How to write a strong implementation section

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Application Form – Part B structure

1. EXCELLENCE	2. IMPACT	3. IMPLEMENTATION
What What is the project about?	Why Why should we do the project? What evidence do we collect and measure in the project to demonstrate the projects value?	How How to achieve the objectives?

Evaluation Criteria - Quality and Efficiency of the Implementation

Aspects to be taken into account

- 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

Chapter 3. Implementation – An overview

3.1 Work plan and resources *[e.g. 14 pages – incl. 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 c’ items
- Table 3.1h: ‘Purchase costs’ iteostsms
- Table 3.1i: ‘Other costs categories’ items

3.2 Capacity of participants and consortium as a whole *[e.g. 3 pages]*

- Consortium description
- Inclusion of SSH, gender aspects of R&I, open science practices
- Access to critical infrastructure
- How partners complement one another
- Contribution of each partner, valid role
- Industrial/commercial involvement
- Other countries and international organisations

Proposal template (RIA & IA)

Sub-chapter 3.1

Work plan and resources

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

Please provide the following:

- 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, i.e.:
  - a list of work packages (table 3.1a);
  - a description of each work package (table 3.1b);
  - a list of deliverables (table 3.1c);

⚠ *Give full details. Base your account on the logical structure of the project and the stages in which it is to be carried out. The number of work packages should be proportionate to the scale and complexity of the project.*

⚠ *You should give enough detail in each work package to justify the proposed resources to be allocated and also quantified information so that progress can be monitored, including by the Commission*

⚠ *Resources assigned to work packages should be in line with their objectives and deliverables. You are advised to include a distinct work package on 'project management', and to give due visibility in the work plan to 'data management' 'dissemination and exploitation' and 'communication activities', either with distinct tasks or distinct work packages.*

⚠ *You will be required to update the 'plan for the dissemination and exploitation of results including communication activities', and a 'data management plan', (this does not apply to topics where a plan was not required.) This should include a record of activities related to dissemination and exploitation that have been undertaken and those still planned.*

⚠ *Please make sure the information in this section matches the costs as stated in the budget table in section 3 of the application forms, and the number of person months, shown in the detailed work package descriptions.*

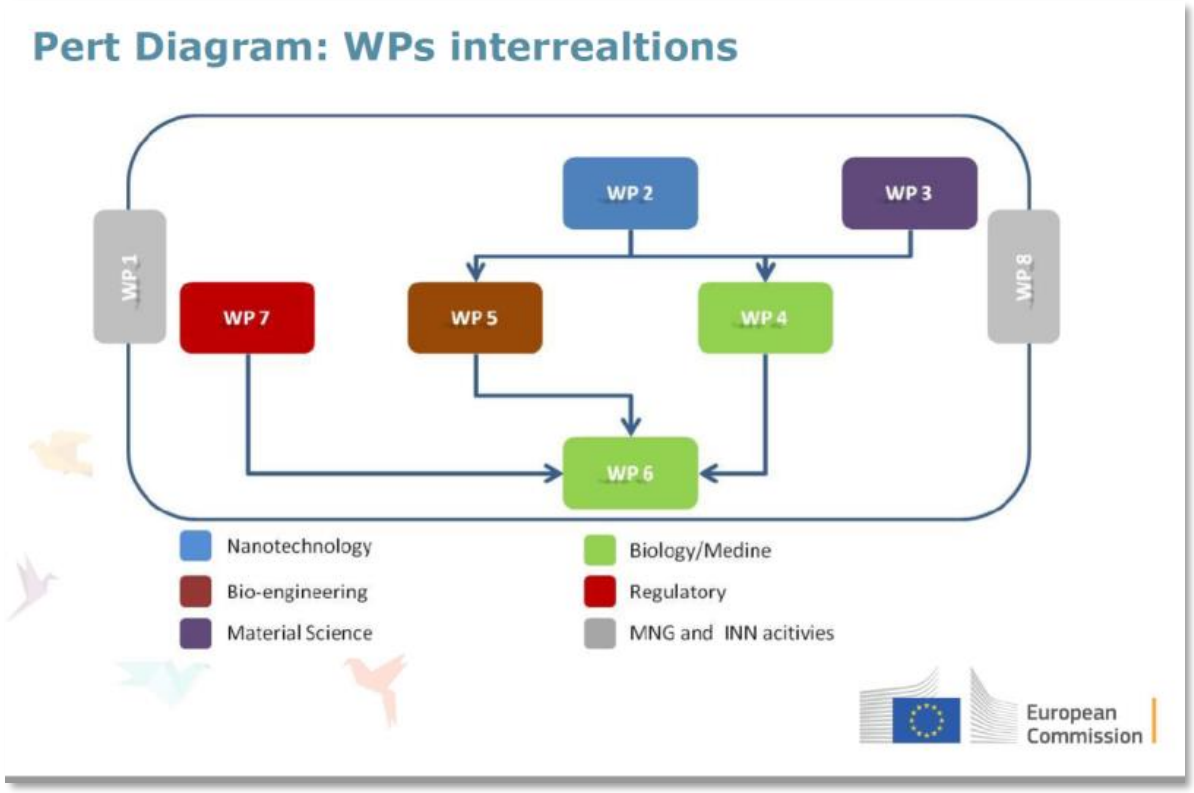
- a list of milestones (table 3.1d);
- a list of critical risks, relating to project implementation, that the stated project's objectives may not be achieved. Detail any risk mitigation measures. You will be able to update the list of critical risks and mitigation measures as the project progresses (table 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).

