



Project Proposal Template¹

Research and Innovation actions

⚠ Page limit: For full proposals, the cover page, and sections 1, 2 and 3, together should not be longer than 100 pages. All tables in these sections must be included within this limit. The minimum font size allowed is 11 points. The page size is A4, and all margins (top, bottom, left, right) should be at least 15 mm (not including any footers or headers).

Note for the students who have to pass the exam: in all statements in red provided by EC (including above), replace the word “pages” by “lines”.

Text in red is provided by the EC as guidelines to follow.

Comments in green are not provided by the EC; students should consider them as recommendations to follow whenever possible.

All sections whose title is underlined should be completed before submission for the exam.

1. This document is intended solely for students of the course “Project Management and Soft Skills” @ University of Bologna

GROUP NUMBER #

Title of Proposal:

Any title you wish to give to your project – plus an acronym if you wish

List of participants:

Participant No	Participant organisation name	Country
1 (Coordinator)	It can be a true institution, or invented (Univ., company, etc)	
2	It can be a true institution, or invented (Univ., company, etc)	
3	It can be a true institution, or invented (Univ., company, etc)	
4		
5		
...		

Table of Contents

Sect. 1 – title – page

Sect. 2 – title – page

...

1. Excellence – Recommended length: 25-35 pages → lines

1.1 Objectives – About 3 pages → lines

- Describe the specific objectives for the project, which should be clear, measurable, realistic and achievable within the duration of the project. Objectives should be consistent with the expected exploitation and impact of the project (see section 2).

1.2 Relation to the work programme – About 2 pages → lines

Note for the students: skip part 1.2

- 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.

1.3 Concept and approach – About 15 pages → lines

- 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’.
- Describe and explain the overall approach and methodology, distinguishing, as appropriate, activities, 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.

1.4 Ambition – About 10 pages → lines

- 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.

2. Impact – Recommended length: 15-25 pages → lines

2.1 Expected impacts – About 5 pages → lines

- Describe how your project will contribute to: 1) 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; 2) 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.)

2.2 Measures to maximise impact – About 15 pages → lines

a) Dissemination and exploitation of results – About 10 pages → lines

Dissemination is the action taken by the project to let communities of researchers and innovators know about project scope and achievements: e.g. organisation of workshops, press conferences, fairs, schools, etc.

Exploitation is the action taken in order to make use of the outcomes of the project.

- Provide a draft ‘plan for the dissemination and exploitation of the project's results’. The plan, which should be proportionate to the scale of the project, should contain measures to be implemented both during and after the project.
- Explain how the proposed measures will help to achieve the expected impact.
- Where relevant, include information on how the participants will manage the 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?
- Outline the strategy for knowledge management and protection.

b) Communication activities – About 5 pages → lines

Communication is the action taken by the project to prepare material for promoting knowledge on the project: leaflets, videos, websites, social channels, etc. It is intended for stakeholders and the general public.

- 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.

3. Implementation – Recommended length: 15-25 pages (plus tables)

3.1 Work plan — Work packages, deliverables and milestones – About 5 pages → lines

Note for the students: tables 3.1a and 3.2b are not necessary to pass the exam.

Please provide the following:

- brief presentation of the overall structure of the work plan (the WBS);
- timing of the different work packages and their components (Gantt chart or similar);
- detailed work description, i.e.:
 - a description of each work package (table 3.1a);
 - a list of work packages (table 3.1b);
 - a list of major deliverables (table 3.1c);
- graphical presentation of the components showing how they inter-relate (Pert chart or similar).

You are advised to include a distinct work package on ‘management’ (see section 3.2) and to give due visibility in the work plan to ‘dissemination and exploitation’ and ‘communication activities’, either with distinct tasks or distinct work packages.

Definitions:

‘Work package’ means a major sub-division of the proposed project.

‘Deliverable’ means a distinct output of the project, meaningful in terms of the project’s overall objectives and constituted by a report, a document, a technical diagram, a software etc.

‘Milestones’ means control points in the project that help to chart progress. Milestones may correspond to the completion of a key deliverable, allowing the next phase of the work to begin. They may also be needed at intermediary points so that, if problems have arisen, corrective measures can be taken. A milestone may be a critical decision point in the project where, for example, the consortium must decide which of several technologies to adopt for further development.

3.2 Management structure and procedures – About 5 pages → lines

Note for the students: skip part 3.2

- Describe the organisational structure and the decision-making (including a list of milestones (table 3.2a))
- 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 (table 3.2b)

3.3 Consortium as a whole – About 3 pages → lines

The individual members of the consortium are described in a separate section 4. There is no need to repeat that information here.

- 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).

