planning the transfer of results? Any exploitation/commercial plans? • Will it make an impact? What will be changed? Post project situation
CONSORTIUM	COORDINATOR / PARTNERS (Name / Web Site / Role in the Project / Contacts)
PROPOSED BUDGET	Per Partner / Per WP / Per Task

Step 5: Build/Join a Consortium

(To whom?) Identify your potential partners

What kind of partners are you looking for?

- Successful, complementary organisations
- Experienced in Framework Programmes
- Working in an area of interest, related to a call you have identified
- Extrovert and willing to collaborate

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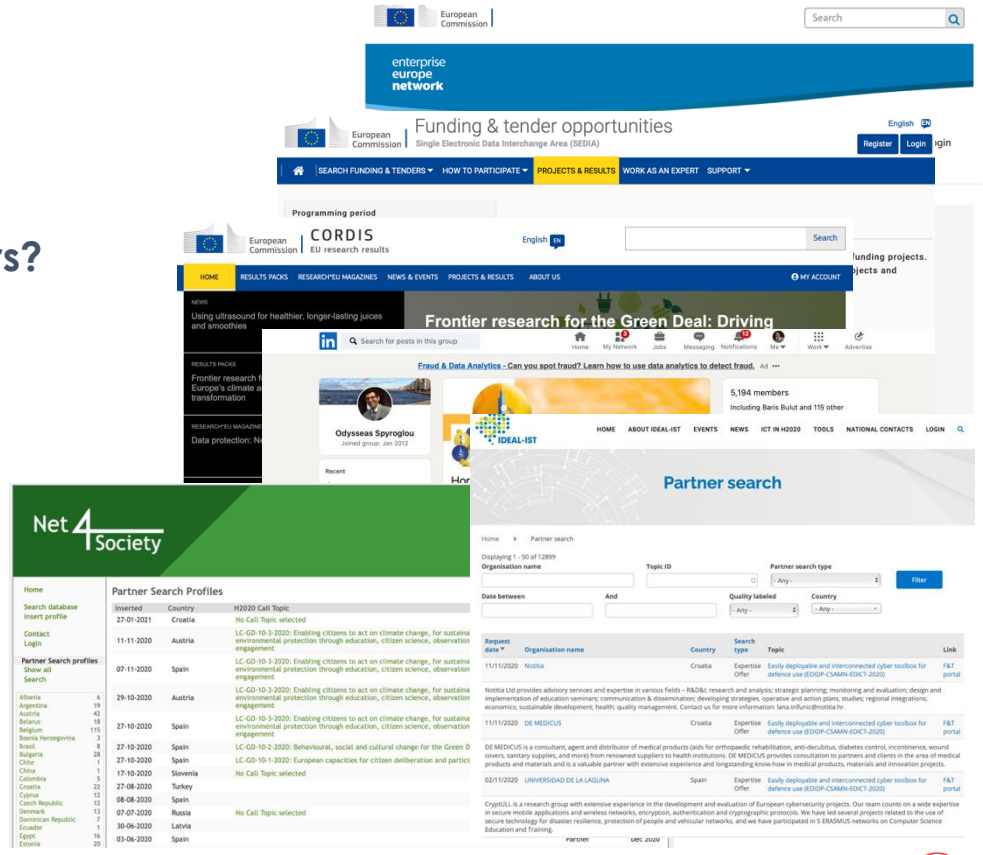
Step 5: Build/Join a Consortium

Where to introduce

Where should you look for such partners?

- Horizon Results Platforms
- Cordis
- Linkedin Groups
- EEN: European Enterprise Network
- Net4Society
- Ideal-IST



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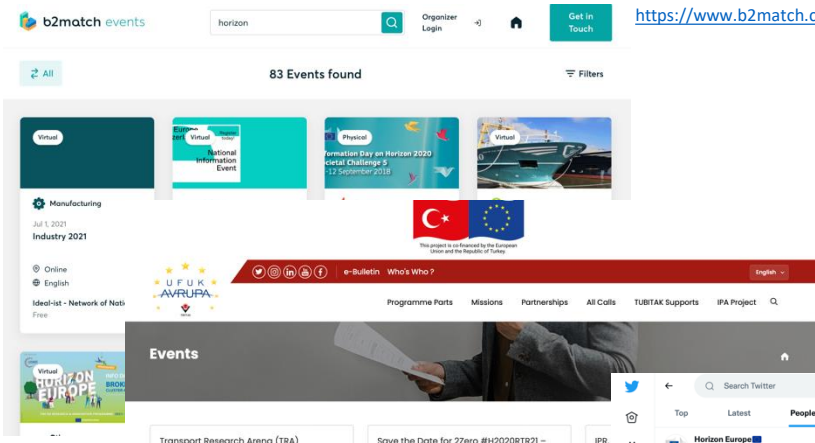
Step 5: Build/Join a Consortium

Expand your network

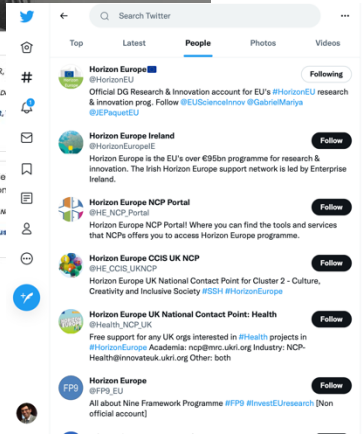
How do you create a network

- Participate in events (even Virtual)
- Join Brokerage events (even Virtual)
- Talk to your academic peers
- Follow EC Events (https://ec.europa.eu/info/events_en)
- Interact in Social Media with potential partners
- Join relevant Linkedin Groups
- Register to EEN and other portals



https://www.b2match.com

https://ufukavrupa.org.tr/en/events



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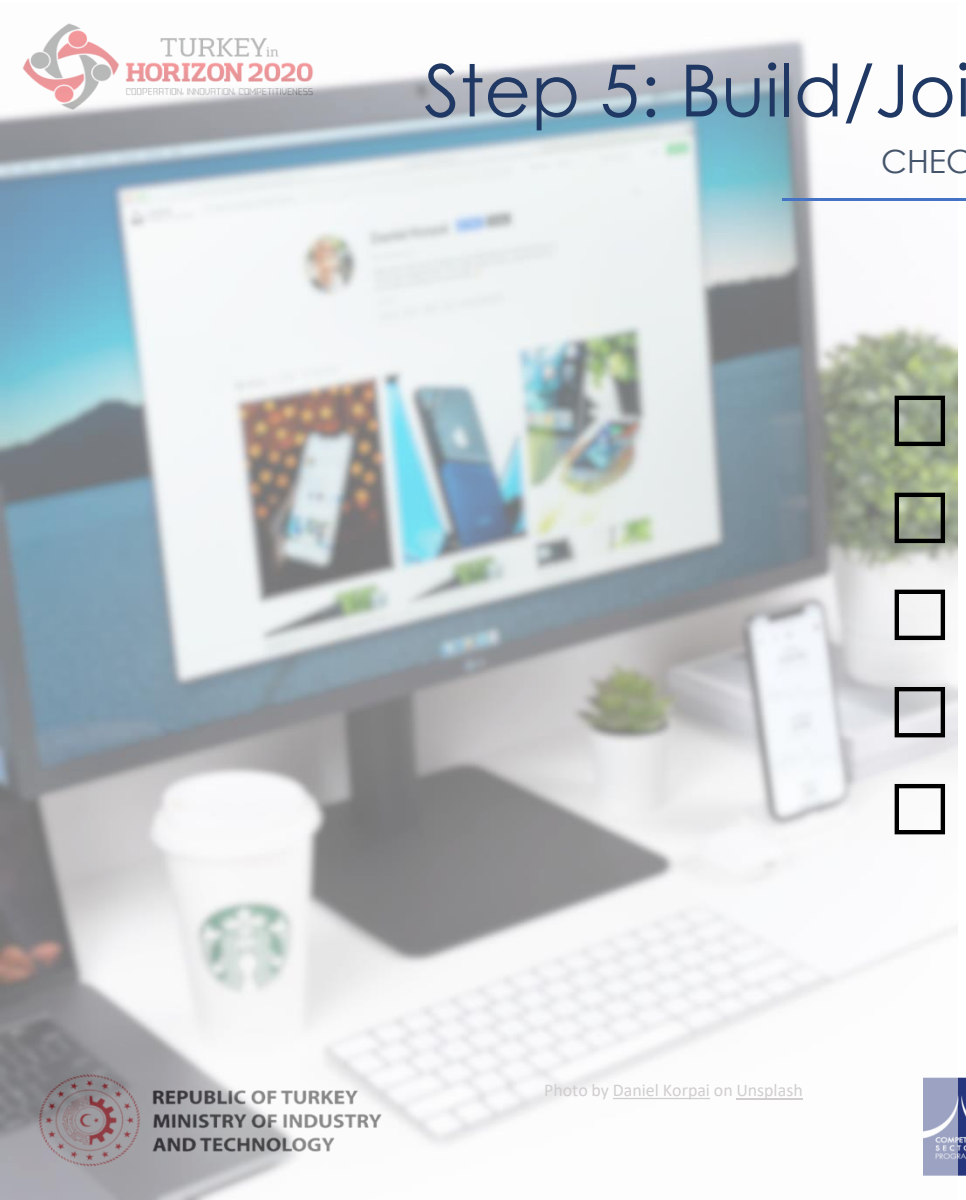
COMPETITIVE SECTORS PROGRAMME

TÜBİTAK

Step 5: Build/Join a Consortium

CHECKLIST



- ☐ Organisation Website
- ☐ Organisation Profile (Linkedin)
- ☐ R&I Profile
- ☐ Technology Stack
- ☐ Updated Team Profiles (Linkedin)

Photo by Daniel Korpai on Unsplash

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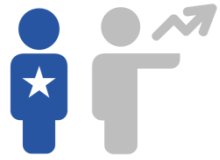
Step 7: Pitch your concept

How to present your offer as a coordinator

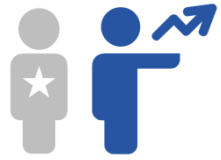


R&D Collaboration Opportunity under Horizon Europe:

- Dear ……..,
- I took the liberty of contacting you because we are building a consortium to submit a proposal under under Cluster 2: http://ec.europa.eu/research/…..
- Our idea/solution/product is …. I attach a concept note to further explain our approach.
- We are looking for strong academic/research/end user from the XXX domain.
- Our institution (www.xxx.com) will coordinate the proposal preparation. You can see a short presentation of our activities here (website, profile).
- We would be very happy to work with you and evolve our concept and proposal.
- I hope we will have the chance to work together and prepare a successful proposal.
- Looking forward to your feedback. You can reply directly to my email: xxxx @ xxx. xx

Step 7: Pitch your concept

How to present your offer as a partner

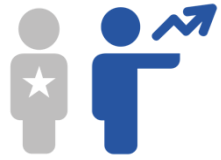


R&D Collaboration Opportunity under Horizon Europe:

- Dear ……..,
- I took the liberty of contacting you because we are working on some ideas/solutions/ products related to the following calls under Cluster 2: http://ec.europa.eu/research/…..
- Our idea/solution/product is tested and could be…
- In addition to our organisation we could also bring a very strong end user from the XXX domain. Our institution (www.xxx.com) could support extensively in the proposal preparation. You can see a short presentation of our activities here (website, profile).
- Of course, if you are interested I'll be happy to elaborate.
- I hope we will have the chance to work together and prepare a successful proposal.
- Looking forward to your feedback. You can reply directly to my email: xxxx @ xxx. xx

Step 8: Negotiate your place

Applies more to partners



Sell your organisation

Competences, Capabilities, Knowledge, Solutions, Knowhow.
Convince coordinator and partners that you will **add technical value.**

Bring your network

Bring a valuable partner to the consortium. A client, a partner, an end user, a public organisation necessary to the call.

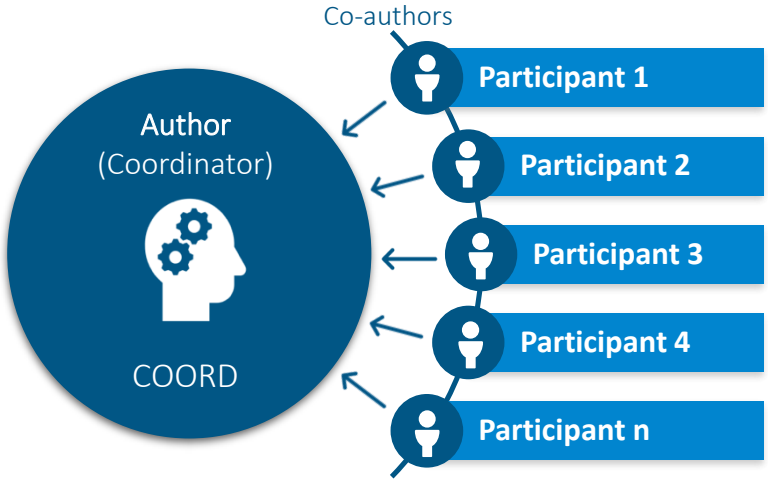
Value chain and geographical coverage

Sell your position in the value chain and in Europe.
You should complete the value chain and expand the geographical coverage.

Coordinators: Use your leverage. Try to be included in other proposals.

Step 9: Proposal Preparation

Coordinators need to Coordinate



1. Be a valuable member of the team
2. Contribute as much as you can
3. Know what you can do/want to do
4. Take responsibility for tasks
5. Assign resources (person months)
6. Estimate Other Costs

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Step 9: Proposal Preparation

This is where Project Management Kicks in

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Step 9: Proposal Preparation

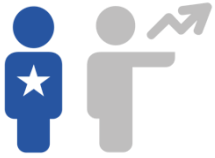
Don't forget this is a project

- **Time** involved (start - end)
- **Cost** (total budget)
- **Scope** (what we deliver)
- **QUALITY:** expectations

Image taken from:
https://www.vuemax.co/post/video-production-and-the-governing-triangle-of-quality-time-and-budget

Step 9: Proposal Preparation

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?

Proposal Preparation Stage

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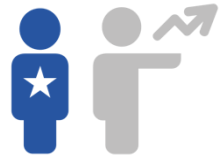
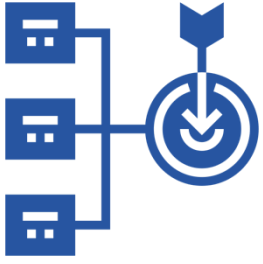
Step 9: Proposal Preparation

Start from the **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 ?**

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Step 9: Proposal Preparation

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?

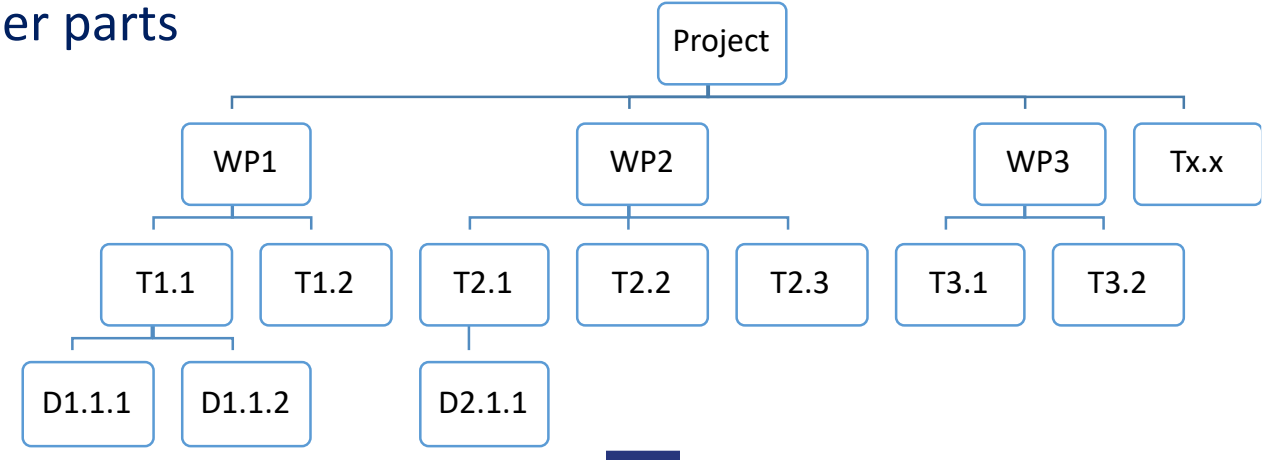
Photo by Brett Jordan on Unsplash

Step 9: Proposal Preparation

What is WBS: Work Breakdown Structure

- A hierarchical decomposition of a project's tasks with deliverables.
- It breaks the job down into smaller parts

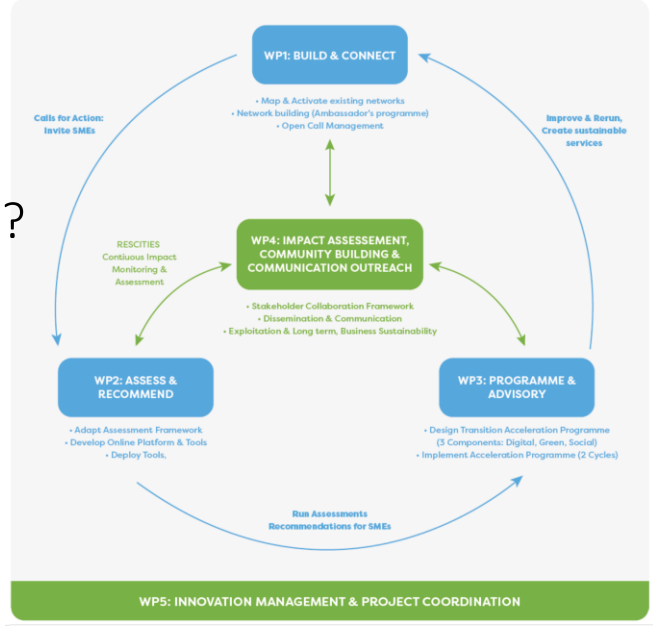
- Easily manageable
- Scheduled
- Allocate Resources
- Assign Costs



Step 9: Proposal Preparation

Work Plan of the proposal

- 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?



Work packages do not usually exactly match the proposal objectives.

Each work package **must** have its own objectives.

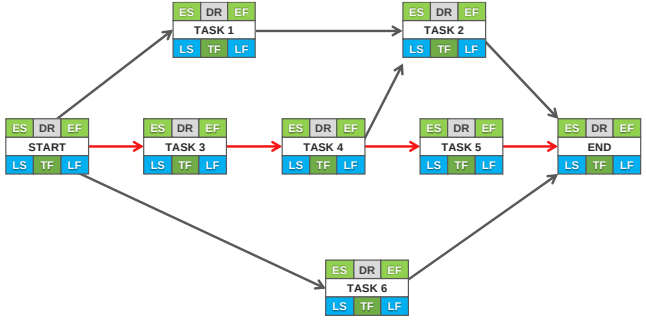
All work, including management, **must** be part of a work package.

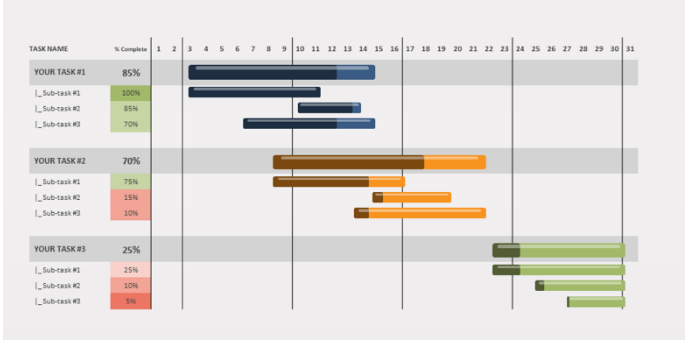
Step 9: Proposal Preparation

What tools can we use?

