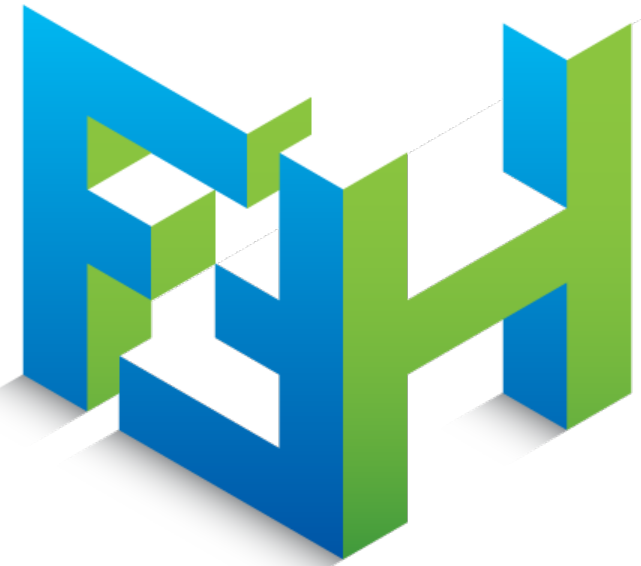


# Fit for Health 2.0

Support to SMEs & Researchers in FP7 and Horizon 2020 health-oriented projects

## How to write proposal section 3: **IMPLEMENTATION?**



[www.fitforhealth.eu](http://www.fitforhealth.eu)

26.06.2014 | The Hague  
Christiane Kummer | Pt-Juelich



Fit for Health is funded by  
the European Commission



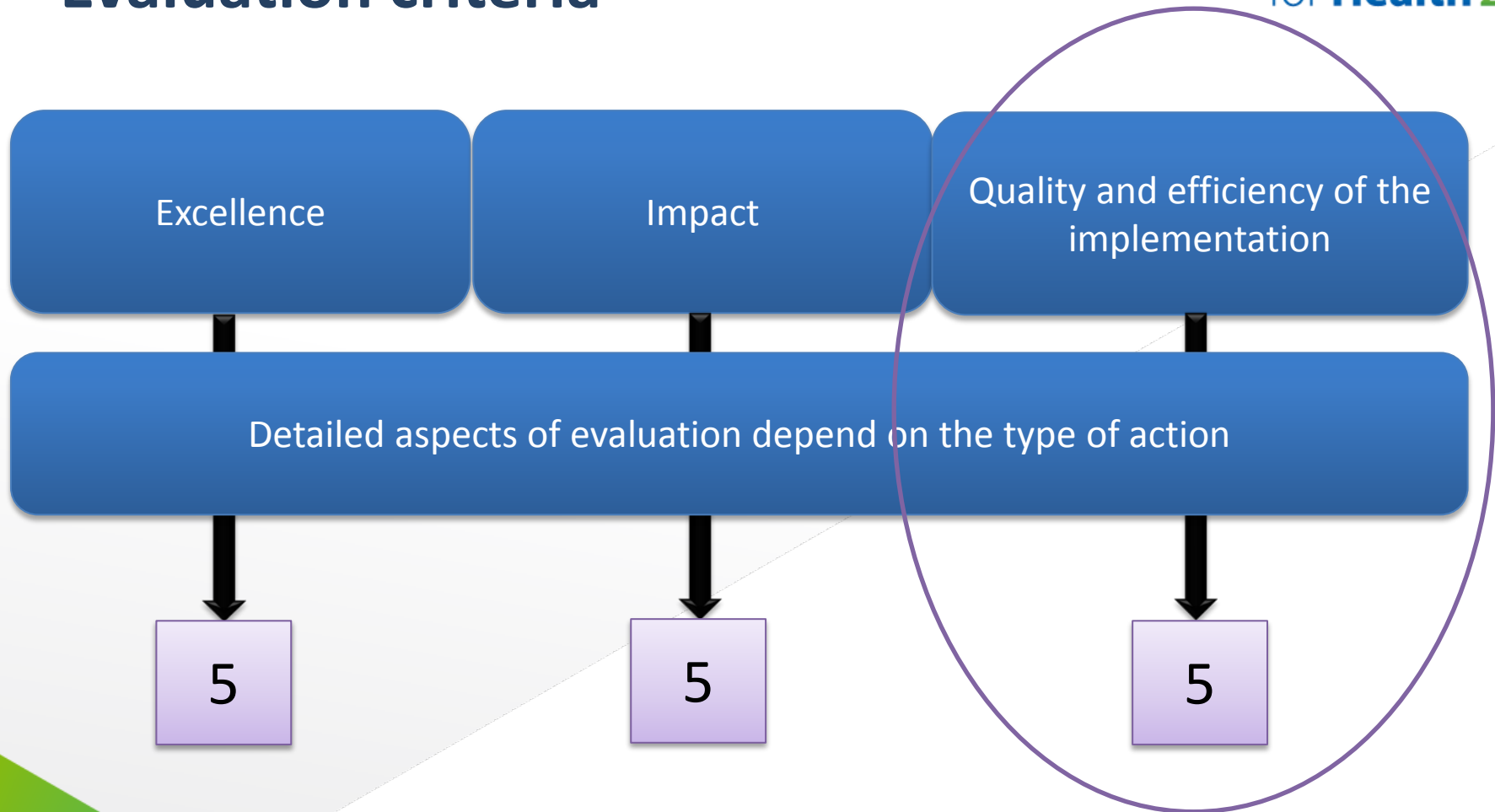
## Research Proposal (Part B) - Structure

