



# Horizon Europe Collaborative Proposals: Implementation

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National Contact Point (NCP) Culture,  
Creativity, and Inclusive Society

# Application Form – Part B structure

## 1. EXCELLENCE

**What**  
What is the project about?

## 2. IMPACT

**Why**  
Why should we do the project? What is its value?

## 3. IMPLEMENTATION

**How**  
How to achieve the objectives?

# Evaluation (award) criteria

## Quality and Efficiency of the Implementation (3-5 points)

- 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 (applicant), and the extent to which the consortium as a whole brings together the necessary expertise.

# Evaluation criteria for Implementation section

## Quality and Efficiency of the Implementation (3-5 points)

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- Capacity and role of **each participant**, and the extent to which the consortium as a whole brings together the necessary expertise.

# Implementation (only 2 Subchapters)

**3.1**

Work plan and  
resources

*e.g. 14 pages including  
tables*

**3.2**

Capacity of  
participants and  
consortium as a whole

*e.g. 3 pages*

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# Implementation (Subchapter 3.1)

## 3.1 Work plan and resources *[e.g. 14 pages – including tables]*

→ Overall structure of work plan, timing (Gantt Chart), inter-relations (Pert Chart)

Table 3.1a:	List of work packages
Table 3.1b:	Work package description
Table 3.1c:	List of Deliverables
Table 3.1d:	List of Milestones
Table 3.1e:	Critical risks for implementation
Table 3.1f:	Summary of staff effort
Table 3.1g:	Subcontracting costs items
Table 3.1h:	Purchase costs items
Table 3.1i:	Other costs categories items

