



Energiteknologisk Udviklings-  
og Demonstrations Program

## **ENERGY TECHNOLOGY DEVELOPMENT AND DEMONSTRATION PROGRAM**

# **GUIDELINES FOR APPLICATION**

January 2018



Energiteknologisk Udviklings-  
og Demonstrations Program

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February 1, 2018

## I. GENERAL INTRODUCTION FOR APPLICANTS

### Portal

Applications must be submitted via the Energy Agency's portal. Applicants must **create a user account** on the portal using CVR and a certificate with key card or key file from NETS.

Link to the portal is found on [www.ens.dk/eudp](http://www.ens.dk/eudp) under Research & Development.

### Application

An application includes information given on the portal and a number of appendices to be filled. The appendices are found on [www.ens.dk/eudp](http://www.ens.dk/eudp) under Research & Development. The documents include the application text, the budget, the time schedule (Gantt) and a declaration of participation from project partners (annexes 1-4 in the table below). Further annexes can be submitted eg. project description, business plan. *Technology field* is chosen on the front page of the portal.

All annexes must be submitted via the portal (the menu "budget").

Annexes cannot substitute for completing the application form where all fields must be answered substantially.

Files may not contain links to other documents, be read-only or contain emails.

The application does not need to be signed except for appendix 4.

To sum up, a project proposal includes the following documents:

The following annexes MUST be submitted:	
Basic data	must be filled in on the portal
Annex 1: Application form (text) <sup>1)</sup>	must be attached on the portal
Annex 2: Projektøkonomi <sup>1)</sup> (budget)	must be attached on the portal
Annex 3: Gantt-diagram <sup>1)</sup> (time schedule)	must be attached on the portal
Annex 4: Declaration from project participants re participation (pkt. 6.1)	must be attached on the portal if project partners
Annex 5: CV'er (at least for project leader)	to be attached on the portal (may be replaced by annex 6)
The following annexes MUST be submitted if the proposal includes RESEARCH:	
Annex 6: CV'er (all research participants) (see formal requirements in section 9)	to be enclosed on the portal if research in the project
Annex 7: Description of research content for the research-technical evaluation (see formal requirements in section 9)	to be enclosed on the portal if research in the project
Further annexes MAY be submitted:	
Annex 8: De minimis declaration	to be enclosed on the portal if relevant
eg. business plan	to be enclosed on the portal

1) use files from [www.ens.dk/eudp](http://www.ens.dk/eudp) under Research & Development

## II. GUIDELINES FOR BASIC DATA (portal)

Basic data are given on the portal. Data are saved automatically.

(Page no. 1 Projectdata)

### **Project title in Danish**

State a short, meaningful and readily comprehensible title in Danish.

### **Project title in English**

### **Project type**

State project type (research, development, demonstration, research and/or other). All must be answered.

If 'research' is selected, the application will be assessed by Danmarks Innovationsfond. Consequently, it is important that the requested appendix to item 9 is attached.

Projects concerning participation in the IEA Technology Network - Technology Collaboration Programs - Checked under "Other". IEA projects relating to actual technology development activities are ticked as research, development and / or demonstration

*Applied research* means original projects with a view to acquiring knowledge and insight aimed at specific practical goals and applications (steps 2-4 of the EU Technology Readiness Level TRL, see, if appropriate, Horizon 2020).

*Development* means the use of knowledge in order to produce new or improve existing materials, products, processes, methods, systems or services (Steps 4-6 of the EU Technology Readiness Level TRL).

*Pilot projects* are projects that conduct an experimental test of a technology, system or method on a larger scale than laboratory conditions, but less than full scale. Typically, pilot stations can be 1:10 compared to full-scale

*Demonstration projects* means experimental testing of a technology, system or method under real-life conditions for subsequent market launch or - when demonstration gives rise to it - further development before market launch (steps 6-8 of the EU Technology Readiness Level TRL ).

### **Short description of the objective of the project in Danish**

Describe the project's objective in non-technical and readily understandable language in both Danish and English. Please note that this description will be used on EUDP's website if the project obtains the grant.

### **Short description of the objective of the project in Danish**

According to short description in Danish.

### **Project start and project end**

Re. project start, please take into account the point in time when decisions regarding applications are expected. The period stated must comply with Gantt file (Annex 3)

### **Main applicant/project manager enterprise/institution and other project participants**

For the main applicant please state the contact person as well project leader. In many projects this will be the same person. .