Sub-chapter 3.1

Work plan and resources

Work plan

Timing – Gantt Chart



Interrelations – Pert Chart

Sub-chapter 3.1

Work plan and resources

Work packages

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 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)

Sub-chapter 3.1

Work plan and resources

Deliverables

A deliverable is a report that is providing information to ensure effective monitoring of the project.

You must include deliverables for:

- Data management plan (DMP) (M6)
- Plan for dissemination and exploitation *(including communication activities) (M6)*
- Please read your topic of interest carefully for other compulsory deliverables

Tipps:

- Meaningful and feasible
- At least one deliverable per organisation
- Evenly distribute them during lifetime of project to avoid work overload
- Not the more the better, but logical framework is important

Table 3.1c: List of Deliverables[2]

Only include deliverables that you consider essential for effective project monitoring.

Deliverable (number)	Deliverable name	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date (in months)

KEY

Deliverable numbers in order of delivery dates. Please use the numbering convention <WP number>.<number of deliverable within that WP>.
For example, deliverable 4.2 would be the second deliverable from work package 4.

Type:

Use one of the following codes:

R: Document, report (excluding the periodic and final reports)
DEM: Demonstrator, pilot, prototype, plan designs
DEC: Websites, patents filing, press & media actions, videos, etc.
DATA: Data sets, microdata, etc.
DMP: Data management plan
ETHICS: Deliverables related to ethics issues.
SECURITY: Deliverables related to security issues
OTHER: Software, technical diagram, algorithms, models, etc.

Dissemination level:

Use one of the following codes:

PU – Public, fully open, e.g. web (Deliverables flagged as public will be automatically published in CORDIS project's page)
SEN – Sensitive, limited under the conditions of the Grant Agreement
Classified R-UE/EU-R – EU RESTRICTED under the Commission Decision No2015/444
Classified C-UE/EU-C – EU CONFIDENTIAL under the Commission Decision No2015/444
Classified S-UE/EU-S – EU SECRET under the Commission Decision No2015/444

Delivery date

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

Sub-chapter 3.1
Work plan and resources

Milestones

Milestones are control points in the project that help to chart the progress.

- May be critical decision point
- Can be an achievement of a key deliverable
- Become contractual obligation and will be monitored

Tipps:

- The achievement of a milestones needs to be verifiable/measurable
- Not every WP needs a MS, only indicate when necessary

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.

Example:

Point when the consortium must decide, which of the several technologies to adopt for further development

Sub-chapter 3.1
Work plan and resources

Critical risks

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.

Answer to possible concerns of the evaluators:

- What harms the project implementation?

Name an appropriate amount of risks and show that you are prepared for these risks:

- What kind of measures can reduce risks?
- Is there a contingency plan?

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.

NEW!

Tipps:

- Avoid fake risks of low likelihood and low severity
- Pick meaningful ones and show that you are prepared for those

Critical risks (cont.)

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

Budget Table

Insert here the amount that you intend to request to SERI. Normally, this corresponds to:

- 100% of eligible costs or
- 70% of eligible costs if you are for-profit applying to IA calls.

No.	Name of beneficiary	Country	Role	Personnel costs/€	Subcontracting costs/€	Purchase costs - Travel and substistence/€	Purchase costs - Equipment/€	Purchase costs - Other goods, works and services/€	Internally invoiced goods and services/€ (Unit costs-usual accounting practices)	Indirect costs/€	Total eligible costs	Funding rate	Maximum EU contribution to eligible costs	Requested EU contribution to eligible costs/€	Max grant amount	Income generated by the acti	Financial contributions	Own resources	Total estimated income
1	It University Of Copenhagen	DK	Coordinator							0,00	0,00	100	0,00	0	0,00				0,00
2	Test Sme Euresearch	CH	Associated							0,00	0,00	100	0,00	0	0,00				0,00
			TOTAL	0	0	0	0	0	0	0,00	0,00		0,00	0	0,00		0	0	0,00

Insert here the amount that you **cannot** request to SERI (or to the EC). Normally, this corresponds to the remaining 30% of eligible costs if you are a for-profit entity applying to IA calls.

