BESTPRAC Training School:

“Administration of research funding: dealing with several funding sources (for non-university research organisations in inclusiveness targeted countries)”
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Project Management in H2020 Projects

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Outline

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02 Project Cycle Management
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Introduction
Project Management in H2020 projects

- Project management -> is the application of knowledge, skills, tools and techniques to project activities in order to meet the project objectives.

**PM includes:**

1. Contract and Financial Management
2. Consortium management
3. Time management
4. Reporting, communication with EC and liaison with other initiatives and projects
Objectives of project management

- Ensure the correct execution of the project’s work plan including its adaptation to necessities that may occur during the project
- Guarantee efficient communication within the consortium
- Assure the **overall coordination of all activities among the project partners**
- Lead project steering with the objective to implement the project in a smooth and consolidated way, involving the partnership and also external stakeholders
- Enabled timely reporting to the European Commission and the administrative and financial management of the project
02

Project Cycle Management
Project Cycle Management (PCM)

- The PCM describes all management activities and decision making procedures applied during the life cycle of a project.
- The cycle consists of five guiding phases. All five phases of the project cycle are structured according to the Logical Framework Approach.
1. Project Identification
2. Project Preparation, Design and Planning
3. Project Implementation & Monitoring
4. Project Review & Evaluation
5. Impact Assessment
PROJECT IDENTIFICATION

- Identification of the Call
- Draft of key activities
- Identification of project partners
- Stakeholder mapping
- Relevance of the project activities to the Call
- Innovation character of the project
- Feasibility and scalability of the project
- Sustainability, exploitability of project results

✓ *Provides baseline and contextual information for the project*
✓ *Involves understanding of the initial situation in question and the key factors*
Defining the project’s objectives, purpose, expected outputs, impacts and activities and overall budget

- Setting the overall objectives
- Key activities/sub-activities
- Expected outcomes
- Defining impact indicators (specific, measurable, achievable, relevant and time-bound)
- Preparing a project implementation plan using the logical framework approach
- Defining the dissemination and exploitation activities
- Setting the overall project budget (calculating the PMs, other direct costs, subcontracting...)
- Writing the proposal
- Defining and negotiating the budget of all individual partners/third parties involved
- Completing the Administrative forms/financial forms
- Completing the submission form
ACTIVITIES

• Overall project implementation
• Scientific coordination
• Financial management & Monitoring (e.g. per different periods)
• Scientific and Financial reporting
• Preparation of the documentation for Audits
• Internal communication
• External communication and dissemination
• Monitoring of implementation
• Exploitation
• Identification of possible short, medium and long-term Impacts

PROJECT IMPLEMENTATION & MONITORING

✓ Carrying out the project implementation and financial plan
✓ Monitoring the implementation of the project

Covers crucial indicators (set in the proposal stage) – regularly measured

Accountability: monitoring demonstrates efficient & effective use of funds
• Improving performance
• Proper documentation
• Mutual Learning to improve the project results
Systematic analysis of the overall project

- Extermination of project efficiency, effectiveness, impacts and sustainability of the project
- Project reviews can be done in the middle of the project or at the end of the project (depending on funding programme)
- Can be done by external reviewers/evaluators
• Focus on medium and long term implications of the project outcomes and outputs.

• This phase is concerned with the medium and long term impacts – expected, non expected...

✓ Systematic analysis of significant or lasting changes – negative or positive, intended or not
03
Project Management Structure
Project Management Structure

EUROPEAN COMMISSION (Project officer, Financial officer, Legal officer, etc.)

EXEMPLARY

Project Coordinator – P1

- P2
- P3

- P4
- P5

- P6
- P7

- P8
- P9

- P10
- P11

External Panel Review
Roles of project participants

- Each of the project partners can have different roles.
- Roles are defined in the project workplan description
- All project partners:
  - Should fulfil their tasks duly, timely and according to the distribution of work specified in Annex I or amended by the decisions of the PMB
  - Timely delivery of all financial statements and reports to the Coordinator
Coordinator

- Responsible for overall project management
- Intermediary between the project and EC
- Ensures communication with the ERP
- Monitors compliance of the partners with their obligations
- Collects, reviews and submits information on the progress of the project, reports and other deliverables to the EC
- Administers the financial contribution of the EC and fulfills financial tasks
- Transmits on time documents and information connected with the project
- Chairs the PMB meetings, proposes decisions and monitors the implementation of the project

