



Implementation: how to build the workplan



How to respond, point by point, to a call - with examples

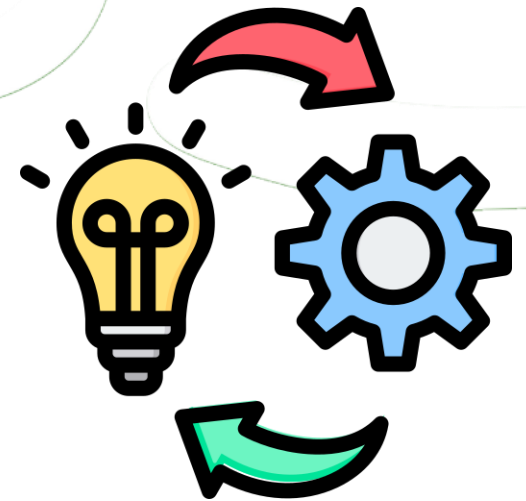
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IR0000032 – ITINERIS, Italian Integrated Environmental Research Infrastructures System
(D.D. n. 130/2022 - CUP B53C22002150006) Funded by EU - Next Generation EU PNRR-
Mission 4 “Education and Research” - Component 2: “From research to business” - Investment
3.1: “Fund for the realisation of an integrated system of research and innovation infrastructures”



Implementation section in Horizon Europe

-  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.



Implementation section elements

- 🌐 brief presentation of the overall structure of the work plan
- 🌐 timing of the different work packages and their components (Gantt chart or similar)
- 🌐 graphical presentation of the components showing how they inter-relate (Pert chart or similar).
- 🌐 detailed work description
 - a list of work packages (table 3.1a)
 - a description of each work package (table 3.1b)
 - a list of deliverables (table 3.1c)
 - a list of milestones (table 3.1d)
 - a list of critical risks and mitigation measures (table 3.1e)
 - a table showing number of person months required (table 3.1f)
 - a table showing description and justification of subcontracting costs for each participant (table 3.1g)
 - a table showing justifications for 'purchase costs' (table 3.1h) for participants where those costs exceed 15% of the personnel costs (according to the budget table in proposal part A)
 - if applicable, a table showing justifications for 'other costs categories' (table 3.1i)
 - if applicable, a table showing in-kind contributions from third parties (table 3.1j)



The roles of work packages



During the evaluation phase:

- WPs structure enables reviewers to assess the work involved in the project in terms of logic, relevance, collaboration, coherence, effectiveness, competitiveness, innovation, etc.
- WPs presentation is a **primary justification for the requested grant**



During the execution phase:

- the proposal text is converted to be the “Description of Action” (DoA), which is an annex to the Grant Agreement (GA), as **the plan for execution**
- the tangible work packages, tasks, deliverables, and milestones turn **to be contractual obligations of the partners** (the beneficiaries to the grant).
- in the special case of a **Lump sum project**, the completion of work packages is the only reference for the EC for approving payments to the beneficiaries



