

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

**Κατερίνα Παπαδούλη**

Τμήμα Γεωλογίας  
Εθνικό και Καποδιστριακό Πανεπιστήμιο Αθηνών

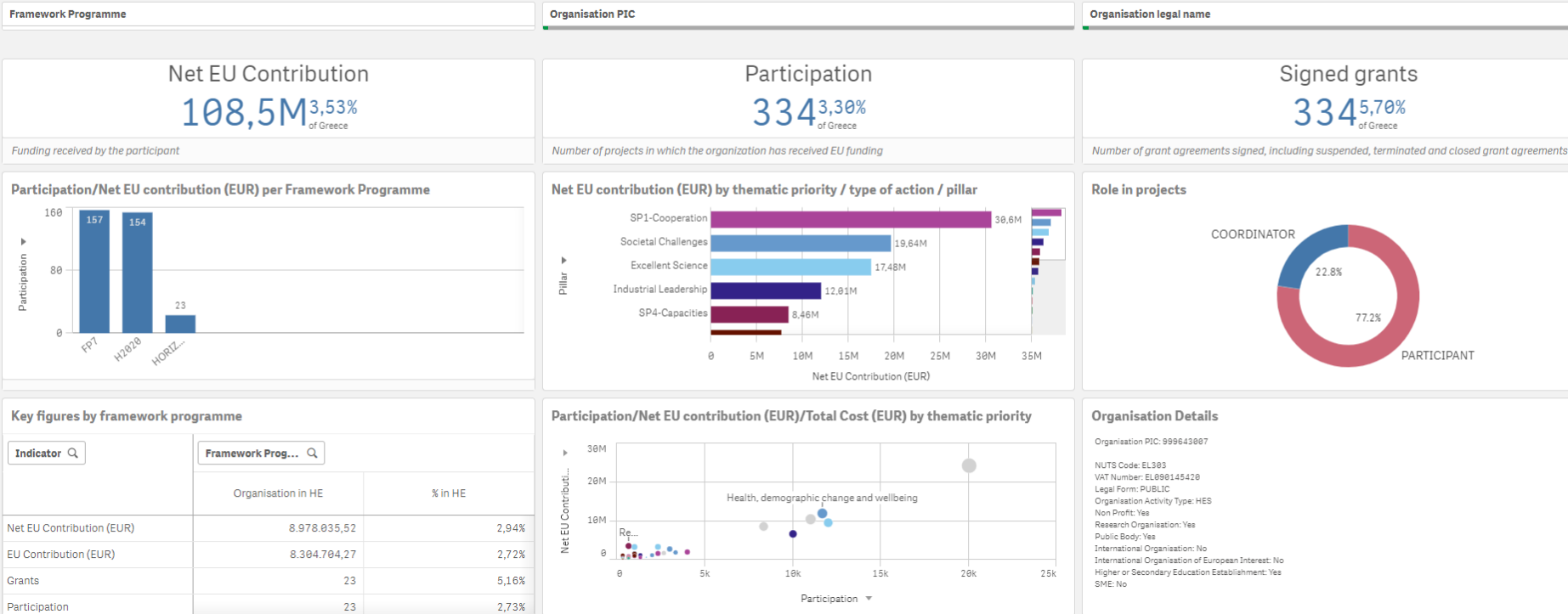


# Statistics



# NKUA\_participation in R&I projects

ETHNIKO KAI KAPODISTRIAKO PANEPISTIMIO ATHINON (999643007) participation in R&I PROGRA...

