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Horizon 2020 Project Design

*Corso di formazione complementare per Dottorandi 2016
Aula Convegni*

Dipartimento di Giurisprudenza Via San Geminiano 3, Modena

**Donata Franzi
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Agenda

Il ciclo di vita del progetto

- Il metodo del «ciclo di vita» del progetto nell'ottica della Commissione Europea

Esercitazione: analisi di una call H2020

Il proposal in Horizon 2020:

- Analisi del model template
- Creare il Progetto sul sistema gestito dalla Commissione
- I dati Amministrativi e il Budget

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Definizioni

Il progetto è un insieme di **attività mirate** al raggiungimento di **obiettivi chiaramente definiti**, entro un determinato **periodo di tempo** e con un **budget prestabilito**

([Project Cycle Management Guidelines](#) – Commissione Europea – marzo 2004)

- Piano di Attività
- Obiettivi generali e specifici
- Time plan
- Budget

- **Partenariato**
- **Ruoli e management delle attività**

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Ciclo di Vita del Progetto





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Fattori di successo di un progetto

- **Team Competente e motivato**
 - Tipologia e ruolo del partenariato e delle risorse umane coinvolte
- **Rispondenza ai problemi reali**
 - Risultati, impatto, sostenibilità futura
- **Pianificazione efficace**
 - Piano di lavoro sostenibile per tempi e costi
 - Attività mirate e funzionali al perseguimento del risultato
 - Adeguatezza rispetto ai risultati che si intendono perseguire
- **Adeguate struttura organizzativa**
 - Management
 - Gestione scientifica
 - Responsabilità
 - Controllo
- **Integrazione delle competenze**
 - Composizione del partenariato sulla base di esigenze di merito
 - Intersettorialità
 - Contributo al perseguimento dei risultati
 - Competenze esterne al proprio ambito di ricerca

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Analisi e pianificazione

ANALYSIS PHASE

- ↓ **Stakeholder analysis** - identifying & characterising potential major stakeholders; assessing their capacity
- ↓ **Problem analysis** - identifying key problems, constraints & opportunities; determining cause & effect relationships
- ↓ **Objective analysis** - developing solutions from the identified problems; identifying means to end relationships
- ↓ **Strategy analysis** - identifying different strategies to achieve solutions; selecting most appropriate strategy.

PLANNING PHASE

- ↓ **Project definition** - defining project structure, testing its internal logic & risks, formulating measurable indicators of success
- ↓ **Activity scheduling** - determining the sequence and dependency of activities; estimating their duration, and assigning responsibility
- ↓ **Resource scheduling** - from the activity schedule, developing input schedules and a budget



Who's who in a project

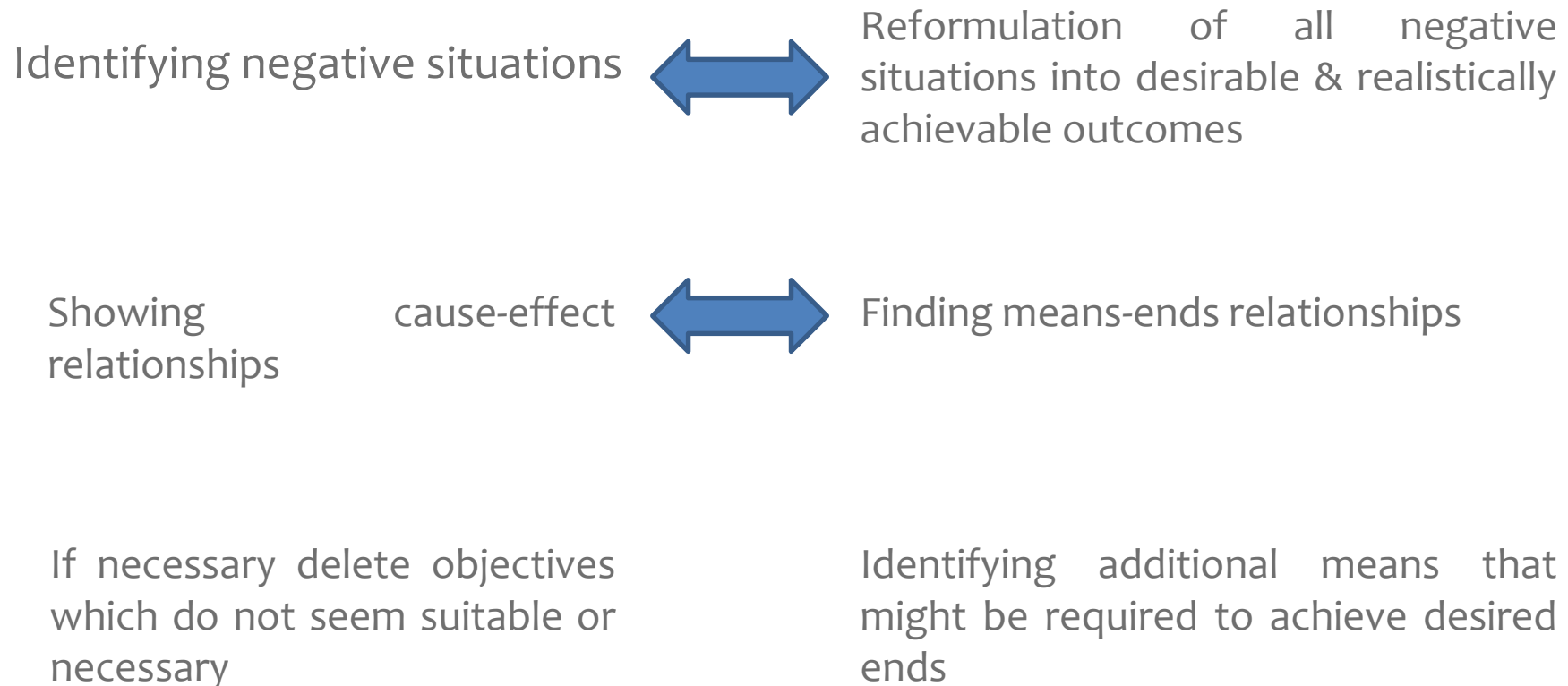
1. **Stakeholders:** Individuals or institutions that may – directly or indirectly, positively or negatively – affect or be affected by a project or programme.
2. **Beneficiaries:** Are those who benefit in whatever way from the implementation of the project. Distinction may be made between:
 - (a) **Target group(s):** The group/entity who will be directly positively affected by the project at the Project Purpose level. This may include the staff from partner organisations;
 - (b) **Final beneficiaries:** Those who benefit from the project in the long term at the level of the society or sector at large, e.g. “children” due to increased spending on health and education, “consumers” due to improved agricultural production and marketing.
3. **Project partners:** Those who implement the projects in-country (who are also stakeholders, and may be a ‘target group’).





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Problems vs. Objectives





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Intervention strategy

Non tutti i problemi possono essere risolti... non tutti gli obiettivi possono essere perseguiti durante la durata del progetto

Criteri chiave per la definizione della strategia:

- Contributi attesi rispetto agli obiettivi chiave
- Benefits per i target groups
- Complementarietà con altri programmi, policies in attuazione o programmate
- Azioni & Mezzi (i.e analysis, studies) richiesti
- Costi dell'azione e risorse finanziarie dei donors

– Pay attention to Call text!

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Esercitazione

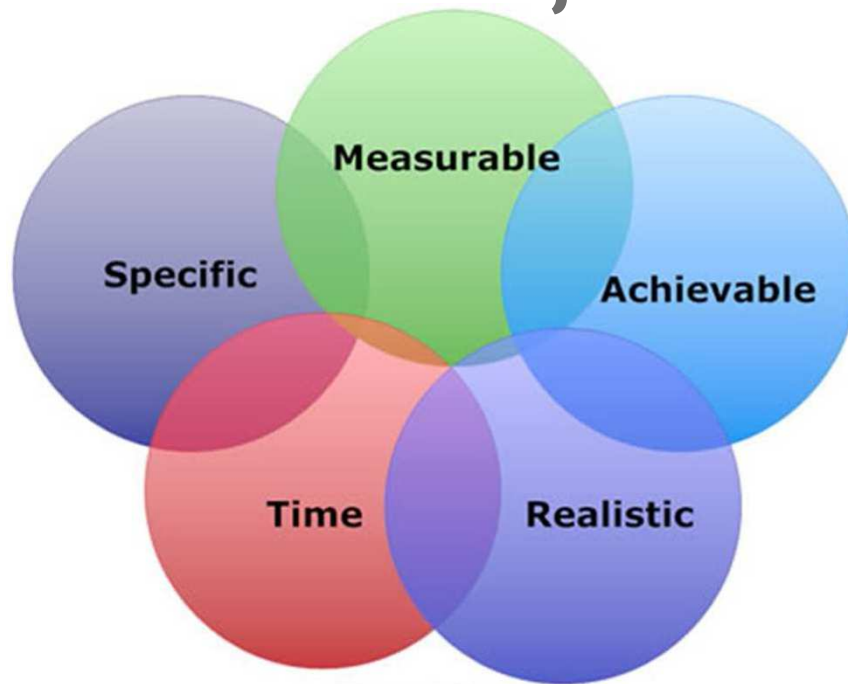
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Objectives

SMART Objectives



Specific to the objective it is supposed to measure

M measurable (either quantitatively or qualitatively)

A Available at an acceptable cost

R Relevant to the information needs of managers

T Time-bound – so we know when we can expect

the objective/target to be achieved



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Il partenariato

- Chi sono gli attori che devono essere necessariamente coinvolti?
- Consorzio e Workplan non sono indipendenti

Balance, Complementarity, Excellence, Commitment

- Il coordinatore deve imporre la pianificazione delle attività e dei temi trattati
 - No free riders
 - Coinvolgete solo coloro di cui vi fidate



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Project Action plan

Identificare le attività principali

Work Breakdown Structure: scomposizione del progetto in parti più piccole secondo una struttura ad albero

Organizzarle in Work Packages (WP)

Macrofasi (WP) del progetto

Tasks

Ogni livello inferiore (Tasks) rappresenta una definizione sempre più dettagliata di un componente del progetto

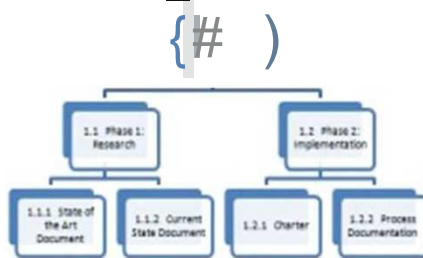
Per ogni Task si prevede:

- > descrizione del lavoro da compiere.
- > durata.
- > risorse che realizzeranno l'attività e la responsabilità dell'esecuzione.
- > costo.
- > momenti di verifica dello stato di avanzamento lavori.

