

ΔΙΑΔΙΚΤΥΑΚΟ ΣΕΜΙΝΑΡΙΟ

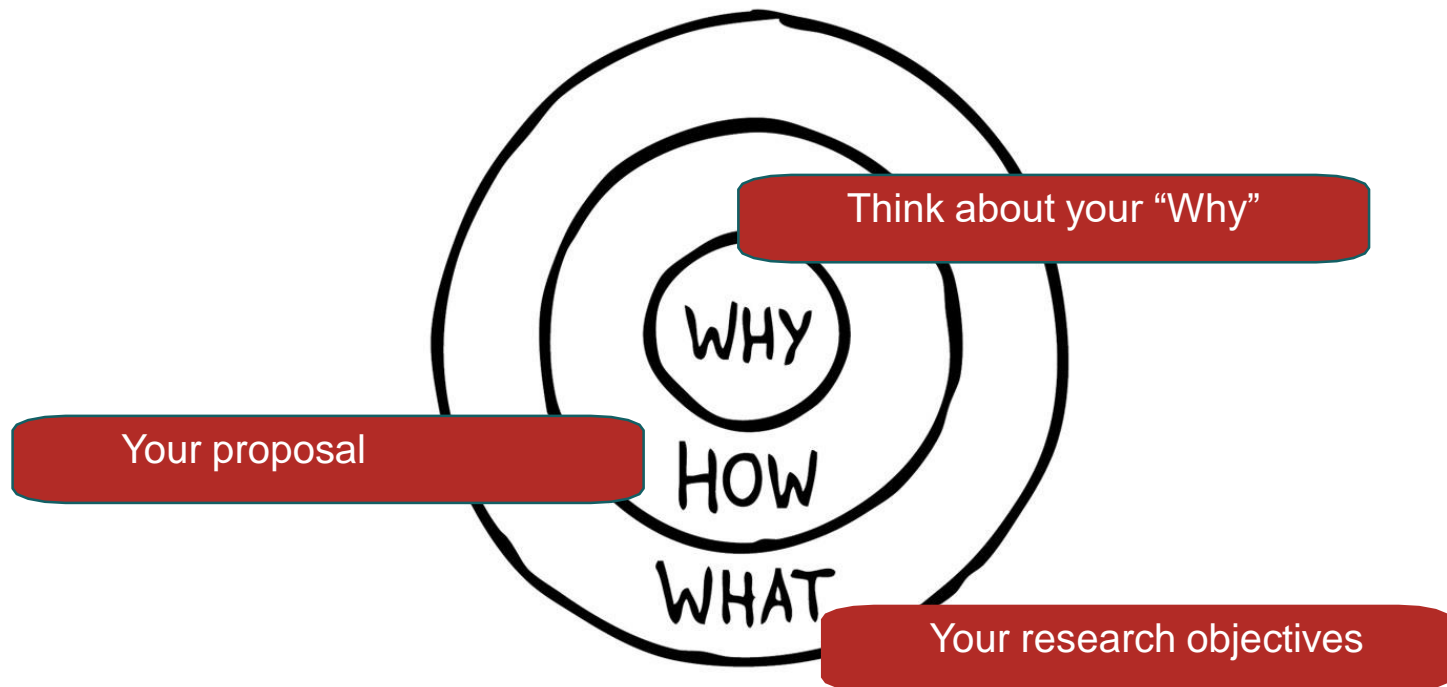
**Οδηγίες και συμβουλές για κατάρτιση
μίας επιτυχημένης πρότασης**

Χρηματοδοτικές ευκαιρίες & υπηρεσίες υποστήριξης

Μαρία Σαμαρά, ΕΑΔΠΠΑ



Proposal idea and concept





European Policies, strategies and priorities

Strategic Plan
2021-2024
DG Research & Innovation





European Policies, strategies and priorities

› **Innovation Union**

- Improve quality of doctoral training
- Attractive *employment* conditions
- *Gender* balance
- Competitiveness of knowledge base enterprises
- *Academic- Non- Academic* sector collaboration, *international* collaboration

› **Agenda for new skills and jobs**

- Equip researchers with skills and jobs that match both public and private sector needs
- Encourage **inter-sectoral exposure**
- Improved **employability** and **career prospects** within and outside academia

› **Youth on the Move:** researchers' mobility across countries, sectors and disciplines

› **European Research Area**

› **European Education Area**



European Policies, strategies and priorities

European Pillar of Social Rights Action Plan – Headline targets:

- ✓ Bring 78% of adults in employment
- ✓ Enable 60% of adults to be trained every year and
- ✓ Lift 15 million Europeans out of poverty and social exclusion (among 5 million children)



European Policies, strategies and priorities



1



Quality in education and training

- Boost basic and transversal skills
- More mobility and cooperation opportunities
- Support lifelong acquisition of language competences
- Develop a European perspective in education



2



Inclusion and gender equality

- Pathways to School Success
- 50 centres of excellence for VET
- European Approach to micro-credentials
- Gender-sensitive teaching



3



Green and digital transitions

- Education for Climate Coalition
- Greening of education infrastructure
- Council Recommendation on education for environmental sustainability
- Digital Education Action Plan



4



Teachers and trainers

- 25 Erasmus Teacher Academies
- European guidance for national career frameworks
- European Innovative Teaching Award



5



Higher education

- 41 European Universities: full roll-out
- Development of a European Degree
- Legal statute for alliance of European Universities
- Erasmus+ Mobile App