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

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





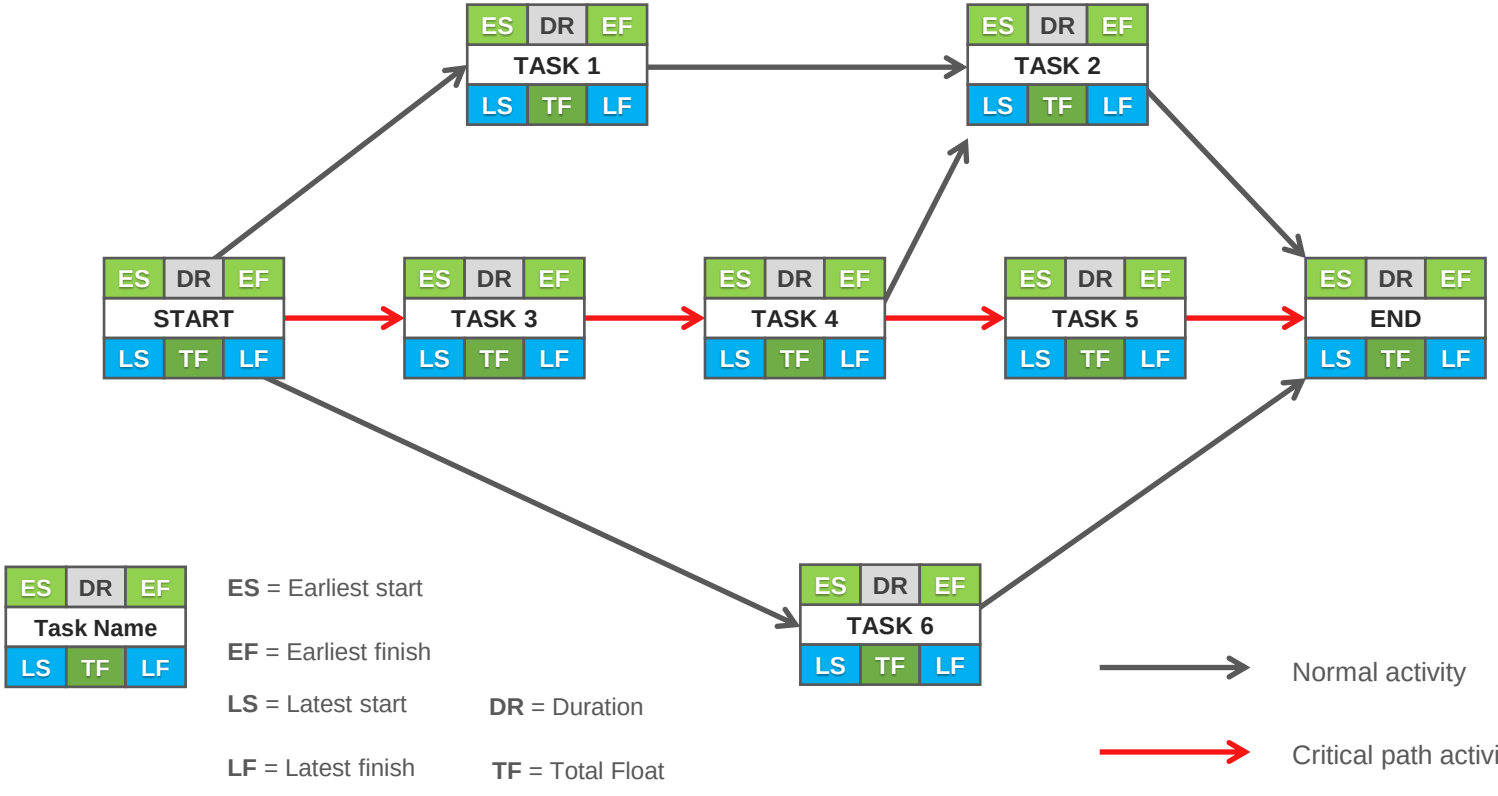
Step 9: Proposal Preparation

Pert Charts & Critical Path

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

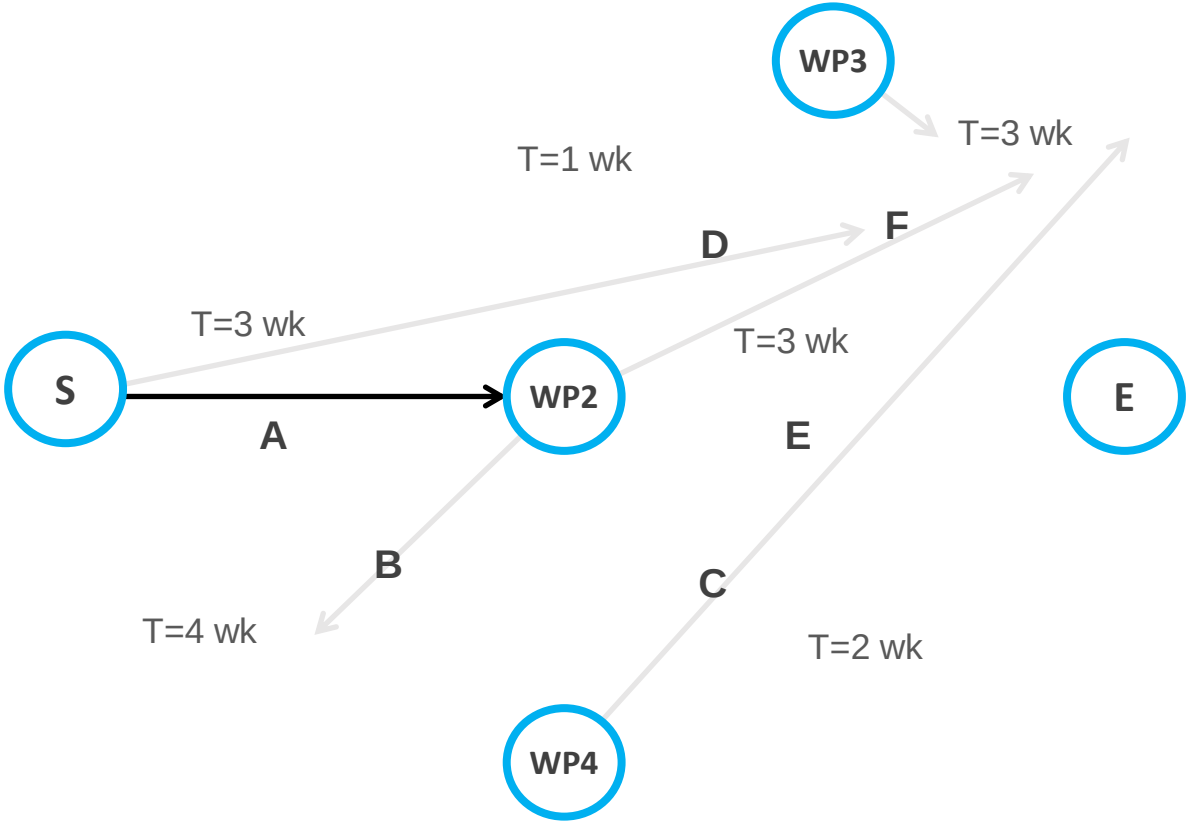
Step 9: Proposal Preparation

Pert Chart Template



Step 9: Proposal Preparation

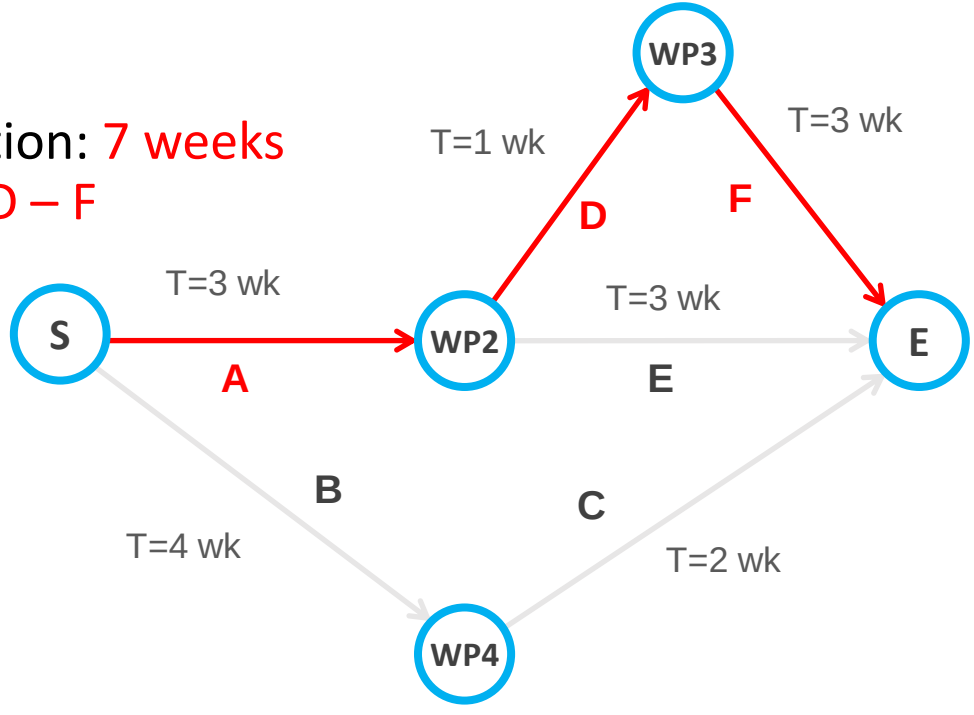
Can you find the Critical Path in this chart?



Step 9: Proposal Preparation

Critical Path Example Solution

Min Project Duration: 7 weeks
Critical Path: A – D – F



Step 9: Proposal Preparation

Deliverables

- For each work package (and task) there should be deliverables.
- Normally each WP should finish with a deliverable. If it does not, the reason should be explained.
- Deliverables are often reports, but they can be other items.
- Deliverables should have meaning and content.
- Deliverables may be public, limited or confidential. In a publicly funded project, it is expected that most deliverables will be **PUBLIC.**

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Step 9: Proposal Preparation

Types of Deliverables

- **R**: Document, report (excluding the periodic and final reports)
- **DEM**: Demonstrator, pilot, prototype, plan designs
- **DEC**: Websites, patents filing, press & media actions, videos, etc.
- **DATA**: Data sets, microdata, etc.
- **DMP**: Data management plan
- **ETHICS**: Deliverables related to ethics issues.
- **SECURITY**: Deliverables related to security issues
- **OTHER**: Software, technical diagram, algorithms, models, etc.