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WBS - Chart Format



WBS - Outline Format

1 Process Improvement Project
 1.1 Phase 1: Research
 1.1.1 State of the Art
 Document 1.1.2 Current State
 Document 1.2 Phase 2:
 Implementatioo 1.2.1 Charter
 1.2.2 Process Documentat1on

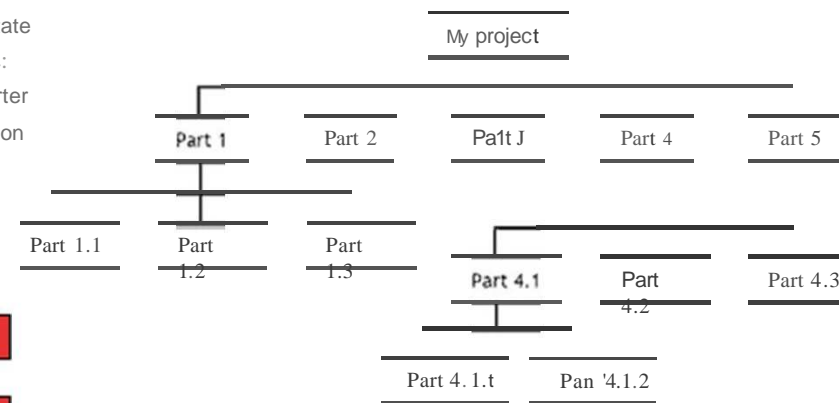


Figure 1: Work Breakdown Structure shows "child" and "parent" branches.

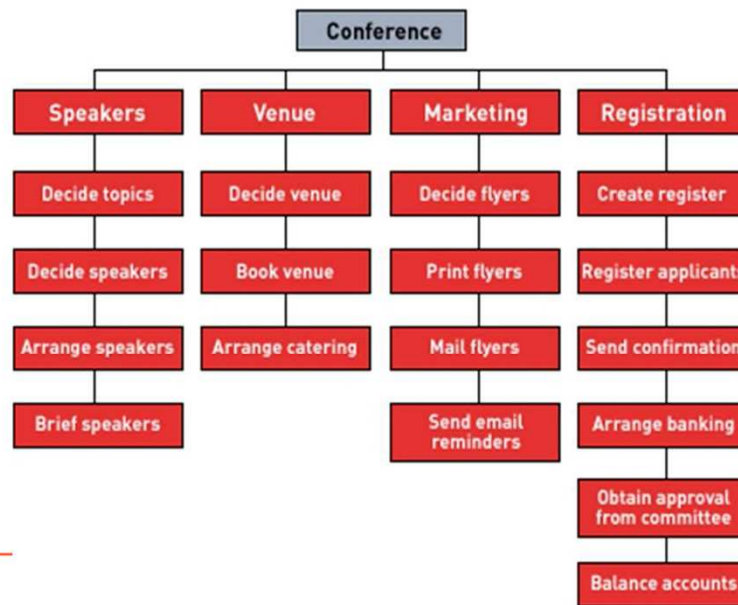




Table 3.1a: Work package description

For each work package:

Work package number	Start Date or Starting Event						
Work package title							
Participant number							
Short name of participant							
Person/months per participant:							

Objectives

Description of work (where appropriate, broken down into tasks), lead partner and role of participants

Deliverables (brief description and month of delivery)

Work Package description



Work package number	4	Start date or starting event:			1
Work package title	Insertion of the crops in the existing agricultural systems				
Activity Type ¹⁵	RTD				
Participant number	1	5	6	7	9
Participant short name	CRES	UNIBO	IWNIRZ	CRA-ING	Hempflax
Person-months per participant:	38	10	8	24	15
Participant number	14	17	22		
Participant short name	FCT UNL	IBFC	ARC		
Person-months per participant:	12	14	14		

Example

Objectives: The main objective of WP4 is to investigate all the important parameters (agronomic and harvesting) for the successful insertion of the five selected crops in the existing agricultural systems.

Description of work (possibly broken down into tasks), and role of participants:

Task 4.1 Agronomic aspects for the successful insertion in the existing agricultural systems (Task leader: CRES).

In this task several agronomic aspects will be tested for the successful insertion of the studied crops in the existing agricultural systems: the rotation systems, the determination of realistic yields when cultivated in large fields as well as cultivation with waste water. *In this task emphasis will be given in flax, hemp and kenaf because two of them already cultivated in Europe and the third crop is clear to commercialisation.*

Sub-Task 4.1.1 – Crop rotation trials (CRES, UNIBO, IBFC, ARC) The importance of crop rotation has been long recognized as an alternative system that can reduce agriculture's dependence on external inputs through internal nutrient recycling, maintenance of the long-term productivity of the land, avoidance of accumulation of diseases and pests associated with monocropping and increased crop yields. However, barriers that would stop farmers for adopting crop rotation systems are the need for diversified farm activities, and information, as well as more diversified equipment and storage facilities. In 4FCROPS (www.4fcrops.eu) crop rotations have been suggested for three out of the five selected crops. In this task two crop rotations will be tested: a) the three of the crops (hemp, flax and kenaf) to act as leading crop, following by a cereal and legume and b) in a rotation dedicated to non-food uses with rapeseed as a leading crop.



Risultati

Risultati Finali (di Progetto)

- I Risultati devono rispondere agli obiettivi della call
- Per ogni Obiettivo è sempre opportuno individuare
 - uno o più Indicatori di Impatto,
 - ogni indicatore deve essere verificabile

Risultati Intermedi (di WP)

- Ogni Wp e suo Tasks concorre al raggiungimento dell'obiettivo principale del progetto
- E' opportuno che ogni WP abbia un suo obiettivo specifico,
- Risultati, intermedi rispetto al risultato finale del progetto, indicatori/strumenti di verifica



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I risultati quindi possono essere

- **Risultati intermedi**
 - necessari al raggiungimento dei risultati principali (deliverables).
- **che verranno usati per monitorare l'implementazione del progetto.**
- **materiali: prototype of platform, software, pubblicazioni, report**
...
- **immateriali: nuova conoscenze (report)**



Deliverable vs Milestone

- **Deliverable**

- Il/i risultato/i di un singolo WP che può essere consegnato alla Commissione o ai valutatori come dimostrazione del lavoro svolto.
- Descrivere tutti i deliverables che sono attesi dalle attività di un particolare WP.
 - ✓ Tipicamente i deliverables sono: rapporti, linea guida, protocolli, speciemen, prototipi, blueprint, operazioni di scaling-up ecc.
 - ✓ Evidenziare / indicare quali deliverables, possono servire da input per altri workpackages.

- **Milestone**

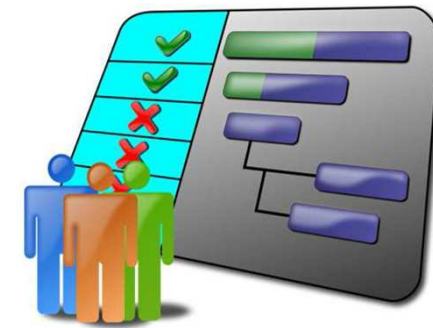
- Sono risultati “di riferimento” che sono da raggiungere durante la vita del progetto e sono cruciali per la continuazione del progetto e la valutazione dei suoi progressi.
- Un milestone può risultare dall’amalgama e dall’aggregazione dei deliverables provenienti da uno o più work-packages, specificamente se un WP rappresenta un passo in avanti verso il raggiungimento di un traguardo (milestone).
- E’ perciò possibile che non tutti i WP producano o generino dei milestones.
- Il risultato di una attività necessario per realizzare attività successive.
- Punto identificabile nel tempo.





Il progetto ha una durata limitata...collocare le attività necessarie al raggiungimento dell'obiettivo della call in un quadro temporale preciso

- **Project scheduling**
- Il diagramma di Gantt è una rappresentazione su scala temporale dell'evoluzione del progetto. Ogni barra rappresenta un'attività (W.B.E. / WP o task), la lunghezza di ognuna di esse è proporzionale alla durata dell'attività che rappresenta e viene collocata sulla scala temporale in rappresentanza dell'attività stessa.