6



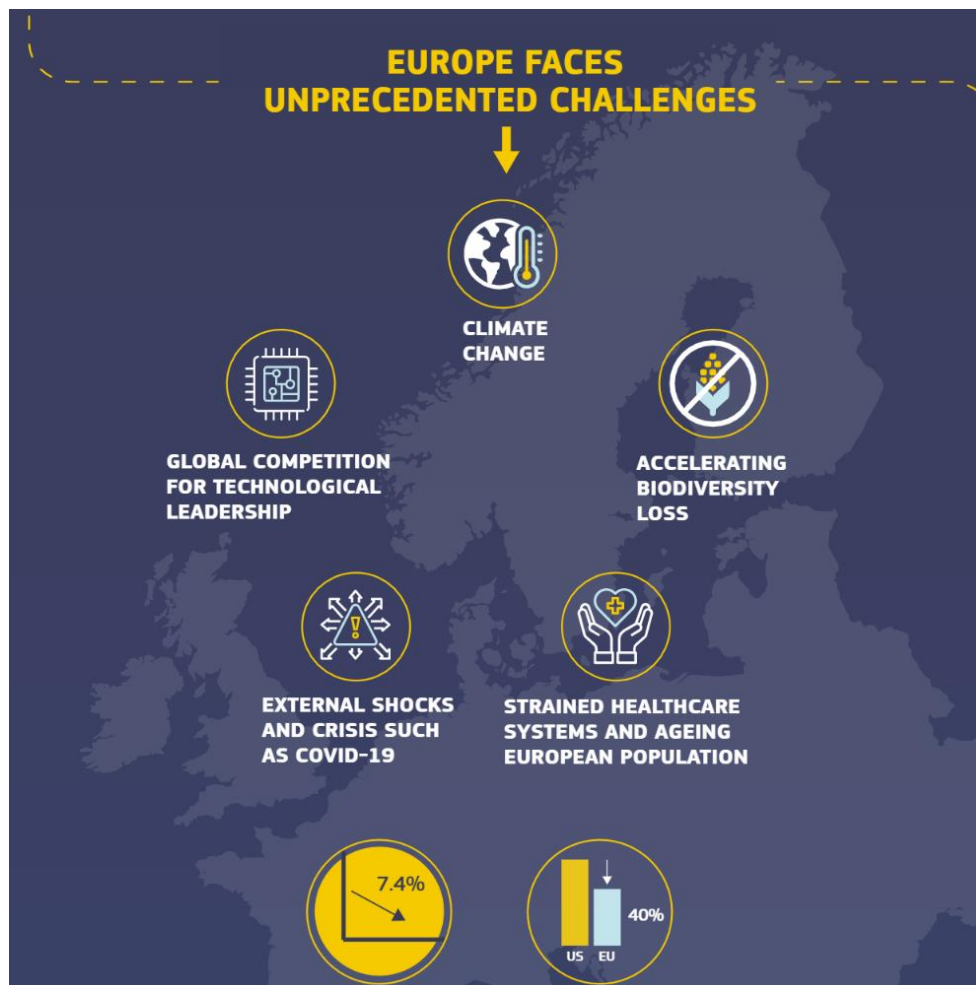
Geopolitical dimension

- Team Europe approach
- Strengthen cooperation with strategic global partners
- Expand international dimension of Erasmus+

Horizon Europe



Research and Innovation





Horizon Europe

Strategic plan gives direction to the work programme



Main Features

Early involvement and extensive exchanges with Member States
Extensive exchanges with the European Parliament
Consultations with stakeholders and public at large


✓ **Strategic plan 2021-2024:**

https://ec.europa.eu/info/horizon-europe/strategic-plan_en






Funding and Tender Opportunities Portal

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home>






Funding & tender opportunities
Single Electronic Data Interchange Area (SEDIA)

English 


Register  Login 

SEARCH FUNDING & TENDERS ▾ HOW TO PARTICIPATE ▾ PROJECTS & RESULTS WORK AS AN EXPERT SUPPORT ▾

Find calls for proposals and tenders

ERA corona platform  Brexit info  Report fraud 

Search calls for proposals and tenders by keywords, programmes...

Search 

EU Programmes

Asylum, Migration and Integration Fund (AMIF)	Border Management and Visa Instrument (BMVI)	Customs Control Equipment Instrument (CCEI)	Connecting Europe Facility (CEF)	Citizens, Equality, Rights and Values Programme (CERV)	Creative Europe (CREA)
Customs Programme (CUST)	Digital Europe Programme (DIGITAL)	Europe Direct (ED)	European Defence Fund (EDF)	European Parliament (EP)	EU Anti-fraud Programme (EUAF)
European Solidarity Corps (ESC)	Erasmus+ Programme (ERASMUS+)	European Social Fund + (ESF)	European Maritime, Fisheries and Aquaculture Fund (EMFAF)	Euratom Research and Training Programme (EURATOM)	Fiscalis Programme (FISC)
Innovation Fund (INNOVFUND)	Internal Security Fund (ISF)	Horizon Europe (HORIZON)	Single Market Programme (SMP)	Social Prerogative and Specific Competencies Lines (SOCPL)	EU External Action (RELEX)

News

13 Sep, 2021

Horizon Results Platform (HRP) featured in Euronews article on bridging the gap between research and market

The Horizon Results Platform promotes all EU-funded research and innovation. It aims to build a bridge between Europe's most innovative startups and private inv...

Webinar on 05 October 2021 – Horizon Results Booster: Bring a continual stream of innovation to the market and beyond

The European Commission is organising an open information session on the Horizon Results Booster, the EU initiative that provides a set of free tailor-made serv...


06 Sep, 2021

European Defence Fund (EDF) - Call for experts!

A call for experts for EDF has been published on the European Commission DG DEFIS website. IMPORTANT: Interested experts are invited to register in the Funding...

[All news >](#)

Useful links

 [Calls for tenders on Ted](#)



Funding and Tender Opportunities Portal:

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home>

The screenshot shows the 'Funding & tender opportunities' portal. The navigation bar includes 'SEARCH FUNDING & TENDERS', 'HOW TO PARTICIPATE', 'PROJECTS & RESULTS', 'WORK AS AN EXPERT', and 'SUPPORT'. Red arrows point from these menu items to their respective expanded dropdowns below:

- SEARCH FUNDING & TENDERS**
 - Search funding & tenders
 - Funding updates
 - Archived funding (FP7-CIP)
- HOW TO PARTICIPATE**
 - Key steps
 - Reference documents
 - Participant register
 - Partner search
- SUPPORT**
 - Support overview
 - Guidance & Manuals
 - FAQ
 - Helpdesk & Support Services

The main content area features a 'Horizon 2020 Research & Innovation' section with a description of the program and a list of links: 'Find calls for proposals', 'Projects & Results', 'SME Participations', 'Financial Capacity Assessment', and 'What's new'. Below this is a 'Find calls for proposals in Horizon 2020' section with a search bar and a message: 'Calls for Tenders are not available when you have selected a programme. See all calls for tenders published by EC'.



Funding and Tender Opportunities Portal

SEARCH FUNDING & TENDERS ▼

Search funding & tenders

Funding updates

Archived funding (FP7-CIP)

Type your Keywords...



☒ Match whole words only

☒ GRANTS

☐ TENDERS

Submission status



Forthcoming (317)



Open for submission (323)



Closed (4952)

Programming period

Select a Programme period...



Filter by Programme / Programme group

Select a Programme...



Filter by call

Select a Call...



Funding and tenders (5592)

Need help?



Sort by:

Submission status ▼

Grant

Increased safety, security, performance of the European Border and Coast Guard and of European customs authorities

Open for submission

Programme	Horizon Europe (HORIZON)	Deadline model	single-stage
ID	HORIZON-CL3-2021-BM-01-02	Opening date	30 June 2021
Types of action	HORIZON Coordination and Support Actions	Deadline date	23 November 2021 17:00:00 Brussels time

Grant

Improved border checks for travel facilitation across external borders and improved experiences for both passengers and border authorities' staff

Open for submission

Programme	Horizon Europe (HORIZON)	Deadline model	single-stage
ID	HORIZON-CL3-2021-BM-01-03	Opening date	30 June 2021
Types of action	HORIZON Innovation Actions	Deadline date	23 November 2021 17:00:00 Brussels time

Grant

Advanced detection of threats and illicit goods in postal and express courier flows



Funding and Tender Opportunities Portal: Topic text

Topic Identifier

Example: HORIZON-CL6-2022-BIODIV-01-06: Monitoring and effective measures for agrobiodiversity

Expected Outcome

Expected Outcome: In line with the objectives of the 2030 biodiversity strategy and other policies such as the common agricultural policy (CAP), successful proposals will **contribute to the take up of practices in agriculture that promote biodiversity** as well as to **effective monitoring** of farmland biodiversity to maintain and re-establish biotopes and habitats.

