



# HORIZON EUROPE

#HorizonEU

THE EU  
RESEARCH &  
INNOVATION  
PROGRAMME 2021 – 27



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## PROPOSAL WRITING CAMP

Main parts of the Horizon Europe proposal  
Section 3. Quality and efficiency of the implementation



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# Implementation – Work Plan



## Example: structure of a HORIZON EUROPE - RIA (Research & Innovation Action)

### Part A (online form)

- Administrative forms

### Part B (to be uploaded as pdf PDF)

1. Excellence
2. Impact
3. Quality and efficiency of implementation

->additional Annex with information on financial support to third parties (if applicable)

# Proposal table of contents



## **RIA (Part B)**

### 1. Excellence

#### 1.1 Objectives and ambition

#### 1.2 Methodology

### 2. Impact

#### 2.1 Project's pathways to impact

#### 2.2 Measures to maximise impact

#### Dissemination

#### Exploitation and Communication

#### 2.3 Summary

### **3. Quality and efficiency of the implementation**

#### 3.1 Work plan and Resources

#### 3.2 Capacity of participants and consortium as a whole

## B3. Quality and efficiency of the implementation

**3.1 Work plan and Resources (14 pages including all tables / 19 pages for topics using lump sum funding)**

**3.2 Capacity of participants and consortium as a whole (3 pages)**

***Award criteria – 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.*

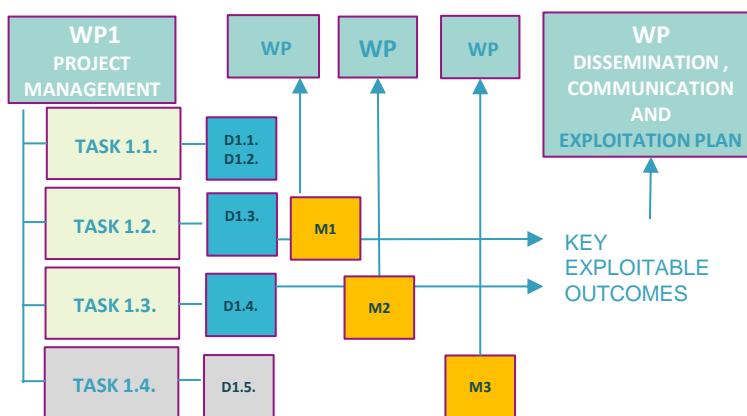
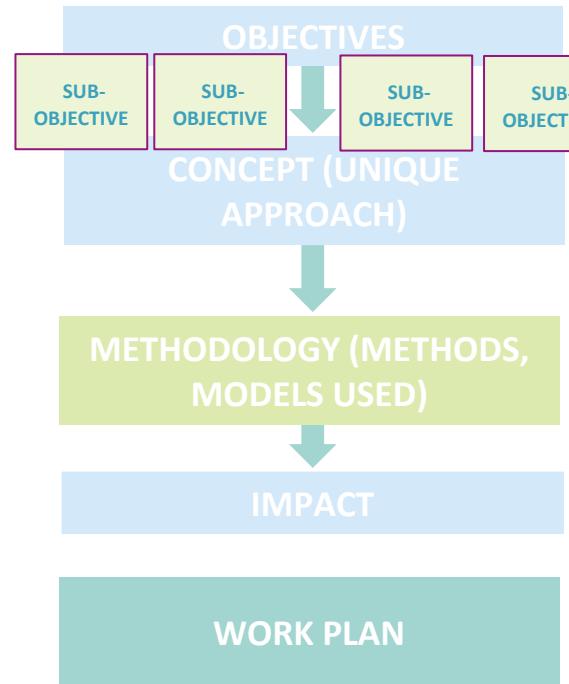
# B3.1 Work plan and Resources

## Content:

- 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 (tables 3.1a);
  - a description of each work package (table 3.1b);
  - a list of deliverables (table 3.1c);



# WORK PLAN (Implementation, section 3.1)



## DEFINITIONS

- **Work Package (WP)** - a major subdivision of the proposed project, divided into **Tasks (T)**
- **Deliverable (D)** - a distinct output of the project, report, a document, a technical diagram, a software etc
- **Milestone (M)** - control points in the project that help to monitor progress.

