



How to write a successful proposal

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Project Manager

Pisa, 27 Novembre 2014



What is my Idea?

- What is the organisation STRATEGY?
- How does MY research fit in H2020 ?
- What are the FUNDING opportunities ?
- What is a REALISTIC choice for me ?
- What can I OFFER to a European project ?





Prima Sfida

IL TEMPO



Estimation of efforts

EC survey on Administrative costs for managing FP7 grants

- Average time to find a suitable call for proposal: 10 hours but 1 hour (or less) for experienced participants
- Average time to build partnership: 16 hours per partner + meetings (if relevant) except when continuation of a previous project
- Average time coordinators spend to write the proposal: 190 hours, depending on experience and project size



Timeline: Dall'idea al progetto

Idea progettuale

Preparazione della
proposta

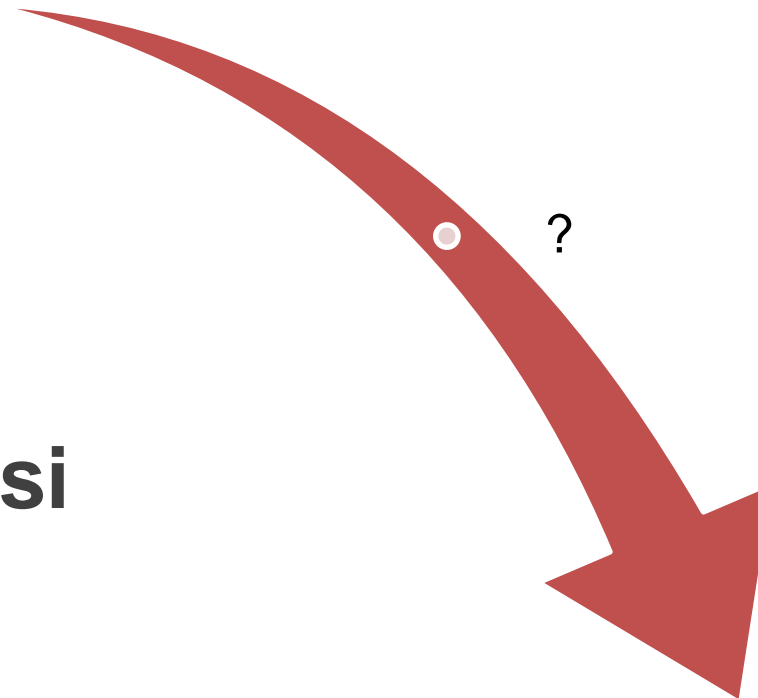
Dai 3 ai 6 mesi

Sottomissione della
proposta



Timeline: Dall'idea al progetto

Sottomissione
della proposta



Dai 2 ai 4 mesi

Prima indicazione della
Commissione Europea





Timeline: Dall'idea al progetto

Prima indicazione della
Commissione Europea

Negoziazione

Dai 2 ai 3 mesi

Firma del Grant
Agreement



Timeline: Dall'idea al progetto

Firma del GA – Kick-off Meeting

Period Reports

Dai 3 ai 5 anni

Chiusura del progetto



Timeline: Dall'idea al progetto

Idea progettuale



Dai 4 ai 6 anni

Chiusura del progetto





Seconda Sfida

DOCUMENTAZIONE

Documentazione

- Bando di gara
'Call for proposal'
 - Programma di Lavoro
'Work programme'
 - Manuale H2020
'H2020 Manual Online'
-
- Regole di Partecipazione
'Rules for the participation'
 - Contratto tipo
'Model Grant Agreement'



**Doc.
 ESSENZIALI**





Dove trovare questa documentazione?

Strumenti: Participant portal

(A-Z) Sitemap About this site Contact Leg.

RESEARCH & INNOVATION
Participant Portal

European Commission

European Commission > Research & Innovation > Participant Portal > Home

HOME FUNDING OPPORTUNITIES HOW TO PARTICIPATE EXPERTS SUPPORT

LOGIN REGISTER

Welcome to the Research and Innovation Participant Portal

About the Participant Portal:

The Participant Portal is your entry point for the electronic administration of EU-funded research and innovation projects. It hosts services for managing proposals and projects throughout their lifecycle.

The Participant Portal supports activities funded mainly by the following EU programmes:

- 7th Framework Programme for Research and Technological Development (FP7)
- Competitiveness and Innovation Framework Programme (CIP)

Using the Participant Portal:

As a guest user, browse the public pages to:

- search for funding opportunities
- download guidance and legal documents
- search for the participant identification code (PIC) of an organisation
- contact the FP7 support services and browse the FAQ for guidance on the Participant Portal tools

As a registered user, benefit from personalised services for proposal submission, negotiation, and project management.

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RESEARCH ON EUROPA CORDIS OLAF

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RESEARCH & INNOVATION

Participant Portal

European Commission > Research & Innovation > Participant Portal > Opportunities

HOME

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HOW TO PARTICIPATE

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Horizon 2020

Calls



Search Topics

Call Updates



FP7 & CIP Programmes

Calls



Call Updates



COSME

Other Funding Opportunities

WATER INNOVATION: BOOSTING ITS VALUE FOR EUROPE

H2020-WATER-2015-two-stage

Sub call of of: [H2020-WATER-2014-2015](#)

Publication date	2013-12-11	Deadline Date	2014-10-16 +17:00:00 (Brussels local time)
Budget	€75,000,000	Stage 2	2015-03-10 +17:00:00 (Brussels local time)
Status	Open	Main Pillar	Societal Challenges
		OJ reference	OJ C 361 of 11.12.2013

[Call description](#)

[Call documents](#)

[Get support](#)

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• [Download all documents](#)

(EN only, incl. the additional docs.)

[Legal basis - Framework Programme H2020 en](#)

[Legal basis - Rules for Participation en](#)

[Legal basis - Specific Programme H2020 en](#)

[WP H2020 - 1. Introduction en](#)

[WP H2020 - 12. Climate action, environment, resource efficiency and raw materials en](#)

[WP H2020 - 18. General Annexes en](#)

Horizon 2020

Calls



Search Topics

Call Updates



FP7 & CIP Programmes

Calls



Call Updates



COSME

Other Funding Opportunities

Waste: A resource to recycle, reuse and recover raw materials

H2020-WASTE-2015-one-stage

Sub call of: H2020-WASTE-2014-2015

Publication date	2013-12-11	Deadline Date	2015-03-10 17:00:00 (Brussels local time)
Total Call Budget	€4,000,000	Main Pillar	Societal Challenges
Status	Open	OJ reference	OJ C 361 of 11.12.2013

Topic: Raw materials partnerships

WASTE-4d-2015

Topic Description

Topic Conditions & Documents

Submission Service

For reference documents applying to the entire call for proposals, please see [here](#)

Please read carefully all provisions below before the preparation of your application.

1. **List of countries and applicable rules for funding:** described in [part A of the General Annexes](#) of the General Work Programme.

2. **Eligibility and admissibility conditions:** described in [part B](#) and [C of the General Annexes](#) of the General Work Programme

3. **Evaluation**

3.1 Evaluation criteria and procedure, scoring and threshold: described in [part H of the General Annexes](#) of the General Work Programme:

3.2 [Guide to the submission and evaluation process](#)

4. **Proposal page limits and layout:** Please refer to Part B of the standard proposal template.

5. **Indicative timetable for evaluation and grant agreement:**

Information on the outcome of **one-stage** evaluation: maximum 5 months from the final date for submission.

Signature of grant agreements: maximum 3 months from the date of informing successful applicants.

Information on the outcome of **two-stage** evaluation: maximum 5 months from the final date for submission.



Terza sfida

IDENTIFICAZIONE DEL TOPIC



Work Programme topics

Structure reflects the challenge-based approach

- **Specific Challenge**
 sets the context, the problem to be addressed, why intervention is necessary

- **Scope**
 delineates the problem, specifies the focus and the boundaries of the potential action BUT without overly describing specific approaches

- **Expected Impact**
 describes the key elements of what is expected to be achieved in relation to the specific challenge

- **Type of Action**
 Describe the funding scheme (type of project / reimbursement scheme)



Specific challenge: The rising demands of a growing world population for food, water, materials and energy will put increasing pressures on land use, water resources and ecosystems. Increased energy use leads to increased demands for cooling water for thermal power plants. Climate mitigation options such as biomass production for energy (biofuels) might also lead to increased land and water demands. Increased food and feed demand will put increasing pressures on land (e.g. deforestation leading to more greenhouse gas emission) and water resources. Such pressures will be compounded by the impacts of climate change which are likely to further modify the availability and suitability of these resources as well as affect agricultural productivity.

Tools to help explore options for low-carbon pathways, such as climate-energy models, currently lack a comprehensive integration of land-use and water systems, leading to an incomplete picture of the interactions between competing demands and the future viability and costs of adaptation and mitigation options as well as the environmental protection and agricultural challenges.