Scope

Scope: Projects should:

Map carbon and nature rich areas and **analyse** the effects of agricultural practices on biodiversity;

Monitor the diversity and area of habitats for farmland-dependent species, in space and time;.

Develop and test effective agri-environment measures as well as indicators and monitoring tools to determine the effectiveness of conservation measures for species and their habitats in the agricultural context;

Develop and demonstrate practical examples of agro-forestry systems and how these can be promoted through rural development programmes.

Indicative Budget

Budget: **8 million euros**

Cross-cutting priorities

Cross-cutting priorities : **Socio-economic science and humanities**

Type of action

Type of Action: **Research and Innovation Action**



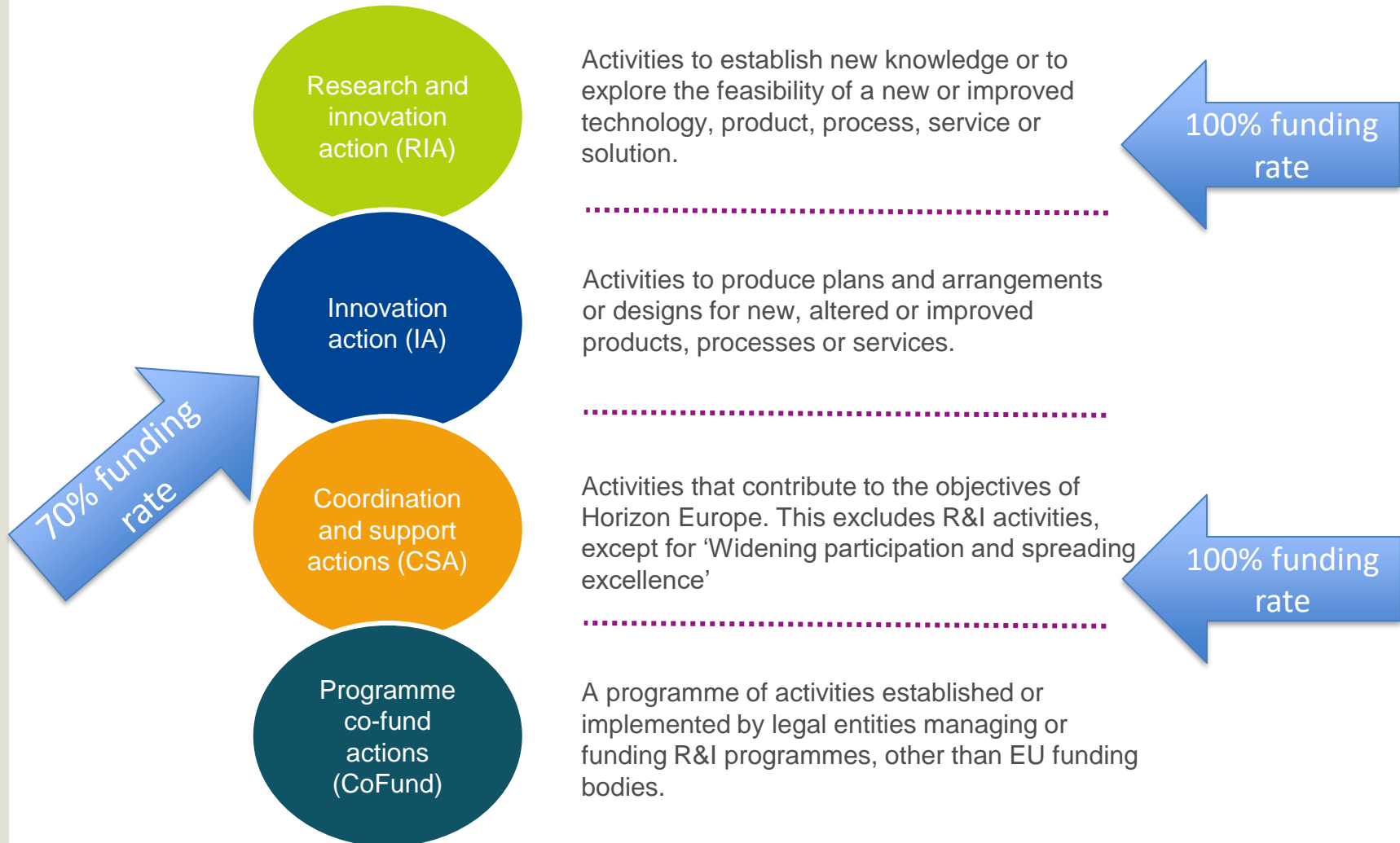
Horizon Europe: structure



* The European Institute of Innovation & Technology (EIT) is not part of the Specific Programme



Horizon Europe: Type of actions





Horizon Europe: consortium

Consortium composition (collaborative projects)

- at least one independent legal entity established in a Member State, and
- at least two other independent legal entities each established either in a different Member State or an Associated Country.

Gender Equality Plan (applicable only from 2022 on)

Participants that are public bodies, research organisations or higher education establishments from Members States and Associated countries **must have a gender equality plan**, covering minimum process-related requirements.

- A self-declaration will be requested at proposal stage (for all types of participants).
- Included in the entity validation process (based on self-declaration)



Horizon Europe: consortium



EU COUNTRIES

- Member States (MS) including their outermost regions
- The Overseas Countries and Territories (OCTs) linked to the MS.



NON-EU COUNTRIES

- Countries associated to Horizon Europe (AC)
- Low and middle income countries: See [HE Programme Guide](#).
- Other countries when announced in the call or exceptionally if their participation is essential



SPECIFIC CASES

- Affiliated entities established in countries eligible for funding.
- EU bodies
- International organisations (IO):
 - International European research organisations are eligible for funding.
 - Other IO are not eligible (only exceptionally if participation is essential)
 - IO in a MS or AC are eligible for funding for Training and mobility actions and when announced in the call conditions



Horizon Europe: consortium

Keep in mind that a right partner

- ✓ Could be from Academia, Industry, SMEs, NGOs, etc.
- ✓ Should be committed
- ✓ Should have skills in a **particular field**
- ✓ Should ideally (not obligatory) have previous experience in EU projects/international cooperation projects

Think about partners within your Consortium

- ✓ **WELL BALANCED:** geographical spread, expertise and type of organisation (Academia, Research centers, Industry, SMEs,...)
- ✓ **RELIABLE**



Horizon Europe: Proposal

Same general admissibility conditions

- Applications must be submitted before the call deadline, **electronically** via the Funding & Tenders Portal
- Applications must be **complete, readable, accessible and printable**, and include a **plan for the exploitation and dissemination of results**, unless provided otherwise in the specific call conditions.