1. Excellence
2. Impact
- 3. Implementation**
  - 3.1 Work plan — Work packages, deliverables and milestones (*tables*)
  - 3.2 Management structure and procedures
  - 3.3 Consortium as a whole
  - 3.4 Resources to be committed
- 4. Members of the Consortium** (*no page limit*)
5. Ethics and Security

Stage 1

Stage 2

# Evaluation criteria



## 3. Implementation

### 3.1 Work plan — Work packages, deliverables and milestones (*tables*)

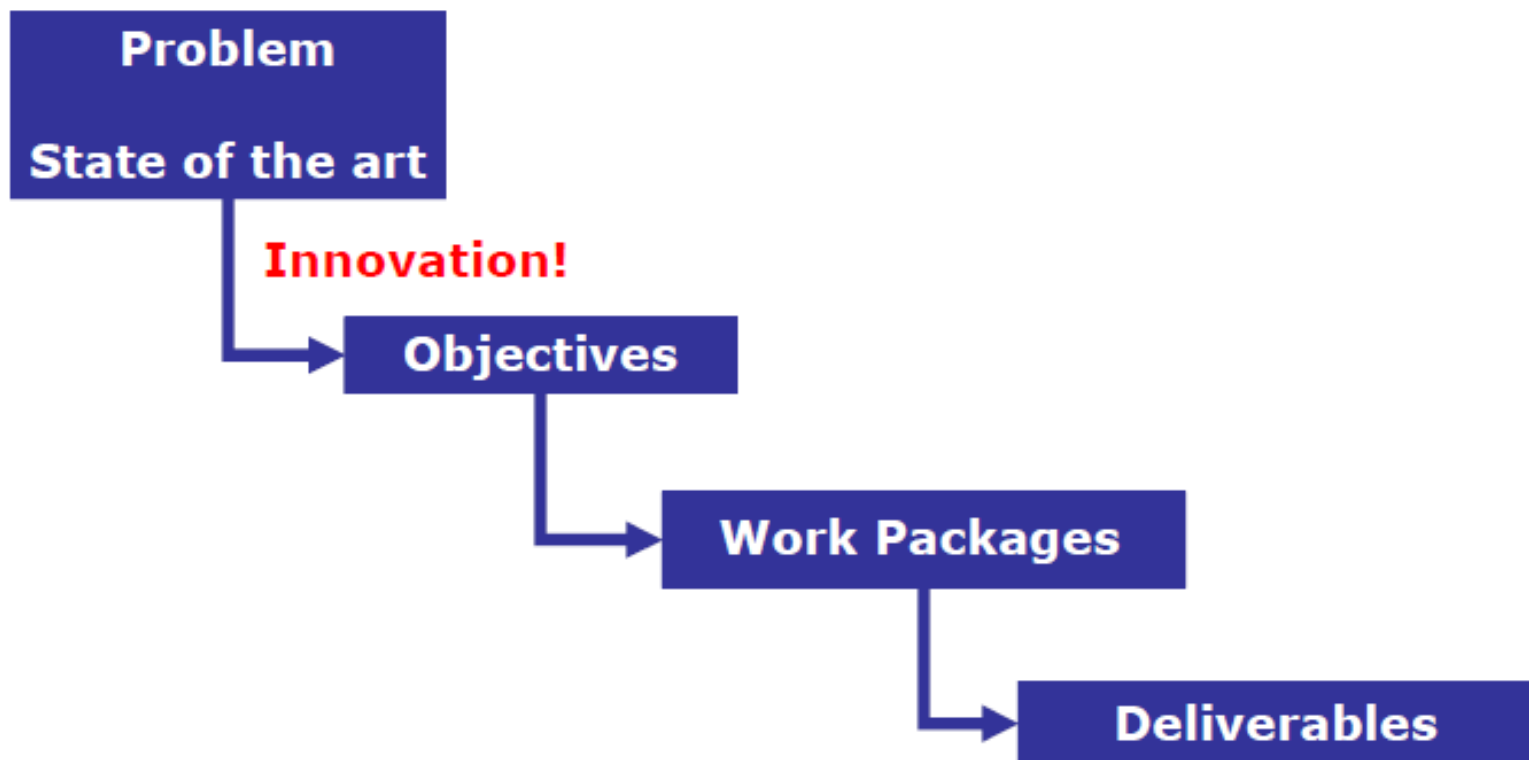
3.2 Management structure and procedures

3.3 Consortium as a whole

3.4 Resources to be committed

## 4. Members of the Consortium

# Line of Reasoning



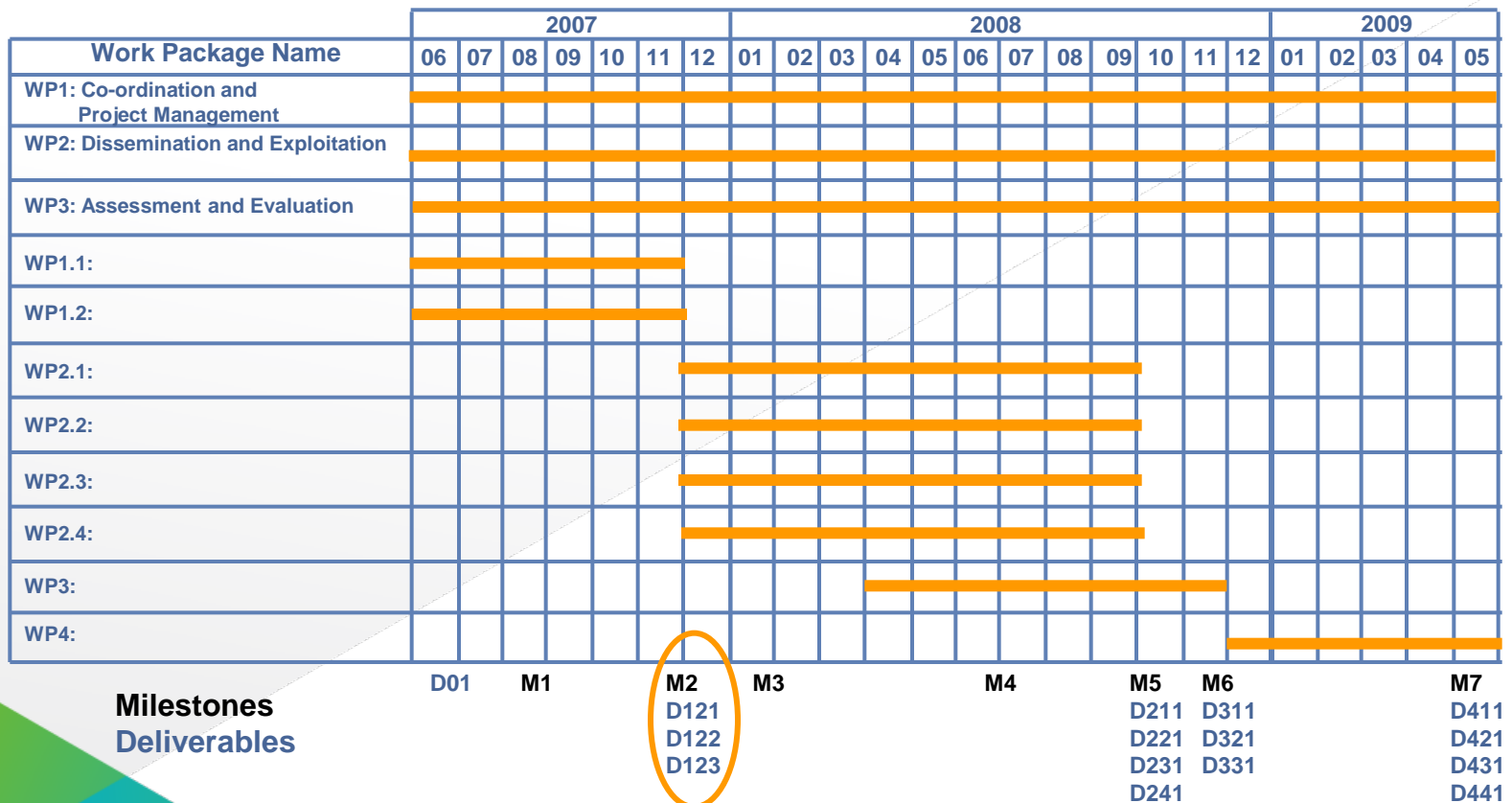
## 3.1 Work plan – work packages, deliverables and milestones