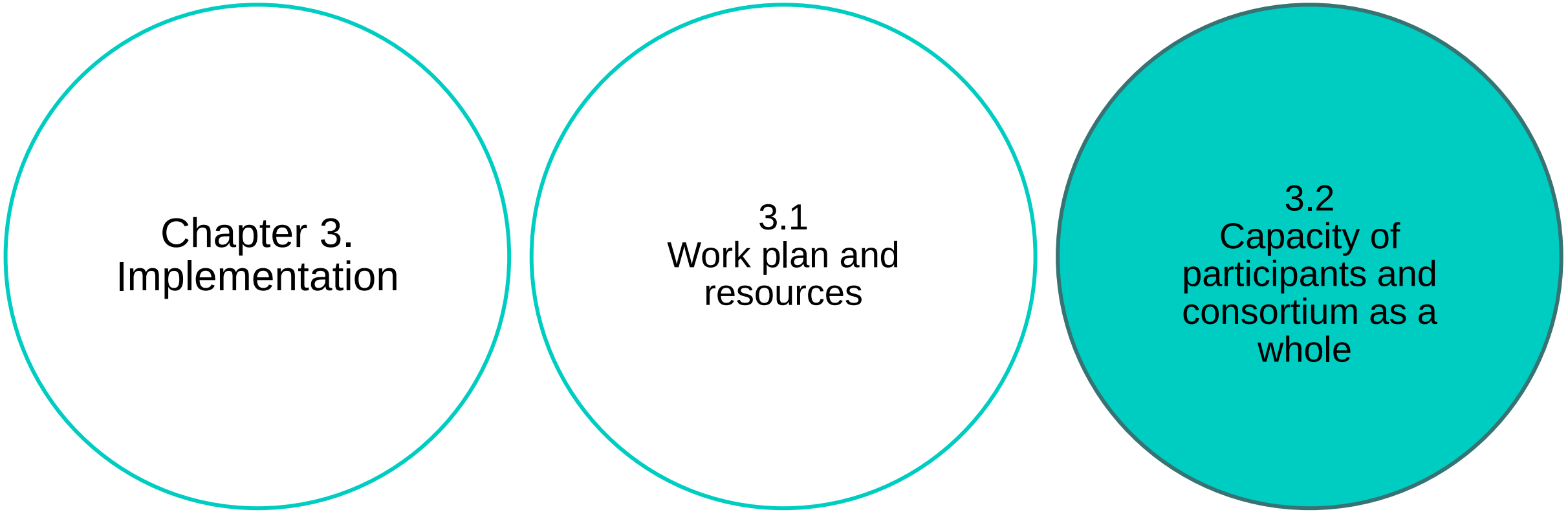
Costs Eligibility

- Costs **actually** incurred for the project
- Costs incurred **during** the project period
- Costs indicated in the estimated budget
- Identifiable and **verifiable**
- Compliant with the applicable national laws on taxes
- **Reasonable**, justified and compliant with sound financial management principles
- SERI Financial Guidance for more details

COMMON MISTAKE

- Not realistic budget estimate
- Not including the requested SERI contribution
- Including costs among the Beneficiaries

Proposal template (RIA & IA)



Sub-chapter 3.2

Capacity of participants and consortium as a whole

3.2 Capacity of participants and consortium as a whole *[e.g. 3 pages]*

⚠ *The individual members of the consortium are described in a separate section under Part A. There is no need to repeat that information here.*

- Describe the consortium. How does it match the project's objectives, and bring together the necessary disciplinary and inter-disciplinary knowledge. Show how this includes expertise in social sciences and humanities, open science practices, and gender aspects of R&I, as appropriate.
- Show how the partners will have access to critical infrastructure needed to carry out the project activities.
- Describe how 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 based in a country or is an international organisation that is not automatically eligible for such funding (entities from Member States of the EU, from Associated Countries and from one of the countries in the exhaustive list included in the Work Programme General Annexes B are automatically eligible for EU funding), explain why the participation of the entity in question is essential to successfully carry out the project.

