


The logo for the PROVIDEAL Plus Project, featuring the word "PROVIDEAL" with a green map of Europe and Latin America integrated into the letter "V", a small "Plus" tag, and the word "Project:" in a bold, dark blue font.

PROMotion of an ICT Dialogue between Europe and America Latina
– extension towards Mexico, Colombia, Cuba, Costa Rica

MODULE 6:
Practical steps to a successful proposal

A horizontal dotted line consisting of small green squares.

Steps to a successful project – WORK PACKAGES

Objectives:

- To coach participants towards the essential parts of a proposal
- To provide guidelines how to start proposal writing
- To point out common mistakes
- To provide guidelines towards success

Topics Covered:

- Work Package structure
- Types of work packages
- Common WPs: Project Management and Dissemination
- Common pitfalls of proposal writing
- Success factors
- Tips and tricks



WP structure (1)

- **Why start with WPs:**
 - to determine who does **what** **when** for **which** purpose
 - to get a clear view on tasks that need to be performed
 - to make a first estimation of the efforts (man/months) needed to implement the work and thus, the budget

Work package number	1		Start date or starting event:	1		
Work package title	Identification of stakeholders, priorities and success factors					
Activity type ¹	SUPP					
Participant number	1	2	3	4	5	6
Participant short name	INMARK	EMF	ADI	LATU	USB	MINCYT
Person-months per participant	3,0	1,0	1,0	1,0	1,0	1,0

Objectives

- To establish a valid, up-dated list of stakeholders for ICT promotion in the target countries
- To define the ICT priorities (strategic objectives of the ICT programme) relevant to each of the 4 countries (stemming from past mapping exercises where available and new identification where necessary)
- To screen successful ICT projects with participation of third countries (ICPCs), identify success factors from these projects, analyse them and draft a success factor grid applicable to the PROIDEAL target region.

Description of work (possibly broken down into tasks) and role of partners

Task 1.1 Identification of stakeholders: Desk research on past and current projects that already identified stakeholders in the region (INMARK, EMF); identifying of stakeholders in Galle (not yet done in former projects) and up-dating existing lists by local partners (ADI, LATU, USB, MINCYT)

Task 1.2 Define priorities by target country/identify priorities that are relevant for two or more countries of the region for coordinated activities and maximise impact through synergies (e.g. joint events). Desk research carried out by INMARK/EMF for already mapped ICT priority strategic objectives stemming from former projects; identification and/or up-dating of priorities performed by local partners (ADI, LATU, USB, MINCYT)

Task 1.3 Screening of successful ICT projects: All partners that are/were involved in former or current projects (INMARK, EMF, ADI, USB); contact to established networking partners (e.g. ICT NCP ITBMA in India) or the ICT cluster for networked enterprises (where projects with ICPC participants figure, like OPAALB and EcoLead); contact to excellent project participants such as TecnoAgro de Monterrey that features as partner in 6 of the 9 successful projects with Mexican partners etc. (INMARK, EMF).

Deliverables (brief description) and month of delivery

D1.1 List of stakeholders (respectively links to established lists with stakeholders) (M3)

D1.2 Report on priorities per country and covering more than one country (M4)

D1.3 Success factors – State-of-the-Art report for ICT projects with ICPC participation (M6)

Milestones

M1.1 Identified stakeholders in ICT field (M4)



WP structure (2)
WP Leader

Work package number	1	Start date or starting event:				1
Work package title	<i>Identification of stakeholders, priorities and success factors</i>					
Activity type ²²	SUPP					
Participant number	1	2	3	4	5	6
Participant short name	INMARK	EMF	ADI	LATU	USP	MINCYT
Person-months per participant	3,0	1,0	1,0	1,0	1,0	1,0

Workpackage header:
Activity type: depends on Funding Scheme

STREP, IP: RTD = main activities

SA SUPP = main activities

Other activities: MGT = Management

DISS = Dissemination

DEM = Demonstration

→ Impact of % of financing!


