
Strategy & RDI Project Planning

Proposed Activities

PID_00248778

Israel Conejero
Daniel Rafael Molina Cabrera

Recommended minimum time required: 12 hours



Index

1. Activity I: Definition of the project and development of the abstract.....	5
1.1. Objectives	5
1.2. Presentation of the activity	5
1.3. Activities	5
1.4. Resources	6
1.5. Results to be evaluated	7
2. Activity II: Consortium and Work Plan.....	8
2.1. Objectives	8
2.2. Presentation of the activity	8
2.3. Activities	9
2.4. Resources	9
2.5. Results to be evaluated	9
3. Activity III: Budget.....	11
3.1. Objectives	11
3.2. Presentation of the activity	11
3.3. Activities	11
3.4. Resources	12
3.5. Results to be evaluated	12
4. Activity IV: Impact.....	13
4.1. Objectives	13
4.2. Presentation of the activity	13
4.3. Activities	14
4.4. Resources	14
4.5. Results to be evaluated	14
5. Activity V: RRI.....	15
5.1. Objectives	15
5.2. Presentation of the activity	15
5.3. Activities	15
5.4. Resources	15
5.5. Results to be evaluated	15
6. Activity VI: Conclusions.....	16
6.1. Objectives	16
6.2. Presentation of the activity	16
6.3. Activities	16
6.4. Resources	16
6.5. Results to be evaluated	16

1. Activity I: Definition of the project and development of the abstract

1.1. Objectives

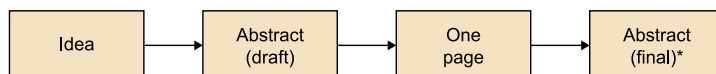
- Contrast the idea of the proposal with the thematic lines of EU funding in the Horizon 2020 programme.
- Identify funding topics appropriate to the specific project idea.
- Extract from the proposed idea the objective, results and activities that will guide the development of the abstract and subsequent drafting of the proposal.
- Identify the key innovative idea in the proposed idea.
- Analyse the start and end Technology Readiness Level (TRL) of a proposal from the idea provided.

1.2. Presentation of the activity

To carry out this activity, we will use a document that includes a European proposal idea which will be given to the students.

Firstly, the students will have to read the idea in the proposal and identify the target topics in the Horizon 2020 Calls (Work Programme 2016-2017).

The students will subsequently justify the chosen topic and identify key ideas to formulate the proposal abstract.



* Usually the final drafting and review is done before submitting the proposal, once the project has been defined and constructed.

1.3. Activities

1) Read the Horizon 2020 proposal idea that you have been given carefully [Resource 1].

2) Identify the Horizon 2020 calls and topics for which a proposal based on this idea would be appropriate. To consult the various calls, use the Horizon 2020 2016-2017 Work Plan to help you [Resource 2].

3) From the list of possible topics that you have identified, you need to choose from those that, in your opinion, are best suited to the objective of the proposed idea and justify why you have chosen it.

Once you have identified and justified the topic, it is time to start the second part of the activity.

Armed with our idea, the next step in the process for developing a H2020 proposal is to prepare a proposal abstract.

The abstract of a European proposal is a 1-2 page document where we adapt the chosen idea to the specific theme of the chosen topic. The abstract usually contains:

- Description of the problem to be solved (1-2 paragraphs)
- General objective of the project (1 paragraph)
- Main activities to be developed during the project to achieve this objective
- Start and end TRL
- Innovative nature of the proposal
- Expected impact
- Total budget

From this description and based on the proposal idea, we ask you to identify these elements and compose a simple abstract (draft) relating them to the specific topic that you have chosen in the first part of the exercise.

1.4. Resources

1) Proposal idea file (doc).

2) Horizon 2020 Work Programme 2016-2017: <https://ec.europa.eu/programmes/horizon2020/en/h2020-sections>

1.5. Results to be evaluated

Shared file with the project abstract (draft), including the elements detailed above (1.3).