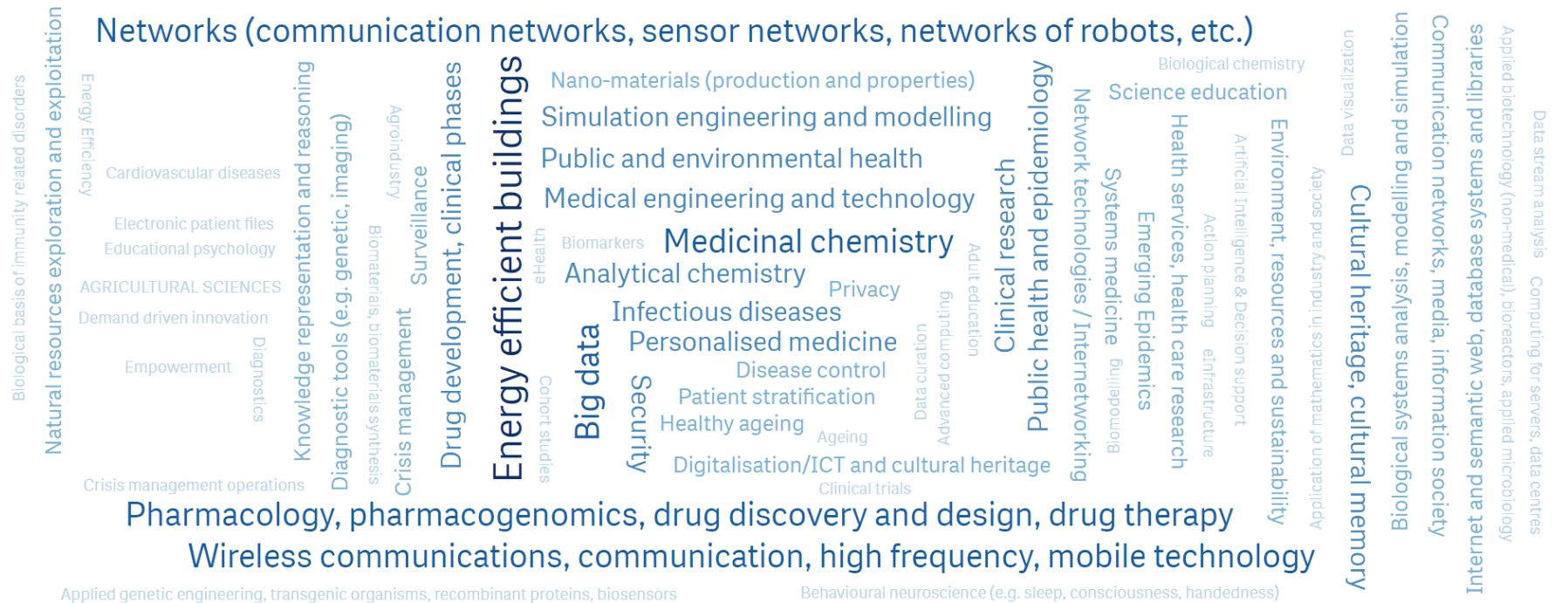




# NKUA\_participation with keywords

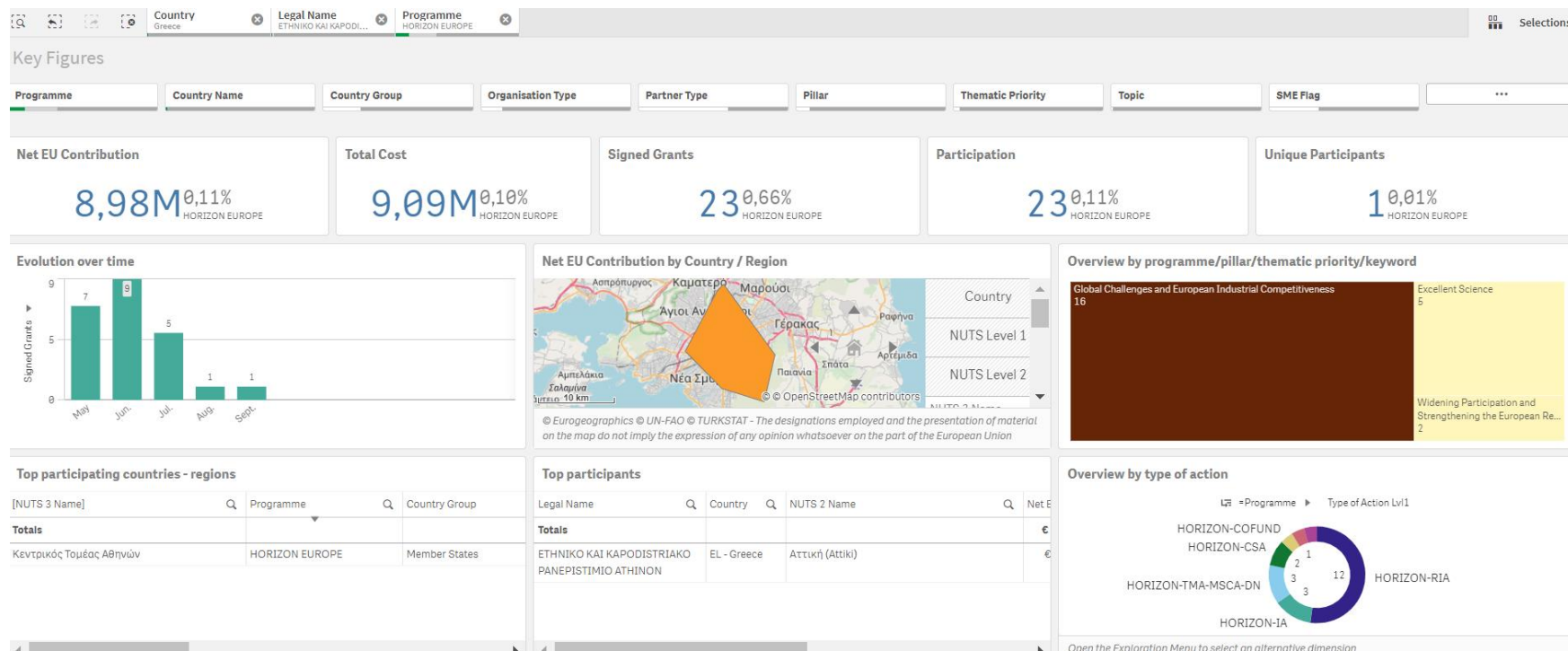
ETHNIKO KAI KAPODISTIRIAKO PANEPISTIMIO ATHINON (999643007) participation in R&I PROGRA...

Project Keywords





# NKUA\_participation in Horizon Europe





# Horizon Europe\_Coordinating role

				Country Greece		Legal Name ETHNIKO KAI KAPODI...		Partner Type BENEFICIARY		Partner Role COORDINATOR		Programme HORIZON EUROPE	
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## Project Details

