HOW TO ADDRESS THE IMPLEMENTATION

1. Introduction
2. Call Text Implementation
3. Tips and Tricks
4. Criticism from the evaluators

Implementation Part (Stage2)

1. Excellence

1.1. Objectives

1.2. Relation to Call

1.3. Concept and Methodology

1.4. Ambition

2. Impact

2.1. Expected impacts

2.2. Measures to maximise impact

2.1. Dissemination and exploitation

2.2. Communication

Stage 1

3. Implementation

3.1. Work Plan, WP, Deliverables

3.2. Management structure, milestones and procedures

3.3. Consortium as a Whole

3.4. Resources to be committed

Different Part of the Implementation Part

3.1	3.2	3.3	3.4
Work plan – Workpackages, Deliverables	Management structure, milestone and procedures	Consortium as a whole	Resources to be committed
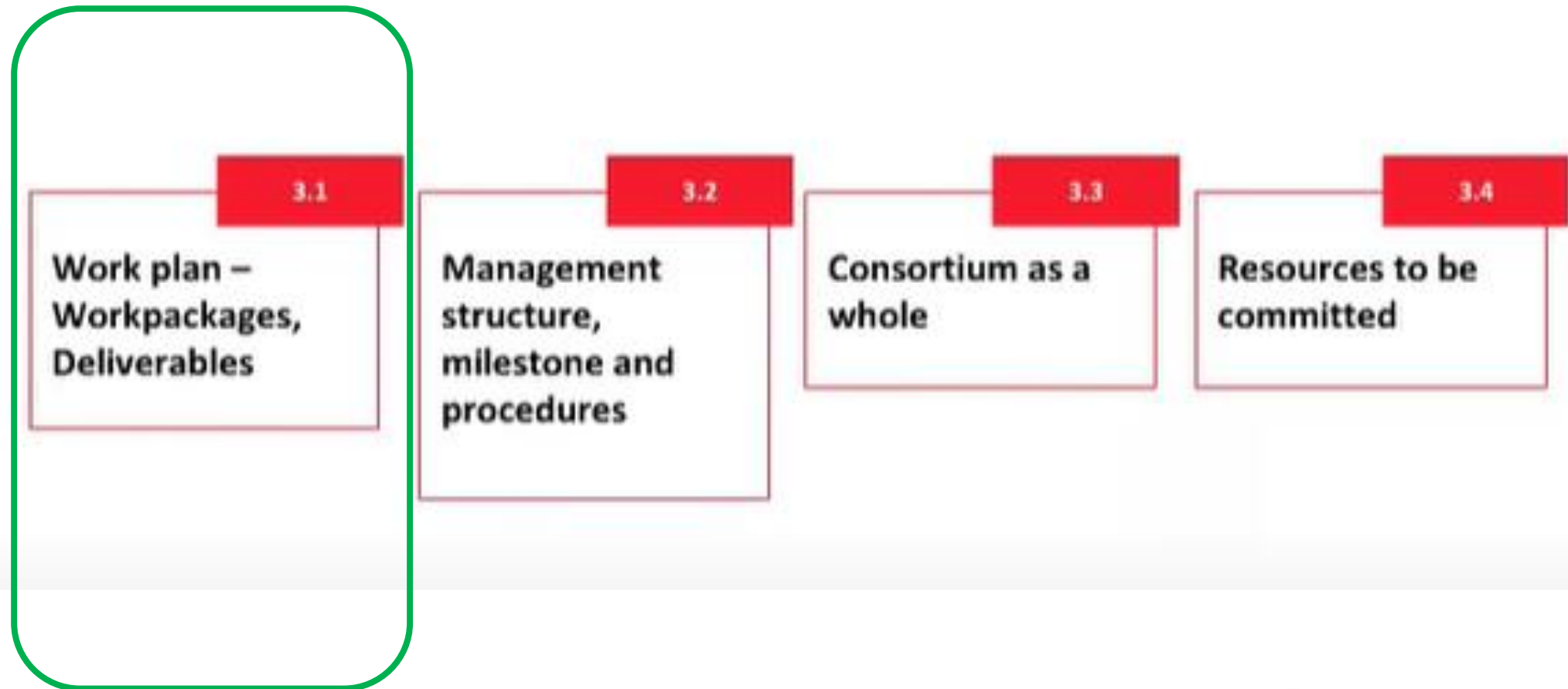
3.1. WORK PLAN- WORK PACKAGES - DELIVERABLES

- brief presentation of the overall structure of the work plan;

- timing of the different work packages and their components (Gantt chart or similar);

- detailed work description, i.e.:

  o a list of work packages (table 3.1a);
  o a description of each work package (table 3.1b);
  o a list of major deliverables (table 3.1c);

- graphical presentation of the components showing how they inter-relate (Pert chart or similar).