WP structure (3)

Objectives

- To establish a valid, up-dated list of stakeholders for ICT promotion in the target countries
- To define the ICT priorities (strategic objectives of the ICT programme) relevant to each of the 4 countries (stemming from past mapping exercises where available and new identification where necessary)

Objectives:

- They give an overview of the purpose of the WP, best
- done in bullet points;
- This helps you define the tasks that are needed to reach
- the objectives



WP structure (4)

Description of work (possibly broken down into tasks) and role of partners

Task 1.1 Identification of stakeholders: Desk research on past and current projects that already identified stakeholders in the region (INMARK, EMF); identifying of stakeholders in Chile (not yet done in former projects) and up-dating existing lists by local partners (ADI, LATU, USP, MINCYT)

Task 1.2 Define priorities by target country/identify priorities that are relevant for two or more countries of the region for concertated activities and maximise impact through synergies (e.g. joint events). Desk research carried out by INMARK/EMF for already mapped ICT priority strategic objectives stemming from former projects; identification and/or up-dating of priorities performed by local partners (ADI, LATU, USP, MINCYT)

Description of Work:

- Provide manageable tasks' description
- Tasks can be consecutive, in parallel or overlapping
- Numbering: "Task 1.2" means: Second task of WP 1
- Ideally, mention the partners involved in the task

WP structure (5)

Deliverables (brief description) and month of delivery

D1.1 List of stakeholders (respectively links to established lists with stakeholders) (M3)

D1.2 Report on priorities per country and covering more than one country (M4)

D1.3 Success factors – State-of-the-Art report for ICT projects with ICPC participation (M6)

Deliverables:

- Output or results of a work package
- Numbered the same way as tasks
- Types: Reports (R), Prototypes (P), Others (O)
- Time of delivery: M3 = at the end of month 3 after project start (“neutral” numbering)
- They are indicators for timely project performance!

WP structure (6)**Milestones**

M1.1 Identified stakeholders in ICT field (M4)

Milestones:

- Facts/results that mark a phase in the project, e.g. a conference, a workshop etc.
- Like deliverables, they are indicators against which to measure the project's progress
- Time of delivery: like for deliverables

WP types (1)

WP Types: Depend on content of the work package

- Operational ones: e.g. research, technical tasks
- Ancillary ones: e.g. dissemination, demonstration
- Administrative ones: management, IPR

• **WP types (2)**

Work Package types commonly found in ICT projects:

- Background/desk research e.g. on user needs, market survey, benchmarking etc.
- Technical description: depending on the complexity of the R&D, this can be several WPs
- Validation/Demonstration
- Dissemination & Exploitation: can be separated; should include provisions on IPRs and standards
- Project Management and Quality Assessment: can be separated; should include risk management and conflict resolution

Vary
 Depending
 on Research
 Work planned

Must be in
 all projects;
 Customised!



Management

- **The Management of the project is one of the work packages**
 - **it lasts for the entire duration of the project**