Despite considerable progress over the past ten years, the forecasting of natural water cycle variability and extreme weather events in the short and medium term still suffers from severe limitations. Improved understanding of the impacts of climate change on the hydrological cycle is necessary in order to better inform decision makers and ensure sustainable water supply and management of water systems, and quality of water bodies, in the EU.

Scope: Proposals shall address the following issues.

Integrated approaches to food security, low-carbon energy, sustainable water management and climate change mitigation:

Proposals should aim to:

- develop tools and methodologies for integrating agriculture, forestry, climate change impacts and adaptation with climate-energy-economic models and land-use models, using a multi-disciplinary approach;
- consider the potential role, contributions and limitations of low-carbon options with respect to land and water resources;
- develop a better scientific understanding of the land-water-energy-climate nexus;
- develop integrated strategies and approaches, at different spatial scales (regional, national, continental, global), integrating resource efficient land use, agricultural productivity improvements, sustainable water management and low carbon energy transition and analysing interactions with the existing regulatory frameworks in these areas and the potential barriers to implementation.

The Commission considers that proposals requesting a contribution from the EU of between EUR 6 and 8 million (or more) would allow this specific challenge to be addressed appropriately. Nonetheless, this does not preclude submission and selection of proposals requesting other amounts.

Expected impact:

Increased understanding of how water management, food and biodiversity policies are linked together and to climate and sustainability goals. Reduction of the uncertainties about the opportunities and limitations of low-carbon options, such as bioenergy technologies and resource efficiency measures, in view of relevant near-term policy initiatives. Contribution to future assessments, including those of the IPCC, with multidisciplinary and integrated tools.

Type of action: Research and innovation actions

ESEMPIO



Quarta Sfida

IDENTIFICAZIONE DEL TIPO DI PROGETTO



STRUMENTI H2020

- RESEARCH AND INNOVATION ACTION
- INNOVATION ACTION **NEW**
- COORDINATION AND SUPPORT ACTIONS
- PROGRAMME CO-FUNDING ACTIONS
- SME-INSTRUMENT **NEW**
- PRE-COMMERCIAL PROCUREMENT (PCP)
- PUBLIC PROCUREMENT OF INNOVATIVE SOLUTIONS (PPI)
- PREMI **NEW**





Specific challenge: The rising demands of a growing world population for food, water, materials and energy will put increasing pressures on land use, water resources and ecosystems. Increased energy use leads to increased demands for cooling water for thermal power plants. Climate mitigation options such as biomass production for energy (biofuels) might also lead to increased land and water demands. Increased food and feed demand will put increasing pressures on land (e.g. deforestation leading to more greenhouse gas emission) and water resources. Such pressures will be compounded by the impacts of climate change which are likely to further modify the availability and suitability of these resources as well as affect agricultural productivity.

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Type of action: Research and innovation actions

ESEMPIO



TRL

Where a topic description refers to a TRL, the following definitions apply, unless otherwise specified:

- TRL 1 – basic principles observed
- TRL 2 – technology concept formulated
- TRL 3 – experimental proof of concept
- TRL 4 – technology validated in lab
- TRL 5 – technology validated in relevant environment (industrially relevant environment in the case of key enabling technologies)
- TRL 6 – technology demonstrated in relevant environment (industrially relevant environment in the case of key enabling technologies)
- TRL 7 – system prototype demonstration in operational environment
- TRL 8 – system complete and qualified
- TRL 9 – actual system proven in operational environment (competitive manufacturing in the case of key enabling technologies; or in space)



Quinta Sfida

DISEGNIAMO IL PROGETTO



Outline idea

- Describe on 1/2 page the following
 - What is the problem?
 - What are the goals?
 - What is your innovative solution?





Sesta Sfida

STRUTTURIAMO IL PROGETTO

Come si fa a trasformare un'idea in progetto?



Structuring a project

- Define clear objectives – WHY?
 - Objectives, NON results!!
- Define results – WHAT?
 - Measurable “deliverables”
- Plan activities – WHEN?
 - Work Packages, Gantt chart, Pert chart, etc.
- Responsibilities – WHO?
 - Each partner = role and responsibility
- Allocate resources – HOW MUCH?
 - to activities and partners





Settima Sfida

OBIETTIVI



Objectives: WHY?

- Define the objectives in the European political contest (European value)
- **General Objectives**
 - Longer term: can go beyond the duration of the project
 - *Improve, strenght, facilitate, realize ...*
- **Specific Objectives**
 - To be realized during the project implementation.
 - *Testing, pilot plant, develop new knowledge, ...*



General vs Specific

- General objectives are **broader and long-term**.
- Specific objectives are short term and narrow in focus.
- The general objective is met through accomplishing each of the specific objectives.

Example :

- General Objective: Tom will increase profits in the lawn care division from 10.000 dollars annually to 10.500 dollars by 1/15/2010.
- Specific objectives:
 - John will increase his monthly **customer contacts** for 40 to 65 or more by 5/1/08.
 - John will **circulate 100 promotional flyers** in at least 5 new counties by 2/2/09.
 - John will make **follow up calls** to at least 90% of the counties targeted above by 4/1/09.
 - John will **increase his work hours** from 20 to 25 or better beginning 4/1/09.



Obiettivi S.M.A.R.T

- **S**pecifico, cioè che non lascia spazio ad ambiguità;
- **M**isurabile senza equivoci e verificabile in fase di controllo;
- **R**aggiungibile (dall'inglese **A**chievable);
- **R**ilevante da un punto di vista organizzativo, cioè coerente con la mission aziendale / con la challenge;
- **D**efinito nel **T**empo.



Ottava Sfida

RISULTATI



Results: WHAT?

- Main results
 - Primary **goals** leading to the project objectives
- Intermediary results (result of a process)
 - **Deliverables**, necessary for the achievement of the main results
 - Used for **monitoring** the project implementation
 - **Material**: prototype of platform, software, publications, report, video ...
 - **Immaterial**: new knowledge (in report), proven added value
- QUANTIFY E QUALIFY!



Nona Sfida

CHI FA COSA



Ricerca Partner

Una volta organizzato il lavoro
identifica chi può far cosa



Ricerca Partner – Dove cercarli?

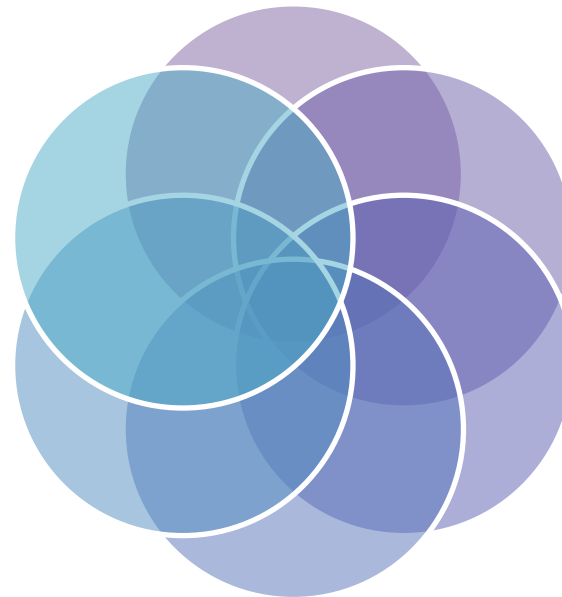
Rubrica
Personale

Google

Cordis

Rete
NCPs

Eventi



Specifici
siti web*



Useful link

- [CORDIS Partner Service](#)
- [Idealist Partner Search \(ICT\)](#)
- [Partner Search of Nanosciences and nanotechnologies, Materials and new Production technologies \(NMP\)](#)
- [Fit for Health](#)
- [IMI Partner Search](#)
- [Enterprise Europe Network Cooperation Opportunities Database](#)

Ricerca Partner – Cordis

Stampare Avviso legale Ricerca Contatto Italiano (it)

APRE
AGENZIA
PER LA
PROMOZIONE
DELLA
RICERCA
EUROPEA



CORDIS

Servizio Comunitario di Informazione in materia di Ricerca e Sviluppo

Commissione europea > CORDIS > Ricerca > Lista dei risultati

Chiudi

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Ricerca su mappa | Ricerca avanzata

bio-sensor

Cerca

Ordina secondo:

Rilevanza

Perfeziona i risultati secondo

Argomento

[Applicazione delle tecnologie dell'informazione e della comunicazione](#) (5988)

[Trattamento delle informazioni](#)

[Sistemi di informazione](#) (3841)

[Ricerca scientifica](#) (3795)

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[Finanziamenti](#) (24)

[Risultati TIC](#) (22)

[Pubblicazioni](#) (18)

Risultati 1 - 10 di 21309 per "bio-sensor"

< 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 >

Score: 87.55

PARTNERS [Giovanni Basile](#)

Biosensor.srl is a company leading suppliers of portable, small size and low weight, multifunctional systems, capable of integrating the unique detection characteristics of the biomediator (high sensitivity, specificity, rapidity, simple use, etc) with the necessary mechanical, electronic and fluidic parts for automatic measurements. Its young staff i...

