



This project is co-financed by the  
European Union and the Republic of Turkey

Bu proje Avrupa Birliđi ve Türkiye Cumhuriyeti tarafından  
finanse edilmektedir



Technical Assistance for Turkey in Horizon 2020 Phase-II

EuropeAid/139098/1H/SER/TR

# Horizon Europe: Plan your project in proposal phase PM & Implementation Section

*Istanbul, 24-25 Feb 2022*

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REPUBLIC OF TURKEY  
MINISTRY OF INDUSTRY  
AND TECHNOLOGY



# What we will cover

Project Management in Proposal Phase (Pre-award)



## 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

# OLD vs. NEW Template

## Preparing the Implementation Section

### *Quality and efficiency of the implementation – aspects to be taken into account*

- *Quality and effectiveness of the work plan, assessment of risks, and appropriateness of the effort assigned to work packages, and the resources overall.*
- *Capacity and role of each participant, and extent to which the consortium as a whole brings together the necessary expertise.*

Two sections instead of four in the **OLD** templates

- 3.1 Work plan and resources [e.g. 10 pages – including tables]
- 3.2 Capacity of participants and consortium as a whole [e.g. 3 pages]

*A reason for celebration:*

- No more **OLD** Section 3.2: Management structure and decision-making -> Section 3.2 Consortium as a whole is now 3.2 and upgraded to 3 pages (in the past, the practice was ... ½ page of generalities...)
- New Section 3.1 contains **OLD** Section 3.1 and **OLD** Section 3.4

# Section 3.1

Work plan and resources [e.g. 10 pages – including tables]

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## Section 3.1 same as in the OLD template



- Milestones and critical risks (under Section 3.2 in OLD template)
- Table of PM and financial information, justifications for ‘other costs categories’ (under Section 3.4 in the OLD template)
- All in all: no surprises here!

# Section 3.2

## 3.2 Capacity of participants and consortium as a whole [e.g. 3 pages]

- Evolution of Section 3.3 in the OLD template ('Consortium as a whole')
- OLD Section 3.3 ended up in containing aesthetically not convincing maps of Europe and some rather ... spacey tables
- No-sense making information should be avoided by all means!

Profile	Robotics	Health	Ethics	Software	Semantics	End User	Products	Consulting	Main Role(s)
SME									Robot System Developer. Customization and support of Kompai R&D Platform. Global Sales.
SME									Robot Control and System Integrator. Technical Director and Liaison to EU Clustering.
SME									Software developer. Host and developer of the Robot Application (RAPP) Store.
SME									Telecommunication ICT developer. Oversees communication aspects of platforms and pilots.
SME									Exploitation consulting company. Handles IP, partner agreements, impact management.
NP									Hospital and end user. Proponents of service robots and leading research in CGA and MPI.
Gov									Municipality and end user. Proponent of service robots for social services
RTD									Nursing, ICT, Ethics and Project Coordinator. Leading research team in Resilience and Dementia.
RTD									Leading research unit on treatment of personal data and its structure, security, and usability
RTO									Robotics and Semantics labs. Robot behavior, machine learning and semantics

### 3.3 Consortium as a Whole

MARIO assembles a multidisciplinary consortium well dimensioned to carry out the work program and achieve the intended impact. It is unlikely that a national consortium could fully address the S&T development objectives and the EU dimension enables the inclusion of world-class researchers from the required areas of expertise as well as partner sites that provide the vitally comprehensive testing and validation regime across 3 different countries each with their own operational ecosystems. In total, the consortium brings together the skills and contributions of **10 partners** from **6 EU countries**. Important and robust pilots (3200 direct persons under care and outreach to 100,000) are conducted in three countries (Ireland, Italy, and the UK) A



# Section 3.2

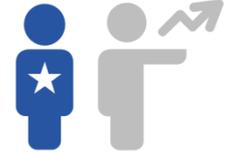
## 3.2 Capacity of participants and consortium as a whole [e.g. 3 pages]

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- Describe the consortium.
- How does it match the project's objectives, and bring together the necessary disciplinary and inter-disciplinary knowledge.
- Show how this includes expertise in social sciences and humanities, open science practices, **and gender aspects of R&I**, as appropriate.
- Show how the partners will have access to critical infrastructure needed to carry out the project activities.
- Describe how 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 (see section 2.2).
- **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 successfully carry out the project.

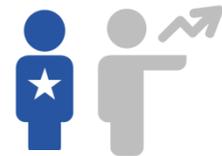
# Implementation Section

This is where Project Management Kicks in



# PM in the Proposal

Don't forget this is a project



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

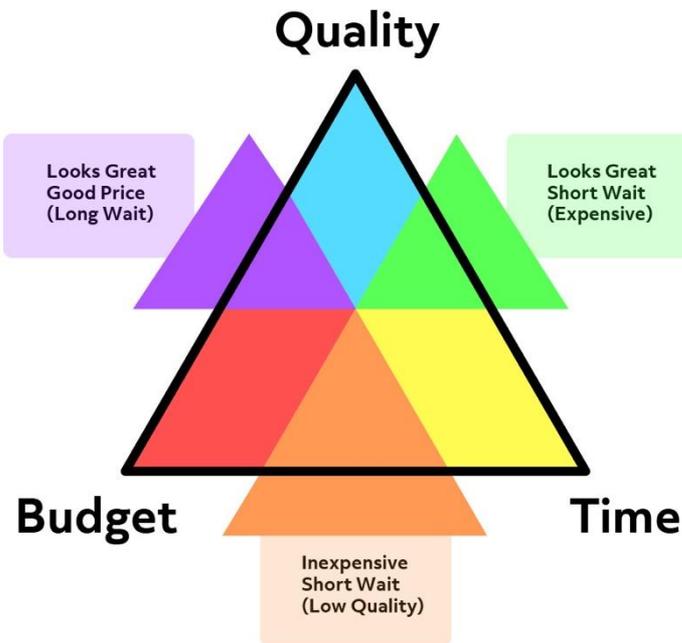
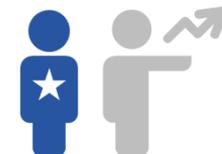


Image taken from:  
<https://www.vuemax.co/post/video-production-and-the-governing-triangle-of-quality-time-and-budget>

# 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

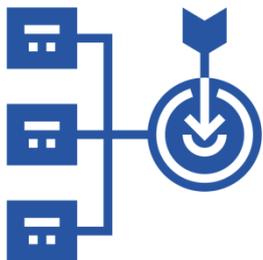
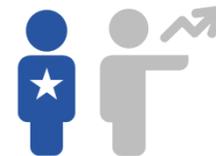
Deliverables

- What are you going to deliver?

