

Κανόνες συμμετοχής και χρήσιμες συμβουλές & για
την προετοιμασία επιτυχημένης πρότασης στον
Ορίζοντα Ευρώπη

Βασιλική Καλοδήμου

Τμήμα Φυσικής
Εθνικό και Καποδιστριακό Πανεπιστήμιο Αθηνών



Statistics



Horizon 2020 _ NKUA

Top participants

Legal Name	Country	NUTS 2 Name	Net EU Contribution	Participation	Participation to Coordination role	O
Totals			€ 1.714.492.348,66	5488	675	
ETHNIKO KENTRO EREVNAS KAI TECHNOLOGIKIS ANAPTYXIS	EL - Greece	Κεντρική Μακεδονία (Kentriki Makedonia)	€ 171.631.128,47	374	72	RI
IDRYMA TECHNOLOGIAS KAI EREVNAS	EL - Greece	Κρήτη (Kriti)	€ 122.619.203,55	295	85	RI
INSTITUTE OF COMMUNICATION AND COMPUTER SYSTEMS	EL - Greece	Αττική (Attiki)	€ 107.235.176,63	211	59	RI
ETHNICON METSOVION POLYTECHNION	EL - Greece	Αττική (Attiki)	€ 99.564.408,02	236	49	HI
ARISTOTELIO PANEPISTIMIO THESSALONIKIS	EL - Greece	Κεντρική Μακεδονία (Kentriki Makedonia)	€ 81.340.376,88	206	42	HI
PANEPISTIMIO PATRON	EL - Greece	Δυτική Ελλάδα (Dytiki Ellada)	€ 62.738.680,18	147	18	HI
KENTRO MELETON ASFALIAS	EL - Greece	Αττική (Attiki)	€ 52.889.560,07	75	5	RI
ETHNIKO KAI KAPODISTRIAKO PANEPISTIMIO ATHINON	EL - Greece	Αττική (Attiki)	€ 50.264.547,30	154	27	HI
NATIONAL CENTER FOR SCIENTIFIC RESEARCH "DEMOKRITOS"	EL - Greece	Αττική (Attiki)	€ 47.970.141,84	120	27	RI
ATHINA-EREVNITIKO KENTRO KAINOTOMIAS STIS TECHNOLOGIES TIS PLIROFORIAS, TON EPIKOINONION KAI TIS GNOSIS	EL - Greece	Αττική (Attiki)	€ 41.152.031,90	85	15	RI
ETHNIKO ASTEROSKOPEIO ATHINON	EL - Greece	Αττική (Attiki)	€ 21.081.644,51	63	12	RI
UNIVERSITY OF PIRAEUS RESEARCH CENTER	EL - Greece	Αττική (Attiki)	€ 20.909.867,43	66	10	HI
PANEPISTIMIO THESSALIAS	EL - Greece	Θεσσαλία (Thessalia)	€ 18.788.526,89	60	14	HI
HELLENIC CENTRE FOR MARINE	EL - Greece	Αττική (Attiki)	€ 18.611.973,64	62	1	RI