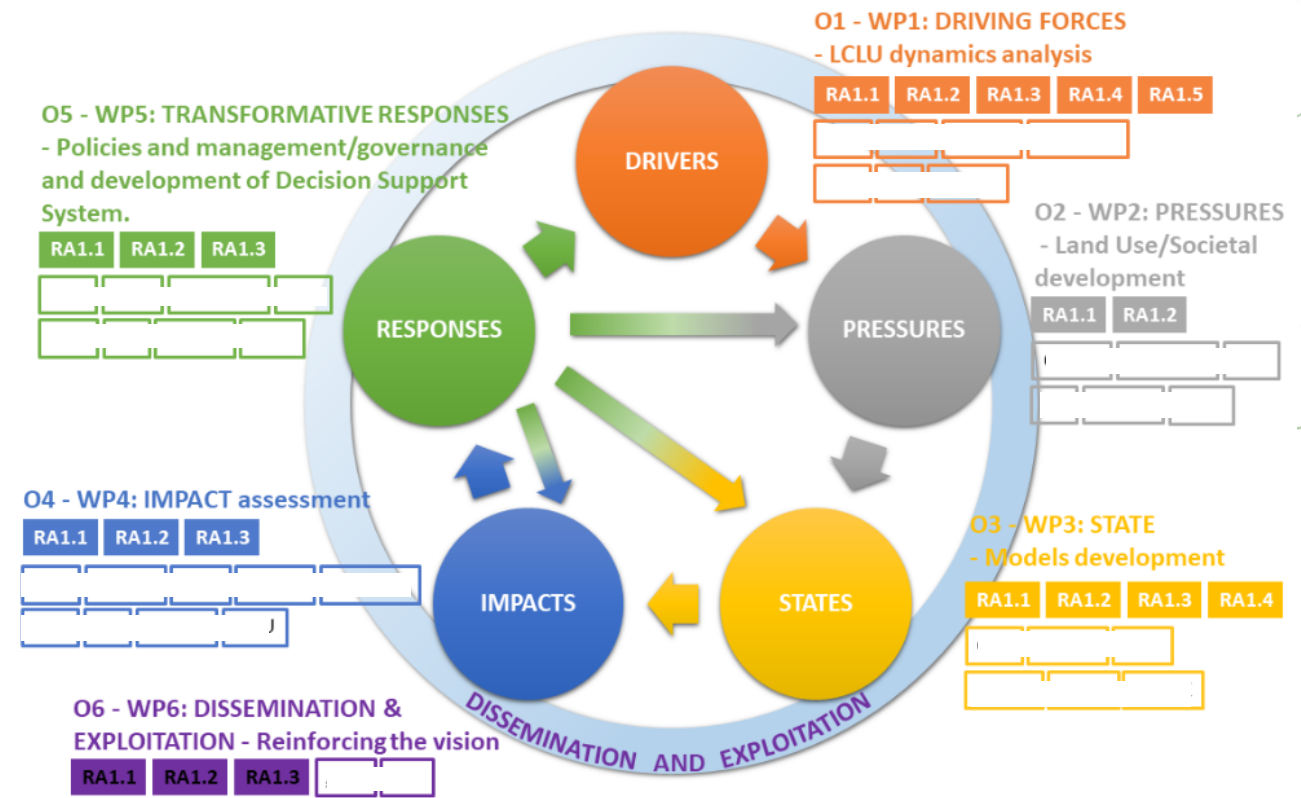
WORK PLAN MUST ACTUALLY BE EXECUTED !!!

Work plan tips

Work package(s) derive from the project's Concept

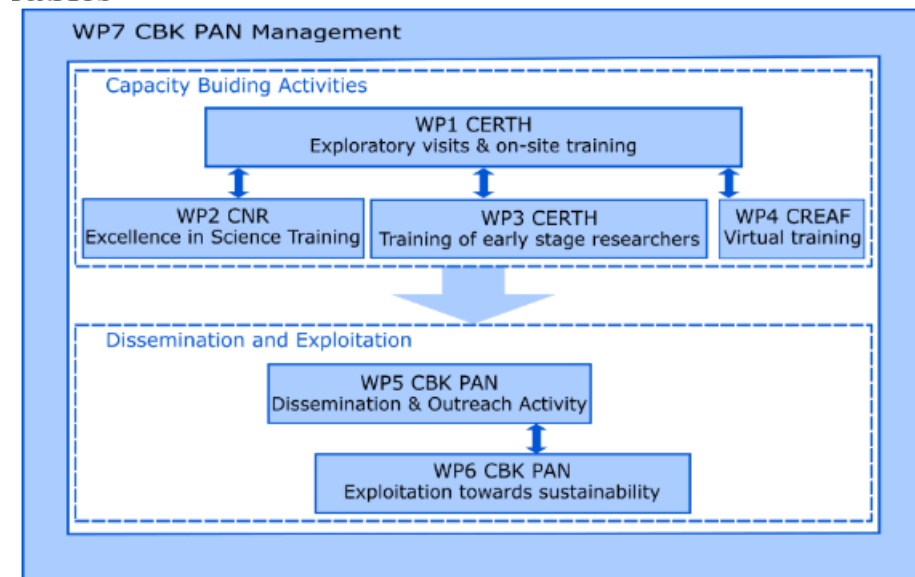
- typical mistake is to first develop the WPs before establishing the proposed project's concept




- developing a project **from the work packages up is not a recommended practice**
- it is by far the recommended **to work from one holistic, comprehensive concept to the detailed and tangible work packages, option** (even if it is a much more demanding)
- make sure to follow the inner logic by addressing and establishing the project's Concept first, and only then, and based on this Concept – develop the work packages.