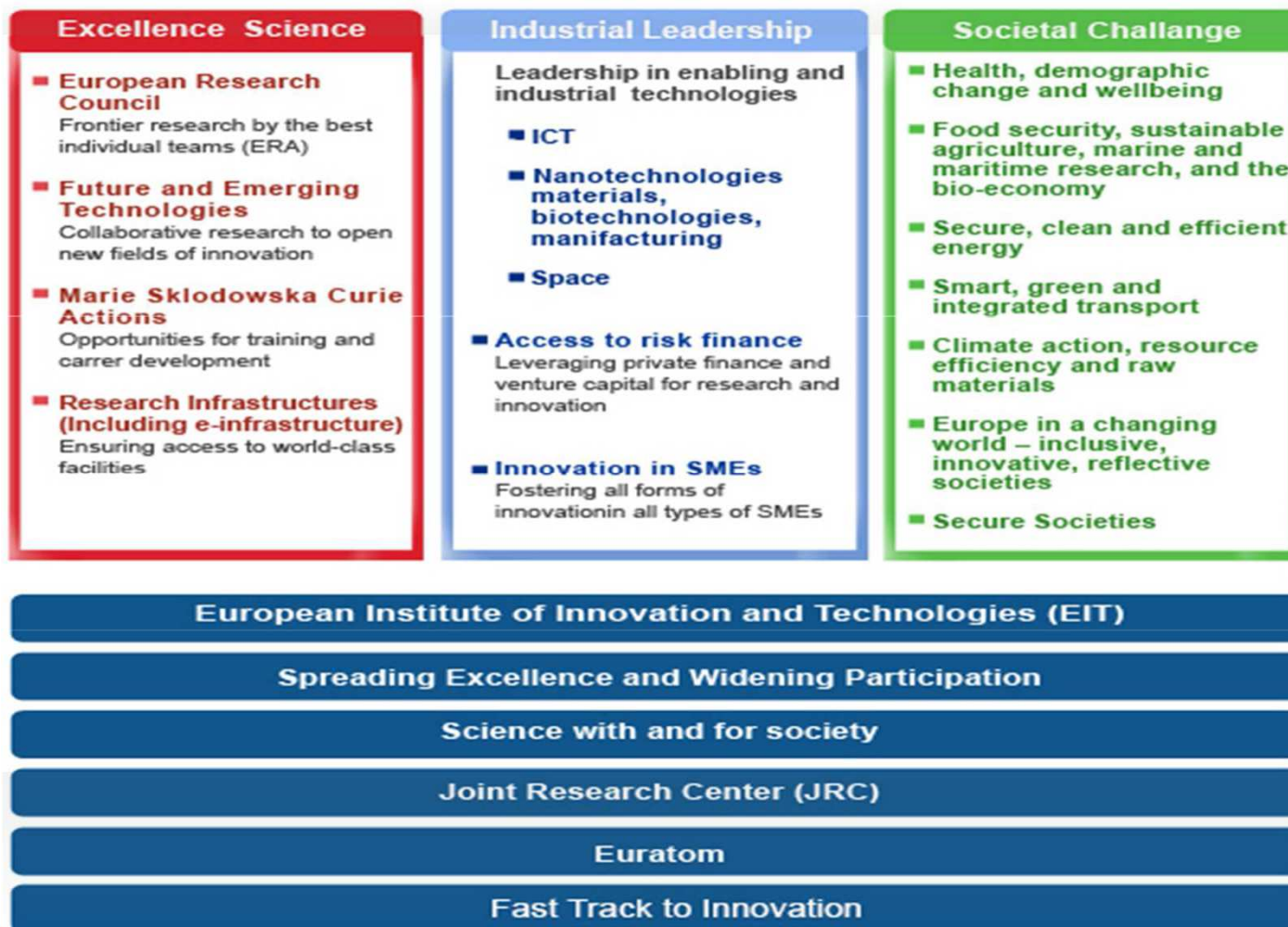
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Il proposal in Horizon 2020

ANALISI DEL MODEL TEMPLATE



Struttura del Programma





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La struttura della proposta

PART A **ADMINISTRATIVE INFORMATION**

- General information (coordinator)
- Participant information, (1 for each partner)
- Budget (completed by the coordinator)

PART B **TECHNICAL INFORMATION** in PDF format

Utilizzate SOLO i formulari della Commissione o in generale dell'ente finanziatore!!!!

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1. Excellence

1. Objectives

2. Relation to the work programme

Indicate the work programme topic to which your proposal relates, and explain how your proposal addresses the specific challenge and scope of that topic, as set out in the work programme.

3. Concept and approach

Describe and explain the overall concept underpinning the project. Describe the main ideas, models or assumptions involved. Identify any trans-disciplinary considerations;

Describe the positioning of the project e.g. where it is situated in the spectrum from ‘idea to application’, or from ‘lab to market’. Refer to **Technology Readiness Levels** where relevant. (See General Annex G of the work programme);

Describe any national or international research and innovation activities which will be linked with the project, especially where the outputs from these will feed into the project;

Describe and explain the overall approach and methodology, distinguishing, as appropriate, activities indicated in the relevant section of the work programme, e.g. for research, demonstration, piloting, first market replication, etc;

Where relevant, describe how **sex and/or gender analysis** is taken into account in the project’s content.

4. Ambition

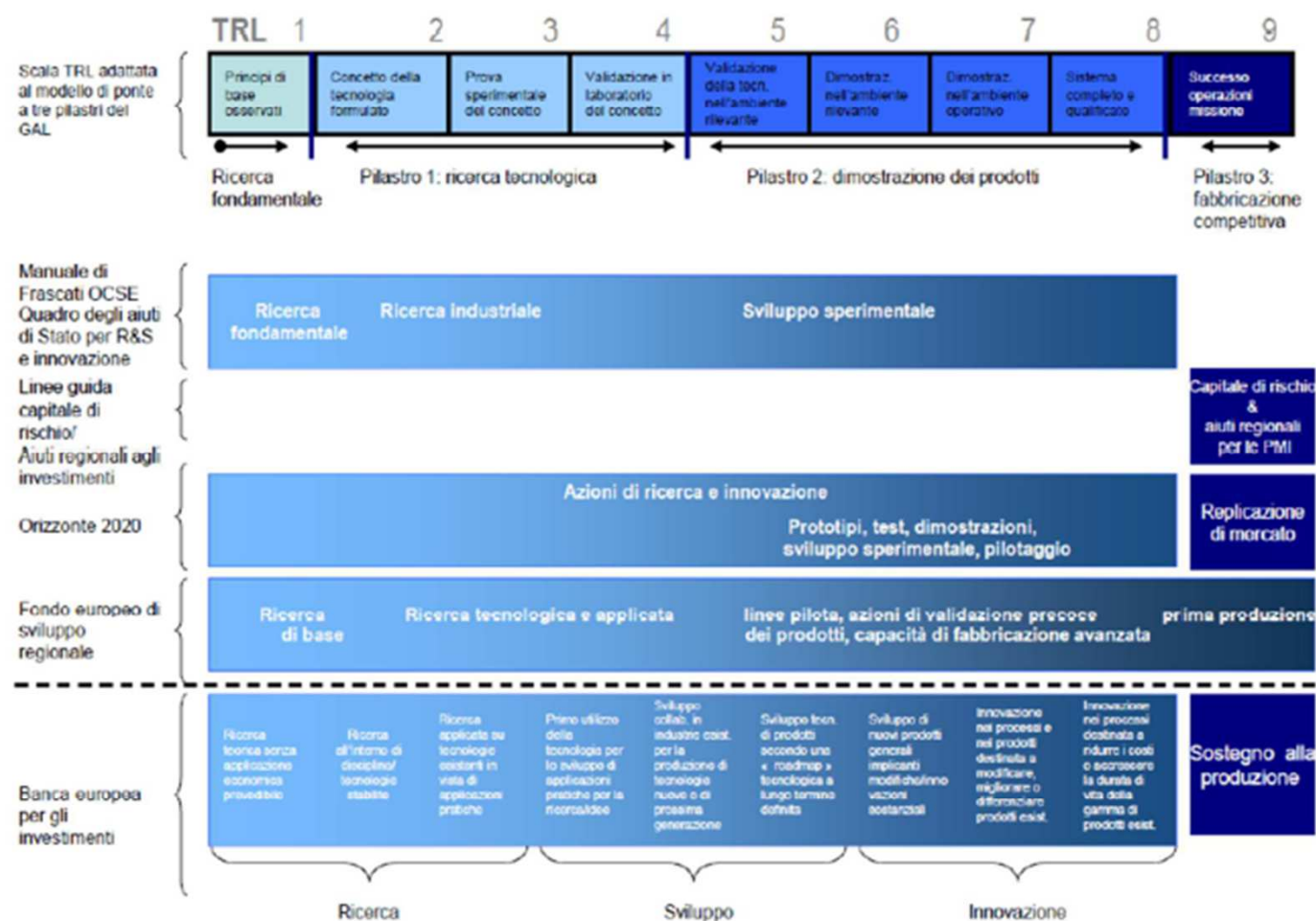
Describe the advance your proposal would provide beyond the state-of-the-art, and the extent the proposed work is ambitious. Your answer could refer to the ground-breaking nature of the objectives, concepts involved, issues and problems to be addressed, and approaches and methods to be used.

Describe the innovation potential which the proposal represents. Where relevant, refer to **products and services already available on the market**. Please refer to the **results of any patent search carried out**.



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Gender matters

- Gender balance in research teams

Horizon 2020 encourages a balanced participation between women and men in research activities at different stages of the cycle. To reinforce applicants' engagement at proposal level, gender balance in the research team has been included among the ranking factors to prioritise proposals with the same scores.

- Gender balance in decision-making
- Integrating gender/sex analysis in R&I content

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Novelty of idea

Patent databases

ex. <http://it.espacenet.com>

IPR helpdesk

www.ipr-helpdesk.org

Previously funded projects FP7

http://cordis.europa.eu/fp7/projects_en.html

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2. Impact - 2.1 Expected impacts

Describe how your project will contribute to:

- the expected impacts set out in the work programme, under the relevant topic;
- improving innovation capacity and the integration of new knowledge
- strengthening the competitiveness and growth of companies by developing innovations meeting the needs of European and global markets; and, where relevant, by delivering such innovations to the markets;
- any other environmental and socially important impacts (if not already covered above).

Describe any barriers/obstacles, and any framework conditions (such as regulation and standards), that may determine whether and to what extent the expected impacts will be achieved. (This should not include any risk factors concerning implementation, as covered in section 3.2.)

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2. Impact - 2.2 Misure to maximise impact

2.2.a Dissemination and exploitation of results

Provide a Draft 'plan for the dissemination and exploitation of the project's results'

1. Dissemination and exploitation measures should address the full range of potential users and uses including research, commercial, investment, social, environmental, policy making, setting standards, skills and educational training
2. The approach to innovation should be as comprehensive as possible, and must be tailored to the specific technical, market and organisational issues to be addressed

Disseminazione

La comunicazione, diffusione e trasferimento efficace dei risultati di un progetto ai target group come imprese, università, utilizzatori finali costituisce parte integrante delle attività del progetto comunitarie... ma anche una ulteriore sfida da pianificare e gestire.

Piano di utilizzo dei risultati (exploitation)

Con il termine exploitation si intende l'attività intrapresa perché anche dopo la fine del progetto si tragga il massimo beneficio dai risultati progettuali

- > Utilizzo commerciale/non commerciale dei risultati e azioni connesse
- > Gestione della proprietà intellettuale

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2. Impact - 2.2 Misure to maximise impact

2.2.a Dissemination and exploitation of results

Explain how the proposed measures will help to achieve the expected impact of the project. Include a business plan where relevant

- Where relevant, include information on how the participants will manage the research data generated and/or collected during the project, in particular addressing the following issues:
 - ✓ What types of data will the project generate/collect?
 - ✓ What standards will be used?
 - ✓ How will this data be exploited and/or shared/made accessible for verification and re-use? If data cannot be made available, explain why
 - ✓ How will this data be curated and preserved?