Limit the number of deliverables to max 10-15 for the entire project. Only major outputs. Do NOT include minor sub-items, internal working papers, meeting minutes, etc. (page 33 of HE Online Manual)

Step 9: Proposal Preparation

Dissemination Level of Deliverables

- **PU**: Public, fully open, e.g. web (Deliverables flagged as public will be automatically published in CORDIS project's page)
- **SEN**: Sensitive, limited under the conditions of the Grant Agreement
- **Classified R-UE/EU-R – EU RESTRICTED** under the Commission Decision No2015/444
- **Classified C-UE/EU-C – EU CONFIDENTIAL** under the Commission Decision No2015/444
- **Classified S-UE/EU-S – EU SECRET** under the Commission Decision No2015/444

Delivery date: Measured **in months** from the project start date (month 1)

Step 9: Proposal Preparation

Milestones. Do we need them?

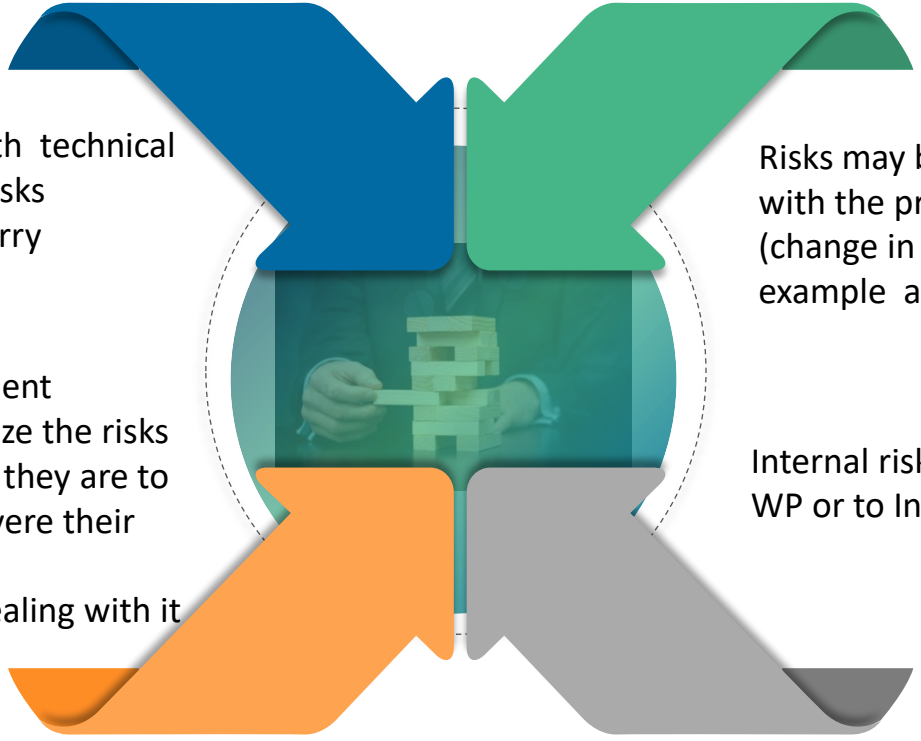
- **Control points** that help to chart progress.
- **Completion of a key deliverable**
  so next phase can begin
- **Intermediary points**,
  in case of problems -> corrective measures
- **Critical decision point**
  e.g. the consortium must decide which of several technologies to adopt for further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

Step 9: Proposal Preparation

Understanding Risks

All projects carry both technical and non-technical risks
Research projects carry particularly high risk

Good risk management
- Be able to recognize the risks
- Assess how likely they are to occur and how severe their effect would be
- Have a plan for dealing with it



Risks may be **internal** (problem with the project) or **external** (change in outside world, for example a new technology).

Internal risks may relate to one WP or to Interdependencies

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Step 9: Proposal Preparation

Critical Risks

- **Critical risk**: 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. Estimated probability that the risk will materialise even after taking account of the mitigating measures put in place.
- **Level of severity**: Low/medium/high. The relative seriousness of the risk and the significance of its effect.

Step 9: Proposal Preparation

What you need to complete

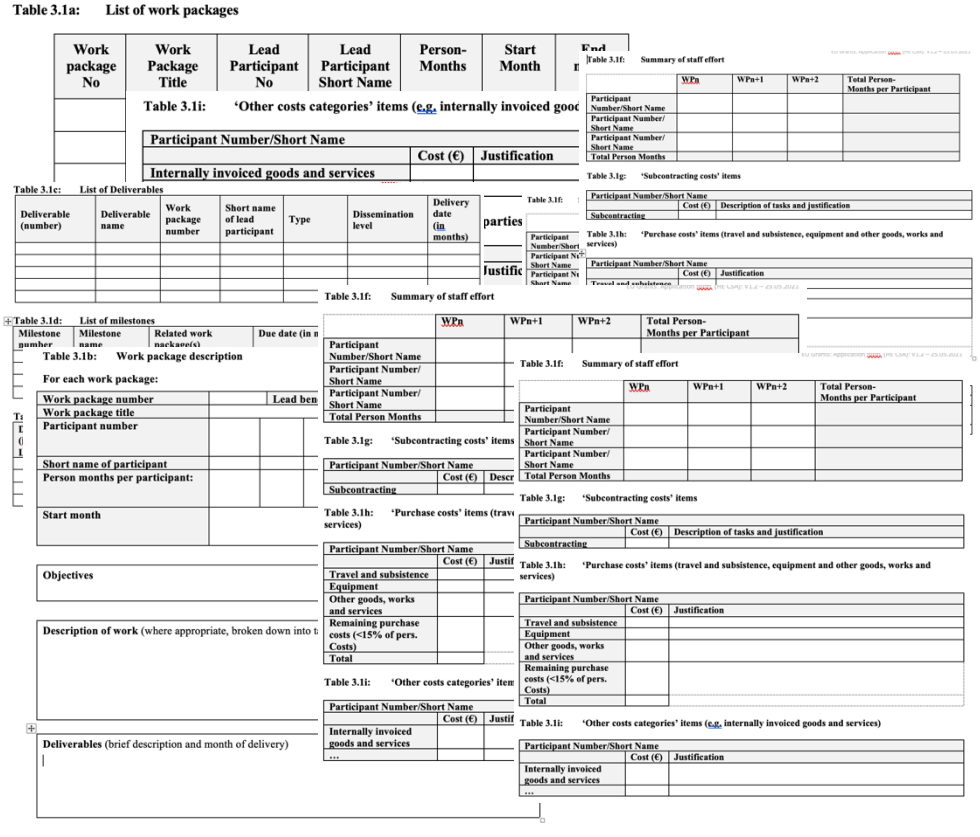

Table 3.1a: List of work packages

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End

Table 3.1i: 'Other costs categories' items (e.g. internally invoiced goods

Participant Number/Short Name		
	Cost (€)	Justification
Internally invoiced goods and services		

Table 3.1c: List of Deliverables

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

Table 3.1d: List of milestones

Milestone number	Milestone name	Related work package(s)	Due date (in m

Table 3.1b: Work package description

For each work package:

Work package number		Lead ben
Work package title		
Participant number		
Short name of participant		
Person months per participant:		
Start month		

Objectives

Description of work (where appropriate, broken down into t

Deliverables (brief description and month of delivery)

Table 3.1f: Summary of staff effort

	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				

Table 3.1g: 'Subcontracting costs' items

Participant Number/Short Name		
	Cost (€)	Descr
Subcontracting		

Table 3.1h: 'Purchase costs' items (travel and subsistence, equipment and other goods, works and services)

Participant Number/Short Name		
	Cost (€)	Justif
Travel and subsistence		
Equipment		
Other goods, works and services		
Remaining purchase costs (<15% of pers. Costs)		
Total		

Table 3.1i: 'Other costs categories' item

Participant Number/Short Name		
	Cost (€)	Justif
Internally invoiced goods and services		
…		

Table 3.1f: Summary of staff effort

	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				

Table 3.1g: 'Subcontracting costs' items

Participant Number/Short Name		
	Cost (€)	Description of tasks and justification
Subcontracting		

Table 3.1h: 'Purchase costs' items (travel and subsistence, equipment and other goods, works and services)

Participant Number/Short Name		
	Cost (€)	Justification
Travel and subsistence		
Equipment		
Other goods, works and services		
Remaining purchase costs (<15% of pers. Costs)		
Total		

Table 3.1i: 'Other costs categories' items (e.g. internally invoiced goods and services)

Participant Number/Short Name		
	Cost (€)	Justification
Internally invoiced goods and services		
…		

- 3.1a List of WPs
- 3.1b Work Package Description
- 3.1c List of Deliverables
- 3.1d List of Milestones
- 3.1e Critical Risks
- 3.1f Staff effort (per WP)
- 3.1g Subcontracting costs
- 3.1h Purchase costs
- 3.1i Other Costs
- 3.1j In-Kind Contributions

Step 9: Proposal Preparation

Wrap it up!

Photo by Bernd Klutsch on Unsplash

- 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.

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Step 9: Proposal Preparation

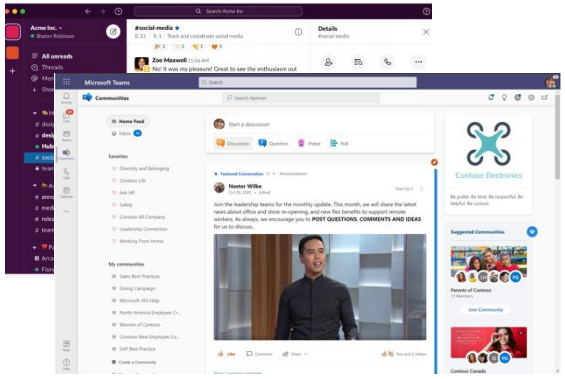
Communicate: Conduct frequent meetings

Photo by Maxime on Unsplash

- Set a fixed time depending on the time frame:
  every Thursday @ XX:00 CET.
- Define the Agenda.
- Assign ownerships to tasks
- Keep Notes/minutes
- Engage all partners
- Follow-up with actions
- Keep it short