Paese: ITALY

Data: 2012-11-23

[Risultati simili](#) - [Visualizza su mappa](#)

CSV XML RSS

Score: 84.33

PARTNERS [CÁ@sar FernÁndez-SÁnchez](#)

- Design and fabrication of miniaturized electrical transducers, based on either impedimetric or voltammetric transduction modes, using microfabrication techniques.- Voltammetric metal electrodes in a three- electrode configuration fabricated on a single chip. Microelectrode arrays (UMEAs) for ultrasensitive voltammetric detection approaches.- Poly...

Paese: SPAIN

Data: 2012-08-01

[Risultati simili](#) - [Visualizza su mappa](#)

Score: 80.35

DOCUMENTS [GENERAL INFORMATION EUR 20603 Interested in Europ...](#)

GENERAL INFORMATION EUR 20603 Interested in Europ... ■ University ■ Industry ■ Research Institute ■ Start-up company ■ Other Organisation size: ■ < 50 employees ■ 50-249 employees ■ 250-500 employees ■ >500 employees CONTACT AND

[Risultati simili](#)

Link raccomandati

[FP7 Nanotechnology](#)

[FP7 Cooperation](#)

[FP7 Information and Communication Technologies \(ICT\)](#)

[FP7 Joint Technology Initiatives \(JTI\)](#)

[European Technology Platforms \(ETPs\)](#)

Ricerca Partner – Ecoweb



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0 saved eco-innovations

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ECOWEB provides up-to-date information on thousands of European eco-innovations, including technologies, applications, products, processes and other solutions. It aims to link enterprises, in particular SMEs, and eco-innovations to increase the uptake of EU-funded research.

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SEARCH



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Ricerca Partner – Brokerage?

Concept 1

- Each one presents briefly its potential projects and skills
- Spontaneous bilateral meetings at brokerage

Concept 2

- Book in advance bilateral meetings with potential partners via a internet tool (match-making)
- Planned bilateral meetings at the brokerage event



Ricerca Partner – Partner Search?

Il servizio ricerca partner di APRE è provvisto di due funzioni:



Partner Search Database

In this section you can:

- Upload your own partner search
- Check the Partner Search Database



Profile Database

In this section you can:

- Upload your own profile
- Check the Profile Database

Interested in participation in Research projects within the EU 7th Framework Programme?

Building an international consortium is the first step to take part in EU 7th Framework Programme. APRE has developed a new Partner Search service to assist organizations like universities, enterprises, research institutions, SMEs and other legal entities in finding appropriate partners/coordinators for participation in the EU 7th Framework Programme. This service provides you with details on partner profiles and active partnership requests from organizations across Europe and around the world.

Find a Partner Search

Code <input type="text"/>	Keywords <input type="text"/>
Country All <input type="button" value="v"/>	Organisation name <input type="text"/>
Status All <input type="button" value="v"/>	Call Identifier <input type="text"/>
Objective/Topic <input type="text"/>	Funding Scheme <input type="text"/>
<input type="button" value="Search"/>	

Are you a coordinator of a project proposal looking for partners?

[Publish your project idea in the Partner Search database »](#)

[Check the profile database to find a suitable partner search »](#)

Are you looking for participation in project proposal as a partner?

[Publish your Profile in the dedicated database »](#)

[Check the Partner Search database to find a project proposal to join »](#)

Logon

Useful Links

- VII Framework Programme
- National Contact Points
- International Cooperation
- FP7 calls for proposals
- Helpdesk



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Profile Database

In this section you can:

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Partner Search Service



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home > partner search database

Partner Searches Database

Cooperation

N. of ongoing / closed Partner Searches


› Health	5 / 5
› Food, agriculture, fisheries and biotechnology	8 / 0
› Information & communication technology	Ideal-ist
› Nanosciences, nanotechnologies, materials & new production technologies	NMP TeAm
› Energy	6 / 3
› Environment (including climate change)	6 / 10
› Transport (including aeronautics)	1 / 8
› Socio-economic sciences and humanities	NET4SOCIETY
› Space	6 / 4
› Security	0 / 8

Capacities

N. of ongoing / closed Partner Searches

› Research infrastructures	0 / 0
› Research for the benefit of SMEs	NCP-SME
› Regions of knowledge	0 / 0
› Research potential of convergence regions	0 / 0
› Science in society	0 / 5
› International cooperation	2 / 0

Partner Search Service



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- Upload your partner search
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Profiles Database

Search your profile by keywords

or choose a theme below

Cooperation

N. of ongoing Profiles

› Health	127
› Food, agriculture, fisheries and biotechnology	129
› Information & communication technology	111
› Nanosciences, nanotechnologies, materials & new production technologies	NMP TeAm
› Energy	127
› Environment (including climate change)	164
› Transport (including aeronautics)	158
› Socio-economic sciences and humanities	NET4SOCIETY
› Space	57
› Security	62

Capacities

N. of ongoing Profiles

› Research infrastructures	27
› Research for the benefit of SMEs	2
› Regions of knowledge	11
› Research potential of convergence regions	8
› Science in society	79
› International cooperation	62

Partner Search Service



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Profile Description

→ **Code:** PROF-IT-SME-1119
→ **Publication Date:** 30/05/2013

Organization details

→ **Country:** Italy

→ **Organization type:** SME

→ **Organization description:** GEOCART is an Engineering Company providing technical services in the following sectors:

- Earth Observation;
- Environment;
- Civil Protection;
- Energy;
- Information and Communication Technology;
- Civil Engineering.

The Company provides services of satellite image processing and refining-modeling geographic data coming from terrestrial and aerial mapping, using traditional and innovative techniques and instrumentation.

Geocart's activities focus on the following fields:

- hydro-geological risk management;
- monitoring and detection of water resources;
- intensive farming and forests monitoring;
- urban planning and territorial governance;
- planning, design and management of Geographic Information Systems;
- check of infrastructures stability;
- civil engineering support;
- design and construction of plants for the electricity production from renewable sources;
- monitoring of engineering works and infrastructure networks (railways, roads, power lines, pipelines);
- applied research.a

Sector of interest

→ **FP7 Programme:** Energy, Environment (including climate change), Space

→ **Research topic:** Energy, Environment, Space

Logon

Useful Links

- VII Framework Programme
- National Contact Points
- International Cooperation
- FP7 calls for proposals
- Helpdesk

Partner Search Service



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home > partner search database > partner search view

Partner Search Description

→ **Code:** PART-RO-UNI-243
→ **Publication Date:** 04/04/2013

Organization details

→ **Country:** Romania

→ **Organization type:** University

→ **Organization description:** The University of Petrosani has a long and beautiful tradition, being the successor of the Institute of Mining. Specialist training is done in three faculties: Faculty of Mining, Faculty of Mechanical and Electrical Engineering and the Faculty of Sciences. From 1946 until today, the University of Petrosani graduated thousands of engineers, economists, sociologists, mathematicians, teachers etc. Our University is currently training over 4500 students, post-graduates, supported by a team of over 200 teachers. Doctoral preparation is ensured by 19 scientific recognized personalities in the country and the world. The quality preparation offers students the opportunity to adapt and integrate quickly to the conditions and methods of other countries (USA, Canada, Italy, Spain, Israel, South America, Africa, Asia, etc). Everywhere, graduates trained at the University of Petrosani are ranked among the best professionals of the industry fields in which they operate.

Partner Search details

→ **Programme / theme:** Environment (including climate change)

→ **Topic:** ENV.2013.WATER.INNO&DEMO-1 Water innovation demonstration projects

→ **Call deadline:** 04/04/2013

→ **Project Title / Acronym:** WATEUR

→ **Project Description:** University of Petrosani wants to create a consortium for the FP7-ENV-2013-WATER-INNO-DEMO appeal. Its purpose is to design eco-technologies based on extensive natural purifying wastewater, to recover energy and nutrients in a pilot phase. University of Petrosani is looking for partners for projects in different areas of expertise related to industrial water, industrial waste treatment and recovery of waste etc.

→ **Partner Sought / Expertise required:** Description of the project

The main objective of this proposal is to design eco-technologies for wastewater treatment based on extensive natural processes, to recover energy and nutrients in the pilot phase. The goal is to transform domestic wastewater into clean energy resource, irrigation water, biofuel and compost. Technical objectives that want to be achieved in this proposal are:

- Stimulate the biomass production by increasing the number of microorganisms using aeration lagoons with microalgae treatment systems at a small pilot scale.
- Increase biogas production by anaerobic digestion of microalgae and other substrates.
- Design for recovery technology and recycling nutrients from waste water
- Design of filtration and disinfection systems, for the use of treated water in irrigation.
- Development and implementation of irrigation water for crops from where biofuel can be obtained.
- Implementation of some techniques of sludge compost Bio-Char used as a soil amendment in the pilot phase, while providing and obtaining biodiesel from sludge, joining in climate change strategies.

The scope of the proposal:

The purpose of this proposal is to make eco-technologies for wastewater treatment that can be used for systems sustainable and efficient treatment of wastewater from rural and suburban communities. To achieve its purpose, it is necessary the implementation of eco-technologies in pilot scale.