27



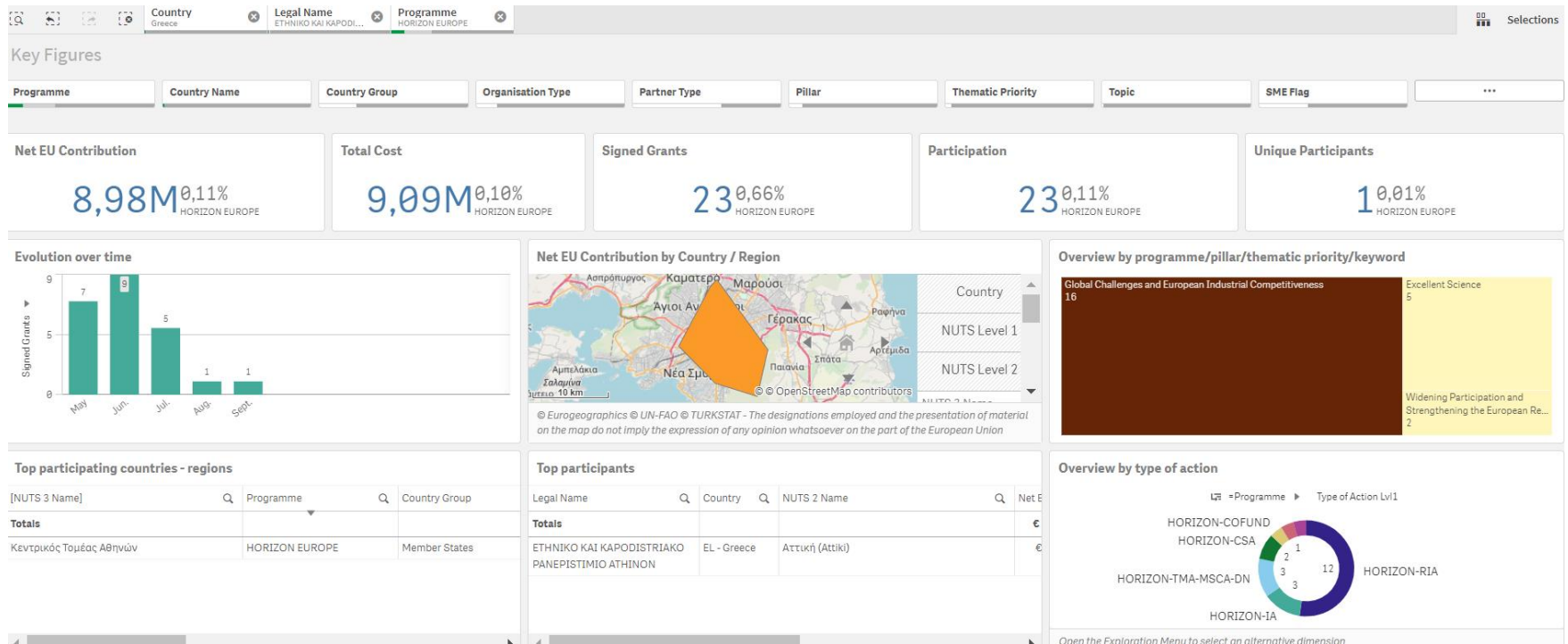
Horizon Europe_NKUA

Top participants

Legal Name	Country	NUTS 2 Name	Net EU Contribution	Participation	Participation to Coordination role
Totals			€ 305.462.766,10	843	107
ΕΘΝΙΚΟ ΚΕΝΤΡΟ ΕΡΕΥΝΑΣ ΚΑΙ ΤΕΧΝΟΛΟΓΙΚΗΣ ΑΝΑΠΤΥΞΗΣ	EL - Greece	Κεντρική Μακεδονία (Kentriki Makedonia)	€ 31.747.095,24	66	20
ΕΘΝΙΚΟΝ ΜΕΤΣΟΒΙΟΝ ΠΟΛΥΤΕΧΝΙΟΝ	EL - Greece	Αττική (Attiki)	€ 19.323.742,75	39	6
ΑΡΙΣΤΟΤΕΛΙΟ ΠΑΝΕΠΙΣΤΗΜΙΟ ΘΕΣΣΑΛΟΝΙΚΗΣ	EL - Greece	Κεντρική Μακεδονία (Kentriki Makedonia)	€ 18.401.998,79	36	9
ΕΠΙΧΕΙΡΗΣΙΑΚΟ ΚΕΝΤΡΟ ΤΕΧΝΟΛΟΓΙΑΣ ΚΑΙ ΕΡΕΥΝΑΣ	EL - Greece	Κρήτη (Kriti)	€ 16.399.288,66	45	15
INSTITUTE OF COMMUNICATION AND COMPUTER SYSTEMS	EL - Greece	Αττική (Attiki)	€ 12.976.902,27	26	7
ΠΑΝΕΠΙΣΤΗΜΙΟ ΠΑΤΡΩΝ	EL - Greece	Δυτική Ελλάδα (Dytiki Ellada)	€ 9.350.448,16	20	5
ΑΘΗΝΑ-ΕΡΕΥΝΗΤΙΚΟ ΚΕΝΤΡΟ ΚΑΙΝΟΤΟΜΙΑΣ ΣΤΙΣ ΤΕΧΝΟΛΟΓΙΕΣ ΤΗΣ ΠΛΗΡΟΦΟΡΙΑΣ, ΤΩΝ ΕΠΙΚΟΙΝΩΝΙΩΝ ΚΑΙ ΤΗΣ ΓΝΩΣΗΣ	EL - Greece	Αττική (Attiki)	€ 9.302.157,50	20	6
ΕΘΝΙΚΟ ΚΑΙ ΚΑΠΟΔΙΣΤΡΙΑΚΟ ΠΑΝΕΠΙΣΤΗΜΙΟ ΑΘΗΝΩΝ	EL - Greece	Αττική (Attiki)	€ 8.978.035,52	23	4
ΘΕΟΠΟΝΙΚΟ ΠΑΝΕΠΙΣΤΗΜΙΟΝ ΑΘΗΝΩΝ	EL - Greece	Αττική (Attiki)	€ 6.936.774,15	17	4
NATIONAL CENTER FOR SCIENTIFIC RESEARCH "DEMOKRITOS"	EL - Greece	Αττική (Attiki)	€ 6.463.749,00	13	1
FOODSCALE HUB GREECE ASSOCIATION FOR ENTREPRENEURSHIP AND INNOVATION ΑΣΤΙΚΗ ΜΙΚΡΟΕΠΙΧΕΙΡΗΣΙΑΚΗ ΕΤΑΙΡΕΙΑ	EL - Greece	Κεντρική Μακεδονία (Kentriki Makedonia)	€ 6.030.619,97	7	0
ΕΠΙΧΕΙΡΗΣΙΑΚΟ ΚΕΝΤΡΟ ΚΑΙΝΟΤΟΜΙΑΣ	EL - Greece	Στερεά Ελλάδα (Sterea Ellada)	€ 4.802.000,00	0	1



Horizon Europe: A deeper look





A word cloud of research topics. The words are arranged in a dense, overlapping manner. The colors used are blue, orange, and red. The words include: multidrug resistance, mobile phone, hiv, mass spectrometry, nano-materials, computational neuroscience, employment, bacteriology, cardiology, simulation software, cognitive radio, medicinal chemistry, public health, innovation management, signal processing, pharmaceutical drugs, data science, 5G, machine learning, DNA, autoimmune diseases, food allergy, electric energy, climatic changes, big data, ecosystems, stroke, eHealth, artificial intelligence, pandemics, smart cities, antibiotics, botany, governance, databases, HIV, cancer, data mining, cardiovascular diseases, internet, sensors, software, business models, neurobiology, mortality, asthma, history, renewable energy, nutrition, laser physics, civil society, vaccines, smart sensors, radar, internet of things, crisis management, wireless, microbiology, animal and dairy science, data processing, revolutions, data protection, air pollution, engineering, arts, deep learning, automation, economics, coating and films, windpower, immunology, antibiotic resistance, diabetes, didactics, data analysis, pharmacokinetics, control systems, public and environmental health, oncology, surgery, drones, wastewater treatment processes, coronaviruses, law enforcement, personalized medicine, agriculture, access control, computer and information sciences, data exchange, computational intelligence, demography, epidemiology, commerce, drug discovery, educational sciences, fisheries, archaeology, data networks, epidemics, business models, neurobiology, mortality, asthma, history, renewable energy, nutrition, laser physics, civil society, vaccines, smart sensors, radar, internet of things, crisis management, wireless, microbiology, animal and dairy science, data processing, revolutions, data protection, air pollution, engineering, arts, deep learning, automation, economics, coating and films, windpower, immunology, antibiotic resistance, diabetes, didactics, data analysis, pharmacokinetics, control systems, public and environmental health, oncology, surgery, drones, wastewater treatment processes, coronaviruses, law enforcement, personalized medicine, agriculture, access control, computer and information sciences, data exchange, computational intelligence, demography.