Step 9: Proposal Preparation

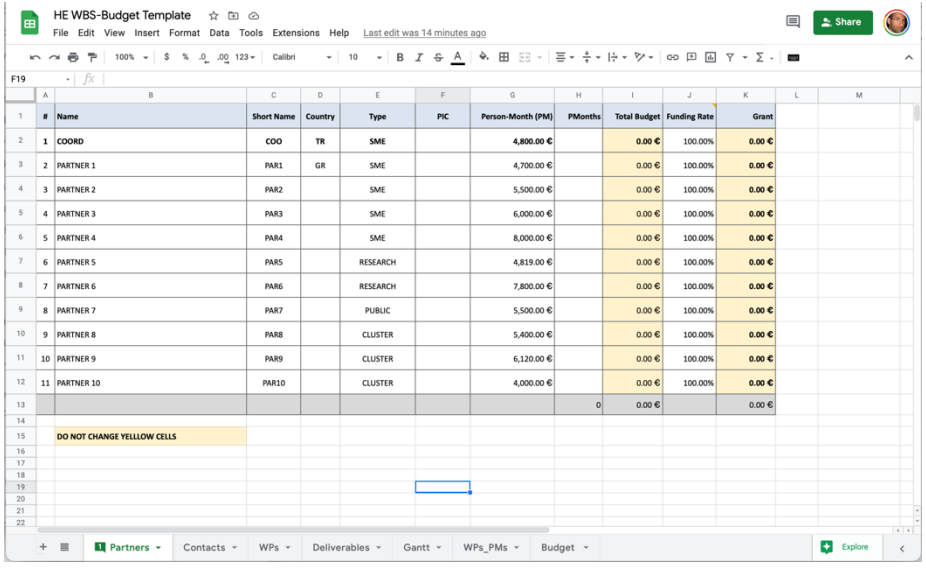
Setup a productivity stack



Slack · Microsoft Teams · Zoom · Google Meet

Airtable · Notion · Google Drive

A fully working template to help you



#	Name	Short Name	Country	Type	PIC	Person-Month (PM)	PMonths	Total Budget	Funding Rate	Grant
1	COORD	COO	TR	SME		4,800.00 €		0.00 €	100.00%	0.00 €
2	PARTNER 1	PAR1	GR	SME		4,700.00 €		0.00 €	100.00%	0.00 €
3	PARTNER 2	PAR2		SME		5,500.00 €		0.00 €	100.00%	0.00 €
4	PARTNER 3	PAR3		SME		6,000.00 €		0.00 €	100.00%	0.00 €
5	PARTNER 4	PAR4		SME		8,000.00 €		0.00 €	100.00%	0.00 €
6	PARTNER 5	PAR5		RESEARCH		4,819.00 €		0.00 €	100.00%	0.00 €
7	PARTNER 6	PAR6		RESEARCH		7,800.00 €		0.00 €	100.00%	0.00 €
8	PARTNER 7	PAR7		PUBLIC		5,500.00 €		0.00 €	100.00%	0.00 €
9	PARTNER 8	PAR8		CLUSTER		5,400.00 €		0.00 €	100.00%	0.00 €
10	PARTNER 9	PAR9		CLUSTER		6,120.00 €		0.00 €	100.00%	0.00 €
11	PARTNER 10	PAR10		CLUSTER		4,000.00 €		0.00 €	100.00%	0.00 €
							0	0.00 €		0.00 €

DO NOT CHANGE YELLLOW CELLS

https://bit.ly/HE-template

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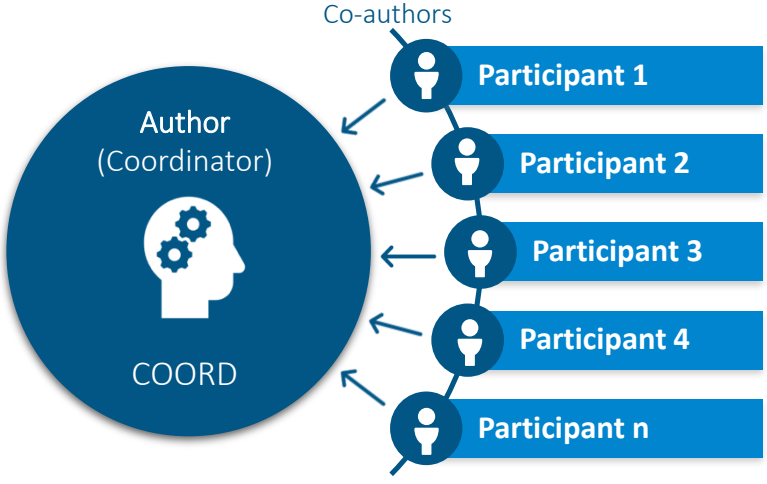
Step 9: Proposal Preparation

Be a valuable participant



1. Be a valuable member of the team
2. Contribute as much as you can
3. Know what you can do/want to do
4. Take responsibility for tasks
5. Assign resources (person months)
6. Estimate Other Costs

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Step 10: Negotiate Budget

Budget depends on contribution

1. Know the call budget
2. Have a rough idea of what you want to do
3. Ask what's the initial estimation.
4. Final budget after detailed resources allocation.

Photo by Scott Graham on Unsplash

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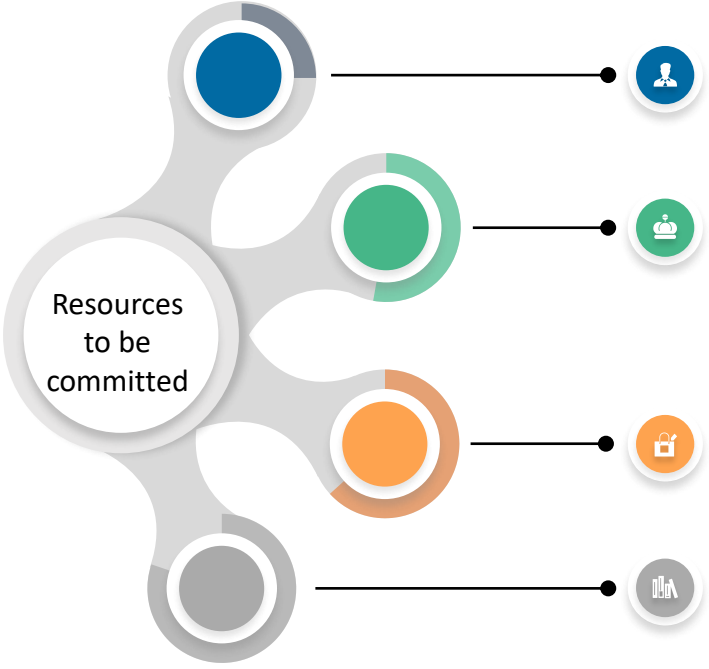
Step 10: Negotiate Budget

Identify Costs, Estimate resources



Where will you spend money? Explain. Check consistency with Part A

What resources will be made available to the project (e.g. teams, facilities, equipment)?

What will be the major costs?

Is the overall financial plan for the project is adequate?

Step 10: Negotiate Budget

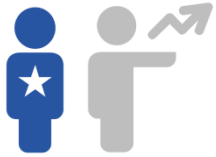
Understanding the costs categories

ELIGIBLE COSTS	INELIGIBLE COSTS
DIRECT (Actual) • **A. Personnel costs** (incl. employer's costs) • B. Subcontracting • C. Purchase (Travel, Equipment, other) • D. Other (Fin Support, Internal invoices, Research Infrastructures, PCP, EU Partnership, Cofund, ERC, EIC) **INDIRECT** (25% on all Direct Exp. Subcontracting) • E. Overhead	• Deductible VAT (Note: nondeductible/non identifiable VAT is eligible) • Losses due to fluctuation of exchange rates • Interest owed • Provisions for future losses or debts

Photo by StellrWeb on Unsplash

Step 11: Finalise and submit

Agile Proposal Writing



Feedback

To get feedback faster and more efficient from as many people as possible

Consensus

To secure consensus on key aspects of the proposal

Troubleshooting

To spot inconsistencies, overlaps or conflicts and tackle them on time

Engagement

To demonstrate progress to the team, acknowledge contributions and maintain/ increase engagement

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Step 11: Finalise and submit

Submit the proposal

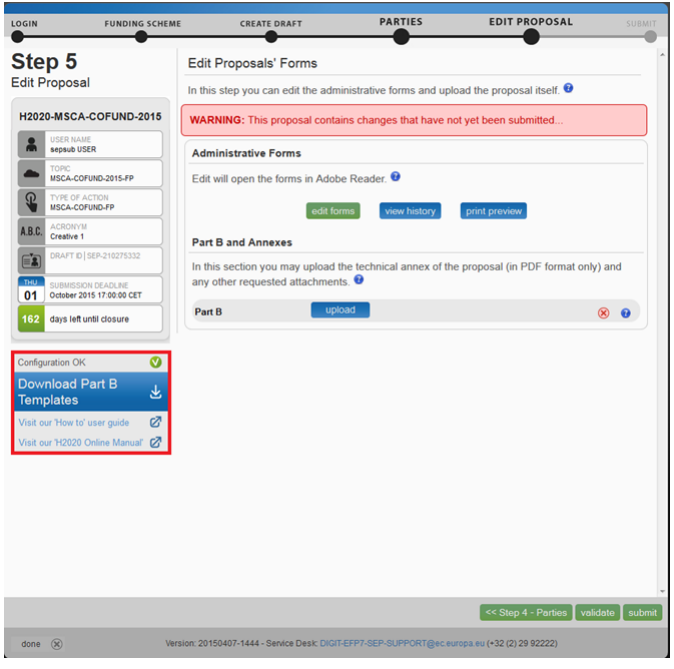
DOs	DON'Ts
• Ask different people to check the whole text	Keep the proposal in separate files
• Make sure formatting is according to specs	Use different computers/ versions of software
• Make sure .pdf looks like word document	Forget to fill in all tables and Sections
• Look at all questions in the platform upfront so that you have answers	Submit the last moment of the deadline
DOWNLOAD AND CHECK AFTER YOU SUBMIT!	**MAKE IMPORTANT CHANGES IN THE LAST MOMENT**

TIP: DON'T WAIT THE LAST DAY. Start making trial submissions a couple of days before the deadline to test the system, BUT make sure that at the end you have the correct version uploaded!