Technologies that will be designed and implemented extensive treatment will be based on the culture of microalgae, natural biological processes of wastewater filtration, low cost for maintenance and treatment, low energy consumption, sludge arising from wastewater will be well stabilized;

Expected Results/Impact:

The proposals want to be put in practice in rural and suburban communities, especially those with agricultural potential, in order to solve the economic and efficient wastewater sanitation problem. The main result of this proposal will be the production of energy and nutrients (stabilized sludge) from wastewater using eco-technologies.

The research results will be according with:

- The implementation of the Innovation Union Flagship Initiative 2020, and especially alignment goals in European Innovation Partnership on "Water";
- A partnership between public authorities, regulation authorities, water supply companies, researchers and public communities, to make effective the use of existing instruments and to adopt as soon as possible solutions for water treatment.

Logon

Useful Links

- VII Framework Programme
- National Contact Points
- International Cooperation
- FP7 calls for proposals
- Helpdesk



Responsibility: WHO?

Beneficiaries (Coordinator and Partners)

- Clearly **defined role** for everyone
- **Link results** to project partners
- **Complementarity** in roles
(technology solution, developer, end-user, training specialist, researcher, dissemination expert...)
- **Balance** (sector, nationality)

Possible **external** stakeholders

- Advisory committee
- Users: testing and evaluation Committee
(consumer and producer associations, ecology associations, etc.)



Consortium agreement



Decima Sfida

COME ORGANIZZARE IL LAVORO



Planning activities: WHEN?

- Visibility of the work:
 - Work Breakdown Structure (WBS)
 - Work Packages (WP)
 - Tasks (T)
 - Flow chart (Pert Chart)
 - Bar/Gantt Chart
 - Milestones
- Management basis (monitoring)



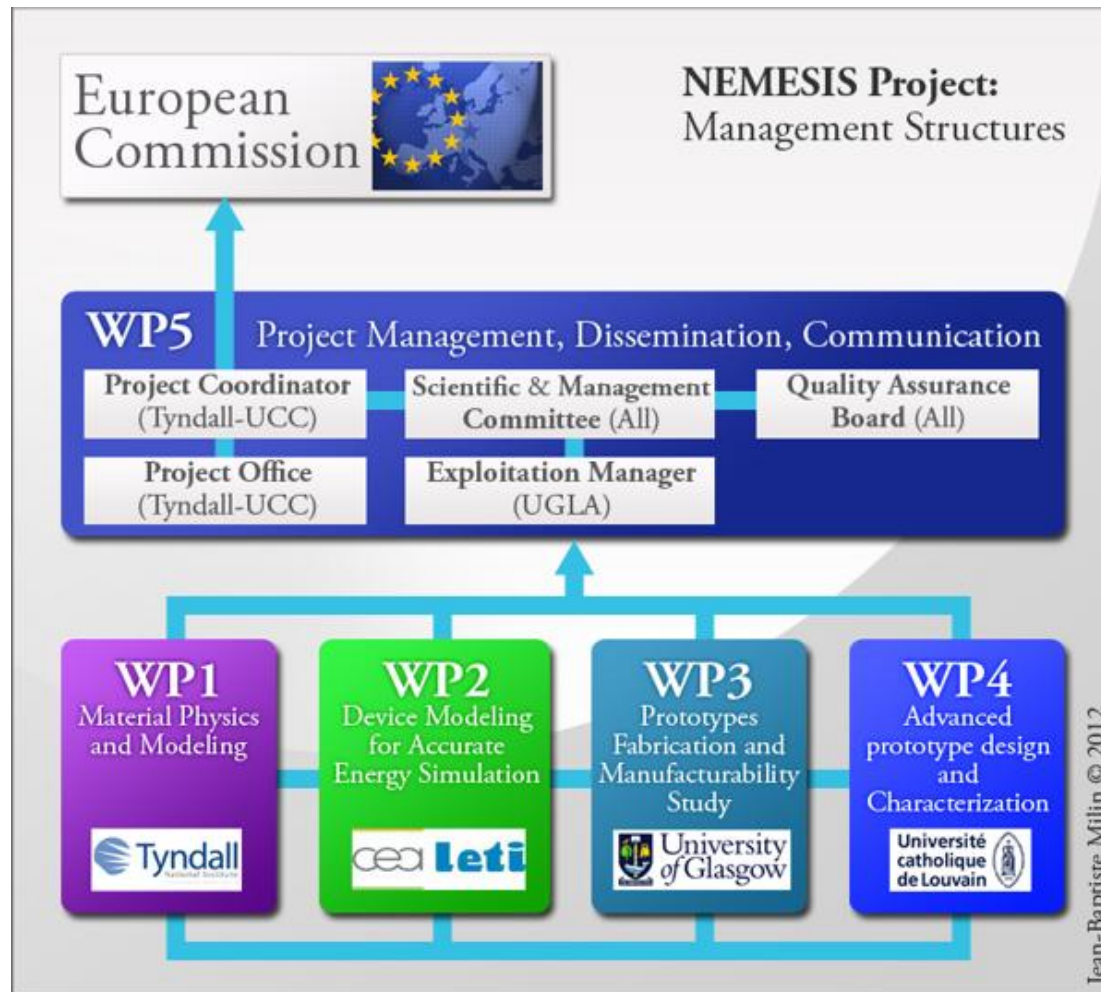
Work Breakdown Structure

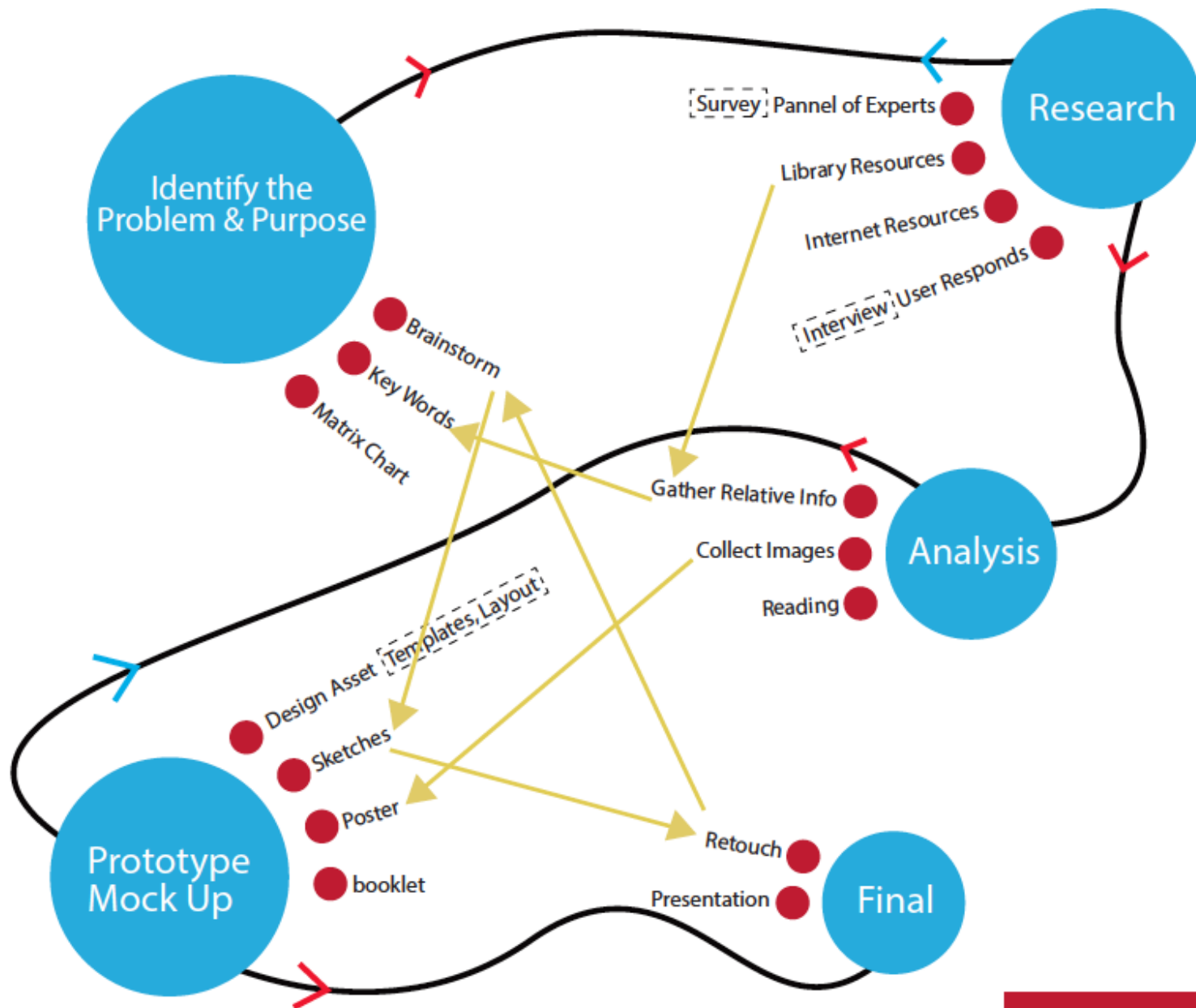
1. Start from the **final objective**.
2. Subdivide it into smaller, manageable components in terms of **size, duration** and **responsibility** including **all steps** necessary to achieve the objective: e.g. **tasks, subtasks and work packages**.
3. **These discrete work elements** shall be defined and grouped in a way that helps organize and define the total work-scope of the project.