3.1. WORK PLAN- WORK PACKAGES - DELIVERABLES

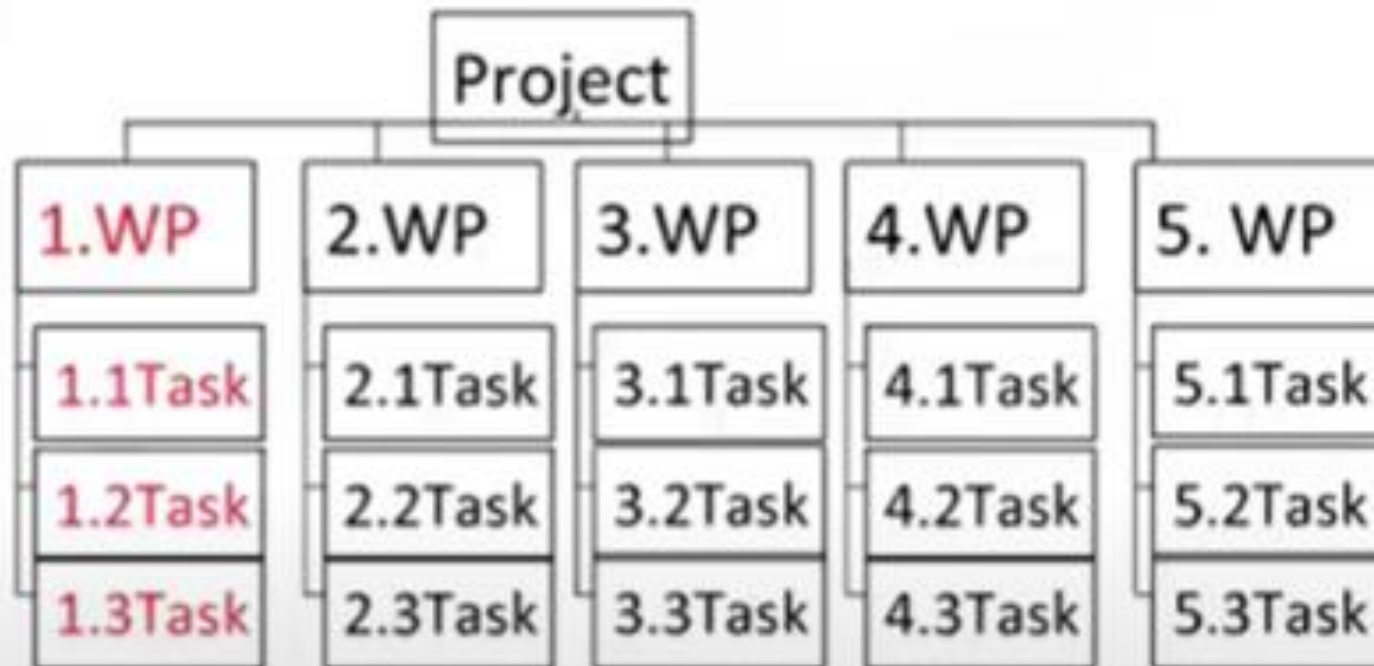## WORK PLAN

You have to provide the following

❖ Brief Presentation of the overall structure of the Work Plan   *1 Page*

❖ Timing of the different work packages and their components (**Gantt Chart**)

❖ Detailed Work packages

- A list of WP (Table)   *2-3 pages per WP*
- A description of each WP
- A list of major deliverables

❖ Graphical presentation of the components showing how they interrelate (**Pert Chart**)

PROJECT STRUCTURE

```
                    Project
   ┌──────┬──────────┬──────────┬──────────┐
 1.WP     2.WP     3.WP      4.WP      5. WP

 1.1Task  2.1Task  3.1Task   4.1Task   5.1Task

 1.2Task  2.2Task  3.2Task   4.2Task   5.2Task

 1.3Task  2.3Task  3.3Task   4.3Task   5.3Task
```

- mostly between 5 -10 WPs
- 1st WP often „Project management"
- last WP often „Dissemination & Exploitation"

Tip!

- **all** actitivies mentioned anywhere in the proposal must be described in a WP/task
- example: several activities described in Impact chapter for Diss & Expl, but not as tasks in WP Diss & Expl

3.1. WORK PLAN- WORK PACKAGES - DELIVERABLES

WORKPACKAGES

- 2-3 introductory sentences for each WP
- WPs are made up of separate **tasks.** Each task should describe:
  - The work that will be carried out – ideally in relation to the planned WP objectives
  - Who is involved and who will be in charge
  - How long it will take
- WP must include quantified information so that progress can be monitored > **Deliverables**
- **Resources** assigned to work packages should be in line with their objectives and deliverables.

WORK PLAN- WORK PACKAGES – DELIVERABLES

Work package number		WP	Lead beneficiary													XXX		
Work package title		xxx																
Participant number		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
Short name of participant																		
Person-months per participant:																		
Start month					XX				End month				XX				

Objectives (O)
On.1:
On.2:
On.3:
…

Description of work
Task n.1: title of task
Explain task, role of participants & relevance for work package/project
Partners involved: lead partner, further partners involved
Duration: month n – month nn

Task n.2: title of task
Explain task, role of participants & relevance for work package/project
Partners involved: lead partner, further partners involved
Duration: month n – month nn

Deliverables

N°	Brief description	Month of delivery
Dn.1		
Dn.2		
Dn.3		

- WP title
- WP Leader: in charge of the WP
- Partner involvement
- Person months
- Start and end month

WORK PLAN- WORK PACKAGES - DELIVERABLES

- Describe the work that will be carried out – ideally in relation to the planned WP objectives
- Who is involved and who will be in charge > Task Leader
- Deliverables
- How long it will take

Work package number	WPn	Lead beneficiary											XXX			
Work package title	xxx															
Participant number	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Short name of participant																
Person-months per participant:																
Start month				XX				End month			XX					