**Proposal Preparation Stage**

# Scope & Objectives

Start from the **Objectives**



- What is needed to meet your overall objectives?
- What is needed to achieve your goals (expected outcomes)?
- What will be the impact of the project?

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

# The components of a Work Plan

What does a work plan tell us?

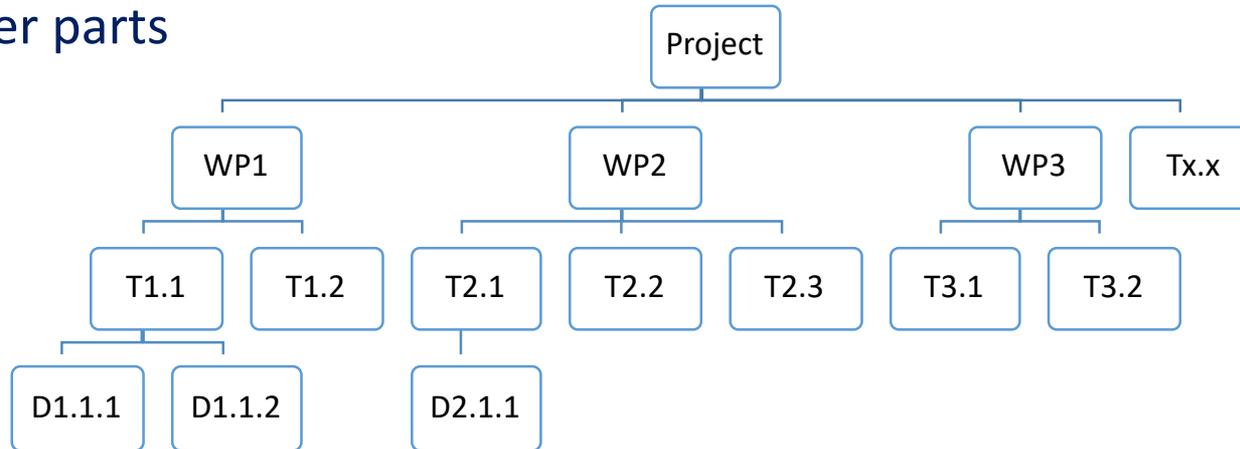
- What work will be **done (our Scope)**?
- How will the work be **organized**?
- How will it be **reported** and **verified**?
- What are the **risks** that something goes wrong?



# Organise your work

## 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



# Organise the work II

## Work Plan of the proposal

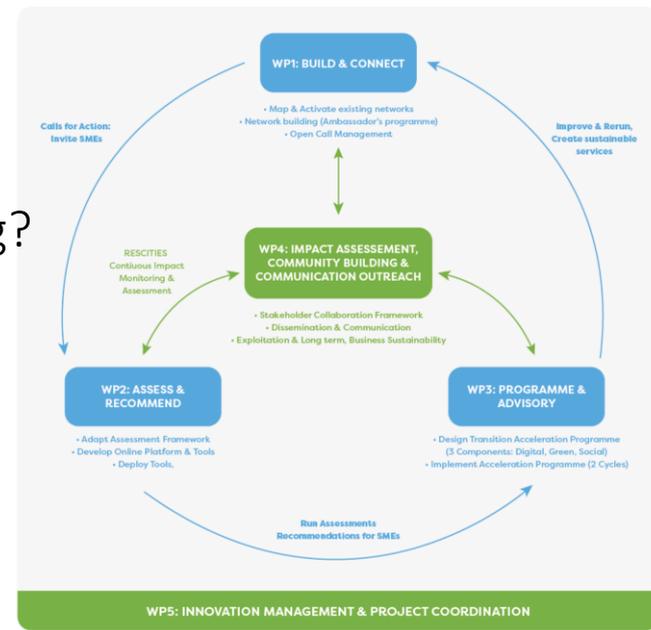
- What work will be done?
- How will the work be organized?
- How will it be reported and verified?
- What are the risks that something goes wrong?



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.



# Prepare WBS & PM/WP

Estimate your budget: Work Breakdown Structure (WBS)

	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9	Total
COORD	17,0	3,0	26,0	0,0	2,0	0,0	8,0	0,0	2,0	58
PART 2	1,0	4,0	12,0	10,0	3,0	1,0	0,0	14,0	1,0	46
PART 3	<b>2,0</b>	<b>2,0</b>	<b>0,0</b>	<b>0,0</b>	<b>0,0</b>	<b>0,0</b>	<b>32,0</b>	<b>0,0</b>	<b>6,0</b>	<b>42</b>
PART 4	3,0	1,0	0,0	0,0	17,0	17,0	2,0	0,0	2,0	42
PART 5	1,0	0,0	0,0	3,0	10,5	9,0	5,0	0,0	5,5	34
PART 6	2,0	21,0	2,5	1,0	2,0	0,0	2,0	4,5	4,0	39
PART 7	1,0	0,0	2,0	0,0	0,0	0,0	0,0	0,0	12,0	15
PART 8	1,0	2,0	2,0	5,0	2,0	0,0	2,0	4,0	2,0	20
PART 9	2,0	0,0	6,0	18,0	0,0	0,0	2,0	2,0	2,0	32
<b>Total</b>	<b>30,0</b>	<b>33,0</b>	<b>50,5</b>	<b>37,0</b>	<b>36,5</b>	<b>27,0</b>	<b>53,0</b>	<b>24,5</b>	<b>36,5</b>	<b>328</b>



# Define the outputs

## Deliverables

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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**.

# What are you delivering

## Types of Deliverables

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- **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)

## Dissemination Level of Deliverables

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- **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)

# Control Points

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.*

## 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

# Identifying and qualifying Risks

## Critical Risks

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- **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.