### *Expectations of the EC*

- Brief presentation of the overall structure of the work plan
- Timing of the different work packages and their components (***Gantt Chart***)
- Detailed work description
  - A **description** of each **work package** (table 3.1a)
  - A **list** of **work packages** (table 3.1b)
  - A list of major **deliverables** (table 3.1c)
- Graphical presentation of the components showing how they inter-relate (***Pert Chart***)

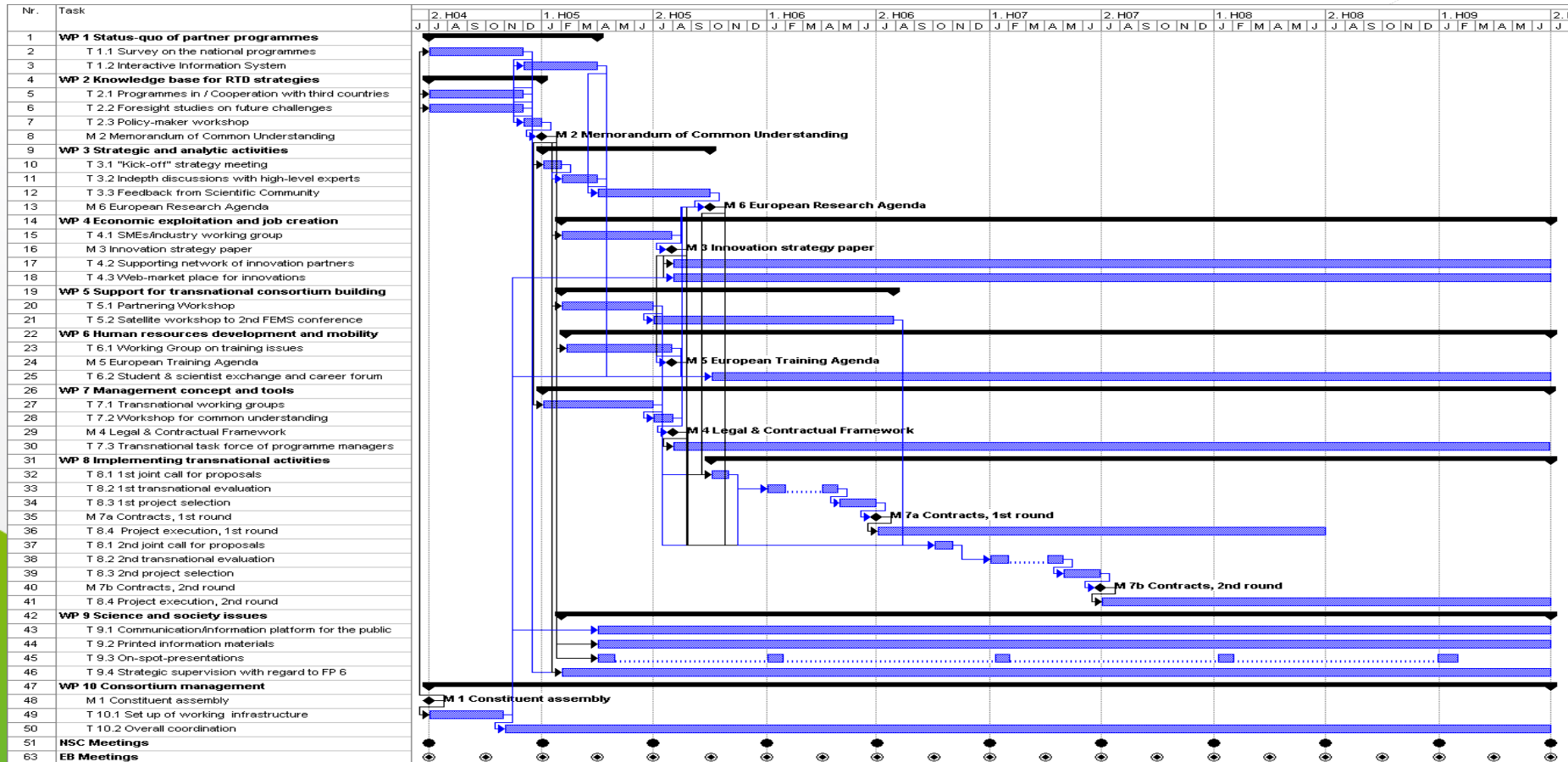
# 3.1 Work plan – work packages, deliverables and milestones