Scientific Coordinator
Legal and Financial Coordinator
Work package Leaders

• responsible for the overall coordination of the WP, supervision of the tasks, activities, milestones as well as the related deliverables
  – preparing a draft periodic plans for the WP tasks to be approved at the PMB meetings
  – reporting to the coordinator and to PMB
  – organising communication within the respective WP and, together with the Coordinator and other WP Leaders, across WPs
  – presenting the WP conclusions, decisions, results and deliverables at external meetings
  – taking, in agreement with the Task Leaders, decisions at the WP level
  – analysing and documenting any Default of a party in relation to the own WP activities and preparing a respective proposal for an action plan to the Coordinator
Task Leaders

– responsible for the timely implementation of the activities in the task and the reporting to the WP Leader

– are taking, in agreement with the concerned WP Leader, decisions at the task level
Deliverable Leaders

– responsible for the timely and final write-up of the deliverables

– coordinate the work on the deliverable and report to the Task Leader, the WP Leader and the Coordinator

– need to comply to the official deadlines for the submission of the deliverable for the Quality Assurance and to the European Commission
Project Management Board/Project Assembly

=> Main decision-making body

- Members: all project partners, chaired by the Coordinator
- Main tasks:
  - To review project implementation and progress of work
  - To approve the deliverables before submission to the EC
  - To share knowledge on project implementation and to provide suggestions for its further development based on the project outcomes, input from the ERP
  - To decide upon adaptations of the Annex I and consortium budget
  - In case an activity can not be implemented, making a priority list for the future possible activities and deciding on the option based on criteria of efficiency, feasibility, impact and relevance
  - To tackle problems, delays and resolve conflicts
Consortium agreement

• an agreement that project participants conclude between themselves for the implementation of the project in FP7 and Horizon 2020.

• CA allows the participants to determine the detailed administrative and management provisions necessary to carry out their project. Within this agreement, parties also outline the rights and responsibilities of each member of the consortium concerning intellectual property. This agreement cannot contradict or negate the provisions established by the Grant Agreement or the Rules for Participation.
External QA/Project reviews
Quality Assurance

• to control and improve the quality of the work and of the results of the project according to the Quality Assurance plan

• => INTERNAL

• => EXTERNAL
External Review panel (ERP) – optional body

**Rational:**
- To establish the external review panel (e.g. 3 senior external experts) to monitor the quality of project deliverables and internal materials of the project.

**ROLE:**
- Quality Assurance of the project deliverables and activities
05 Communication
Internal Communication within the Consortium

- Intranet part of the website – e.g. Sharepoint or other platform
- Project Team Mailing list, Skype, online communication tools (e.g. gotomeeting, ilink) email
- Project Management Board Meetings
06

Time Management
Project time management

• To ensure that the tasks start and finish according to the project work plan and that the project deliverables are submitted to EC in due time.

• => All the projects activities needs to be carefully planned already in the proposal stage!
Gantt Chart

• „A Gantt chart is a horizontal bar chart developed as a production control tool in 1917 by Henry L. Gantt, an American engineer and social scientist.“
• graphical illustration of a schedule
• helps to plan, coordinate, and track specific tasks in a project
• Horizontal axis: time broken down into days or months
• Vertical axis: tasks
• Doesn’t clearly show task dependencies
## ENER21

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<thead>
<tr>
<th>Reporting Period</th>
<th>First Reporting Period</th>
<th>Second Reporting Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Months</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Activity code</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### List of Work Packages & Tasks

<table>
<thead>
<tr>
<th>Work Package</th>
<th>Task</th>
<th>Activity Code</th>
<th>Duration (months)</th>
</tr>
</thead>
<tbody>
<tr>
<td>WP1 Project Coordination &amp; Management</td>
<td>Task 1</td>
<td>A1</td>
<td>0.1</td>
</tr>
<tr>
<td>WP2 Project Coordination &amp; Management</td>
<td>Task 2</td>
<td>A2</td>
<td>0.2</td>
</tr>
<tr>
<td>WP3 Networking &amp; Technology-oriented Brokerage</td>
<td>Task 3</td>
<td>A3</td>
<td>0.3</td>
</tr>
<tr>
<td>WP4 Training and Capacity Building</td>
<td>Task 4</td>
<td>A4</td>
<td>0.4</td>
</tr>
<tr>
<td>WP5 Innovation Support</td>
<td>Task 5</td>
<td>A5</td>
<td>0.5</td>
</tr>
<tr>
<td>WP6 Dissemination &amp; Communication Strategy</td>
<td>Task 6</td>
<td>A6</td>
<td>0.6</td>
</tr>
</tbody>
</table>