# Tables of the Implementation Part

## What you need to complete

Table 3.1.a: List of work packages

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End Month	Table 3.1f: Summary of staff effort			
							WPn	WPn+1	WPn+2	Total Person-Months per Participant
Table 3.1.i: 'Other costs categories' items (e.g. internally invoiced goods and services)							Table 3.1g: 'Subcontracting costs' items			
Participant Number/Short Name							Participant Number/Short Name			
Internally invoiced goods and services							Subcontracting			
Cost (€)							Cost (€)			
Justification							Justification			

Deliverable (number)	Deliverable name	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)	Table 3.1f: Summary of staff effort			
							WPn	WPn+1	WPn+2	Total Person-Months per Participant
Table 3.1c: List of Deliverables							Table 3.1h: 'Purchase costs' items (travel and subsistence, equipment and other goods, works and services)			
Parties							Participant Number/Short Name			
Justification							Subcontracting			
Cost (€)							Cost (€)			
Justification							Justification			

Milestone number	Milestone name	Related work package(s)	Due date (in months)	Table 3.1f: Summary of staff effort			
				WPn	WPn+1	WPn+2	Total Person-Months per Participant
Table 3.1d: List of milestones				Table 3.1i: 'Other costs categories' items (e.g. internally invoiced goods and services)			
Table 3.1b: Work package description				Participant Number/Short Name			
For each work package:				Participant Number/Short Name			
Work package number				Total Person Months			
Work package title				Table 3.1g: 'Subcontracting costs' items			
Participant number				Participant Number/Short Name			
Short name of participant				Subcontracting			
Person months per participant:				Cost (€)			
Start month				Justification			
Objectives				Table 3.1h: 'Purchase costs' items (travel and subsistence, equipment and other goods, works and services)			
Description of work (where appropriate, broken down into ...)				Participant Number/Short Name			
Remaining purchase costs (<15% of pers. Costs)				Travel and subsistence			
Total				Equipment			
Table 3.1i: 'Other costs categories' items				Other goods, works and services			
Participant Number/Short Name				Remaining purchase costs (<15% of pers. Costs)			
Cost (€)				Total			
Justification				Table 3.1j: 'Other costs categories' items (e.g. internally invoiced goods and services)			
Internally invoiced goods and services				Participant Number/Short Name			
Deliverables (brief description and month of delivery)				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

# Implementation Preparation

## Wrap it up!

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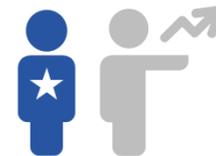
- Start from **high level structure** of WP
- **Time** different WPs and **components** (Gantt chart)
- **Use Tables**. Map objectives, challenges, deliverables.
- Be detailed **don't overdo it**.
- **Use Visuals** (Pert, Dependencies charts)
- Assign **resources** to WPs in line with targets
- **Use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

Photo by [Bernd Klutsch](#) on [Unsplash](#)

# Communication with partners

## Communicate: Conduct frequent meetings

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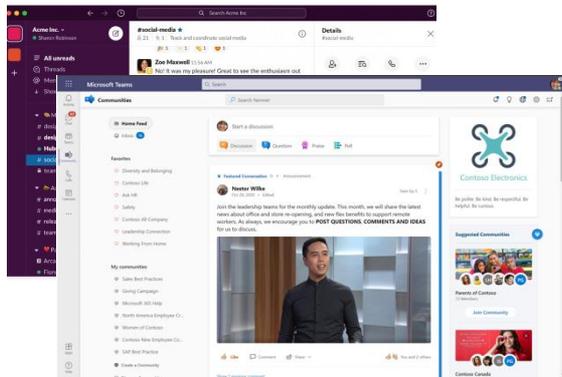
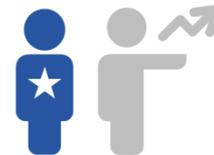
- Set a fixed time depending on the time frame:  
every Thursday @ XX:00 CET.
- Define the Agenda.
- Assign ownerships to tasks
- Keep Notes/minutes
- Engage all partners
- Follow-up with actions
- Keep it short

Photo by [Maxime](#) on [Unsplash](#)

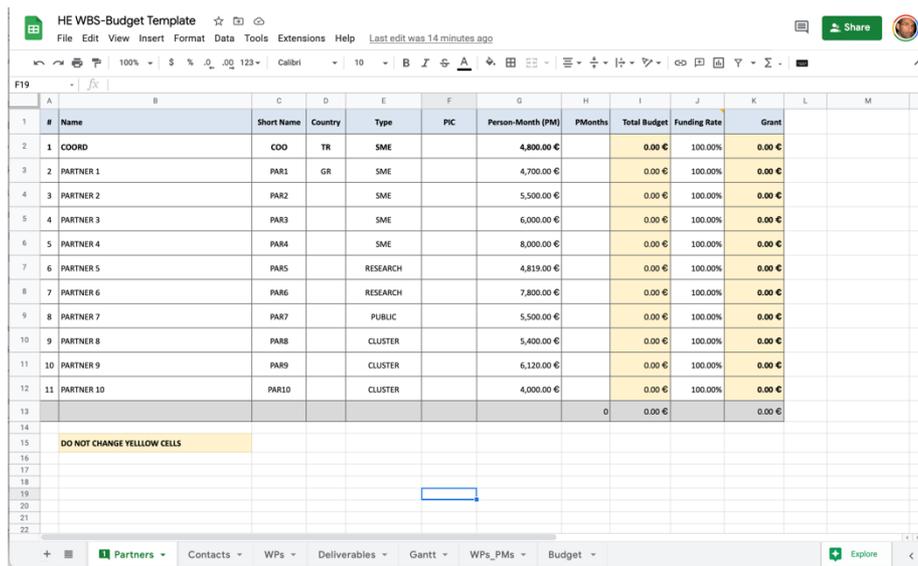


# Tools for proposal preparation

## Setup a productivity stack



A fully working template to help you



#	Name	Short Name	Country	Type	PIC	Person-Month (PM)	PMMonths	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	SME		5,500.00 €		0.00 €	100.00%	0.00 €
4	PARTNER 3	PAR3	SME	SME		6,000.00 €		0.00 €	100.00%	0.00 €
5	PARTNER 4	PAR4	SME	SME		8,000.00 €		0.00 €	100.00%	0.00 €
6	PARTNER 5	PAR5	RESEARCH	RESEARCH		4,819.00 €		0.00 €	100.00%	0.00 €
7	PARTNER 6	PAR6	RESEARCH	RESEARCH		7,800.00 €		0.00 €	100.00%	0.00 €
8	PARTNER 7	PAR7	PUBLIC	PUBLIC		5,500.00 €		0.00 €	100.00%	0.00 €
9	PARTNER 8	PAR8	CLUSTER	CLUSTER		5,400.00 €		0.00 €	100.00%	0.00 €
10	PARTNER 9	PAR9	CLUSTER	CLUSTER		6,120.00 €		0.00 €	100.00%	0.00 €
11	PARTNER 10	PAR10	CLUSTER	CLUSTER		4,000.00 €		0.00 €	100.00%	0.00 €
13							0	0.00 €		0.00 €
DO NOT CHANGE YELLOW CELLS										



<https://bit.ly/HE-template>

# Budget Preparation

Budget depends on contribution

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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.