Step 11: Finalise and submit

Submit the proposal

- Coordinator's job
- Full online process
- *Send your contributions in time*
- *Check Part A*
- *Check Budget*



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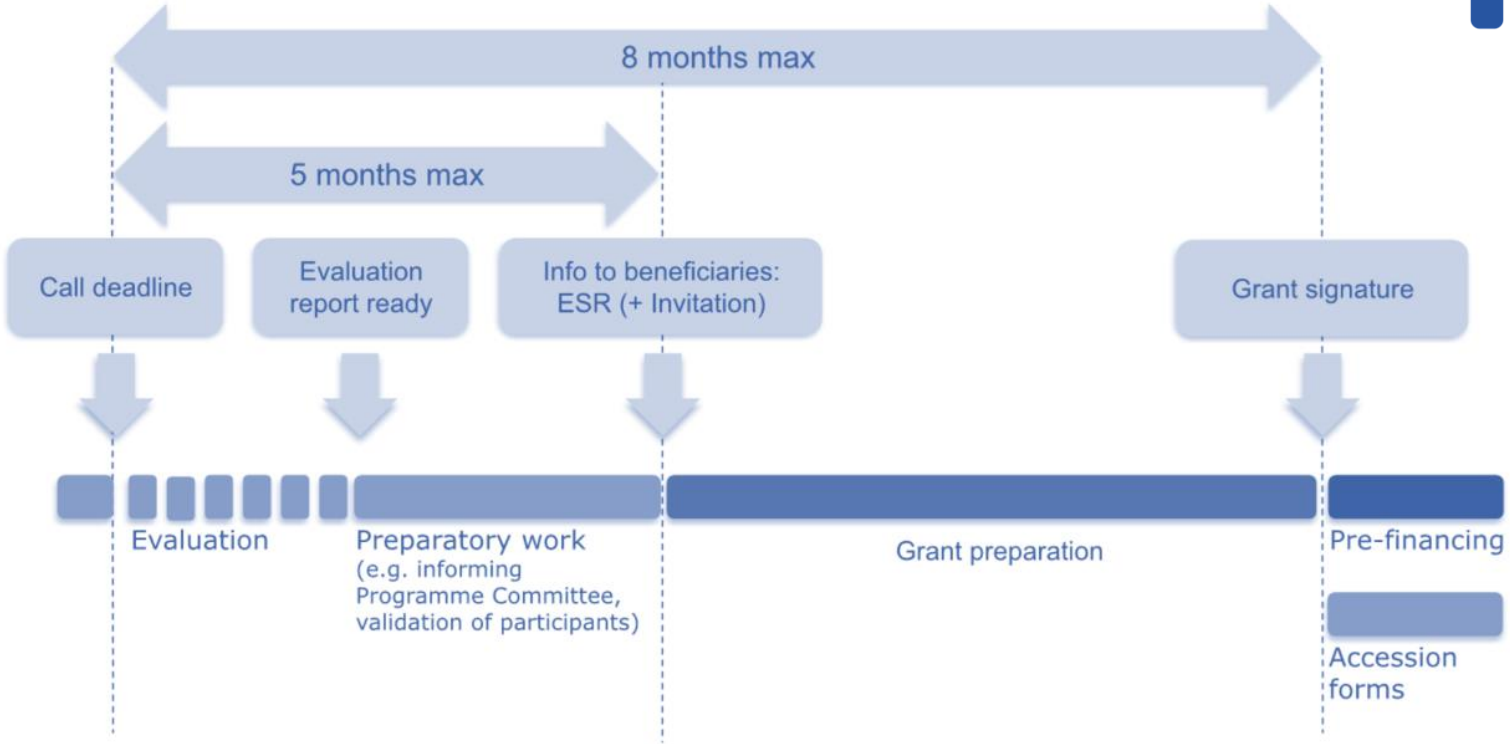
Step 12: Follow up

How evaluations work



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One more thing

What is expected? What a proposal should be like?

- **Response to call's challenges**
- **Ambition** but realism
- Appropriate **methodology clearly described & justified**
- State of the Art and beyond & **Innovation**
- Use existing knowledge (past R&D)
- **Interdisciplinary** expertise
- **Quantifiable** justifications
- **Solid financial & Business** model, **Commercialisation**
- Concreate **planning & collaboration**

Photo by Nikita Kachanovsky on Unsplash

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Research & Innovation as drivers

Why innovation is so important for a better future

2/3
of **EU productivity growth** over the last decades has been **driven by R&I investments**

€11
Estimated leverage effect of each euro invested in R&I at EU level

€400-600 billion
by 2030 is the estimated **GDP gain** from Horizon 2020

R&I investments

- Critical driver of **productivity**, **economic growth**, and EU's **global competitiveness**.
- Crucial for **post COVID-19 recovery**.
- enhance **solidarity**, strengthen **value chains**, protect **technological sovereignty** and support **social innovation**.

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But what is Innovation?

Why innovation is so important for a better future

- **Idea into a solution** that **adds value** from a customer's perspective
- Application of ideas that are **novel** and **useful**.
- **Staying relevant**.
- **Creativity** is thinking of something new. **Innovation** is the implementation of it.
- The **future delivered.**

https://www.ideatovalue.com/inno/nickskillicorn/2016/03/innovation-15-experts-share-innovation-definition/

Photo by Mika Baumeister on Unsplash

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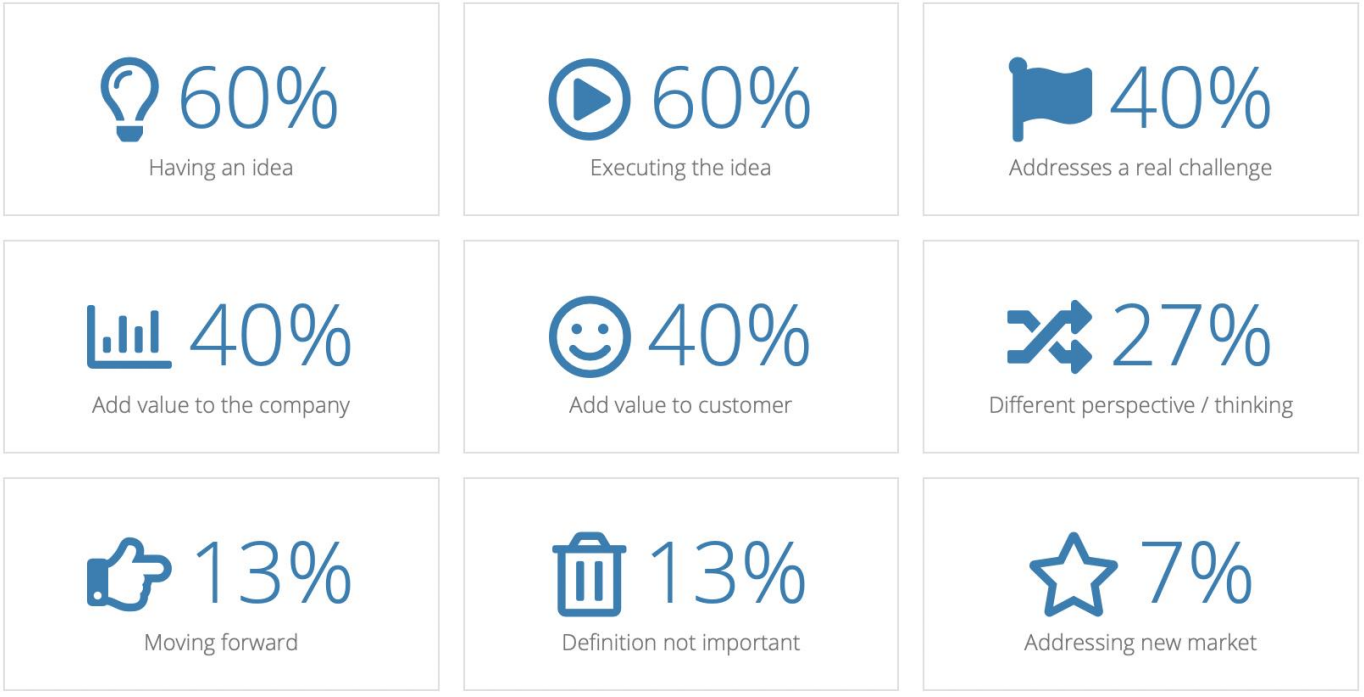
The innovation components

based on the responses of innovation experts



***Executing an idea** which addresses a specific challenge and achieves value for both the company and customer.*

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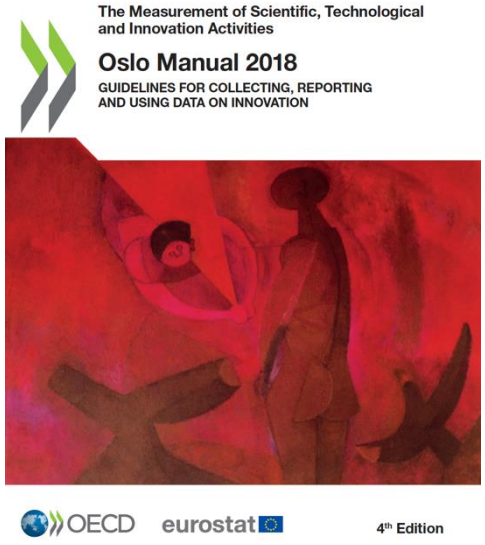
Innovation according to EU & OECD

Why innovation is so important for a better future



*An innovation is a **new or improved product** or **process** (or combination thereof) that **differs significantly** from the unit's **previous products** or processes and that has been made available to potential users (product) or brought into use by the unit (process).*

