3. Implementation

GORAZD WEISS, CENTRE FOR SOCIAL INNOVATION
3. Implementation

• **3.1 Work plan - Work packages, deliverables** => overall structure of the project, coherent and effective work plan, description of the Work package and tasks, list of deliverables incl. appropriate of the allocation of tasks and resources

• **3.2 Management structure and procedures** incl. critical risk and mitigation measurers, milestones, appropriate management structure connected innovation management process and exploitation plan.

• **3.3. Consortium as a whole** => description of the consortium, involvement of industrial/commercial participants, involvement of other countries.

• **3.4 Resources to be committed** => completed financial tables (PMs per WP), justification of the “other direct costs” items for each participant (=only if the total exceeds 15% of personnel costs for that participant)

⚠️ **Page limit:** For full proposals, the cover page, and sections 1, 2 and 3, together should not be longer than 70 pages (for RIA actions!)
Work plan and resources

✗ Activities and resources responding to the Type of Action, the challenge and methodology

✗ Clear and credible interactions and integration between WPs and partners, including for interdisciplinary work

✗ Linkage between responsibilities – tasks – deliverables – resources

✗ Clear roles with task allocation corresponding to partner profiles and adequate number of actors

✗ Adequate use and number of deliverables and milestones for proper monitoring of progress

✗ Appropriate management resources for the size and complexity of the project

✗ Budget for collaboration with other projects

✗ Innovation Actions (IA) – Timing of the demonstration
Implementation - TIPS (3)

Risk management
✗ Key risks covered and risk level indicated
✗ Effective mitigation measures and contingency plans

Management structure
✗ Tailored to size, nature and complexity of the project
✗ Clearly identified roles, composition and interaction of management and advisory bodies, including decision making
✗ Appropriate to deal with the innovation process - Innovation management
✗ Credible mechanisms for quality assurance and performance monitoring
Summary: H2020 Terminology

- **Work package**: a major sub-division of the proposed project.
- **Task**: Part of a work package, describing one of the steps or smaller section of the work.
- **Deliverable**: a distinct output of the project, meaningful in terms of the project's overall objectives and constituted by a report, a document, a technical diagram, software component, etc.
- **Milestones**: control points in the project that help to chart progress. Milestones may correspond to the completion of a key deliverable, allowing the next phase of the work to begin.
**Table 3.1a: Work package description (For each work package):**

<table>
<thead>
<tr>
<th>Work package number</th>
<th>Start Date or Starting Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work package title</td>
<td></td>
</tr>
<tr>
<td>Participant number</td>
<td></td>
</tr>
<tr>
<td>Short name of participant</td>
<td></td>
</tr>
<tr>
<td>Person/months per participant</td>
<td></td>
</tr>
</tbody>
</table>

**Objectives**
- clear and comprehensible
- realistic and feasible (personnel, technical equipment, financially, in time) (SMART)
- Sub-objectives of main objective (project)

**Tasks**
- Detailed description of what you want to do to achieve the project's objectives: Result: **Deliverables**

**Deliverables**
- Results of WP
- Coherent labelling: e.g. D 4.2

Source: FIT for health
Deliverables vs. Milestones

- **Deliverable**: a compulsory output of your project
  - tangible or intangible object produced as a result of project execution
  - A report, study, questionnaire or a product / artifact, can also be a workshop

- **Milestone**: is a way of checking to what extent you are making progress (show a means of verification to confirm a milestone is attained)
  - A milestone can be completing a specific phase of a project while the related deliverable includes things like the design of the study, a questionnaire, requirements for the definition of the sample, etc.
Deliverable planning

• Related to a work package / task
• Associated to a “lead partner” (main responsible partner)
• Can be of different types:
  • R: Document, report (excluding the periodic or final report)
  • DEC: Websites, patents filing, market studies, press & media actions, videos, etc.
  • OTHER: Software, technical diagram, etc.
• Can be widely disseminated or just for internal use:
  • PU = Public, fully open, e.g. web
  • CO = Confidential, restricted access under specific conditions
  • CI = Classified information
Milestone planning

• Project start and end
• End of an important step in the project, “Decision Point”
• Control points in the project that help to chart progress.
• Milestones may correspond to the completion of a key deliverable (or several deliverables), allowing the next phase of the work to begin
• Duration = 0 days
• Related to a Workpackage (e.g. end of a specific phase)
• Not more than 7 – 10 milestones in one project (rather less)
• Formulated as event, incident, happing with a defined date
• Include a means of verification
Time Management - Gantt Chart

• „A Gantt chart is a horizontal bar chart developed as a production control tool in 1917 by Henry L. Gantt, an American engineer and social scientist.“

• graphical illustration of a schedule
• helps to plan, coordinate, and track specific tasks in a project
• Horizontal axis: time broken down into days or months
• Vertical axis: tasks

• Doesn’t clearly show task dependencies
Gantt Chart

WBS 1 Summary Element 1
- WBS 1.1 Activity A: 75% complete
- WBS 1.2 Activity B: 67% complete
- WBS 1.3 Activity C: 50% complete
- WBS 1.4 Activity D: 0% complete