# Lump Sum

For Lump Sum Projects no justification needed

## Administrative forms

Proposal ID **101072135**

Acronym **S3E**

## 3 - Budget

No	Name of Beneficiary	Country	Requested grant amount
1	Hiseedtech - Associação Para A Valorização Do Conhecimento	PT	367500.00
2	European Public Law Organization	EL	208125.00
3	International Development Ireland Limited	IE	
4	Australo Interinnov Marketing Lab SI	ES	
Total			

**Table 3.1f:**

**Summary of staff effort**

	WP1	WP2	WP3	WP4	WP5	Total PM per Participant
<b>1/HST</b>	<b>13</b>	6	<b>10</b>	1	5	35
<b>2/EPLO</b>	1	<b>12</b>	2	9	5	29
<b>3/IDI</b>	1	3	1	<b>16</b>	8	29
<b>4/AUS</b>	1	1	2	8	<b>15</b>	27
	16	22	15	34	33	120

**Table 3.1g: 'Subcontracting costs' items**

Not Applicable.

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

1/HST	Cost (€)	Justification
<b>Other goods, works and services</b>	70.000	Mentoring support services for training (50 mentors, 14h each, 100€/hour)
<b>Remaining purchase costs (&lt;15% of pers. Costs)</b>	14.000	
<b>Total</b>	84.000	

# Costs

Understanding the costs categories

ELIGIBLE COSTS	INELIGIBLE COSTS
<p><b>DIRECT</b> (Actual)</p> <ul style="list-style-type: none"><li>• <b>A. Personnel costs</b> (incl. employer's costs)</li><li>• <b>B. Subcontracting</b></li><li>• <b>C. Purchase</b> (Travel, Equipment, other)</li><li>• <b>D. Other</b> (Fin Support, Internal invoices, Research Infrastructures, PCP, EU Partnership, Cofund, ERC, EIC)</li></ul> <p><b>INDIRECT</b> (25% on all Direct Exp. Subcontracting)</p> <ul style="list-style-type: none"><li>• <b>E. Overhead</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Deductible VAT</b> (Note: nondeductible/non identifiable VAT is eligible)</li><li>• <b>Losses due to fluctuation of exchange rates</b></li><li>• <b>Interest owed</b></li><li>• <b>Provisions for future losses or debts</b></li></ul>

- Employee costs (or equivalent)
- Natural persons working under a direct contract
- Personnel seconded by a third party
- SME Owners: owners of SMEs not receiving a salary

# Personnel

## A. Personnel Costs



# Person Months

What is a person month?

One Person working for 3 months (Full time)

=

3 Persons working for 1 month (Full time)

=

6 Persons working for ½ month

**ANY DURATION**

Photo by [Austin Distel](#) on [Unsplash](#)

