



## «Κατάρτιση επιτυχημένης πρότασης: Προϋποθέσεις και συμβουλές»

Βασιλική Καλοδήμου, Δίκτυο ΠΡΑΞΗ/ΙΤΕ

Παιδαγωγικό Τμήμα  
Εθνικό και Καποδιστριακό Πανεπιστήμιο Αθηνών



# Statistics



# Horizon 2020 \_ NKUA

## Top participants

Legal Name	Q	Country	Q	NUTS 2 Name	Q	Net EU Contribution	Participation	Participation to Coordination role	O
<b>Totals</b>						<b>€ 1.714.492.348,66</b>	<b>5488</b>	<b>675</b>	
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 ASFALEIAS		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



# Horizon 2020\_NKUA\_Coordination

## Top funded projects

Project Title	Project Acronym	Thematic Pri...	Net EU Contribution	Total Cost	Participation	Type of Action	Topic Code
<b>Totals</b>			<b>€ 15.508.598,35</b>	<b>€ 15.508.598,35</b>	<b>27</b>		
Road-, Air- and Water-based Future Internet Experimentation	RAWFIE	Information and Communication Technologies	€ 4.154.500,00	€ 4.154.500,00	1	RIA	ICT-11-2014
Radioactivity Monitoring in Ocean Ecosystems	RAMONES	Future and Emerging Technologies (FET)	€ 1.076.375,00	€ 1.076.375,00	1	RIA	FETPROACT-EIC-08-2020
From Copernicus Big Data to Extreme Earth Analytics	ExtremeEarth	Information and Communication Technologies	€ 775.625,00	€ 775.625,00	1	RIA	ICT-12-2018-2020
HARMONIZatIon and integrative analysis of regional, national and international Cohorts on primary Sjögren's Syndrome (pSS) towards improved stratification, treatment and health policy making	HarmonicSS	Health, demographic change and wellbeing	€ 761.247,50	€ 761.247,50	1	RIA	SC1-PM-04-2016
Drug Absorption in Geriatric Patients and Older People: a training network innovating drug development for the advanced age population	AGePOP	Marie-Sklodowska-Curie Actions	€ 729.052,92	€ 729.052,92	1	MSCA	MSCA-ITN-2020
Exploitation of aromatic plants' by-products for the development of novel cosmeceuticals and food supplements.	EXANDAS	Marie-Sklodowska-Curie Actions	€ 652.500,00	€ 652.500,00	1	MSCA	MSCA-RISE-2015