Horizon Europe



Research and Innovation





Methodological work for proposal preparation

TO DO LIST



Idea compatibility & decoding of call of proposals



Develop concept note



Find suitable partners



Proposal structuring & management



Proposal drafting



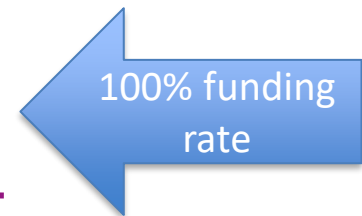
Types of Actions & Basic eligibility Criteria



Type of actions



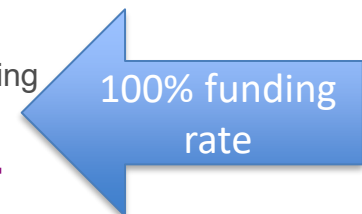
Activities to establish new knowledge or to explore the feasibility of a new or improved technology, product, process, service or solution.



Activities to produce plans and arrangements or designs for new, altered or improved products, processes or services.



Activities that contribute to the objectives of Horizon Europe. This excludes R&I activities, except for 'Widening participation and spreading excellence'



A programme of activities established or implemented by legal entities managing or funding R&I programmes, other than EU funding bodies.





Country eligibility & more...



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



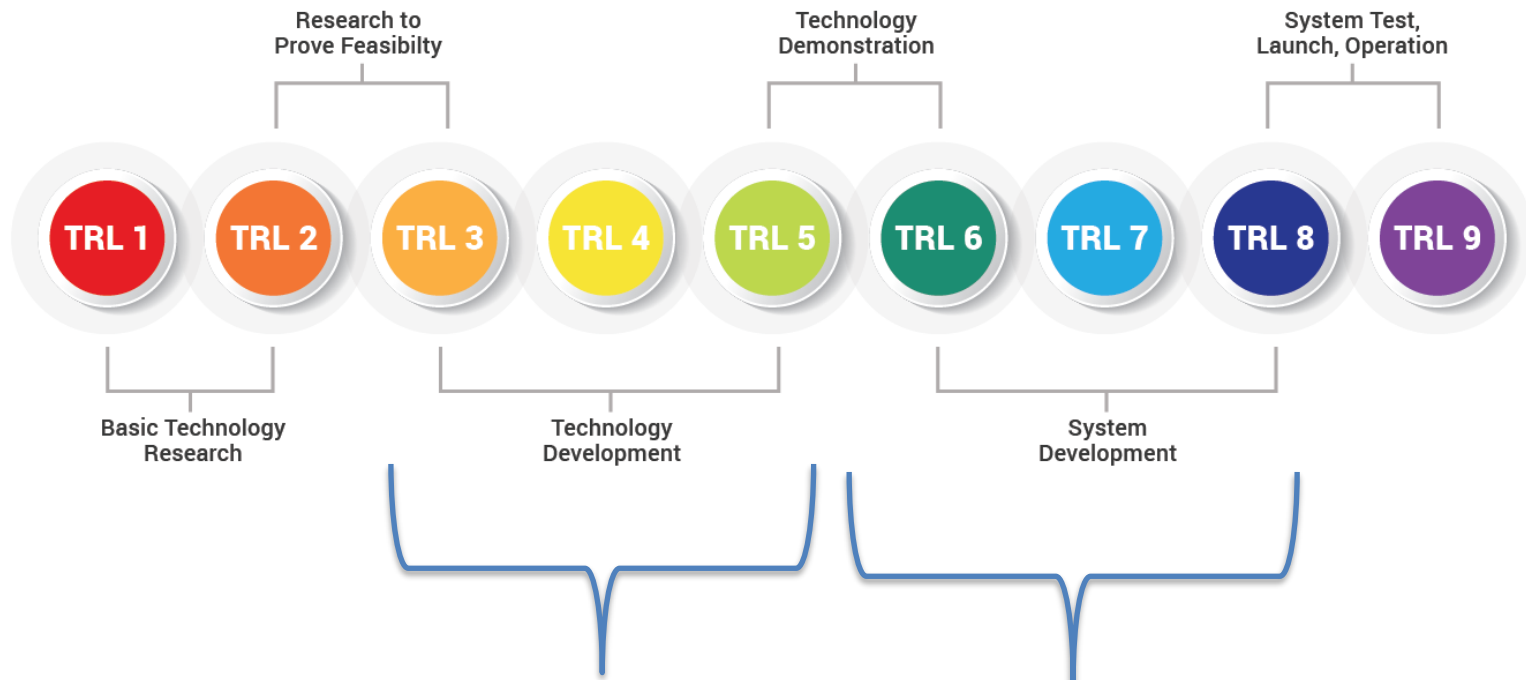
SPECIFIC CASES

- 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

https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/guidance/list-3rd-country-participation_horizon-atom_en.pdf



Technology readiness level



Research & Innovation Actions
Funding rate: 100%

Innovation Actions
Funding rate: 70%



Gender Equality Plan

- Applicable for public bodies, research organisations or higher education establishments from Member States and Associated countries
- Minimum process-related requirements.

Gender equality plan

Having a gender equality plan is an eligibility criterion for Public bodies, Higher education establishments and Research organisations from Member States and Associated Countries. Be aware that if the proposal is selected, having a Gender Equality Plan will be necessary before the grant agreement signature (applicable on calls with deadlines in 2022 and beyond).

Does the organisation have a Gender Equality Plan (GEP) covering the elements listed below?