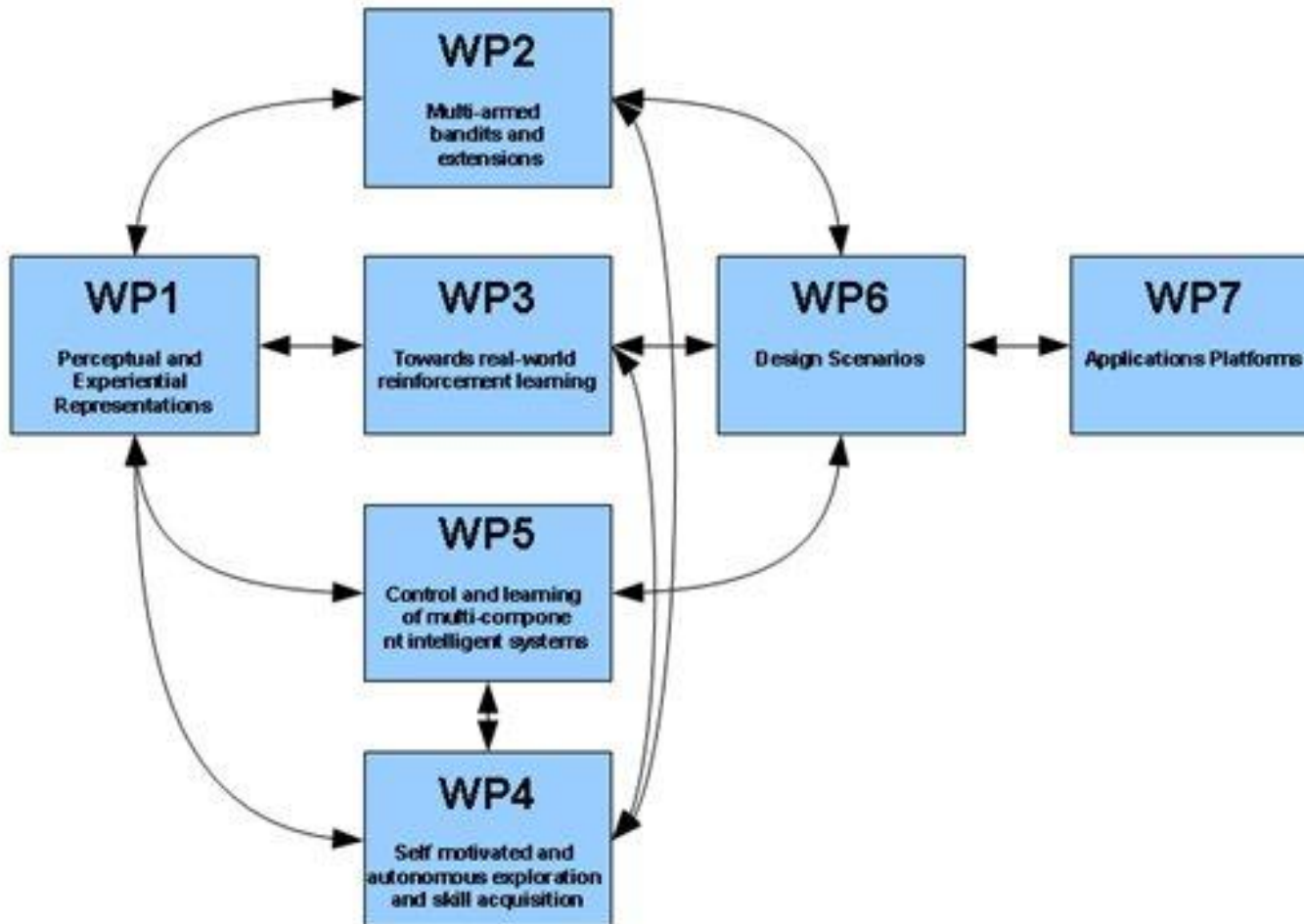


Il diagramma di Pert

Interdipendenze tra le attività (solitamente tra WP)