Work plan tips

- Linking the work packages back to the project's objectives and concept
 - make it clear to the reviewer how this work plan is actually serving the project's concept and objectives.
 - illustrate a clear link back to the Objectives and Ambition, and to the Methodology at the beginning of the Implementation section (e.g. PERT diagram)
- links each work package (or a combination of work packages) to the relevant objective(s) and/or any main conceptual/methodological aspect(s)
- links can be one-to-one, one-to-many, many-to-one, or many-to-many
- illustration should be accompanied by text that will clearly explain all the links
- make sure that the work plan presentation is clear and smooth with no gaps or unwanted overlaps



-  **Work packages should be consolidated by a single unified voice**
 - structuring the project's concept and its work packages – the following two-part approach should to be considered:
 - project's **concept** is a result of **collaborative thinking and the work** of the consortium partners
 - **only one [scientific] team member** then **consolidates** the products into a unified & comprehensive concept (which then becomes a detailed work plan and work packages)
-  **common errors**
 - a project that is developed from the work packages up, based on the inputs and interests of each of the consortium partners has the following issues:
 - no significant management or leadership is present
 - the result is often a work packages structure that is divided, incomplete, or insufficient in putting all the pieces of the puzzle together
-  **solutions**
 - a single leader (or at most a small leading team of up to 3 individuals) handles the process of developing the project's concept and work plan structure
 - a single leader makes decisions and manage the process



Representing collaborative work in the work packages

- WPs should reflect the collaborative work in the project
- WP table structure should list the participating partners and how many person-months they plan to invest in the work package, and to which tasks they are assigned.
- the leader(s) must collect input from each of the partners and must also make sure they fully understand what is expected from them in that sense and in light of the project’s “big picture”
- avoid redundancies, overlaps and gaps between the tasks within a given WP, and across the various WPs.
- avoid “patchwork” simply using the text provided by the partners - consolidate the various inputs from the partners and ensure that the text has a single unified “voice” (style) across the application

WP1	Exploratory visits and teaming-up	Meeting Objectives (MO): Primarily: O1, O3, O5, O7 Secondarily: O2, O4, O6			Lead Beneficiary: CERTH
Participant number		P1	P2	P3	P4
Short name of participant					
Person months per participant		3	7	2	2
Start month	1	End Month		26	
Objectives					
Within WP1, partners will verify the SWOT analysis on R&I capacity, identify trends and value opportunities on-site in order for CBK PAN to achieve research excellence and innovation uptake in the defined research fields. Capacity assessment and proposed improvement will be achieved through partners’ visits to CBK PAN infrastructures and will be supported by a workshop towards institution’s personnel (both scientific and					

WP2	Excellence in Science Training	Meeting Objectives (MO): Primarily: O1, O2, O3, O5, O6 Secondarily: O4			Lead Beneficiary: CNR
Participant number		P1	P2	P3	P4
Short name of participant					
Person months per participant		28	8	6	8
Start month	7	End Month		35	
Objectives					
The WP2 will mainly focus on the capacity building of CBK PAN personnel in the research of EO products’ assimilation in the ecosystem assessment and monitoring through targeted Workshops, on-site training					

Work plan tips

Representing collaborative work in the work packages

- avoid a presentation of a single partner running a WP alone
- avoid a presentation of all partners working in all the WPs
- show the diversity of work in these projects
- all partners should not be included in all WP - an exception to that may be “horizontal” work packages (e.g., the work package that deals with dissemination, communication and exploitation of results).
- Show clearly your logic, the workflow and the collaborative work (e.g. Task 3 done by partner #7 in WP2 will feed the work of partners #2 and #5 in Task 1 in WP4, and so on).



Link the work-plan to the profiles of the partners

- partners' profile description is provided in section 2 of the electronic forms of the application file (Part A)
 - general information
 - relevant skills and expertise
 - track record of key personnel involved in the project
 - relevant infrastructure or technical equipment
- partners' profile description is essential for the reviewers for assessing the feasibility of the work plan, the personnel involved in the execution of the project and the added value of the collaborative work.
 - verify that the track record of the personnel involved in the project correlates to the expected tasks
 - avoid a presentation of personnel that might not be the right one for performing the action
 - a specific infrastructure or technical equipment is needed verify if it is specified in the profile of the relevant partner and WP's description

WPs are the primary budget justification (1)