# Implementation (Subchapter 3.1)

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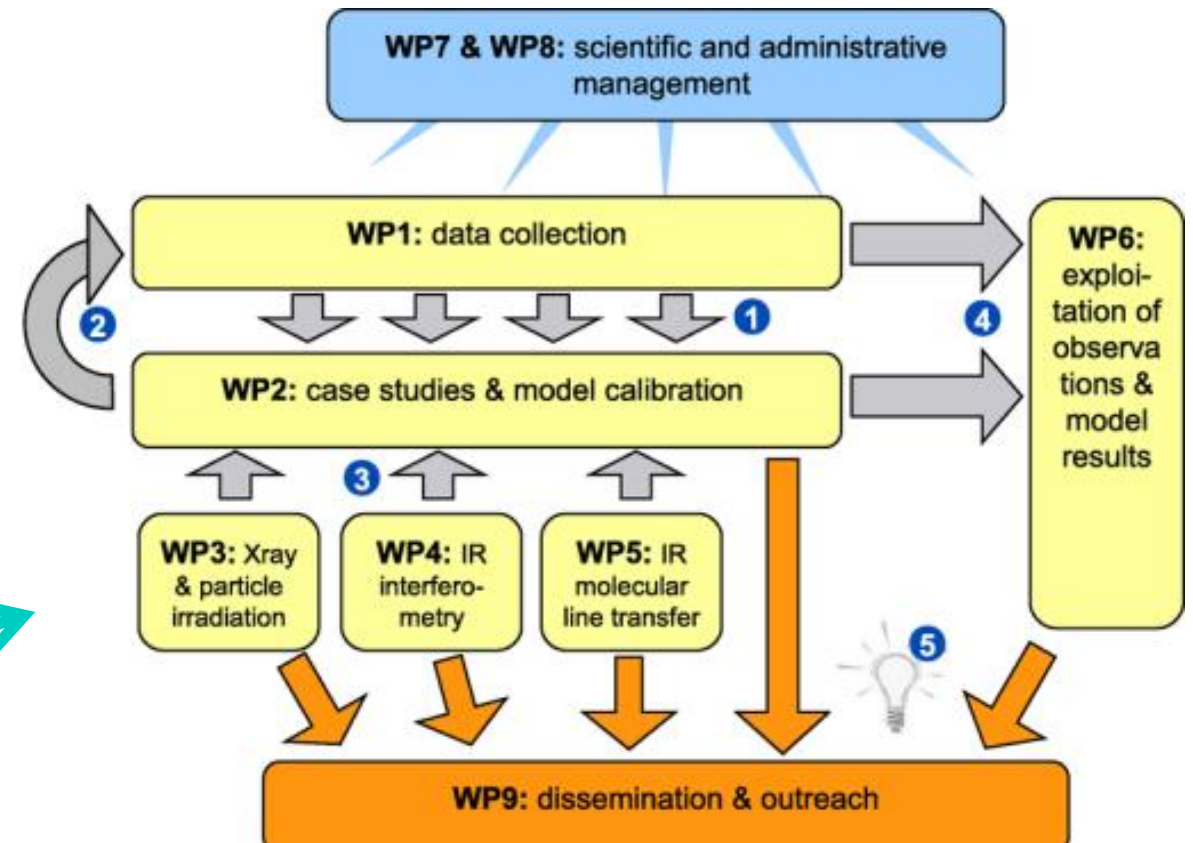
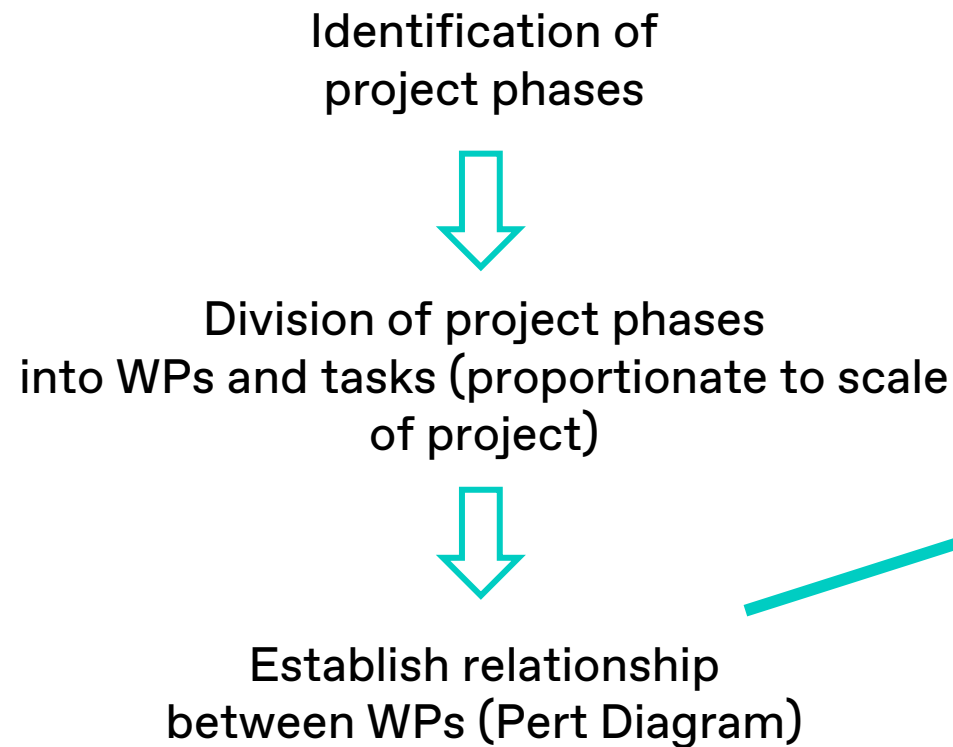