Proposal page limit

Substantial reduction in maximum length:

- RIAs and IAs type of actions: limit for a full application is **45 pages**
- CSAs: limit is **30 pages**
- First stage proposals: limit is **10 pages**
- EIC Pathfinder: limit is **17 pages**
- Exceptions, if any, would be specified in the call text.



Horizon Europe: Proposal

The proposal contains two parts:

- **Part A (web-based forms)** is generated by the IT system. It is based on the information entered by the participants through the submission system in the Funding & Tenders Portal.
- **Part B** is the narrative part that includes three sections that each correspond to an evaluation criterion. Part B needs to be uploaded as a PDF document following the templates downloaded by the applicants in the submission system for the specific call or topic.



Horizon Europe: Proposal

Application Forms	
Proposal ID XXXXXXXXXX	Acronym XXXXXXXX
Application Forms	

Please check our [FAQ](#) for help on navigating the form.

Horizon Europe Application forms (Part A)

Topic:
Type of action:
Type of Model Grant Agreement:
Proposal number:
Proposal acronym:

Table of contents

Section	Title	Action
1	General information	
2	Participants	
3	Budget	
4	Ethics and security	
5	Other questions	

The forms must be filled in for each proposal using the templates available in the Submission System. Some data fields in the forms are pre-filled based on the previous steps in the Submission wizard.

Version of template used Page 3 of 24 Last saved: dd/mm/yyyy HH:mm

This proposal version was submitted by [Name, FAMILY NAME] on [dd/mm/yyyy HH:mm:ss] Brussels Local Time. Issued by the

Version of template used

Acronym XXXXXXXX	
------------------	--

Proposal template Part B: technical description

is filled in by contacts of the coordinator. Other parts

Type of action

Type of Model

Proposal template Part B: technical description (for full proposals: single stage submission procedure and 2nd stage of a two-stage submission procedure)

This template is to be used in a single-stage submission procedure or at the 2nd stage of a two-stage submission procedure.

The structure of this template must be followed when preparing your proposal. It has been designed to ensure that the important aspects of your planned work are presented in a way that will enable the experts to make an effective assessment against the evaluation criteria. Sections 1, 2 and 3 each correspond to an evaluation criterion.

Please be aware that proposals will be evaluated as they were submitted, rather than on their potential if certain changes were to be made. This means that only proposals that successfully address all the required aspects will have a chance of being funded. There will be no possibility for significant changes in content, budget and consortium composition during grant preparation.

Page limit: The title, list of participants and sections 1, 2 and 3, together, should not be longer than 45 pages. All tables, figures, references and any other element pertaining to these sections must be included as an integral part of these sections and are thus counted against this page limit. The number of pages included in each section of this template is only **indicative**.

The page limit will be applied automatically. At the end of this document you can see the structure of the actual proposal that you need to submit, please remove all instruction pages that are watermarked.

If you attempt to upload a proposal longer than the specified limit before the deadline, you will receive an automatic warning and will be advised to shorten and re-upload the proposal. After the deadline, excess pages (in over-long proposals/applications) will be automatically made invisible, and will not be taken into consideration by the experts. The proposal is a self-contained document. Experts will be instructed to ignore hyperlinks to information that is specifically designed to expand the proposal, thus circumventing the page limit.

Please, do not consider the page limit as a target! It is in your interest to keep your text as concise as possible, since experts rarely view unnecessarily long proposals in a positive light.

The following formatting conditions apply.

The reference font for the body text of proposals is Times New Roman (Windows platforms), Times/Times New Roman (Apple platforms) or Nimbus Roman No. 9 L (Linux distributions).

The use of a different font for the body text is not advised and is subject to the cumulative conditions that the font is legible and that it does not significantly shorten the representation of the proposal in number of pages compared to using the reference font (for example with a view to bypass the page limit).

The minimum font size allowed is 11 points. Standard character spacing and a minimum of single line spacing is to be used. This applies to the body text, including text in tables.

Text elements other than the body text, such as headers, foot/end notes, captions, formula's, may deviate, but must be legible.

The page size is A4, and all margins (top, bottom, left, right) should be at least 15 mm (not including any footers or headers).

been submitted in the past 2 years in res

including the current call? A similar propos

in which some of the present consortium members

tract number

Page 4 of 24



Horizon Europe: Proposal

PART A ***ADMINISTRATIVE INFORMATION***

- General information (coordinator)
- Participant information, (1 for each partner)
- Budget (completed by the coordinator)
- Ethics
- Security **moved here from Part B section 5.2**
- Other questions



Horizon Europe: Proposal

Horizon Europe

- Organisation data
- Departments carrying out the proposed work
- Links with other participants
- Main contact person AND Other contact persons
- Researchers involved in the proposal **NEW**
- Role of participating organisation in the project **PREVIOUS SECTION 4.1**
- List of up to 5 publications, widely-used datasets, software, goods, services, or any other achievements relevant to the call content **PREVIOUS SECTION 4.1**
- List of up to 5 most relevant previous projects or activities, connected to the subject of this proposal **PREVIOUS SECTION 4.1**
- Description of any significant infrastructure and/or any major items of technical equipment, relevant to the proposed work **PREVIOUS SECTION 4.1**
- Gender equality plan* **NEW**



Horizon Europe: Proposal

Horizon Europe

- A: Same
- B: Subcontracting costs
- C: Purchase costs (C1: travel & substinces; C2: equipement; C3: other goods, works & services)
- D: Other costs categories
- E: Indirect costs
- F: Tot eligible costs
- G: Funding rate
- H: Max EU contribution
- I: requested EU contrinution
- J: income generated by action
- K: financial contributions
- L: own resources
- M: Tot estimated income



Horizon Europe: Proposal

Horizon Europe

1-7 : Same

8. Artificial Intelligence **NEW**

Dual use, civil applications **MOVED TO SECTION A1**

Misuse **MOVED TO SECTION A4 Security issues table**

*ETHICS SELF-ASSESSMENT: table to be filled in with the following information: **NEW***

Ethical dimension of the objectives,

methodology and likely impact

Compliance with ethical principles and relevant legislations



Horizon Europe: Proposal

Part B

1. Excellence
2. Impact
3. Quality and efficiency of the implementation
4. Members of the Consortium **moved to Part A2**
5. Ethics **moved to Part A4**
6. Security **moved to Part A5**



Horizon Europe: Proposal

1. Excellence

1. Objectives
2. Relation to the work programme
3. Concept and methodology
4. Ambition

2. Impact

1. Expected impacts
2. Misure to maximase impact
 - a) Dissemination and exploitation of results
 - b) Communication activities

3. Quality and efficiency of the implementation

1. Work plan – work packages, deliverables
2. Management structure, milestones and procedures
3. Consortium as a whole
4. Resources to be committed

1. Excellence

1. Objectives and ambition *[e.g. 4 pages]*
2. Methodology *[e.g. 15 pages]*

2. Impact

1. Project's pathways towards impact *[e.g. 4 pages]*
2. Measures to maximise impact - Dissemination, exploitation and communication *[e.g. 5 pages]*

2.3 Summary (Canvas table)

3. Quality and efficiency of the implementation

1. Work plan and resources *[e.g. 14 pages – including tables]*
2. Capacity of participants and consortium as a whole *[e.g. 3 pages]*

OS - DMP



Horizon Europe: Proposal

Part B1

1. Excellence

The following aspects will be taken into account only to the extent that the proposed work is within the scope of the work programme topic.