1. You will need an appropriate consortium agreement to manage (amongst other things) the ownership and access to key knowledge (IPR, data etc.). Where relevant, these will allow you, collectively and individually, to pursue market opportunities arising from the project's results
2. The appropriate structure of the consortium to support exploitation is addressed in section 3.3



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2. Impact - 2.2 Misure to maximise impact

2.2.a Dissemination and exploitation of results

- Include measures to provide **open access** (free on-line access, such as the 'green' or 'gold' model) to peer-reviewed scientific publications which might result from the project

n.b.1 Open access publishing (also called 'gold' open access) means that an article is immediately provided in open access mode by the scientific publisher. The associated costs are usually shifted away from readers, and instead (for example) to the university or research institute to which the researcher is affiliated, or to the funding agency supporting the research

n.b.2. Self-archiving (also called 'green' open access) means that the published article or the final peer-reviewed manuscript is archived by the researcher - or a representative - in an online repository before, after or alongside its publication. Access to this article is often - but not necessarily - delayed ('embargo period'), as some scientific publishers may wish to recoup their investment by selling subscriptions and charging pay-per-download/view fees during an exclusivity period

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2. Impact - 2.2 Misure to maximise impact

2.2.b Communication activities

- describe the proposed communication measures for
 - promoting the project and
 - its findings during the period of the grant.

Measures should be proportionate to the scale of the project, with clear objectives.

They should be tailored to the needs of various audiences, including *groups beyond the project's own community*.

Where relevant, include measures for public/societal engagement on issues related to the project

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Communication \neq Dissemination

Communication	Dissemination
About the project and results	About results only
Targeted to chosen and well defined audiences	No specific target <i>Disclosing the results, giving access, making them publicly available</i>
Multiple audiences <i>Beyond the project's own community (include the media and the public)</i>	The peers <i>Scientific or the project's own community</i>
Specific message	No particular message
Grant Agreement art. 38.1	Grant Agreement art. 29

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Communication Plan

- **Comprehensive communication plan**
- **Proposal: work package for communication**
- **Address the "public policy perspective"**
- **Communication proportionate to the action**
- **Choice of communication activities**

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Good communication

- Start at the outset, continue through entire lifetime
- Plan strategically
- Identify and set clear communication objectives
- Target audiences beyond own community
- Choose pertinent messages
- Use the right medium and means

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Communication in H2020 project lifecycle

→ **Proposal**

- *Communication plan*
- *Work package for communication (or in another work package)*

→ **Evaluation**

- *"Impact" criterion*

→ **Reporting**

- *Progress overview of communication activities*

→ **Project Management**

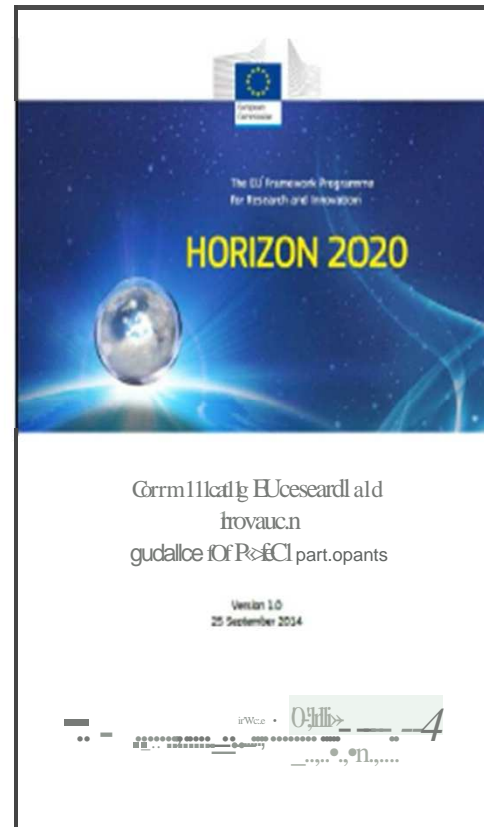
- *PO: interim and final assessment*
- *Beneficiaries: inform EC prior to major communication activity*

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http://ec.europa.eu/research/participants/data/ref/h2020/other/q1/h2020-CJGuide-con1m1_en.pdf

Assistenti
Ricerca

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3. Implementation

- brief presentation of the overall structure of the work plan
- timing of the different work packages and their components (*Gantt* chart or similar)
- detailed work description, i.e.:
 - ↳ a description of each work package
 - ↳ a list of work packages
 - ↳ a list of major deliverables

Graphical presentation of the components showing how they inter-relate (*Pert* chart or similar)



Table 3.1a: Work package description

For each work package:

Work package number	Start Date or Starting Event						
Work package title							
Participant number							
Short name of participant							
Person/months per participant:							

Objectives

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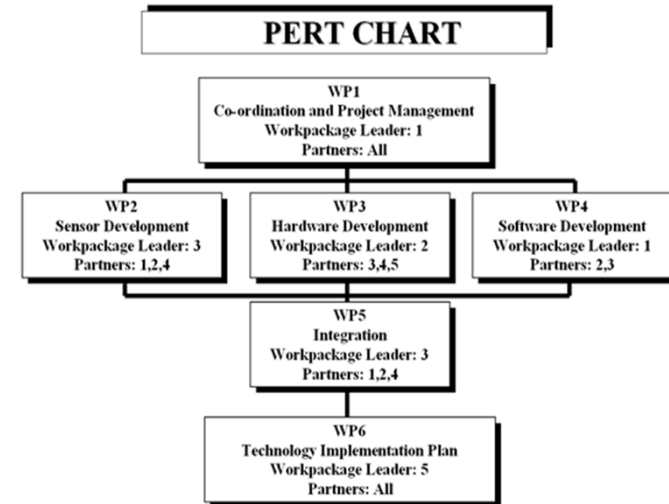
Deliverables (brief description and month of delivery)

Work Package description



Pert diagram

- > La **Project Evaluation and Review Technique**, comunemente abbreviata **PERT**, è un modello per il project management ideato per analizzare e rappresentare le componenti, le attività e le loro relazioni reciproche presenti in un determinato progetto.
- > Un diagramma di **PERT** è uno strumento per facilitare il processo di progettazione e decisionale.
- > Le componenti di un PERT sono **attività legate da relazioni di interdipendenza** che sono convenzionalmente rappresentate da frecce.
- > Le attività sono rappresentate in una sequenza logica, e nessuna attività può cominciare fino a che la precedente sia completa o abbia fornito gli input necessari.





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3. Implementation - 3.2 Management structure and procedures

- Describe the organisational structure and the decision-making (including a list of milestones)
- Explain why the organisational structure and decision-making mechanisms are appropriate to the complexity and scale of the project
- Describe, where relevant, how effective innovation management will be addressed in the management structure and work plan

Innovation management is a process which requires an understanding of both market and technical problems, with a goal of successfully implementing appropriate creative ideas. A new or improved product, service or process is its typical output. It also allows a consortium to respond to an external or internal opportunity

- Describe any **critical risks, relating to project implementation**, that the stated project's objectives may not be achieved. Detail any risk mitigation measures. Please provide a table with critical risks identified and mitigating actions

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Project governance bodies

- GENERAL ASSEMBLY
 - (all partners; the ‘consortium’ in the GA)
 - EXECUTIVE COMMITTEE (or Management Board)
 - (coordinator+ WP leaders)
 - SUB WP MANAGEMENT BOARD
 - (all partners or WP leaders)
- OTHER SPECIFIC BOARDS
- (IPR; GENDER; ETHICAL aspects etc.)



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WP 'MANAGEMENT'

INITIAL/FINAL WP PARTNERS INVOLVED:

- Only Coordinator?
- Coordinator and WP Leaders?
- Coordinator and Project Management Office?
- all?

TYPICAL TASKS :

- Governance
- Communication among partners and with EC
- Project meetings (based on the number of partners, criticalities, ecc...)
- Reporting (based on official reporting periods)
- Quality check
- Distribution of EC contribution/Financial issues
- etc...

TYPICAL DELIVERABLES:

- Periodic/Interim Reports
- Definition of quality procedures

TYPICAL MILESTONES:

- project meetings
- Appointment of advisors/external experts

DURATION = project duration

BUDGET= no formal limits, but around 7% of the total EC contribution

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3. Implementation - 3.3 Consortium as a whole

- Describe the consortium. How will it match the project's objectives? How do the members complement one another (and cover the value chain, where appropriate)?
- In what way does each of them contribute to the project? How will they be able to work effectively together?
- 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).