☐ Yes

☐ No

Minimum process-related requirements (building blocks) for a GEP

- **Publication:** formal document published on the institution's website and signed by the top management
- **Dedicated resources:** commitment of human resources and gender expertise to implement it.
- **Data collection and monitoring:** sex/gender disaggregated data on personnel (and students for establishments concerned) and annual reporting based on indicators.
- **Training:** Awareness raising/trainings on gender equality and unconscious gender biases for staff and decision-makers.

Content-wise, recommended areas to be covered and addressed via concrete measures and targets are:

- work-life balance and organisational culture;
- gender balance in leadership and decision-making;
- gender equality in recruitment and career progression;



Work Programme



EN

Horizon Europe

Work Programme 2021-2022

6. Civil Security for Society

(European Commission Decision C(2022)2975 of 10 M

Disaster-Resilient Society for Europe 136

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Conditions for the Call	140
DRS01 - Societal Resilience: Increased risk Awareness and preparedness of citizens	141
HORIZON-CL3-2021-DRS-01-01: Improved understanding of risk exposure and its public awareness in areas exposed to multi-hazards	141
DRS02 - Improved Disaster Risk Management and Governance	144
HORIZON-CL3-2021-DRS-01-02: Integrated Disaster Risk Reduction for extreme climate events: from early warning systems to long term adaptation and resilience building	144
HORIZON-CL3-2021-DRS-01-03: Enhanced assessment of disaster risks, adaptive capabilities and scenario building based on available historical data and projections	146
HORIZON-CL3-2021-DRS-01-04: Developing a prioritisation mechanism for research programming in standardisation related to natural hazards and/or CBRN-E sectors	145
DRS03 - Strengthened capacities of first and second responders	150
HORIZON-CL3-2021-DRS-01-05: Fast deployed mobile laboratories to enhance situational awareness for pandemics and emerging infectious diseases	150

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Conditions for the Call	152
DRS01 - Societal Resilience: Increased risk Awareness and preparedness of citizens	153
HORIZON-CL3-2022-DRS-01-01: Enhanced citizen preparedness in the event of a disaster or crisis-related emergency	154
HORIZON-CL3-2022-DRS-01-02: Enhanced preparedness and management of High-Impact Low-Probability or unexpected events	156
HORIZON-CL3-2022-DRS-01-03: Improved quality assurance / quality control of data used in decision-making related to risk management of natural hazards, accidents and CBRN events	160
HORIZON-CL3-2022-DRS-01-04: Better understanding of citizens' behavioural and psychological reactions in the event of a disaster or crisis situation	162
DRS02 - Improved Disaster Risk Management and Governance	164
HORIZON-CL3-2022-DRS-01-05: Improved impact forecasting and early warning	



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**
- Exceptions, if any, would be specified in the call text.



Decoding the call

Break the call text into bits and pieces





Decoding a call text: HORIZON-CL3-2022-DRS-01-09

Topic Identifier

Enhanced capacities of first responders more efficient rescue operations, including decontamination of infrastructures in the case of a CBRN-E event

Type of action

HORIZON-IA HORIZON Innovation Actions (70% funding rate for profit organisations)

TRL 6-8 by the end of the project

Scope

Chemical, biological, radiological and nuclear (**CBRN-E**) events increasingly target civilians, with first **responders likely to be police officers, firefighters or paramedics**. Innovative technologies and solutions are required for first responders to act more efficiently and rapidly in case of CBRN-E disaster events

Expected outcome

1. **Analysis on if and how the specific requirements of operating under CBRN-E conditions** can be taken into consideration also for teams/capacities that are traditionally not operating under CBRN-E conditions (e. g. search and rescue, medical care, shelter, firefighting, flood rescue, etc.).

2. **Development of innovative technologies** and/or operating procedures for emergency management units that might need to work under CBRN-E

3. **Develop innovative technology and procedures** for mass decontamination but also for the decontamination of inanimate material (infrastructure, buildings, vehicles, equipment), including identifying standards for determining something as “decontaminated” i

Budget

6 mio euro | 1 project to be funded

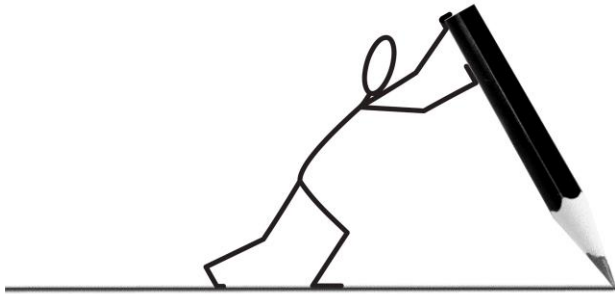
Additional eligibility criteria

Active involvement, as beneficiaries, of at least 3 first responders' organisations or agencies, from at least 3 different EU Member States or Associated countries.



Produce a concept note (initial outline of your idea)

> Write preliminary 2-3 pages about your:



- > objectives
- > European relevance (topic, WP, Horizon EU strategic plan, EU priorities)
- > target groups
- > Impact envisaged
- > Methodology to be followed
- > major steps (work packages)
- > Performance measurements (KPIs)
- > Type of expertise needed: intended consortium (countries, types of organisations)



Evaluation Criteria



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.



Finding the right partners... (How?)

- › From your own international contacts & personal network
 - › Funding and tenders portal partner search facility)
 - › Bilateral agreements, MoUs
 - › Contacts from events, information days, brokerage events
 - › Network of National Contact Points
 - › Social media (Linkedin)
-
- ✓ Have in place selection criteria
 - ✓ Clear understanding of the expertise you are searching



Roles in the consortium

- › Coordinator
- › Work Package leaders
- › Task leaders

Optional

- › External advisors
 - Ethics advisor, GDPR expert
 - ...and many more...



