

Aplicación del PMBOK a la gestión de proyectos consorciados I+D+i de la UE



HORIZON EUROPE



Work Programmes: Preparación



Topic ≈ Statement of Work (SOW)

HORIZON-CL4-2023-TWIN-TRANSITION-01-04: Factory-level and value chain approaches for remanufacturing (Made in Europe Partnership) (IA)

Specific conditions	
<i>Expected EU contribution per project</i>	The Commission estimates that an EU contribution of between EUR 5.00 and 7.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
<i>Indicative budget</i>	The total indicative budget for the topic is EUR 37.60 million.
<i>Type of Action</i>	Innovation Actions
<i>Technology Readiness Level</i>	Activities are expected to start at TRL 5 and achieve TRL 7 by the end of the project – see General Annex B.

Topic ≈ Statement of Work (SOW)

Scope: Remanufacturing is an industrial process in which at least one change is made to waste products or components affecting their safety, performance, purpose or type. Remanufacturing aims to retain the usefulness of both products and components and is an essential step in achieving full industrial circularity without implying deterioration of the product.

This calls for both remanufacturing technologies at the factory level and their integration into circular value chains, including the streamlining data to support remanufacturing. Remanufacturing should not be focused only on the reuse of raw materials but should be aimed at reusing and upscaling components, valorising them and retaining or upgrading their functionality. Components, products and/or functions can be updated with new technology and improved beyond their initial functionality. Ultimately, remanufacturing is indirectly expected to reduce the level of resource consumption and hence also the level of CO₂-intensity of components.

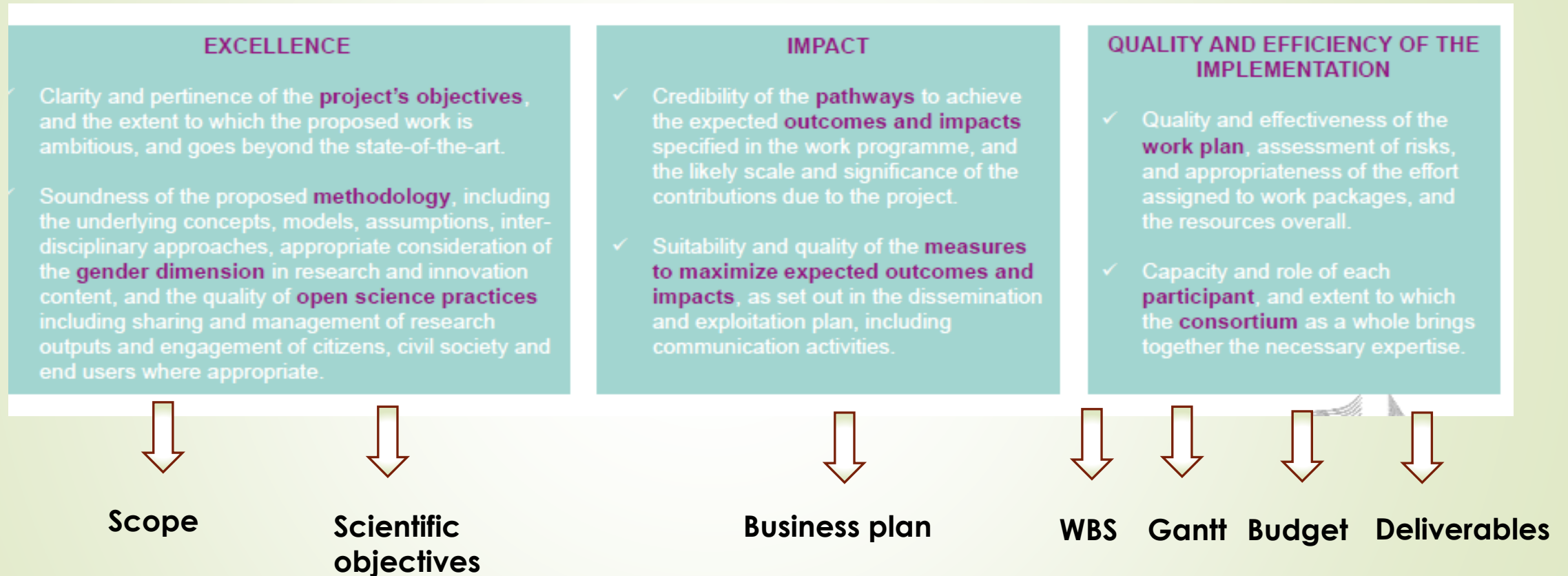
Proposals should address technologies within specific industrial sectors or across industrial sectors:

- Develop cutting-edge remanufacturing approaches (design, technologies, business cases) and their integration into value chains;
- Demonstrate remanufacturing processes that retain components functionality in at least

Expected Outcome: Manufacturing industry should benefit from the following outcomes:

- Suitably scaled green and digital technologies supporting remanufacturing, for circular value chains in industrial ecosystems;
- Remanufacturing of both components and products towards full circularity while retaining value or functions of components;
- Skills and education capabilities for remanufacturing.