# Implementation (Subchapter 3.1 in practice)



## 3.1 Work plan and resources -

### PERT DIAGRAM



# Implementation (Subchapter 3.1 in practice)

## 3.1 Work plan and resources -

### Gantt Chart

Identification of  
project phases



Division of project phases  
into WPs and tasks

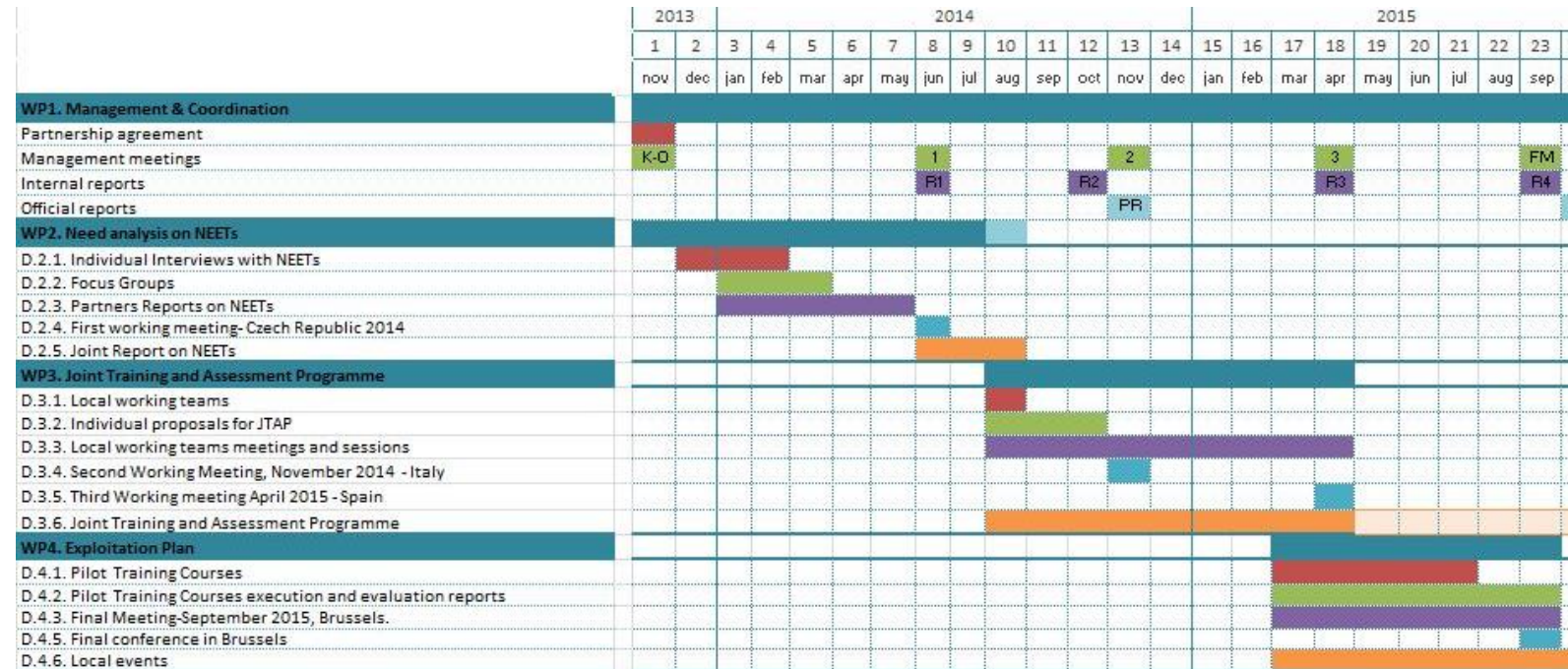


Establish relationship  
among WPs (Pert Diagram)



Partners' roles in each

10 WP/task and work in time (Gantt Chart)



# Implementation (Subchapter 3.1 in practice)

Table 3.1a: List of work packages

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

**Objectives** are the **goals** of the work performed within the project, in terms of its research and innovation content.

This will be translated into the project's **Deliverables (or results)**.

Table 3.1b: Work package description

For each work package:

Work package number	Lead beneficiary						
Work package title							
Participant number							
Short name of participant							
Person months per participant:							
Start month				End month			

**Objectives**

**Description of work** (where appropriate, broken down into tasks), lead partner and role of participants

**Deliverables** (brief description and month of delivery)

# Implementation (Subchapter 3.1 in practice)

## 3.1 Work plan and resources

Table 3.1c: List of Deliverables

### Deliverables:

- 7 Types: all project outputs, e.g. report, prototype, data set, (list on table 3.1c)
- 4 Dissemination levels: from Public to Classified (list on table 3.1c)
- Be realistic – EC will monitor the submission of deliverables (contractual obligation under the grant agreement)
- REQUIRED: Deliverables for Data Management Plan (DMP) and Plan for dissemination and exploitation of results
- **Be CONCRETE – Deliverables must be concrete/measurable to be considered an actual product**