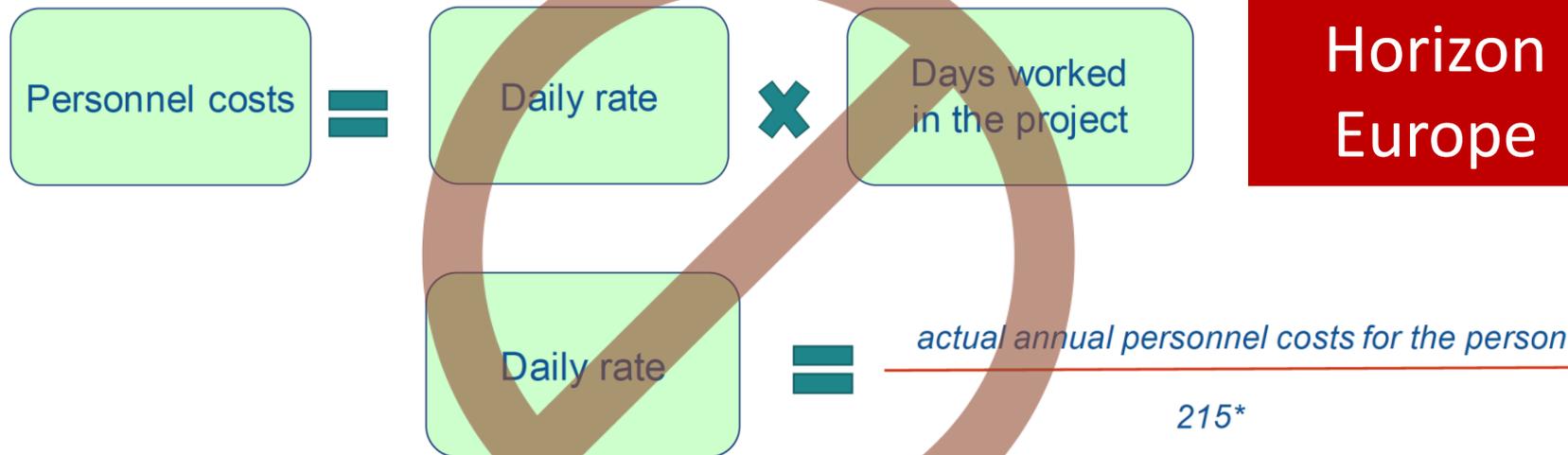


REPUBLIC OF TURKEY  
MINISTRY OF INDUSTRY  
AND TECHNOLOGY



# Actual Personnel Costs

How actual Hourly Rate is calculated



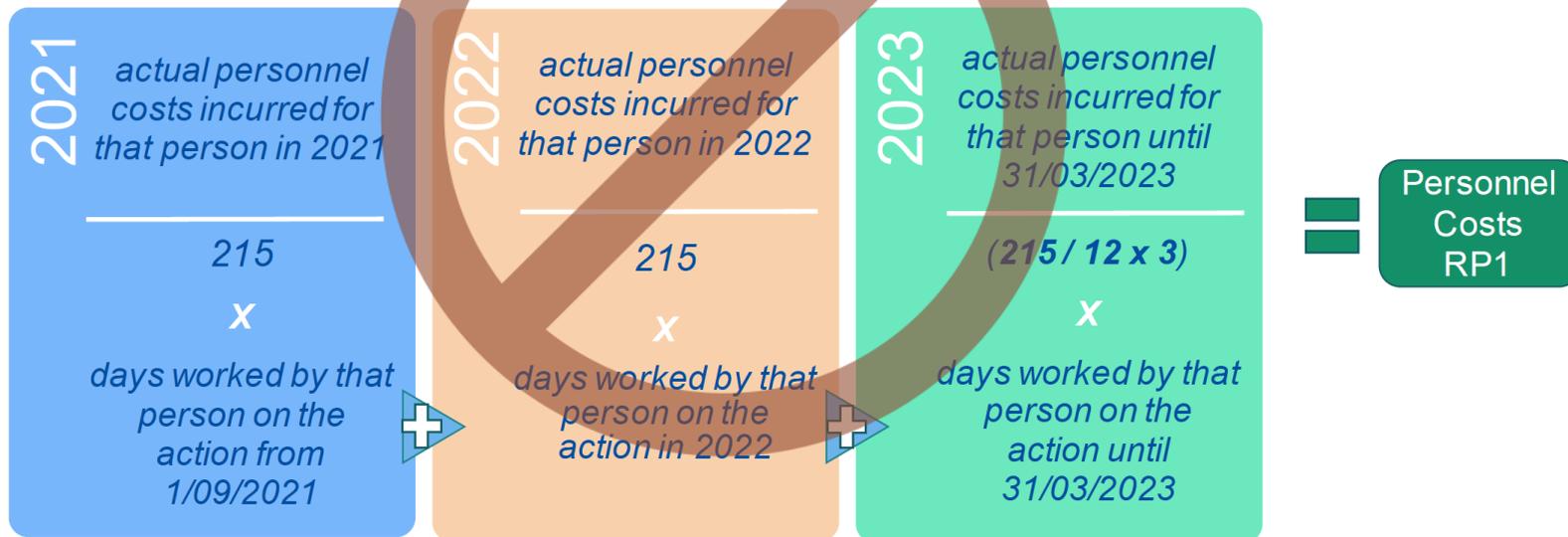
- For full years = Per calendar year (Jan - Dec)
- For years not full = Partial Daily Rate for only for months worked
  - $\{ \text{actual personnel costs of the person incurred over those months} / \{ 215 / 12 \text{ (months)} \times \text{number of months from Jan – End of Project} \}$

# Actual Personnel Costs

How actual Hourly Rate is calculated

Horizon Europe

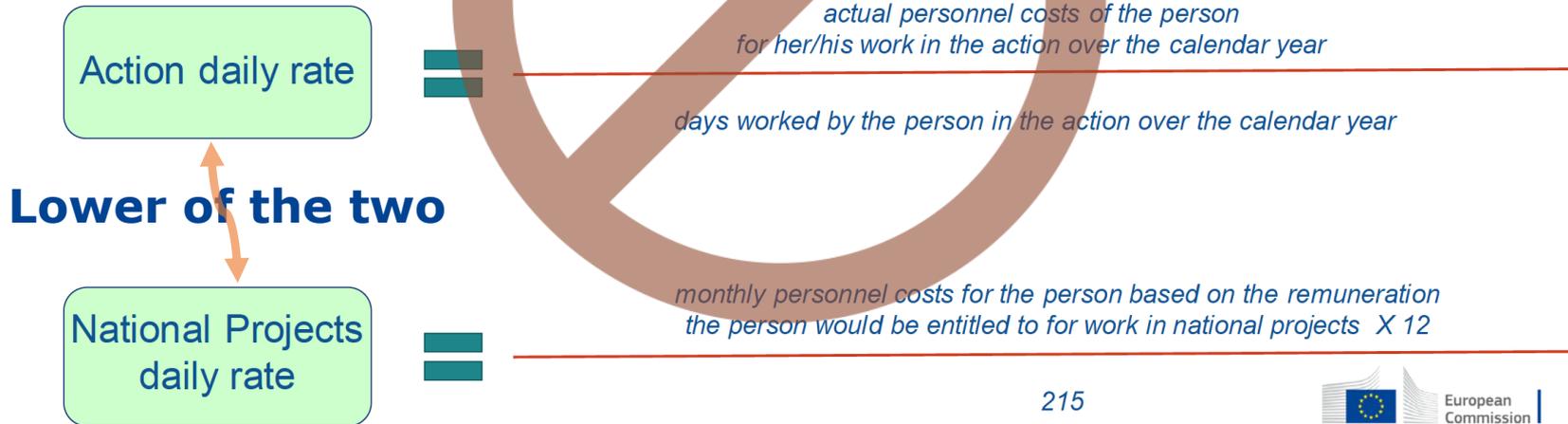
Costs for Researcher Y in reporting period 1. Reporting period 1 runs from 1/09/2021 until 31/03/2023:



# Actual Personnel Costs

## Project-based Remuneration in HE

- For employees earning more due to their participation in projects  
*Example: employee gets a bonus or a new contract with a higher salary for working in a project.*
- National Projects Daily Rate = rate you would pay for work in national projects according to usual practices.



# Person Months Avg Rate Estimation

Estimate your budget: Average Person months

Profile	PM Cost	PM	Total
Director	8.000,00 €	2	16.000,00 €
Senior Researcher	5.000,00 €	20	100.000,00 €
Junior Researcher	2.500,00 €	20	50.000,00 €
		<b>42</b>	<b>166.000,00 €</b>
	<b>AVERAGE COST:</b>		<b>3.950 €</b>

**Average Person  
Month Cost =**  
weighted mean  
value of the  
different profiles

*Taken into account only for Proposal Phase. During Project Implementation you need actual costs.*

# SME Owners NOT receiving a salary

## Remuneration for SME owners

SME owners / natural persons / no salary

**YES:** owners compensated by other means than a salary (*e.g. dividends, service contracts between the company and the owner, etc.*)

**NO:** owners receiving a salary (*registered as such in the accounts of the SME*)

### HOW:

• Hourly Rate = { EUR 4,650 / 143 hours } X {country-specific correction coefficient}

*In TR = 86,6%*

- SEE: Annex 2a (Additional information on the estimated budget)