Propuesta: planificación



Propuesta: planificación

3.3.3 WORK PACKAGE DETAILED DESCRIPTION

Work package of	Lead beneficiary: ACST											
Work package title	Value chain activities											
Participant short name	ALBU	PARA	SETE	USRAZ	SC	ARMEN	SPRETT	SENE	USRGA	TOITM	ARMEN	WERTH
Persons needed for implementation	18	3	0	12	0	33	0	0	0	0	0	0
Start month	End month: 12											
Objectives	<ul style="list-style-type: none"> Develop a common unified conceptual framework for assessing the level of circularity Designing low-level circularity indicators for each step of the value chain. High-level economic environmental KPIs, and in detail level metrics for each sector. Develop a "digital passport" for each product containing the Life Cycle Inventory data Integrate the assessment of the level of circularity with long-term economic sustainability of each sector business model strategies for the selected scenarios. 											
Description of work	<p>Task 1.1 Value chain circularity assessment and conceptual framework (MS-M6)</p> <p>Task leader (TL): ARMEN, Participations (Part): USRAZ, POLIM, ATTM, ARMEN, SPRETT, PARA</p> <p>3.3.3.1.1 Data Collection and Definition: Starting from the selected activities (Value Chain) across from the nation to identify data sources processes, the data "in" transformations, packaging, use and after use treatment. It shall also include the number of transportation and the auxiliary activities.</p> <p>3.3.3.1.2 Assessment definition and validation: In this beyond the SDG (1304) - The following parameters, at least, shall be included in each stage studied and shall refer to all the processes at which no item is substituted in each stage: recyclability and other forms of pollution (E-waste), waste, waste, energy, biodiversity and carbon footprint, efficiency (material inputs or losses), integration of secondary raw materials, recycled content.</p> <p>3.3.3.1.3 Conceptualizing study cases: the conceptual framework will be applied to the selected case studies, to assess the accuracy and the relevance of the knowledge model, obtaining data for secondary feedback for polishing.</p> <p>Task 1.2 Milestones definition of value chain parameters: KPIs definition (MS-M12)</p> <p>TL: ARMEN, Para: ACST, POLIM, USRAZ, WERTH, DUSIA, TOITM, SENE, ARMEN, SPRETT, PARA</p> <p>The objective is to define the value chain parameters, KPIs to monitor the value chain, indicators, and metrics for each use case as well as to structure the product passport information and verification data. Information will be classified to identify common needs and strategies to avoid duplicating efforts. The cases, use materials, industrial streams and energy flows involved will be analyzed to lay the foundations of each use case. Finally, three working groups will be formed following the expertise of the partners to diverse fields: 1- High level KPIs (ARMEN, ACST), 2- Indicators and metrics metrics for use cases (ALBU, ARMEN, DUSIA, TOITM, SENE, USRAZ, WERTH) and 3- product passport information and verification (SPRETT, ARMEN, ALBU, ARMEN)</p>											



Work Package: List of activities

Deliverable name	WP N°	Short name of leader	Type0F1	Diss. Level1 F2	Deliv. date
Minutes of Kick-off meeting	6	AAA	R	SEN	M1
Use case management and evaluation strategy	4	C	R	SEN	M3
Communication, Dissemination and engagement strategy	5	DD	R	PU	M4
Quality Management Plan	6	AIAI	R	SEN	M4
Risk Management Plan	6	AIID	R	SEN	M6
Data Management Plan	6	DOID	R	SEN	M6
Value Chain Conceptual Qualitative and Quantitative Scheme	1	DDO	R	PU	M6
Business model canvas	1	FKIDk	R	PU	M8



Deliverables

MS No.	Milestone name	Related WP	Due date	Means of verification
MS1	Launch of project website	5	M6	Website available
MS2	Definition of unified conceptual framework for assessing circularity and KPI generation	1	M12	Deliverable D1.1 approved by SC
MS3	Definition of data acquisition needs (architecture of the data environment)	2	M16	Deliverable D2.1 approved by SC
MS4	Industrial demos sites' data characterized and structured.	2, 4	M18	Deliverable D4.3 approved by SC