### **3.2 CAPACITY OF PARTICIPANTS AND CONSORTIUM AS A WHOLE**

- **Expertise and capacity** of the consortium partners

## Award criteria – aspects to be taken into account

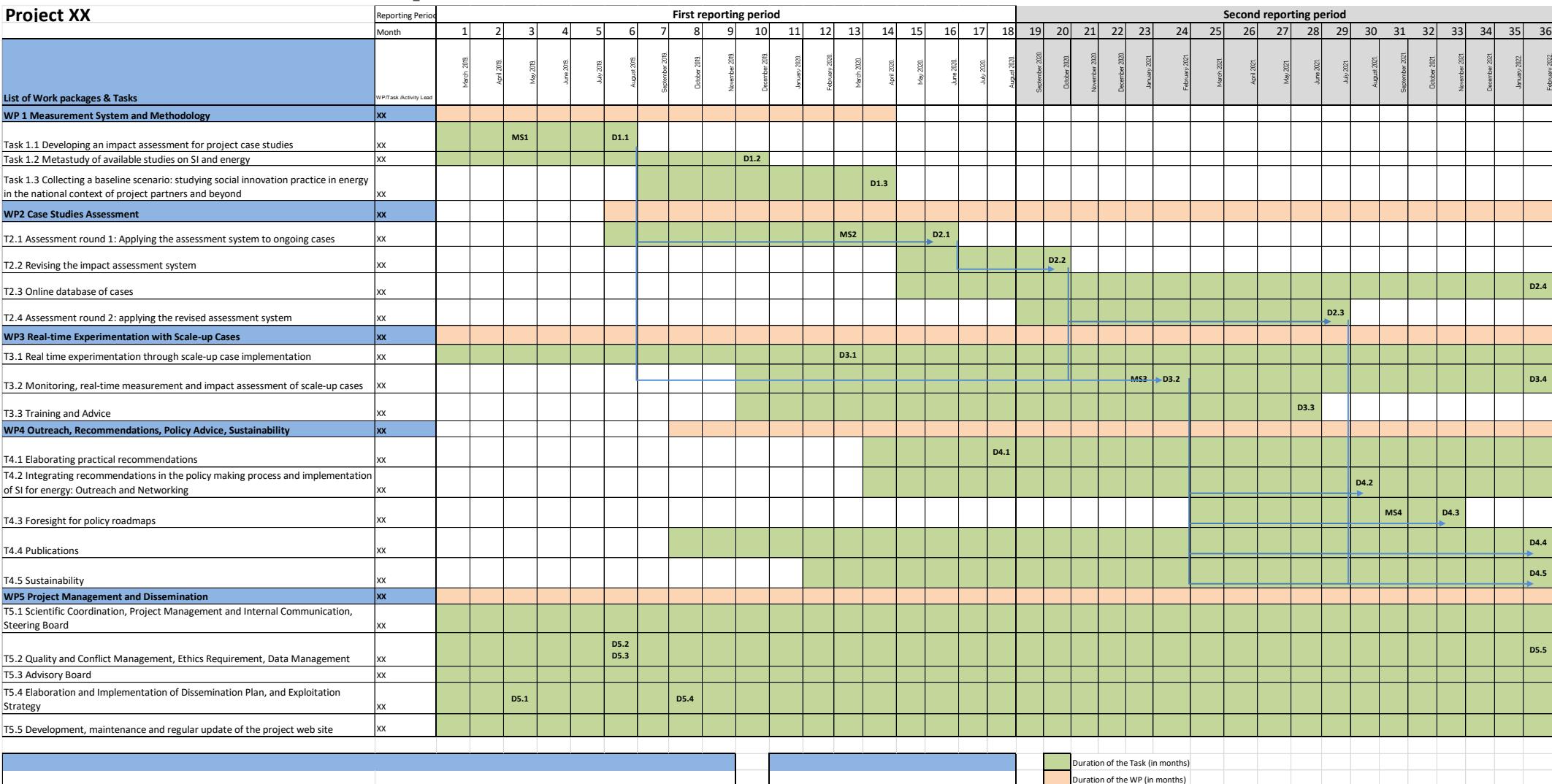
- Quality and effectiveness of the work plan, assessment of risks, and appropriateness of the effort assigned to work packages, and the resources overall
- Capacity and role of each participant, and extent to which the consortium as a whole brings together the necessary expertise.