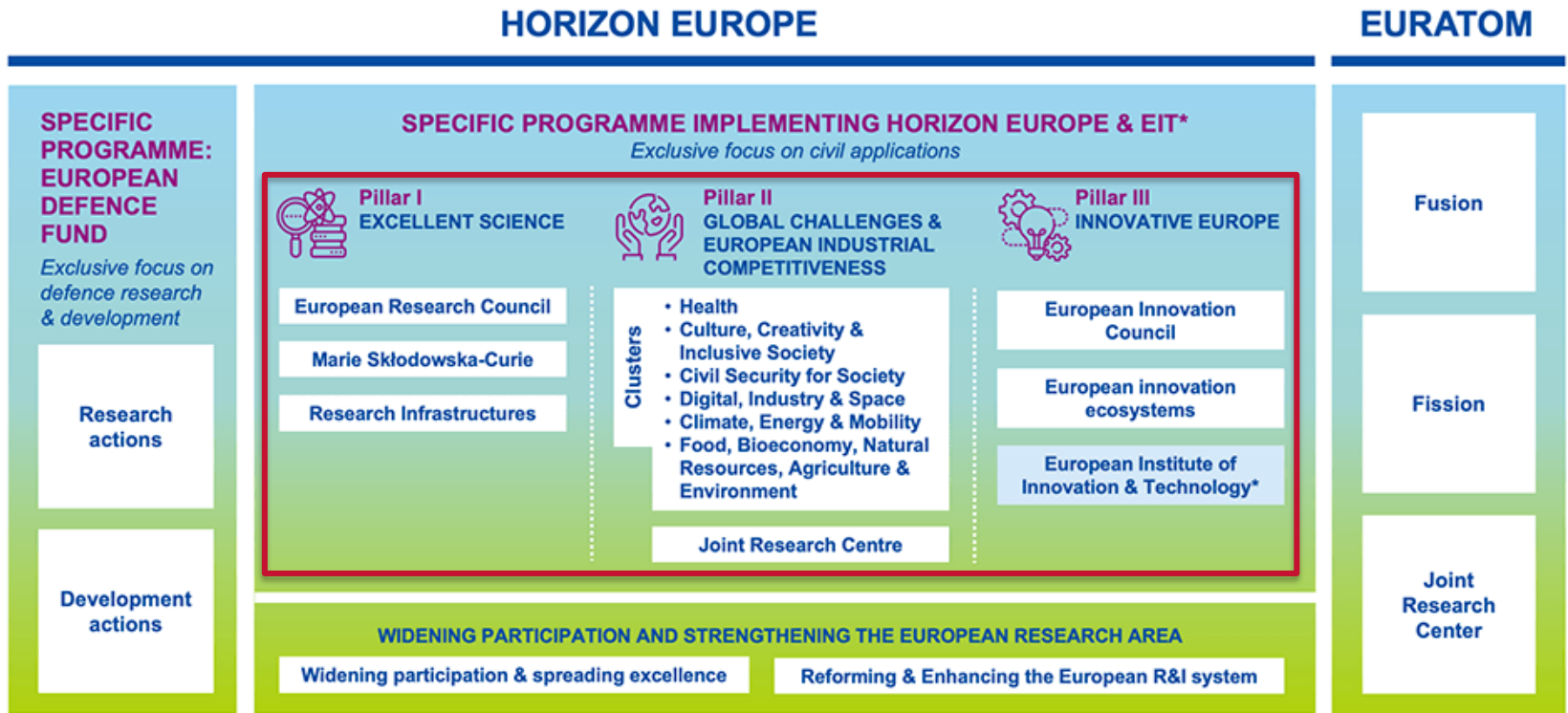
# Horizon Europe\_NKUA

## Top participants

Legal Name	Country	NUTS 2 Name	Net EU Contribution	Participation	Participation to Coordination role
<b>Totals</b>			<b>€ 305.462.766,10</b>	<b>843</b>	<b>107</b>
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 ΧΑΙΝΟΤΟΜΙΑΣ ΤΙΣ ΤΕΧΝΟΛΟΓΙΕΣ ΤΙΣ ΠΛΗΡΟΦΟΡΙΕΣ, ΤΟΝ ΕΠΙΚΟΙΝΩΝΙΟΝ ΚΑΙ ΤΙΣ ΓΝΩΣΙΣ	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
ΖΕΩΠΟΝΙΚΟ 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 ENTREPREUNERSHIP AND INNOVATION ASTIKI MI KERDOSKOPIKI ETAIREIA	EL - Greece	Κεντρική Μακεδονία (Kentriki Makedonia)	€ 6.030.619,97	7	0
ΕΘΝ. ΚΕΝΤΡΟ ΚΑΙΝΟΤΟΜΙΑΣ	EL - Greece	Στερεά Ελλάδα (Sterea Ellada)	€ 4.992.000,00	0	1