# Record Keeping

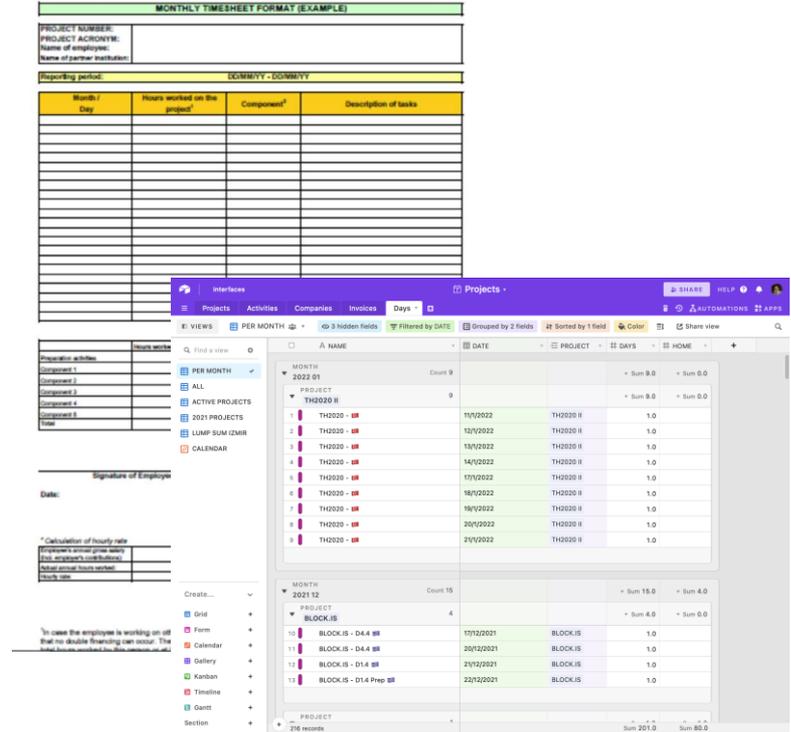
## Working Time Remuneration

### USE TIMESHEETS (as in Horizon 2020)

- Only hours worked on the project can be charged.
- **Timesheets:** Working time recorded till the end.
- Real **productive** hours not estimations.
- Some activities **not** productive hours :
  - *Training (not project related)*
  - *Internal meetings (not project related)*

Simple excel or more elaborate systems accepted.

OR SIGN MONTHLY DECLARATION  
on Days spent in the action.



The image shows two screenshots. The top one is a 'MONTHLY TIMESHEET FORMAT (EXAMPLE)' with fields for project number, activity name, and partner institution. Below is a table with columns for 'Month/Day', 'Hours worked on the project', 'Component', and 'Description of tasks'. The bottom screenshot shows a software interface with a sidebar for 'Project activities' and a main table displaying a calendar view of activities for '2022 01' and '2021 12'. The table includes columns for date, project name, and hours.

DAY EQUIVALENT = 8 hours **OR** based on full time daily hours on contract.

# Subcontracting

## B. Subcontracting

### EXAMPLES:

- *Contract for specific part of the research (Secondary)*
- *Contract for Test and analysis of a new product*

- Always check specific rules
- Business Conditions
- Only small amount  
( $<15-20\%$  of the partner's budget)
- Avoid it if you can

# Other Costs

## C. Purchase Costs

### Travel and Subsistence

- **Transportation**
  - Number of Trips
  - Destinations
  - Duration of travels
  - Number of people traveling
- **Flat Subsistence Allowance**
  - *eligible if in line with beneficiary's usual practices on travel*

### Equipment (only Depreciation)

- Always verify specific rules
- Depreciation (not full cost)
- According to National Legislation

### Other Goods, works and Services

- Short Consultancies
- Catering
- Printing services
- Etc.

# Define Other Costs

Travel, Equipment, Other

- How many physical meetings?
- How many travels? How many people?  
Where?
- Any equipment needed?
- How many/Which events?
- Any costs for other services?



# Budget Table

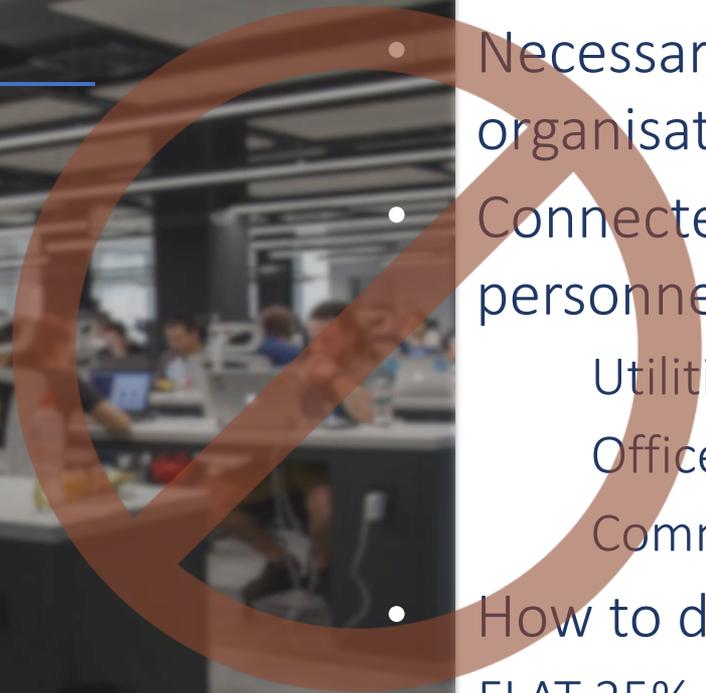
## D. Other Costs

D. Other cost categories							
/D.1 Financial support to third parties /	/D.2 Internally invoiced goods and services /	/D.3 Trans-national access to research infrastructures /	/D.4 Virtual access to research infrastructures /	/D.5 PCP/PPI procurement costs /	D.6 European Partnership Cofund additional coordination and networking costs /	/D.7 Euratom Cofund staff mobility costs /	D.8 ERC additional funding /

- D1. Financial Support to 3rd Parties
- D2. Internally invoiced Goods and Services
- D3. Transnational Access to Research Infrastructure
- D.4 Virtual Access to RI
- D.5 PCP/PPI procurement costs
- D.6 EU Partnership Cofund additional Coordination/ networking
- D.7 Euratom Cofund Staff
- D.8 ERC Additional Funding

# Overheads

## E. Indirect Costs



- Necessary for every functioning organisation
- Connected to productive personnel
  - Utilities
  - Office costs
  - Communications
- How to determine the % ?  
FLAT 25% of ALL Direct costs (*except Subcontracting*)
- They do NOT have to be justified

# Budget Flexibility

How flexible are you?