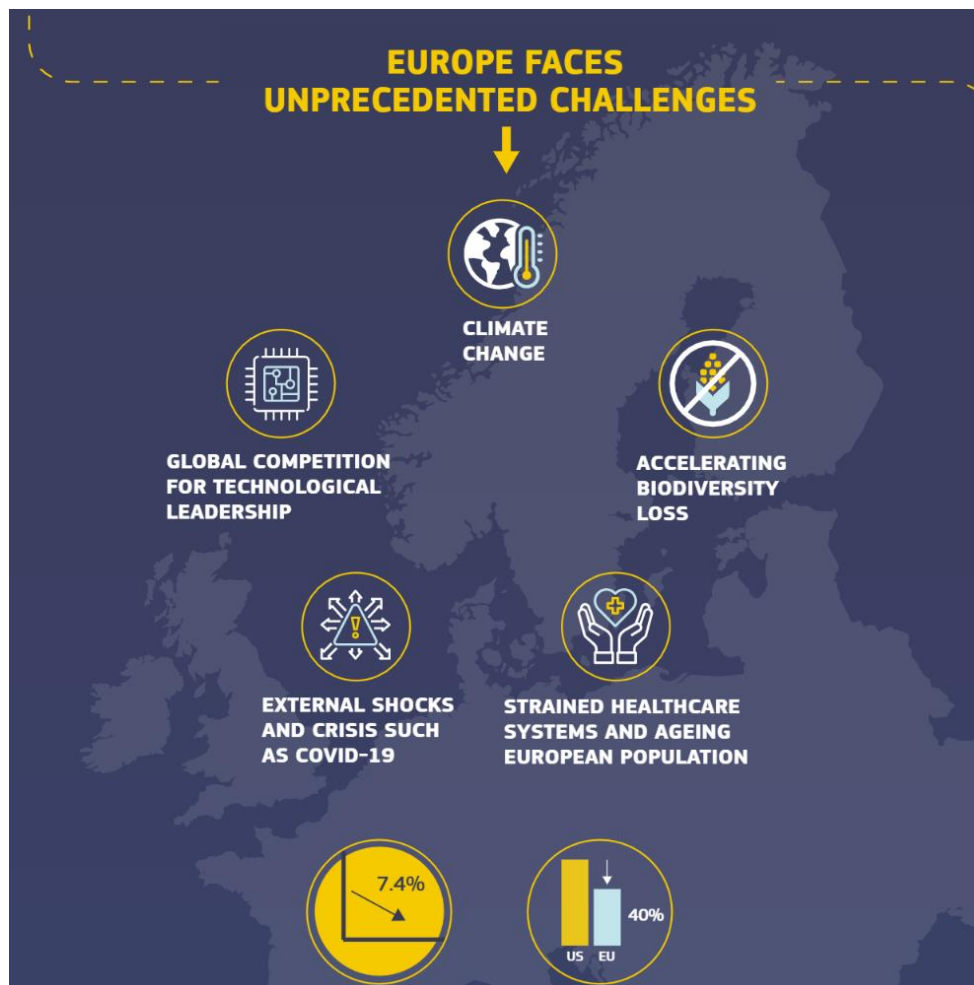
### Top funded projects

Project Title	Project Acronym	Thematic Pri...	Net EU Contribution	Total Cost	Participation	Type of Action	Topic Code	Topic Desc...
<b>Totals</b>			<b>€ 2.491.361,72</b>	<b>€ 2.337.875,00</b>	<b>4</b>			
AI-augmented ecosystem for Earth Observation data accessibility with Extended reality User Interfaces for Service and data exploitation.	EO4EU	Food, Bioeconomy Natural Resources, Agriculture and Environment	€ 1.088.125,00	€ 1.088.125,00	1	HORIZON-IA	HORIZON-CL6-2021-GOVERNANCE-01-16	Tools to support the uptake and accessibility/expl... of environmental observation information at European and global level
Disrupting Noxious Synergies of Indoor Air Pollutants and their Impact in Childhood Health and Wellbeing, using Advanced Intelligent Multisensing and Green Interventions	SynAir-G	Health	€ 726.250,00	€ 726.250,00	1	HORIZON-RIA	HORIZON-HLTH-2021-ENVHLTH-02-02	Indoor air quality and health
Transforming Education with Emerging Technologies	TransEET	Widening participation and spreading excellence	€ 523.500,00	€ 523.500,00	1	HORIZON-CSA	HORIZON-WIDERA-2021-ACCESS-03-01	Twinning
CHEMICAL REACTIONS AS CAUSES AND LAWS	CREACAL	Marie Skłodowska-Curie Actions (MSCA)	€ 153.486,72	€ 0,00	1	HORIZON-TMA-MSCA-PF-EF	HORIZON-MSCA-2021-PF-01-01	MSCA Postdoctoral Fellowships 2021

# Horizon Europe



Research and Innovation





## Types of Actions & Basic eligibility Criteria





## Type of actions

Research and  
innovation  
action (RIA)

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

100% funding  
rate

Innovation  
action (IA)

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

Coordination  
and support  
actions (CSA)

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

100% funding  
rate

70% funding rate  
for profit-making  
entities



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



## 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 May 2022)*

## **Disaster-Resilient Society for Europe ..... 136**

### **Call - Disaster-Resilient Society 2021 ..... 140**

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

### **Call - Disaster-Resilient Society 2022 ..... 152**

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.