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CONSORTIUM AS A WHOLE

- **MAJOR PARTNERS**

- ✓ Each partner has a well define role (complementarity – ‘vertical’partnership)
- ✓ Mapping of expertises (table?)
- ✓ Highlight different types of partners (Universities, SMEs, Public bodies, etc...)/Geographical distribution(New Member States? Third Countries?...)
- ✓ Link project results to partners

- **Involvement of external *stakeholders***

- **Adivisory Committee**

- **End users: Evaluation Committee**

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Other (non EU) countries

- If one or more of the participants requesting EU funding is based in a country that is not automatically eligible for such funding...

explain **why** the participation of the entity in question is essential to carrying out the project

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3. Implementation - 3.4 Resources to be committed

- a table showing number of person/months required (table 3.4a)
- a table showing ‘other direct costs’ (table 3.4b) for participants where those costs exceed 15% of the personnel costs (according to the budget table in section 3 of the administrative proposal forms)

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4. Members of the consortium

- Description of the organization
- Main tasks in the project
- Previous relevant experiences
- 2/3 curriculum vitae
- up to 5 relevant publications
- up to 5 relevant previous projects
- any significant infrastructure

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In conclusione: scrivere una buona proposta

- Prestare particolare attenzione all'abstract
- Rendere la proposta leggibile. Usare i grassetti, corsivi o sottolineature per evidenziare le parti importanti.
- Usare un inglese standard e conciso.
- Definire in modo chiaro obiettivi da raggiungere, risultati attesi e le attività che si intendono svolgere
- Illustrare meccanismi di controllo, verifica e validazione delle attività e dei risultati del progetto
- Mettere in evidenza in valore aggiunto della propria iniziativa rispetto allo stato dell'arte
- Creare piano finanziario bilanciato e coerente con le attività presentate e con le risorse utilizzate
- Presentare in modo strutturato e uniforme il consorzio evidenziando ruoli di ciascun partner e sinergie
- Una Vision chiara, condivisa, creata e diretta da un numero coeso e deciso di partner - *core group* (no anarchia!)
- Protocolli di comunicazione: computer or phone-based conferences, incontri vis-à-vis o di gruppo se possibile



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Creare il Progetto sul sistema gestito dalla Commissione

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Participant Portal

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European Commission

RESEARCH & INNOVATION

Participant Portal

European Commission > Research & Innovation > Participant Portal > Funding Opportunities

HOME FUNDING OPPORTUNITIES HOW TO PARTICIPATE EXPERTS SUPPORT Search LOGIN REGISTER

EU Programmes 2014-2020

Search Topics

Updates

Calls

- H2020
- 3rd Health Programme
- Asylum, Migration and Integration Fund
- Consumer Programme
- COSME
- Internal Security Fund - Borders
- Internal Security Fund - Police
- Justice Programme
- Promotion of Agricultural Products
- Research Fund for Coal & Steel
- Rights, Equality and Citizenship Programme

Funding Opportunities

H2020 ONLINE MANUAL

Find the European Union funding opportunities and search for new or closed calls of the programmes described on this page.

Horizon 2020

Horizon 2020 is the new EU funding programme for research and innovation running from 2014 to 2020 with a €80 billion budget. H2020 supports SMEs with a new **instrument** that runs throughout various funded research and innovation fields, enhances EU **international research** and Third Country participation, attaches high importance to integrate **social sciences and humanities** encourages to develop a **gender dimension** in project.

Cosme

Programme for the Competitiveness of Enterprises and SMEs (COSME) will run from 2014 to 2020, with a planned budget of €2.3bn. It will facilitate SME access to finance, create supportive environment for business creation, help small businesses operate outside their home countries and improve their access to markets.



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if not registered yet

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Last name

E-mail

Confirm e-mail

E-mail language English (en)

Enter the code

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Create an account



Participant Portal requires you to authenticate

Sign in to continue

Welcome back

internationalresearch@unimore.it
(External)

[Sign in with a different e-mail address?](#)

Password

[Lost your password?](#)

Choose your verification method

Password



Sign in

Easy, fast and secure: download the ECAS app





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Who's who at UNIMORE

- LEAR

Barbara Rebecchi

- FSIGN: Direttore
Dipartimento

- LSIGN: Rettore

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RESEARCH & INNOVATION
Participant Portal

European Commission

European Commission > Research & Innovation > Participant Portal > Home

MY AREA HOME FUNDING OPPORTUNITIES HOW TO PARTICIPATE EXPERTS SUPPORT Search PP

My Organisation(s)
My Proposal(s)
My Project(s)
My Notification(s)
My Expert Area

BARBARA REBECCHI

Horizon 2020 Funding

Starting from 1/1/2014

On this site you can find and secure **funding** for projects under the following EU programmes:

- 2014-2020 Horizon 2020 - research and innovation framework programme
- 2007-2013 7th research framework programme (FP7) and Competitiveness & Innovation Programme (CIP)
- Research Fund for Coal & Steel, COSME, 3rd Health Programme, Consumer Programme

Non-registered users

- search for funding
- read the H2020 Online Manual & download the legal documents
- check if an organisation is already registered
- contact our support services or check our FAQs

Registered users

- submit your proposal
- sign the grant
- manage your project throughout its lifecycle
- register as expert advising the Commission

WHAT'S NEW? FUNDING OPPORTUNITIES HOW TO PARTICIPATE WORK AS AN EXPERT MY PERSONAL AREA INFORMATION AND SUPPORT

HORIZON 2020 RESEARCH ON EUROPA CORDIS OLAF
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RESEARCH & INNOVATION

Participant Portal

European Commission > Research & Innovation > Participant Portal > Funding

MY AREA HOME FUNDING OPPORTUNITIES HOW TO PARTICIPATE EXPERTS SUPPORT Search BARBARA REBECCHI

- My Organisation(s)
- My Proposal(s)
- My Project(s)
- My Notification(s) **874**
- My Formal Notification(s)
- My Expert Area
- Reference Documents
- Beneficiary Register
- Financial Viability Self-Check
- SME Participation



How to participate

H2020 ONLINE MANUAL

The first steps to prepare your proposal and apply for EU research funding. Learn how to find a suitable Call for proposals or project partners and how to submit your proposal.

The following guidance services facilitate your participation:

- **H2020 Online Manual:** step-by-step online guide through the Portal processes from proposal preparation and submission to reporting on your on-going project
- **Reference documents:** library of legal documents, guidance notes, and additional reference material for H2020 and FP7
- search for already registered organisations and their **PICs**
- **Financial viability self-check tool** allows you simulating the financial viability check of your organisation
- **SME participation:** dedicated H2020 guidance page for SME

FIND
a call

1

FIND
partners

2

CREATE
your account

3

REGISTER
your organisation

4

SUBMIT
a proposal

5

Step 1 - Find a suitable Call for Proposals H2020 ONLINE MANUAL

The Commission publishes on the Participant Portal all the Calls of its research and innovation programmes [H2020](#), and you can search calls from previous programmes ([FP7](#) and [CIP](#)). In addition you can find information about some additional calls in the [Other Funding Opportunities](#) section. If you apply for the first time and do not know yet the

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MY AREA HOME FUNDING OPPORTUNITIES HOW TO PARTICIPATE EXPERTS SUPPORT Search BARBARA REBECCHI

- My Organisation(s)
- My Proposal(s)
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- My Formal Notification(s)
- My Expert Area

EU Programmes 2014-2020

Search Topics

Updates

Calls

H2020

3rd Health Programme

Asylum, Migration and
Integration Fund

Consumer Programme

COSME

Internal Security Fund - Borders

Internal Security Fund - Police

Justice Programme

393

Results

Keyword Search: Find a topic

SEARCH

If you don't find your topic, you can also use the [free text search](#).

Select the Programme

Hold the 'CTRL' key to select several programmes.

H2020

Status Forthcoming Open Closed

Sort by (Planned) opening date Deadline Topic title Topic identifier

Topic: **ART-01-2017: ICT infrastructure to enable the transition towards road transport automation** Open

Publication date: 14 October 2015

Types of action: IA Innovation action

DeadlineModel: two-stage

Opening date: 20 September 2016

Deadline: 26 January 2017 17:00:00

2nd stage Deadline: 27 September 2017 17:00:00

Time Zone : (Brussels time)

Topic: **ART-03-2017: Multi-Brand platooning in real traffic conditions** Open

Publication date: 14 October 2015

Types of action: IA Innovation action



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Call for Nanotechnologies, Advanced Materials and Production

H2020-NMP-GV-2014

Sub call of: H2020-NMP-2014-2015

Opening Date	11-12-2013	Deadline Date	07-10-2014 17:00:00 (Brussels local time)
Publication date	11-12-2013	Main Pillar	Industrial Leadership
Total Call Budget	€16,000,000	OJ reference	OJ C361 of 11 December 2013
Status	Open		

Topic: Post-lithium ion batteries for electric automotive applications

NMP-17-2014

Topic Description Topic Conditions & Document **Submission Service**

Specific challenge: The electrification of road transport is a key towards sustainable and environmentally friendly mobility of persons and transport of goods, in particular for short range transport and transport in urban areas. In order to reach this goal it is important to develop improved cost competitive and sustainable storage technologies for Electrified Vehicles (EV) achieving significantly improved performance with respect to current lithium-ion electrochemical storage technology, to allow the production of EVs that more closely match the performance of current internal combustion vehicles (e.g. and in particular considering the driving range). This challenge is complementary to a separate one present in the "Transport Challenges" Work Programme.[1] This is also in line with the Roadmap of the European Green Vehicle Initiative (EGVI). Research and innovation should build on the progress already obtained through previous projects, particularly those funded within the Green Car Public Private Partnership. It is however important for the European competitiveness that the next generation of batteries will be "made", i.e. developed and produced in Europe.

Scope: To achieve progress well beyond current lithium-ion cell technologies, various key factors have to be improved at the same time, such as: energy density, power density, the ability to work under severe thermal conditions, charging speed, and inherent safety of the battery cells including crash and abuse conditions. And the ageing of the new chemistries has to be thoroughly understood and improved, in order to achieve a longer battery lifetime. In addition, the future battery has to have a competitive cost; it has also to be produced in an environmental friendly way, considering the availability of raw materials and the batteries' recycling potential, as well as a sound life cycle assessment. And the knowledge on production-technology and -capacity of cells, packs and systems should be made available. The scope may be reached e.g. by addressing new chemistries that allow high-energy densities, and by developing related specific new materials e.g. for cathodes and electrolytes. In order to accelerate the industrial take-up of the proposed solution, the development of prototypes should be included to show clear progress beyond existing post lithium-ion technology in terms of durability, cyclability and energy density, with consideration of scalability up to full scale for automotive applications.

Activities expected to focus on **Technology Readiness Level 4.**

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

Expected impact:

- Significant improvements of the usability of EVs, with extended driving range and improved battery durability (recharging, cyclability and safety) obtainable at competitive costs. The energy density of the proposed new batteries should reach at least twice the energy density in comparison to the best in class Li-Ion technology at the same power density;
- Better acceptance of EV in society, and thus contribution to the improvements of sustainable transport, reducing pollution and noise in urban areas;
- **European competitiveness through development of new key technology and related production capacities.**

Type of action: Research and Innovation Actions

[1] GV 1-2014 "Next generation of competitive lithium ion batteries to meet customer expectations"



Start Submission!