WBS 2 Summary Element 2
- WBS 2.1 Activity E: 0% complete
- WBS 2.2 Activity F: 0% complete
- WBS 2.3 Activity G: 0% complete
Terminology

• H2020:

• EC GLOSSARY

• IPR HELPDESK:
  https://www.iprhelpdesk.eu/glossary/a

• GENERAL PM TERMINOLOGY:
  https://www.smartsheet.com/complete-glossary-project-management-terminology
Project Management Structure in H2020

**EUROPEAN COMMISSION**
(Project officer, Financial officer, Legal officer, etc.)

**External Panel Review**

**EXAMPLE**

**PROJECT MANAGEMENT BOARD**

- **Project Coordinator – P1**
  - P2
  - P3
  - P4
  - P5
  - P6
  - P7
  - P8
  - P9
  - P10
  - P11

**Work package Leader**

**Task Leader**
Roles of project participants

- Each of the project partners can have different roles.
- Roles are defined in the project workplan description
- All project partners:
  - Should fulfil their tasks duly, timely and according to the distribution of work specified in Annex I or amended by the decisions of the PMB
  - Timely delivery of all financial statements and reports to the Coordinator
Coordinator

- Responsible for overall project management
- Intermediary between the project and EC
- Ensures communication with the ERP
- Monitors compliance of the partners with their obligations
- Collects, reviews and submits information on the progress of the project, reports and other deliverables to the EC
- Administers the financial contribution of the EC and fulfills financial tasks
- Transmits on time documents and information connected with the project
- Chairs the PMB meetings, proposes decisions and monitors the implementation of the project

Scientific Coordinator
Administrative and Financial Coordinator
Work package Leaders

• responsible for the overall coordination of the WP, supervision of the tasks, activities, milestones as well as the related deliverables
  • preparing a draft periodic plans for the WP tasks to be approved at the PMB meetings
  • reporting to the coordinator and to PMB
  • organising communication within the respective WP and, together with the Coordinator and other WP Leaders, across WPs
  • presenting the WP conclusions, decisions, results and deliverables at external meetings
  • taking, in agreement with the Task Leaders, decisions at the WP level
  • analysing and documenting any Default of a party in relation to the own WP activities and preparing a respective proposal for an action plan to the Coordinator
Task Leaders

- responsible for the timely implementation of the activities in the task and the reporting to the WP Leader

- are taking, in agreement with the concerned WP Leader, decisions at the task level
Deliverable Leaders

• responsible for the timely and final write-up of the deliverables
• coordinate the work on the deliverable and report to the Task Leader, the WP Leader and the Coordinator
• need to comply to the official deadlines for the submission of the deliverable for the Quality Assurance and to the European Commission
Project Management Board / General Project Assembly

=> Main decision-making body

- Members: all project partners, chaired by the Coordinator

- Main tasks:
  - To review project implementation and progress of work
  - To approve the deliverables before submission to the EC
  - To share knowledge on project implementation and to provide suggestions for its further development based on the project outcomes, input from the ERP
  - To decide upon adaptations of the Annex I and consortium budget
  - In case an activity can not be implemented, making a priority list for the future possible activities and deciding on the option based on criteria of efficiency, feasibility, impact and relevance
  - To tackle problems, delays and resolve conflicts
External Review panel (ERP) – optional body

**Rational:**

- To establish the external review panel (e.g., 3 senior external experts) to monitor the quality of project deliverables and internal materials of the project.

**ROLE:**

- Quality Assurance of the project deliverables and activities
Project Management Cycle in H2020 Projects

**Initiation**
- Project Idea
- Finding appropriate call
- Short project outline
- Consortium building
- Overall Budget
- HR

**Planning**
- Proposal writing (objectives, impact, draft exploitation plan, identification of risks, MNG plan, etc.)
- Budget Planning
- Project Submission & Evaluation
- Grant Agreement preparation
- Consortium Agreement
- Ethical Compliance

**Execution/Implementation**
- Consortium Management incl. Internal communication
- Time Management
- Communication with EC
- Contract and financial Management
- Monitoring (workflow, Impacts, exploitation, IPR and QA)
- Data Management
- Exploitation
- Ethic & RRI issues
- Financial Management & Periodic reporting
- Liaison with other initiatives and projects

**Closure**
- Submission of all deliverables, dissemination, exploitation of project results, identification of potential short-term, medium-term and long term impact
- Final technical reporting
- Final financial reporting
- Sustainability of results (exit plan)
- Project Review & Evaluation
PM Cycle in H2020 projects - Extended

1. Project Identification
   - Project idea
   - Identification of a H2020 Call
   - Identification of project partners

2. Project/Proposal preparation, design and planning
   - Proposal writing
   - Project Budget

3. Proposal submission
   - ECAS (EU Portal)

4. Evaluation of the proposal by independent experts

5. Grant Agreement preparation and signature
   - ECAS portal
   - Preparation of Annex I. to GA = Description of Action (DoA)

6. Project Implementation, Monitoring and reporting

7. Project closure & final scientific and financial reporting
THANK YOU FOR YOUR ATTENTION!

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