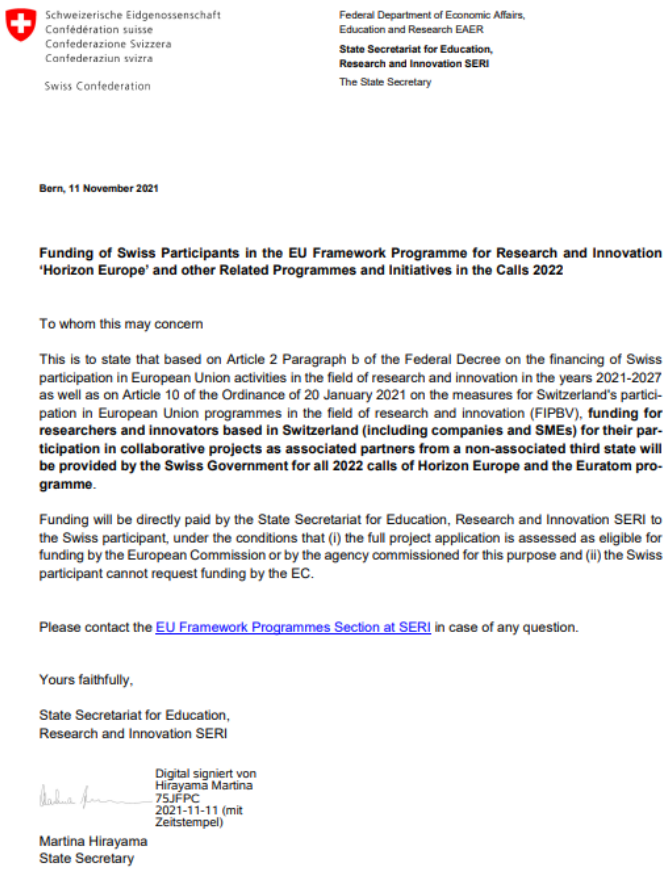
New:
Individual descriptions of consortium members & ethics moved to Part A

What to Consider When Having Swiss Partners

In section 3.2 of the proposal, do not forget…

- To mentioned that there is a financial guarantee for the Swiss Participant → financial guarantee letter

- To justify why the expertise from non-EU countries is important for the project success.



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Confederation

Federal Department of Economic Affairs, Education and Research EAER
State Secretariat for Education, Research and Innovation SERI
The State Secretary

Bern, 11 November 2021

Funding of Swiss Participants in the EU Framework Programme for Research and Innovation 'Horizon Europe' and other Related Programmes and Initiatives in the Calls 2022

To whom this may concern

This is to state that based on Article 2 Paragraph b of the Federal Decree on the financing of Swiss participation in European Union activities in the field of research and innovation in the years 2021-2027 as well as on Article 10 of the Ordinance of 20 January 2021 on the measures for Switzerland's participation in European Union programmes in the field of research and innovation (FIPBV), **funding for researchers and innovators based in Switzerland (including companies and SMEs) for their participation in collaborative projects as associated partners from a non-associated third state will be provided by the Swiss Government for all 2022 calls of Horizon Europe and the Euratom programme**.

Funding will be directly paid by the State Secretariat for Education, Research and Innovation SERI to the Swiss participant, under the conditions that (i) the full project application is assessed as eligible for funding by the European Commission or by the agency commissioned for this purpose and (ii) the Swiss participant cannot request funding by the EC.

Please contact the EU Framework Programmes Section at SERI in case of any question.

Yours faithfully,

State Secretariat for Education,
Research and Innovation SERI

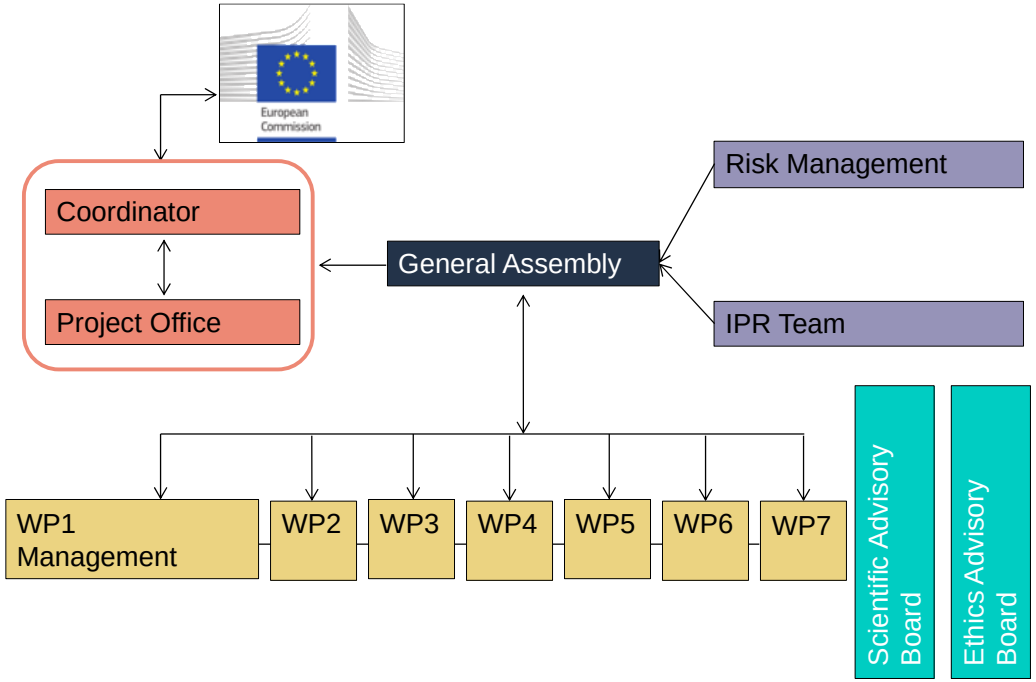
Digital signiert von Hirayama Martina 75JFPC 2021-11-11 (mit Zeitstempel)