Section 2. Implementation

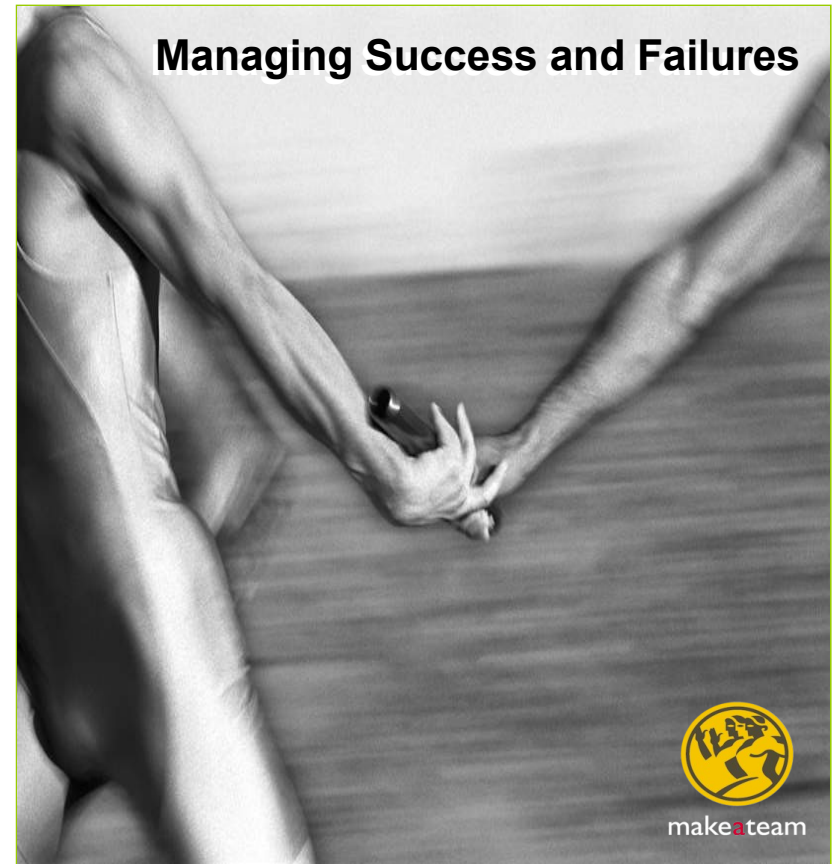
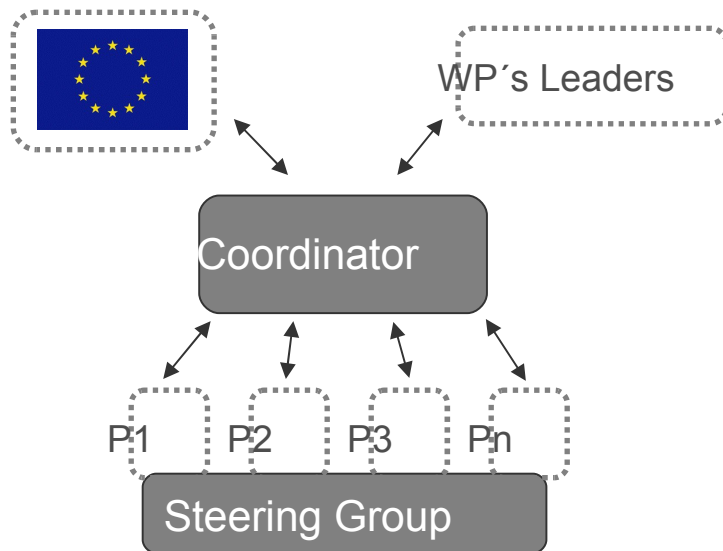
(Maximum length for Section 2.1 - five pages)

2.1 Management structure and procedures

Describe the organisational structure and decision-making mechanisms of the project. Show how they are matched to the complexity and scale of the project.

What is an appropriate management structure?

- It depends of the complexity and scale of the project
- Typical Management structure:



What is an appropriate management structure?

- Issues covered:
 - Contractual issues: Administrative and financial
 - Communication issues
 - Quality management
 - Monitoring of project progress (against time and budget)
 - Reporting



Reporting

Reporting Periods & Project Reviews (e.g. for a 2-year project) :

1. P1: from month 1 to month 12
2. Final: from month 13 to the last month of the project

During the course of the project

- **Periodic Report at the end of each reporting period:**
 - Overview, including a publishable summary of the progress of work
 - Explanation of the use of the resources
 - Financial Statement (Form C – Annex VI of GA)

At the end of the project

- Final publishable summary report covering results, conclusions and socio-economic impact of the project.
- Report covering the wider societal implications of the project and the plan for the use and dissemination of foreground