**Gantt Chart**



# 3.1 Work plan – work packages, deliverables and milestones

## Gantt Chart





## 3.1 Work plan – work packages, deliverables and milestones

*Table 3.1a: Work package description (For each work package):*

Work package number	Start Date or Starting Event						
Work package title							
Participant number							
Short name of participant							
Person/months per participant:							
Objectives	<b>Objectives</b> <ul style="list-style-type: none"> <li>• clear and <b>comprehensible</b></li> <li>• <b>realistic</b> and <b>feasible</b> (personnel, technical equipment, financially, in time) (<b>SMART</b>)</li> <li>• Sub-objectives of main objective (project)</li> </ul>						
Description of work (where and how participants)	<b>Tasks</b> <ul style="list-style-type: none"> <li>• <b>Detailed description</b> of what you want to do to achieve the projects objectives: Result: <b>Deliverables</b></li> </ul>						
Deliverables (brief description and no)	<b>Deliverables</b> <ul style="list-style-type: none"> <li>• Results of WP</li> <li>• Coherent labelling: e.g. D 4.2</li> </ul>						

## 3.1 Work plan – work packages, deliverables and milestones

### *Objectives*

- Obesity causes death in millions of Europeans. The objective of this research project is to study the role of nutritional signals causing bad food habits as a starting point for a possible new therapy
- The objective is to provide a new therapy for obesity based on bioactive compounds.



## 3.1 Work plan – work packages, deliverables and milestones

### *Definition: Deliverable*

- Distinct output / concrete result of the project
- Necessary to complete a task / WP
- meaningful in terms of the project's overall objectives
- constituted by a report, a document, a technical diagram, software etc
- Every deliverable has to be delivered

## 3.1 Work plan – work packages, deliverables and milestones

*Table 3.1c: List of deliverables*

Deliverable (number)	Deliverable name	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date
D 2.1	Report on validated Biomarkers	WP 2		R	CO	M 6

**Deliverable numbers**

in order of deliverable dates (e.g. D 4.2)

**Type:**

R, DEM, DEC, OTHER

**Dissemination level:**

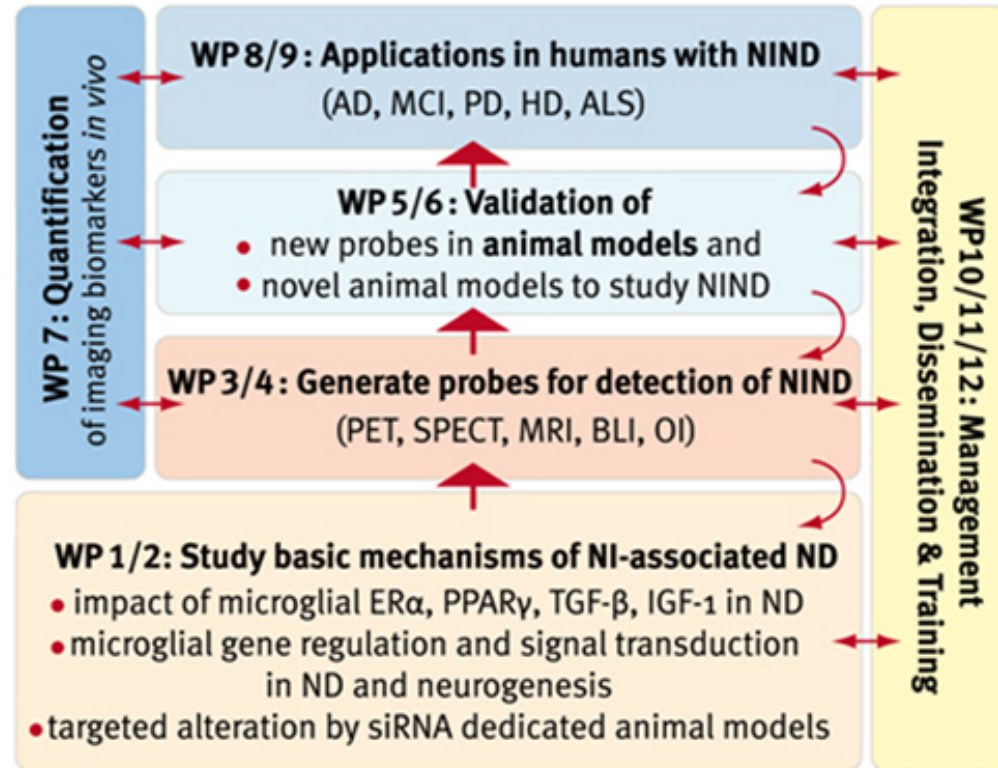
PU, CO, CI

**Deliverable Date:**

in Months from project start date (e.g. M6)