Milestones

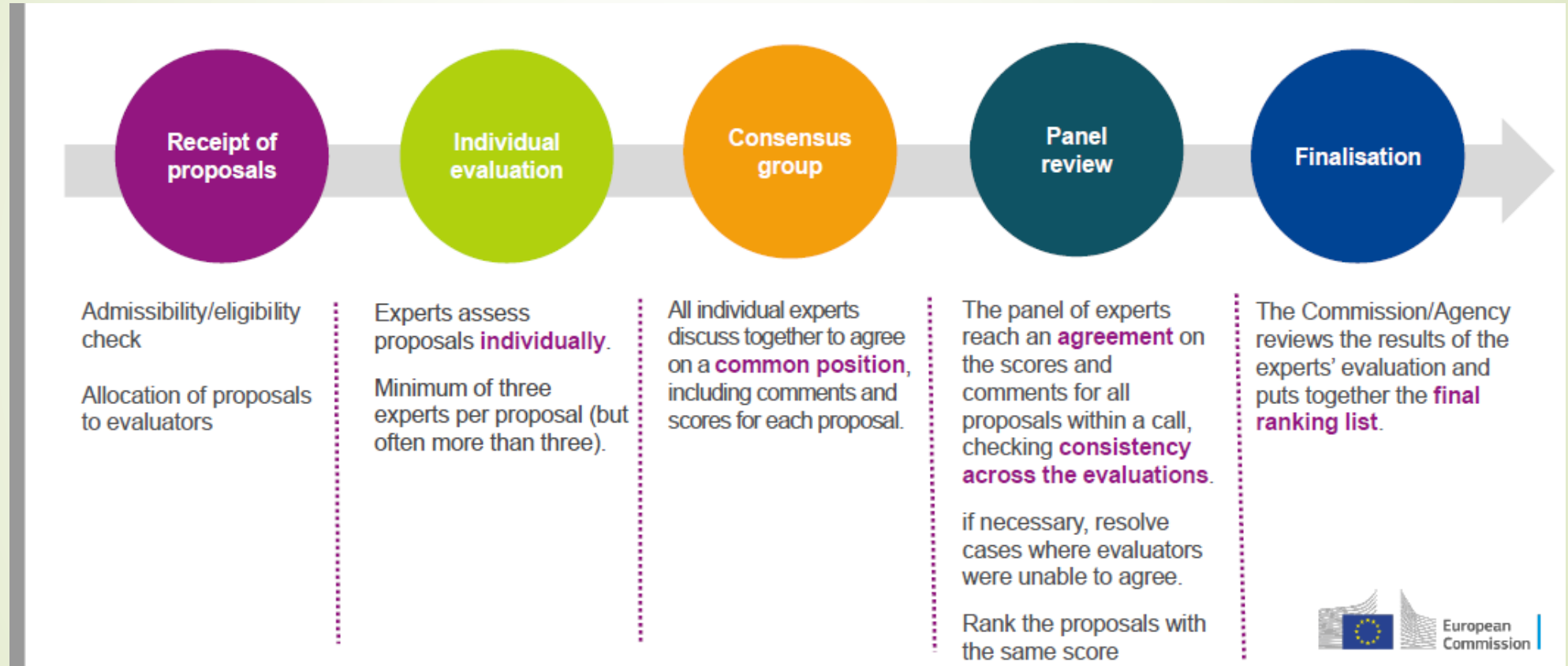
Propuesta: Gestión de riesgos

Description of risk (i)likelihood (ii) severity	i	ii	WP	Proposed risk-mitigation measures
Management related risks				
A key person at decision or technical organization changes its position or leave the organization	L	M	6	The flexible project management structure and project CA allow a quick shift of resources to alternative project partners
Conflict and disagreement among partners // Deficient or non-fulfilment of tasks	L	M	1-6	The project management provides appropriate decision making and conflict resolution
Unexpected delay delivering deliverables and/or milestones	L	M	1-6	Close follow up of the project's pace and quality control will detect any difficulty
Difficulties to carry out face-to-face meetings and tests	L	M	1-6	All Consortium members can work online, send videos or make virtual visits
Technical risks				
Lack of completeness and quality in collected data	M	M	2	The Data Cleaning/Exploratory Analysis will handle the missing values with different solutions for interventional data generation
Incomplete identification of metrics and/or factors impacting reprocessing decisions	M	M	1, 3, 4	Metric and factors are derived from practice through use cases and scientific theory to obtain a comprehensive view. The iterative approach allows a subsequent integration of potentially missing components.
Lack of uniformity and homogeneity in monitored values	M	H	1, 2, 4	The goal is to use only existing (or evolving) taxonomies, such as the Product Circularity Data Sheet or the GSI global vocabulary that minimized this risk.