# Implementation (Subchapter 3.1 in practice)

## 3.1 Work plan and resources

Table 3.1d: List of Milestones

Table 3.1d: List of milestones

Milestone number	Milestone name	Related work package(s)	Due date (in month)	Means of verification

### KEY

#### Due 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.

## Milestones:

- Check-points for the progress of the project
- Assessed over the duration of the project (contractual obligation under grant agreement)
- Use concrete indicators to show Milestones have been attained – should be verifiable and measurable
- Example: A prototype that has been tested and shown to be functional

# Implementation (Subchapter 3.1 in practice)

## 3.1 Work plan and resources

Table 3.1e: Critical risks for implementation

### Critical risk:

Plausible event or issue that could have a *high adverse impact* on the project's objectives

### Define: for EACH risk:

Likelihood (probability risk occurs) = low / medium / high

Severity (seriousness of the risk and significance of its impact) = low / medium / high

Risk mitigation measures (your 'Plan B') = **be CONCRETE**

You Plan B is important: **demonstrate to evaluators that you are prepared** for each risk

Table 3.1e: Critical risks for implementation

Description of risk (indicate level of (i) likelihood, and (ii) severity: Low/Medium/High)	Work package(s) involved	Proposed risk-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.

# Implementation (Subchapter 3.1 in practice)



Categories of risks could be:

**Regulatory:** Delay in the ethical/regulatory approvals

**Scientific:** Knowledge may not be available or could not be developed

**Technical:** Objectives may be beyond state-of-the art technologies

**Economic:** Solutions may be too expensive to achieve results

**Legislation:** Approach cannot be used due to existing legislation

**Ethical:** Solution may infringe ethics rules

**Social:** Approach not socially acceptable

# Implementation (only 2 Subchapters)

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Capacity of  
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# Implementation (Subchapter 3.2 in practice)