# Which programme part are you for?



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

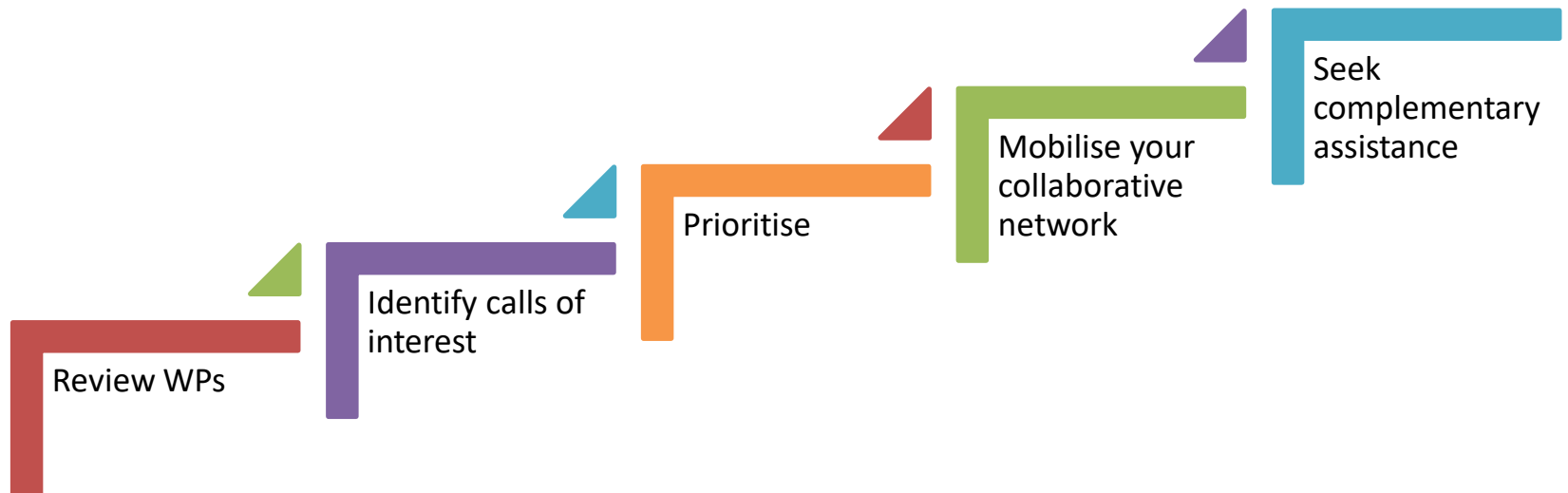


# Preconditions



## The systematic process

### At the opening of Work Programmes







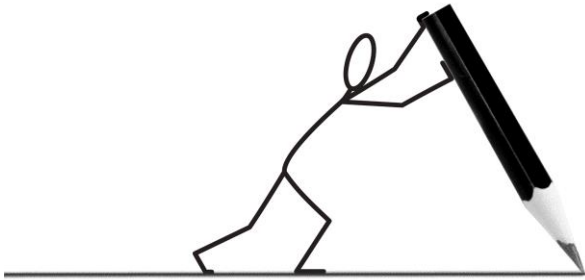
# Preparations



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

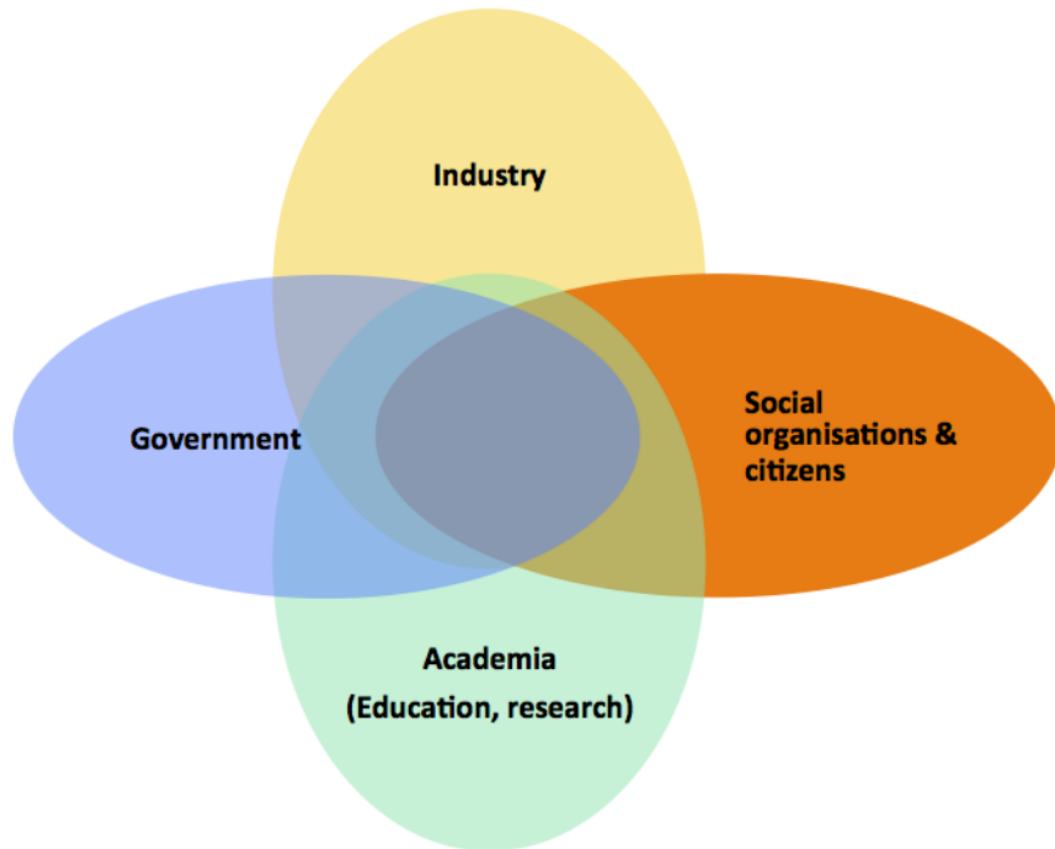
> Write preliminary 2-3 pages about your:

- > 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)





## The Partners





## 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...



## 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**



## Summarising

- ✓ • **Call topic Analysis**
  - Deconstruct topic
  - Outline impacts, outcomes and outputs
- ✓ • **Develop a Concept Note**
  - Define vision, concept and innovation
  - Propose a strong consortium composition
  - Outline project design and work packages
  - Other key considerations
- ✓ • **Build Consortium Core Group**
  - Recruit core partners
  - Brainstorm and enrich
  - Identify strengths/Unique Selling Points
- **Ensure Confidentiality**
  - Establish trust
  - Identify/resolve conflicts
  - Establish Confidentiality Agreements
- **Recruit/Expand Consortium**
  - Network and approach
  - Secure Commitments
  - Brainstorm and elaborate
- ✓ • **Define Core Writing Team**
  - Confirm coordinator team
  - Agree on consortium support
  - Gain external assistance, where necessary

***Courtesy: ERINN Innovation, Tips for a Successful ERA proposal, Jane Mahner, 7.10.2022***





## Decoding the call

Break the call text into bits and pieces





# Work Programme

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EN

**Horizon Europe**

**Work Programme 2021-2022**

*5. Culture, creativity and inclusive society*

*European Commission Decision C(2022)2975 of 10 May 2022)*

Cross-cutting

Social Science &  
Humanities (SSH)

Budget

3 mil euros per  
proposal  
3 proposals to be  
funded

## Decoding a call text: An example

Topic  
Identifier

**HORIZON-CL2-2022-DEMOCRACY-01-04: Education for democracy**

HORIZON-RIA HORIZON Research Innovation Actions (100% funding rate for all)

Type of Action

Scope

Education, from early childhood to lifelong learning, plays an important role in bolstering democratic citizenship and strengthening the **resilience of democratic societies**. It can also help **promote gender equality, disability inclusiveness, a culture of peace and non-violence, environmental awareness, appreciation of linguistic, ethnic, cultural and religious diversity**. Education can contribute to tackle **radicalization....**

Research shows that **voters with more extreme attitudes are overrepresented among citizens with low formal education and a below-average household income.**

Actors to be  
involved

Involvement of citizens and young people, including through NGOs, social partners and grassroots organisations, and cooperation with cultural and creative sectors are strongly encouraged to ensure the achievement of expected outcomes.

Expected  
Results

1. Proposals are expected to show **how educational material and innovative pedagogical practices** in different settings (including lifelong learning), can mediate or inform current debates...
2. Research should highlight the **competences needed** by students for boosting their capacity to actively engage in democratic politics, to understand and reflect on global interconnections, unequal power relations, depletion of natural resources and climate change, and to contribute to the promotion of sustainable development, inclusion, anti-racism, equality, justice and peace
3. Corresponding **methods to guide teaching** and assessment of those competences should be investigated
4. Experimental participatory research to test educational and training tools and to demonstrate the impact of the tools proposed, including students' and teachers' feedback