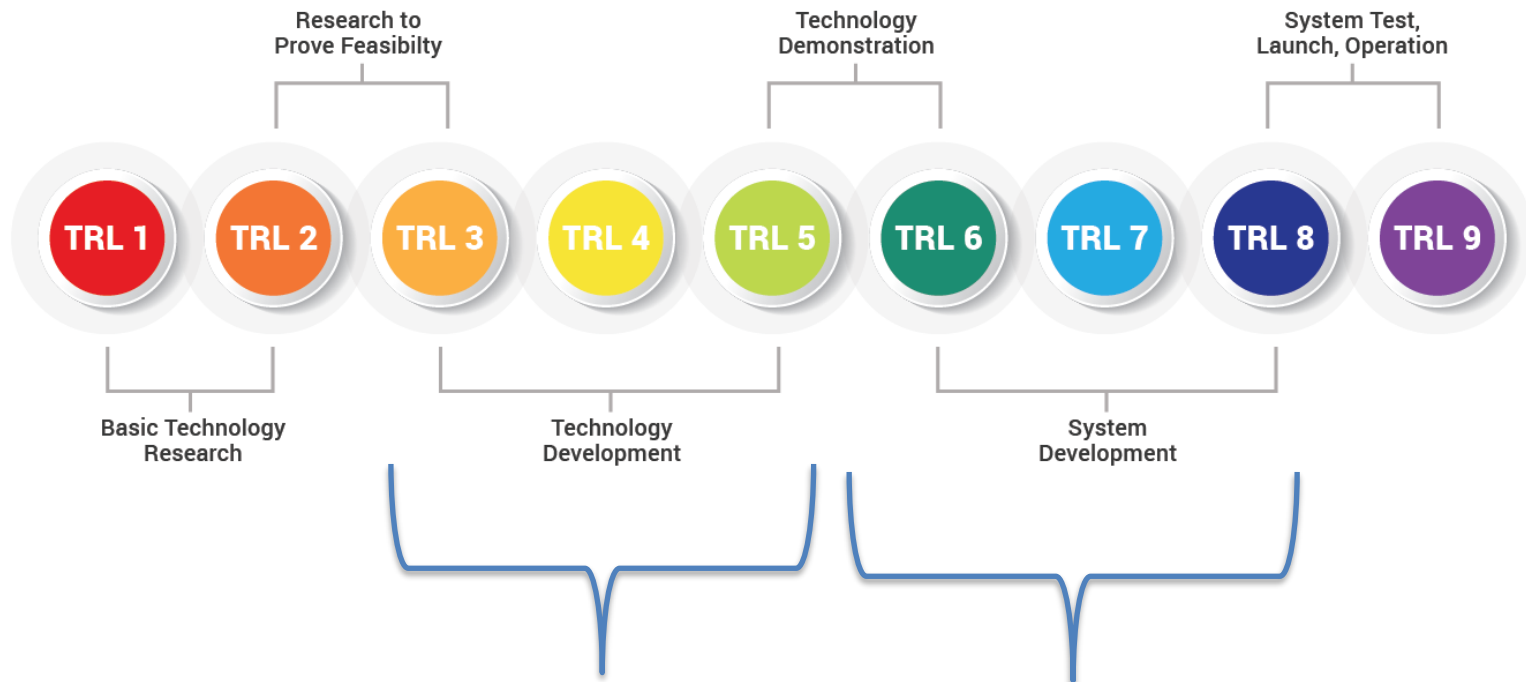
### **Proposal page limit**

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.



## Technology readiness level



**Research & Innovation Actions**  
**Funding rate: 100%**

**Innovation Actions**  
**Funding rate: 70%**



## Decoding the call

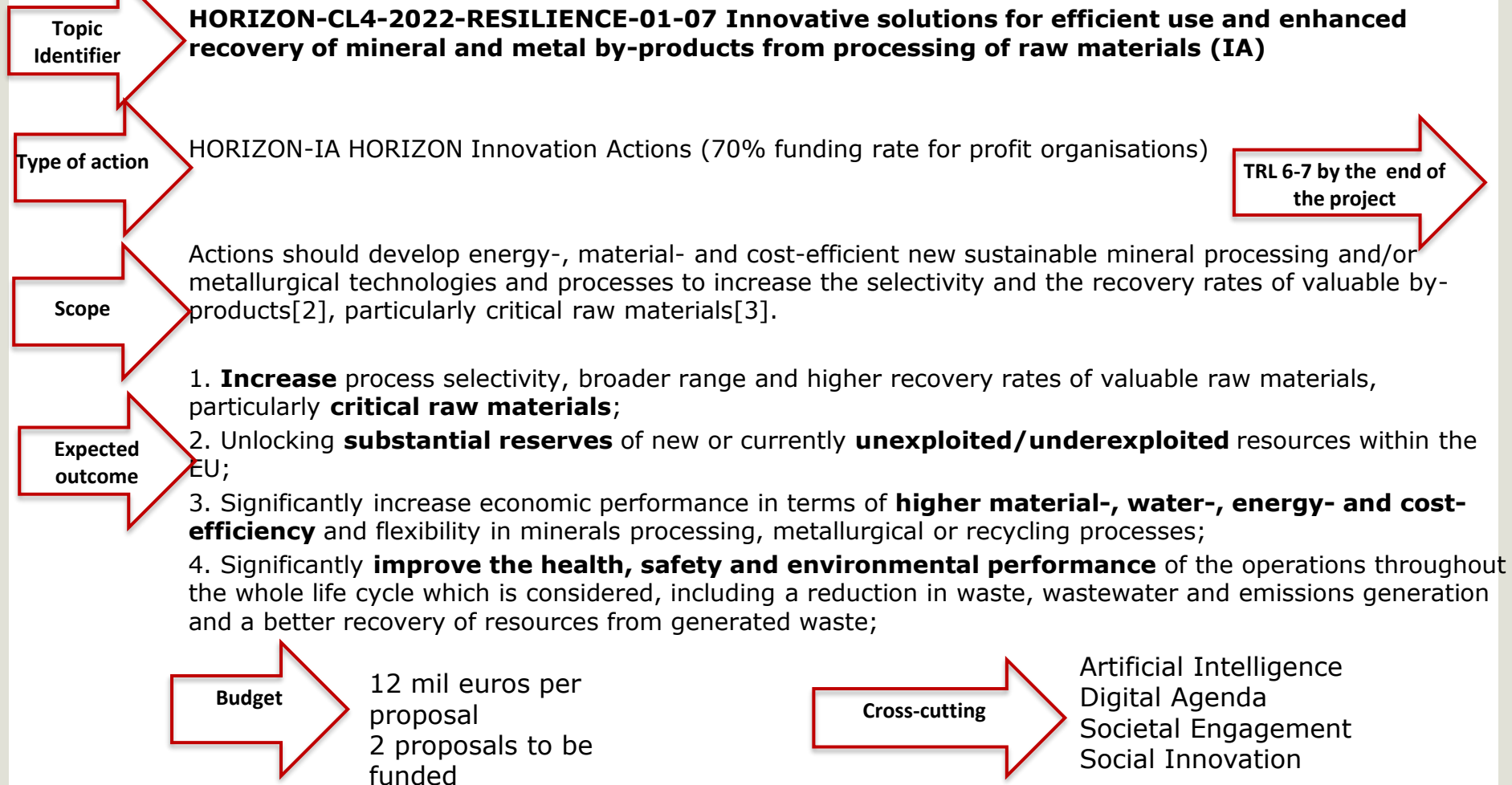
Break the call text into bits and pieces