# 3.1 Work plan – work packages, deliverables and milestones

*PERT diagram*



INMiND project ([www.uni-muenster.de/InMind/](http://www.uni-muenster.de/InMind/))

# Implementation - Evaluation Criteria

## Implementation

**Coherence and effectiveness of the work plan, including appropriateness of the allocation of tasks and resources**

Complementarity of the participants within the consortium (when relevant)

Appropriateness of the management structures and procedures, including risk and innovation management

[https://ec.europa.eu/research/participants/portal4/desktop/en/funding/reference\\_docs.html#h2020-work-programmes-2014-15-annexes](https://ec.europa.eu/research/participants/portal4/desktop/en/funding/reference_docs.html#h2020-work-programmes-2014-15-annexes)

## Reviewer's comments

- There are only weak links between the objectives and the workplan. In some cases it does not become clear how the objectives will be addressed in each of the work packages.
- WPs are structured more as a single partners effort rather than a consortium effort.
- The budget is disproportionately distributed among partners.



### 3. Implementation

3.1 Work plan — Work packages, deliverables and milestones (*tables*)

#### **3.2 Management structure and procedures**

3.3 Consortium as a whole

3.4 Resources to be committed

### 4. Members of the Consortium

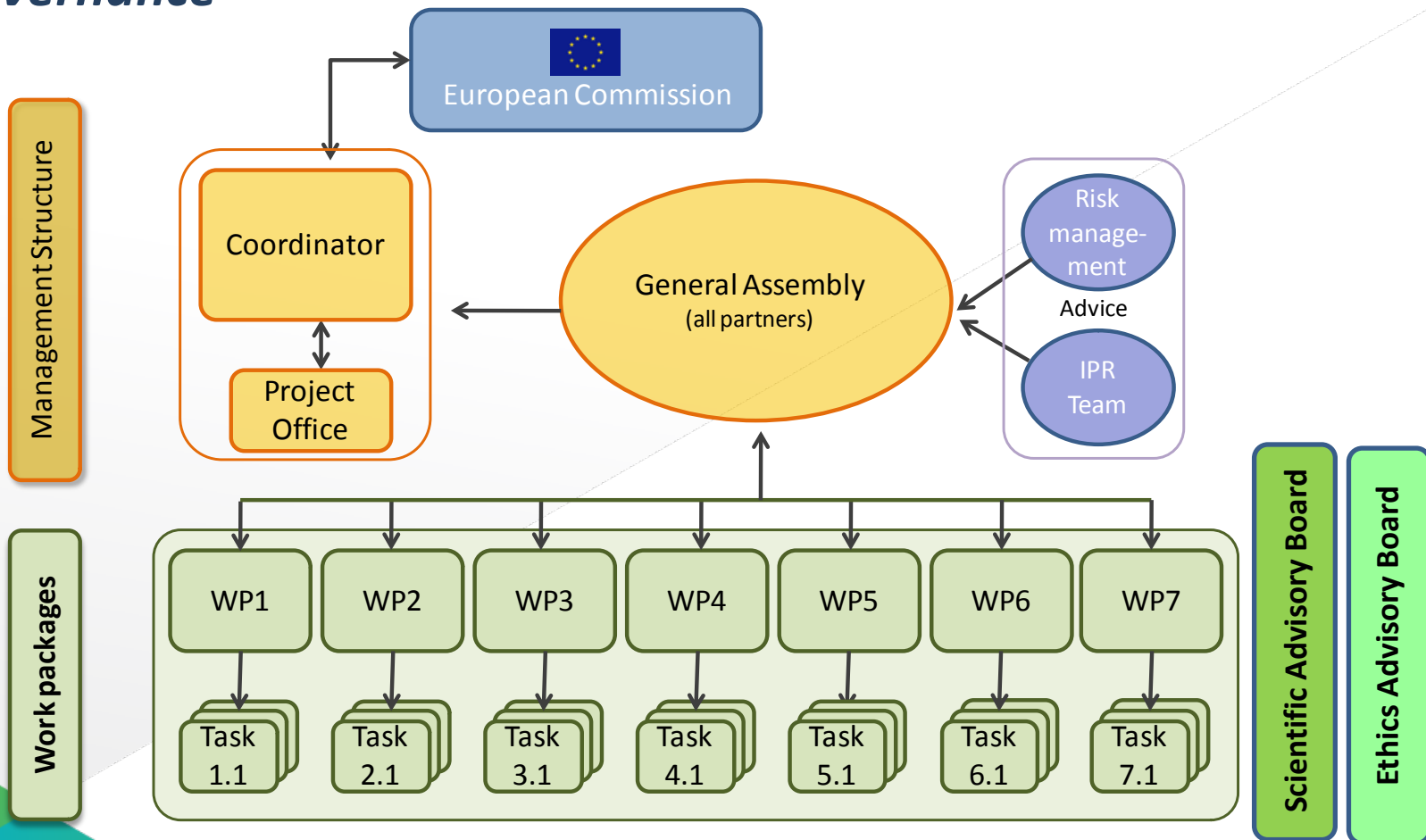
## 3.2 Management structure and procedures