Expected  
Outcomes

Build robust evidence base for **redesigning curricula** in support of democracy

**Toolkits** for enhancing the humanistic and civic aspects of education

Strengthened democratic processes in education



# **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.



## 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.



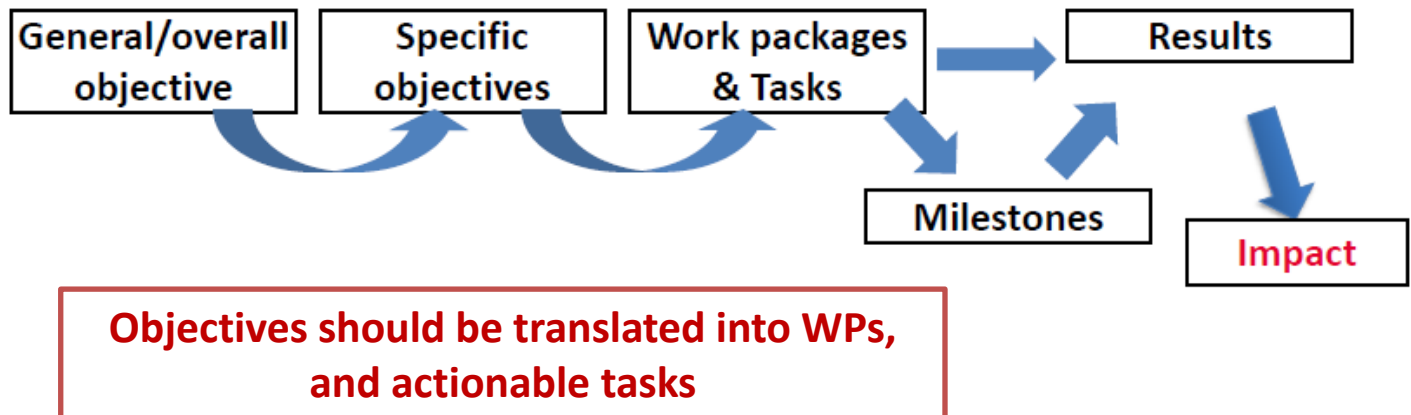
## Excellence

- › 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



## 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

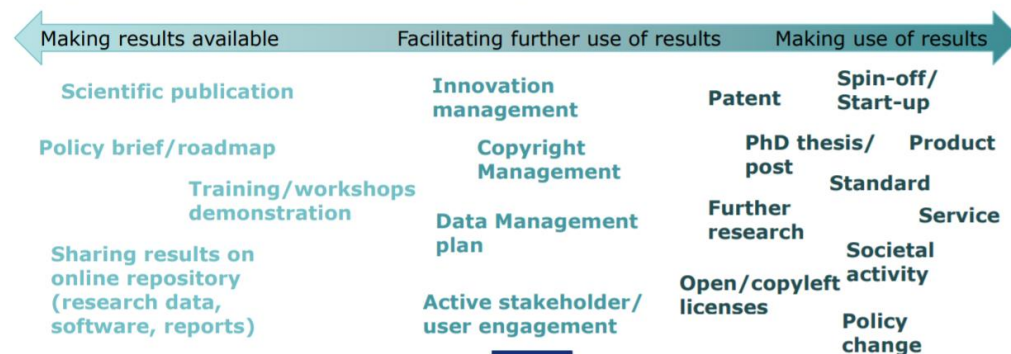
Which barriers to you acknowledge? *(Such as laws, freedom to operate, consumers' resistance to change, interoperability issues)*