1. Objectives and ambition

[e.g. 4 pages]

2. Methodology *[e.g. 15 pages]*



Horizon Europe: Proposal Objectives



General Objectives

Long term: beyond the duration of the project

Improve, strenght, facilitate, realize ...

Specific Objectives

To be realized during the project implementation

Testing, pilot plant, develop new knowledge, ...



Horizon Europe: Proposal Objectives



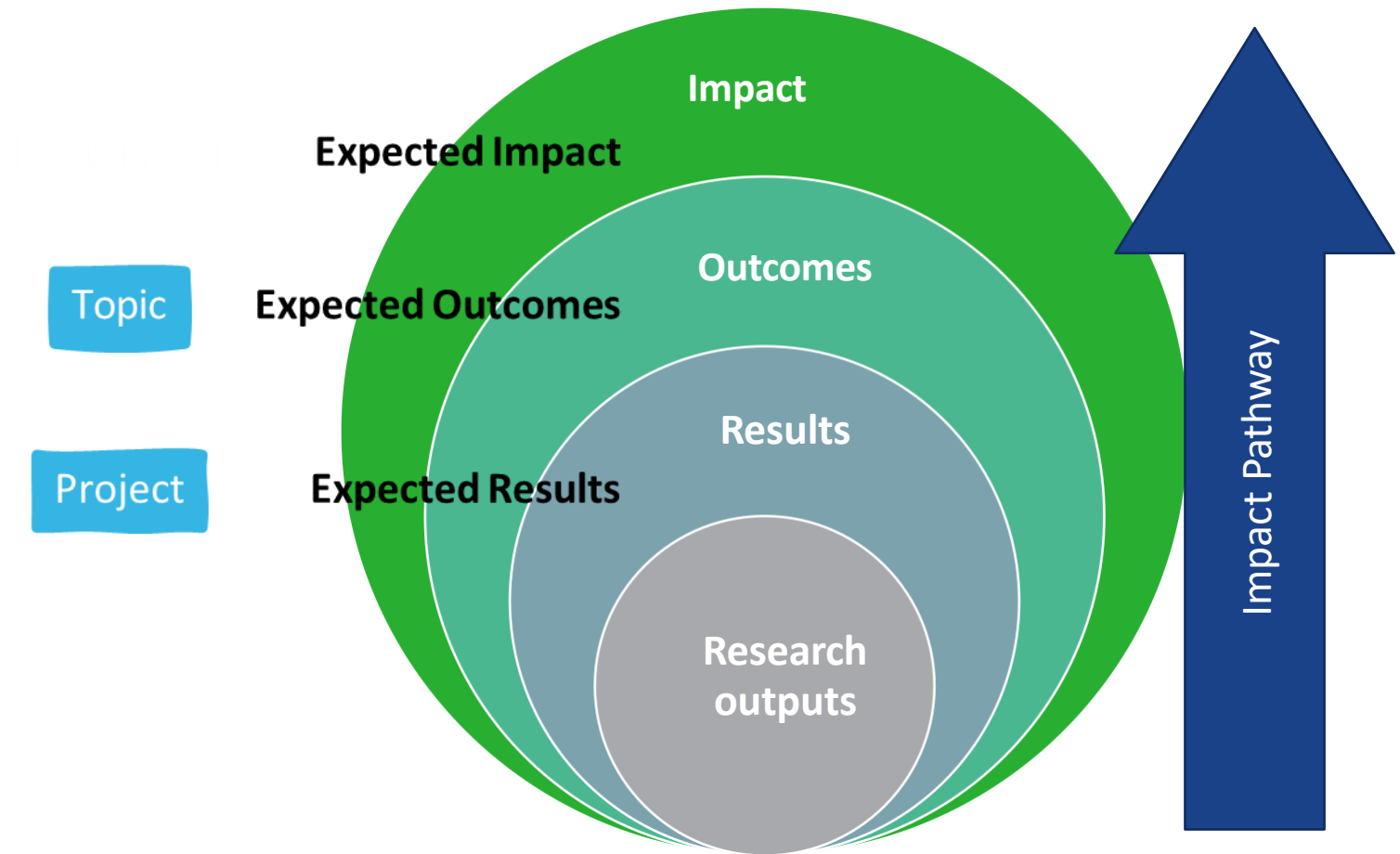


Horizon Europe: Proposal Methodology

- How will be solved the problems and needs described
- Detailed but concise description of the solution
- Rational why the project is composed this way, in the different stages identified (research, demonstration, etc.)
- Flow chart visualizing the phases of the project and their interconnections
- Verify coherence among objectives, activities, results



Horizon Europe: Proposal Impact





Horizon Europe: Proposal Impact





Horizon Europe: Proposal Impact

Dissemination, exploitation and communication

To include a draft plan in proposal is an admissibility condition, unless the work programme topic explicitly states otherwise.

All measures should be proportionate to the scale of the project, and should contain concrete actions to be implemented both during and after the end of the project.



Horizon Europe: Proposal Impact

Elements of the **D&E&C plan**

- **Planned measures** to maximise the impact of projects
- **Target groups** (e.g. scientific community, end users, financial actors, public at large) and **proposed channels** to interact
- **Communication measures** for promoting the project and its findings throughout the full lifespan of the project
- **Policy feedback** measures to contribute to policy shaping and supporting the implementation of new policy initiatives and decisions
- Follow-up plan to foster **exploitation/uptake** of the results
 - Comprehensive and feasible strategy for the **management of the intellectual property** (the provision of a results ownership list is mandatory at the end of the project)
 - If exploitation is expected primarily in non-associated third countries, give a convincing justification that this is still in the Union's interest.