2. Activity II: Consortium and Work Plan

2.1. Objectives

- Identify the various partners, profiles and roles needed to conduct an R&D&I project in Horizon 2020
- Define a work plan structure and set of tasks for the project to adapt it to the chosen objective and topic
- Design a management flowchart suited to the project
- Detail a simple governance proposal in accordance with the project needs
- React to potential contingencies

2.2. Presentation of the activity

After developing the project idea (abstract), we need to address the composition of the consortium, the work plan and the management flowchart.

As you know, one of the key parts to completing a quality proposal is identifying the most suitable partner/s to carry out the project collaboratively. When setting up a consortium, it is necessary to establish optimal balances from different points of view: firstly, by choosing an appropriate number of partners for the research, development and innovation activities suited to the chosen topic, and secondly, by ensuring that the company, university and research centre profiles are proportionate and that there are sufficient SMEs and the distribution between European countries is balanced.

After establishing the roles involved in the project, we must design a work plan detailing the broad areas of activity and their component tasks (Work Packages and Tasks). In each component of the Work Plan, we determine which partners will be involved and perform an initial allocation of leaderships for each Work Package and Task.

We then design a management flowchart that will provide an optimal contribution to the governance of the project.

Lastly, we outline a contingency plan for potential situations that could alter the composition of the consortium.

2.3. Activities

This activity requires you to:

- 1) Identify a list of potential partners for the project development under the "Roles" tab of the spreadsheet [Resource 3] to ensure a proportionate and balanced consortium. The list of partners will be used as input for making partner searches adapted to the profiles identified. In this section, we do not ask that the partners you have identified actually exist, but you must detail their main characteristics: country, type (company/SME/university/research centre), areas of experience and role in the project.
- 2) On the spreadsheet [Resource 3], define a Work Plan listing the different names of the Work Packages and Tasks needed to achieve the proposed objective. For each Work Package and Task, you must identify which partner will act as leader and which partners will participate. You will do this by shading the relevant cells according to the example shown, without filling in effort figures for now.
- 3) Use Google Draw to design a management flowchart for the consortium and a model of governance for the project: the diagram must contain the various "boards" of the project, establishing relationships between them and including references to the partners involved.
- 4) Use Google Docs to outline contingency plans based on the following situations (choose one per group):
 - A partner withdraws from the proposal (choose one partner per group)
 - We find out that a partner is participating in another proposal in the same call (choose one partner per group)

To complete this activity, we will use the initial idea and the proposal abstract from the first activity.

2.4. Resources

Activity 1 materials and results, and

- 3) H2020_Project_template (spreadsheet) file, including tabs "roles" and "workplan".

2.5. Results to be evaluated

- List of partners (characteristics, experience, role)
- Workplan (tasks level, partner leader and partners' contributing)
- Management flowchart and model of governance (boards, relationships)

- Contingency plans for situation a) or b)

3. Activity III: Budget

3.1. Objectives

- Draw up a project budget for the proposal.
- React to possible contingencies based on the budget drafted.

3.2. Presentation of the activity

Once we have set up the Consortium and drafted the Work Plan for the project, we need to draw up a budget that is as realistic as possible in detailing the effort that each partner must make at the level of Work Package and Task. We will also have to take into account the rest of the items to include in the budget, depending on the type of partner we have, the infrastructure to purchase, etc.

To obtain funding for a proposal, it is of utmost importance that we draft a project budget quantitatively suited to the objectives and which proposes a balanced distribution of effort between Work Packages and partners.

We must also learn to react to unforeseen events that could arise as we develop the proposal and which involve budget changes.

3.3. Activities

Using the budget spreadsheet template [Resource 3] and the list of person months costs x country [Resource 4] you must:

- 1) Draw up a project budget, assigning efforts (measured in Person Month) to each partner in the tasks in which they participate, taking into account the rest of the items to include.
- 2) Redo the project budget based on an unexpected situation (the tutor will choose one per group):
 - A partner communicates a Person Month cost whose initial value is increased.
 - A partner wishes to have more weight in the consortium and requests an additional Person Months.

You must hand in an spreadsheet for each of the two proposed activities, justifying the changes made in the second part of the exercise.

3.4. Resources

Activity 2 materials and results, and

3) H2020_Project_template (spreadsheet) file, including tab “budget”.

4) Person months x countries list.