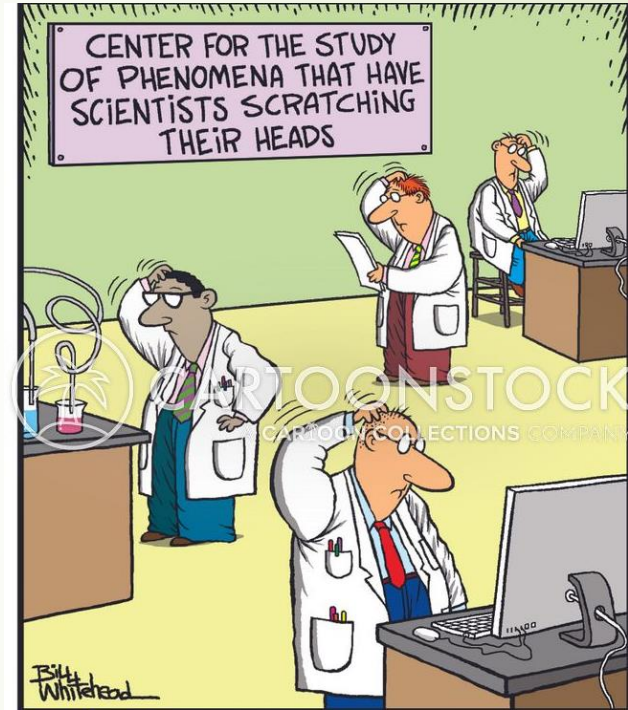
Budget & Funding

Role	Personnel costs/€	Subcontracting costs/€	Purchase costs - Travel and subsistence /€	Purchase costs - Equipment/€	Purchase costs - Other goods, works and services/€	Internally invoiced goods and services/€ (Unit costs-usual accounting practices)	Indirect costs/€	Total eligible costs	Funding rate	Maximum EU contribution to eligible costs	Requested EU contribution to eligible costs/€
Coordinator	464,400	10,000	15,000	0	16,000	0	123850.00	629250.00	100	629250.00	629,250
Partner	441,000	0	16,200	0	5,000	0	115550.00	577750.00	100	577750.00	577,750
Partner	408,100	0	18,300	0	15,000	0	110350.00	551750.00	100	551750.00	551,750
Partner	317,197	0	30,700	0	11,000	0	89724.25	448621.25	100	448621.00	448,621
Partner	214,600	0	14,500	0	6,500	0	58900.00	294500.00	100	294500.00	294,500
Partner	213,730	0	16,000	0	9,500	0	59807.50	299037.50	100	299038.00	299,038

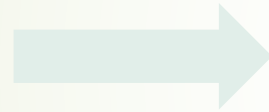
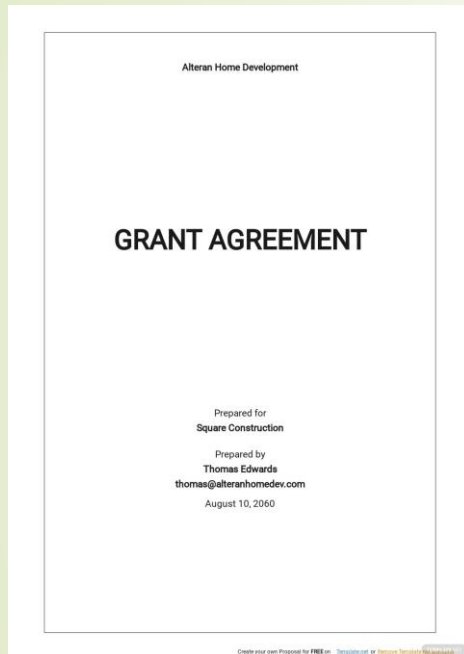
Proceso de Evaluación



Awarding process



Grant agreement



Subvención
máxima
prefijada



Dificultad de
aplicación de
“Crashing”

Duración
máxima
proyecto y
entregas
cerradas



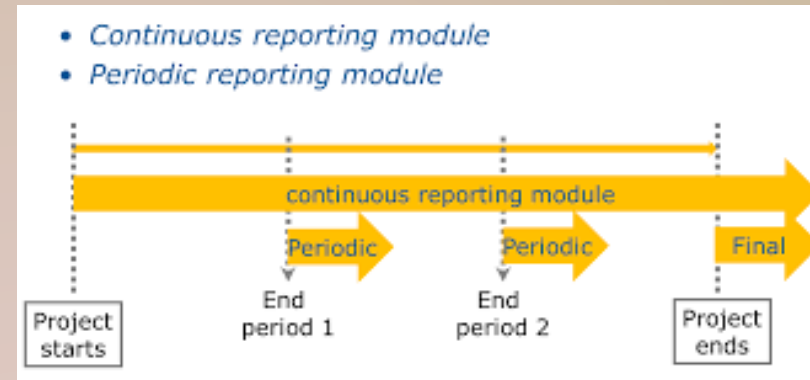
Fast tracking
posible si los
actividades
I+D no son
dependientes