(Page no. 2 Participants and Page no. 3 Professional project manager)

### **Participants**

Page 2: State the main applicant and other participants.

Page 3: State if relevant the project manager. In many cases it will be the same as part 1.

Further details of all project participants are given in the application form, section 5 of the application form.

(Page 4 Project budget)

**Project budget**

The total project budget is stated (numbers must comply with the file Projektøkonomi)

(Page 5 Attach files)

**Attach files**

All files included in the application are attached. If files are revised and submitted again within the deadline, please use version number.

(Page 6 Submit)

**Submit**

This page shows the data entered on the portal as well as an overview of the attached files. When "send" is pressed, some validation occurs. If errors are identified, correct them.

Then press INSEND.

No receipt will be sent per. mail, but you can generate a PDF with the summary of the data entered and an overview of the attached files.

### III. GUIDELINES FOR APPLICATION FORM (Annex 1)

The application must be as short and precise as possible but at the same time be so informative that technical and financial evaluations can be carried out. It must include a description of state-of-the art for the technology.

The applicant must respond fully to all fields in the application form. Referring to appendices is not considered an acceptable application. If the applicant finds some of the criteria irrelevant to a specific project, he must account for this in the application form.

The application form allows a limited number of characters in the text fields (shown in the form).

The application must be in English if applied for support of more than 3 mill. DKK in total for a project.

#### 1. Executive summary in English (1.1) and Danish (1.2)

The following should be included in a summary:

- the objective of the project;
- the main activities of the project;
- the target of the project as regards the energy-technology and commercial output of the project; and;

The text may be published if EUDP funding is achieved.

#### 2. Objective and content of the project

The assessment of applications will emphasise:

- that the project involves innovative technological development, compared with existing technologies and solutions;
- that the project contributes to meeting strategy goals, where strategy goals are present. See [www.ens.dk/da-DK/NyTeknologi/strategier/Sider/Strategier.aspx](http://www.ens.dk/da-DK/NyTeknologi/strategier/Sider/Strategier.aspx) (in Danish);
- that the project is well-defined and technically implementable;
- that the project solutions can be replicated and are scalable.

The EUDP programme wishes especially to encourage applicants to develop projects that include the entire process up to market introduction, including, if required, projects that include several steps in the development and demonstration of the technology to get there. Such projects often involve a broader and larger group of players, a larger budget and a longer time horizon.

##### 2.1 Description of the technology, its present development stage and its development towards market

- Describe the energy technology which the project is to concentrate on. What is the current development stage of the technology (state of the art)? NOTE: if the project includes research and must be research-technical assessed, appendix 7 must be attached to explain, see section. 9.1
  - Describe the projects maturity and risk
  - Describe the innovative and energy-technical content of the project. Why can it be expected to be of adequate quality? Does the project build on other projects which have previously received funding?

- Describe the whole process up to final market introduction/commercialisation of the technology. This description of market-oriented activities, marketing the technology, sale, collaboration, etc must be under item 6.
- Specify using TRL levels, from which RTL level to which RTL level, the current project is expected to bring forward the technology.

## **2.2 Project content and activities**

- Describe the projects main objective and the different work packages as indicated in the Gantt chart (please refer to sheet no. 2 in the file Gantt diagram). What activities will be carried in each project part? Who will be involved in the activity? What equipment/external deliverables must be delivered in each project part? What results are expected from the project?
- Describe what is contained in the milestones indicated in the Gantt chart.

## **3. Project effects and relevance to technology strategies**

When assessing applications the emphasis is on the project's expected effects in relation to the following objectives and context to current technology strategies.

The purpose is to illustrate the project's relevance and potential in relation to the objectives, particularly the project directly supports the long-term objective to convert the Danish energy system to be independent of fossil fuels.

### **3.1 Effects in relation to energy policy goals**

Projects with the objective to contribute substantially in the following areas must at least qualitatively explain the expected contribution of each area:

- security of energy supplies
- independence from fossil fuels
- climate and environment
- cost-effectiveness (explained qualitatively and where possible quantitatively)
- Growth and Employment (explained qualitatively and where possible quantitatively - see explanation below)
- research that prepares development and demonstration of a technology (for example: the expected number of publications in peer-reviewed journals).