### 3.1 WORK PLAN AND RESOURCES

- Outline the Work Packages and Tasks, set the aim and short description for each; Risks
- Focus on the outcomes of each task (public or confidential)
- Use **PERT chart** for intro to the Work Packages
- Use **GANTT chart** for timeline
- **Length of the Implementation section:**  
14 pages including all tables / 19 pages for topics using lump sum funding)

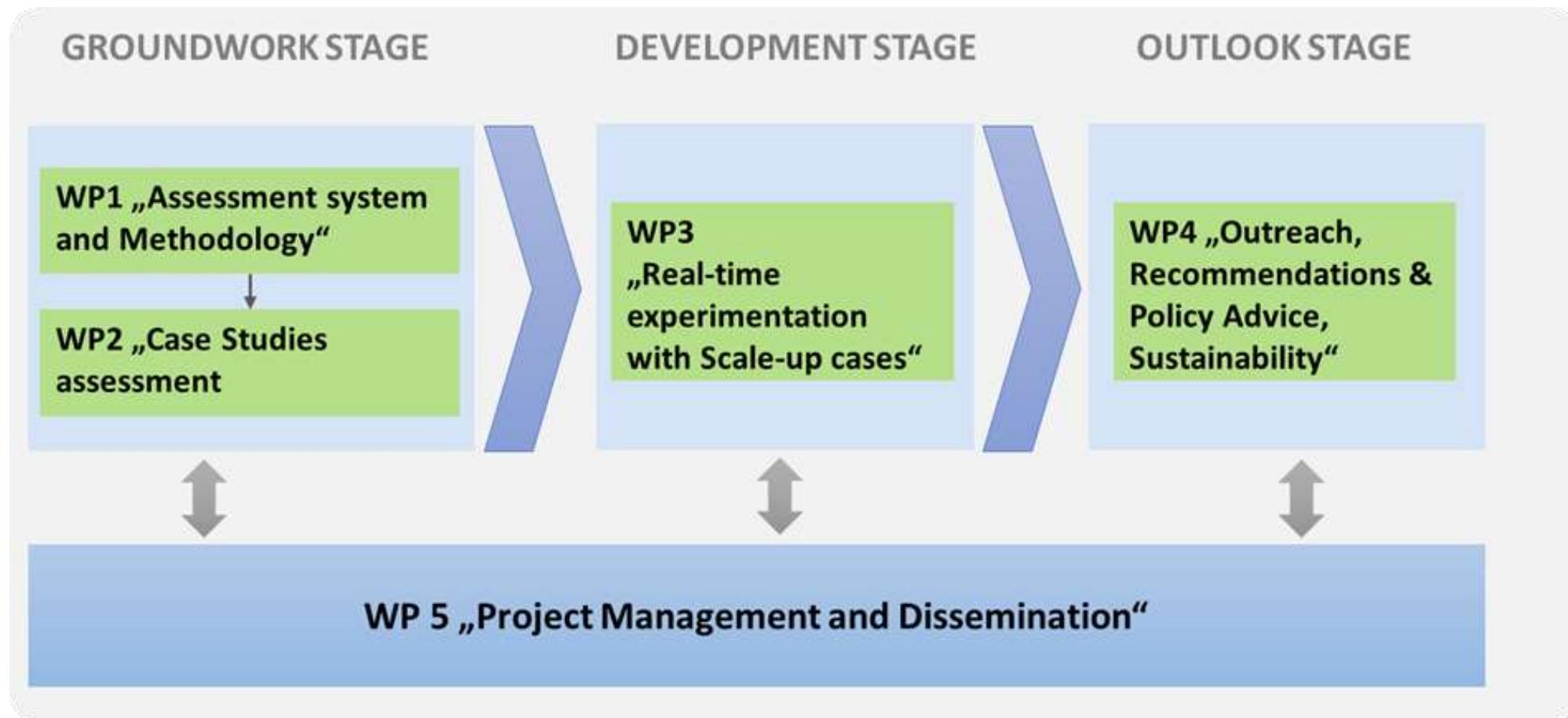