## Decoding a call text: An example

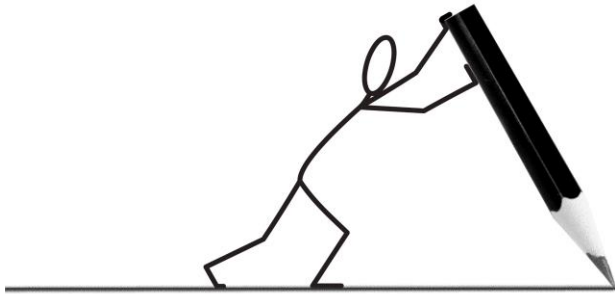






## Produce a concept note (initial outline of your idea)

> 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...



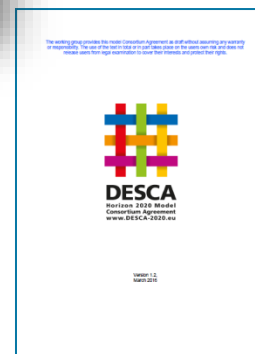
# Proposal Drafting



## 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.



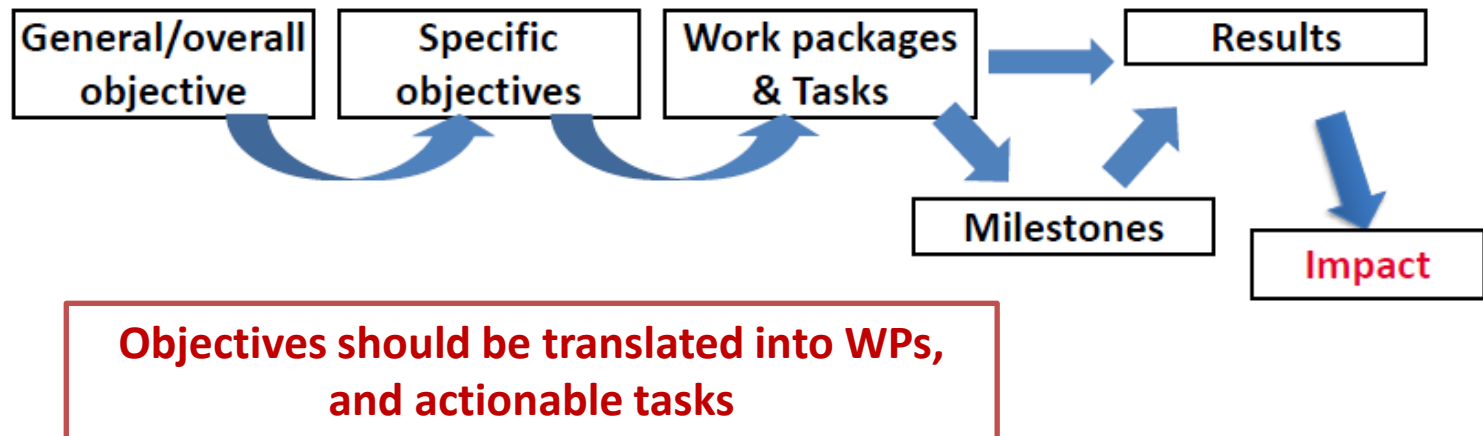
## Excellence

- › 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



## 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)."*





## 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

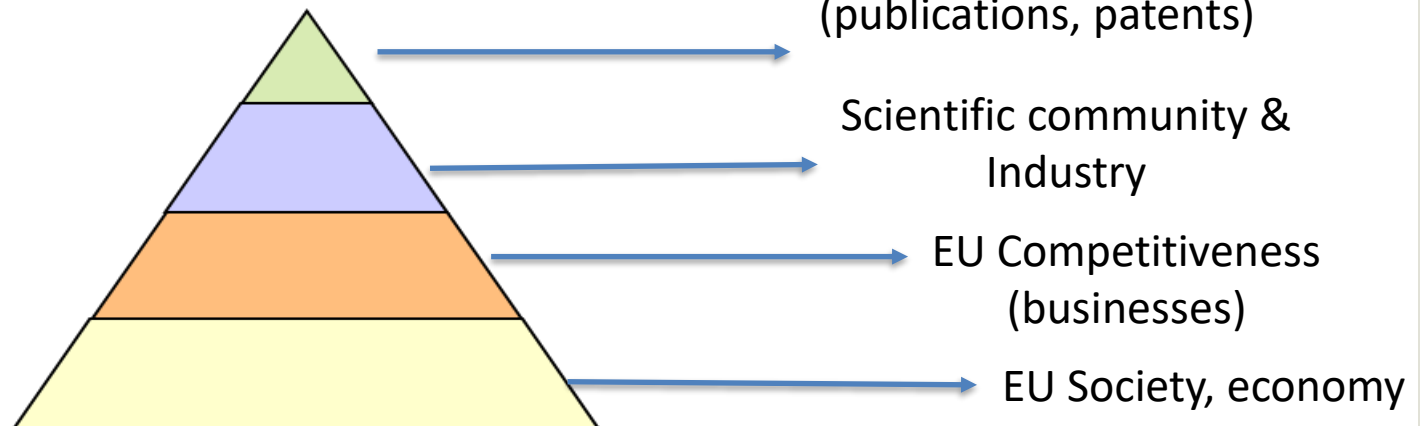
Which barriers to you acknowledge? (*Such as laws, freedom to operate, consumers' resistance to change, interoperability issues*)