Alcance
acordado

Promesas vs
realidad



Project Review

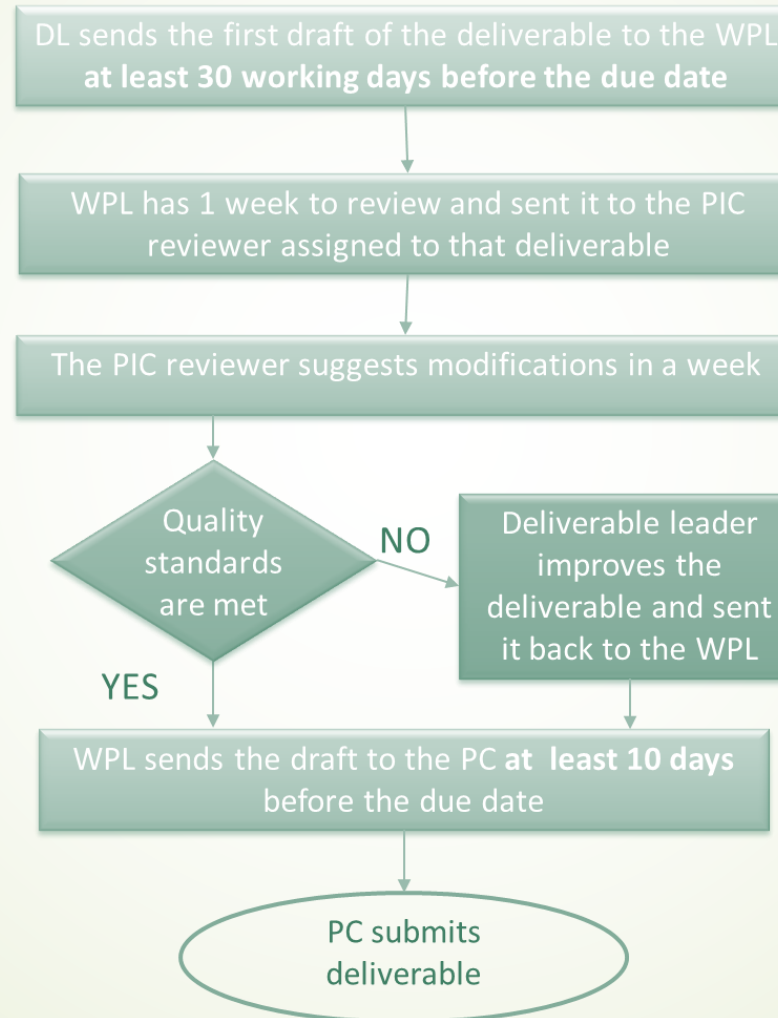


Review of the work performed during the related period:

- Deliverables
- Progress
- Budget

The EC proposes modifications, suggestions for the Project or, in the worst scenario, stops the project

Quality control



Control costs

Financial Statement SAVE

[Use of Resources](#) [Export Use of Resources to PDF](#)

Financial information from contract

No contribution requested? Yes No

Financial Statements

Period	Adjustment	Requested Contribution
01 Sep 2017 - 28 Feb 2019 (Period No. 1)	No	79,097.96 €

Financial Statement for period '1' - (01 Sep 2017 - 28 Feb 2019)

Eligible costs: 1

Cost Category	Unit Cost	Number of Units	Subtotal	Total	Actions
a) Direct personnel costs declared as actual costs				56,439.21 €	
b) Direct personnel costs declared as unit costs (average costs)				0.00 €	
▼ c) Direct personnel costs declared as unit costs				0.00 €	
c1) SME owner/Natural person costs	34.08 €	x <input type="text" value="0.00 €"/>	= 0.00 €		
d) Direct costs of subcontracting				0.00 €	
e) Direct costs of providing financial support to third parties				0.00 €	
f) Other direct costs				<input type="text" value="6,839.16 €"/>	
h) Costs of internally invoiced goods and services				0.00 €	
i) Indirect costs (= 0.25 * (a + b + c + f + h - p))				15,819.59 €	
k) Total costs (= a + b + c + d + e + f + h + i)				79,097.96 €	
n) Maximum EU contribution (= 100% * k)				79,097.96 €	
o) Requested EU contribution				79,097.96 €	

Additional Information for indirect costs:

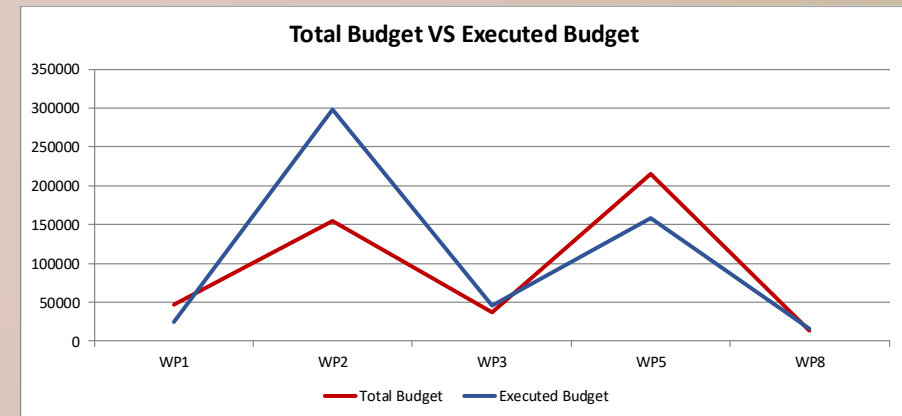
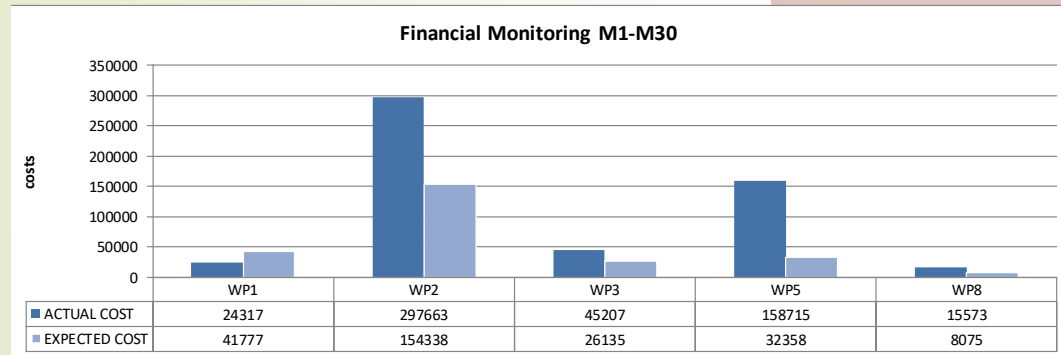
Other costs directly linked to the action implementation and actually incurred by the beneficiary

Validate

Control costs

Financial monitoring M1-M30

HOE	Number of months	Progress	Person months (planned)	Person months (actual)	RP1	RP2	(A) Direct Personnel costs (planned)	(A) Direct Personnel costs (actual)	RP1	RP2	(D) Other direct costs (planned)	(D) Other direct costs (actual)	RP1	RP2	(E) Indirect costs (planned)	(E) Indirect costs (actual)	Total Costs (planned)	Total Costs (actual)	Earned Value (EV)	Cost Performance Index (CPI)
WP1	38	90,0%	5,00	2	2	0	36335	17987	15188	2799	800	1466	1466		9284	4863	46419	24317	41777	2
WP2	22	100,0%	10,00	15	4	11	72670	110792	31352	79440	50800	127339	6709	120630	30868	59533	154338	297663	154338	1
WP3	33	70,0%	4,00	4	0	4	29068	36165	0	36165	800	0		7467	9041	37335	45207	26135	1	
WP5	37	15,0%	23,50	18	0	18	170775	126972	0	126972	1800	0		43144	31743	215719	158715	32358	0	
WP8	42	60,0%	1,00	1	0	1	7267	10483	536	9947	3500	1976		1976	2692	3115	13459	15573	8075	1
Total			50,50	39,31	5,50	33,81	366.984	302.398	47.076	255.322	59.300,00	130.781,30	8.175,16	#####	106.571	108.295	532.855,00	541.474,32	293.133,29	0,54