### *Expectations of the EC*

- Describe any **organizational structure** and the **decision-making** (including a list of milestones)
  - Clearly define: Who is responsible for what?
  - Who will decide what, how and when?
  - How effective will the innovation management be addressed in the management structure and work plan?
  - What will happen in case of conflict?
  - What will happen, if there won't be any agreement on something? Who will decide then? Veto right?

# 3.2 Management structure and procedures

## Governance



## 3.2 Management structure and procedures

**Table 3.2a: List of milestones**

<b>Milestone number</b>	<b>Milestone name</b>	<b>Related work package(s)</b>	<b>Estimated date</b>	<b>Means of verification</b>

### **KEY**

#### **Estimated date**

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

#### **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.*

## 3.2 Management structure and procedures

### *Definition: Milestones*

- Structure project into **important periods** or **interim goals**
- Control points in project, help to chart progress
  - Status of the project?
  - Aims achieved so far?
  - Need for change of direction?
- May correspond to completion of key deliverable
- Mark critical decision point / turning points

## 3.2 Management structure and procedures

### *Expectations of the EC*

- 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)

**Table 3.2b: Critical risks for implementation**

Description of risk	Work package(s) involved	Proposed risk-mitigation measures

## Implementation - Evaluation Criteria

### Implementation

Coherence and effectiveness of the work plan, including appropriateness of the allocation of tasks and resources

Complementarity of the participants within the consortium (when relevant)

**Appropriateness of the management structures and procedures, including risk and innovation management**

[https://ec.europa.eu/research/participants/portal4/desktop/en/funding/reference\\_docs.html#h2020-work-programmes-2014-15-annexes](https://ec.europa.eu/research/participants/portal4/desktop/en/funding/reference_docs.html#h2020-work-programmes-2014-15-annexes)

# Reviewer's comments



- **Aspects of decision-making processes and conflict resolution mechanisms are not clear**
- **The structure would be strengthened by an external independent input (external advisory board) for the decisions**
- **A risk management section has been included into the proposal; however, it appears to have limited detail to address the potential problems that could occur.**



### 3. Implementation

3.1 Work plan — Work packages, deliverables and milestones (*tables*)

3.2 Management structure and procedures

#### 3.3 Consortium as a whole

3.4 Resources to be committed

### 4. Members of the Consortium

## 3.3 Consortium as a whole

### *Describe*

- how the consortium **as a whole** will achieve the project aims
- why the very partners are necessary to achieve the project aims
- the partner's special skills relevant to the project
- How the partners complement each other
- Involvement of SME/industry partners : tasks, budget
- how the (commercial) exploitation of results will be ensured (if relevant)
- why partners from other industrial countries need to be involved (if relevant)
- the balance of the consortium

## Implementation - Evaluation Criteria

### Implementation

Coherence and effectiveness of the work plan, including appropriateness of the allocation of tasks and resources

**Complementarity of the participants within the consortium (when relevant)**

Appropriateness of the management structures and procedures, including risk and innovation management

[https://ec.europa.eu/research/participants/portal4/desktop/en/funding/reference\\_docs.html#h2020-work-programmes-2014-15-annexes](https://ec.europa.eu/research/participants/portal4/desktop/en/funding/reference_docs.html#h2020-work-programmes-2014-15-annexes)

## Reviewer's comments

- The roles of partners 6 and 8 appear overlapping
- More representatives from industry, regulatory authorities and patent groups would be desirable
- There is no partner with strong competence in XXX
- The coordinator seems to play a predominant role and the scientific integration of other partners in the proposal is not sufficiently demonstrated

### 3. Implementation

- 3.1 Work plan — Work packages, deliverables and milestones (*tables*)
- 3.2 Management structure and procedures
- 3.3 Consortium as a whole

#### **3.4 Resources to be committed**

### 4. Members of the Consortium

## 3.4 Resources to be committed

- Information needs to match budget table (section 3 of administrative forms) and person months in WP form
- Provide requested person months (table 3.4a)
- Provide „other direct costs“ (table 3.4b) for participants where these costs exceed 15% of the personnel costs (acc. to budget table in admin forms)