OECD, Oslo Manual 2018

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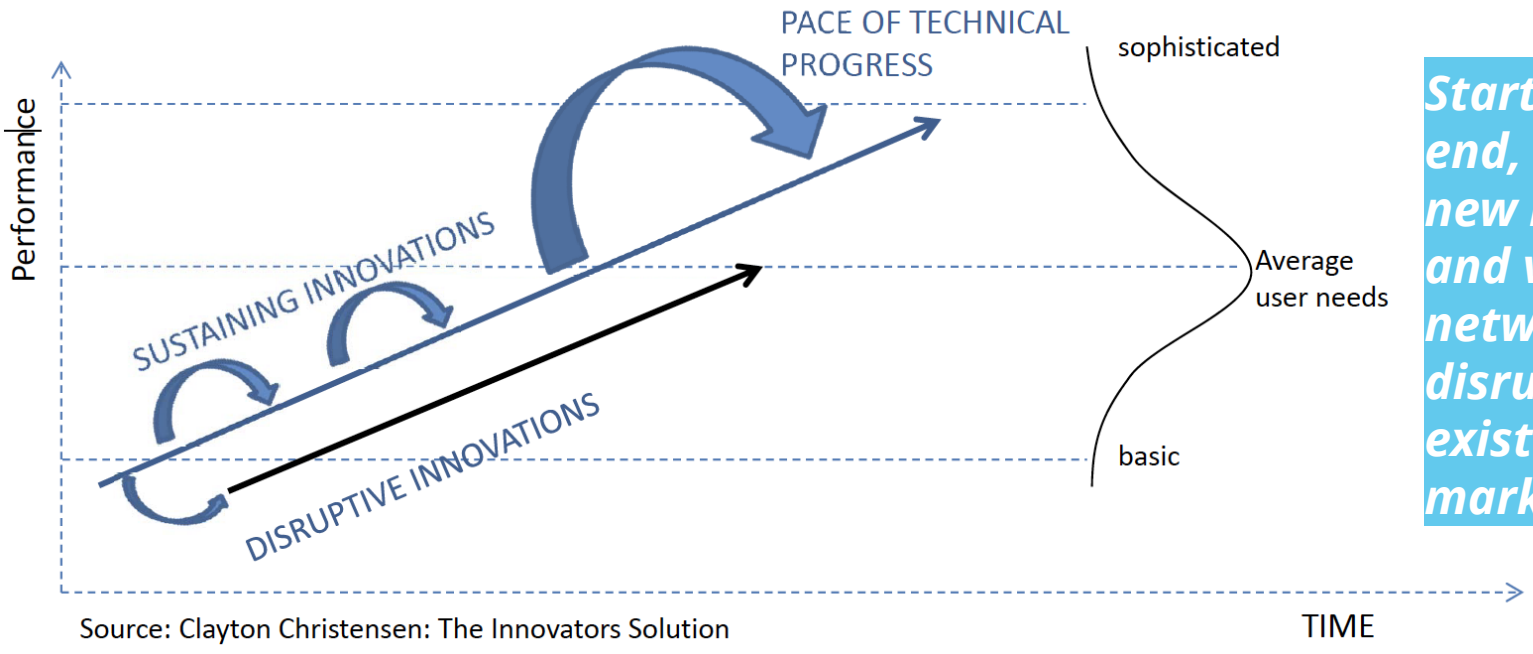
What is disruptive innovation?

Why innovation is so important for a better future

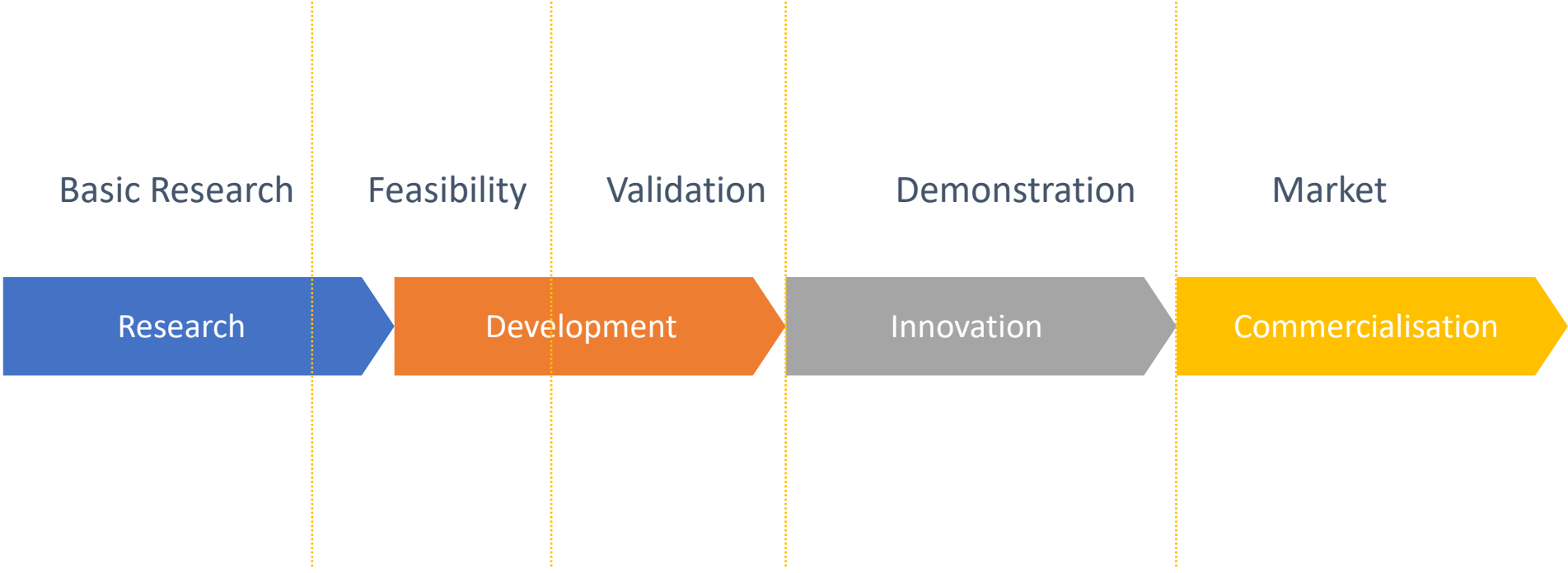


Source: Clayton Christensen: The Innovators Solution

Starts at low end, creates a new market and value network, disrupts existing market.

Innovation Chain

From Research to the market



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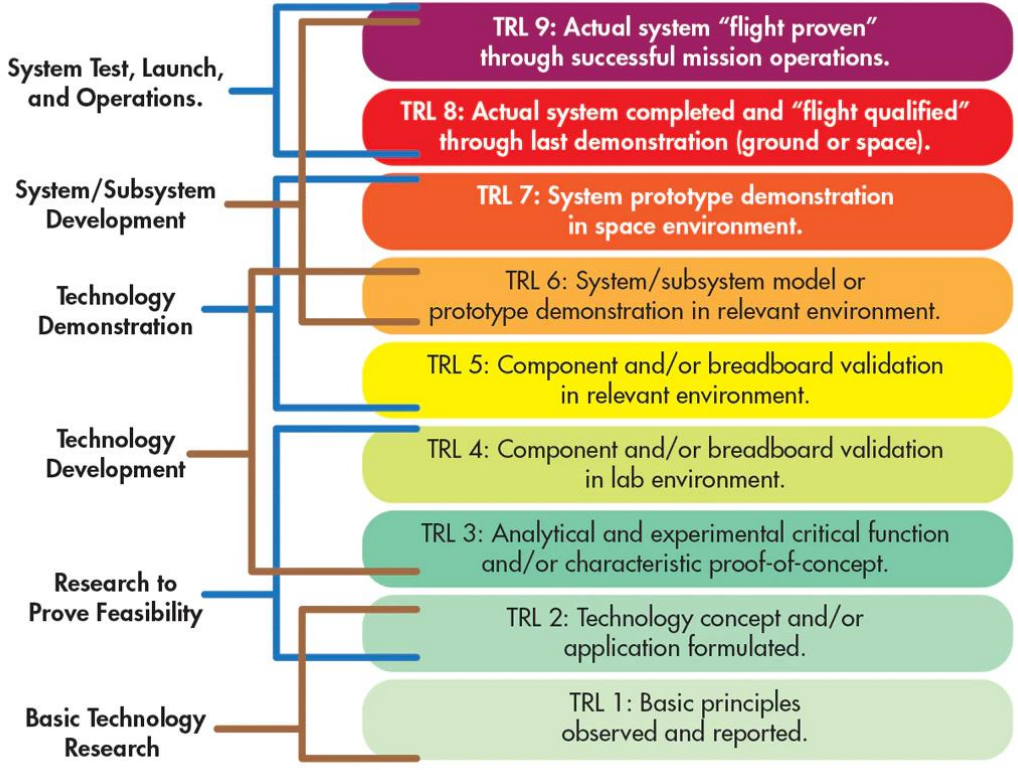
TRL: Technology Readiness