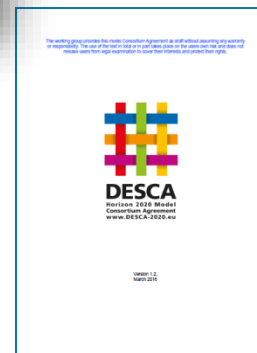
Proposal Drafting



Working with the right documents

“Good to have”- Documents

- Proposal templates CSA/RIA/IA
- Annotated Model Grant Agreement
 - Eligible costs
 - Management of IPR
 - Open Access, Ethics
 - Many examples and best practice solutions
- Desca Model Consortium Agreement
 - Governance Structure of the project
 - Dissemination and access rights to results
 - Version with „elucidation notes“ and explanations available
- Source: <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/how-to-participate/reference-documents>





Proposal template: Parts A&B

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

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**



Excellence: Evaluation Criteria

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.



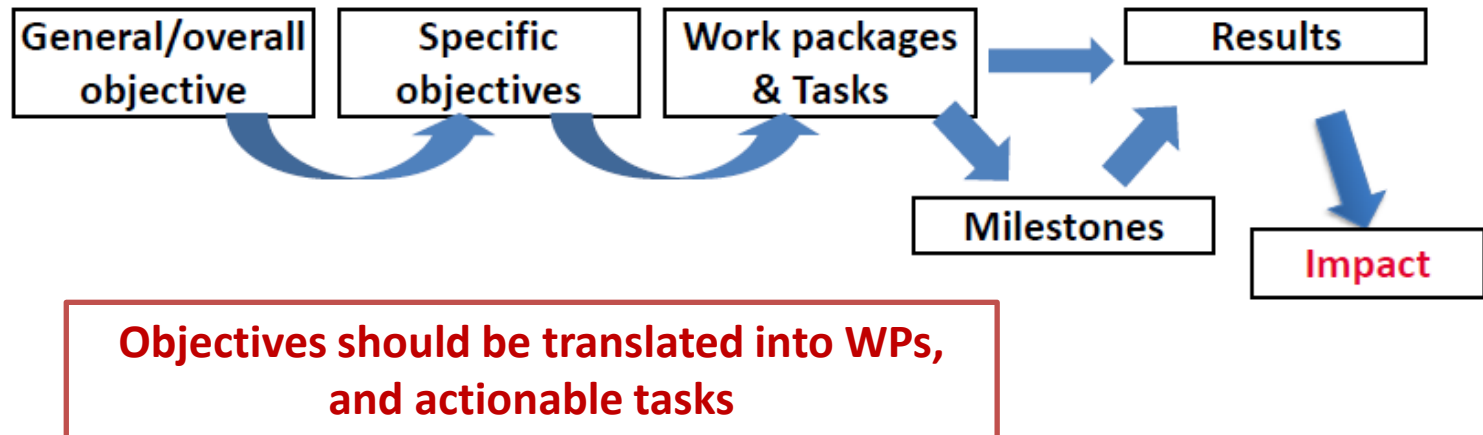
Excellence

- › 1.1 Objectives
- › 1.2 Relation to the work programme
- › 1.3 Concept and approach
- › 1.4 Ambition
- › 1.5 Gender dimension
- › 1.6 Open science
- › 1.7 No harm principle
- › 1.8 Data management plan



1.1 Objectives

*"Describe the overall and 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)."*





Relation to the workprogramme, Methodology, Ambition

- › Dismantle the Work programme (decode it)
- › Make a table of each element in the call text and correlate it with your proposal (objectives, tasks)

CONCEPT & METHODOLOGY

- › Which models, which hypothesis and assumptions
- › Technology readiness level (TRL)
- › Relevance to society, gender dimension

AMBITION

- › What is the state of the art (technologies AND projects already funded), how do you go beyond state of art? What is ground breaking about your idea?
- › Freedom to operate?



Horizon Europe: Proposal evaluation

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.



Impact: Go beyond

Substantial impacts **not covered** in the work programme that would:

- › enhance innovation capacity
- › create new market opportunities,
- › strengthen competitiveness and growth of companies
- › address issues related to climate change or the environment
- › Or bring other important benefits for society

Which policies do you support?

- › EU policies
- › UN Sustainable goals

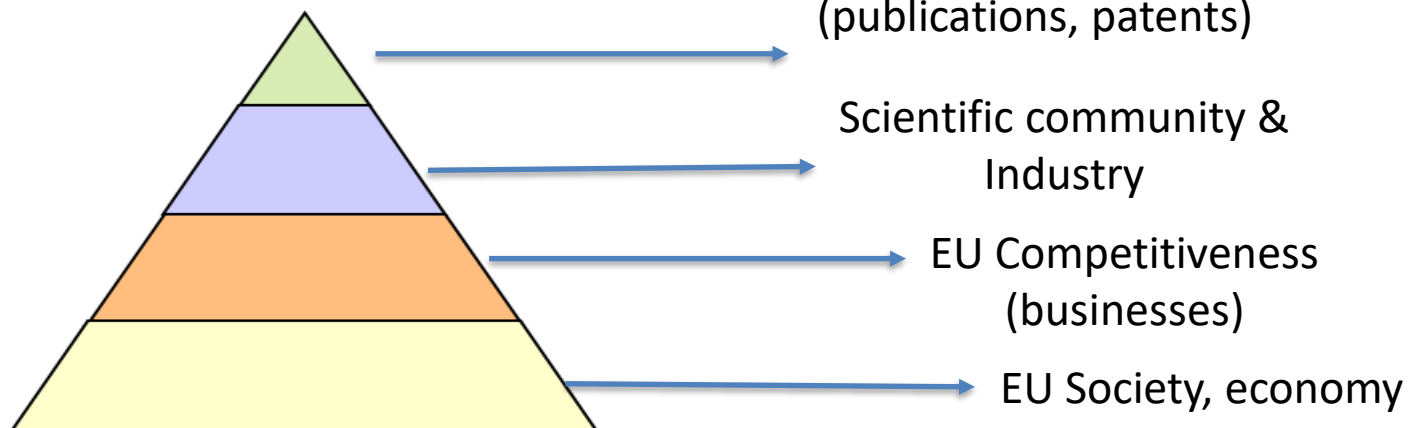
Which barriers to you acknowledge? *(Such as laws, freedom to operate, consumers' resistance to change, interoperability issues)*