Explanation of "growth and jobs":

EUDP in this area set an efficiency target, consisting of three milestones as minimum exceeds historical levels measured in the most recent program evaluation from 2015 which showed the following. effects:

- An additional employment effect of 1.02 per job aid-million
- An additional revenue effect of 2.73 million. kr. per. aid-million
- An additional export effect of 1.95 million. kr. per. aid million.

It should be noted that this represents the cumulative effect score for a number of completed projects.

When launching new EUDP projects it cannot be expected that all projects in the short term will create results that matches or exceeds the above targets, as this depends on the technology's maturity (TRL level). EUDP will however seek a portfolio of new projects that together and in the short term have the potential to achieve the specified targets.

### 3.2 Research, development and demonstration strategies in the energy field

The applicant must explain how the project relates to existing technology strategies if such are available, see [ens.dk/forskning](http://ens.dk/forskning) og udvikling.

## 4. Dissemination

- Account for how project results will be disseminated. *To whom* will the project results be communicated (target groups)? *How* will the project results be communicated (communication products and activities)?

## 5. Organisation

The assessment of all applications will emphasise the degree to which:

- relevant competences are involved, including both research-based, industrial and application-oriented knowledge;
- business competences are involved, possibly in the form of consultancy assistance;
- project participants demonstrate an ability to realise the potentials;
- several enterprises and/or institutions take part in the project, and whether relevant parts of the value chain are represented;
- the projects contribute to knowledge sharing and further development of specialist environments in the energy technology field, e.g. through a clear plan for the dissemination of project results.

### 5.1 Organisation/management and professional competence

- Provide a short presentation of each of the enterprises participating in the project. Account for the participants main activities, turnover and number of employees
- Explain how the current project fits into the company's strategic focus (especially for larger companies).
- Account for the organizational structure of the project and the areas of responsibility of the participating enterprises.
- Account for the professional competences of the project participants, including the managerial competences of the project manager. Provide documentation for the management experience of the project manager and possible key project participants.
- In case EUDP funding is requested for foreign participants in the project, the applicant must describe separately the need for the foreign participation in the project.

### 5.2 Public/private collaboration and researcher training

- To what degree is the project based on collaboration between private and public actors?
- Does the project include researcher training (PhD programme). Please NOTE that education of researchers must be described in appendix relating to 8.1.

### 5.3 Allocation of rights

- Account for any plans to patent results of the project.
- Account for the allocation of rights in the project, possibly as a draft agreement/contract.

Final agreement on the legal delimitation of project participants as well as delimitation of matters concerning existing and future patent rights must be clarified before the project can commence. The agreement must reflect the respective interests of the participants, as well as their work and contribution to the project. If project work is begun when the grant has been received without an agreement on distribution of rights, no payments of EUDP funding will take place until an agreement has been laid down.

## 6. Funding

For development and demonstration projects, considerable co-funding by the project participants is required. A level of at least 50% co-funding is preferable, however the level of co-funding depends on the group of participants and assessments of how close the project is to subsequent commercialisation. The individual participant's funding rate is determined individually by the EUDP Board within the maximum funding rates set out in the EU state aid regulations, see Rules for EUDP (Regelsæt), section on state aid rules. In section 7.2 information on budget items should be given. Brief information may be given in comment field in budget.

### 6.1 Funding

- Account for the private own-funding of the project.
  - Each participant must enclose a declaration with the application concerning the applicant's own funding obligation in the project, use annex 4.
  - Is it expected that a third party will co-finance the project? Have you entered an agreement about this? If this is the case please enclose the agreement.
- Funding agreements must have been entered into before project start.

### 6.2 Capital expenditure and operating costs in the project period

- Account for capital expenditure and operating costs in the project period for which funding is being applied. With respect to **equipment**, costs may be included in the project budget to the extent the equipment will be used in the project. Costs included must be based on expected depreciation during the project. For **demonstration plants** being built in the project, the expected value at project termination must be excluded from the eligible costs. The assumptions used regarding depreciation of equipment and expected value of a demonstration plant at the end of the project must be reported in the proposal.

### 6.3 Conditions after the project period

- Account for the operation and possible expansion of the installations set up by the project and/or conversion after the project period as well as any alternative applications of the installations after the project period.

## 7. Incentive effect

Funding from the EUDP programme must have an incentive effect. This means that funding is only awarded to project participants if, as a consequence of the funding, the recipient increases the scope, extent or speed of efforts, compared to a situation where funding is not awarded. The likelihood of an incentive effect must be demonstrated in the application to the EUDP. EUDP may require further documentation.