3.5. Results to be evaluated

- Tentative budget
- Modified budget, after the partner request and the justification of changes

4. Activity IV: Impact

4.1. Objectives

- Demonstrate that the project Proposal can achieve the Expected Impact of the Call

4.2. Presentation of the activity

The Impact section is about how the proposal clearly and convincingly addresses not only the Expected Impact in the Call, but also other impacts (social, environmental, economic, etc.), including any cross-cutting impacts as cited in the Call (Gender, SSH, etc.). The Impact section includes the description of your Dissemination and Exploitation approach, as well as Communication, and possibly a Business approach, among other items. One way to measure the progress and results of the efforts in these to achieve Impact is to assign Key Performance Indicators.

In this activity, we will learn to set impact KPIs for a specific proposal

Remember the SMART criteria:

- Specific – targets a specific area for improvement
- Measurable – quantifies or at least suggests an indicator of progress
- Assignable – specifies who will do it
- Realistic – states what results can realistically be achieved, given available resources
- Time-related – specifies when the results can be achieved

Establishing relevant KPIs in the impact section of our proposal will help demonstrate knowledge of the tasks to be completed and the market that will be impacted by the results obtained in the project. Demonstrating that the proposal can achieve impacts using limited resources in effective, innovative and reasonable ways is key for your proposal to be awarded financing.

4.3. Activities

The activities to be performed are:

- Consult the Expected Impact section of the Call Topic selected in the Work Program and conduct a self-assessment – Does the proposal address in an excellent fashion Impact as expected in the Call? (see EC Evaluators' Criteria in Resources)
- Integrate SMART criteria and KPIs in the descriptions of how the proposal achieves Impact by way of its Dissemination and Exploitation approach, its Communication, its Business approach, etc.

Each group should prepare a document with a synthesis or table of a) how the proposal directly addresses the Call's Expected Impacts; and, b) a concise (one page) presentation of the Dissemination and Exploitation approach or plan.

4.4. Resources

1) SMART Criteria: https://en.wikipedia.org/wiki/SMART_criteria

2) EC Evaluation criteria on the Call (RIA, IA or CSA):
https://ec.europa.eu/research/participants/data/ref/h2020/other/wp/2016_2017/annexes/h2020-wp1617-annex-h-esacrit_en.pdf

3) Links to real “Cross-cutting issues” of Calls

4.5. Results to be evaluated

- Document with synthesis or table, answering a) and b)

5. Activity V: RRI

5.1. Objectives

- Learn to communicate what is involved in the concept of Responsible Research & Innovation (RRI) applied to Horizon 2020.

5.2. Presentation of the activity

Responsible Research and Innovation (RRI) is becoming increasingly important as a cross-cutting aspect of the Horizon 2020 programme. In many areas, however, the implications of RRI and how to implement it in projects during proposal drafting are not yet well known. Areas are public engagement, open access, gender, ethics, science and education.

5.3. Activities

- **In the context of the project you are working on**, simulate you are explaining to the partner responsible for dissemination, exploitation and sustainability (or another partner, if justified) the main features of RRI applied to Horizon 2020 and its implications for the preparation of proposals.

Format: video about 3-5 minutes max., in English.

5.4. Resources

- <https://www.rri-tools.eu/>

5.5. Results to be evaluated

- Video explanation (2-5 minuts)

6. Activity VI: Conclusions

6.1. Objectives

- Evaluate the overall proposal development process and pinpoint areas for improvement.

6.2. Presentation of the activity

As we have seen in the proposed activities, the development of a proposal for Horizon 2020 is complex, time-consuming and resource-intensive.

As a result, the proposal itself undergoes an intense process of development and changes, making periodical evaluations necessary.

6.3. Activities

In this activity, you will create a presentation detailing aspects for improvement that you have detected during the proposal development phases represented in the activities completed thus far in this module. The presentation will include an analysis of points for improvement in the following areas:

- Final abstract (draft strategically redefined, and reviewed)
- Creation of the consortium
- Work Plan
- Associated budget
- Expected impact

6.4. Resources

Answers, resources and references for activities 1 to 5.

6.5. Results to be evaluated

Presentation of maximum 20 slides adapting pechakucha format, that is 20 slides, each one in 20 seconds (max. 6'40").