Impact – Target Groups & outcomes

The extent of the benefits for

- › Science
- › Technological progress
- › Environment
- › Society
- › Economy – EU Competitiveness





Key Impact Pathways

Key impact pathways to track progress

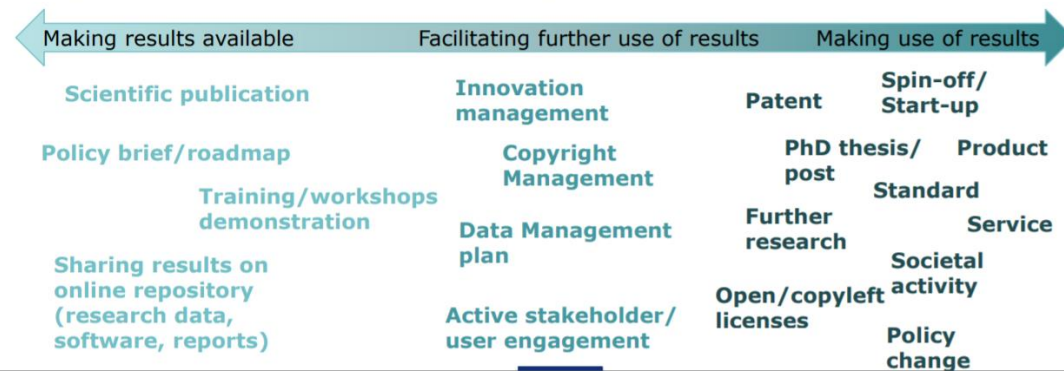




Dissemination & Exploitation of results: Admissibility Condition

- › At proposal stage: Draft plan for the dissemination and exploitation of project's results
- › Communication activities for promoting the project and its findings
 - Ongoing activity-→strategy

Dissemination	Exploitation
Describing and making available results so that they can be used	Making use of results , for scientific, societal or economic purposes
Audiences that may make use of results	Groups and entities that are making concrete use of results
All results which are not restricted due to the protection of intellectual property, security rules or legitimate interests	All results generated during project Participant shall make best efforts to exploit the results it owns, or to have them exploited by another legal entity
Grant Agreement Art. 29	Grant Agreement art. 28





Proposal Impact: Needs, Results, Outcomes & 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>



Implementation: Evaluation Criteria

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.



Implementation

- › 3.1 Work Plan (work packages – deliverables)
- › 3.2 Management structures, milestones and procedures
- › 3.3 Consortium as a whole
- › Resources to be committed - tables



Key considerations

- › Consistency of work plan (should remind us of the objectives of the EXCELLENCE part and the IMPACT) and coherence (interrelation of WPs)
- › Complementarity of the participants (to reflect the scope of the call text)
- › Relevant and adequate management structures



EXAMPLE: Work Package Description (Table 3.1b);

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)