- *Each* recipient of funding must account for how funding for the project will lead to increased efforts from the recipient with regard to scope, extent, speed or costs, compared with a situation without funding.

Grants exceeding 7.5 mill. euro for each company and for each project are dependent of approval from the EU Commission based on a detailed evaluation on the basis of the framework for R&D and Innovation.

## **8. Market**

When assessing in particular development and demonstration projects, emphasis will be on whether concrete plans are available for market deployment of the technologies developed and of new products, including the degree to which:

- the project meets a demand in the market and has a well-defined customer aim;
- there is an economic growth potential and a potentially competitive product;
- the project involves technology that is patentable;
- the private enterprises have a clear involvement in the project and aim to commercialise the results of the project;
- the project can help provide a basis for new jobs in Denmark;
- there is potential for exports to global emerging markets;
- assessments of commercial perspectives have been made probable in the application.

When evaluating project proposals EUDP will attach decisive importance to the commercial aspects of the proposals and to whether these aspects are fully described and supported in the application.

For projects mainly consisting of research, there is no requirement for a proper market analysis in section 6, but it is expected that the applicant describes how the project can bring new solutions to the market, and outlines the process that follows the research stage.

### **8.1 Target group and added value for users**

- Who is the ultimate target group for the technology developed in the project? Consumers/users? Other enterprises?
- Describe the demands the technology will help meet in the target group after introduction to the market (the target group may be divided into end users and intermediaries).
- Account for the added value (value proposition) the technology will provide for the target group compared to existing technologies. This could be a financial added value such as lower price, or a non-financial added value in terms of comfort, design or functionality.

### **8.2 Analysis of competition**

- Describe the competitive situation for the relevant technology:
- Who are the competitors? And the competing technologies?
- What are the advantages and disadvantages of the technology relative to competing technologies?
- The applicant can also include a SWOT analysis (a strengths/weaknesses-opportunities/threats analysis) The SWOT analysis in the form of a matrix provides a framework for analysing internal strengths and weaknesses in the enterprise, and it can illustrate the opportunities and barriers for entrance to the market.

### **8.3 Market potential**

- Describe the size of the expected market upon market introduction as well as the future potential (scope and turnover).
- Indicate *when* the technology is expected to be competitive on the market.

- Describe the technology demand trends in qualitative as well as quantitative terms.
- Account for the technology's potential in global emerging markets.

#### **8.4 Marketing**

- Describe the plan for the continued work with the technology after completion of the project and up to final market introduction/commercialisation.
- Account for *when* the technology is to be introduced.
- Account for *where* the technology is to be introduced (locally/regionally, nationally/internationally).
- Account for *how* the technology is to be introduced to the target group upon market introduction. Sale and distribution channels etc. must be included.
- Account for which participant(s) is/are to commercialise the project results after project completion.
- Account for the existence of any barriers to introduction/sale and how these will be overcome.

### **9. Research**

Projects that include research or research education must be research technically evaluated by Danmarks Innovationsfond.

Regarding the research content of a project, the business-related requirements are less extensive for research projects than for development and demonstration projects. However, the applicant's ability to demonstrate a concrete commercial potential is still decisive.

If a project partner carries out research as well as development/demonstration in a project the applicant must account for this in the application. In order to make it possible to evaluate project budget. The percentage share of the total budget should be specified in the application budget file (for each applicant).

#### **9.1 Research-technical evaluation - only for research projects including projects with ph.d. training**

If the project involves research or research training, you must include two annexes:

- Annex 6 with CVs of all members of the academic research activities (formal requirements: the research responsible not more than 2 pages and other participants not more than 1 page).
- Annex 7 for use by the research professional judgment (formal requirements: Maximum of 5 pages and a list of references on 1 page).

The contents of Annex 7 for the research technical must be:

1) Summary (to be copied to the application form section 9.1)

2) State of Art (Based on international literature (peer reviewed articles), the applicant must describe the research technical knowledge in the area and where there is a lack of knowledge which is likely to be established in the project. Note that this description differs from state-of -the-art description in section 4.1, which mainly deals with the technology and its application.

3) Hypothesis and objectives (derived from state-of- the-art).