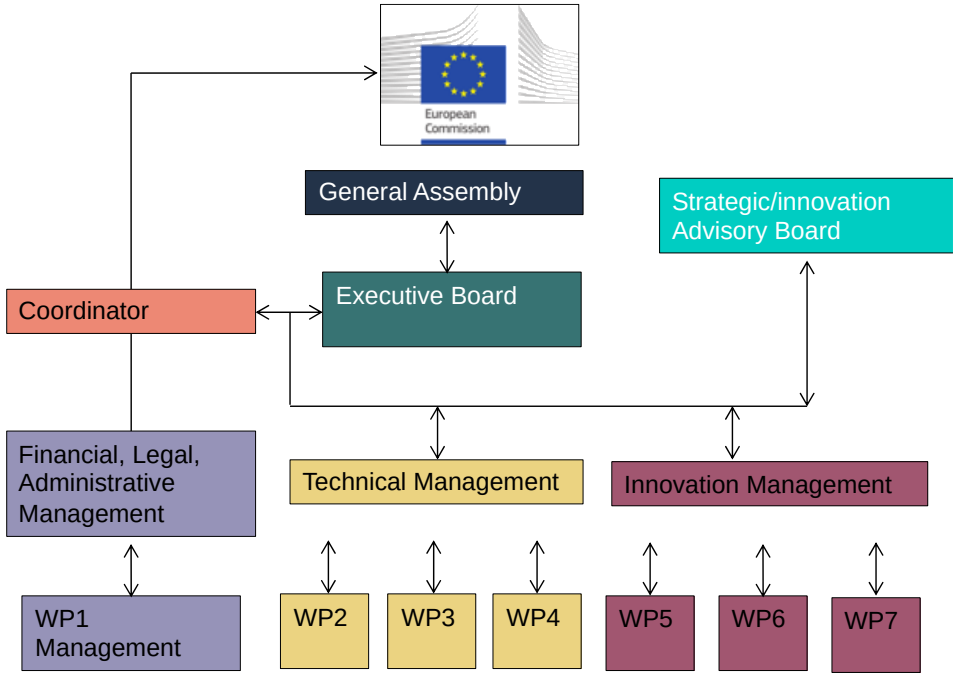
Martina Hirayama
State Secretary

Sub-chapter 3.2

Capacity of participants and consortium as a whole

Management Structures – Examples





New:
Description of management structure is not required anymore.
You can include it, if you have the space.

Third Parties helping in the Project

AFFILIATED ENTITIES

Ex Linked-Third Parties

Requirements:

- legal or capital link with one Beneficiary
- based in a Member State or Associated Country

Role:

- performs work / tasks and retains IP
- budget / costs declared

ASSOCIATED PARTNERS

Ex International Partners

Requirements:

link with one Beneficiary or with the whole Consortium

Role:

- performs work / tasks and retains IP
- budget declared in the proposal only
- costs are not reimbursed

IN-KIND CONTRIBUTION

Requirements:

resources provided in-kind are not the core business (e.g. seconded personnel or access to equipments)

Role:

- does not perform the work
- budget / costs declared in seconded personnel or purchase costs

SUBCONTRACTORS

Requirements:

- Best-value for money principle selection
- No conflict of interest
- **SWISS BASED**

Role:

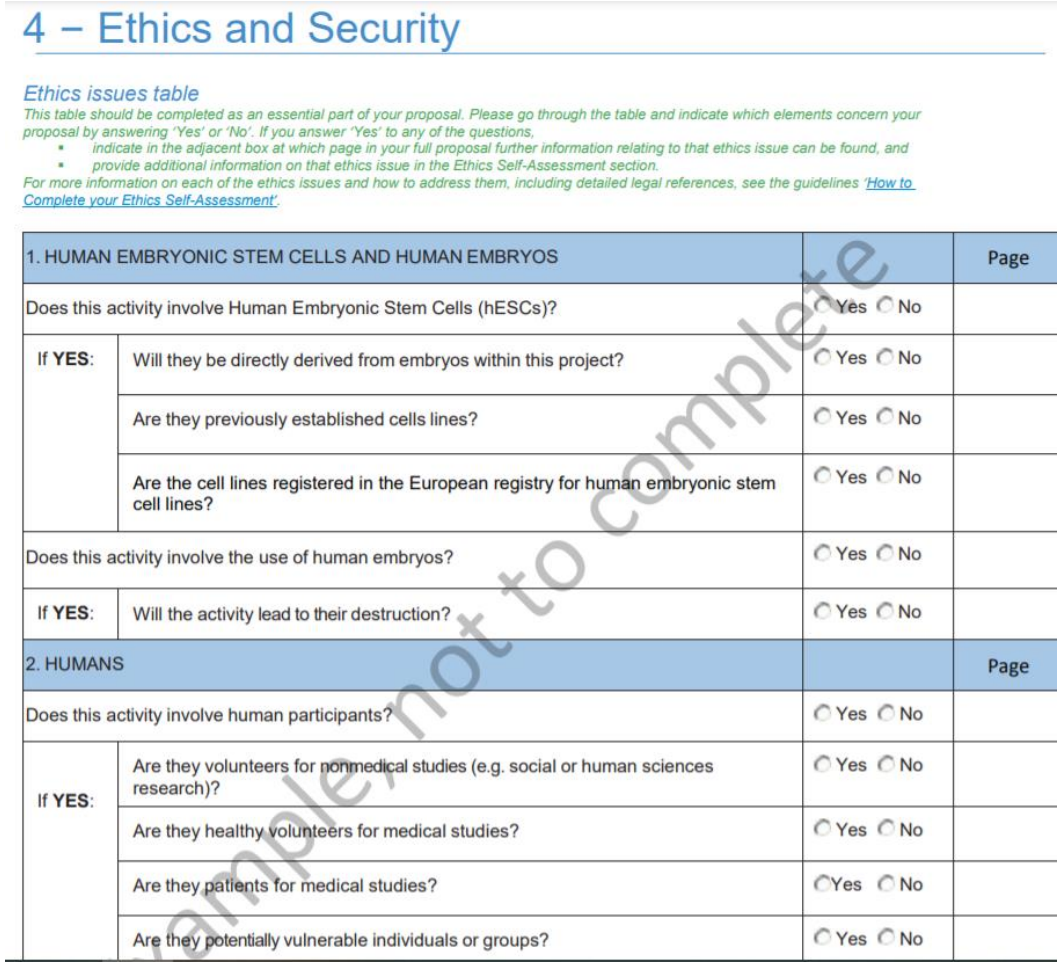
- Performs work / tasks but IP on Beneficiary
- Subcontracting among Beneficiaries is not possible

Ethics Issues Table

MANDATORY: identifying any potential ethical issues and handling ethical aspects of the proposal on 9 main topics:

1. Human embryo/stems
2. Humans
3. Human cells/tissues
4. Personal data
5. Animals
6. Non-EU countries
7. Environment, health & safety
8. Artificial Intelligence
9. Other ethics issues

Use the new Guidance on Ethics



4 – Ethics and Security

Ethics issues table

This table should be completed as an essential part of your proposal. Please go through the table and indicate which elements concern your proposal by answering 'Yes' or 'No'. If you answer 'Yes' to any of the questions,

- *indicate in the adjacent box at which page in your full proposal further information relating to that ethics issue can be found, and*
- *provide additional information on that ethics issue in the Ethics Self-Assessment section.*

For more information on each of the ethics issues and how to address them, including detailed legal references, see the guidelines 'How to Complete your Ethics Self-Assessment'.

1. HUMAN EMBRYONIC STEM CELLS AND HUMAN EMBRYOS			Page
Does this activity involve Human Embryonic Stem Cells (hESCs)?		○ Yes ○ No	
If **YES**:	Will they be directly derived from embryos within this project?	○ Yes ○ No	
	Are they previously established cells lines?	○ Yes ○ No	
	Are the cell lines registered in the European registry for human embryonic stem cell lines?	○ Yes ○ No	
Does this activity involve the use of human embryos?		○ Yes ○ No	
If **YES**:	Will the activity lead to their destruction?	○ Yes ○ No	
2. HUMANS			Page
Does this activity involve human participants?		○ Yes ○ No	
If **YES**:	Are they volunteers for nonmedical studies (e.g. social or human sciences research)?	○ Yes ○ No	
	Are they healthy volunteers for medical studies?	○ Yes ○ No	
	Are they patients for medical studies?	○ Yes ○ No	
	Are they potentially vulnerable individuals or groups?	○ Yes ○ No	