Stakeholder management



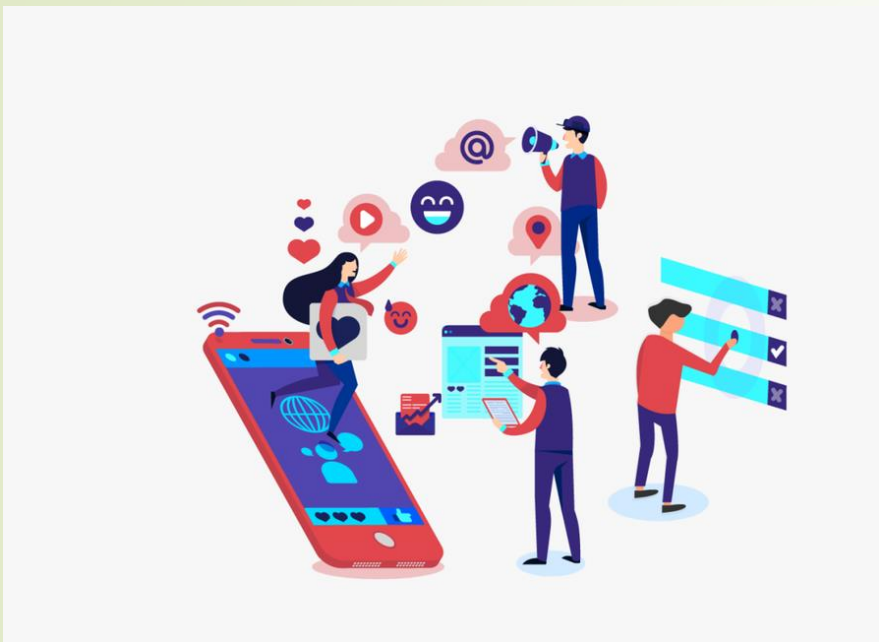
→ Muy importante: comunicación continua con el Project officer



Amendment



Communication & Dissemination



Communication: Promote your action and results

Inform, promote and communicate your activities and results

 **Reaching multiple audiences**
Citizens, the media, stakeholders

How?

- Having a well-designed strategy
- Conveying clear messages
- Using the right media channels

When?

From the start of the action until the end

Why?

- Engage with stakeholders
- Attract the best experts to your team
- Generate market demand
- Raise awareness of how public money is spent
- Show the success of European collaboration

Legal obligation of your Grant Agreement

Dissemination: Make your results public

Open Science: knowledge and results (free of charge) for others to use

Only to scientists?

Not only but also to others that can learn from the results: authorities, industry, policymakers, sectors of interest, civil society

How?

Publishing your results on:

- Scientific magazines
- Scientific and/or targeted conferences
- Databases

When?

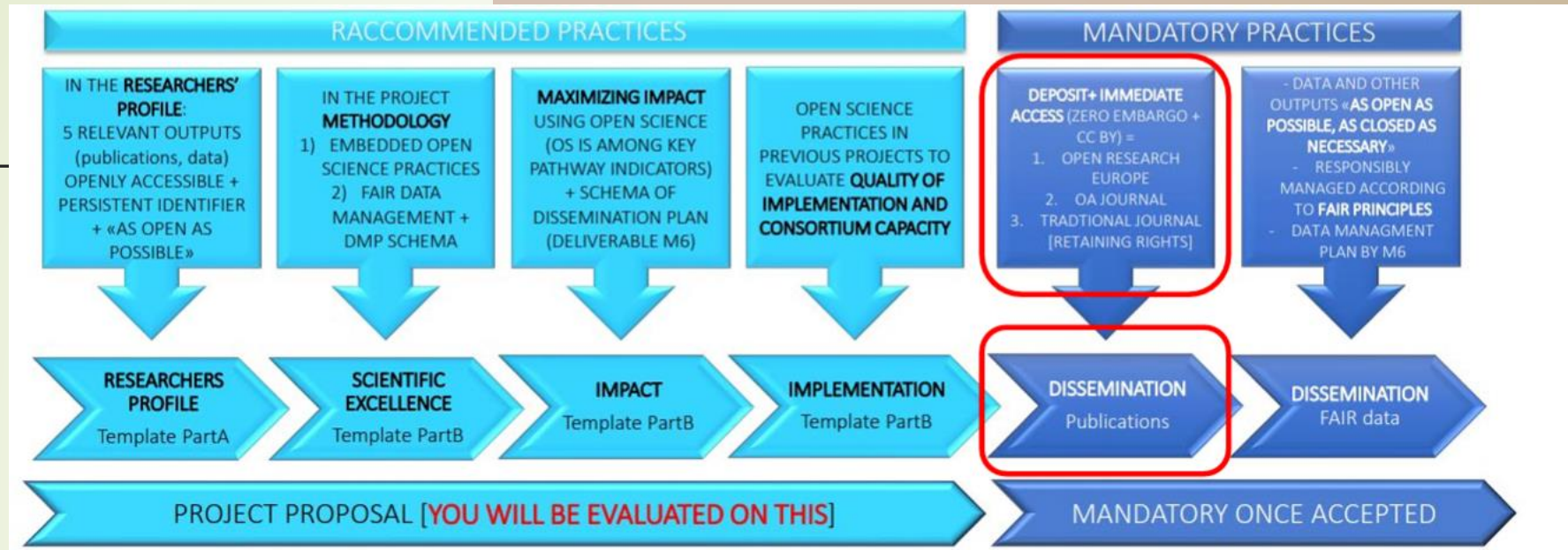
At any time, and as soon as the action has results

Why?