## Impact – Target Groups & outcomes

### The extent of the benefits for

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





## Key Impact Pathways

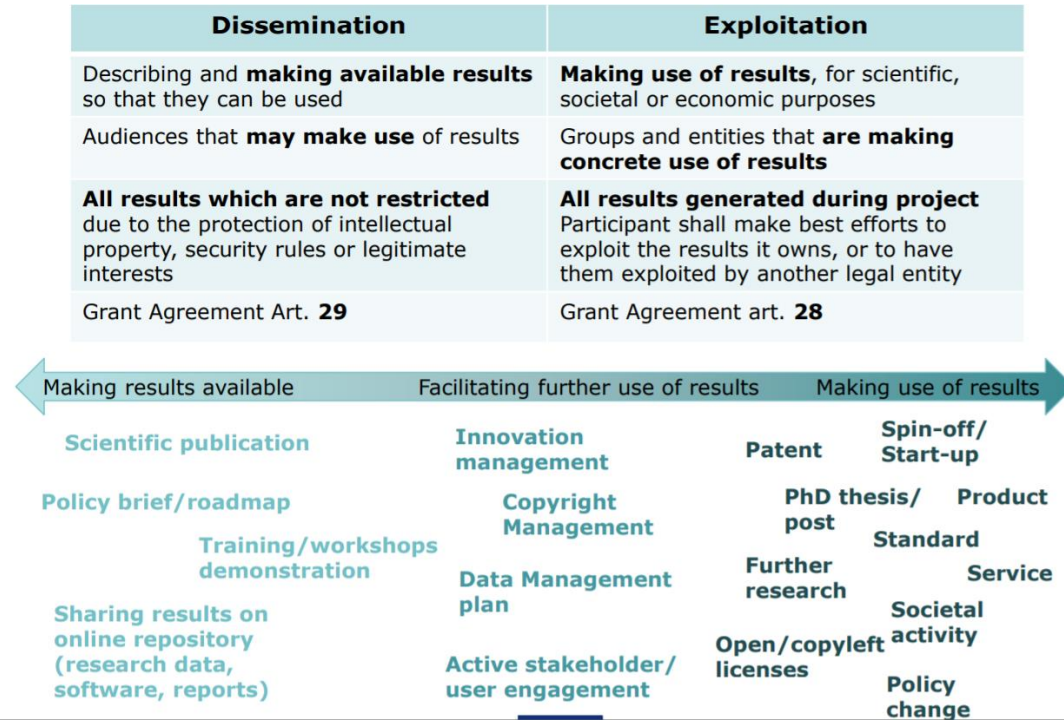
### Key impact pathways to track progress





## 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







## 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 <b>Successful large-scale demonstrator:</b> <b>Successful large-scale demonstrator:</b> Trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management. <b>Algorithmic model:</b> Novel algorithmic model for proactive airport passenger flow management.</p> <p>Example 2 Publication of a <b>scientific discovery on transparent electronics</b>. <b>New product:</b> More sustainable electronic circuits. <b>Three PhD students trained.</b></p>	<p>What dissemination, exploitation and communication measures will you apply to the results?</p> <p>Example 1 <b>Exploitation:</b> Patenting the algorithmic model. <b>Dissemination towards the scientific community and airports:</b> Scientific publication with the results of the large-scale demonstration. <b>Communication towards citizens:</b> An event in a shopping mall to show how the outcomes of the action are relevant to our everyday lives.</p> <p>Example 2 <b>Exploitation of the new product:</b> Patenting the new product; Licencing to major electronic companies. <b>Dissemination towards the scientific community and industry:</b> 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 <b>9 European airports:</b> Schiphol, Brussels airport, etc. <b>The European Union aviation safety agency.</b> <b>Air passengers (indirect).</b></p> <p>Example 2 <b>End-users:</b> consumers of electronic devices. <b>Major electronic companies:</b> Samsung, Apple, etc. <b>Scientific community</b> (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 <b>Up-take by airports:</b> 9 European airports adopt the advanced forecasting system demonstrated during the project.</p> <p>Example 2 <b>High use of the scientific discovery published</b> (measured with the relative rate of citation index of project publications). A <b>major electronic company</b> (Samsung or Apple) <b>exploits/uses the new product</b> 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 <b>Scientific:</b> New breakthrough scientific discovery on passenger forecast modelling. <b>Economic:</b> 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 <b>Scientific:</b> New breakthrough scientific discovery on transparent electronics. <b>Economic/Technological:</b> A new market for touch enabled electronic devices. <b>Societal:</b> 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)