Ethics Issues Table – Personal Data

4. PERSONAL DATA				Page
Does this activity involve processing of personal data?			○ Yes ○ No	
If **YES**:	Does it involve the processing of special categories of personal data (e.g.: sexual lifestyle, ethnicity, genetic, biometric and health data, political opinion, religious or philosophical beliefs)?		○ Yes ○ No	
	If **YES**:	Does it involve processing of genetic, biometric or health data?	○ Yes ○ No	
	Does it involve profiling, systematic monitoring of individuals, or processing of large scale of special categories of data or intrusive methods of data processing (such as, surveillance, geolocation tracking etc.)?		○ Yes ○ No	
Does this activity involve further processing of previously collected personal data (including use of preexisting data sets or sources, merging existing data sets)?			○ Yes ○ No	
Is it planned to export personal data from the EU to non-EU countries?			○ Yes ○ No	
If **YES**:	Specify the type of personal data and countries involved:			
Is it planned to import personal data from non-EU countries into the EU or from a non-EU country to another non-EU country?			○ Yes ○ No	
If **YES**:	Specify the type of personal data and countries involved			
Does this activity involve the processing of personal data related to criminal convictions or offences?			○ Yes ○ No	

Ethics Issues Table – Non-EU Countries

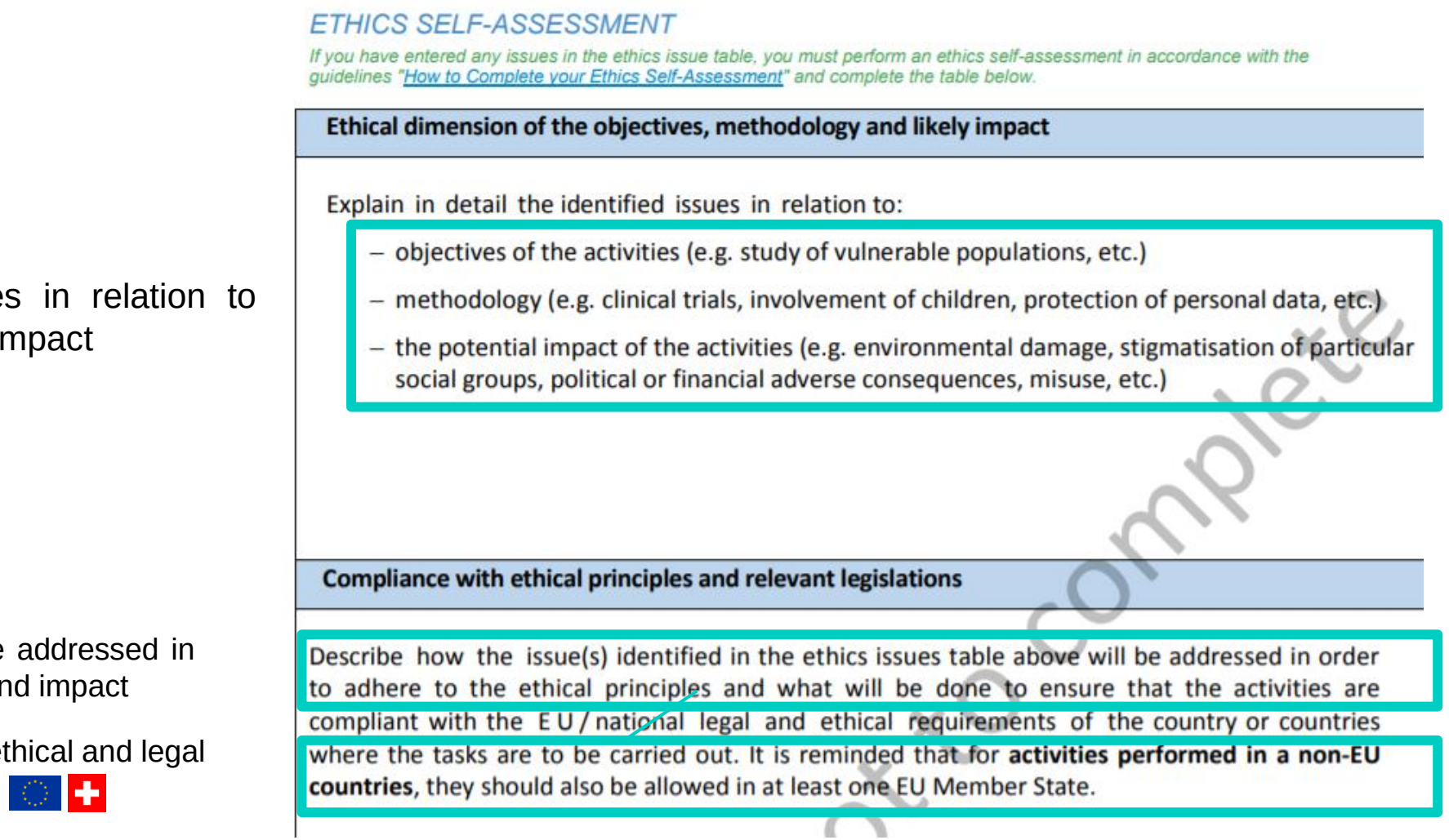
6. NON-EU COUNTRIES			Page
Will some of the activities be carried out in non-EU countries?		○ Yes ○ No	
If **YES**:	Specify the countries:		
In case non-EU countries are involved, do the activities undertaken in these countries raise potential ethics issues?		○ Yes ○ No	
If **YES**:	Specify the countries:		
Is it planned to use local resources (e.g. animal and/or human tissue samples, genetic material, live animals, human remains, materials of historical value, endangered fauna or flora samples, etc.)?		○ Yes ○ No	
Is it planned to import any material (other than data) from non-EU countries into the EU or from a non-EU country to another non-EU country? For data imports, see section 4.		○ Yes ○ No	
If **YES**:	Specify material and countries involved:		
Is it planned to export any material (other than data) from the EU to non-EU countries? For data exports, see section 4.		○ Yes ○ No	
If **YES**:	Specify material and countries involved:		
Does this activity involves low and/or lower-middle income countries? (if yes, detail the benefit-sharing actions planned in the self-assessment)		○ Yes ○ No	
Could the situation in the country put the individuals taking part in the activity at risk?		○ Yes ○ No	