Financial Statement – Form C

FP7 - Grant Agreement - Annex VI - Coordination and Support Action						Version 2, 02/10/2005
Form C - Financial Statement (to be filled in by each beneficiary)						
Project nr	nnnnnn			Funding scheme	Coordination and Support Action	
Project Acronym	xxxxxxxxxxxxxxxxxxxxxxxx					
Period from	dd/mm/yy	Is this an adjustment to a previous statement ?			Yes/No	
To	dd/mm/yy					
Legal Name				Participant Identity Code	nn	
Organisation short Name				Beneficiary nr	nn	
Funding % for RTD activities (A)				If flat rate for indirect costs, specify %	%	
1- Declaration of eligible costs/lump sum/flat rate/scale of unit (in €)						
	Type of Activity					TOTAL (C+D+E)
	RTD (A)	Demonstration (B)	Coordination/ Support (C)	Management (D)	Other (E)	
Personnel costs						
Subcontracting						
Other direct costs						
Indirect costs						
Maximum reimbursement indirect costs						
Lump sum/flat rate/scale of unit declared						
Total						
Maximum EC contribution						
Requested EC contribution						
2- Declaration of receipts						
Did you receive any financial transfers or contributions in kind, free of charge from third parties or did the project generate any income which could be considered a receipt according to Art.II.17 of the grant agreement ?						Yes/No
If yes, please mention the amount (in €)						
3- Declaration of interest yielded by the pre-financing (to be completed only by the coordinator)						
Did the pre-financing you received generate any interest according to Art. II.19 ?						Yes/No



Dissemination

Section 3. Impact

3.2 Dissemination and/or exploitation of project results, and management of intellectual property

Describe the measures you propose for the dissemination and/or exploitation of project results, and the management of knowledge, of intellectual property, and of other innovation-related activities arising from the project.

- **Dissemination means the actions taken to make publicly known the results of the project**
 - on-line dissemination: website, newsletters, etc.
 - Articles in journals, scientific papers
 - Lectures and talk in conferences
 - Mass-media (radio, TV, newspapers)
 - Organisation of workshops, seminars, etc.



Success factors (1)

→What makes a proposal successful?

The proposed project

- corresponds to the priorities of the call and the **priorities the Unit in question considers important**
- is **innovative** and of high **scientific quality**
- has a convincing **consortium**: partners are competent for the activities suggested; they are a good “mix”; they have clear roles
- is **well written** so that evaluators from all cultural, educational and business backgrounds can understand it



Common pitfalls (1)

MAIN REASONS FOR FAILURE

No clear description of progress beyond State-of-the-Art
 → Main criterion for research projects: explain **HOW** the project will go beyond.

“Fuzziness” of work plan description → not convincing in terms of impact and excellence: to remedy, make a clear plan on **WHO** does **WHAT WHEN WHY** for **WHOSE** benefit?

Inconsistencies or incoherencies: A good idea at the beginning is not followed through in the work packages → not convincing in terms of management.

Common pitfalls (2)

MAIN REASONS FOR FAILURE (2)

- Incomplete or not complementary consortium or “decorative” partners
 → not convincing in terms of quality of consortium; clarify **roles!**
- Lack of exploitation opportunities description → not convincing in terms of impact and/or sustainability; give **measurable indicators!**
- And increasingly: Value for money!

Tips and tricks (1)

MAKE YOUR PROPOSAL *SMART*:

- **Suitable** (meets identified needs: yours and the target group's !)
- **Manageable** (big enough to cover all necessary competences, small enough to being manageable)
- **Appropriate** (it is the most efficient way of tackling the subject and implementing the work)
- **Relevant** (tackles the WP's and call's objectives and EU policies)
- **Transferable** (sustainable and potentially usable by other target groups)



Tips and tricks (2)

HOW TO INCREASE THE CHANCE FOR SUCCESS:

Step 1: → Check what the Commission **REALLY** wants

→ Check if this **REALLY** falls into your and the partners' competences

Step 2: → Read the **guidelines for proposers**, but almost more important

→ Read the **guidelines for evaluators!**

Step 3: → Write! Use the “**3 C**”: clear, concise, consistent

Step 4: → Ask **outsiders** to read the project and comment!

→ Ask colleagues not involved to “evaluate” it!