## B3.1 Work plan and Resources

## GANTT chart - example:



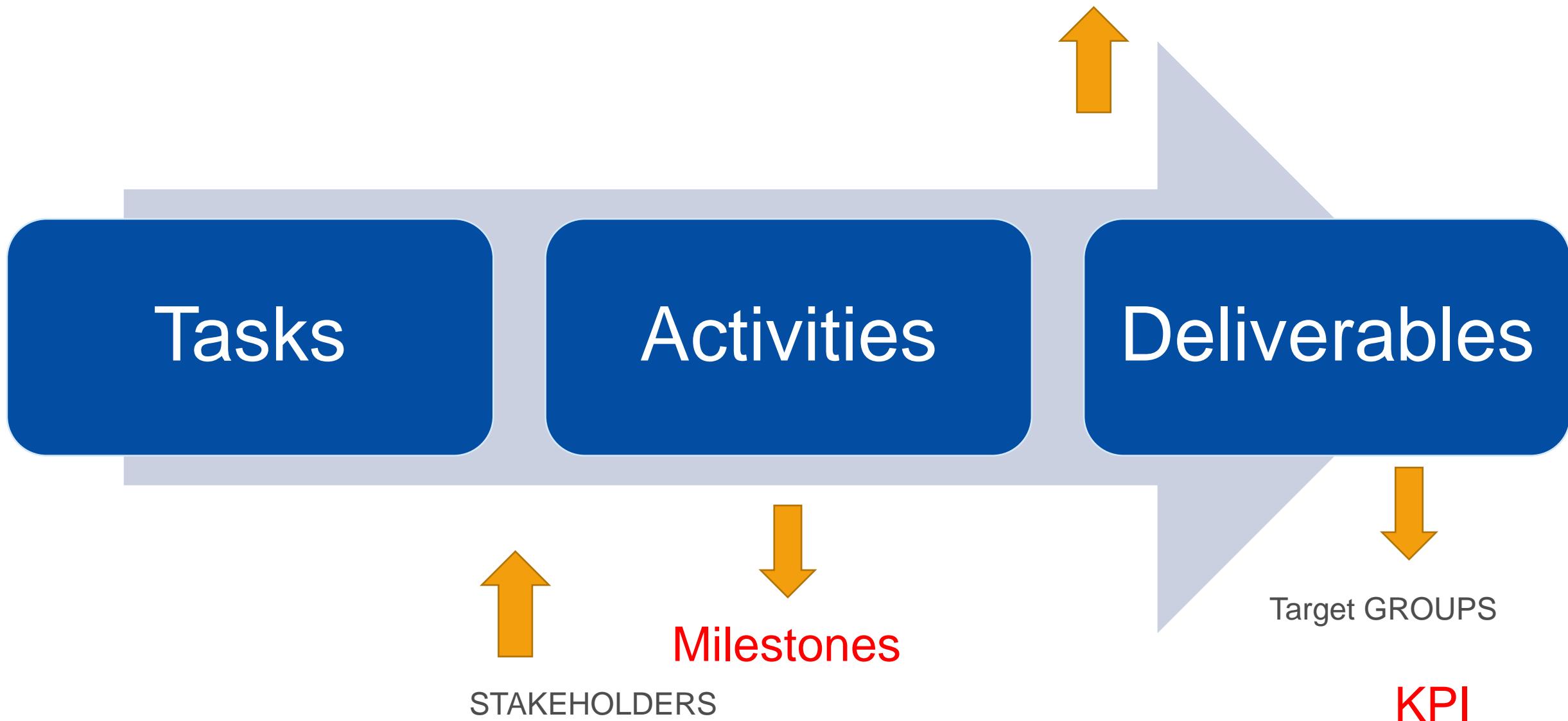
# B3.1 Work plan and Resources

PERT chart - example:



# Workpackage

IMPACTS (short, medium, long-term)



# B3.1 Work plan and Resources (2)

## Content:

- 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);
- if applicable, a table showing in-kind contributions from third parties (table 3.1j).