- Actual costs may differ from estimated eligible costs.
- Budget Transfer between Beneficiaries or between budget categories without Amendment

*If incurred costs < estimated, difference to another partner or budget category.  
If significant change in planned work, amendment is needed*

# WBS and Budget tables

Partners can work on a common template

HE WBS-Budget Template ☆ 📄 ☁

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F19 fx

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	#	Name	Short Name	Country	Type	PIC	Person-Month (PM)	PMonths	Total Budget	Funding Rate	Grant		
2	1	COORD	COO	TR	SME		4,800.00 €		0.00 €	100.00%	0.00 €		
3	2	PARTNER 1	PAR1	GR	SME		4,700.00 €		0.00 €	100.00%	0.00 €		
4	3	PARTNER 2	PAR2		SME		5,500.00 €		0.00 €	100.00%	0.00 €		
5	4	PARTNER 3	PAR3		SME		6,000.00 €		0.00 €	100.00%	0.00 €		
6	5	PARTNER 4	PAR4		SME		8,000.00 €		0.00 €	100.00%	0.00 €		
7	6	PARTNER 5	PAR5		RESEARCH		4,819.00 €		0.00 €	100.00%	0.00 €		
8	7	PARTNER 6	PAR6		RESEARCH		7,800.00 €		0.00 €	100.00%	0.00 €		
9	8	PARTNER 7	PAR7		PUBLIC		5,500.00 €		0.00 €	100.00%	0.00 €		
10	9	PARTNER 8	PAR8		CLUSTER		5,400.00 €		0.00 €	100.00%	0.00 €		
11	10	PARTNER 9	PAR9		CLUSTER		6,120.00 €		0.00 €	100.00%	0.00 €		
12	11	PARTNER 10	PAR10		CLUSTER		4,000.00 €		0.00 €	100.00%	0.00 €		
13								0	0.00 €		0.00 €		
14													
15		DO NOT CHANGE YELLOW CELLS											
16													
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19													
20													
21													
22													

Partners Contacts WPs Deliverables Gantt WPs\_PMs Budget Explore

<https://bit.ly/HE-template>

# Transferring budget to the portal

## Financial tables

No	Participant name	Country	Estimated eligible costs					EU contribution to eligible costs			Income generated by the action (o)	Financial contributions (q)	Own resources (r)	Total estimated income (s)=(n) + (o)+(p)+ (q) + (r)			
			A. Personnel costs/€ (a1)	B. Subcontracting costs/€ (b)	C. Purchase costs			D. Other cost categories D.X [specific cost category] /€ (dx)	E. Indirect costs/€ (e) = 25% * [(a1) + (c1) + (c2) + (c3) + (d6) + (d7) + (d8) + (d10) + (d11)]	Total eligible costs (h) = (a1) + (b) + (c1) + (c2) + (c3) + (d) + (e)					Funding rate (U)	Maximum EU contribution to eligible costs (l) = (U) * (h)	Requested EU contribution to eligible costs/€ (Requested grant amount) (m) (n)
					C.1 Travel and subsistence/€ (c1)	C.2 Equipment/€ (c2)	C.3 Other goods, works and services /€ (c3)										
1	Participant 1	NL															
2	Participant 2	LB															

A. PERSONNEL COSTS	B. SUB-CONTRACTING COSTS	C. PURCHASE COSTS	D. OTHER COSTS	E. INDIRECT COSTS	TOTAL ELIGIBLE COSTS	EU CONTRIBUTION
€ 166.000	€ 0	€ 14.000	€ 0	€ 45.000	€ 225.000	€ 225.000
				25% * (A + C + D)	T=A+B+C+D+E	RATE = 100 % or 70% EU CON = RATE% * T

# 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**

# 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**.

# 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/>



# The innovation components based on the responses of innovation experts



Having an idea



Executing the idea



Addresses a real challenge



Add value to the company



Add value to customer



Different perspective / thinking



Moving forward



Definition not important



Addressing new market

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

# Innovation according to EU & OECD

## Why innovation is so important for a better future

 The Measurement of Scientific, Technological  
and Innovation Activities  
**Oslo Manual 2018**  
GUIDELINES FOR COLLECTING, REPORTING  
AND USING DATA ON INNOVATION