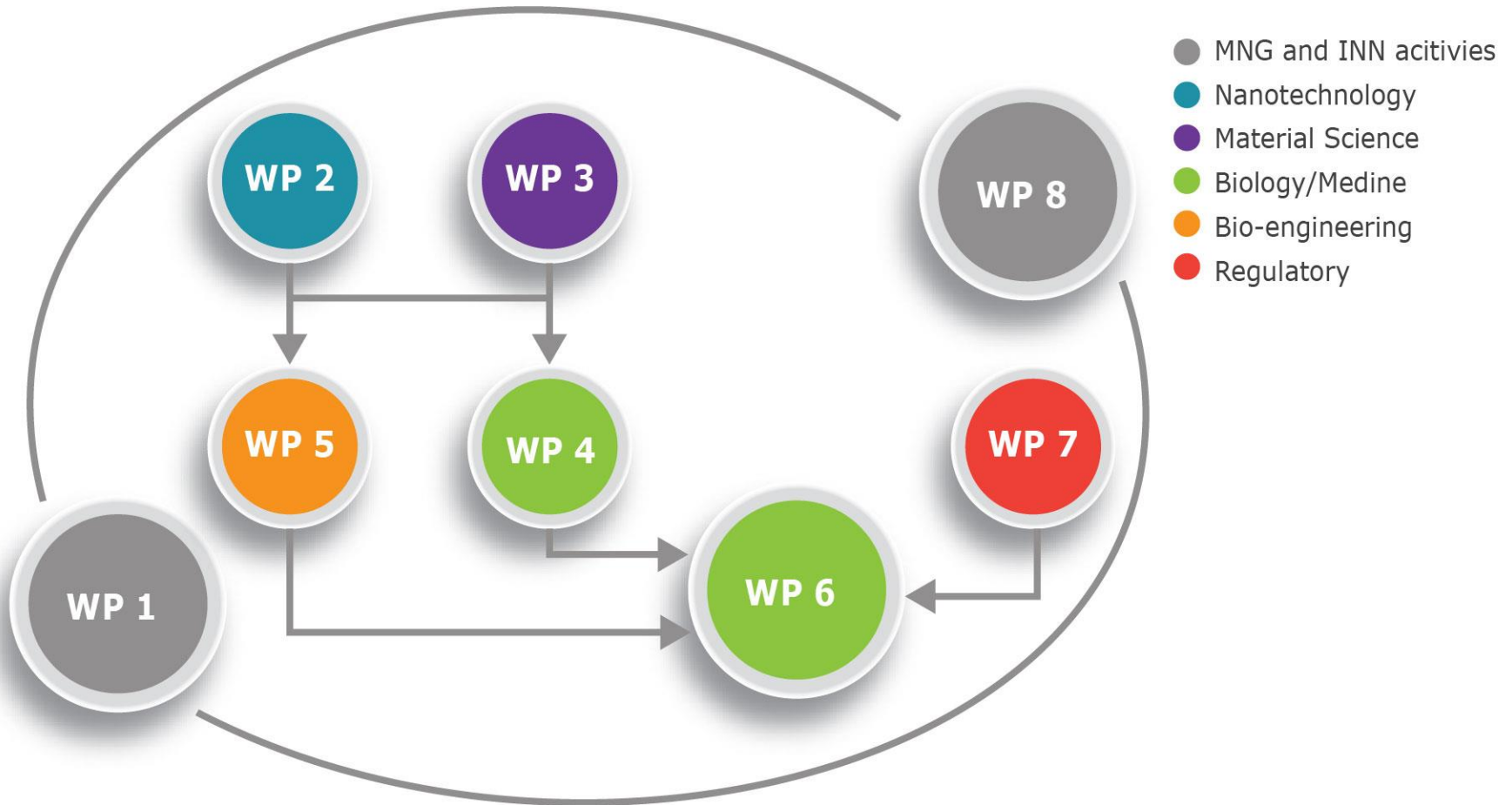


EXAMPLE: Timing of the different work packages and their components (Gantt chart or similar)

		YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5			
		M1-3	M4-6	M7-9	M10-12	M13-15	M16-18	M19-21	M22-24	M25-27	M28-30	M31-33	M34-36	M37-39	M40-42	M43-45	M46-48	M49-51	M52-54	M55-57	M58-60
WP1: Management																					
T.1.1	Task 1.1 Project Management		D.1.1								D.1.2										D.1.3
T.1.2	Task 1.2 Project Coordination	🌀				🌀					🌀, R					🌀				🌀	
T.1.3	Task 1.3 Quality control																				
WP2: Network Capacity Building and Excellence																					
T.2.1	Task 2.1 NCP Assessment		D.2.1																		
T.2.2	Task 2.2 Trainings for NCPs				○			○			D.2.2 ○				○			○			D.2.3
T.2.3	Task 2.3 NCPs Mentoring		🏠		🏠		🏠		🏠		D.2.4 🏠		🏠		🏠		🏠		🏠		D.2.5 🏠
WP3: Network Matchmaking activities																					
T.3.1	Task 3.1 Brokerage Events			©								©									D.3.1
T.3.2	Task 3.2 Workshops and Trainings			◇				◇				◇					◇				D.3.2
T.3.3	Task 3.3 Collaboration with other Networks																				D.3.3
WP4: Communication and Dissemination																					
T.4.1	Task 4.1 Communication and Dissemination plan	D.4.1									D.4.2										
T.4.2	Task 4.2 Internal communication																				
T.4.3	Task 4.3 External communication		D.4.3																		D.4.4

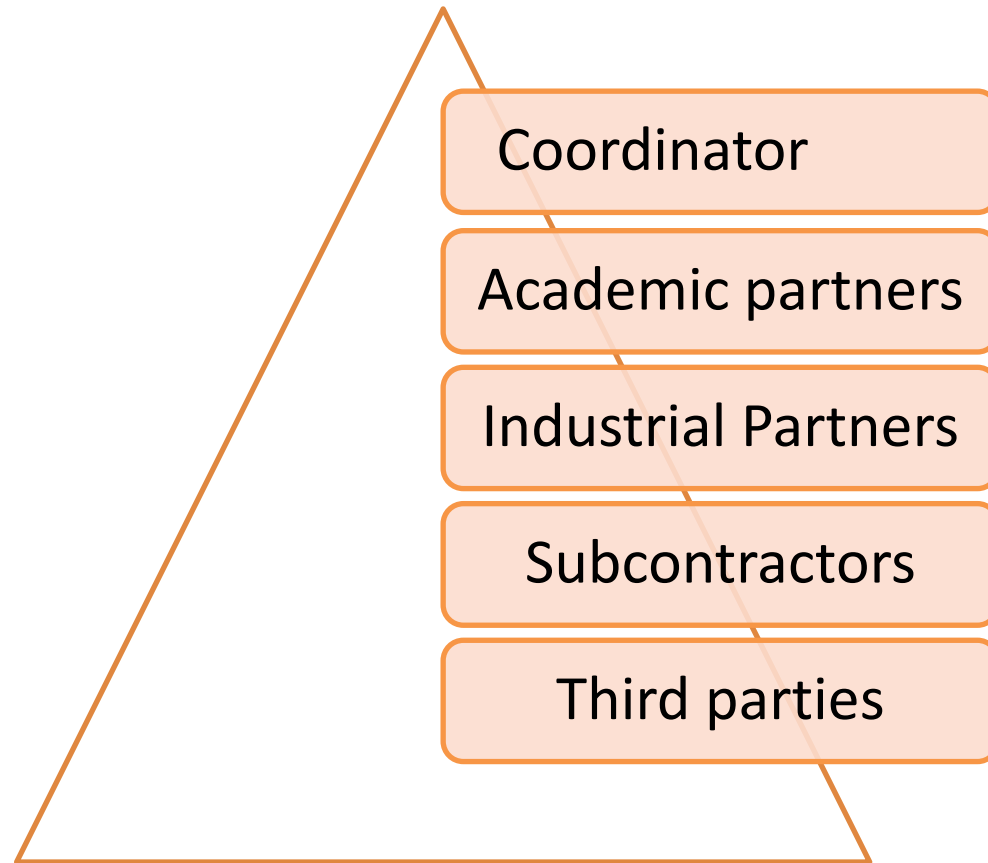


EXAMPLE: Presentation of the components showing how they inter-relate (Pert-chart or similar)