Internal Security Fund - Police

Justice Programme

Promotion of Agricultural
Products

Research Fund for Coal & Steel

Rights, Equality and Citizenship
Programme

**FP7 & CIP Programmes
2007-2013**

Calls

Other Funding Opportunities

Topic conditions and documents [+ More](#)

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

Submission Service

To access the Electronic Submission Service of the topic, please select the **type of action** that is most relevant to your proposal from the list below and click on the '**Start Submission**' button. You will then be asked to confirm your choice of the type of action and topic, as these cannot be changed in the submission system. Upon confirmation you will be linked to the correct entry point.

To access existing draft proposals for this topic, please login to the Participant Portal and select the My Proposals page of the My Area section.

Type of Action

[Innovation action \[IA\]](#)

[START SUBMISSION](#)

Topic

ICT infrastructure to enable the transition towards road transport automation -
ART-01-2017

Guidance on proposal submission:

[H2020 ONLINE MANUAL](#)

IT Guidance:

[it HOW TO](#)

Get support [+ More](#)

[H2020 Online Manual](#) your online guide on the procedures from proposal submission to managing your grant.



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I dati Amministrativi e il Budget

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Step 3

Create a Draft Proposal

H2020-NMP-GV-2014

Barbara Rebecchi

NMP-17-2014

RIA

TUE 07 October 2014 17:00:00
Brussels Local Time

13 days left until closure

Configuration unconfirmed

You're using Firefox 32 on Windows. **Adobe Reader (11.0.7.79) is installed**, but your browser is not configured properly (another unsupported plugin is used to display PDFs). Under these conditions, all PDF forms will have to be downloaded on your computer in order to be edited.

For more information, please consult the [User Guide](#).

Create a Draft Proposal

Please enter the following information to create a draft proposal. Please note that fields marked with a star (*) are **mandatory**.

Your organisation

PIC* 999840887

Short name*

UNIMORE UNIVERSITY OF MODENA AND REGGIO EMILIA

999840887 UNIMORE UNIVERSITY OF MODENA AND REGGIO EMILIA VIA UNIVERSITA 4 MODENA, IT
VAT:IT00427620364

Organisations you have been previously associated with. Click to select.

PIC: 999840887
UNIMORE UNIVERSITY OF MODENA AND REGGIO EMILIA
VIA UNIVERSITA 4
MODENA, IT
VAT: IT00427620364

PIC: 999840887
UNIMORE UNIVERSITY OF MODENA AND REGGIO EMILIA
VIA UNIVERSITA 4
MODENA, IT
VAT: IT00427620364

Search for your organisation PIC

Your Role

Please indicate your role in this proposal

- Main contact
- Contact person

Your Proposal

Please choose an acronym for your proposal. It will appear also in the "General Information" section of the submission form Part A and can also be updated there.

Acronym*

Please restrict acronym to latin characters only

Short Summary (max. 2000 characters)*

Character count:

next >>

cancel

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Access Rights

The screenshot displays the 'Parties' step of a proposal management system. The main interface includes a progress bar at the top with steps: LOGIN, FUNDING SCHEME, CREATE DRAFT, PARTIES (current), EDIT PROPOSAL, and SUBMIT. The 'Parties' section contains instructions for coordinators and a list of participants. A modal window titled 'Add contact' is open, showing a form for adding a new contact. The form includes a dropdown for 'Project Role' (set to 'Main contact'), a dropdown for 'Access rights' (with 'Coordinator contact (full access)' selected), and fields for 'First Name', 'Last Name', and 'Email Address'. A 'Configuration unconfirmed' message is visible at the bottom left of the main interface.

Step 4
Manage Your Related Parties

H2020-NMP-GV-2014

Barbara Rebecchi
NMP-17-2014
RIA
October 2014 17:00:00 Brussels Local Time
13 days left until closure

Acronym ID PIC Contact
Acronym
PIPP0

Configuration unconfirmed

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For more information, please consult the User Guide.

Parties

In this step you as coordinator should manage and review the participants of your proposal. Only you as coordinator can edit the elements on this screen.

Note: Your changes will be applied only after you click the "Save changes" button.

Number of participants: 1 [Add Partner](#)

Consortium eligibility
Call requires at least 3 participant(s) from different EU member states or associated countries, currently you have 1.

Coordinator
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VIA UNIVERSITÀ 4, 41121 MODENA, IT
PIC: 999840887

Contact
Barbara Rebecchi - Main contact

Add contact

Please enter the contact name and details:

Project Role: Main contact

Access rights: Coordinator contact (full access) (selected), Coordinator contact (full access), Team member (read-only access)

First Name *
Last Name *
Email Address *

* required field

OK Cancel

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LOGIN FUNDING SCHEME CREATE DRAFT PARTIES EDIT PROPOSAL SUBMIT

Step 5

Edit Proposal

H2020-NMP-GV-2014

Barbara Rebecchi

NMP-17-2014

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TUE 07 October 2014 17:00:00
Brussels Local Time

13 days left until closure

Acronym ID PIC Contact

Acronym
PIPPO

Configuration unconfirmed!

You're using Firefox 32 on Windows. Adobe Reader (11.0.7.79) is installed, but your browser is not configured properly (another unsupported plugin is used to display PDFs). Under these conditions, all PDF forms will have to be downloaded on your computer in order to be edited.

For more information, please consult the [User Guide](#).

Edit Proposals' Forms

In this step you can edit the administrative forms and upload the proposal itself. ?

WARNING: This proposal contains changes that have not yet been submitted...

Administrative Forms

Edit will open the forms in Adobe Reader. ?

[edit forms](#) [view history](#) [print preview](#)

Part B and Annexes

In this section you may upload the technical annex of the proposal (in PDF format only) and any other requested attachments. ?

[download templates](#)

Technical Annex Section 1-3	upload	✕ ?
Technical Annex Section 4-5	upload	✕ ?
Optional annex 3: Ethics - Supporting Document(s)	upload	?

<< Step 4 - Parties [validate](#) [submit](#)

done (X) Version: 20140827-1407 - Service Desk: DIGIT-EFP7-SEP-SUPPORT@ec.europa.eu (+32 (2) 29 92222)



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D I A

Horizon 2020

Call: H2020-NMP-GV-2014

Topic: NMP-17-2014

Type of action: RIA

Proposal number: SEP-210215950

Proposal acronym: PIPPO

Table of contents

Section	Title	Action
1	General information	Show
2	Participants & contacts	Show
3	Budget	Show
4	Ethics	Show
5	Call-specific questions	Show

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- Section 2 - Data of the Organization
 - PIC associated data (LEAR); Department; Person in charge of proposal
- Section 4 - Ethics issue table... *see Part B proposal*
 - Human embryos, cells; data; animals; Third Country; Environment and Health Issues; Other....
- Section 5 - Open Data...
 - *improve and maximise access to and re-use of research data generated by actions. Participating in the Pilot does not necessarily mean opening up all research data. Actions participating in the Pilot will be invited to formulate a Data Management Plan in which they will determine and explain which of the research data they generate will be made open*

Section 3 – Budgeting in Horizon 2020

One Project – One Funding Rate

- Tipologia di Azioni per la Ricerca collaborativa:
 - *Research & Innovation Actions* 100%
 - *Innovation Action* (close to market - Prototyping, Testing, Demonstration) 100% for non profit entities (70% for for profit entities)
 - *Coordination and Support Action* 100%
- Overhead: flat rate 25% dei costi diretti (excl. Subcontracts).



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Research and Innovation Action

- New knowledge
- New or improved technology, product, process, service or solution
 - basic and applied research,
 - technology development and integration,
 - testing and validation on a small-scale prototype in a laboratory or simulated environment.



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Innovation Action

- New, altered or improved products, processes or services
 - plans and arrangements or designs.
- **Demonstration or pilot:** validate the technical and economic viability of a new or improved technology/product
- **Market replication:** support the first application/deployment in the market of an innovation already demonstrated

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Coordination and Support Actions

- Accompanying measures:
 - standardisation, dissemination, awareness-raising and communication,
 - networking, coordination or support services,
 - policy dialogues and mutual learning exercises and studies, including design studies for new infrastructure,
 - complementary activities of networking and coordination between programmes in different countries...