 OECD eurostat

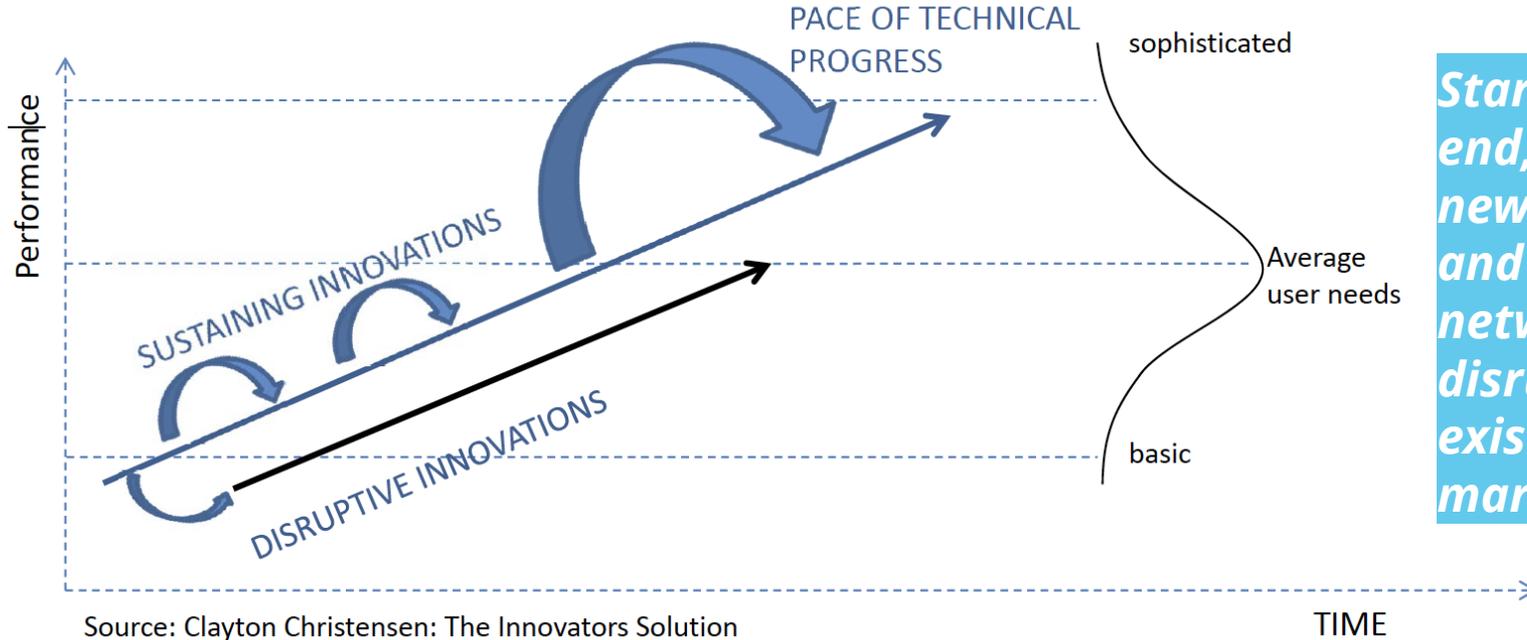
4<sup>th</sup> Edition

*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*

# What is disruptive innovation?

## Why innovation is so important for a better future



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

Source: Clayton Christensen: The Innovators Solution

TIME

# Innovation Chain

## From Research to the market

Basic Research

Feasibility

Validation

Demonstration

Market

Research

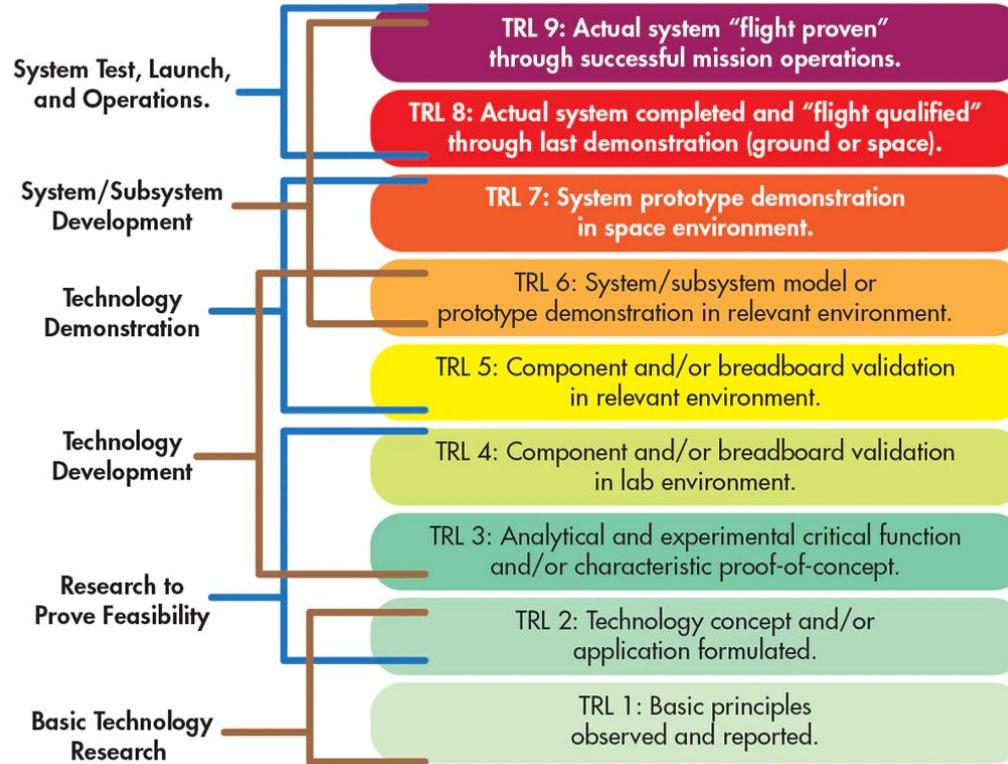
Development

Innovation

Commercialisation

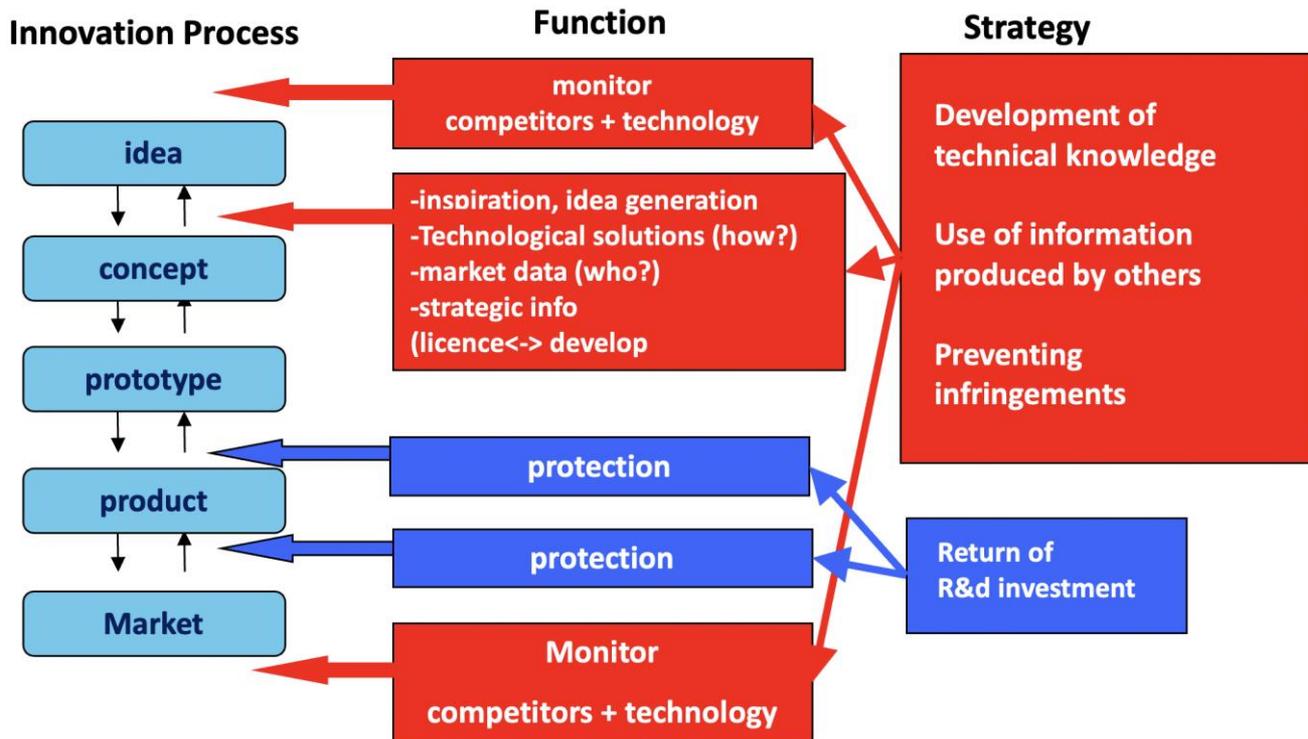
# TRL: Technology Readiness

## The Technology Readiness Levels



# IP in the Innovation Process

Is it linear?



# 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





# Q&A

Time to ask your  
questions!

Contact:

Office Address

*Turkey in Horizon 2020 Project  
And Sokak 8/12 Akasya Apt. 06680 Çankaya/Ankara  
06520 Çankaya/Ankara, Turkey*

*Tel: +90 312 467 61 40*

*<http://www.turkeyinh2020.eu/>  
[info@TurkeyinH2020.eu](mailto:info@TurkeyinH2020.eu)*