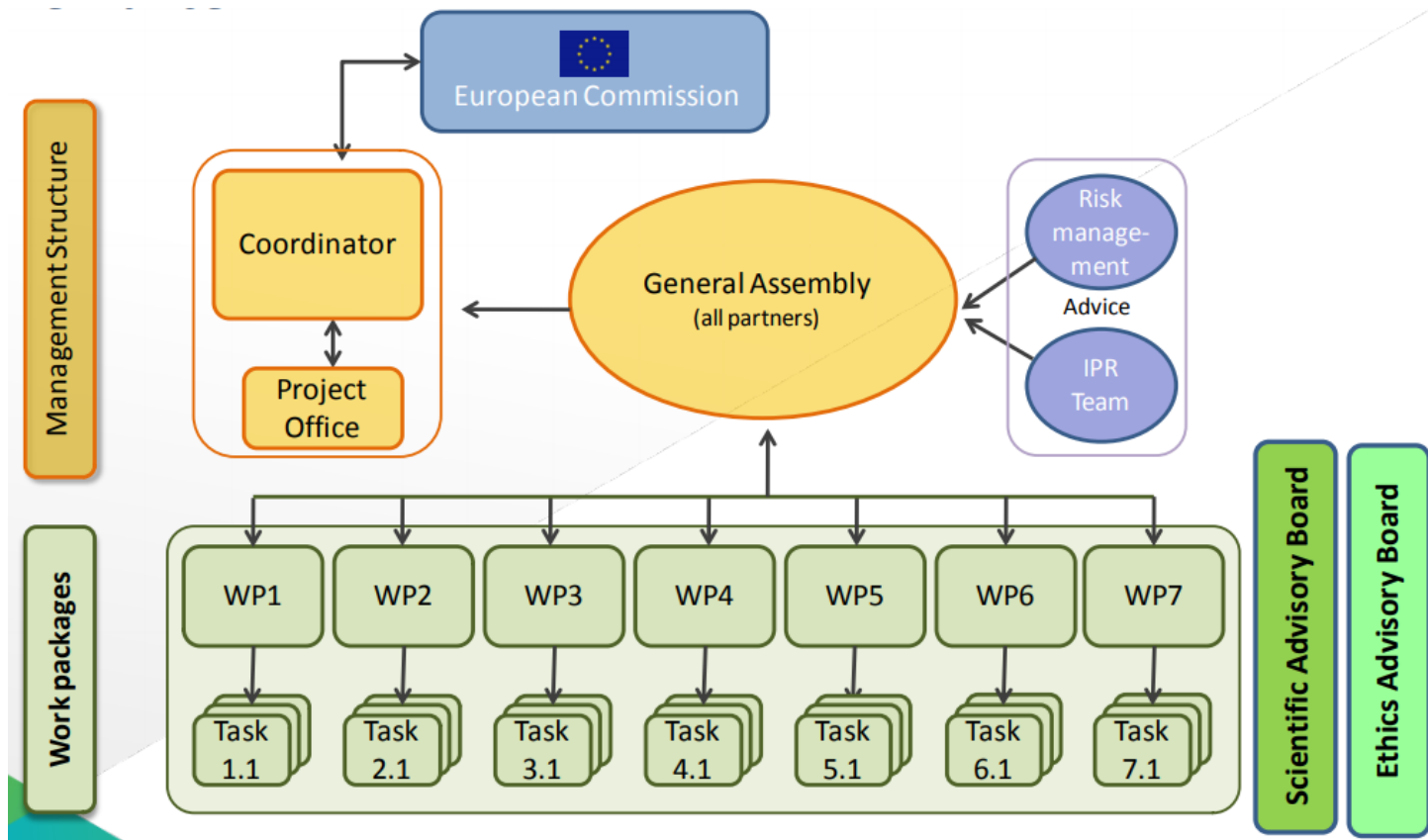
Consortium as a whole





Proposed project management

Decision-making structures to allow proper implementation





Contact the National Contact Points for Horizon Europe for info and advice

- › Guidance on choosing relevant Horizon Europe topics and types of action
- › Advice on administrative procedures and contractual issues
- › Pre screening of proposal
- › Assistance in partner search



TIPS



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

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

Support videos

6 items found

Funding & Tenders portal

How to appoint a LEAR

How to appoint a LEAR in the Funding & Tenders Portal

Funding & Tenders Portal

How to assign Legal Signatories (LSign) & Financial Signatories (FSign) for your organisation

How to appoint a Legal / Financial Signatory in the Funding & Tenders Portal

HORIZON EUROPE EXPERTS

How to evaluate Open Science

How to evaluate Open Science in Horizon Europe proposals

HORIZON EUROPE EXPERTS

How to evaluate Social Sciences & Humanities (SSH)

How to evaluate Social Sciences and Humanities in Horizon Europe proposals

HORIZON EUROPE EXPERTS

How to evaluate Strategy for Intellectual Property Management

How to evaluate the Strategy for Intellectual Property Management in Horizon Europe proposals

HORIZON EUROPE EXPERTS

How to evaluate Ethics aspects (additional questions)

How to evaluate Ethics aspects (additional questions) in Horizon Europe proposals



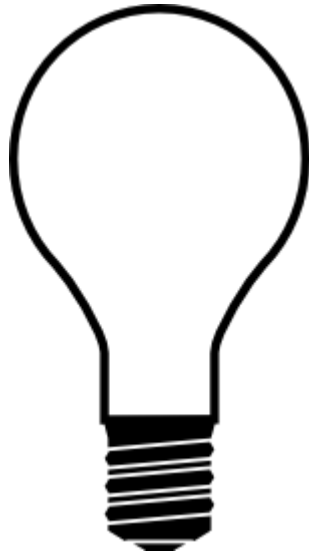
More information (cont.)



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



Final remarks



It's not sufficient
to have an excellent idea ...

But it is important to organize the proposal preparation in
an excellent way!!!

What is not there is not evaluated!!!

Σας ευχαριστώ πολύ!

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