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I primi passi

Importante è partire da una

WP DESCRIPTION

ben strutturata e
da cui si possono evincere

i COSTI

che si dovranno sostenere



I primi passi

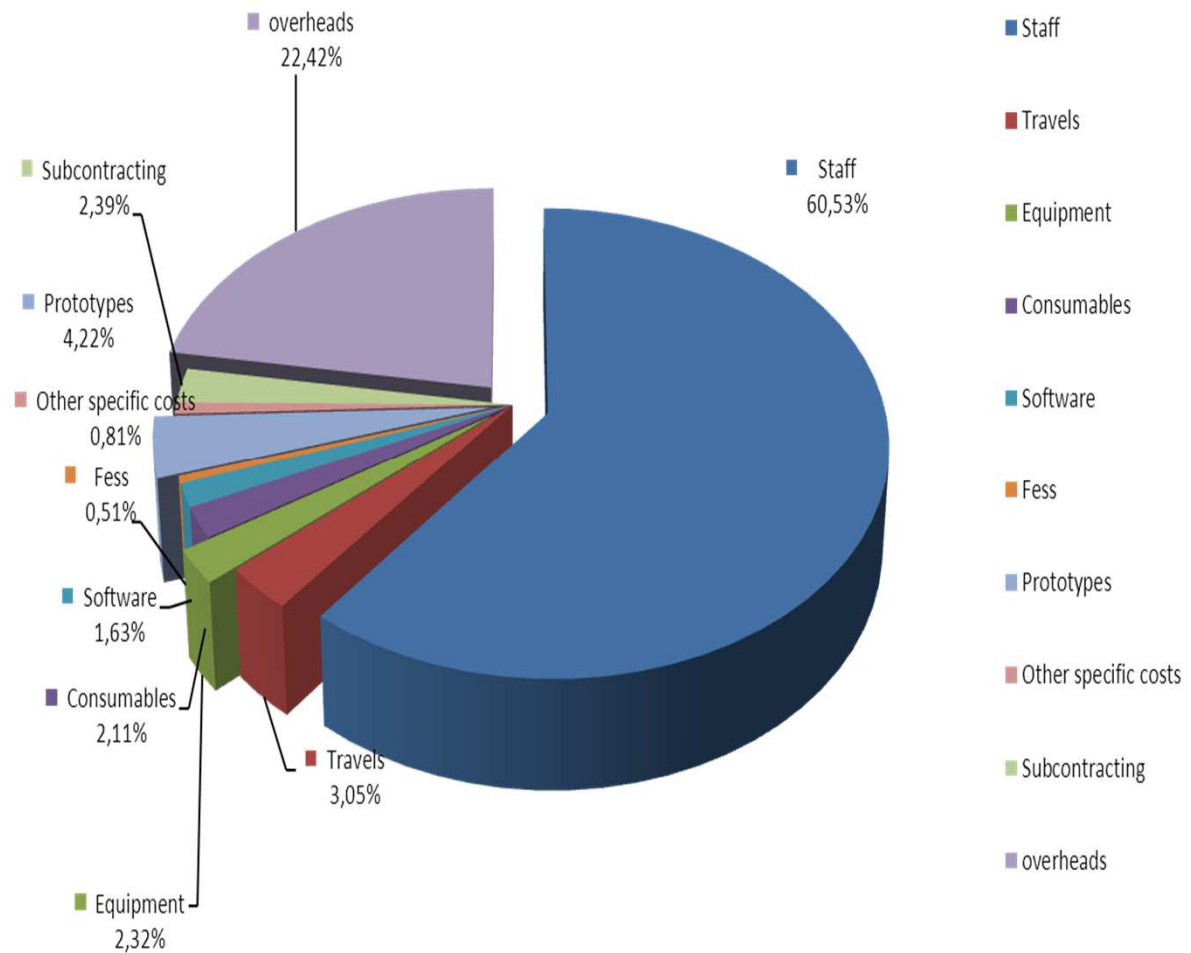
Importante è partire da una

WP DESCRIPTION

ben strutturata e
da cui si possono evincere

i COSTI

che si dovranno sostenere





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Costi diretti

- Tutti i costi riconducibili alle attività progettuali:
 - Personale da assumere,
 - Ore impiegate da personale già assunto,
 - Viaggi per meeting su progetto,
 - Materiale per attività di laboratorio,
 - consulenze di esperti.....

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I Costi diretti sono

- reali (non sono ammessi costi stimati o presunti)
- economici, efficienti, effettivi
- sostenuti nel corso del progetto (competenza temporale)
- determinati in base al sistema di contabilità di UNIMORE e registrati nei bilanci di Ateneo
- utilizzati al solo scopo di raggiungere gli obiettivi del progetto
- al netto di costi NON ammissibili

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Costi indiretti

- Spese non direttamente legate alle attività progettuali
- Costi sostenuti per implementare il progetto ma difficilmente distinguibili dalle normali spese delle struttura

....all those eligible costs which cannot be identified by the beneficiary as being directly attributed to the project but incurred in direct relationship with the eligible direct costs attributed to the project.



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UNIMORE	IT	0	0	0	0	0	0	0	0	100	0	0
Total		0	0	0	0	0	0	0	0		0	0

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Staff costs

- Permanent staff
- Recruited for the project
- ...describe in Part B

(A) Direct personnel costs/€	
?	
	0
	0

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Human Efforts on EU Projects

*L'impegno del Team di ricerca
su ogni WP si esprime in
termini di Person Month!*

*L'impegno è correlato alle
attività e la distribuzione dei
PM sulle attività ci «racconta»
che ruolo ha il partner nel
progetto!*

- *A project is a Joint strategy to address common problems but.....*



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Human Efforts on EU projects

Table 3.1b: List of work packages

WP	WP Title	Leader n.	Leader name	Person Months	Start Month	End Month
WP0	Project Management	1	UNIMORE	33	1	36
WP1	User Profile and Behaviour	2		126	1	36
WP2	City Real Time Information	3		132	1	36
WP3	Recommender System	6		134	4	36
WP4	Testbed Applications Venice-Mestre	8		65	1	36
WP5	Testbed Applications Lisbon	10		80	1	36
WP6	Testbed Applications Dusseldorf	11		60	1	36
WP7	Dissemination, Collaboration, and Exploitation	7		85	4	36



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Tabel 3.4 Resources to be committed

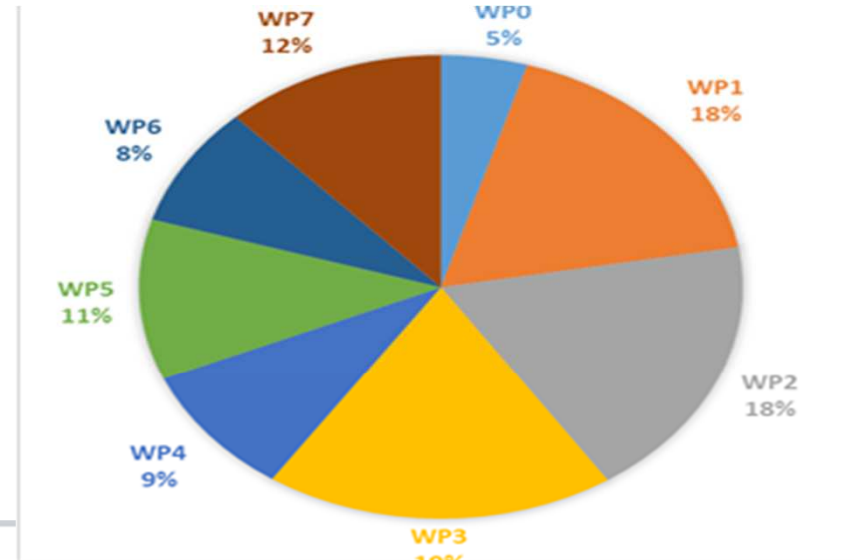


Table 3.4a: Summary of staff effort

Participant n. / Short name	WP0	WP1	WP2	WP3	WP4	WP5	WP6	WP7	TOTAL
1. UNIMORE	18	32	32	14	8	11	8	6	129
2. [Redacted]	1	24	26	24	12	6	6	8	107
3. [Redacted]	1	36	33	18	0	0	0	8	96
4. [Redacted]	1	3	11	26	7	6	8	8	70
5. [Redacted]	1	10	0	10	8	8	8	8	53
6. [Redacted]	1	4	8	8	1	1	9	5	37
7. [Redacted]	1	11	6	18	0	0	0	10	46
8. [Redacted]	3	0	7	6	29	0	0	10	55
9. [Redacted]	2	2	3	4	0	24	0	8	43
10. [Redacted]	2	2	3	4	0	24	0	8	43
11. [Redacted]	2	2	3	2	0	0	21	6	36
TOTAL	33	126	132	134	65	80	60	85	715



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Lo Staff di Progetto

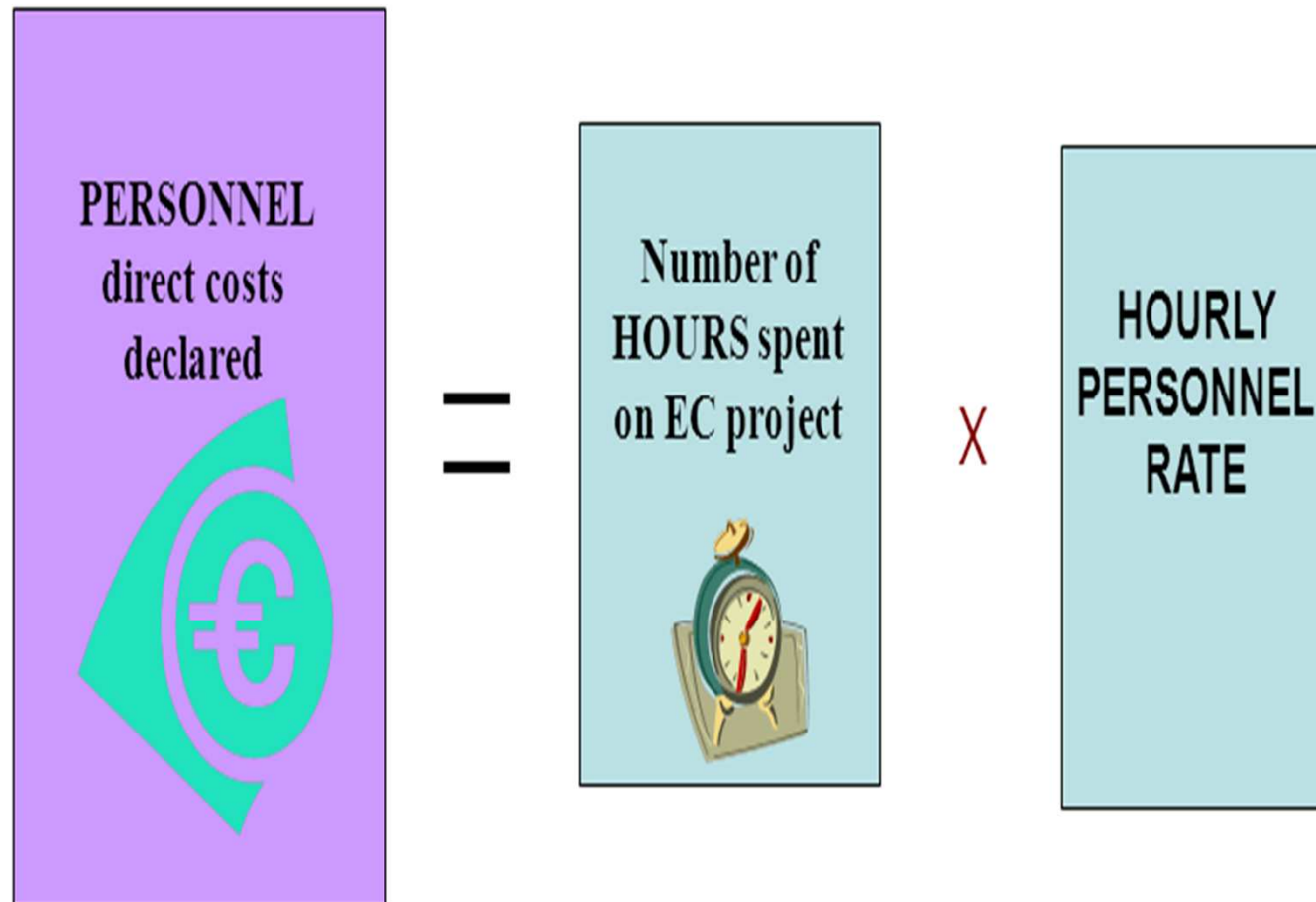
- Il team di ricerca si compone di Staff :
 - già presente nell'ente, dedica parte del suo tempo al progetto (personale strutturato);
 - assunto per le esigenze del progetto (i.e: cococo, assegnisti).