## 3.2 Capacity of participants and consortium as a whole

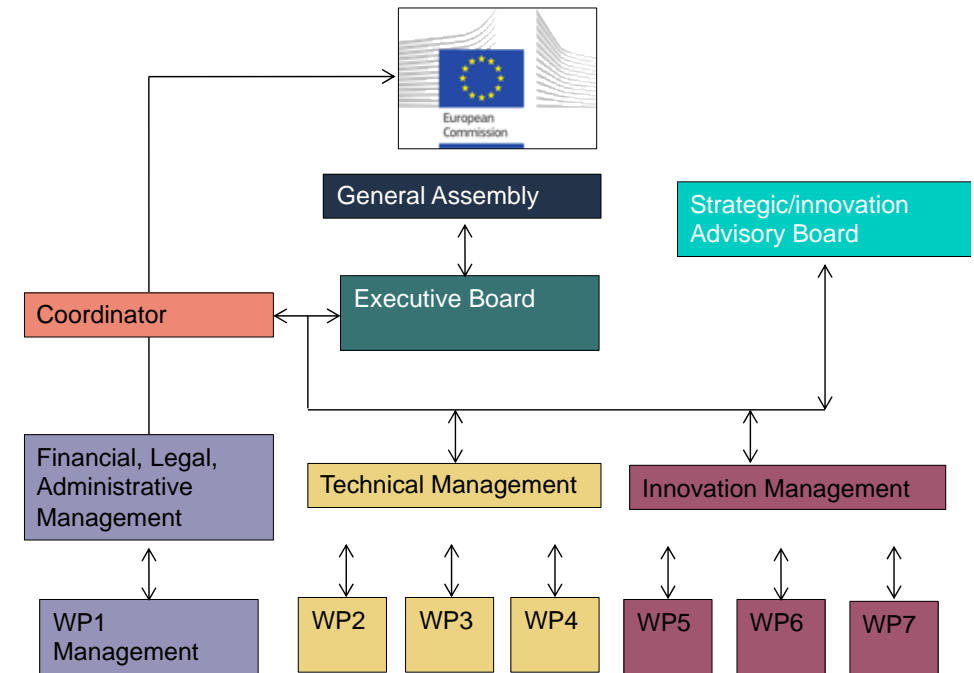
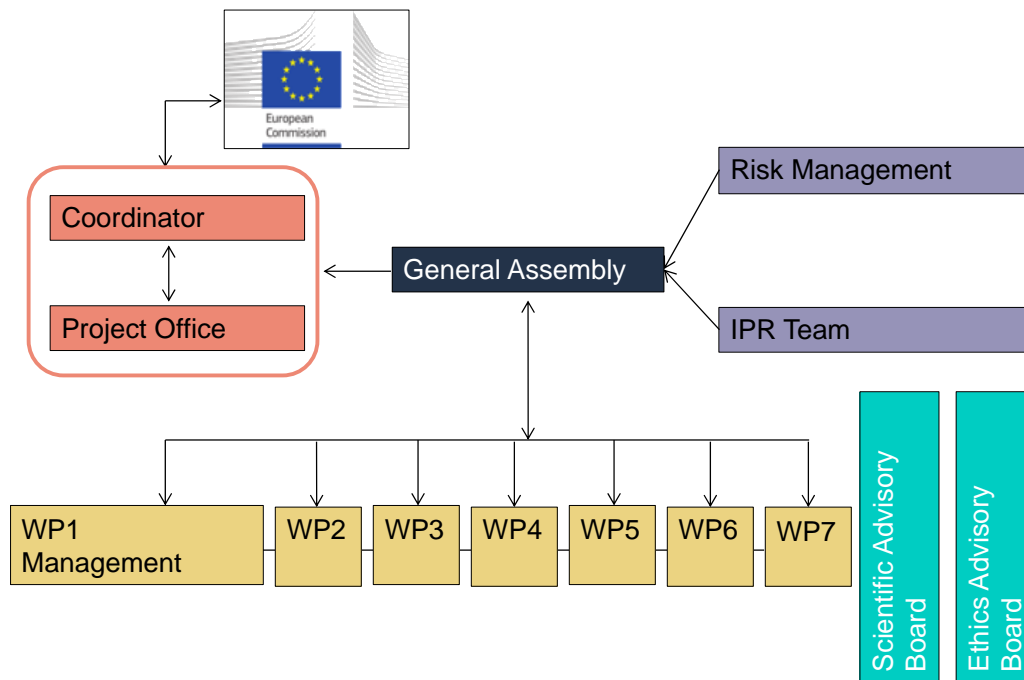
NOT the section for description of individual members – that goes in Part A

- Consortium description: in relation to project's objectives, with emphasis on inclusion of SSH, gender aspects of R&I, open science practices
- Access to critical infrastructure
- Partners' complementarity
- Contribution of each partner *to the project*: each must have a valid role
- Industrial/commercial involvement
- Other countries and international organisations: justify any members who are not automatically eligible (NOT from a Member state, Assoc. country, or listed in WP)
- OVERALL GOAL: show your consortium is made up of the right people for the right tasks

# Implementation (Subchapter 3.2 in practice)



## Management Structures – Examples (not required – include if space permits. And remember – Swiss can LEAD a WP!)



# Implementation: General Tips

- **PROJECT STRUCTURE**

- Coherent work plan
- Work packages (WP): show LINKS to each other and to OBJECTIVES
- Each WP need to be part of a whole proposal, tell one story only

- **CONSORTIUM**

- Does the consortium fulfil all the objectives?
- Partners = appropriate for the tasks?
- Select complementary partners with different expertise

- **PROJECT MANAGEMENT**

- Management structure no longer evaluated (however a Work Package on Project Management is helpful to show you've planned how you'll manage all team members and tasks)
- Address ANY and ALL risks to show evaluators you're prepared for any eventuality
- Contingency Plan – one needed for each potential risk

## DOs

&amp;

## DON'Ts

- **DO:** emphasise the **link** between Impact section and Work Packages
- **DO:** make Tasks and Deliverables concrete, measurable, quantifiable
- **DO:** choose complementary partners whose expertise creates a synergy

- **Don't:** describe your plans in vague terms (all details including your Work Packages, Deliverables, Milestones, etc need to be **precise**)
- **Don't:** hesitate to contact your Euresearch Regional office or your National Contact Point (NCP) with questions

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Swiss guide to European  
research and innovation





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