The Technology Readiness Levels



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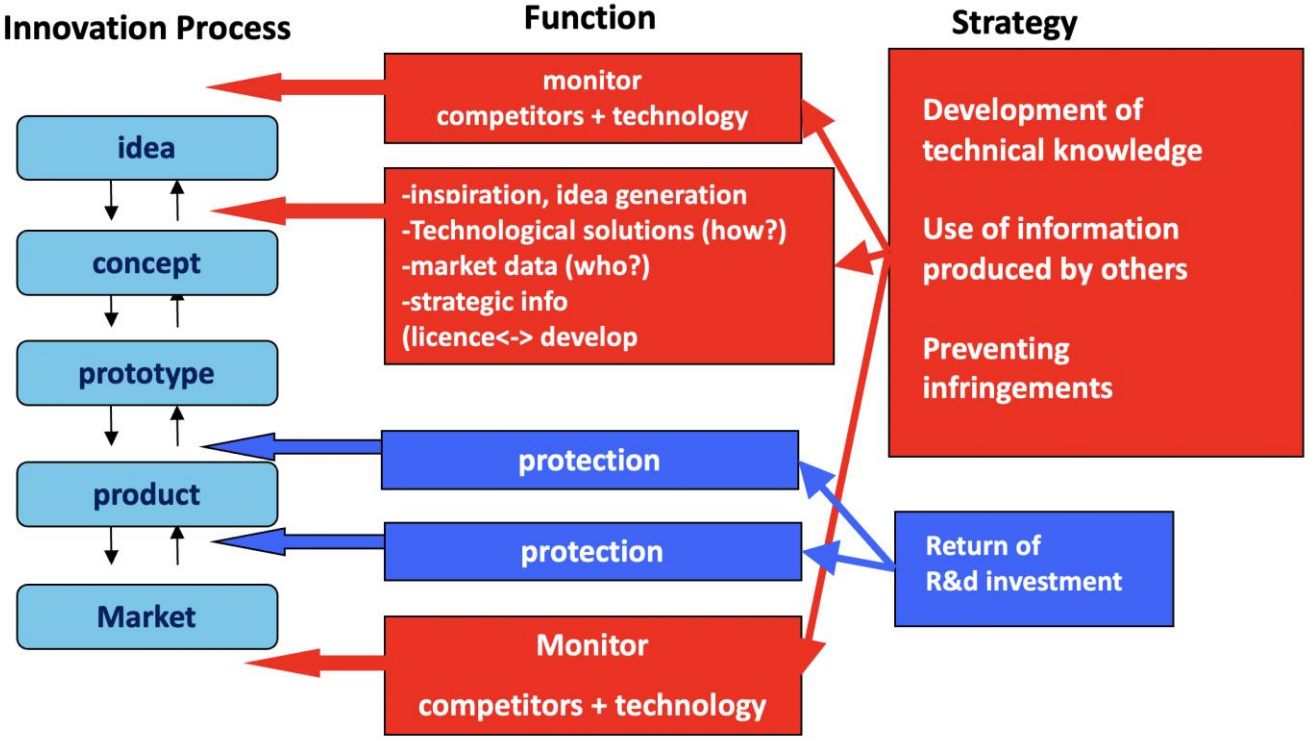
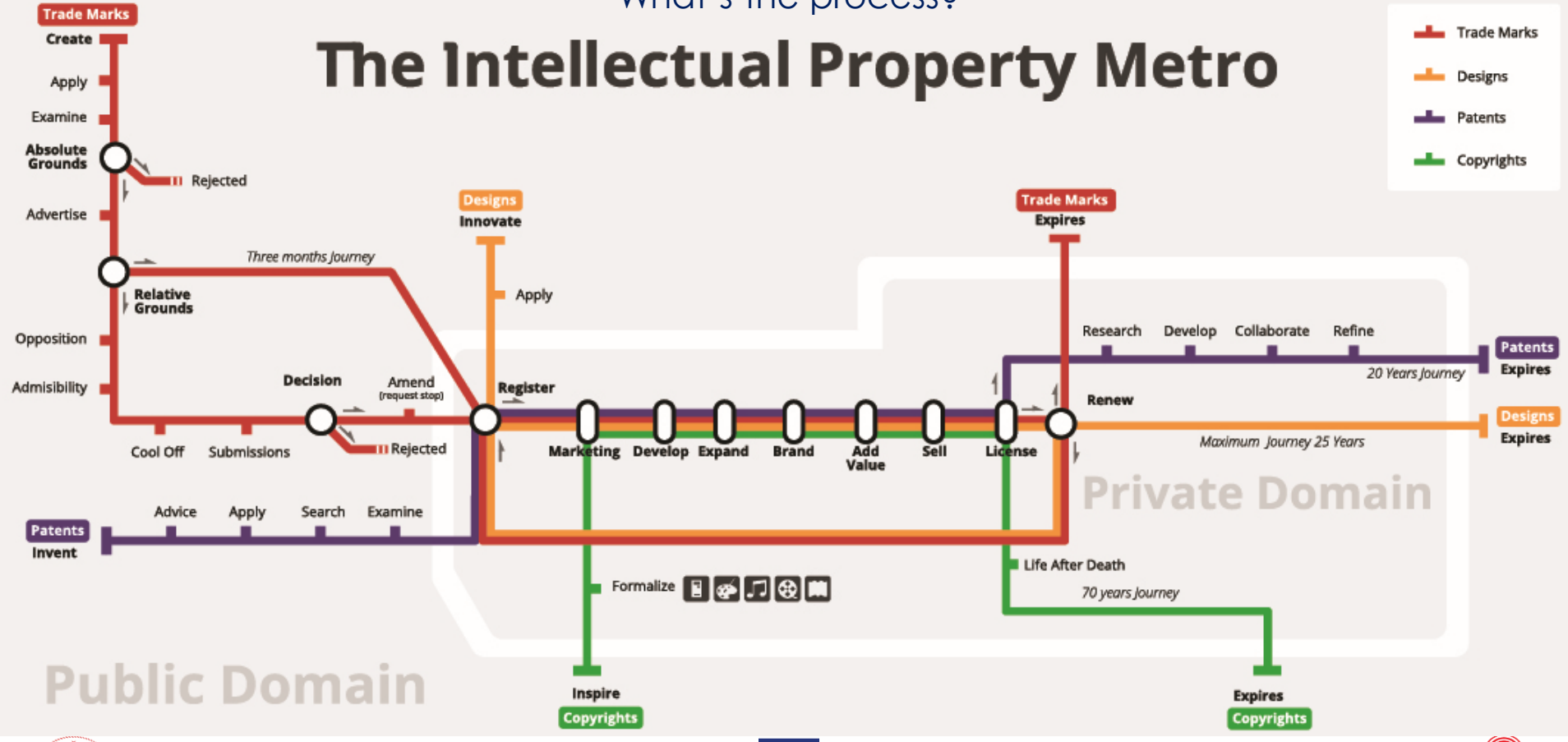
IP in the Innovation Process

Is it linear?



IP in the Innovation Process

What's the process?



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IP in the Innovation Process

What's the process?

- Projects must produce outputs/results
- Results => benefits
- Benefits = Impact

- Impact must be maximised
- IP can help us

Photo by Umberto on Unsplash

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IP Management is expected

What's the process?

- **IMPACT:** Intellectual Property, knowledge protection and regulatory issues
  - Explain key knowledge (IPR) items and who owns them.
  - Refer to results of any patent search carried out.
  - Results of "Freedom to operate analysis"?
  - Status and strategy for knowledge protection. Any patents?
  - Regulatory / standard requirements ?
  - Feasibility assessment ?
  - Are you seeing any new market opportunity through regulatory requirements?

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Freedom to Operate

In proposal stage

- **What is Freedom to Operate?**

  ability to use your technology without infringing on another's intellectual property

- **When?**

  In proposal stage & multiple times in development

- **Who?**

  Depends on how patented is your industry (Health, IT, etc).

- **How?**

  A competent IP consultant, legal expert, IP attorney

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Your IP strategy

Not one size fits all

Tools	What	Registration
Copyright	All Creative : Code, user guides, icons, graphical elements	AUTOMATIC
Patent	Functionality, new inventive technical effects	YES* (US, Debatable in EU)
Trademark	Logo, name (Visual & Textual)	YES (EUIPO)
Industrial Design	Graphic User Interface (GUI) under requirements	RECOMMENDED (EUIPO)
Database Rights	Output of process	NO
Contractual Agreements	Secrets, Confidential Info	NO

European IP Helpdesk
https://intellectual-property-helpdesk.ec.europa.eu

Wrap up the session!

PM in Proposal Phase

- Coordinator or Participant
- **The roadmap to participation** in a Horizon Europe proposal
- **Proposal Preparation and Project Management**
- Understanding **how proposal writing works** and how to coordinator or join a consortium

Photo by Brett Jordan on Unsplash

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Q&A

Time to ask your questions!

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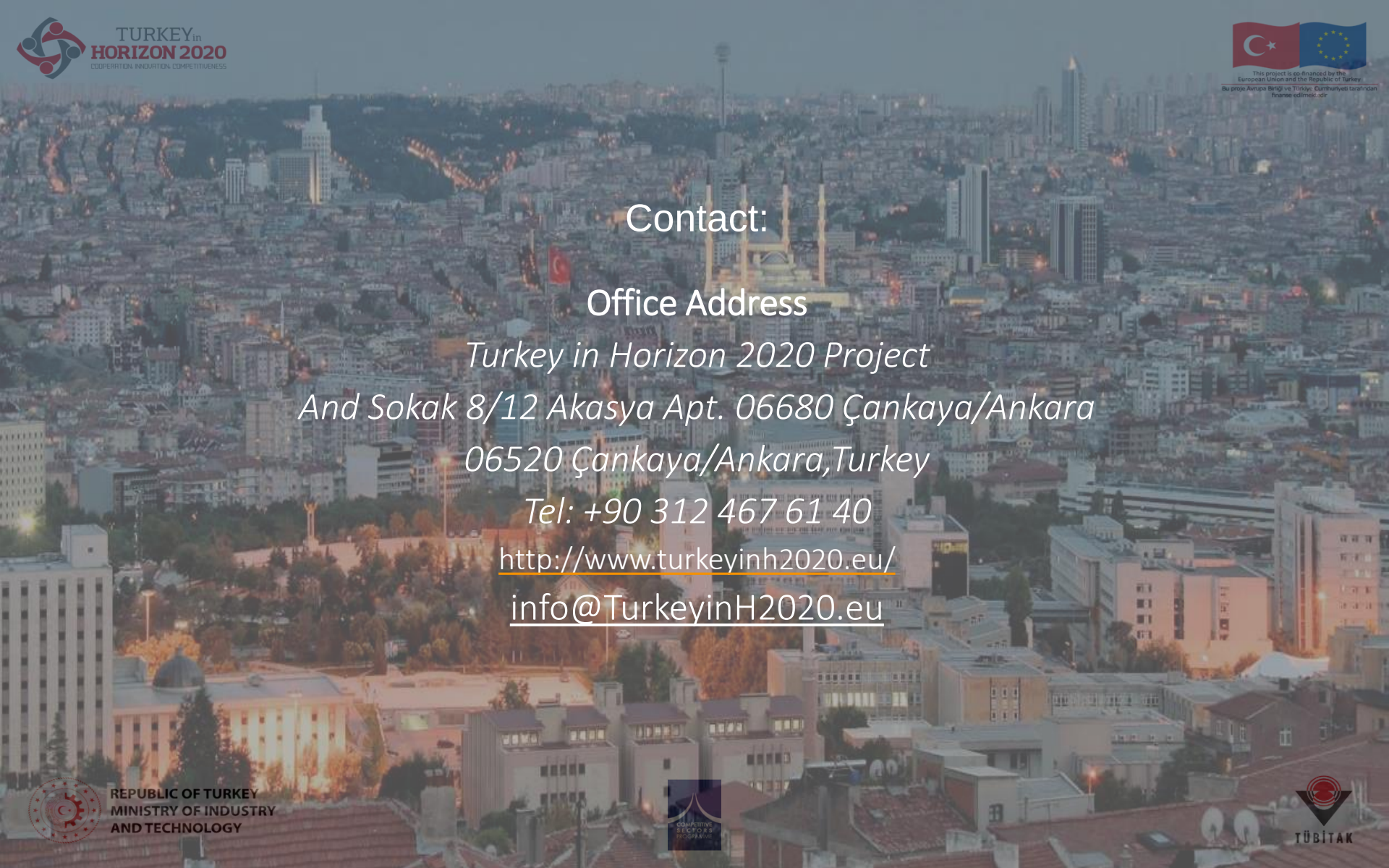

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