Horizon Europe: Proposal Impact

European Green Deal

In line with the European Green Deal objectives, economic activities **should not make a significant harm to any of the six environmental objectives** (EU Taxonomy Regulation)



Climate change mitigation



Sustainable use & protection of water & marine resources



Pollution prevention & control



Climate change adaptation



Transition to a circular economy



Protection and restoration of biodiversity & ecosystems



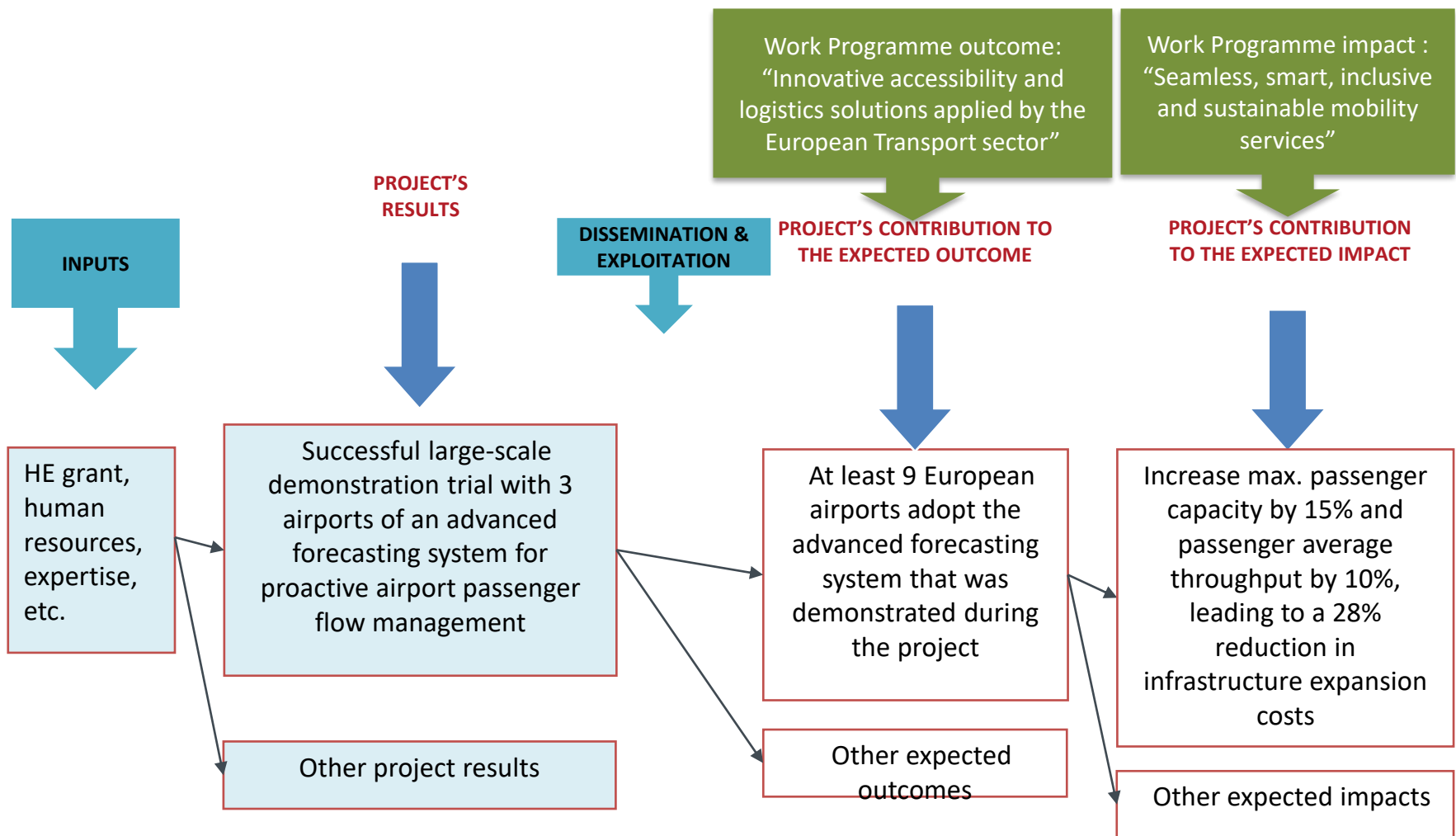
Horizon Europe: Proposal Impact

**Project's pathway
towards impact**

...by thinking about the specific contribution the project can make to the expected outcomes and impacts set out in the Work Programme.



Horizon Europe: Proposal Impact





Horizon Europe: Proposal Impact

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
<p><i>What are the specific needs that triggered this project?</i></p> <p>Example 1 Most airports use process flow-oriented models based on static mathematical values limiting the optimal management of passenger flow and hampering the accurate use of the available resources to the actual demand of passengers.</p> <p>Example 2 Electronic components need to get smaller and lighter to match the expectations of the end-users. At the same time there is a problem of sourcing of raw materials that has an environmental impact.</p>	<p>What do you expect to generate by the end of the project?</p> <p>Example 1 Successful large-scale demonstrator: Successful large-scale demonstrator: Trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management. Algorithmic model: Novel algorithmic model for proactive airport passenger flow management.</p> <p>Example 2 Publication of a scientific discovery on transparent electronics. New product: More sustainable electronic circuits. Three PhD students trained.</p>	<p>What dissemination, exploitation and communication measures will you apply to the results?</p> <p>Example 1 Exploitation: Patenting the algorithmic model. Dissemination towards the scientific community and airports: Scientific publication with the results of the large-scale demonstration. Communication towards citizens: An event in a shopping mall to show how the outcomes of the action are relevant to our everyday lives.</p> <p>Example 2 Exploitation of the new product: Patenting the new product; Licencing to major electronic companies. Dissemination towards the scientific community and industry: Participating at conferences; Developing a platform of material compositions for industry; Participation at EC project portfolios to disseminate the results as part of a group and maximise the visibility vis-à-vis companies</p>



Horizon Europe: Proposal Impact

TARGET GROUPS	OUTCOMES	IMPACTS
<p><i>Who will use or further up-take the results of the project? Who will benefit from the results of the project?</i></p> <p>Example 1 9 European airports: Schiphol, Brussels airport, etc. The European Union aviation safety agency. Air passengers (indirect).</p> <p>Example 2 End-users: consumers of electronic devices. Major electronic companies: Samsung, Apple, etc. Scientific community (field of transparent electronics).</p>	<p><i>What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?</i></p> <p>Example 1 Up-take by airports: 9 European airports adopt the advanced forecasting system demonstrated during the project.</p> <p>Example 2 High use of the scientific discovery published (measured with the relative rate of citation index of project publications). A major electronic company (Samsung or Apple) exploits/uses the new product in their manufacturing.</p>	<p><i>What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?</i></p> <p>Example 1 Scientific: New breakthrough scientific discovery on passenger forecast modelling. Economic: Increased airport efficiency Size: 15% increase of maximum passenger capacity in European airports, leading to a 28% reduction in infrastructure expansion costs.</p> <p>Example 2 Scientific: New breakthrough scientific discovery on transparent electronics. Economic/Technological: A new market for touch enabled electronic devices. Societal: Lower climate impact of electronics manufacturing (including through material sourcing and waste management).</p>



Horizon Europe: Proposal Implementation

Table 3.1b: Work package description

For each work package:

Work package number	Lead beneficiary					
Work package title						
Participant number						
Short name of participant						
Person months per participant:						
Start month			End month			

Objectives

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

Deliverables (brief description and month of delivery)

Table 3.1c: List of Deliverables⁶

Only include deliverables that you consider essential for effective project monitoring.