Ethics Self-Assessment

DESCRIBE the ethics issues in relation to objectives, methodology and impact

Explain **HOW** ethics issues will be addressed in terms of objectives, methodology and impact

Demonstrate **COMPLIANCE** with ethical and legal requirements in non-EU countries



ETHICS SELF-ASSESSMENT

If you have entered any issues in the ethics issue table, you must perform an ethics self-assessment in accordance with the guidelines "How to Complete your Ethics Self-Assessment" and complete the table below.

Ethical dimension of the objectives, methodology and likely impact

Explain in detail the identified issues in relation to:

- objectives of the activities (e.g. study of vulnerable populations, etc.)
- methodology (e.g. clinical trials, involvement of children, protection of personal data, etc.)
- the potential impact of the activities (e.g. environmental damage, stigmatisation of particular social groups, political or financial adverse consequences, misuse, etc.)

Compliance with ethical principles and relevant legislations

Describe how the issue(s) identified in the ethics issues table above will be addressed in order to adhere to the ethical principles and what will be done to ensure that the activities are compliant with the EU / national legal and ethical requirements of the country or countries where the tasks are to be carried out. It is reminded that for **activities performed in a non-EU countries**, they should also be allowed in at least one EU Member State.

Security Issues Table

Security issues table

Please indicate, by answering Yes or No to all of the questions in the below table, if the proposed activity will use and/or generate information which might raise security concerns. If an answer is Yes, then indicate in the adjacent box at which page in your full proposal further information relating to that issue can be found.

1. EU classified information (EUCI)[2]			Page
Does this activity involve information and/or materials requiring protection against unauthorised disclosure (EUCI)?		○ Yes ○ No	
If **YES**:	Is the activity going to use classified information as background[3] information?	○ Yes ○ No	
	Is the activity going to generate EU classified foreground[4] information as results?	○ Yes ○ No	
Does this activity involve non-EU countries?		○ Yes ○ No	
If **YES**:	Do participants from non-EU countries need to have access to EUCI?	○ Yes ○ No	
	Do the non-EU countries concerned have a security of information agreement with the EU	○ Yes ○ No	
2. MISUSE			Page
Does this activity have the potential for misuse of results?		○ Yes ○ No	
If **YES**:	Does the activity provide knowledge, materials and technologies that could be channelled into crime and/or terrorism?	○ Yes ○ No	
	Could the activity result in the development of chemical, biological, radiological or nuclear (CBRN) weapons and the means for their delivery?	○ Yes ○ No	
3. OTHER SECURITY ISSUES			Page
Does this activity involve information and/or materials subject to national security restrictions?		○ Yes ○ No	

Switzerland has an agreement in place

Use the new Guidance on Security

DOs & DON'Ts

Concrete and precise planning, coherent plan

WPs need to be linked to each other

Well-timed tasks and activities with well-balanced allocation to partners

Complementary partners who synergize well in expertise and tasks

Assess the risks and know how to overcome these risks

Tell one story only

Don't do copy-pastes from other previous proposals

Don't forget the details

Don't take partners who are joyriders with no significant role and tasks

Don't plan vague deliverables and milestones

Bottom Line

Don’t give away any of these points as the implementation part and the good description of it will help you during the projects lifetime.

Euresearch Regional Office Bern

Please contact your Regional Office at Euresearch in case of questions or visit www.euresearch.ch