Objectives (O)
On.1:
On.2:
On.3:
…

Description of work
Task n.1: title of task
Explain task, role of participants & relevance for work package/project
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Task n.2: title of task
Explain task, role of participants & relevance for work package/project
Partners involved: lead partner, further partners involved
Duration: month n – month nn

Deliverables

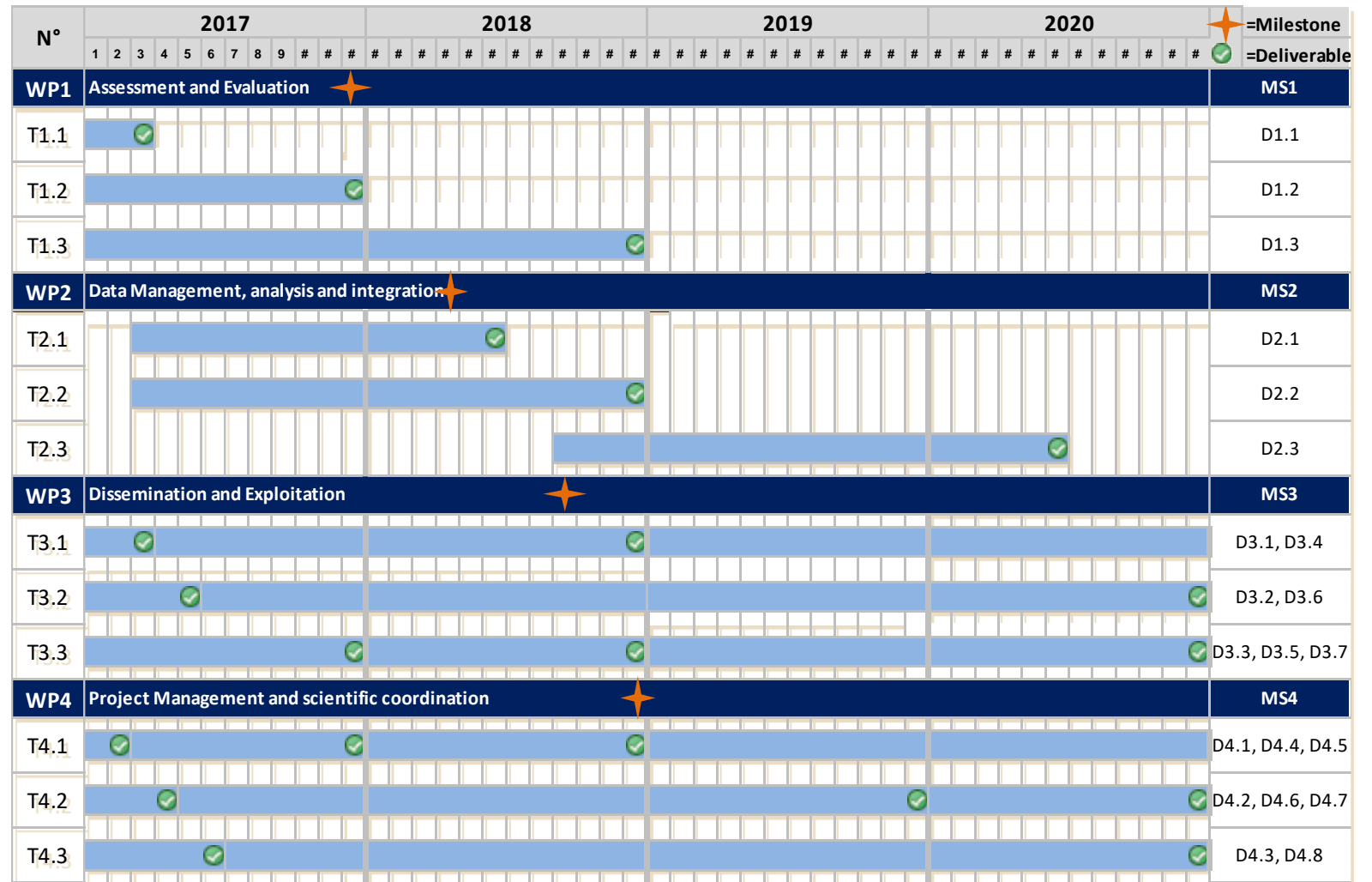| N°	Brief description	Month of delivery
Dn.1		
Dn.2		
Dn.3		

WORK PLAN- WORK PACKAGES - DELIVERABLES

Table 3.1a: List of work packages

Work package No	Workpackage Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End Month
				Total person-months		

Time Plan: GANTT chart

Timing of the different work packages and their components

Start, duration, end and output

N°	2017													2018																		2019														2020															✦ =Milestone 🟢 =Deliverable
	1	2	3	4	5	6	7	8	9	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	
WP1	**Assessment and Evaluation** ✦																																																														**MS1**
T1.1	🟢																																																														D1.1
T1.2	🟢																																																														D1.2
T1.3	🟢																																																														D1.3
WP2	**Data Management, analysis and integration** ✦																																																														**MS2**
T2.1	🟢																																																														D2.1
T2.2	🟢																																																														D2.2
T2.3	🟢																																																														D2.3
WP3	**Dissemination and Exploitation** ✦																																																														**MS3**
T3.1	🟢																																																														D3.1, D3.4
T3.2	🟢																																																											🟢		D3.2, D3.6
T3.3	🟢																																																											🟢		D3.3, D3.5, D3.7
WP4	**Project Management and scientific coordination** ✦																																																														**MS4**
T4.1	🟢																																																														D4.1, D4.4, D4.5
T4.2	🟢																																																											🟢		D4.2, D4.6, D4.7
T4.3	🟢																																																											🟢		D4.3, D4.8