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

KEY

Deliverable numbers in order of delivery within that WP>. For example:

Type:

Use one of the following codes:

- R: Document, report (ex)
- DEM: Demonstrator, pilot, proof of concept
- DEC: Websites, patents filed
- DATA: Data sets, microdata, etc.
- DMP: Data management plan
- ETHICS: Deliverables related to ethics
- SECURITY: Deliverables related to security
- OTHER: Software, technical documents

Dissemination level:

Use one of the following codes:

- PU – Public, fully open, e.g. website
- SEN – Sensitive, limited under project's page
- Classified R-UE/EU-R – EU RES
- Classified C-UE/EU-C – EU COI
- Classified S-UE/EU-S – EU SEC

Delivery date:

Measured in months from the project start date

Table 3.1d: List of milestones

Milestone number	Milestone name	Related work package(s)	Due date (in month)	Means of verification

KEY

Due 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 3.1e: Critical risks for implementation

Description of risk (indicate level of (i) likelihood, and (ii) severity: Low/Medium/High)	Work package(s) involved	Proposed risk-mitigation measures

Definition critical risk:

A critical risk is a plausible event or issue that could have a high adverse impact on the ability of the project to achieve its objectives.

Level of likelihood to occur: Low/medium/high

The likelihood is the estimated probability that the risk will materialise even after taking account of the mitigating measures put in place.

Level of severity: Low/medium/high

The relative seriousness of the risk and the significance of its effect.



Horizon Europe: Proposal evaluation

Same criteria as in H2020

Same three award criteria: '**Excellence**', '**Impact**' and '**Quality and efficiency of the implementation**'. Excellence only for ERC.

Adapted following lessons learnt

- The number of '**aspects to be taken into account**' have been **reduced**, ensuring that the same aspect is not assessed twice
- **Open Science** practices assessed as part of the scientific methodology in the excellence criterion
- **New approach to impact**: Key Impacts Pathways (KIPs)
- The assessment of the **quality of applicants** is assessed under 'implementation', rather than as a separate binary assessment of operational capacity
- Assessment of **management structures** has been removed.



Horizon Europe: Proposal evaluation

EXCELLENCE

- ✓ Clarity and pertinence of the **project's objectives**, and the extent to which the proposed work is ambitious, and goes beyond the state-of-the-art.
- ✓ Soundness of the proposed **methodology**, including the underlying concepts, models, assumptions, inter-disciplinary approaches, appropriate consideration of the **gender dimension** in research and innovation content, and the quality of **open science practices** including sharing and management of research outputs and engagement of citizens, civil society and end users where appropriate.

IMPACT

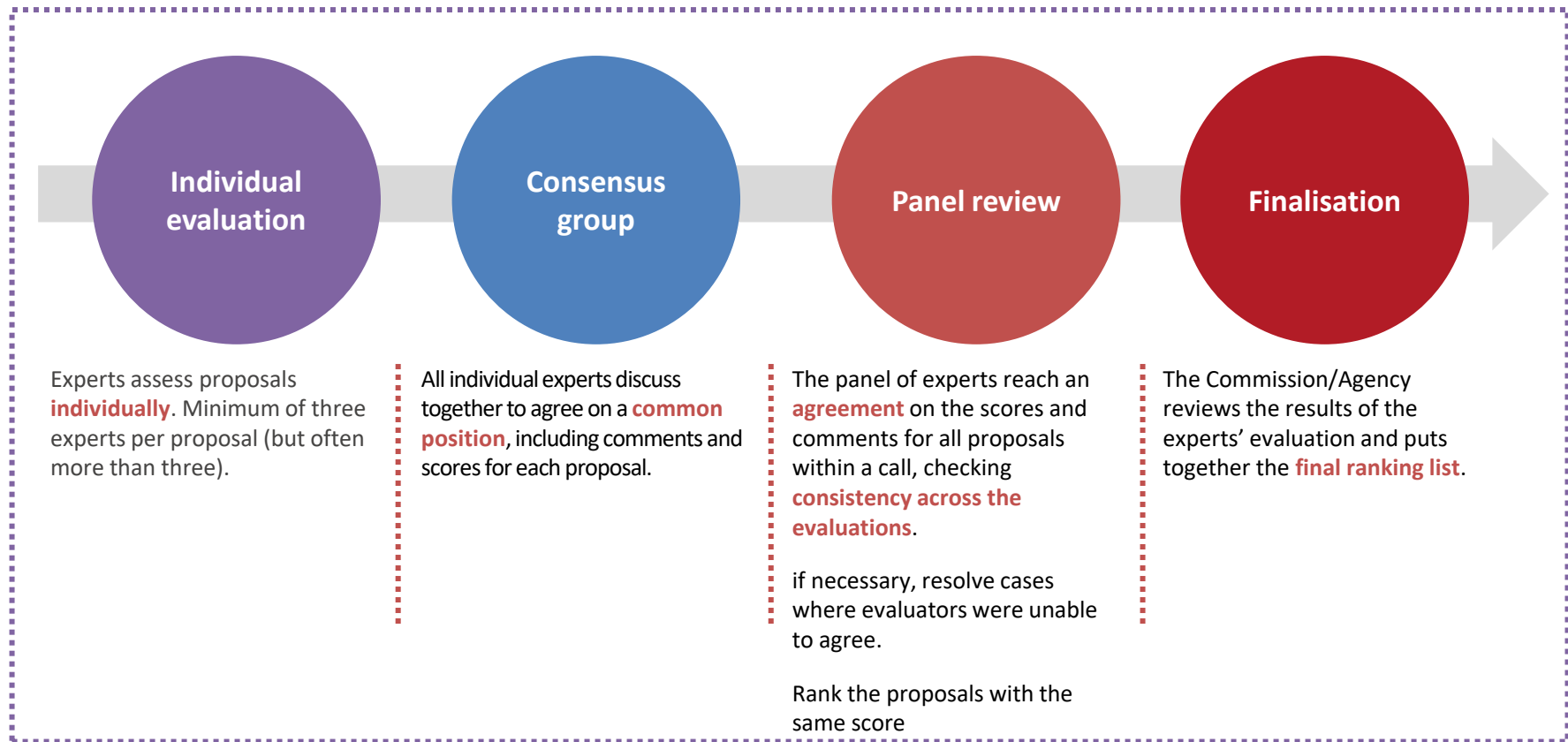
- ✓ Credibility of the **pathways** to achieve the expected **outcomes and impacts** specified in the work programme, and the likely scale and significance of the contributions due to the project.
- ✓ Suitability and quality of the **measures to maximize expected outcomes and impacts**, as set out in the dissemination and exploitation plan, including communication activities.

QUALITY AND EFFICIENCY OF THE IMPLEMENTATION

- ✓ Quality and effectiveness of the **work plan**, assessment of risks, and appropriateness of the effort assigned to work packages, and the resources overall.
- ✓ Capacity and role of each **participant**, and extent to which the **consortium** as a whole brings together the necessary expertise.