- partners' profile description is provided in section 2 of the electronic forms of the application file (Part A)
 - general information
 - relevant skills and expertise
 - track record of key personnel involved in the project
 - relevant infrastructure or technical equipment
- partners' profile description is essential for the reviewers for assessing the feasibility of the work plan, the personnel involved in the execution of the project and the added value of the collaborative work.
 - verify that the track record of the personnel involved in the project correlates to the expected tasks
 - avoid a presentation of personnel that might not be the right one for performing the action
 - a specific infrastructure or technical equipment is needed verify if it is specified in the profile of the relevant partner and WP's description



WPs are the primary budget justification (2)

- work plan will be **well designed** in order for the reviewers to **properly assess the budget** request
- it will also be beneficial to you and your partners during the execution phase
- The basic (and mandatory) information provided in the work packages about the budget request is the person-months allocation per partner in each of the work packages
 - person-months allocation must be well correlated to the work presented in the work package and it must make sense to the reviewers.
 - it is recommend enhancing this presentation by providing a higher resolution of information to the reviewers and indicating the person-months allocation at the level of tasks - the budget estimations of the partners and the overall work-plan will be more accurate

WP in Lump sum projects


- in the 'lump sum model', the work packages have a pivotal, function: they serve as the sole indicator for the EC for approval of payments (unlike in the 'actual cost model')
- one should mind the links between the work packages, reporting periods and payments during the project preparation phase, as this **may affect the way the project payments**

Timetable (Gantt Chart)

- 🌐 use the project month numbers in addition to calendar months - month 1 marks always the start of the project
- 🌐 indicate the timing of each task per work package
 - repeat lines/columns as necessary
 - adjust the name of the months according to the start month of your project
- 🌐 for more complex projects, additional breakdown per sub-tasks and/or beneficiary is recommended
- 🌐 indicate milestones on the timeline

[Project name]		2021		2022										2023							
		Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Dec	May	Jun
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
WP1	TITLE Work Package1																				
T1.1	Title – task 1.1	M 1							M 2												
T1.2	Title – task 1.2					M 3															
WP2	TITLE Work Package2																				
T2.1	Title – task 2.1							M 4													
T2.2	Title – task 2.2					M 5							M 6								
T2.3	Title – task 2.3																M 7				
WP3	TITLE Work Package3																				
T3.1	Title – task 3.1					M 9															
T3.2	Title – task 3.2								M 10												
T3.3	Title – task 3.3			M 11				M 12													
T3.4	Title – task 3.4											M 14					M 15				
T3.4.1	Title sub-task 3.4.1																				
T3.4.2	Title sub-task 3.4.2																				

Critical risks and mitigation measures

 **Definition critical risk:** A critical risk is 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

- The likelihood is the 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

#	Description of risk (likelihood/impact on project)	Related WPs	Proposed mitigation measures
1	Difficulty in accessing EU-wide data on health literacy and the related landscape. (low/middle)	WP1 WP5	Efforts will be deployed to gather data on all relevant aspects of the health literacy and landscape on different levels. The consortium will involve its direct networks and other initiatives to gather data from different sources.
2	Failure to mobilize and include a broad range of stakeholders in the co-creation processes. (low/high)	WP2 WP3 WP4	WISE-UP consortium has made sure during the development of this proposal that relevant initiatives are addressed by taking on available outputs and integrating trusted communities. The consortium will leverage on the partners' networks and on the Advisory Board contacts.
3	Delay due to ethical approval, low response rate to recruitment for co-design (low/medium)	WP4	WISE-UP will establish early cooperation with partners and networks to identify requirements and timeline for ethical approval in the respective countries to spark interest and secure the timely delivery of the results.
4	Public awareness about the WISE-UP action and results remains low, the sustainability of the outcomes is not granted. (low/high)	WP6	By M5, WISE-UP will draft and deliver the initial Impact Master plan covering strategies for stakeholder engagement, communication & dissemination, as well as sustainability of the project. These strategies will be implemented, fine-tuned and monitored throughout the project, with evidence in 4 related interim / final action reports.
5	Volume of work needed beyond the budget and additional work not planned, performed "on demand" (medium/medium)	All	Consortium has a good capacity to plan and monitor project activities and introduce mitigation measures. The monitoring framework will be introduced early to spot the mismatch in the work plan and delivery. The Advisory Board will monitor the quality of the results.