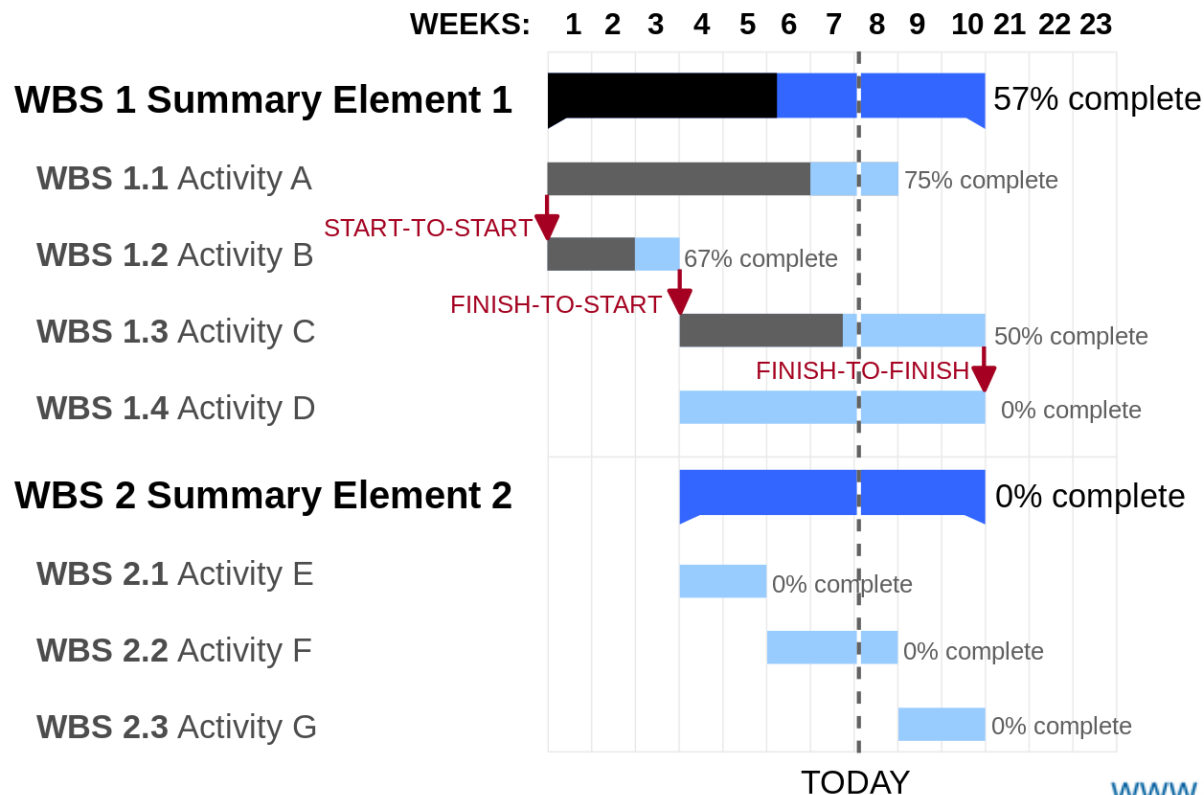




Il diagramma di Gantt

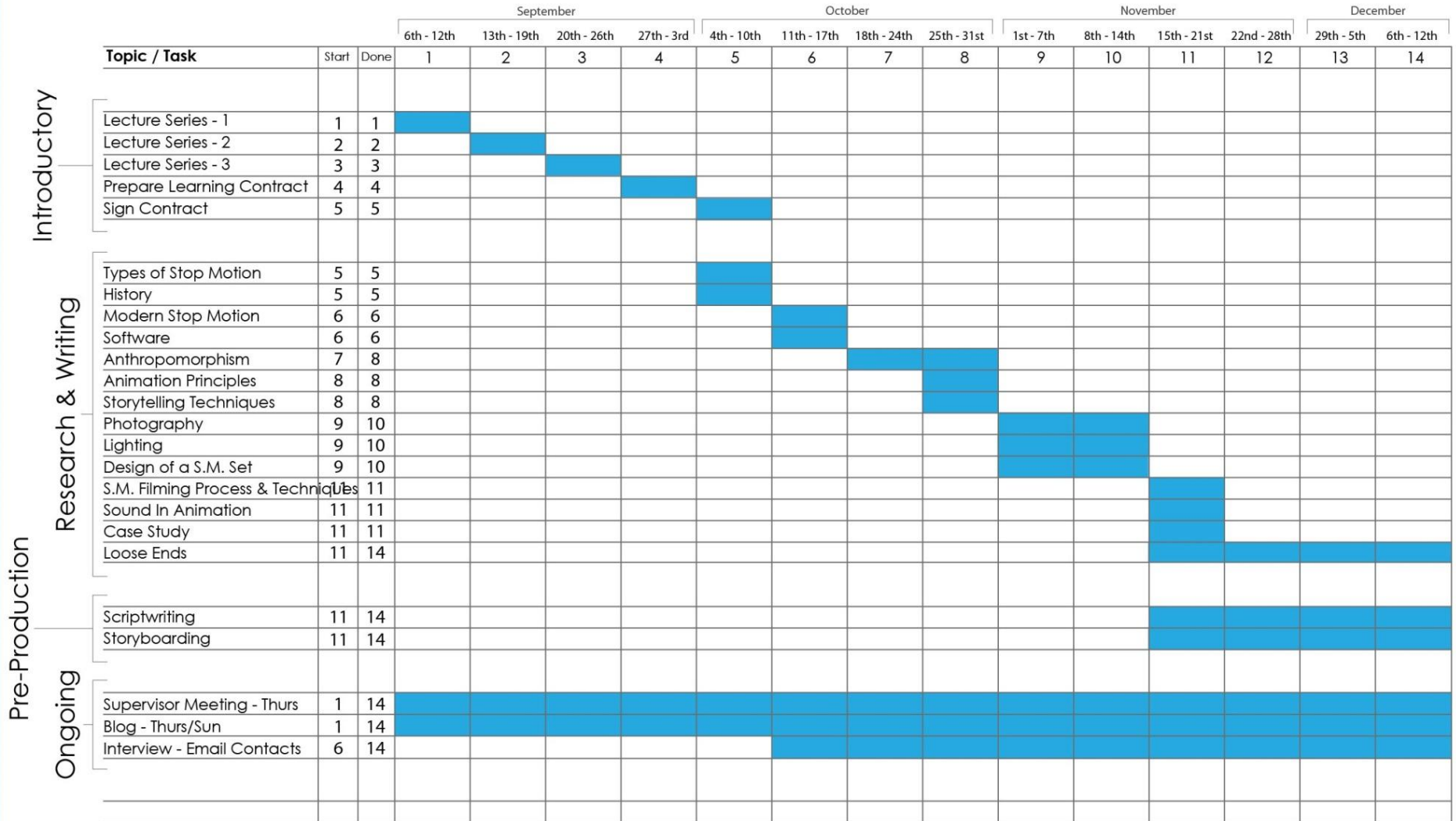
Rappresentazione temporale delle attività (WP e T)

- il "cosa fare" in una certa quantità di tempo (durata) e in relazione alle altre attività
- Strumento di controllo dell'avanzamento
- eventi o date chiave (milestones)



Gantt Chart

HONOURS PROJECT 2010/11





Milestones

- They measure the project's direction **against an output** / the **project's objectives** (while deliverables measure the results of a process)
- Milestones are **control points**.
 - It may occur when a major result has been achieved, if its successful attainment is a condition for the next phase.
 - It might coincide with a point where decisions are needed as to the next phase (e.g. decide which among several technologies to adopt for further development).
- Shall be put **at the end of a phase**, but in due time to allow that corrective measures are taken and deliverables are completed timely.





Decima Sfida

RISORSE

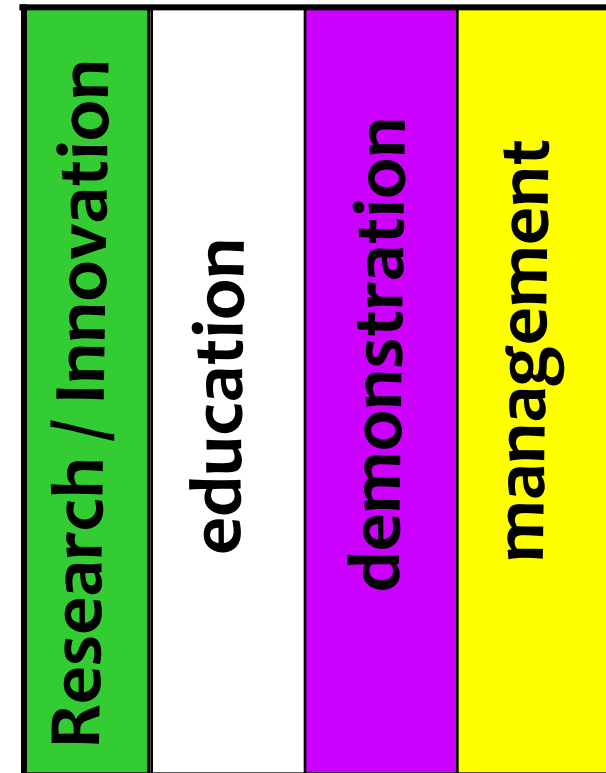


Allocate resources: HOW MUCH?

- Realistic Budget : AFTER the definition of: results, activities and roles of the partners

Activities

- Eligible costs:
- Personnel
- Travel/subsistence
- Material/equipment
- Overheads
- Subcontract





Simplified Funding Model

- **1 reimbursement rate per action** (same rate for all beneficiaries and all activities):
 - Up to 100% for Research and Innovation actions
 - Up to 70% for innovation (non-profit entities up to 100%) and programme co-fund actions

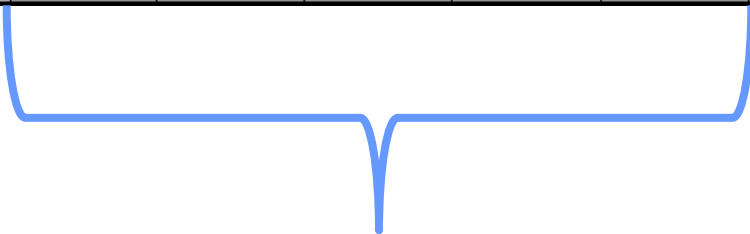
- **1 method for calculation of indirect costs:**
 - Flat rate of 25% of total direct costs, excluding subcontracting, costs of third parties and financial support to third parties
 - If provided in WP, lump sum or unit costs



PROPOSAL STRUCTURE

PART A - BUDGET

Participant	Country	(A) Direct personnel costs/€	(B) Other direct costs/€	(C) Direct costs of sub- contracting /€	(D) Direct costs of providing financial support to third parties/€	(E) Costs of inkind contributions not used on the beneficiary's premises/€	(F) Indirect Costs/€ (=0.25(A+B-E))	(G) Special unit costs covering direct & indirect costs	(H) Total estimated eligible costs/€ (=A+B+C+D+F +G)	(I) Reimburse- ment rate	(J) Max. grant / € (=H*I)	(K) Requested grant / €
AGENZIA PER LA PRO	IT	0	0	0	0	0	0	0	0	100	0	0
Total		0	0	0	0	0	0	0	0		0	0



DIRECT COSTS

3 - Budget for the proposal



(A) Direct personnel costs/€

Please enter the direct personnel costs for staff working on the project. Use one row for each beneficiary. Include costs of linked third parties, if any, in the beneficiary's budget. A beneficiary can have one or more types of direct personnel costs. The various possible types of direct personnel costs are indicated below:

- actual personnel costs (salaries and social security contributions, as well as taxes and other costs included in the remuneration if they arise from national law or the employment contract)
- unit personnel costs calculated according to the participant's usual accounting practices (average personnel costs)
- unit personnel costs for SME owners, without salary or participants that are natural persons without salary
- additional remuneration ('bonus payments': for non-profit organisations only and subject to specific eligibility conditions)
- personnel costs for providing access to research infrastructure (if applicable according to the call for proposals)
- costs of personnel seconded against payment (in-kind contributions against payment)
 - Example: A researcher, who is employed by a legal entity outside the project, works in the laboratory of the participant. The legal entity is reimbursed by the participant, and the participant charges these costs to the project.
- costs of personnel seconded free of charge (in-kind contributions free of charge)
 - Example: A professor is working in a public university that participates in the project. His salary is paid directly by the ministry, not by the university. The university charges the salary costs to the project without reimbursing the ministry.

Indirect costs (F) or special unit costs (G) must not be included here. For details on the types of 'direct personnel costs', their calculation, and the conditions for their eligibility please refer to Article 6.1 (general) and Article 6.2.A (specific) of the [Annotated Model Grant Agreement](#).

There are additional conditions for in-kind contributions of personnel. For details see Article 11 (in-kind contributions against payment) and Articles 6.4 and 12 (in-kind contributions free of charge) of the [Annotated Model Grant Agreement](#). In-kind contributions and the legal entities making them must be described in the proposal (section 4.2 of the technical annex).

This tool tip is designed to help you fill in the budget table in the proposal submission forms. It does not replace the relevant legal basis and documentation (Financial Regulation, Rules for Participation, Model Grant Agreement) which must be consulted in case of doubt.

Participant	Country	(A) Direct personnel costs/€	(B) Other direct costs/€	(C) Direct costs of sub-contracting/€	(D) Direct costs of providing financial support to third parties/€	(E) Costs of in-kind contributions not used on the beneficiary's premises/€	(F) Indirect Costs / € (=0.25(A+B-E))	(G) Special unit costs covering direct & indirect costs / €	(H) Total estimated eligible costs / € (=A+B+C+D+F+G)	(I) Reimbursement rate (%)	(J) Max. grant / € (=H*I)	(K) Requested grant / €
		?	?	?	?	?	?	?	?	?	?	?