4) Research Plan: Preceded by an overview of activities and then the description of the activities. For each activity there must be:

- a. Title
- b. Participants
- c. Objectives
- d. Method
- e. Milestones (Time) and
- f Results (Time)

5) Description of Ph.D. or postdoc if researchers education is included. In this case it must be stated in which activities they participate, and who will be supervisors.

In the application form section 9.1, the copy of the summary in the separate Annex 7 must be included.

#### **10. Are other programmes being applied to?**

- State whether the application for funding for the project has been sent to other programmes as well.

#### **11. Appendices**

In this section a list of appendices is given including the present appendix 1. Please see list at page 3.

## IV. GUIDELINES BUDGET (Annex 2)

### Introduction

Project financing is accounted for in section 6 of the application form.

The project budget must be filled by using the file 'Projektøkonomi' to be found on [www.ens.dk](http://www.ens.dk) under Research & Development.

The budget file 'Projektøkonomi' contains

- a sheet with budget and accounts for the project and for all participants (only this be used on application). Up to 15 project participants.
- 15 sheets for to periodic reporting and payment (used if obtained support).

Note that in the budget file in row 3 may be selected

- Program (to which the application is addressed)
- Languages (Danish / English)
- Xls version (Danish / English, cell AS3).

### Data regarding participating companies

Budget figures are written in yellow cells. The following data must be stated first:

- company name
- cvr
- company type
- project type (refer to Basic Data)
- company size according to EU definitions including rules regarding ownership, see further in EUDP [rules](#).
- research part of project represents research share of budget in projects involving research as well as development and/or demonstration. Note: If a significant proportion of research is mentioned in the project, an Annex 7 must be completed for the research content, see section 9 above.

After this information has been given it is possible to state an aid percentage.

### Budget items

Payment of support is calculated as a percent of eligible expenses for salaries and other costs directly associated with the project and general costs directly associated with the project (overhead)

Note that support granted under EU Block Exemption Rules is not paid on the basis of the approved budget, but on the basis of actual costs. In cases where there is no statement of actual costs for pay, support can also be given in the form of de minimis support which may not exceed 200,000 euros for a beneficiary over a continuous three-year period.

Only costs necessary for the implementation of the project are allowed in the budget. Profit elements are not eligible for support.

A substantial self-financing by the project participants is required for development and demonstration projects. The level is dependent on participants, and on how close the project is estimated to be to a subsequent commercialization. The funding rate for each partic-

ipant is determined individually and may be lower than the maximum support intensities laid down in the EU state aid rules.

Costs beyond the budgeted are the project participants' responsibility.

Budget specifications are:

- (A) Salaries
- (B) Instruments and equipment
- (C) Buildings
- (D) Other operating costs, including materials
- (E) External services
- (F) Overhead expenses – cannot be part of salaries
- (G) Revenue (from commercial prototype / demo plant)
- (H) Travel, Dissemination of results, other

Ad A)

- As a main rule support will be granted based on *actual paid wage costs* (calculated on the basis of annual gross salary incl. holiday pay). However, see also de minimis support
- Two types of salary are used (research/administrative)
- Hourly wages are calculated on the basis of a fixed number of hours pr. year of 1500 hours for a full-time employee. Support is not paid on basis of average hourly wages for a company above the average approved in the project agreement for that company
- Time consumption is used for the evaluation of the application (is time consumption proportionate to the tasks in the project). Hours spent in the project must be registered.
- Taximeter cost of a Ph.D. (see section H)
- The budget should include expected wage and price increases during the project
- The program may require proof of payment of salaries and the calculation of the overhead rate.

Ad B)

Costs of equipment and instruments are eligible to the extent that they are necessary for the project. If such equipment and instruments are not used for the project throughout their life, include only costs in accordance to depreciation during the project period.

Ad C)

Cost of acquisition and construction of buildings is basically an eligible cost, to the extent they are used for the project. However, costs of buildings will only be financed if special circumstances warrant it.

Purchase of land is not considered an eligible cost.

Ad D)

Other operating expenses, including consumables such. fuels, steel pipes, insulation, etc., operation of facilities and instruments are eligible costs to the extent that they are attributable to the project.

Ad E)



Costs of supplies are eligible, but only in case it is appropriate that such activity is carried out by a project participant. In the case of a major part of the budget, consider whether the company should instead be project participant.

The price of a subcontract shall not exceed the market price, and subcontracting shall be at market rates. In addition, the shipment must be delivered to the project participant closest to apply it.