# B3.1 Work plan and Resources (2)

Call: [insert call identifier] — [insert call name]

EU Grants: Application form (HE RIA and IA): V3.2 – 15.11.2022

## Tables for section 3.1

**⚠ Use plain text for the tables in section 3.1. If the proposal is invited to start Grant Agreement preparation, these tables will have to be encoded in the grant management IT tool, where no graphics or special formats are supported.**

**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

# B3.1 Work plan and Resources (2)

Call: [insert call identifier] — [insert call name]

EU Grants: Application form (HE RIA and IA): V3.2 – 15.11.2022

**Table 3.1b: Work package description**

For each work package:

<b>Work package number</b>	
<b>Work package title</b>	

**⚠ Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)**

**Objectives**

**Description of work** (where appropriate, broken down into tasks), lead partner and role of participants. Deliverables linked to each WP are listed in table 3.1c (no need to repeat the information here).

x O Complete

# B3.1 Work plan and Resources (2)

Call: [insert call identifier] — [insert call name]

EU Grants: Application form (HE RIA and IA): V3.2 – 15.11.2022

**Table 3.1c: List of Deliverables<sup>2</sup>**

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

Number	Deliverable name	Short description	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

# B3.1 Work plan and Resources (2)

Call: [insert call identifier] — [insert call name]

EU Grants: Application form (HE RIA and IA): V3.2 – 15.11.2022

**Table 3.1f: Summary of staff effort**

*Please indicate the number of person/months over the whole duration of the planned work, for each work package, for each participant. Identify the work-package leader for each WP by showing the relevant person-month figure in bold.*

	WPn	WPn+1	WPn+2	Total Person-Months per Participant
<b>Participant Number/Short Name</b>				
<b>Participant Number/Short Name</b>				
<b>Participant Number/Short Name</b>				
<b>Total Person Months</b>				

## 3.2 Consortium as a whole



## B3.2 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 how this includes 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** (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.

## B3.2 Capacity of participants and consortium as a whole (2)

- 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.

# Group Work

## Drafting a work plan



# GROUP WORK

- Outline a structure of work-packages (WPs), related to the call you are interested in /or to the call discussed in the proposal writing camp. Prepare drafts of the work-packages.
- Work in small groups
- Establish the WP draft with
  - WP number & title,
  - objectives,
  - contents / description of work (core part of WP), tasks
  - partners,
  - timing,
  - deliverables.
- Presentation of draft work-packages & analysis in the group

**Follow the instructions from the application form**

# To do: PREPARE A WORKPLAN DESCRIPTION (see template)

Call: [insert call identifier] — [insert call name]

EU Grants: Application form (HE RIA and IA); V3.2 – 15.11.2022

**Table 3.1b: Work package description**

For each work package:

Work package number	
Work package title	

**⚠ Participants involved in each WP and their efforts are shown in table 3.1f. Lead participant and starting and end date of each WP are shown in table 3.1a.)**

**Objectives**

**Description of work** (where appropriate, broken down into tasks), lead partner and role of participants.  
Deliverables linked to each WP are listed in table 3.1c (no need to repeat the information here).

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# Presentations of the drafted work plans and discussion



# HOMEWORK

- Continue elaborating the Work-Package (WP) draft/s until the next session on Wednesday.
- Focus on refining WP drafts of
  - **objectives** ,
  - **task descriptions**: contents / description of work, broken down into several tasks (e.g. 4-5 per WP, depending on complexity of a project). This is the core part of a WP, and needs to be detailed.
  - **deliverables** (e.g. specify one per task).
- You may coordinate and do the work jointly with colleagues, who also participate in the Proposal writing Camp.
- Send the drafts of your WP/task descriptions per e-mail on Tuesday afternoon before the next session to the trainers. Certain colleagues will be asked to present briefly the result at the feedback session (Wednesday morning).
- **Follow the instructions in the application form. See chapter 3 Quality and efficiency of the implementation as of page 32 standard application form:**  
[https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/temp-form/af/af\\_he-ria-ia\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/temp-form/af/af_he-ria-ia_en.pdf)