Time Plan: GANTT chart

Download free Exel Gantt Excel
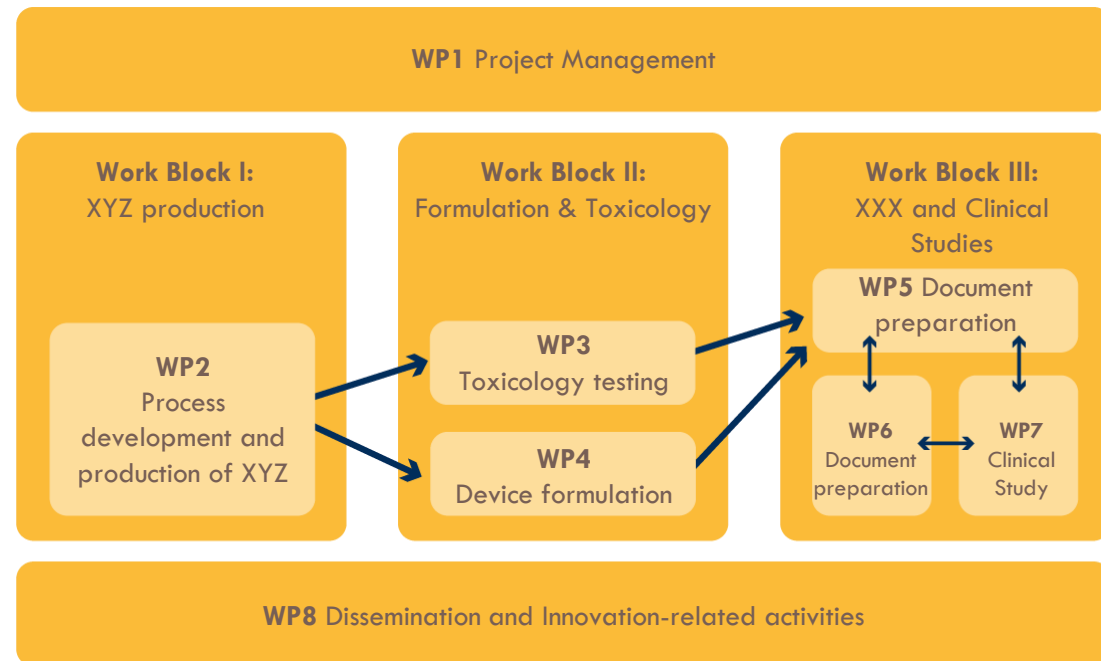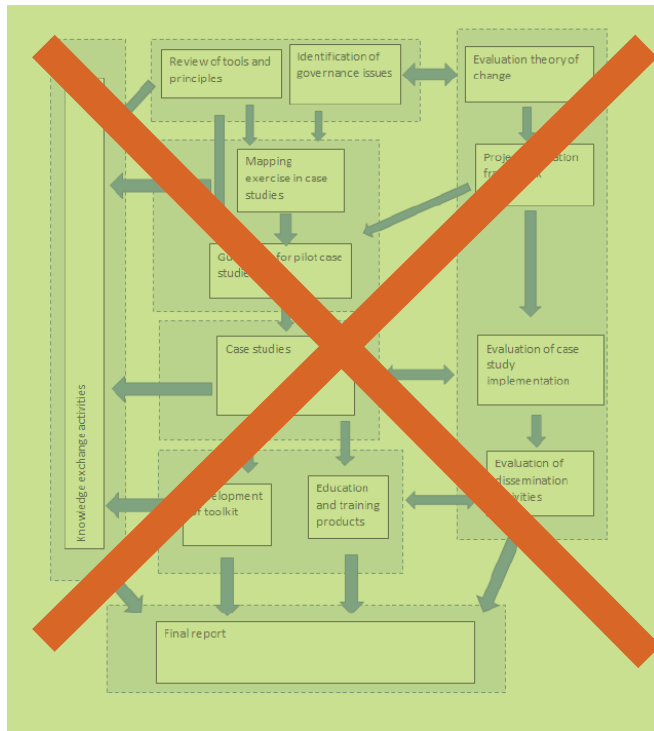https://www.ganttexcel.com/