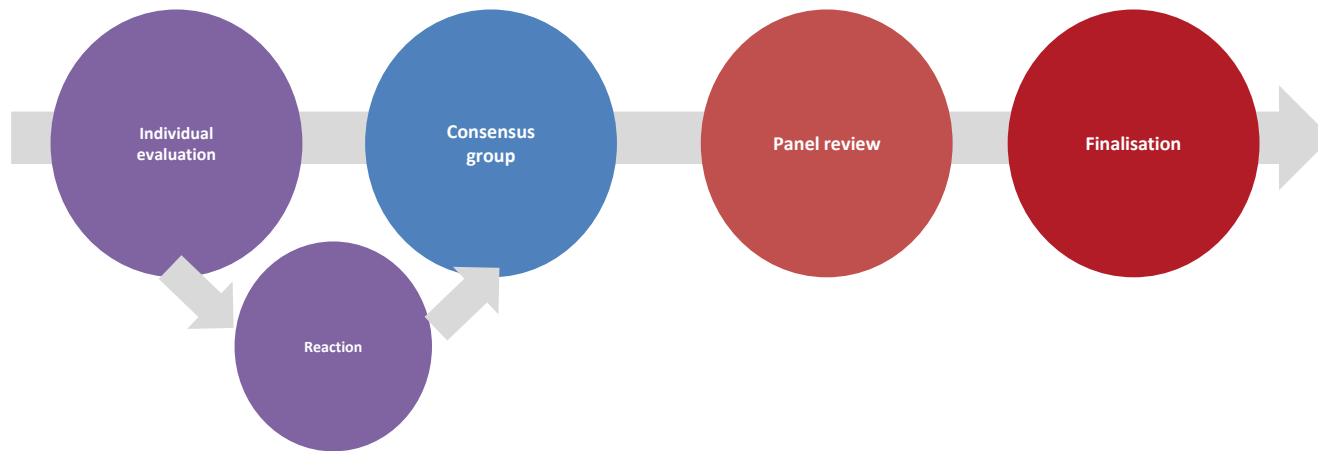
Horizon Europe: Proposal evaluation





Horizon Europe: Proposal evaluation

Piloting new processes based on lessons learnt



Right-to-react (Rebuttal)

- Objective is to increase transparency, to correct any factual or major misunderstandings by experts at an early stage, and provide more detailed feedback to applicants.
- Applicants will send their reactions to draft experts comments
- Experts will take applicants' reaction into account before finalising their final assessment.



Horizon Europe: Useful tips



Your proposed work must be within the scope of a work programme topic



You need to demonstrate that your idea is ambitious and goes beyond the state of the art



Your scientific methodology must take into account interdisciplinary, gender dimension and open science practices.



You should show how your project could contribute to the outcomes and impacts described in the work programme (the pathway to impact)



You should demonstrate the quality of your work plan, resources and participants



Horizon Europe: Useful tips

Criterion	DO	DON'T
Excellence	<p>Define objectives clearly.</p> <p>Be ambitious, but stay realistic.</p> <p>Choose appropriate methodology.</p> <p>Choose relevant partners and reliable coordinator.</p> <p>Put effort on describing the state-of-art and proof of concept.</p> <p>Create links with previous networks/projects and relevant policies.</p> <p>Engage interdisciplinary expertise.</p> <p>Stay accurate, concise throughout the proposal</p> <p>Bring out the innovation potential.</p> <p>If something stays unclear, contact your NCP.</p>	<p>Don't rush; poorly prepared proposal ruins even the most excellent plans.</p> <p>Don't repeat something what is already done.</p> <p>Don't forget to include partners from different regions, disciplines, stakeholder groups to compose a balanced consortium.</p> <p>Don't forget to show the credibility of your consortium.</p> <p>Don't hesitate to provide detailed description about your methodology, technical solution etc. Superficial description of the processes is often brought out as a major shortcoming</p> <p>If you have a novel approach – don't forget to describe it thoroughly and to support it with relevant references.</p>



Horizon Europe: Useful tips

Impact	When planning be concrete and precise.	Don't list irrelevant and unreal impacts.
	Quantify as much as possible.	Don't try to be very optimistic as it may cause the lack of credibility.
	Use financial figures and develop a business model and/or business plan.	Don't use general descriptions, without any specific focus.
	Elaborate a convincing commercialisation plan.	Don't use a weak or general analysis of the market and competition.
	Take into account all the expected impacts described in the topic.	Don't miss concrete market details: potential market volumes, which markets, specific products, prices, etc.
	Expected impacts should be derived and justified on previous results.	Don't copy proposal's parts (mainly IPR management) from your previous project proposals.
	Plan a good cooperation with end users from the beginning of the project.	Don't forget that the impact should be related to the particular concept, not to the call fiche.
	Involve policy makers, SMEs and industry in the proposal or plan a sustainable cooperation with them.	Don't repeat (or copy) required impact from the call instead of development of your own proposal content.
	Describe industrial uptake of research results in details.	Don't confuse dissemination with communication or exploitation.
	Develop an excellent dissemination plan (with diverse dissemination measures).	Don't forget to use concrete information about expected environmental savings.
	Address adequately and clearly explain dissemination of project results.	
	Ask for evaluation of impacts (by professionals).	
	Ask NCPs for cooperation.	

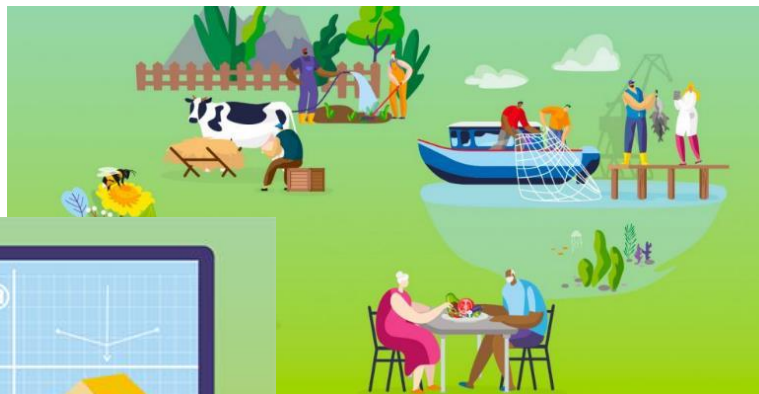


Horizon Europe: Useful tips

Implementation	Concrete and precise planning.	Don't use repetitions from within the text of the proposal.
	Details and Quantification. Use Tables.	Don't do "copy-pastes" from other/ previous proposals.
	Well-timed tasks and activities with well-balanced allocation to partners.	Don't forget the details - unsubstantiated/ unreferenced content/ figures/ numbers are causing a negative impression.
	Well-balanced and justified resources and budget.	Don't take beneficiaries/ Partners who are "joyriders" with no significant role and tasks.
	Consortium with partners who complement and synergize well in expertise and tasks.	Don't plan vague Deliverables and Milestones.
	Consultation with NCP.	Lack of "Plan B" and contingency measures.



European infodays and brokerage events



Horizon Europe Info days and Brokerage Events:

https://ec.europa.eu/info/research-and-innovation/events/upcoming-events/horizon-europe-info-days_en

Thank you for your attention

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