3 - Budget for the proposal



(B) Other direct costs/€



Please enter other direct costs necessary to carry out the project. Use one row for each beneficiary. Include costs of linked third parties, if any, in the beneficiary's budget. The various possible types of other direct costs are indicated below:

- travel costs and related subsistence allowances
- costs of equipment, infrastructure, or other assets (depreciation costs, costs of renting or leasing, in-kind contributions against payment or free of charge; full purchase costs are possible only if this option is specifically included in the work programme/call for proposals to which you respond)
- costs of other goods and services (e.g., direct costs for consumables and supplies, publications, conferences, patents, certificates on financial statements, certificates on methodology, translations, in-kind contributions against payment or free of charge)
- capitalised and operating costs of large research infrastructures (only for entities that comply with the criteria, see Article 6.2.D.4 of the [Annotated Model Grant Agreement](#))

Deductible VAT (ineligible cost), indirect costs (F), or special unit costs (G) must not be included here. For details on the types of 'other direct costs', their calculation, and the conditions for their eligibility please refer to Article 6.1 (general) and Article 6.2.D (specific) of the [Annotated Model Grant Agreement](#).

There are additional conditions for in-kind contributions of equipment, infrastructure, other assets, goods or other services. For details see Article 11 (in-kind contributions against payment) and Articles 6.4 and 12 (in-kind contributions free of charge) of the [Annotated Model Grant Agreement](#). In-kind contributions and the legal entities making them must be described in the proposal (section 4.2 of the technical annex).

This tool tip is designed to help you fill in the budget table in the proposal submission forms. It does not replace the relevant legal basis and documentation (Financial Regulation, Rules for Participation, Model Grant Agreement) which must be consulted in case of doubt.

Participant	Country	(A) Direct personnel costs/€	(B) Other direct costs/€	(C) Direct costs of sub- contracting/€	(D) Direct costs of providing financial support to third parties/€	(E) Costs of inkind contributions not used on the beneficiary's premises/€	(F) Indirect Costs / € (=0.25(A+B-E))	(G) Special unit costs covering direct & indirect costs / €	(H) Total estimated eligible costs / € (=A+B+C+D+F +G)	(I) Reimburse- ment rate (%)	(J) Max. grant / € (=H*I)	(K) Requested grant / €
AGENZIA PER LA P	IT	?	?	?	?	?	?	?	?	?	?	?
		0	0	0	0	0	0	0	0	100	0	0
Total		0	0	0	0	0	0	0	0		0	0



3 - Budget for the proposal



(C) Direct costs of subcontracting/€



Please enter the direct costs of subcontracting. Use one row for each beneficiary. Include costs of linked third parties, if any, in the beneficiary's budget.

Subcontracting can be used to implement a limited part of the project. Each subcontract and the tasks it covers must be described in the proposal (section 4.2 of the technical annex). Subcontracting costs include the actual price and taxes (including non-deductible VAT) paid by the beneficiary. No indirect costs are accepted for subcontracting, and the 25% flat rate of indirect costs is not applied.

For details on 'direct costs of subcontracting' and the conditions for their eligibility please refer to Article 6.1 (general), Article 6.2.B (specific), and Article 13 of the [Annotated Model Grant Agreement](#).

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Participant	Country	(A) Direct personnel costs/€	(B) Other direct costs/€	(C) Direct costs of sub- contracting/€	(D) Direct costs of providing financial support to third parties/€	(E) Costs of inkind contributions not used on the beneficiary's premises/€	(F) Indirect Costs / € (=0.25(A+B-E))	(G) Special unit costs covering direct & indirect costs / €	(H) Total estimated eligible costs / € (=A+B+C+D+F +G)	(I) Reimburse- ment rate (%)	(J) Max. grant / € (=H*I)	(K) Requested grant / €
AGENZIA PER LA P	IT	?	?	?	?	?	?	?	?	?	?	?
		0	0	0	0	0	0	0	0	100	0	0
Total		0	0	0	0	0	0	0	0		0	0



3 - Budget for the proposal

For specific topics (ICT-12-2015) which involve financial support to Third parties

(D) Direct costs of providing financial support to third parties/€

Please enter the direct costs of providing financial support to third parties. Use one row for each beneficiary.

Use this cost category only if the possibility is explicitly mentioned in the work programme/call for proposals to which you respond.

Example: As part of your proposal, you plan a prize or a competitive call for proposals for the development of a specific electronic device. The prize or call is open to legal entities outside the project. You select one or more successful applicants and award the prize or reimburse them to cover their development costs for the device.

This cost category (D) is limited to the actual amounts paid by the beneficiary to third parties. No indirect costs are accepted for financial support to third parties, and the 25% flat rate of indirect costs is not applied.

For details on the possibility to providing financial support to third parties and the eligibility of these costs please refer to Article 6.1 (general), Article 6.2.C (specific), and Article 15 of the [Annotated Model Grant Agreement](#).

This tool tip is designed to help you fill in the budget table in the proposal submission forms. It does not replace the relevant legal basis and documentation (Financial Regulation, Rules for Participation, Model Grant Agreement) which must be consulted in case of doubt.

Participant	Country	(A) Direct personnel costs/€	(B) Other direct costs/€	(C) Direct costs of sub- contracting/€	(D) Direct costs of providing financial support to third parties/€	(E) Costs of inkind contributions not used on the beneficiary's premises/€	(F) Indirect Costs / € (=0.25(A+B-E))	(G) Special unit costs covering direct & indirect costs / €	(H) Total estimated eligible costs / € (=A+B+C+D+F +G)	(I) Reimburse- ment rate (%)	(J) Max. grant / € (=H*I)	(K) Requested grant / €
AGENZIA PER LA P	IT	?	?	?	?	?	?	?	?	?	?	?
		0	0	0	0	0	0	0	0	100	0	0
Total		0	0	0	0	0	0	0	0		0	0



3 - Budget for the proposal



(E) Costs of inkind contributions not used on the beneficiary's premises/€



Please enter the costs for in-kind contributions that are made by third parties against payment or free of charge and that are not used on the beneficiary's premises. Use one row for each beneficiary. Include costs of linked third parties, if any, in the beneficiary's budget.

- costs for personnel that is made available (seconded) against payment or free of charge and working outside the beneficiary's premises
- costs for equipment, infrastructure, or other assets that are made available against payment or free of charge and used outside the beneficiary's premises
- costs of other goods and services made available against payment or free of charge and used outside the beneficiary's premises

These costs (E) are already included in the 'direct personnel costs' (A) and 'other direct costs' (B). They need to be declared specifically in this column so that they can be subtracted from the sum of direct personnel costs (A) and direct other costs (B) before the indirect costs (F) are calculated.

This tool tip is designed to help you fill in the budget table in the proposal submission forms. It does not replace the relevant legal basis and documentation (Financial Regulation, Rules for Participation, Model Grant Agreement) which must be consulted in case of doubt.

Participant	Country	(A) Direct personnel costs/€	(B) Other direct costs/€	(C) Direct costs of sub- contracting/€	(D) Direct costs of providing financial support to third parties/€	(E) Costs of inkind contributions not used on the beneficiary's premises/€	(F) Indirect Costs / € (=0.25(A+B-E))	(G) Special unit costs covering direct & indirect costs / €	(H) Total estimated eligible costs / € (=A+B+C+D+F +G)	(I) Reimburse- ment rate (%)	(J) Max. grant / € (=H*I)	(K) Requested grant / €
AGENZIA PER LA P	IT	?	?	?	?	?	?	?	?	?	?	?
		0	0	0	0	0	0	0	100	0	0	0
Total		0	0	0	0	0	0	0		0	0	0

[ES. medical equipment provided by a hospital to a university in order to carry out research]



3 - Budget for the proposal

(F) Indirect costs/€ (=0.25 (A+B-E))

Indirect costs are covered by a 25% flat rate of the participant's 'direct personnel costs' (A) and 'direct other costs' (B) minus 'costs of in-kind contributions not used on the beneficiary's premises' (E).

- No indirect costs are accepted for
- subcontracting costs (C)
 - costs of providing financial support to third parties (D)
 - unit or lump-sum costs which already include indirect costs (G).

For details on the types of 'indirect costs', their calculation, and the conditions for their eligibility please refer to Article 6.1 (general) and Article 6.2.E (specific) of the [Annotated Model Grant Agreement](#).

This tool tip is designed to help you fill in the budget table in the proposal submission forms. It does not replace the relevant legal basis and documentation (Financial Regulation, Rules for Participation, Model Grant Agreement) which must be consulted in case of doubt.