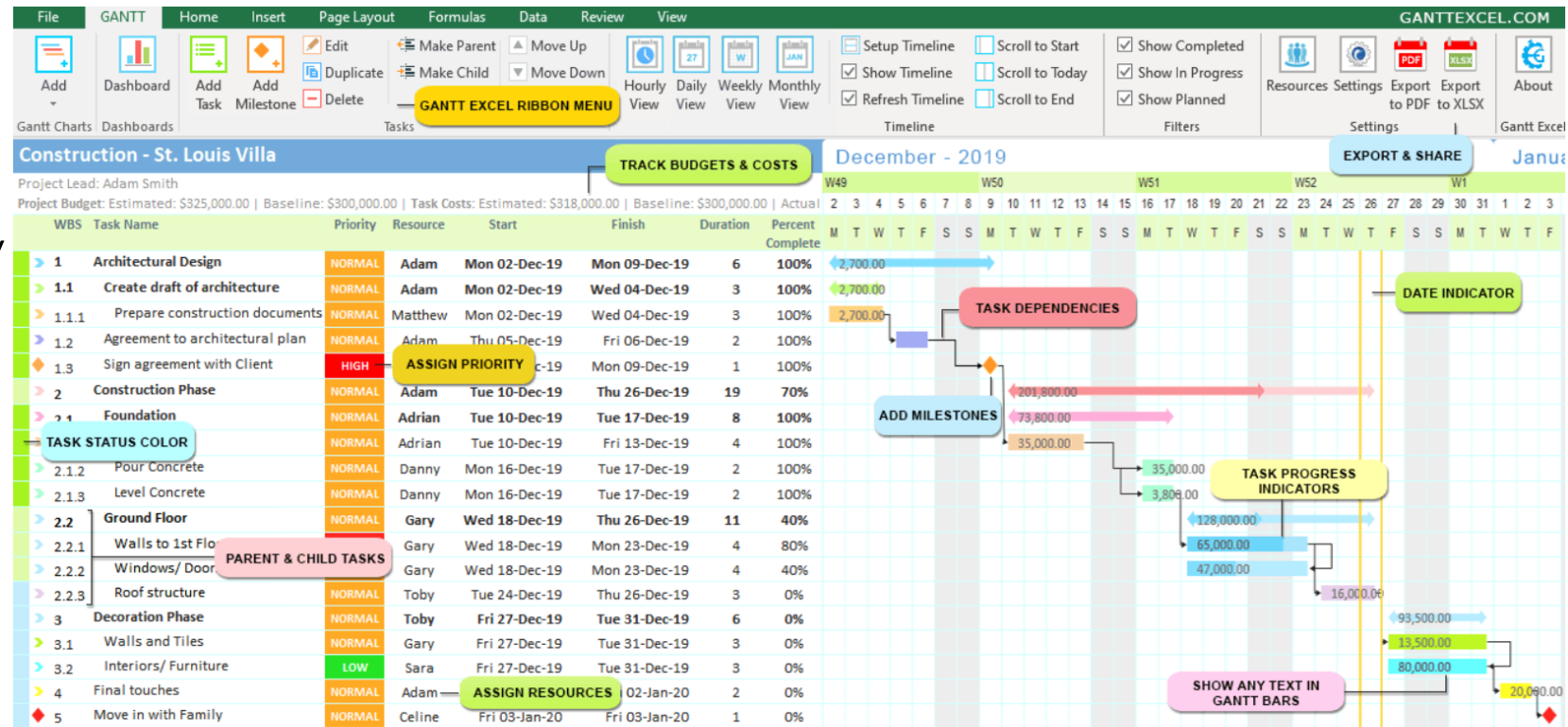
Gantt Excel gives you the ability to see every step of your project from beginning to end.