Capacity of participants and consortium as a whole


Describe the consortium

- How does it match the project's objectives, and bring together the necessary disciplinary and inter-disciplinary knowledge?
- Show expertise in social sciences and humanities, open science practices, and gender aspects of R&I, as appropriate
- Include in the description affiliated entities and associated partners, if any

 Show how the partners will have access to **critical infrastructure** needed to carry out the project activities.

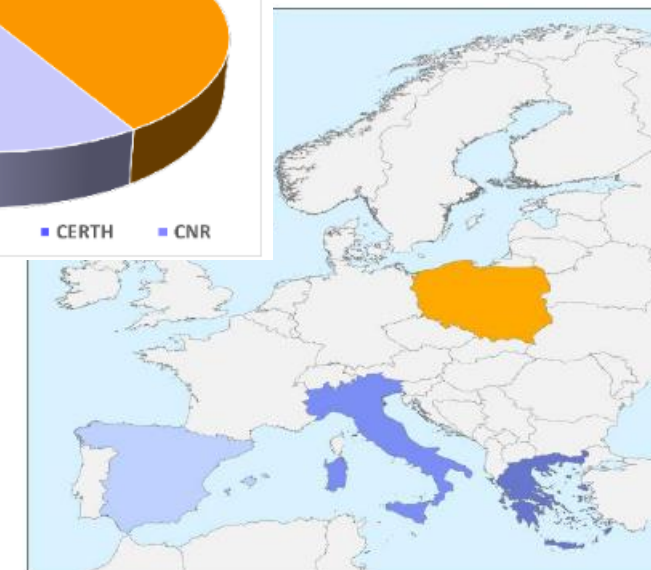
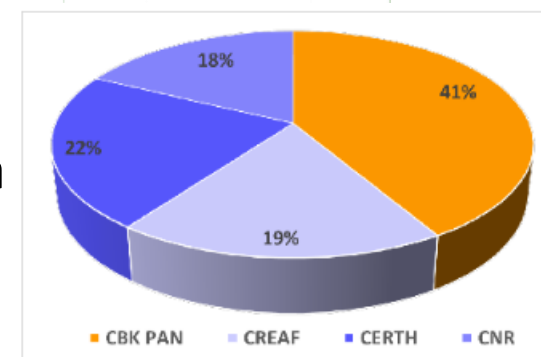
 Describe how the **members complement one another**

 In what way does each of them contribute to the project? (a valid role and adequate resources)

 If applicable, describe the industrial/commercial involvement in the project to ensure exploitation of the results and explain

 Other countries and international organisations: If a participant 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 for the success of the project

	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11
trend analysis											
LULC mapping/modelling											
climate and environmental modelling											
economic and social modelling											
impact assessment											
remote sensing											
forestry											
agriculture											
spatial planning											
EU, national, local policies											
social awareness raising											



Evaluation examples

Positive	Negative
<p><i>The overall quality of the work plan is very good. It is properly structured, well-balanced, simple, and clear</i></p>	<p><i>he necessary access to critical infrastructure is insufficiently described</i></p>
<p><i>The expertise of the partners is complementary, which enables the consortium to achieve the objectives. XXX brings together actors that provide the necessary expertise (including cutting-edge knowledge, competences, best practices, research, support, and training) suitable for effective environmental monitoring and to generate an ecosystem of actors based on capacity for excellence to strengthen their regional and national network. This is very valuable.</i></p>	<p><i>there are inconsistencies in the proposal with regards the leadership of WP7 between participant no 8 and participant no 10. Participant 8. as UAB manager, has a role to perform in WP7, however, has no resource allocated to perform this task and there is limited justification for the leadership of the WP to be attributed to participant no 10</i></p>
<p><i>The proposed partners per work package and tasks are adequate and relevant to their expected role and expertise. The allocated person-months per work package and participant are coherent with their expected contribution. Other costs identified in the proposal are appropriate and justified</i></p>	<p><i>the other direct costs exceeding the 15% of the personnel cost have been adequately justified in general. Participant no 4, however, has not provided sufficient justification</i></p>
<p><i>Risk management and mitigation measures have been clearly addressed and the related contingency measures have been convincingly elaborated</i></p>	<p><i>Risks associated with implementation of secondment activities are too generic and not considered in sufficient detail</i></p>



THANKS!

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