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

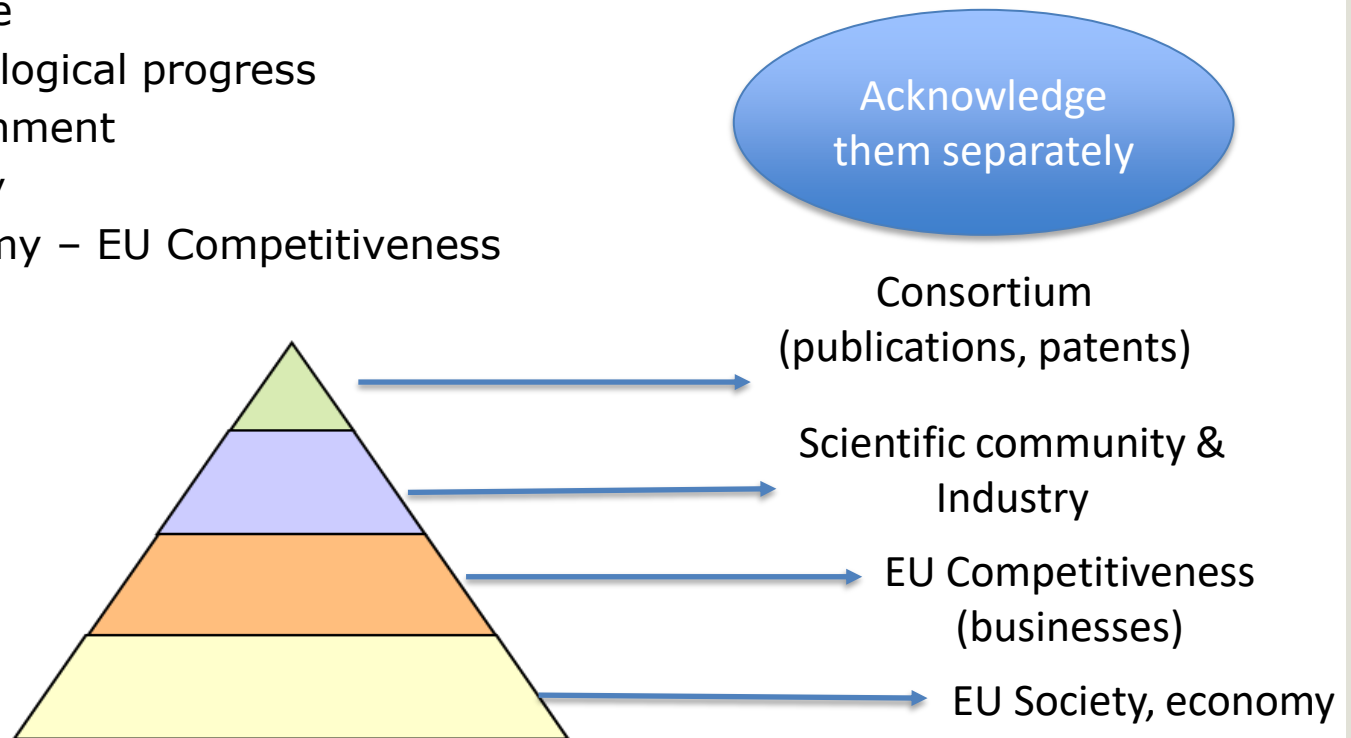




## Impact – Target Groups & outcomes

### The extent of the benefits for

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





## Key Impact Pathways

### Key impact pathways to track progress





## 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> 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.

appropriate.