WP Interrelation: PERT Chart

Graphical presentation showing the components of the work plan (WPs, tasks, ...) and how they are interrelate

IMPLEMENTATION: Milestones

Table 3.2a: List of milestones

Milestone Number	Milestone Name	Related work package(s)	Due date (in month)	Means of verification

'Milestones' are control points in the project that help to chart progress. Milestones may correspond to the completion of a key deliverable,. They may also be needed at intermediary points so that, if problems have arisen, corrective measures can be taken. A milestone may be a critical decision point in the project.

Means of Verification: Show how you will confirm that the milestone has been attained. Refer to indicators if appropriate. For example: a laboratory prototype that is 'up and running'; software released and validated by a user group; field survey complete and data quality validated

Examples
- Kick-off meeting
- Project website running
- Environmental evaluation of new products according to standards & EU legislation in force
- Final Dissemination & Communication Plans agreed.

Deliverables

Table 3.1c: List of Deliverables

Deliverable (number)	Deliverable name	Workpackage number	Short name of Lead participant	Type	Dissemination level	Delivery Date (in months)
D4.1						
D5.2						

'**Deliverable**' is a distinct output of the project, meaningful in terms of the project's overall objectives and constituted by a report, a document, a technical diagram, a software etc.
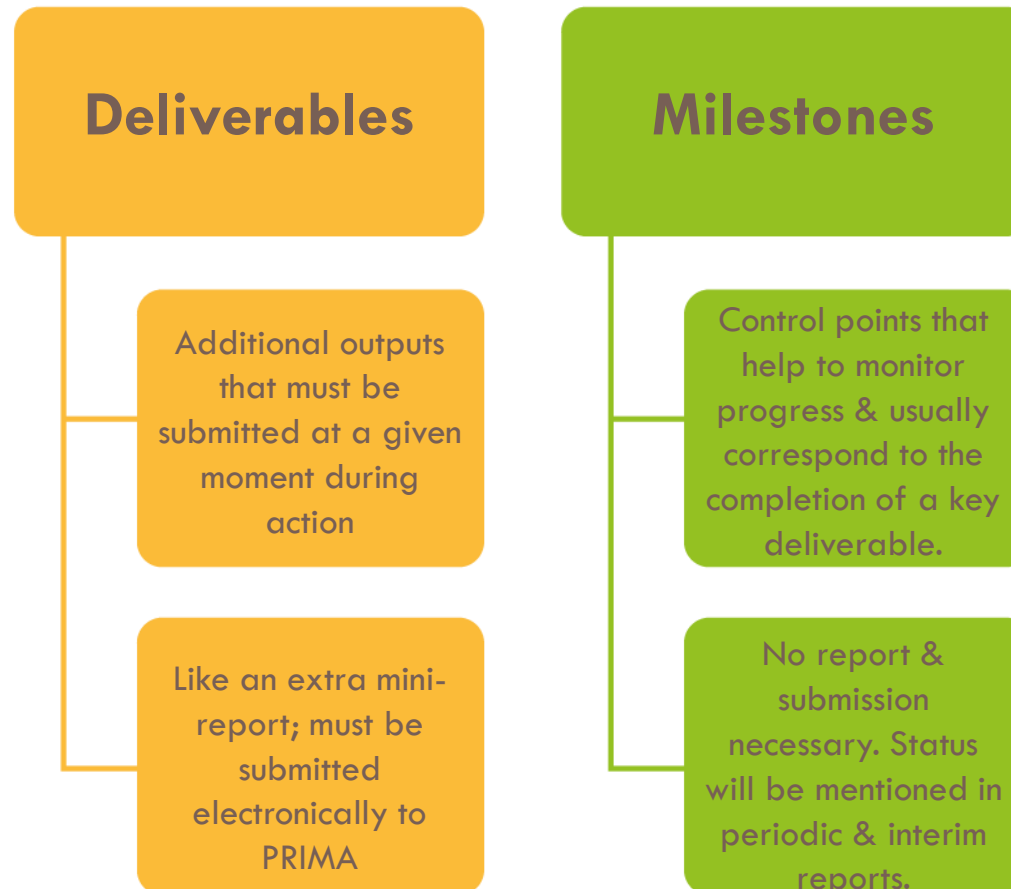
Type: R: Document, report (excluding the periodic and final reports), **DEM**: Demonstrator, pilot, prototype, plan designs, **DEC**: Websites, patents filing, press & media actions, videos, etc. **OTHER**: Software, technical diagram, etc.

Dissemination level: PU = Public, fully open, e.g. web. **CO** = Confidential, restricted under conditions set out in Model Grant Agreement, **CI** = Classified, information as referred to in Commission Decision 2001/844/EC.

Example

- Project Management Plan
- Risk Management Plan
- Data Management Plan

Deliverables and Milestones

Deliverables

Additional outputs that must be submitted at a given moment during action

Like an extra mini-report; must be submitted electronically to PRIMA

Milestones

Control points that help to monitor progress & usually correspond to the completion of a key deliverable.

No report & submission necessary. Status will be mentioned in periodic & interim reports.

Different Part of the Implementation Part

3.1	3.2	3.3	3.4
Work plan – Workpackages, Deliverables	Management structure, milestone and procedures	Consortium as a whole	Resources to be committed

Management Structure, Miletsones and Procedures

- Describe the organisational structure and the decision-making (including a list of milestones (table 3.2a)
- Explain why the organisational structure and decision-making mechanisms are appropriate to the complexity and scale of the project.
- Describe, where relevant, how effective innovation management will be addressed in the management structure and work plan
- Describe any critical risks, relating to project implementation, that the stated project's objectives may not be achieved. Detail any risk mitigation measures. Please provide a table with critical risks identified and mitigating actions (table 3.2b)

Management Structure, Miletsones and Procedures

What do you have to describe here?

- Managment Structure /Goverance: Organigramme
- Decision Making
- Innovation Management
- Risks and Risk Management
- Internel Communication, Projet meetings, reporting
- Other management processes

Management Structure, Miletsones and Procedures

Organisational structure

Single Roles Examples
- Coordinator
- Project Manager
- WP Leader
- Task Leader
- IPR Manager
- Innovation/Ethical…Manager

Bodies - Examples
- General Assembly
- Executive Board or Steering commitee
- Technical Commitee
- Externel Expert Advisory Board