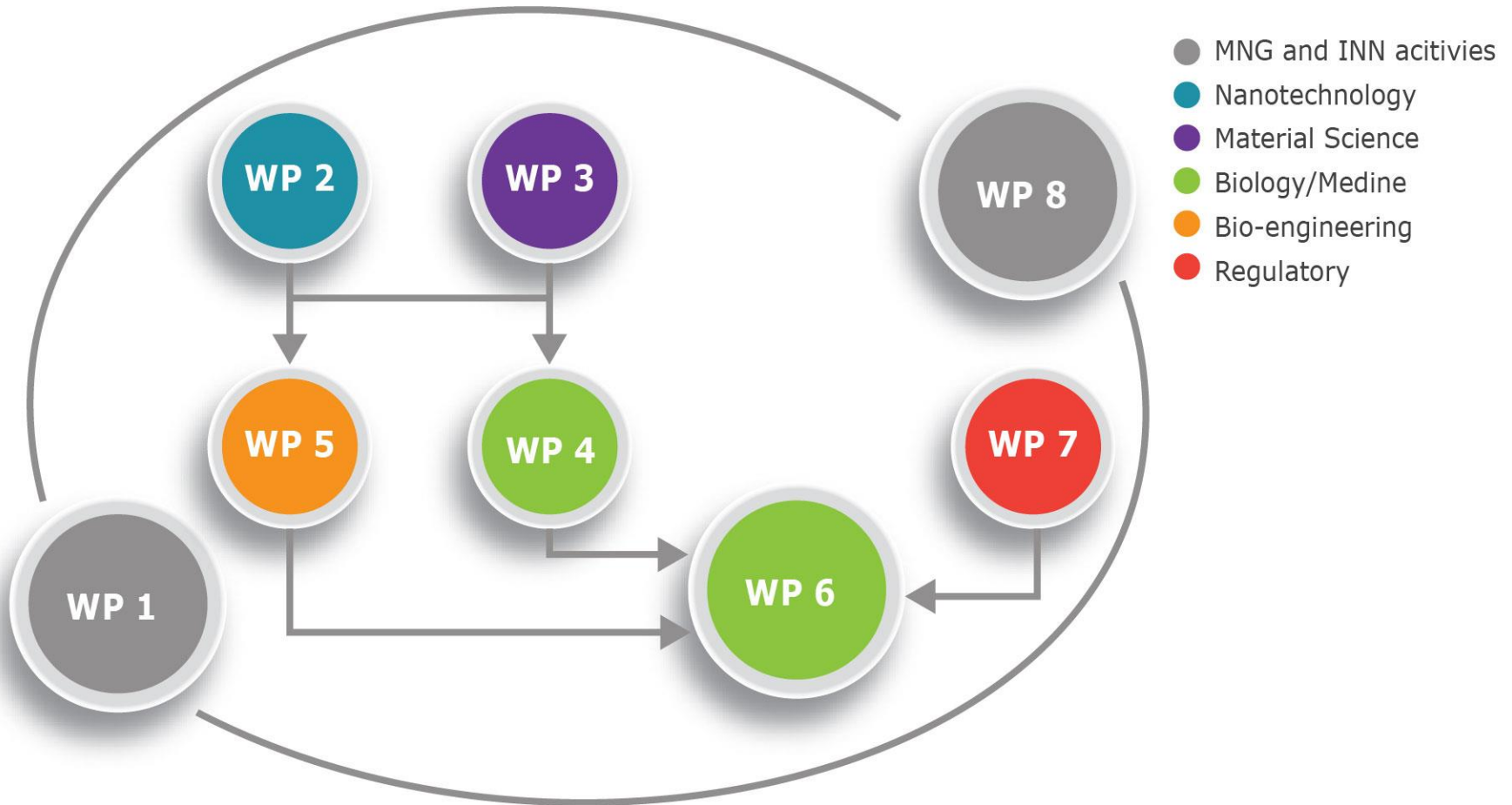


## EXAMPLE: Timing of the different work packages and their components (Gantt chart or similar)

		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
<b>WP1: Management</b>																					
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																				
<b>WP2: Network Capacity Building and Excellence</b>																					
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 🏠
<b>WP3: Network Matchmaking activities</b>																					
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
<b>WP4: Communication and Dissemination</b>																					
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



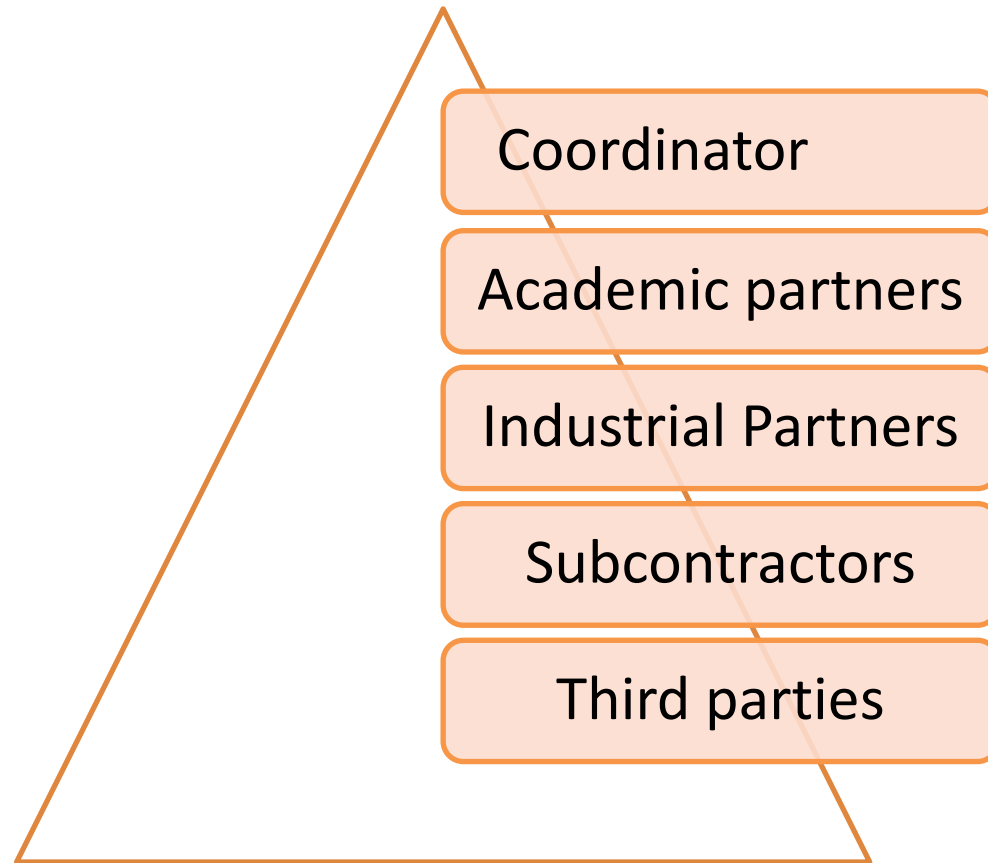
EXAMPLE: Presentation of the components showing how they inter-relate (Pert-chart or similar)