## Implementation

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

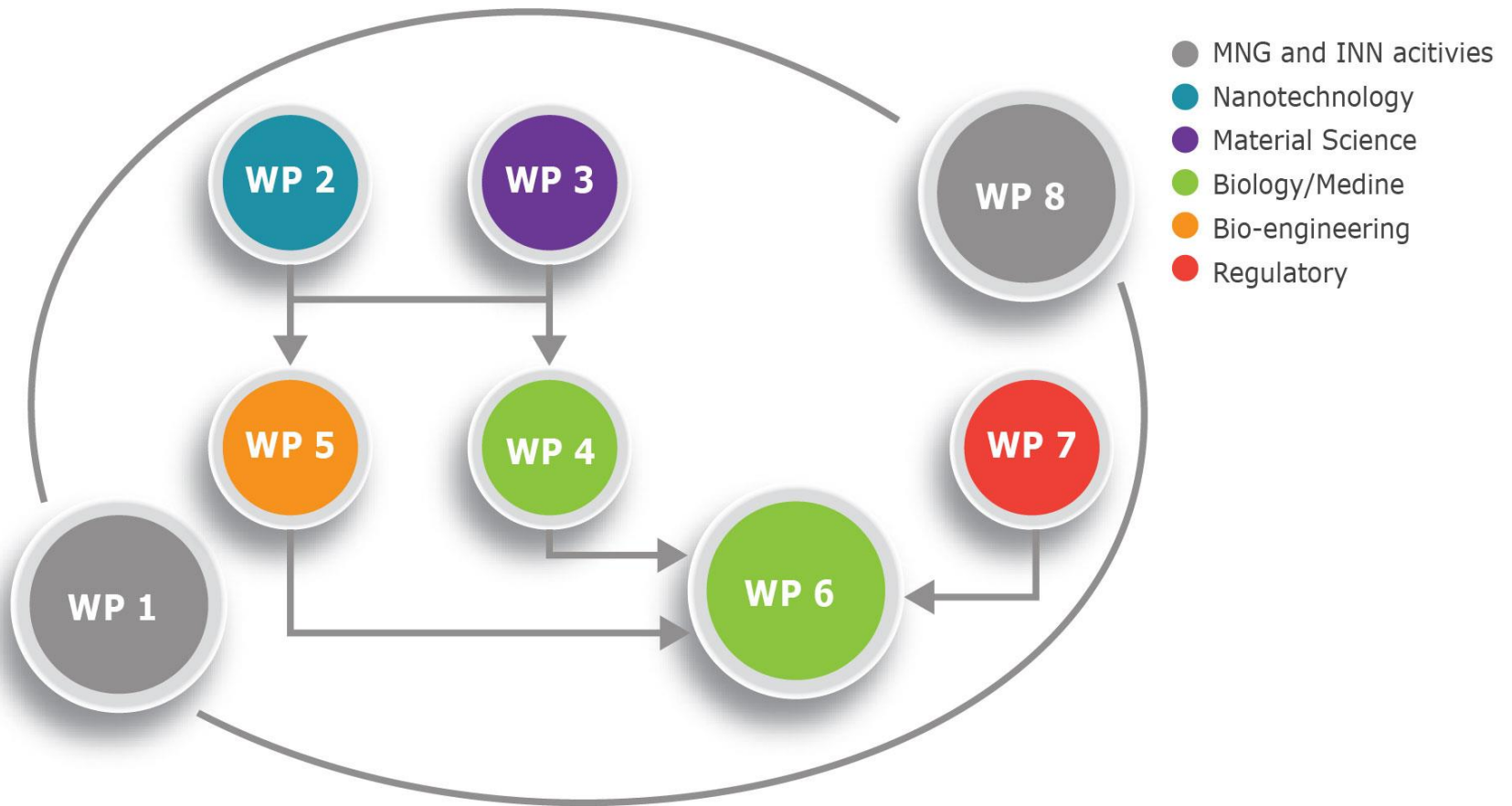


## Key considerations

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



[illegible]



## 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			

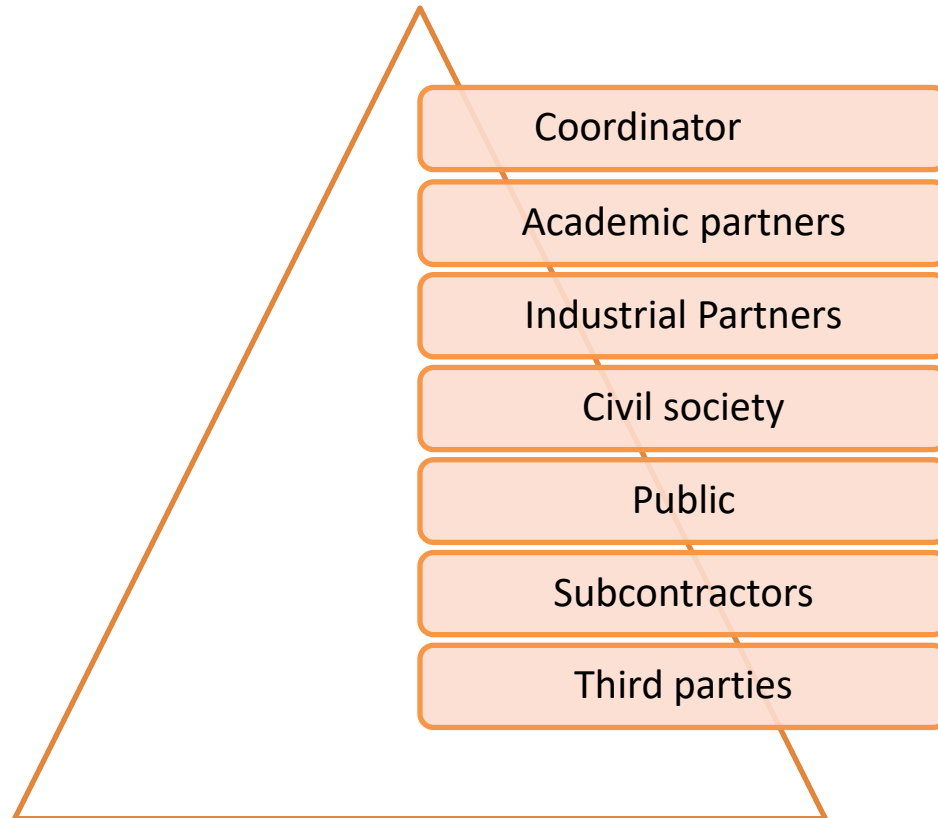
Objectives

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

Deliverables (brief description and month of delivery)