Participant	Country	(A) Direct personnel costs/€	(B) Other direct costs/€	(C) Direct costs of subcontracting/€	(D) Direct costs of providing financial support to third parties/€	(E) Costs of in-kind contributions not used on the beneficiary's premises/€	(F) Indirect Costs / € (=0.25(A+B-E))	(G) Special unit costs covering direct & indirect costs / €	(H) Total estimated eligible costs / € (=A+B+C+D+F+G)	(I) Reimbursement rate (%)	(J) Max. grant / € (=H*I)	(K) Requested grant / €
AGENZIA PER LA P	IT	?	?	?	?	?	?	?	?	100	?	?
Total		0	0	0	0	0	0	0	0		0	0



3 - Budget for the proposal

(G) Special unit costs covering direct & indirect costs/€

This cost category is used for special unit costs that are authorised by a Commission decision. Use one row for each beneficiary. Include costs of linked third parties, if any, in the beneficiary's budget.

Use this cost category only if the possibility is explicitly mentioned in the work programme/call for proposals to which you respond.

The following types of costs may be included here:

- costs of additional energy efficiency measures (Decision C(2013) 819626)

This category of unit costs will only apply for Smart Cities and Communities calls. For example, call SCC-01-2014 in the H2020 Work Programme 2014-2015.

- costs for providing trans-national access to research infrastructures (Decision C(2013) 819927)

This category of unit costs will apply only to Research Infrastructure calls. For example, calls INFRAIA-1-2014-2015, INFRADEV-3-2015 and INFRADEV-4-2014-2015 in the H2020 Work Programme 2014-2015.

- costs of clinical studies ([DRAFT Decision \(2014\)](#))

Costs declared as 'special unit costs' (G) may not be declared under any other budget category and are excluded from the calculation of indirect costs. For details see Article 5.2.F and 6.2.F of the [Annotated Model Grant Agreement](#). For actions involving trans-national access to research infrastructure for scientific communities see also Article 16 of the [Annotated Model Grant Agreement](#).

This tool tip is designed to help you fill in the budget table in the proposal submission forms. It does not replace the relevant legal basis and documentation (Financial Regulation, Rules for Participation, Model Grant Agreement) which must be consulted in case of doubt.

Participant	Country	(A) Direct personnel costs/€	(B) Other direct costs/€	(C) Direct costs of sub- contracting/€	(D) Direct costs of providing financial support to third parties/€	(E) Costs of inkind contributions not used on the beneficiary's premises/€	(F) Indirect Costs / € (=0.25(A+B-E))	(G) Special unit costs covering direct & indirect costs / €	(H) Total estimated eligible costs / € =A+B+C+D+F +G)	(I) Reimburse- ment rate (%)	(J) Max. grant / € (=H*I)	(K) Requested grant / €
		?	?	?	?	?	?	?	?	?	?	?
AGENZIA PER LA P	IT	0	0	0	0	0	0	0	100	0	0	0
Total		0	0	0	0	0	0	0		0	0	0

Costo forfettario per clinical trials. Si decide un costo unitario per trial.



3 - Budget for the proposal



(H) Total estimated eligible costs/€ (=A+B+C+D+F+G)

Calculated automatically based on the amounts you entered.

This tool tip is designed to help you fill in the budget table in the proposal submission forms. It does not replace the relevant legal basis and documentation (Financial Regulation, Rules for Participation, Model Grant Agreement) which must be consulted in case of doubt.

Participant	Country	(A) Direct personnel costs/€	(B) Other direct costs/€	(C) Direct costs of sub- contracting/€	(D) Direct costs of providing financial support to third parties/€	(E) Costs of inkind contributions not used on the beneficiary's premises/€	(F) Indirect Costs / € (=0.25(A+B-E))	(G) Special unit costs covering direct & indirect costs / €	(H) Total estimated eligible costs / € (=A+B+C+D+F +G)	(I) Reimburse- ment rate (%)	(J) Max. grant / € (=H*I)	(K) Requested grant / €
AGENZIA PER LA P	IT	?	?	?	?	?	?	?	?	?	?	?
		0	0	0	0	0	0	0	100	0	0	0
Total		0	0	0	0	0	0	0		0	0	0



3 - Budget for the proposal

(I) Reimbursement rate (%)

The reimbursement rate is defined in the work programme and cannot be modified.

For research and innovation actions, the reimbursement rate is up to 100%.

For innovation actions, the reimbursement rate is up to 70%; however non-profit organisations may receive up to 100%.

This tool tip is designed to help you fill in the budget table in the proposal submission forms. It does not replace the relevant legal basis and documentation (Financial Regulation, Rules for Participation, Model Grant Agreement) which must be consulted in case of doubt.

Participant	Country	(A) Direct personnel costs/€	(B) Other direct costs/€	(C) Direct costs of sub- contracting/€	(D) Direct costs of providing financial support to third parties/€	(E) Costs of inkind contributions not used on the beneficiary's premises/€	(F) Indirect Costs / € (=0.25(A+B-E))	(G) Special unit costs covering direct & indirect costs / €	(H) Total estimated eligible costs / € (=A+B+C+D+F +G)	(I) Reimburse- ment rate (%)	(J) Max. grant / € (=H*I)	(K) Requested grant / €
AGENZIA PER LA P	IT	0	0	0	0	0	0	0	0	100	0	0
Total		0	0	0	0	0	0	0	0		0	0



3 - Budget for the proposal



(J) Max. grant/€ (=H * I)



Calculated automatically based on the amounts you entered.

This tool tip is designed to help you fill in the budget table in the proposal submission forms. It does not replace the relevant legal basis and documentation (Financial Regulation, Rules for Participation, Model Grant Agreement) which must be consulted in case of doubt.

Participant	Country	(A) Direct personnel costs/€	(B) Other direct costs/€	(C) Direct costs of sub- contracting/€	(D) Direct costs of providing financial support to third parties/€	(E) Costs of inkind contributions not used on the beneficiary's premises/€	(F) Indirect Costs / € (=0.25(A+B-E))	(G) Special unit costs covering direct & indirect costs / €	(H) Total estimated eligible costs / € (=A+B+C+D+F +G)	(I) Reimburse- ment rate (%)	(J) Max. grant / € (=H*I)	(K) Requested grant / €
AGENZIA PER LA P	IT	?	?	?	?	?	?	?	?	?	?	?
		0	0	0	0	0	0	0	0	100	0	0
Total		0	0	0	0	0	0	0	0		0	0



EX.: RTD PROJECT IN FP7

Participant short name	Funding rate for RTD %	Indirect costs method	RTD		Demonstration (50% reimbursement)		Management (100% reimbursement)		Other (100% reimbursement)		Total costs	EU contribution
			Direct costs	Indirect costs	Direct costs	Indirect costs	Direct costs	Indirect costs	Direct costs	Indirect costs		
University A	75	60%	100	60			100	60	100	60	480	440
Foundation B	50	20%	100	20	100	20					240	120
University C	75	Simplified	100	46							146	109.5
SME D	75	60%	100	60	100	60			100	60	480	360
Enterprise E	50	Real	100	104	100	104					408	204
SME F	75	Real	100	78	100	78			100	78	534	356
Total			600	368	400	262	100	60	300	198	2288	1589.5



EX.: RESEARCH & INNOVATION ACTION IN H2020

Participant short name	Estimated eligible costs		Total costs	EU contribution (100%)
	Direct costs	Indirect costs (25%)		
University A	100	25	125	125
Foundation B	100	25	125	125
University C	100	25	125	125
SME D	100	25	125	125
Enterprise E	100	25	125	125
SME F	100	25	125	125
Total	600	150	720	750



EX.: DEMONSTRATION PROJECT IN FP7

Participant short name	Funding rate for RTD %	Indirect costs method	RTD		Demonstration (50% reimbursement)		Management (100% reimbursement)		Other (100% reimbursement)		Total costs	EU contribution
			Direct costs	Indirect costs	Direct costs	Indirect costs	Direct costs	Indirect costs	Direct costs	Indirect costs		
University A	75	60%	100	60			100	60			320	200
Enterprise B	50	20%			100	20					120	60
University C	75	Simplified	100	46	100	46					292	182.5
SME D	75	60%			100	60					160	80
Enterprise E	50	Real			100	104					204	102
SME F	75	Real			100	78					178	89
Total			200	104	500	308	100	60			1274	713.5



EX.: INNOVATION ACTION IN H2020

Participant short name	Estimated eligible costs		Total costs	Requested EU contribution (70%)
	Direct costs	Indirect costs (25%)		
University A	100	25	125	87,5
Enterprise B	100	25	125	87,5
University C	100	25	125	87,5
SME D	100	25	125	87,5
Enterprise E	100	25	125	87,5
SME F	100	25	125	87,5
Total	600	150	750	525



RICAPITOLANDO: COSTI ELEGGIBILI

- tutti i costi che possono essere ricondotti all'attività progettuale
- eleggibilità dell'IVA, se non recuperabile
- possibilità di utilizzare costi medi del personale, se in linea con le procedure contabili dell'ente
- possibilità di rendicontare bonus payment, se previsto dal regolamento interno dell'ente, nei limiti di 8000€/anno/persona



Ineligible costs

- Future losses or charges
- Exchange losses
- Costs related to return on capital
- Costs reimbursed in respect of another Union action or programme
- Debt and debt service changes and excessive or reckless expenditure