# Budget



# \ COST CATEGORIES



## A. PERSONNEL COSTS

- A.1 Employees
- A.2 Natural persons under direct contract
- A.3 Seconded persons
- A.4 SME owners and natural person beneficiaries



## B. SUBCONTRACTING COSTS



## C. PURCHASE COSTS

- C.1 Travel and subsistence
- C.2 Equipment
- C.3 Other goods, works and services



## D. OTHER COST CATEGORIES

- D.1 Financial support to third parties
- D.2 Internally invoiced goods and services
- [D.3 Transnational access to research infrastructure unit costs]
- [D.4 Virtual access to research infrastructure unit costs]
- [D.5 PCP/PPI procurement cost]
- [D.6 Euratom Cofund staff mobility costs]
- [D.7 ERC additional funding]
- [D.8 ERC additional funding (subcontracting, FSTP and internally invoiced goods and services)]



## E. INDIRECT COSTS

Flat-rate of 25% of the eligible direct costs

*Except of subcontracting costs, financial support to third parties, internal invoicing*



European Commission

# \ SECTION 3.1 WORK PLAN AND RESOURCES

Information in resources section must match the costs as stated in the budget table in section 3 of the administrative proposal forms (in the Funding Portal), and the number of person months, shown in the detailed work package descriptions.

## 4 tables to be filled in:

- 1) **Summary of staff effort** (table 3.1f) – number of person months required
- 2) **'Subcontracting costs' items** (table 3.1g) – description and justification of subcontracting costs for each participant
- 3) **'Purchase costs' items** (travel and subsistence, equipment and other goods, works and services) (table 3.1h) – for participants where those costs exceed 15% of the personnel costs (according to the budget table in proposal part A)
- 4) **'Other costs categories' items** (e.g. internally invoiced goods and services) (table 3.1i) – *if applicable*

**Table 3.1f: Summary of staff effort**

*Please indicate the number of person/months over the whole duration of the planned work, for each work package, for each participant. Identify the work-package leader for each WP by showing the relevant person-month figure in bold.*

	WPn	WPn+1	WPn+2	Total Person-Months per Participant
Participant Number/Short Name				
Participant Number/Short Name				
Participant Number/Short Name				
Total Person Months				

**Table 3.1g: 'Subcontracting costs' items**

For each participant describe and justify the tasks to be subcontracted (please note that core tasks of the project should not be sub-contracted).

Participant Number/Short Name	Cost (€)	Description of tasks and justification
Subcontracting		

## \ COSTS TABLES

**Table 3.1h: 'Purchase costs' items (travel and subsistence, equipment and other goods, works and services)**

Please complete the table below for each participant if the purchase costs (i.e. the sum of the costs for 'travel and subsistence', 'equipment', and 'other goods, works and services') exceeds 15% of the personnel costs for that participant (according to the budget table in proposal part A). The record must list cost items in order of costs and starting with the largest cost item, up to the level that the remaining costs are below 15% of personnel costs.

<b>Participant Number/Short Name</b>		
	<b>Cost (€)</b>	<b>Justification</b>
<b>Travel and subsistence</b>		
<b>Equipment</b>		
<b>Other goods, works and services</b>		
<b>Remaining purchase costs (&lt;15% of pers. Costs)</b>		
<b>Total</b>		

**Table 3.1i: 'Other costs categories' items (e.g. internally invoiced goods and services)**

Please complete the table below for each participants that would like to declare costs under other costs categories (e.g. internally invoiced goods and services), irrespective of the percentage of personnel costs.

<b>Participant Number/Short Name</b>		
	<b>Cost (€)</b>	<b>Justification</b>
<b>Internally invoiced goods and services</b>		
...		

# Part !

Insert template for Budget from  
Part A online form

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# Group Work

# Drafting a budget



# Thank you!

**#HorizonEU**

<http://ec.europa.eu/horizon-europe>

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