**Although not requested:  
provide a detailed financial plan here**

## 3.4 Resources to be committed

**Table 3.4a: Summary of staff effort**

	WPn	WPn+1	WPn+2	Total Person/
--	-----	-------	-------	---------------

Participant  
Number/Short

ParticipantNu  
Short Name

Participant N  
Short Name

Total Person/

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

Participant Number/Short Name	Cost (€)	Justification
Travel		
Equipment		
Other goods and services		
Total		

Participant Number/Short Name	Cost (€)	Justification
Large research infrastructure		

### 3. Implementation

- 3.1 Work plan — Work packages, deliverables and milestones (*tables*)
- 3.2 Management structure and procedures
- 3.3 Consortium as a whole
- 3.4 Resources to be committed

### 4. **Members of the Consortium**



## 4. Members of the consortium

- 4.1 Participants
- 4.2 Third parties involved in the project (including use of third party resources)

**No page limit!**

## 4. Members of the consortium

### 4.1 Participants (applicants)

#### *Expectations of the Commission*

- a **description of the legal entity** and its **main tasks**, with an explanation of how its profile matches the tasks in the proposal (*include partner number*)
- a **curriculum vitae or description of the profile of the people**, including their *gender*, who will be primarily responsible for carrying out the proposed research and/or innovation activities;
- a **list of up to 5 relevant publications, and/or products, services** (including widely-used datasets or software), or other achievements relevant to the call content;
- a list of up to **5 relevant previous projects or activities**, connected to the subject of this proposal;
- a description of any **significant infrastructure and/or any major items of technical equipment**, relevant to the proposed work;

## 4. Members of the consortium

### 4.2 *Third parties*

- Beneficiaries: appropriate resources to implement the action
  
- Third Parties – legal entity not signing the grant agreement
  - Making available resources by means of contributions in kind
  - By carrying out part of the work itself (should not be core tasks of research)

## 4. Members of the consortium

### *Third parties*

- Contracts to purchase goods, works and services (*Art. 10*)
- Use of in-kind contributions provided by third parties against payment (*Art. 11*)
- Use of in-kind contributions provided by third parties free of charge (*Art. 12*)
- Subcontracting (*Art. 13*)
- Linked third parties (*Art.14*)



Thank you!

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Disclaimer: The "Fit for Health2.0" project partners do not assume any legal liability or responsibilities for the information provided in this document.

# Reviewer comments FP7

**The consortium itself identified several patents not held within the consortium itself, necessitating the negotiation of licences to carry out the work planned. A negotiation of licences thus needs to be commenced very soon.**

**The proposal describes a management structure that itself is complex and not that easy to follow.**



**The staff allocation versus justification of costs needs clarification.**

**It was also pointed out by the reviewers that IPR management could have been described in more detail.**

**The panel noted that not all the partners are represented in the steering committee. An appropriate representation of all the partners in a decision making body should be sought.**

**The gender aspect should have been better addressed, and should be considered in the negotiation phase.**

**However the management structure is somewhat too briefly mentioned in the proposal and a standard graphical representation and definitions of decisive positions including concrete names would have been useful.**

**The plan for managing Intellectual Property and innovation-related activities arising from the project is fairly addressed. Whilst an IP manager has been appointed, new IP will be submitted to the General Assembly, where only industrial partners have voting rights.**

**There is a significant weakness regarding the co-ordinating partner track record (recently founded) and as to whether they have the experience, capacity, capability and the necessary expertise to carry out their tasks and to act as project leader.**

**The industrial participant plays a specific technical role, but should also be encouraged to play a stronger role in the strategic planning of the project.**



**The sub-contracting costs appear high as they represent 20% of the project costs and should be better justified.**

**The panel expressed some concern whether sufficient funds were allocated to the management of IP strategy.**

**Involvement of patient  
advocacy groups in the  
proposed research is limited.**

**The resources for XXX are high in relation to the other partners and the rationale for this was lacking.**

**The time estimated for the computational part output seems significantly underestimated.**

**According to the panel opinion, the conflict resolution scheme was not sufficiently addressed.**

**The consortium as a whole is composed of a wide set of suitable partners. However, some topic related expertise - as an example science of physical activity - is not fully evident from the proposal.**

**The budget allocation appears unbalanced.**



**Milestones and deliverables in  
some cases overlap.**

**A very complex management structure has been proposed and described with abundance of details. However, the concern is that the related complexity will have a negative impact on the timely flow of the project.**

**The SMEs focus on very specific tasks with little relation to the other work packages.**

**The management structure is not described in all relevant details.**

**The experience of the coordinator to lead international projects could have been better documented.**

**The external expert advisory board is limited to two members. It was felt it could have comprised some additional key stakeholders not included as partners in the consortium.**