- Il costo imputato è quello stimato per mesi uomo per attività.



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Individuare lo Staff Cost sul progetto





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(B) Other direct costs/€
?
0
0

- Travel;
- Materiale di laboratorio;
- Attrezzature;
- Contracts (art. 10 GA);
- Other: es. spese di divulgazione
- ...da descrivere in Part B

Other Direct Costs



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Travel

- E' ammissibile solo il costo di personale, strutturato e non, che è legato all'ente da un contratto di lavoro e che lavora al progetto
- **IL COSTO VIAGGI DI ESPERTI ESTERNI** dovrà essere stimato nel totale compenso deciso per gli esperti esterni.



Equipment

- Le attrezzature durevoli sono BENI
 - Utilizzati nel progetto, che
 - NON perdono la loro utilità DOPO un utilizzo protratto per più Anni.
- **Il costo ammissibile in budget è l'Ammortamento...**
- diverso dal Costo sostenuto all'acquisto (Costo Storico)
- Come si determina l'ammortamento?



- Costo storico: complesso degli oneri finanziari effettivi sostenuti per l'acquisto, trasporto e collaudo del bene **(C)**
- Periodo di ammortamento: periodo convenzionale di deprezzamento dell'attrezzatura stabilito dalle **regole interne dell'Ateneo (B)**
- Periodo di utilizzo: svolgimento dell'attività di ricerca, espresso in mesi **(A)**
- Percentuale di utilizzo delle apparecchiature stesse per lo specifico progetto di ricerca **(D)**

$$(A/B) \times C \times D$$



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Non tutto il costo del bene è coperto dal budget

- Regole UNIMORE

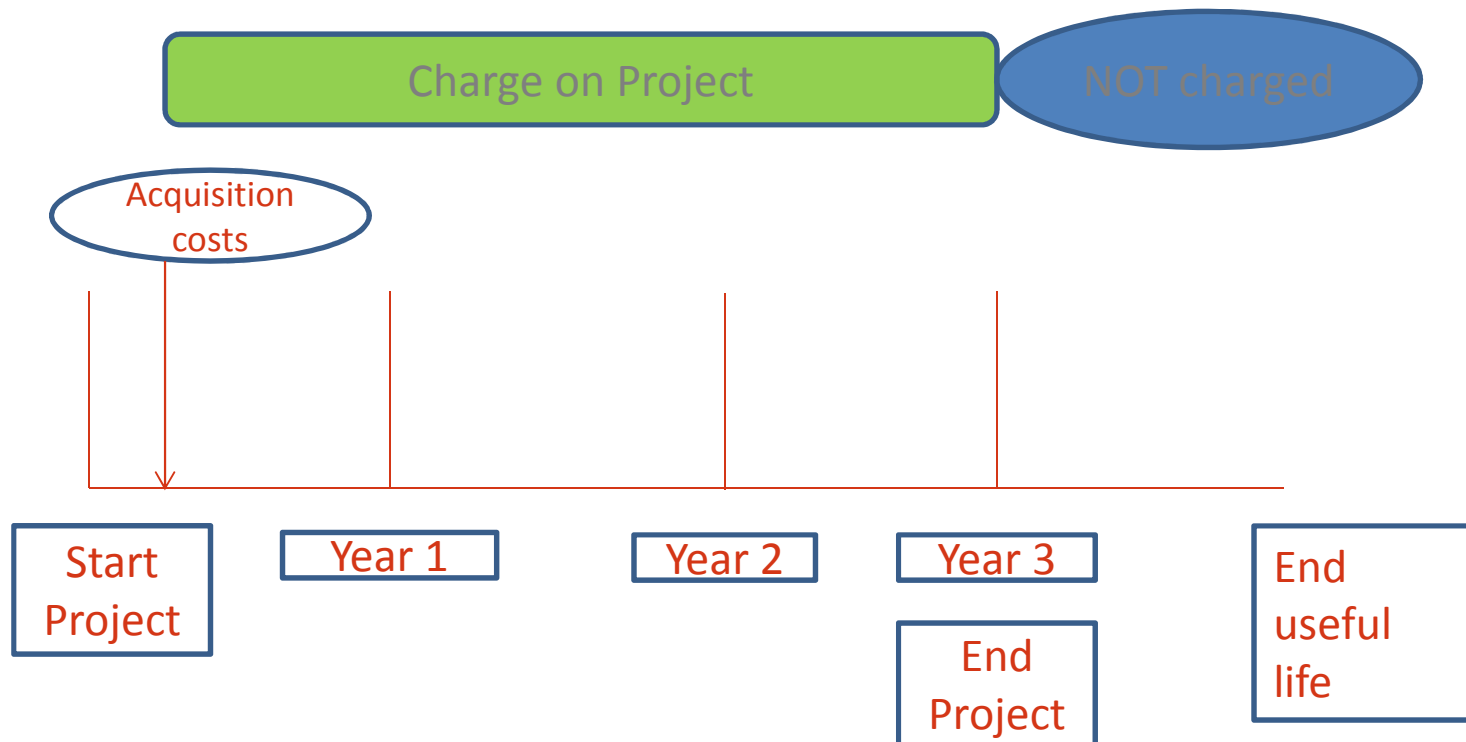
- Aliquote ammortamento attrezzature informatiche: 40% 40% 20% per anno
- **Aliquote ammortamento attrezzature per la ricerca scientifica: 25% 25% 25% 25% per anno**

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Equipment





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Materiale di laboratorio

- Beni legati al progetto che per la loro natura non sono destinati a durare nel tempo....
- Al contrario delle Attrezzature, non sono inventariabili
 - reagenti, licenze software, kit di laboratorio...



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Other goods and Contracts

- Servizi esterni MINORI
 - catering, organizzazione meeting, stampa brochures, **audit certificate**.
 - AUDIT in H2020: solo alla fine del progetto se contributo comunitario ricevuto è = o > a 325.000€



In part B sezione 3.4

Table 3.4b: 'Other direct cost' items

	Cost (€)	Justification
Travel	39900	The University of [redacted] requests funding for travel in order to attending top-tier conferences (such as [redacted]) and to travel for projects meeting (technical meetings and project reviews) and deployments for all the members of the research team.
Equipment	13300	It also requests funding for equipment including a top-specs computational server (for developing and running the prediction models) and mobile devices (for the development of the prototype of the system).
Other goods and services	15429	Additional funding is also requested to cover publication costs for open access for all the research outputs of the project.
Total	68629	



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Subcontracts

- Consulente: Svolge una parte delle attività indicate nel progetto
- Non può essere uno dei partner del progetto;
- Non può svolgere attività core del progetto né gestionali...
 - non si può sostituire al Coordinatore
- Servizi esterni su ricerca e altro: catering, organizzazione meeting, stampa brochures, audit certificate.
- AUDIT in H2020: solo alla fine del progetto se contributo comunitario ricevuto è = o > a 325.000€

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Third Parties ...escluso Subcontracts

- Terze Parti che mettono a disposizione risorse a titolo gratuito / dietro pagamento
- Terze Parti legate al beneficiario che svolgono parte delle attività
 - Linked
- Terze Parti a cui è destinato supporto finanziario
 - Premi!



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Terze Parti che implementano parte dell'azione

- Linked Third Party: le Terze Parti devono essere **affiliate** al beneficiario oppure **legate** al beneficiario da vincoli legali che implicano collaborazione non limitata allo svolgimento del progetto
- Le tasks implementate dalla Parte Terza sono descritte nell'Annex I - Progetto
- La Parte Terza può rendicontare i costi sostenuti in osservanza delle regole di eleggibilità stabilite dal Grant Agreement

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Parti Terze e in kind contributions

- a titolo gratuito o a pagamento
- se necessari all'implementazione dell'azione
- Art. 11 GA dichiarando quali costi eleggibili le somme erogate dal beneficiario a rimborso della Parte Terza nei limiti del costo sostenuto da quest'ultima per il personale distaccato, le attrezzature, i beni ed i servizi messi a disposizione (contributi a pagamento)
- Art. 12 GA dichiarando quali costi eleggibili i costi sostenuti dalla Parte Terza nel rispetto delle regole di rendicontazione previste dal Grant Agreement per il personale distaccato, le attrezzature, i beni ed i servizi messi a disposizione (contributi a titolo gratuito)



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Total		0	0	0	0	0	0	0	0		0	0



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Subcontracts & Third Party in Part B

- Subcontratti maggiori per ricerca
 - Non consentono di imputare overhead
- Third Party
 - NON compilare in Part A.
 - Part B Section 4: Members of the consortium – 4.2 Third parties involved in the project (including use of third party resources)

Does the participant plan to subcontract certain tasks (please note that core tasks of the project should not be sub-contracted)	Y/N
<i>If yes, please describe and justify the tasks to be subcontracted</i>	
Does the participant envisage that part of its work is performed by linked third parties	Y/N
<i>If yes, please describe the third party, the link of the participant to the third party, and describe and justify the foreseen tasks to be performed by the third party</i>	
Does the participant envisage the use of contributions in kind provided by third parties (Articles 11 and 12 of the General Model Grant Agreement)	Y/N
<i>If yes, please describe the third party and their contributions</i>	



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Overheads – Spese generali

- 25% costi diretti meno Subcontratti e In kind contribution not used on Beneficiary's premises
- E' un flat rate, una percentuale di costi diretti!



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Common tips for Budgeting

- Per aver un buon progetto è necessario che i costi vivi siano ben bilanciati e coerenti col piano delle attività!
- Il progetto deve essere sostenibile: risorse ponderate in base al coinvolgimento nelle varie fasi di vita del progetto
- In H2020: *Broader acceptance of participants' accounting practices for direct costs*
- Flat rate for indirect costs
- ...contattate internationalresearch@unimore.it



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Grazie per l'attenzione

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