PROJECT-ORGANIGRAM – EXAMPLE
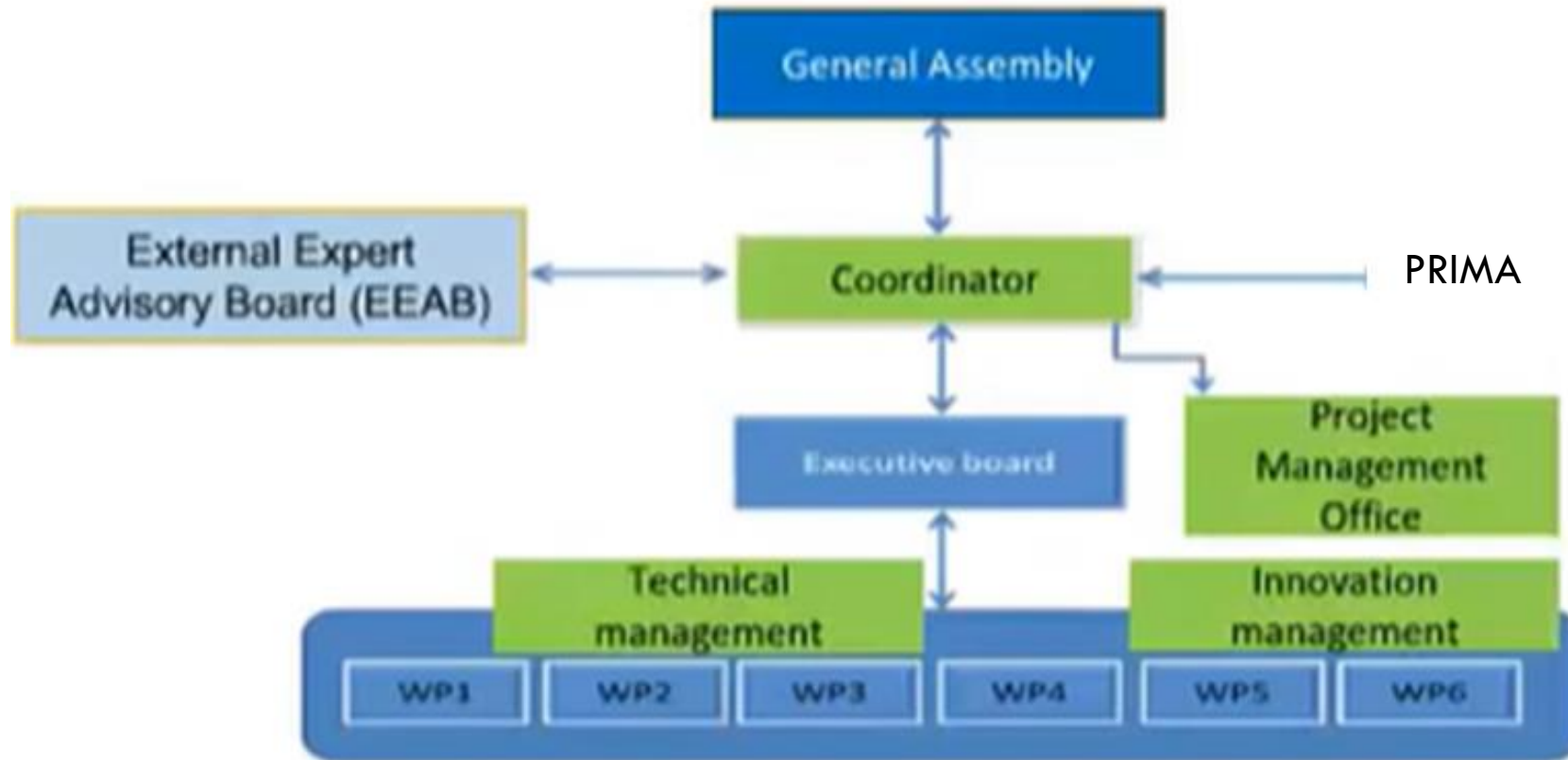
Management Structure, Miletsones and Procedures

**Innovation Manager
Responible for all activities related to innovation**

- Market need, Market opportunities, IP, Technological development
- Overall strategic approach
- Exploitation of results to maximise innovation and impact
- Management Processes and structures to innovate

Communication Plan: How to Proceed?

- Creation of an internal communication Plan
- Project Meetings (every 6 months or 12)
- Web Meetings: all WP leaders avert 2 months

Management Structure, Miletsones and Procedures

Risk Management Table

Description of the risk	WP	Risk Mitigation Measures
LOW	1;2	
MEDIUM	2	
MEDIUM	2	
HIGH	3, 4	

Management Structure, Miletsones and Procedures

EXAMPLE

Description of risk (Low/Medium/High)	WP	Proposed risk-mitigation measures
Lack of coordination amongst all partners (L)	1	Periodic meetings setting goals to achive for the next one.
Lack of integration amongst all the IT solution involved (M)	2	Definition of a standard protocol per each solution in order to homogeinize the way of integration.
Delay in the availability of the IT solution of some partners (L)	2	Periodic revision of each IT solution to integrate and setting goals in specific dates.
Lack of involvement of the end users in the setup and calibration process (L)	3, 4	Periodic meetings with the end users showing the benefits of the solution.
Extreme climatic conditions affecting monitored crops (M)	3, 4	Change monitored crop
Project abandonment of one farmer providing a demonstration farm (L)	3, 4	Elaborate a previous list of alternative farms