### List of Deliverables

- D1: Progress and financial report (Period 1), and final publications
- D2: Final Quality Assurance Report
- D3: Joint methodology for country analysis
- D4: Collection of country reports per EU country
- D5: Recommendations report incl. roadmap for EU/MS in business & Policy Brief on country analysis
- D6: Summary report on output/industry events (tea, seminars, etc.)
- D7: Summary report on participation in EU conferences and/or - dissemination
- D8: Website (interactive)
- D9: Project flyer (in 4 languages)
- D10: Collection of all progress updates (March 12, 24. 30)

### Grid of Milestones (MS)

- MS1: Country and Policy Analysis Report
- MS2: Results and Conclusions
- MS3: Project Completion
XYZ Corp. Project Plan

Start

Talk to user representatives

Visit user sites

Present feasibility study

Develop initial project scenarios

Conduct systems analysis activities

Investigate financing alternatives

Present results of systems analysis

Review regulatory procedures
PERT Chart
07

Participant portal
Submission Procedure
1. Access the ESS

1. Log in ECAS
2. Go to « Funding opportunities »
Go to « Calls ». Find your call by using the filters. On the call’s page, select the topic of your interest. To access the ESS, select the type of action, then press « Start Submission »
2. Create a draft

1. Enter your organization’s name and/or PIC
2. Select your role
3. Fill in your proposal’s acronym and summary
You will be presented the following disclaimer:

- Click « Accept » to proceed with the submission
- Click « Decline » to cancel the submission
Upon the creation of your draft, you will receive:

- A message on your screen
- A confirmation e-mail

Click « Continue with this proposal » to proceed with the next step. To postpone this action and return to your list of proposals, click « Go to my proposals »
3. Consortium

Proposal coordinator:
- Single point of contact between participants and EC for the proposal
- Overall planning of proposal
- Full rights for action in ESS

Partner:
- Invited by coordinator to fill in administrative forms
- Restricted rights for action in ESS

<table>
<thead>
<tr>
<th>Action</th>
<th>Proposal Coordinator</th>
<th>Partner</th>
</tr>
</thead>
<tbody>
<tr>
<td>Select the call</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Add, invite participants</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Submit the proposal</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Read complete proposal</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Define the budget tables</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Create contacts for a partner</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>
4. Edit and complete your proposal form

For previously saved draft proposal forms, this step can be accessed through My Proposals page in the Participant Portal (you must be logged in). Click «ED» in the Actions column.
4. Edit and complete your proposal form

Click « Edit forms » to open the PDF form you have to fill in.

Click « View history » for the list of all system and user actions.

Click « Download templates » for the latest proposal requirements package.

Click « Upload » to upload your completed annexes.
Scroll down or click on « Show » to access and complete the respective section of the form.
Click « Save and close » to save the completed data and exit the edit page.
Click « Validate form » for the self check of the completed data. Errors and warnings will be listed at the end of the form.
Part A: Administrative forms

1. General Information
2. Administrative data of participating organizations
3. Budget
4. Ethics
Part B: Technical annex
1. Download the templates
2. Complete the templates
3. Upload the completed templates
When completing and uploading your proposal, be careful of:

- File size, format and resolution
- File name and security
- Limitations in length, font size and margins. Exceeding these limitations may affect the project’s
5. Validate and submit your application

Click « Validate » to make sure that your application meets all requirements.

The system will advise you of any errors.

Correct all errors and warnings, then click « Validate » again to make sure you have not missed anything (1).

Once you get a « No error » message, click « Submit » (2).
Do not submit at the last minute!
Do not hesitate to submit several versions.
Strictly respect the templates and length limitations.
Check the completeness and quality of your forms and files.
Take time to familiarize yourself with the proceedings.
Read all the documents provided by the EC.
References

Horizon 2020 Online Manual
http://ec.europa.eu/research/participants/docs/h2020-funding-guide/index_en.htm

Proposal Submission Service User Manual
http://ec.europa.eu/research/participants/data/support/sep_usermanual.pdf

Guide on proposal submission and evaluation

Other H2020 reference documents
(rules for participation, guides for applicants, proposal templates, evaluation forms, etc)
Q&A
THANK YOU FOR YOUR ATTENTION!

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