3.4 Resources to be committed – About 7 pages → lines

Please provide the following:

- 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

Tables

Table 3.1a: Work package description. For each work package:

Note for the students: skip table 3.1a

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)

Table 3.1b: List of work packages

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End month

Table 3.1c: List of Deliverables

Deliverable (number)	Deliverable name	Work package number	Short name of lead participant	Type	Dissemination level	Delivery date

KEY

Deliverable numbers in order of delivery dates. Please use the numbering convention <WP number>. <number of deliverable within that WP>.

For example, deliverable 4.2 would be the second deliverable from work package 4.

Type:

Use one of the following codes:

R: Document, report (excluding the periodic and final reports)

DEM: Demonstrator, pilot, prototype, plan designs

DEC: Websites, patents filing, press & media actions, videos, etc.

OTHER: Software, technical diagram, etc.

Dissemination level:

Use one of the following codes:

PU = Public, fully open, e.g. web

CO = Confidential, restricted under conditions set out in Model Grant Agreement

CI = Classified, information as referred to in Commission Decision 2001/844/EC.

Delivery date

Measured in months from the project start date (month 1)

Table 3.2a: List of milestones

Milestone number	Milestone name	Related work package(s)	Estimated date	Means of verification

KEY**Estimated date**

Measured in months from the project start date (month 1)

Means of verification

Show how you will confirm that the milestone has been attained. Refer to indicators if appropriate. For example: a laboratory prototype that is 'up and running'; software released and validated by a user group; field survey complete and data quality validated.

Table 3.2b: Critical risks for implementation

Note for the students: skip table 3.2b

Description of risk	Work package(s) involved	Proposed risk-mitigation measures

Table 3.4a: Summary of staff effort

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

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

Table 3.4b: ‘Other direct cost’ items (travel, equipment)

Please complete the table below for each participant if the sum of the costs for ‘travel’, ‘equipment’, exceeds 15% of the personnel costs for that participant (according to the budget table in section 3 of the proposal administrative forms).

Participant Number/Short Name	Cost (€)	Justification
Travel		
Equipment		
Other goods and services		
Total		

Section 4: Members of the consortium

This section is not covered by the page limit.

4.1. Participants (applicants) – 2 pages/institution → lines

Note for the students: skip the CV and lists of publications, previous projects

Please provide, for each participant, the following (if available):

- a description of the legal entity and its main tasks, with an explanation of how its profile matches the tasks in the proposal;
- a curriculum vitae or description of the profile of the persons, including their gender, who will be primarily responsible for carrying out the proposed research and/or innovation activities;
- a list of up to 5 relevant publications, and/or products, services (including widely-used datasets or software), or other achievements relevant to the call content;
- a list of up to 5 relevant previous projects or activities, connected to the subject of this proposal;
- a description of any significant infrastructure and/or any major items of technical equipment, relevant to the proposed work;
- [any other supporting documents specified in the work programme for this call.]

4.2. Third parties involved in the project (including use of third party resources)

Note for the students: skip part 4.2

Please complete, for each participant, the following table (or simply state "No third parties involved", if applicable):

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 ¹	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>	

Section 5: Ethics and Security

This section is not covered by the page limit.

5.1 Ethics

If you have any ethics issues you must:

- submit an ethics self-assessment, which:
 - describes how the proposal meets the national legal and ethical requirements of the country or countries where the tasks raising ethical issues are to be carried out;
 - explains in detail how you intend to address the issues in the ethical issues table, in particular as regards:
 - research objectives (e.g. study of vulnerable populations, dual use, etc.)
 - research methodology (e.g. clinical trials, involvement of children and related consent procedures, protection of any data collected, etc.)
 - the potential impact of the research (e.g. dual use issues, environmental damage, stigmatisation of particular social groups, political or financial retaliation, benefit-sharing, malevolent use, etc.).
- provide the documents that you need under national law (if you already have them), e.g.:
 - an ethics committee opinion;
 - the document notifying activities raising ethical issues or authorising such activities

5.2 Security²

Please indicate if your project will involve:

- activities or results raising security issues: (YES/NO)

² Article 37.1 of the Model Grant Agreement: *Before disclosing results of activities raising security issues to a third party (including affiliated entities), a beneficiary must inform the coordinator — which must request written approval from the Commission/Agency. Article 37.2: Activities related to ‘classified deliverables’ must comply with the ‘security requirements’ until they are declassified. Action tasks related to classified deliverables may not be subcontracted without prior explicit written approval from the Commission/Agency. The beneficiaries must inform the coordinator — which must immediately inform the Commission/Agency — of any changes in the security context and — if necessary — request for Annex 1 to be amended (see Article 55).*