Different Part of the Implementation Part

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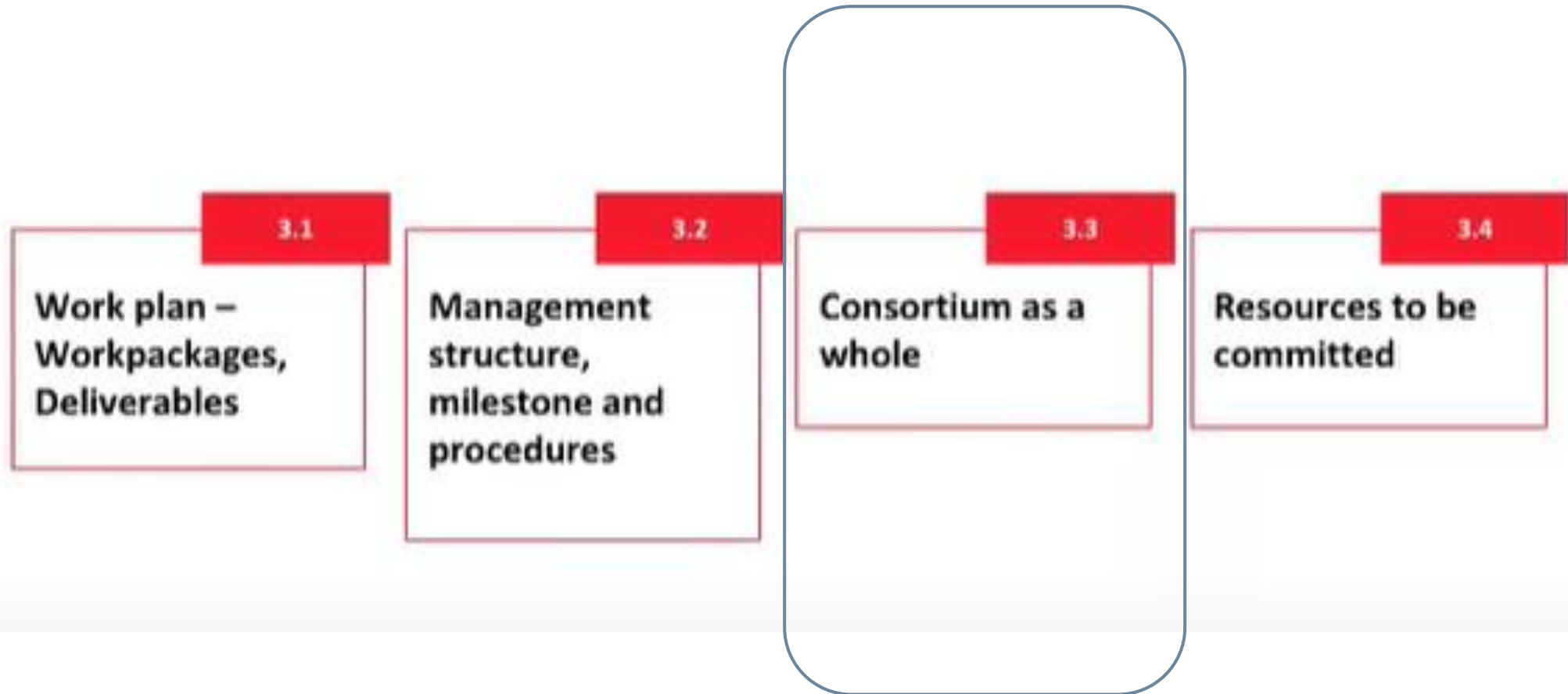
CONSORTIUM AS A WHOLE

- Describe the consortium. How will it match the project's objectives, and bring together the necessary expertise? How do the members complement one another (and cover the value chain, where appropriate)?
- In what way does each of them contribute to the project? Show that each has a valid role, and adequate resources in the project to fulfil that role.
- If applicable, describe the industrial/commercial involvement in the project to ensure exploitation of the results and explain why this is consistent with and will help to achieve the specific measures which are proposed for exploitation of the results of the project (see section 2.2).
- **Other countries and international organisations**: If one or more of the participants requesting EU funding is a legal entity based in a country or is an international organisation that is not automatically eligible for such funding according to the provisions set in the General Annexes of the PRIMA Annual Work Plan, explain why the participation of the entity in question is essential to carrying out the project.

2-3 Pages

CONSORTIUM AS A WHOLE

Skills Matrix

	Coordinator	Partner 2	Partner 3	Partner 4
Project Management	X			
Technology Domain 1	X		X	
Technology Domain 2		X		
Technology Domain 3			X	X
Technology Domain xn				X
Dissemination	X	X		

CONSORTIUM AS A WHOLE

SECTION 4: MEMBERS OF THE CONSORTIUM

4.1 Participants: describe each participant separately

- legal entity
- main tasks
- CV or profile of persons incl. gender
- up to 5 publications
- up to 5 previous projects
- significant equipment/infrastructure

Tipp!

- 1-2 pages per organization
- no page-long CVs, but short form / paragraph
- if several departments participate => 1 page per department
- Companies => List patents

Criticism from Evaluators

COMMON MISTAKES- EVALUATORS' COMMENTS

- The Workplan does not fully specify the activities to be performed with regard to xy
- There is an imbalance in the allocation of resources in WP2,3,4,6,7, Each is dominated by a single partner and the proposal does not fully explain why this is appropriate
- Some of the key tasks are not described in enough detail to fully appreciate if the project is feasible and if the main aims are actually achievable
- The Gantt chart is missing the inclusion of tasks and WP6- which is relevant for the achievement of the proposal objectives – is missing milestones
- The diversity and complementarity of the consortium partners is insufficiently highlighted
- There is no clearly identified partner who will drive the commercial exploitation of the proposal results

COMMON MISTAKES- EVALUATORS' COMMENTS

- Risk Management related to xy is insufficiently addressed
- Risks are identified only on a generic level
- Innovation management is superficially presented
- Management procedures are not described in sufficient detail
- Distinction between the roles of different managers, board and teams is not well explained and the project coordinator is not clearly nominated
- There are long gaps between individual milestones (up to 16 months) which raises a risk of proper control over the processes in these times frames
- Budget justification is relatively brief, which raises doubts if the requested resources are appropriate and how exactly they will be used
- The lack of detail makes it very difficult to justify resource allocations in some WP….there is a discrepancy in the budget figures

Thank you……