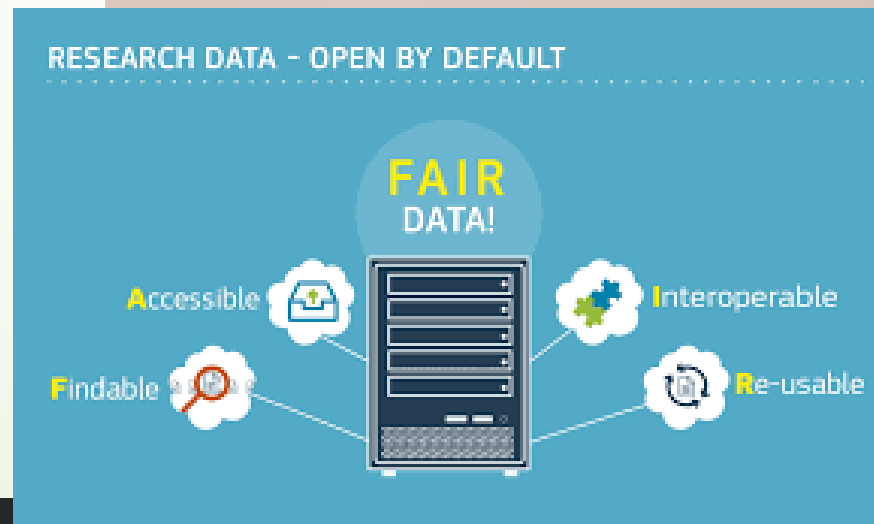
- Maximise results' impact
- Allow other researchers to go a step forward
- Contribute to the advancement of the state of the art
- Make scientific results a common good

Legal obligation of your Grant Agreement

Communication & Dissemination



21

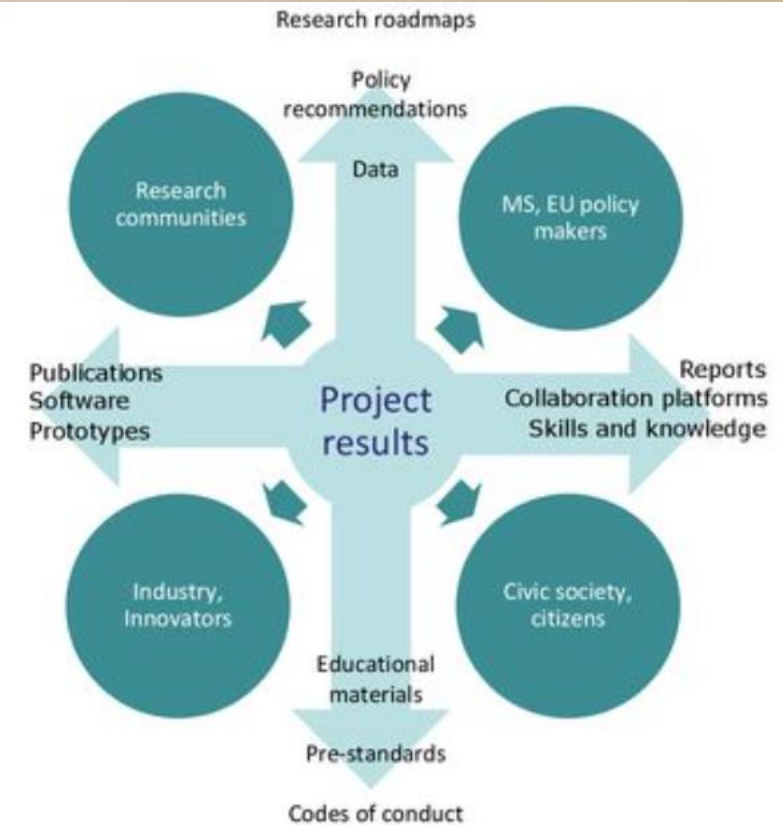


What are project results?

Results

Any tangible or intangible output of the action, such as data, knowledge and information whatever their form or nature, whether or not they can be protected.*

- Key exploitable results are the **outputs generated during the project which can be used and create impact**, either by the project partners or by other stakeholders
- Project results can be reusable and exploitable (e.g. inventions, prototypes, services) as such, or elements (knowledge, technology, processes, networks) that have potential to contribute for further work on research or innovation





Gracias / Eskerrik asko!!

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