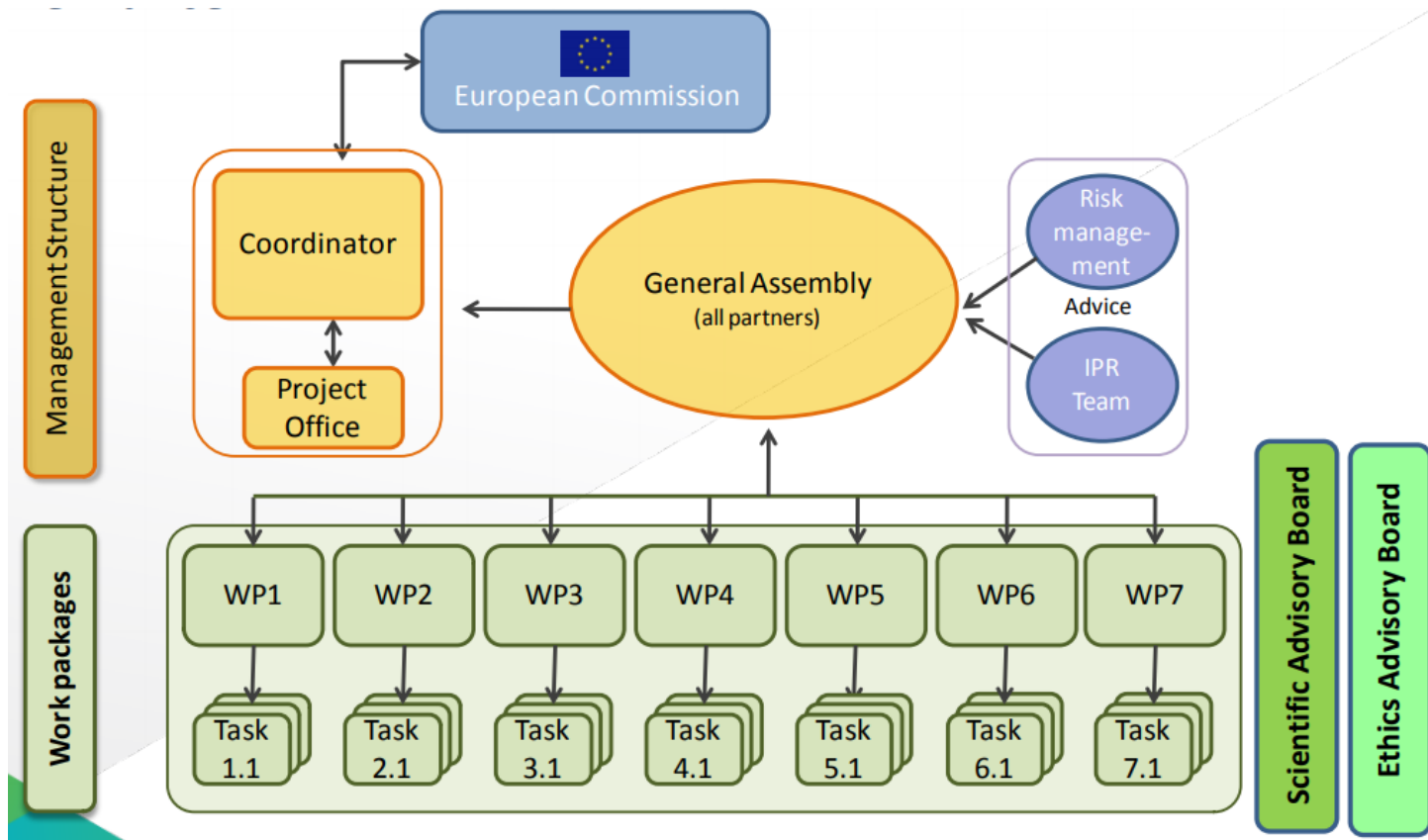
## Consortium as a whole





## 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
<b>Excellence</b>	<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

<b>Implementation</b>	<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



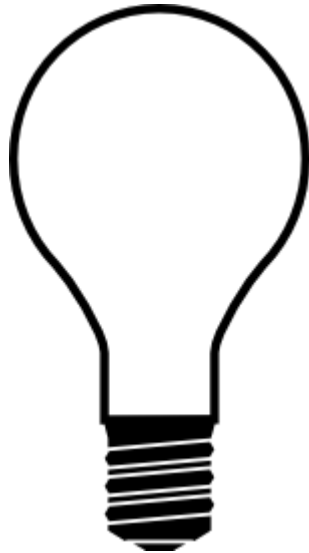
## More information (cont.)



Source: [https://ec.europa.eu/info/research-and-innovation/events/upcoming-events/horizon-europe-info-days\\_en](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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