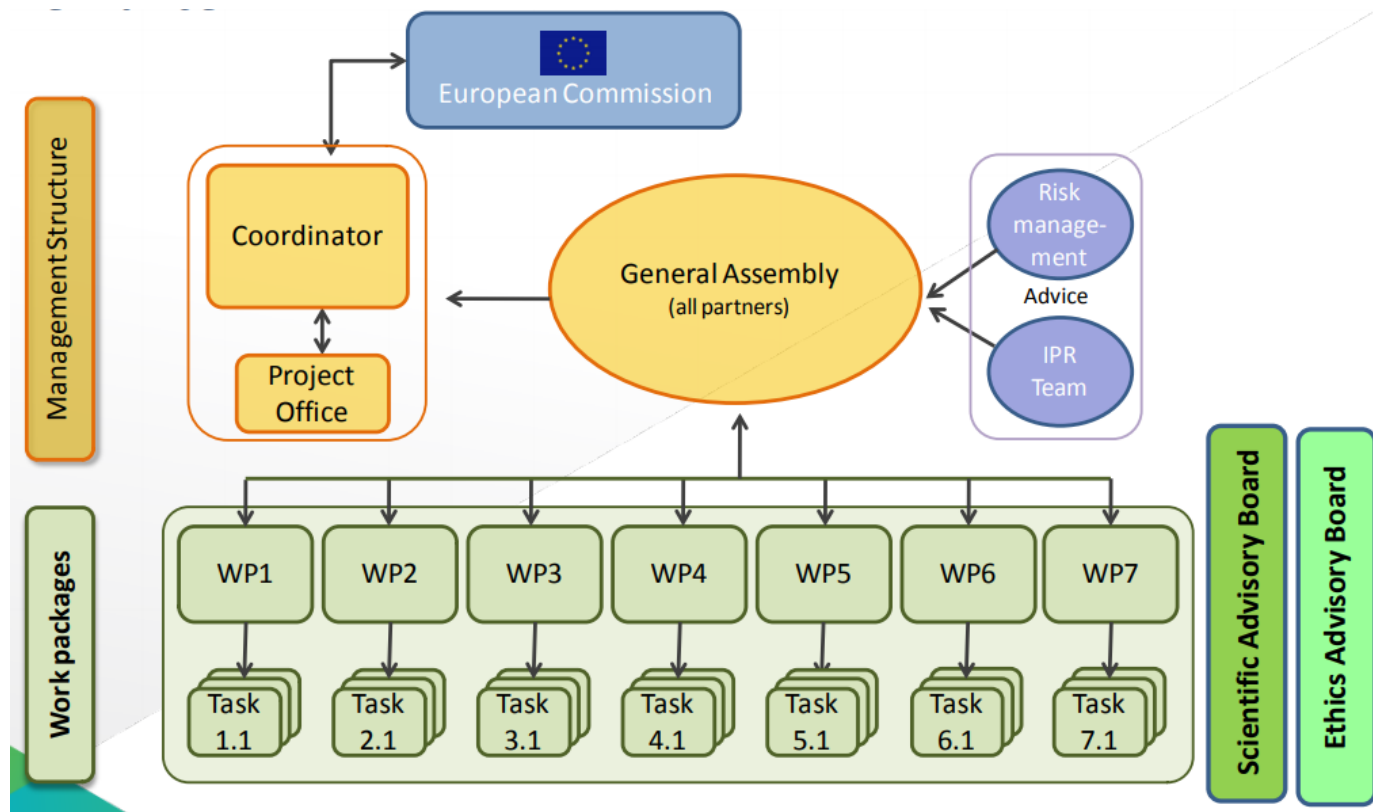
## Consortium as a whole





## Proposed project management

### Decision-making structures to allow proper implementation





## Contact Support Structures

- **Γραφείο Προσέλκυσης Χρηματοδοτήσεων**
  - **Εθνικό Σημείο Επαφής**
- 

- 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.	



## 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. 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.)

### INFRASTRUCTURES



Info days

#### Horizon Europe info day - Infrastructures

📅 6 December 2022

📍 Online only

### Cluster 4 DIGITAL, INDUSTRY & SPACE



Info days

#### Horizon Europe info day - Cluster 4

📅 12 - 14 December 2022

📍 Online only

### Cluster 6 FOOD, BIOECONOMY, NATURAL RESOURCES, AGRICULTURE & ENVIRONMENT



Info days

#### Horizon Europe info day Cluster 6

📅 13 - 14 December 2022

📍 Online only

### Cluster 5 CLIMATE, ENERGY & MOBILITY



Info days

#### Horizon Europe info day - Cluster 5

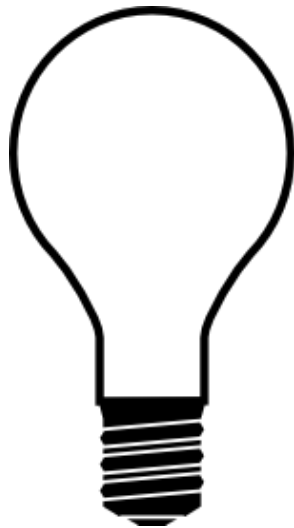
📅 15 - 16 December 2022

📺 Live streaming available

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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