In case that a company, including its consolidated corporations, wants to be both project participants and subcontractors in the same project, this requires explicit written approval from EUDP before the delivery commences. If such approval from EUDP is not available, subcontracting is ineligible.

The application must provide explanations on what the external supply includes, and how estimates of the cost are provided.

Ad F)

Overhead is defined as: actual additional overhead costs that are directly attributable to the project.

- For companies is max. allowed overhead 150% of labor costs.
- For universities, research institutions, etc. a fixed overhead to 44% of all costs is allowed.

The approved overhead rate for each company or institution participating is used as a basis for payment of support for the party throughout the project. When applying for payment of support, formulas in the budget and account file can be overwritten with actual figures, not to exceed the originally specified overhead.

Ad G)

Income from commercially usable prototypes and demonstrator plants, developed in the project that must be deducted from the eligible costs in the project budget (negative figure).

Ad H)

This category covers primarily travel and communication activities.

- PhD taximeter cost of DKK 80,000 pr. year can be included to the training of a Ph.D. (if the student is attached fully to the project). The grant is for the institution's disposal and to cover expenses in connection with the scholarship, ie guidance, training, short-term travel, study at other institutions, etc.
- Travel expenses must follow state regulations for travel for state employees.
- Expenses for "other" must be specified in the file in comment section below.

Support is not granted for:

- Establishment of new institutions or continuation of existing institutions through operating expenses etc.
- Operating expenses in connection with partnerships, as these would be covered by the participating parties.
- Acquisition of land and related costs
- Cost related to handling of matters by the authorities in connection with building projects, environmental approvals and the like.

- Acquisition of patents and similar rights.

## **Aid intensity**

The support is granted in accordance with EU state aid rules.

- For projects that fall under the EU State Aid Code, grants may be granted up to the permitted level according to these rules.
- Public funding of research and development activities carried out by higher education institutions or non-profit-making public research bodies, and basic research conducted independently of these, are generally not covered by the EU's state aid for research and development and innovation. For such activities, EUDP can provide grants up to 90 per cent. depending on the project.
- Participation in projects related to the IEA Technology Network under IEA Technology Collaboration Programs (former Implementing Agreements) is supported by up to 70%. Participation in actual technology development activities is supported as other technology development projects.

Each project participant states in its budget, how the financing is expected to occur and, in that regard the grant requested. The program has not defined a lower or an upper limit to how much can be sought in support. Funding rate is determined by the program board for each participant within the framework of EU rules and taking into consideration company size, type of project, the commercial aspects and involved technical and financial risks

For development and demonstration projects should aim for a degree of self-financing of at least 50 per cent.

State Supports rules and link to these is described in more detail in the EUDP regulatory framework. When entering information on the company size and nature of the project, calculated the maximum aid intensity in the budget file. Note that the maximum aid percentage depends on whether it is a collaborative project, please see definitions in the EUDP Rules.

Note that for applicant companies, which are wholly or partly owned by other companies, the owner company may count wholly or partly when determining the applicant's size, please see the EU definition of firm size in the [EU guidance](#) on SME definition of grants portal.

If support from EUDP paid in breach of EU guidelines on state aid for research and development and innovation aid can be recovered.

## V. GUIDELINES GANTT-DIAGRAM (Appendix 3)

The Gantt chart should be prepared using the file to be downloaded from [www.ens.dk/eudp](http://www.ens.dk/eudp) under Research & Development.

- Project Components: The project should be divided into work packages. Sheet no.1 should be completed with the name of **work packages**. The duration of each work package is specified.
- Milestones: Develop relevant **milestones** in the project. Name milestones and enter them as vertical columns in the Gantt chart.
- A milestone is a planned, measurable and visible event which indicates that a task or big delivery from the project is completed. There will generally be a limited number of key milestones in the typical project, typically about 3-5 milestones over a three-year project cycle

There must be milestones for both **technical** and **commercial** activities.

Commercial milestones relate to activities relating. market introduction, pricing, distribution channels, competition analysis, risk analysis, etc., and describes the events that help to introduce the technology in the market. They must be specific and precise and indicate how the technology will be developed and demonstrated through the project, can survive in the market in the future.

If the project is awarded funding, the milestones will be used by EUDP to assess the progress of the project

- In sheet no. 2 indicate the individual project **participants' budgets** by **employment packages**.